



**Fiscal  
Biennium**

**2021-2023**

# Biennial Budget

**CITY OF FLORENCE, OREGON**

**Adopted Budget**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Florence  
Oregon**

For the Biennium Beginning

**July 1, 2019**

*Christopher P. Morill*

Executive Director



# City of Florence, Oregon

# Fiscal Biennium 2021-2023 Budget

July 1, 2021 — June 30, 2023



## BUDGET COMMITTEE

### Council Members

- Mayor Joe Henry
- Council President Woody Woodbury
- Council Vice President Sally Wantz
- Councilor Bill Meyer
- Councilor Maggie Wisniewski

### Citizen Members

- Jeff Archambeau
- Ron Hildenbrand
- Brittany Hornung
- Leonard Larson
- Joel Marks

Term Expires

- January 2023
- January 2025
- January 2022
- January 2025
- January 2024

The City’s Budget Committee consists of the Mayor, four City Council members, and an equal number of citizen members. Citizen members serve staggered terms of four years expiring January 31st.

The Budget Committee received the proposed budget May 5, 2021. The committee will held public meetings on May 5th, May 10th, and May 12th with City staff making presentations and addressing questions. The public meetings provided an opportunity for public testimony. The Budget Committee approved the proposed budget at their final meeting, and forwarded it to the City Council for adoption consideration.

The City Council held a public hearing to consider adoption of the budget on June 7, 2021. After the public hearing the Council reviewed and adopted of the approved budget, levied property taxes, and established the budget appropriations.



# TABLE OF CONTENTS

City Manager’s Budget Message .....	9
City Overview.....	17
Personnel .....	23
Basics of Budgeting .....	29
Fund Accounting .....	31
Fund Structure & Functional Units .....	35
Budget Process .....	37
Executive Summary .....	39
Consolidated 2021-23 Biennial Budget .....	43
General Fund .....	47
Public Safety .....	53
Parks.....	57
Community Development .....	61
Planning .....	63
Building .....	67
Code Enforcement .....	71
Administration .....	75
City Council .....	77
City Manager’s Office .....	81
Administrative Services .....	87
Finance .....	89
Human Resources .....	93
Information Technology .....	97
Municipal Court .....	101
Non-Departmental .....	150
City Hall .....	109
Debt Service Funds	
Debt Service .....	111
General Obligation Debt Service .....	113

## TABLE OF CONTENTS

<b>Special Revenue Funds</b>	
Transient Room Tax .....	<b>115</b>
9-1-1 Services .....	<b>117</b>
Airport .....	<b>121</b>
Streets .....	<b>125</b>
American Rescue Plan Act (ARPA) .....	<b>131</b>
<b>Enterprise Funds</b>	
Florence Events Center .....	<b>133</b>
Water .....	<b>137</b>
Wastewater .....	<b>143</b>
Stormwater .....	<b>149</b>
System Development Charge (SDC) Funds .....	<b>153</b>
Street SDC .....	<b>155</b>
Water SDC .....	<b>157</b>
Wastewater SDC .....	<b>159</b>
Stormwater SDC .....	<b>161</b>
<b>Internal Services Funds</b>	
Public Works Administration .....	<b>163</b>
Capital Outlay Schedule .....	<b>169</b>
Debt Schedule .....	<b>173</b>
City Work Plan .....	<b>175</b>
<b>Resolutions</b>	
Resolution No. 17, Series 2021 .....	<b>203</b>
Resolution No. 18, Series 2021 .....	<b>205</b>
Resolution No. 19, Series 2021 .....	<b>207</b>
Budget Calendar .....	<b>211</b>
Fiscal Policies .....	<b>213</b>
Glossary .....	<b>221</b>



# BUDGET MESSAGE



## City Manager's Budget Message 2021 – 2023 Biennium Budget

May 5, 2021

To the City of Florence Budget Committee,

As the City of Florence Budget Officer, I am pleased to submit the Proposed Budget for the 2021-2023 Fiscal Biennium (proposed budget). The City's proposed budget represents a financial plan for the 2021-2023 biennium, which consists of FY22 (July 1, 2021 through June 30, 2022) and FY23 (July 1, 2022 through June 30, 2023). The proposed budget enables the City to provide an excellent built environment as the foundation from which our community members can live, work, and play. City staff have proposed a budget that reflects an ongoing commitment to provide valued services for the community with a foundation of fiscal health and stewardship during these ongoing challenging times.

The budget document is the single most important policy document of the City. It sets standards and establishes the action, operational, and financial plans for the delivery of City services. It provides a comprehensive overview of all City funds and services, and gives residents a better understanding of the City's operating and fiscal programs.

**Budget at a Glance.** The City's proposed budget has been prepared pursuant to Oregon Local Budget Law. This budget totals \$71.9 million for the biennium and is balanced. The General Fund budget for the biennium is \$18.3 million. For comparison, the previous fiscal biennium budget was \$65.2 million, with \$16.3 million for the General Fund.



Total current resources (excluding beginning fund balance) in the proposed budget for all City funds are \$65.2 million representing a 19% increase as compared to the previous biennium's budget. Current expenditures (excluding ending fund balance) total \$62.6 million, an increase of 5.39%. All the funds meet their targets for financial reserves except the FEC Fund, which was the City's hardest hit operation from the COVID-19 restrictions on gatherings and events. For more in-depth information about resources and expenditures and the factors that influence the year-over-year changes, please review the details provided in each fund's section of this document.

## BUDGET MESSAGE

**Relation to City Work Plan.** In early 2021, the City Council embarked on the process of creating the City's 2021-2023 Work Plan. The City Council, through the City Work Plan process, identified priority policy areas and regulatory challenges for focus in the coming two years. Both the process and the final product gave staff direction to craft the proposed budget. This biennium budget presents my recommendations as Budget Officer, and it incorporates nearly all aspects of the City's Work Plan that was adopted by the City Council earlier this year. I am proud to put forward this budget that has created a financial plan and roadmap for how we can operationally manage the City, invest in new capital, maintain what we have, provide excellent services with outstanding employees, and meet the City Council's Goals and achieve all that is contained in the City's Work Plan.

**Vision:** Oregon's Premier Coastal Community!

**Mission:** The mission of the City of Florence is 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.

**Motto:** A City in Motion

**City Council Goals.** Providing a foundation for the City's Work Plan are five goals that City Council reaffirmed in early 2021. These goals build off the successful work of the past and address the pressing issues currently facing our city.

**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.*

**Livability and Quality of Life.** *Sustain and improve the City's livability and quality of life for Florence residents and visitors.*

**Economic Development.** *Sustain and improve the City's economic development program and efforts towards enhancing the Florence economy, including housing, business development, and increasing living wage jobs.*

**Communication and Trust.** *Sustain and improve the City's communication program and strengthen citizen trust.*

**Financial & Organizational Sustainability.** *Sustain and improve the City's financial position, city-wide policies, and the infrastructure networks to support City needs.*

This budget message highlights the principal issues facing the City that we took into consideration when developing the budget. Each section of the budget highlights key aspects in relation to the City Work Plan and references additional explanations in the funds and programs. Generally, each program section contains a narrative summary, program highlights, a "did you know" section, and performance measure information. New this biennium are sections titled "Uniquely COVID-19." Together, this information tells the story of a City in Motion.

**Uniquely COVID-19.** Before reviewing the core components of the proposed budget, it is important to recognize the impact of the COVID-19 pandemic on preparing a biennial budget. There is still much uncertainty and societal concerns, but with treatments and vaccines, we have hope.

Most City revenues impacted by COVID-19 are currently projected to return to normal levels by the fall of 2021. Although COVID-19 has significantly impacted local businesses, the overall impact to the City so far has not been catastrophic. Some of the factors that helped reduce the impact of COVID-19 are the City's primary source of revenue, property taxes, has remained stable over the past year seeing modest growth. The housing market continued to be robust within the City and region, which led to the City's Community Development Department processing more than double the number of Type 4 (large) planning applications over the prior year. The Community Development Department also processed just as many building permits as the prior reporting period, despite only processing permits virtually this year.

## BUDGET MESSAGE

Additionally, about one-third of City staff worked remotely through the duration of the pandemic due to our lack of staff redundancy to perform important administrative, customer, and governance services. The City continued to provide these core services virtually, which kept the community and on-site staff as safe as possible. Reducing the spread of COVID-19 and keeping the community safe has been our number one priority through the pandemic.



The City of Florence and our local community demonstrated resilience and creativity to adapt to uncertainty and move forward as we begin experiencing encouraging progress towards the (hopeful) end of the pandemic. The Oregon Health Authority has reported that over two million vaccine doses were administered statewide and as of April 19, 2021, all Oregonians over the age of 16 are eligible to receive a vaccine (<https://covidblog.oregon.gov>). On March 11, 2021, President Biden signed the American Rescue Plan Act

(ARPA or Act) into law. This Act provides some relief and recovery to many, including the City of Florence.

Thanks in part to the ARPA funds and expected infrastructure federal and state grant funds, the proposed budget presents an optimistic recovery from the fiscal impacts of the COVID-19 pandemic. There is always some degree of uncertainty for any budget, and even more so during a global pandemic. For now, the future post-pandemic fiscal biennium looks positive, and as a result, we propose a stable and balanced budget.

The US Treasury is still developing detailed guidance for the ARPA. However, current guidance indicates that the spirit of the Act is to make governmental entities whole. The City of Florence is expecting to receive \$1.8 million from the ARPA, split into two rounds. The first installment is expected by June 2021, and the second within the next year. With this level of certainty, the proposed budget contains a new special revenue fund, the ARPA Fund.



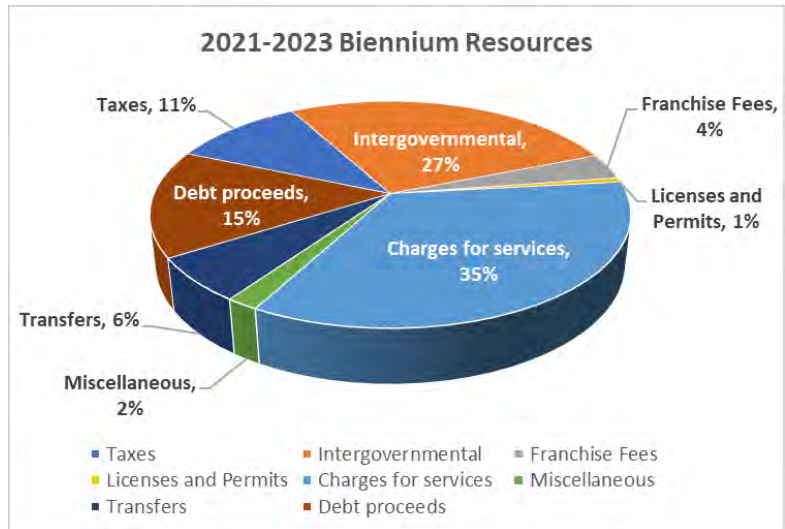
Stabilizing local government budgets impacted by COVID-19 is one of the eligible uses identified in the current guidance of the ARPA funds. This is an essential component of the Act to ensure that community services can continue. The proposed budget assumes that about \$720,000 of the ARPA funds will replace revenue lost, support economic development efforts (like child care), and cover staffing costs that came at a premium during the pandemic in the General, FEC, Streets, Transient Room Tax (TRT), Streets, Wastewater, and Public Works funds to continue current services. The balance of the relief funds (\$1 million) will be held in contingency reserve for future use on programs or projects identified within the City's framework for ARPA funds.

Staff plans to bring forward funding recommendations to the City Council as a supplemental budget adjustment. In general, staff will look for ways to leverage the remaining \$1 million of ARPA funds, including with our partner agencies, to maximize the investment in Florence. Investments that will result in economic development, broadband internet, and housing will be a high priority of focus for staff as we prepare our recommendations to the City Council. Please reference the ARPA Fund section of the budget document for further information.

## BUDGET MESSAGE

**Beginning Fund Balance and Revenues.** Total Current Resources for the fiscal biennium are \$65.2 million — a 19% increase over the prior biennium. The biennium begins with \$6.7 million in beginning fund balance, creating total resources to balance with expenditures \$71.9 million. The City intends to use those resources to provide essential public services that are in alignment with the City Council goals and to implement the items in the City’s Work Plan. Revenue assumptions in the 2021-2023 Biennium Budget are as follows:

- ◆ Property tax revenue assumed growth of 1% and an increase in taxable assessed value of 3%.
  - ⇒ \$5.9 million for the General Fund.
  - ⇒ \$111,000 for the General Obligation Debt Service Fund, which will be paid off in FY22.
- ◆ After an 18 month pause on any rate increases, the utility and street fee revenues are budgeted to increase at a 5% in year 1 and 2% in year 2. Staff propose to review rates later this summer and will take into consideration COVID-19 recovery efforts and recommend rate adjustments to go into effect in early Fall 2021.



- ◆ Solid Waste Hauler license fee on gross-profit will increase a half percent to 5% (per Resolution, 5% is the limit), with revenues collected dedicated to the Street Fund. This fee increase was planned for year 2 of the previous biennium, but was not implemented during the pause on rate increases due to COVID-19.
- ◆ Continued system development charge (SDC) discount program, reducing funds available to participate in capacity increasing projects.
- ◆ Charges for services now include internal service fees for General and Public Works Administration (previously recorded as Transfers).
- ◆ Intergovernmental Revenues include \$8.7 million in federal and state grants to fund capital projects.
- ◆ All other fees assumed to be increases as detailed in fiscal policies.
- ◆ The Parks program continues to be the second most demanded City service, after Public Safety, and yet it does not have a dedicated funding source. Therefore, City staff continues to seek grant funding to improve or

create parks and trails throughout Florence.

Resources by Category in Millions	Previous Biennium	Current Biennium 2021-23	Percentage Change
Taxes	\$ 7.60	\$ 6.90	-9.21%
Intergovernmental	6.40	17.6	175.00%
Franchise Fees	2.50	2.4	-4.00%
Licenses and Permits	0.60	0.4	-33.33%
Charges for services	20.60	22.6	9.71%
Miscellaneous	2.20	1.2	-45.45%
Transfers	6.20	4.1	-33.87%
Debt proceeds	8.90	10.0	12.36%
<b>Total Current Resources</b>	<b>\$ 55.00</b>	<b>\$ 65.20</b>	<b>18.55%</b>
Beginning Fund Balance	10.30	6.7	-34.95%
<b>Total Resources</b>	<b>\$ 65.30</b>	<b>\$ 71.90</b>	<b>10.11%</b>

The City Council adopted the current fiscal policies in 2016 and are included in the budget document. The budget reflects the City of Florence’s commitment to all stakeholders in our community who depend on us for safety and services. We are ever mindful of respecting the fact that taxpayer dollars are an investment

## BUDGET MESSAGE

entrusted to our stewardship to provide effective and valuable services to our customers. With that in mind, I encourage readers of this document to find out more about each program or service by reading the narrative and reviewing the performance measures that precede each fund and program.

**Personnel.** The City is predominantly a service provider; therefore, labor costs drive a large portion of the budget. The proposed budget includes 73.5 full-time equivalent (FTE) positions. This is a 4.5 FTE increase from the previous biennium budget made up of three half-time employees (Administrative Assistant to the City Manager’s Office, an Administrative Assistant for Public

Works, and an IT Technician), one for a Facilities Maintenance Worker, one for Stormwater Utility Worker, and one for an Economic Development Catalyst in the City Manager’s Office. The Economic Development Catalyst was a contract employee through the RARE program in previous budgets. Overall, the City’s personnel

Expenditures by Category in Millions	2019-2021 Adj Budget	Current Biennium 2021-23	Percentage Change
Personnel	\$ 13.20	\$ 15.00	13.64%
Materials & Services	15.6	17.9	14.74%
Capital Outlay	18.3	21.0	14.75%
Transfers	6.4	4.1	-35.94%
Debt Service	5.9	4.6	-22.03%
<b>Total Expenditures</b>	<b>\$ 59.40</b>	<b>\$ 62.60</b>	<b>5.39%</b>
Ending Fund Balance/ Contingency	5.9	9.3	
<b>Total Requirements</b>	<b>\$ 65.30</b>	<b>\$ 71.90</b>	<b>10.11%</b>

budget will increase by \$1.8 million or 14% attributable to the increase in PERS rates, and required (either contractually or by policy) increases for staff, and health related benefits costs.

A robust citizen engagement and outreach effort, while encouraged, also produces new ideas and energies, and expectations, for responsiveness and service delivery. This is becoming especially acute in the Community Development, the Administration, and the Parks Departments. We hope to be able to meet these high expectations with the professional staff that we currently have hired on at the City and, with the new hires that fill the current vacancies and newly requested positions. On average, the City typically operates with several vacancies as the unemployment rate is incredibly low and the job market is very competitive. At the time of this proposed budget, approximately 8.5% of total authorized positions were vacant. We are cautiously optimistic that we will reach full staffing levels during this biennium.

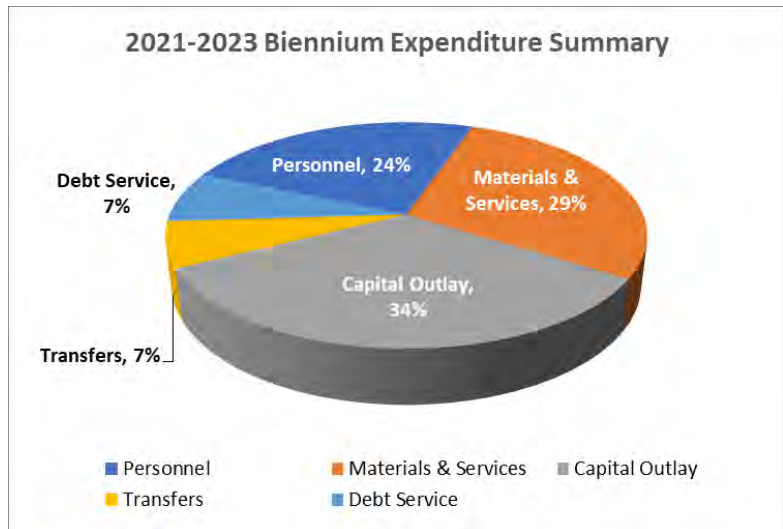
As City Manager, I directed the City to initiate efforts to limit the impacts of turnover by having staff cross-trained to related positions, and begin back training staff in certain higher-level tasks. This provides much needed mid-level management support and creates career opportunities and experiences for staff, which keeps them at the top of their fields so that they can continue to provide excellent service to our community. I also engaged the City with a compensation consulting firm to ensure that staff are being compensated fairly compared to other similarly situated communities, looking at the total cost of compensation (including base pay, paid time-off, benefits, and other factors). In addition to this information, the consulting firm will provide us with some organizational analysis for long-term planning. These factors are a net positive for the City and work towards creating a self-sustaining system of highly trained staff to serve the City.

Important components of the personnel budget include the continuation of the compensation schedule that the City Council adopted in 2015, which includes an annual merit system pay adjustment ranging from 1-3%, depending on performance, with a cost-of-living adjustment of 1.9% for year one of the biennium based on the policy defined consumer price index. The City is in the final stages of negotiating a new three-year contract with the Police Employee’s Association, our only represented group, which expired June 30, 2020 and was extended through June 30, 2021 by a memorandum due to COVID-19. Please reference the Personnel section of the budget document for a full analysis.

## BUDGET MESSAGE

**Materials and Services.** The Materials and Services (M&S) budget of \$17.9 million reflects a continuance of current service levels and it accounts for 29% of the total budget. Included in M&S are administrative overhead charges to all programs. The cost of most supplies has begun to increase and it is a future concern that revenues will not be able to keep pace with the inflationary costs of goods and materials.

Additional notable items accounted for in contracted services are related to priority items such as funding for Economic Development activities, master planning for Gallagher’s Park, professional services to staff the Building Official and Inspection Program, seasonal workers for the utility funds, legal services, and the Municipal Court Judge.



**Capital Investments.** When the pandemic was declared in early 2020, we strategically slowed our major spending on capital projects for about six months until we were able to do a comprehensive financial analysis of the impacts to the budget in June 2020. As a result, we delayed about 50% of the capital spending that we had anticipated financing with long-term debt. Approximately \$7 million of this biennium’s proposed budget are carryover capital projects that are already engineered, planned, and in a few cases already under construction. Total capital outlay budgeted is \$21 million (previous biennium was \$18.3 million). The proposed capital investments will be funded through debt proceeds, grants, and cash on hand. The capital budget for this biennium focuses on new investment and reinvestment in utility infrastructure, transportation network, and facility improvements.

Highlights of the capital outlay budget include funding for the completion of several projects that are already in progress including the Rhododendron Drive Phase 2 project to realign, improve, and enhance the segment beginning as you head north from the Wildwinds subdivision to the intersection of 35th Street, as well as the 9<sup>th</sup> Street utility and street improvement project. Other notable highlights include park playground equipment updates, new restroom facilities in Old Town, and a focus on Gallagher Park. Different this year than in previous years, the capital budget includes significant equipment replacement for the 911 Fund, large equipment for the Streets and Utility Funds, and the AWOS replacement at the Airport. In the ARPA, Water, and FEC funds, there are proposals to address the need for additional indoor space to allow for safe gatherings and performance of critical functions, which the pandemic highlighted as potential issues of concern in future times of need.

Not only is the proposed capital budget is the largest the City has ever seen, it is only possible with a tightly managed financial plan, which utilizes a mix of cash on hand, local grants, long-term debt, and actively seeking additional grants as the federal infrastructure package is finalized and as the State, County, and other regional partners make their funding programs available. Staff will work hard to leverage the ARPA and other stimulus dollars for investment here in Florence. Further detail of budgeted projects by fund is found in the Capital Outlay Schedule.

**Debt, Contingencies, and Ending Fund Balance.** Due to COVID-19 and the financial market, the City delayed long-term debt financing of \$8.5 million that was previously budgeted. Instead, the City financially managed with the cash on hand and grants received, while purposefully slowing the timing of the capital outlay expenditures. As a result, this proposed budget expects that we will take out \$10 million in long-term debt to fund approximately 48% of the capital investments described above and we expect that debt outstanding at the end of the biennium to be \$27.1 million. Budgeted debt service expenditures are \$4.6 million making up 7% of the total expenditures.

## BUDGET MESSAGE

We begin this biennium with the ReVision Florence Streetscape essentially completed. While the project costs and debt service payments are accounted for in the Florence Urban Renewal Agency (FURA) funds, the related debt is accounted for in the City's Debt Service Fund. Further detail of existing and proposed debt can be found in the Debt Service Funds and Debt Schedule.

One of the most important financial policies is the one that provides for a fund balance reserve. I am pleased to report that we have met targets for all funds except for the FEC Fund. This is because the FEC was closed and events canceled due to the pandemic. We expect as the tourism, conference, entertainment, and performing arts industry recovers, we will begin to see the fund balance reserve rise again. Historically, the Streets Fund and Wastewater Fund have been below the fund balance reserve targets, but with steady and incremental rate increases, the State's Transportation Funding package, and a managed spending plan, both funds have satisfactory ending fund balances. Overall, at the end of this biennium, the City expects to have \$9.3 million in ending fund balance. For further analysis on ending fund balance, please reference the financial detail for each fund and the Consolidated 2021-23 Biennial Budget section.

**Conclusion & Acknowledgements.** The proposed budget continues the work to align anticipated revenues and anticipated expenditures. A key focus for the biennium will be the prudent use of non-recurring ARPA funds along with a concerted effort to obtain additional stimulus grants to fund capital projects. The City Council will begin to have conversations about what funding levels are right for our community and where the funding should be prioritized. In addition, the City Council will need to consider other forms of revenue and modified revenue models to support recurring service needs to ensure fiscal sustainability and adequate service levels to meet the community's needs today and in the future.

The City Council's Goals and the City's Work Plan build on the mission to build a community with excellent municipal services, continuous improvements, and create a quality and economically viable future. This 2021-2023 Proposed Biennial Budget illustrates how resources will be used to accomplish this mission even despite the current economic and societal woes that our community is facing. As fiscal challenges because of COVID-19 and otherwise lie ahead, we remain hopeful that the City can be an integral part of rebuilding and restoring the health of our community by continuing to provide uninterrupted municipal services at current or improved levels and by continuing to reinvest in our facilities, equipment, and infrastructure.

All the analysis and planning represented in this budget is a product of our dedicated City staff as led by the members of the Management Team, an engaged and involved community, and the City Council's leadership to develop, responsively refine, and finally approve a continuum of plans and policies that guide City operations and the future of Florence. Each element is essential to our success in delivering high quality services, improving the City's infrastructure, supporting the quality of life our residents' value, and managing it all within sound fiscal practices.



My thanks to the Budget Committee for your service on behalf of the community and for your work on the City's budget. I am honored and humbled to be of service to you, the City Council, and the community of Florence.

Respectfully submitted,

A handwritten signature in blue ink that reads "ERReynolds". The signature is written in a cursive, flowing style.

Erin R. Reynolds  
City Manager and Budget Officer





# CITY OVERVIEW

## About Florence

Incorporated in 1893, Florence is a scenic seaside community at the confluence of the Siuslaw River and the Pacific Ocean. The City is located along the [Pacific Coast Scenic Byway](#) (Highway 101), only one hour west of Eugene, and is served by a marina and boasts its own airport.

The City has grown at a modest pace since 2000, an average of 0.9% annually, to a population of 8,925 as of January 1, 2020. Similar growth is anticipated during the next several years. Additionally, an estimated 2,300 residents live outside the City, but within the City's Urban Growth Boundary (UGB).



Florence's Historic Old Town is a charming 1900s fishing village that is built along the Siuslaw River. The Port of Siuslaw has built a boardwalk bordering its updated and expanded marina providing up-to-date amenities for commercial and recreational users. The Siuslaw River Bridge, which connects Highway 101 across the Siuslaw River, is visible from much of Old Town. The iconic Siuslaw River Bridge was designed by Conde B. McCullough, along with four

others, was completed in March of 1936 as part of the Coast Bridge Project. In March of 2019, the Oregon Department of Transportation recently finished a three year major refurbishment of the Bridge that included seismic upgrades and cathodic protection.

The Florence area is rich with outdoor pursuits. Beaches, parks, hiking trails, lakes, rivers, and creeks are found throughout this premiere coastal community. The City has two golf courses, the world's first ever sand board park, and is located minutes away from the Oregon Sand Dunes National Recreation Area. Within the Siuslaw National Forest, the dunes are the largest coastal sand dunes in North America.



The City also owns and operates a convention and performing arts center. The Florence Events Center (FEC) is home to many popular annual events such as the Winter Music Festival, the Florence

Festival of Books, the Florence Home and Garden Show, the Florence Festival of Trees, and many more. Additionally, the FEC is home to the Last Resort Players theatre company and the Seacoast Entertainment Association's annual concert series.



# CITY OVERVIEW

## Form of Government

The City of Florence operates under a Council-Manager form of government. The Mayor and City Councilors are responsible for hiring and providing direction to the City Manager, establishing policy, adopting budgets, and approving City contracts. The Mayor and City Councilors are elected at-large. The Mayor serves a term of two years and the City Councilors serve staggered four year terms. The Mayor presides at official meetings and work sessions.



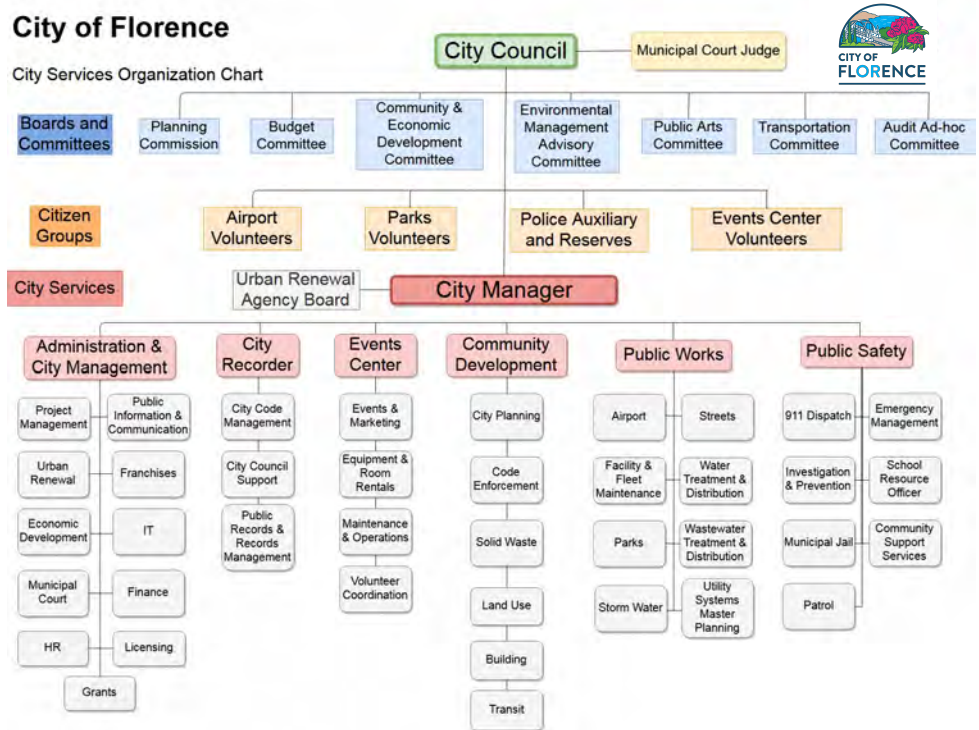
The Florence City Council meets the first and third Monday of each month at City Hall, or via GoToWebinar to meet COVID-19 related safety protocols. Council meetings are recorded and broadcast on cable channel

191. Additionally, videos of previous meetings are available on the City’s website at <https://www.ci.florence.or.us/council/watch-past-city-council-meetings>.

## City Services

The City of Florence, from its elected officials to its field and clerical support staff, are dedicated to professionalism, efficiency and effectiveness, and outstanding customer service.

The City provides police, emergency dispatch, municipal court, water, sewer and surface water utilities, streets and sidewalks, events center, parks, airport, and community development services including planning, building, engineering, and code enforcement. Additionally, the City has an urban renewal agency, the Florence Urban Renewal Agency (FURA), which is staffed by City personnel and overseen by a separate nine-member board that includes three City Councilors.



Fire and rescue services are provided by Siuslaw Valley Fire & Rescue District, ambulance services are provided by Western Lane Ambulance District, and the library is operated by the Siuslaw Public Library District. Public transportation services are provided by Lane Transit District, which operates the Rhody Express.

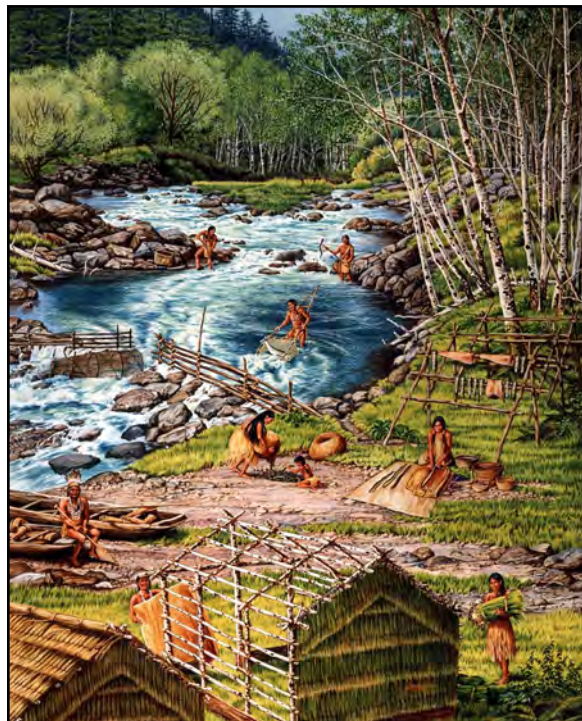
Florence lies within Lane County, which has five commissioners, elected by district. The County’s administration is located in Eugene, sixty miles east of Florence. Florence is within District 1 West Lane, which is represented by Commissioner Jay Bozievich.

## CITY OVERVIEW

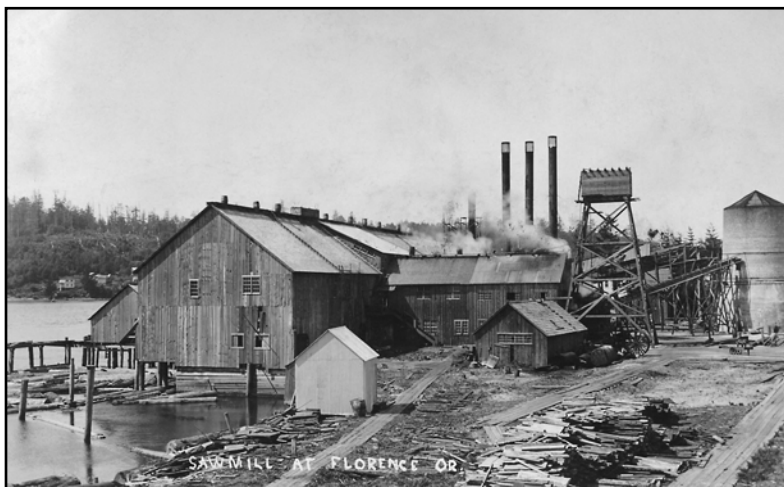
### History

The Florence area was originally inhabited by the Siuslaw People, whose name is shared by the river that they lived along for thousands of years. The Siuslaw People trace their homelands from the Pacific Ocean into the Coastal Mountain Range and east to the headwaters of the Siuslaw River. The people of this Tribe lived peacefully in villages surrounding the inland estuaries. They relied upon the rich natural resources of the Central Oregon coast.

Europeans first began traversing this region during the Golden Age of Exploration, when Spanish galleons sailed off the coast, charting the territory. Years later, on his northwest voyage, the famous English seaman Captain Cook explored the Oregon coastline, giving names to many present landmarks, such as Cape Foulweather.



*The above painting depicts an upper river camp of the Siuslaw, presumably towards Lake Creek. The Siuslaw People lived by the seasons maintaining permanent village sites, but also making temporary camps to follow the Salmon, Lamprey, and Elk.*



*Florence Saw Mill c. 1910.*



*Canned Salmon label from the Florence Canning Co. owned by William Kyle & Sons.*

In the second half of the 19th century, Anglo-Americans permanently settled the area that would become Florence. This rugged frontier community depended on logging and fishing for its economic survival. The town hit a population of 300 in the year 1900, at which time there were a lumber mill, two general stores, two canneries, a saloon, and a weekly newspaper.

One of the town's most complete mercantile stores, located in the Kyle Building, was built in 1901 (pictured to the right). Bulk goods, farm tools, hats, boots, and other items were sold here, providing residents necessities for life in what was a remote part of the state. The town's vital link across the Siuslaw River was provided by ferry boats until 1936, when the picturesque Siuslaw River Bridge was completed.

Some state that the city was named for state senator A. B. Florence, who represented Lane County from 1858–1860; another notion is that Florence was named for a French vessel that was wrecked at the mouth of the Siuslaw River on February 17, 1875.



CITY OVERVIEW

**Comparison Statistics**

Metric	Florence	Lane County	Oregon
Year Incorporated/Established	1893	1851	1859
Form of Government	Council/ Manager	Commissioner/ Administrator	Governor/ Legislature
Area in Square Miles (2010)	8.651	4,553.12	95,988.01
Population Estimate (July 1, 2020 Certified Estimates—PSU)	8,925	375,120	4,195,300
Veterans (2015-2019)	1,218	27,587	283,045
Households (2015-2019)	4,462	148,752	1,808,465
Persons per Household (2015-2019)	1.98	2.39	2.51
Percent of Population Female (V2019)	53.8%	50.8%	50.4%
Persons Under 5 Years Age – percent (V2019)	2.0%	4.8%	5.4%
Persons Under 18 Years Age – percent (V2019)	11.7%	18.2%	20.5%
Persons Above 65 Years Age – percent (V2019)	44.3%	19.9%	18.2%
High School Graduate or Higher % of Persons 25+ Years of Age (2015-2019)	88.8%	91.9%	90.7%
Bachelor’s Degree or Higher % of Persons 25+ Years of Age (2015-2019)	21.2%	30.5%	33.7%
Median Household Income (2019 dollars, 2015-2019)	\$42,356	\$52,426	\$62,818
Per Capita Income – past 12 months (2019 dollars, 2015-2019)	\$29,467	\$29,705	\$33,763
Persons in Poverty, percent	15.6%	13.9%	11.4%
Number of Housing Units (Florence Est. July 1, 2021, County and State V2019)	5,498	164,847	1,808,465
Percent Owner Occupied (2015-2019)	63.9%	58.7%	62.4%
Median Value of Owner-Occupied Housing (2013-2017)	\$224,300	\$263,200	\$312,200

Source for much of the demographic data – U.S. Census: <https://www.census.gov/quickfacts>.

Portland State University Certified Population Estimates: <https://www.pdx.edu/population-research>.

## CITY OVERVIEW

### Florence Statistics

Metric	Florence
Annual Rainfall — Average Inches Since 1957 as of March 2021	69.13 inches
Parks and Public Open Space	202 acres
City Lane Miles of Street	79.2 lane miles
Sewer Mains	70.65 miles
Sewer Pump Stations	38
Stormwater Pipes	34.46 miles
Water Mains	67.05 miles
Water Storage – gallons	4.5 million
Water Connections	4,020
Sewer Connections	3,850
Bond Rating	A
City Property Tax Rate	\$2.8610
City Bonded Debt Property Tax Rate — FY 2021-22 / FY 2022-23 (estimate)	\$0.1133/\$0.0000
Total Property Tax Rate in City Limits — FY 2021-22 / FY 2022-23 (estimate)	\$2.9743/\$2.8610
City Share of Total Property Tax (estimate)	22.7%
Total Budget – 2021-23 Biennium	\$71,880,100





# PERSONNEL

Two years ago, we prepared a budget for the 2019-2021 biennium expecting to be fully staffed and we were all expecting full harvest years after four years of planting many seeds of opportunity, implementing many changes, and creating a “City in Motion.” We were prepared to do many internal process improvements and quality control updates to increase efficiencies, and a focus on increased community engagement. We had just hosted several wildly successful community events and programs. We were well on our way into all of our process improvement endeavors and nearing the completion of the ReVision Florence Streetscape project when the COVID-19 pandemic hit the world.

In March 2020, the City of Florence, along with Lane County, the State of Oregon, and the United States declared a State of Emergency for the novel coronavirus, later referred to as COVID-19 and declared a global pandemic by the World Health Organization. Within a matter of days, while stunned with the reality that we were all living with a deadly and highly communicable disease, we became a virtual service provider for our administrative type services and civic center working remotely. During this transition, we worked to keep the other two thirds of our staff as safe as possible while they worked on-site, in the field, at the treatment plants, and out and about in our community.

During March of 2020, the City’s Management Team members quickly added additional duties to their plates to administer, manage, and operate a virtual Emergency Operations Center (EOC) for the West Lane Emergency Operations Group (WLEOG) in coordination with partner agencies. Through the duration of the crisis (expected to continue for the 2021 calendar year) and recovery, members of the City’s Management Team, and others on staff continue to staff the EOC role, as well as perform their regular day jobs.

At the time of creating the proposed budget, the State of Oregon is experiencing a fourth wave of the virus, putting Lane County into the Extreme Risk classification. The demands on staff through the pandemic to sustain levels of service, assist in the response, and simultaneously begin recovery efforts has taken its toll. Yet we have been able to continue to meet the Goals of the City Council and complete a significant amount of the City’s Work Plan. Although about one third of the City’s staff have worked remotely through the pandemic, core services and good governance have remained in place. Keeping staff and the community safe and reducing the spread of COVID-19 was paramount through the last biennium, and continues as we prepare for the future and begin to return to more in-person services, activities, and meetings in the months to come.

Even in spite of the pandemic, or maybe because of it, the City of Florence continues to experience an increase in service level demand, an increase in urgency to address deferred equipment maintenance and capital investment, and low interest rates making debt financing financially feasible. Increased service levels and the community expectations for good governance, and increased civic engagement have necessitated changes in personnel in every department during the last two years and into the future as proposed in the 2021-2023 Budget.

The City Manager is responsible for administering the City’s compensation plan, which includes receiving approval from the City Council on the pay structure and associated benefits. The City Manager’s compensation is established by the City Council. The Municipal Court Judge, Building Official and Building Inspectors are not employees of the City. They receive compensation via personal services contracts. Additionally, the City uses an outside employment agency for non-permanent part-time and seasonal employment.

## PERSONNEL

Consistent with the City personnel policies approved by the City Council, the salary ranges are adjusted annually on July 1 by the percentage change in the CPI-W for the previous March-February period. The annual adjustment for all non-represented employees is limited to a minimum one percent (1.0%) and maximum three percent (3.0%). For non-represented employees, the adjustment July 1, 2021 and the estimated adjustment July 1, 2022 is 1.9% and 2% respectively. Additionally, the assumption estimate used for the purposes of the proposed budget for represented Florence Police Employees' Association members is an estimated 2%, because the current contract was extended until 6/30/2021 due to the COVID pandemic and is currently under negotiations. Further analysis of the Total Compensation and Payroll Assumptions are included in more detail on the following pages.

The City continues to add staffing as activity levels, community support, and resources support the increase in staff levels. As Florence grows, quality and quantity of services provided by the City increase. All departments during the 2019-21 biennium experienced vacancies, promotions, additions, and other changes in staffing as shared in the analysis below.

### **Fiscal Biennium 2019-21 Changes**

In the 2019-21 biennium the following positions were added or vacancies filled as budgeted and planned for:

- ◆ An FEC Maintenance Technician was hired to fill a vacancy.
- ◆ Two Communication Officers and two Police Officers were hired to fill vacancies in Public Safety
- ◆ A GIS Technician was hired to fill a vacancy in the Public Works Department.
- ◆ A Senior Planner was hired to fill a vacancy in the Community Development Department.
- ◆ Building Maintenance was moved from the General Fund to the Public Works Administration Fund.
- ◆ A Building Maintenance Worker was hired to fill a newly budgeted position in the Public Works Department, which was added to assist in Facilities needs.
- ◆ An Economic Development Catalyst was hired to a full-time, temporary position in Economic Development to assist with the COVID-19 response and increased demand for related services.
- ◆ A full-time Court Clerk was hired when both part-time Court Clerk positions were vacant simultaneously in the Municipal Court.
- ◆ A vacancy in the Administrative Assistant II position in Community Development was moved to Planning Technician and a successful recruitment was completed.
- ◆ A vacancy in the Administrative Assistant II position in Public Works was filled.
- ◆ The Corrections Officer position is vacant and recruitment is underway at the time the budget was proposed.
- ◆ A Utility Worker position is vacant due to promotion.
- ◆ Two significant leadership positions (City Manager and Human Resources Manager) had extended medical leaves of absences.

The following positions experienced significant changes in roles and responsibilities due to the need for the additional services coupled with the knowledge, skills, abilities, and experience gained by staff:

- ◆ The Planning Technician became the Assistant Planner .
- ◆ A Utility Worker I became the Engineering Technician.
- ◆ The Senior Court Clerk became the Court Administrator.
- ◆ The HR Analyst became the HR Manager.
- ◆ The City Projects Manager became the Assistant City Manager.



## PERSONNEL

Additionally, the Florence Events Center (FEC) experienced several unique personnel changes and impacts during the biennium.

- ◆ FEC Maintenance Technician, Administrative Assistant II, and part-time contract kitchen and event host staff were laid off during the COVID-19 pandemic due to the FEC not being open to hold events based on public health restrictions.
- ◆ The FEC Director retired leaving the position vacant until operations resume post COVID-19.
- ◆ The Administrative Assistant II was rehired in December 2020 and is currently acting in capacity as the FEC Manager to maintain operations until the event industry stabilizes and reopens.

### Changes from Previous Biennium

Department	2016-17 Actual	2017-19 Actual	2019-21 Budget	2021-23 Budget
Police	18.0	18.0	18.0	18.0
Communications (911 Services)	7.0	7.0	7.0	7.0
Community Development	5.6	7.6	7.6	7.6
Parks	2.1	2.5	2.5	3.5
Municipal Court	2.4	2.4	2.4	2.4
Administration <sup>1</sup>	4.5	4.6	5.6	5.5
Administrative Services <sup>1</sup>	3.0	7.0	7.0	7.5
City Hall Maintenance <sup>2</sup>	1.0	1.0	0.0	0.0
Street	1.0	1.0	1.0	1.7
Florence Events Center	4.0	4.0	4.0	5.0
Water	5.0	5.0	5.0	5.8
Wastewater	4.0	5.0	5.0	5.8
Stormwater	2.0	2.0	2.0	3.0
Public Works Administration <sup>2</sup>	6.0	7.0	8.0	9.7
<b>Total FTE's - Citywide</b>	<b>65.6</b>	<b>74.1</b>	<b>75.1</b>	<b>82.5</b>
Less: Contracted FTE's	(5.9)	(5.1)	(6.1)	(9.0)
<b>Net FTE's - Citywide</b>	<b>59.7</b>	<b>69.0</b>	<b>69.0</b>	<b>73.5</b>

Additional position changes included in the 2021-23 biennial budget include:

- ◆ 0.5 FTE Administrative Assistant I to the City Manager's Office.
- ◆ 1.0 FTE Economic Development Catalyst in the City Manager's Office.
- ◆ 0.5 FTE Information Technology Technician to Administrative Services.
- ◆ 1.0 FTE Stormwater Utility Worker.
- ◆ 1.0 FTE Facilities Maintenance Worker.
- ◆ 0.5 FTE Administrative Assistant I to Public Works Administration.

The net change in total full-time equivalent (FTE) budgeted positions, including contract positions, for the 2021-23 biennium over the previous year's budgeted FTEs is 4.5 FTE.

<sup>1</sup> The Administrative Services Department was implemented in Fiscal Biennium 2017-19, after an organizational review, and was included in the budget for Fiscal Biennium 2019-21. Prior to implementation, this was referred to as the Finance Department. The City contracted out the role of Finance Director and had unfilled positions within the Finance Department prior to the Administrative Services Department implementation due to employee turnover. The Administrative Services Department now includes Finance, Human Resources (previously in Administration), and Information Technology.

<sup>2</sup> City Hall Maintenance was moved to Public Works Administration in the 2019-21 Biennium.

### Total Compensation and Payroll Assumptions

Total compensation, i.e., personnel services budgeted for Year 1 of the biennium (fiscal year 2021-23) is \$7.4 million, compared to the 2020-21 budget of \$6.8 million, an increase of \$549,800 (8.1%). PERS and health insurance costs continue to drive increases in payroll. Year 2 of the biennium (fiscal year 2022-23) total compensation is estimated to total \$7.6 million, an increase of \$259,500 (3.5%). Personnel cost increases from Year 1 to Year 2 of the biennium are largely due to increases in PERS rates and expected increases in healthcare costs.

## PERSONNEL

The 2021-23 biennial budget includes the following payroll cost assumptions:

- ◆ A cost-of-living (COLA) pay adjustment July 1, 2021 and July 1, 2022 of one and nine tenths' percent (1.9%) and two percent (2%) respectively.
- ◆ An anticipated cost-of-living (COLA) pay adjustment of two percent (2%) for the Florence Police Employees' Association members for Year 1 and Year 2. The contract is currently under negotiations.
- ◆ Merit pay increases (discretionary) for non-represented employees of two percent (2%).
- ◆ Premium increase for health insurance coverage of six percent (6%) in year two of the biennium.
- ◆ Health insurance for vacant positions is budgeted with family coverage.
- ◆ Health coverage for all current employees is budgeted at current coverage levels.
- ◆ Significant analysis of health insurance plans is anticipated due to continuing changes in IRS regulations of high deductible plans, which were effective January 1, 2021 and due to total compensation evaluation, which may impact up to 18 months of the biennium.
- ◆ PERS rates effective July 1, 2021, for the 202-23 biennium period:
  - *Tier I/II: 16.82% (previous 18.85%)*
  - *OPSRP General: 13.18% (previous 10.14%)*
  - *OPSRP Police: 17.54% (previous 14.77%)*
- ◆ No change to life, disability, or workers compensation premiums.
- ◆ Overtime varies by department and is based on historical and projected needs.

PERSONNEL

**Salary Schedule – Non-Represented Positions  
July 1, 2021**

Position	Pay Grade	Annual Salary	
		Minimum	Maximum
Administrative Assistant I	6	34,541	45,454
Parks Maintenance Worker	6	34,541	45,454
Administrative Assistant II	8	38,081	50,113
Building Maintenance Worker	8	38,081	50,113
Court Clerk	8	38,081	50,113
Customer Service Representative	8	38,081	50,113
FEC Maintenance Technician	8	38,081	50,113
Building Technician	9	39,986	52,618
Utility Worker I	9	39,986	52,618
Accounting Clerk I	10	41,985	55,249
Code Enforcement Officer	10	41,985	55,249
Economic Development Catalyst	10	41,985	55,249
Executive Assistant to Police Department	10	41,985	55,249
Public Works Field Assistant	10	41,985	55,249
Information Technology Support Technician	11	44,084	58,012
Planning Technician	11	44,084	58,012
Public Works Field Assistant/Cross Control	11	44,084	58,012
Utility Worker II	11	44,084	58,012
Wastewater Treatment Plant Operator I	11	44,084	58,012
Water Treatment Plant Operator I	11	44,084	58,012
Accounting Clerk II	12	46,288	60,912
Engineering Technician	12	46,288	60,912
GIS Technician	12	46,288	60,912
Senior Court Clerk	12	46,288	60,912
Wastewater Treatment Plant Operator II	12	46,288	60,912
Assistant Planner	13	48,603	63,958
Senior Utility Worker	14	51,033	67,156
Water Treatment Plant Operator II	14	51,033	67,156
Human Resources Analyst	15	53,584	70,514
Senior Wastewater Treatment Plant Operator	15	53,584	70,514
Communications Center Supervisor	16	56,264	74,039
Field Supervisor	16	56,264	74,039
Associate Planner	17	59,077	77,741
Court Administrator	17	59,077	77,741
City Recorder/Economic Development Coordinator	19	65,132	85,710
Finance Manager	19	65,132	85,710
Human Resources Manager	19	65,132	85,710
Information Technology Manager	19	65,132	85,710
Police Sergeant	19	65,132	85,710
Wastewater/Water Treatment Plant Superintendent	19	65,132	85,710
Senior Planner	20	68,389	89,995
Florence Events Center Director	21	71,808	94,495
Police Commander	22	75,399	99,220
Planning Director	23	79,169	104,181
Administrative Services Director	24	83,127	109,390
Assistant City Manager	25	87,283	114,859
Police Chief	26	91,648	120,602
Public Works Director	26	91,648	120,602
City Manager		99,278	126,934

PERSONNEL

**Salary Schedule - Non-Represented Positions**  
**July 1, 2022 (Estimate)**

Position	Pay Grade	Annual Salary	
		Minimum	Maximum
Administrative Assistant I	6	35,232	46,363
Parks Maintenance Worker	6	35,232	46,363
Administrative Assistant II	8	38,843	51,115
Building Maintenance Worker	8	38,843	51,115
Court Clerk	8	38,843	51,115
Customer Service Representative	8	38,843	51,115
FEC Maintenance Technician	8	38,843	51,115
Building Technician	9	40,785	53,671
Utility Worker I	9	40,785	53,671
Accounting Clerk I	10	42,825	56,354
Code Enforcement Officer	10	42,825	56,354
Economic Development Catalyst	10	42,825	56,354
Executive Assistant to Police Department	10	42,825	56,354
Public Works Field Assistant	10	42,825	56,354
Information Technology Support Technician	11	44,966	59,172
Planning Technician	11	44,966	59,172
Public Works Field Assistant/Cross Control	11	44,966	59,172
Utility Worker II	11	44,966	59,172
Wastewater Treatment Plant Operator I	11	44,966	59,172
Water Treatment Plant Operator I	11	44,966	59,172
Accounting Clerk II	12	47,214	62,130
Engineering Technician	12	47,214	62,130
GIS Technician	12	47,214	62,130
Senior Court Clerk	12	47,214	62,130
Wastewater Treatment Plant Operator II	12	47,214	62,130
Assistant Planner	13	49,575	65,237
Senior Utility Worker	14	52,053	68,499
Water Treatment Plant Operator II	14	52,053	68,499
Human Resources Analyst	15	54,656	71,924
Senior Wastewater Treatment Plant Operator	15	54,656	71,924
Communications Center Supervisor	16	57,389	75,520
Field Supervisor	16	57,389	75,520
Associate Planner	17	60,258	79,296
Court Administrator	17	60,258	79,296
City Recorder/Economic Development Coordinator	19	66,435	87,424
Finance Manager	19	66,435	87,424
Human Resources Manager	19	66,435	87,424
Information Technology Manager	19	66,435	87,424
Police Sergeant	19	66,435	87,424
Wastewater/Water Treatment Plant Superintendent	19	66,435	87,424
Senior Planner	20	69,757	91,795
Florence Events Center Director	21	73,244	96,385
Police Commander	22	76,907	101,204
Planning Director	23	80,752	106,264
Administrative Services Director	24	84,790	111,577
Assistant City Manager	25	89,029	117,156
Police Chief	26	93,481	123,014
Public Works Director	26	93,481	123,014
City Manager		101,263	129,473

# BASICS OF BUDGETING

The City budgets all funds on the modified accrual basis of accounting. Items such as depreciation, amortization, property taxes and other revenues that are not expected to be received in the current period or within sixty days of fiscal year end are not included in the budget. All expenditures forecast to occur during the year, such as principal, interest payments and capital acquisitions are budgeted. Expenditures for accrual of accrued leave and other payroll costs incurred are not budgeted.

Within the City’s audited financial statements, the General Fund, special revenue funds and debt service funds are accounted for using the modified accrual basis of accounting. The enterprise and internal service funds utilize the full accrual method of accounting. The primary difference between the two methods of accounting, relative to the budget basis used, is depreciation, acquisition of capital assets and principal payments on debt are handled differently, i.e., depreciation is not budgeted, acquisition of capital assets and principal payments are budgeted, but are not shown as expenditures in full accrual accounting.

Budget appropriations for authorized spending are provided for all of the funds in the following sections. The amount of final appropriations are as presented in the “Adopted Budget” column of the budget summaries presented for each fund.





# FUND ACCOUNTING

For accounting purposes, a local government is not treated as a single, integral entity. Rather, a local government is viewed instead as a collection of smaller, separate entities known as “funds.” A fund is a fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances and changes, all segregated for specific activities and objectives. All of the funds used by a government must be classified into one of seven fund types within:

## Governmental-Type (Governmental Funds)

- General
- Special revenue
- Debt service
- Capital projects

## Business-Type (Proprietary Funds)

- Enterprise
- Internal service

## Fiduciary-Type

- Fiduciary

## Governmental Funds

Many government services are financed through taxes and intergovernmental revenues. These are often called non-exchange revenues because there is not normally a direct relationship between the cost of the service provided and the amounts being paid by either individual tax payers or other government agencies. When a service is largely funded through non-exchange revenues it can be called a governmental-type activity. The accounting for a governmental-type activity focuses on available spendable resources and the near-term demands upon them.

### General Fund

The General Fund accounts for services generally supported by property taxes and other non-dedicated or restricted revenue. These services include public safety, parks, administration, administrative services, and community development and Council directed funding of outside agencies or other activities. General administrative costs are recovered through internal charges to the fund or department using these services: These costs include Administration and financial services, risk management, network computer and phone services, and city hall usage. The costs of these services are at full cost, including replacement cost, thereby providing more accurate costs of providing services.

### Special Revenue Funds

Special revenue funds are a fund type used when certain revenues have been earmarked or are legally restricted to expenditure for a specific purpose.

*Transient Room Tax (TRT) Fund* — The Transient Room Tax Fund accounts for the receipt and disbursement of the City’s four percent (4.0%) room tax. The total room tax in the City is ten and four-fifths percent (10.5%); five percent (5.0%) County, one and one-half (1.5%) State of Oregon (effective July 1, 2020), and four percent (4.0%) City. Collected revenue is distributed to the Florence Area Chamber of Commerce, the Florence Events Center, and to the City to support activities and events that are tourism related.



## FUND ACCOUNTING

**9-1-1 Fund** — The 9-1-1 Fund accounts for the activities of the areas emergency services dispatching. The operation is managed by the Chief of Police and serves the Florence Police Department, Siuslaw Valley Fire & Rescue, Western Lane Ambulance District, Lane County's Sheriff's Department, Swisshome/Deadwood Fire Department, Mapleton Fire Department, and the Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians. Funds are provided by 911 telephone taxes and payments from entities served.



**Airport Fund** — The Airport Fund accounts for the operation of the Florence Municipal Airport. The principal sources of revenue include federal and state grants, aircraft fuel sales, hanger ground leases, property leases and property sales in the Pacific View Business Park. Expenditures are for the operation, administration, maintenance, and improvement of airport facilities.



**Street Fund** — The Street Fund provides the accounting of the City's street, bike lane, sidewalk, and right of way activities. Funding sources include state highway gas tax, street fees, and grant funding from various sources. Heavy equipment, vehicles and maintenance, engineering, project oversight, and public works administration and support services costs, are accounted for through transfers to internal service funds for the estimated costs of the provision of these services.

**American Rescue Plan Act (ARPA) Fund** — The ARPA Fund accounts for the monies that will be received under the American Rescue Plan Act that was signed into law by the President on March 11, 2021. The ARPA provides \$350 billion in emergency funding for state, local, territorial, and Tribal governments to respond to the COVID-19 public health emergency, or its negative economic impacts; provide government services, to the extent COVID-19 caused a reduction of revenues collected in the most recent full fiscal year of the State, territorial, or Tribal government; make necessary investments in water, sewer, or broadband infrastructure; and other eligible expenses outlined in the Act. These funds will be provided over two distributions and the U.S. Treasury Department will be issuing further official guidance on the use of ARPA funds by local governments.

### Debt Service Funds

This fund type accounts for the accumulation of resources for the payment of debt principal and interest.

**Debt Service Fund** — The Debt Service Fund was established to service principal and interest payments on the City's short and long-term debt with the exception of debt financed with general obligation bonds. The principal sources of revenue are payments from property owners on bonded and unbonded assessments and transfers from funds that benefit from the debt.

**General Obligation Debt Service Fund** — This fund accounts for the debt service associated with voter approved general obligation debt issued to fund water improvements. Revenue is provided by property taxes, which are exempt from taxing limitations, and expenditures are limited to bonded debt and interest payments.





## FUND ACCOUNTING

### Proprietary Funds

Other government services are financed through user charges for which the cost to the individual, business or non-profit, is proportionate to the benefit received by the customer. When a fund receives a significant portion of its funding through user charges, it can be referred to as a business-type activity. The accounting for a proprietary fund focuses on cost and long-term cost recovery.

### Enterprise Funds



Enterprise funds are used to account for operations financed and operated in a manner similar to private enterprises.

*Florence Events Center Fund* — The activities of the Florence Events Center (FEC) are accounted for in this fund. Principal sources of revenue include event program revenue, building rentals, ticket surcharges, catering, an allocation of the City's transient room taxes, and funding from the County's share of transient room taxes. Expenditures are for the operation of the Events Center, including marketing, building maintenance, debt service, and transfers for administrative related services.

*Water Fund* — This fund accounts for the operation of the City's water utility. The principal sources of revenue are user fees. Expenditures are for the operation, administration, maintenance, system betterments, and expansion of the system.

*Water SDC Fund* — This fund accounts for the City's collection and investment of water system development charges (SDCs). The principal source of revenue are system development charges paid by builders and developers. Expenditures are for qualified system improvements.



*Wastewater Fund* — This fund accounts for the operation of the City's sewage utility. The principal sources of revenue are user fees. Expenditures are for operation, administration, maintenance, system betterments, and expansion of the system.



*Wastewater SDC Fund* — This fund accounts for the City's collection and investment of wastewater system development charges (SDCs). The principal source of revenue are system development charges paid by builders and developers. Expenditures are for qualified system improvements.

*Stormwater Fund* — This fund accounts for the operation of the City's stormwater utility. The principal sources of revenue are user fees. Expenditures are for operation, administration, maintenance, system betterments, and expansion of the system.

*Stormwater SDC Fund* — This fund accounts for the City's collection and investment of stormwater system development charges (SDCs). The principal source of revenue are system development charges paid by builders and developers. Expenditures are for qualified system improvements.

## FUND ACCOUNTING

### Internal Service Funds



Internal service funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies of the City, on a cost-reimbursement basis.

*Public Works Administration Fund* — Public works administration and support services are provided through this operation. Additionally, activity associated with vehicles and heavy equipment utilized by more than one public works division is accounted for in this fund. Revenues are generated through user charges for the cost of providing the services to the various benefitting funds. Expenditures are for administrative and supervisory staffing, operating support costs, and City's facilities operation, maintenance and debt service.

# FUND STRUCTURE & FUNCTIONAL UNITS

Fund Structure				
Governmental Funds			Proprietary Funds	
General Fund	Special Revenue Funds	Debt Service Funds	Enterprise Funds	Internal Service Funds
	Street Fund	Debt Service Fund	Water Fund	Public Works Administration Fund
	Street SDC Fund	General Obligation Debt Service Fund	Water SDC Fund	
	9-1-1 Fund		Wastewater Fund	
	Transient Room Tax Fund		Wastewater SDC Fund	
	Airport Fund		Stormwater Fund	
	ARPA Fund		Stormwater SDC Fund	
			Florence Events Center Fund	

Note: Bold white text denotes major funds.



FUND STRUCTURE & FUNCTIONAL UNITS

**Functional Units**

The following table provides where the City’s functional units are accounted for by fund type and fund. Additionally, the functional units/funds that are in bold and italicized are the City’s major funds. Major funds are those funds that meet certain accounting requirements relative to revenue and or assets.

<b>Functional Units</b>					
<b>Governmental Funds</b>			<b>Proprietary Funds</b>		
<b>General Fund</b>	<b>Special Revenue Funds</b>	<b>Debt Service Funds</b>	<b>Enterprise Funds</b>	<b>Internal Service Funds</b>	
<ul style="list-style-type: none"> <li>* Public Safety                             <ul style="list-style-type: none"> <li>• Patrol</li> <li>• Jail</li> <li>• School Resource Officer</li> </ul> </li> <li>* Parks</li> <li>* Community Development                             <ul style="list-style-type: none"> <li>• Building</li> <li>• Planning</li> <li>• Code Enforcement</li> </ul> </li> <li>* Administration                             <ul style="list-style-type: none"> <li>• City Council</li> <li>• City Manager’s Office</li> <li>• City Recorder</li> <li>• Communications</li> <li>• Economic Development</li> </ul> </li> <li>* Administrative Services                             <ul style="list-style-type: none"> <li>• Finance</li> <li>• Human Resources</li> <li>• Information Technology</li> <li>• Municipal Court</li> </ul> </li> <li>* Non-Departmental                             <ul style="list-style-type: none"> <li>• Emergency Management</li> <li>• Facilities Maintenance</li> <li>• Outside Agency Funding</li> </ul> </li> </ul>	<p><b>Street Fund</b></p> <ul style="list-style-type: none"> <li>* Street maintenance</li> <li>* Street construction</li> <li>* Sidewalks</li> <li>* Bike paths</li> <li>* Trails</li> <li>* Street lighting</li> </ul>	<p><b>Debt Service Fund</b></p> <ul style="list-style-type: none"> <li>* Debt Service</li> <li>* LID Debt Service</li> <li>* City/FURA Debt Service</li> </ul>	<p><b>Water Fund</b></p> <ul style="list-style-type: none"> <li>* System Operations</li> <li>* Capital Investment</li> <li>* Debt Service</li> </ul>	<p><b>Public Works Administration Fund</b></p> <ul style="list-style-type: none"> <li>* Administration</li> <li>* Fleet Maintenance</li> <li>* Facilities Maintenance</li> <li>* Public Works Facility Improvements</li> </ul>	
		<p><b>Street SDC Fund</b></p> <ul style="list-style-type: none"> <li>* Funding for Street Construction</li> </ul>		<p><b>Wastewater Fund</b></p> <ul style="list-style-type: none"> <li>* System Operations</li> <li>* Capital Investment</li> <li>* Debt Service</li> </ul>	
		<p><b>9-1-1 Fund</b></p> <ul style="list-style-type: none"> <li>* Emergency Dispatch Services</li> </ul>		<p><b>Wastewater SDC Fund</b></p> <ul style="list-style-type: none"> <li>* Funding for Wastewater Construction</li> </ul>	
		<p><b>Transient Room Tax Fund</b></p> <ul style="list-style-type: none"> <li>* Tourism Promotion</li> <li>* Funding for FEC Operations</li> </ul>		<p><b>Stormwater Fund</b></p> <ul style="list-style-type: none"> <li>* System Operations</li> <li>* Capital Investment</li> <li>* Debt Service</li> </ul>	
		<p><b>Airport Fund</b></p> <ul style="list-style-type: none"> <li>* Ground Leases</li> <li>* Fuel Sales</li> <li>* Airport Maintenance</li> </ul>		<p><b>Stormwater SDC Fund</b></p> <ul style="list-style-type: none"> <li>* Funding for Stormwater Construction</li> </ul>	
		<p><b>American Rescue Plan Act (ARPA) Fund</b></p> <ul style="list-style-type: none"> <li>* COVID-19 Federal Stimulus Package Funding</li> </ul>		<p><b>Florence Events Center Fund</b></p> <ul style="list-style-type: none"> <li>* Entertainment</li> <li>* Community Events</li> <li>* Conferences</li> <li>* Trade Shows</li> </ul>	

Note: Bold white text denotes major funds.

# BUDGET PROCESS

A budget is defined by Oregon State Law (Oregon Revised Statutes, Chapter 294) as a financial plan containing estimates of revenue and expenditures for a given period or purpose, such as a fiscal year or biennium. The City is required to adopt a balanced budget on or before June 30.

The State of Oregon defines a balanced budget as one in which total resources, including beginning balances, current resources, and debt proceeds equals total requirements of current expenditures, capital outlay, transfers, debt service payments, and reserves. The budget is a financial plan and is critical to cities because it requires evaluation of plans and establishment of priorities in relation to available resources. Under Oregon Revised Statutes (ORS), a legally adopted budget is necessary for a local government to levy property taxes.

The City of Florence prepares and adopts its biennial budget in accordance with the City Charter and Oregon Local Budget Law (ORS 294.305-294.555, and 294.565). The Budget is presented by fund, department, and program. The City Manager, as the Budget Officer, has responsibility for presenting the proposed budget to the Budget Committee, management of the overall City budget, and maintaining budgetary control at the adopted appropriation level. Finance and the respective operation department directors perform ongoing review and monitoring of revenues and expenditures.

The Budget Committee consists of the governing body and an equal number of legal voters appointed by the Florence City Council. Accordingly, the City of Florence has ten budget committee members, in which the votes of all members are equal. The first review of the budget occurs when the budget is presented to the Committee. At that time, the budget is made publicly available and the Committee begins their review. The Committee may approve the proposed budget intact, or change part or all of it prior to approval.



Oregon Local Budget Law requires the meeting at which the budget is adopted by the City Council to be formally noticed and provide time for the public to comment or ask questions about the budget. The City Council may modify the approved budget, however, if expenditures are increased more than \$5,000 in any fund (or 10%, whichever is greater), a notice of a second budget hearing and a new financial summary must be published and a second hearing held before the budget can be adopted. The budget must be adopted on or prior to June 30. There is no provision in Oregon Local Budget Law to adopt a budget after June 30.

The budget is an estimate, and as such there is a provision to adjust the budget during the biennium through supplemental budgets, which may include noticing and public hearings. The Budget Committee is not convened for this process.

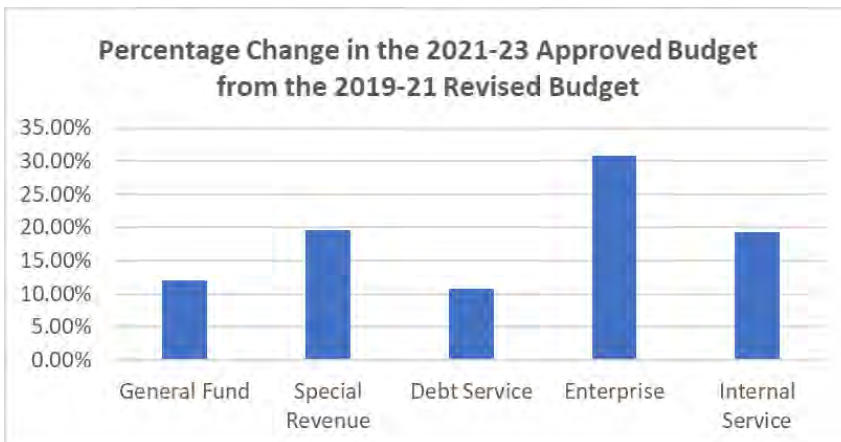


# EXECUTIVE SUMMARY

The Executive Summary outlines the 2021-23 biennial budget by functional unit as compared to the previous biennium. It also tracks any changes made during the budget process to the proposed and/or approved budget, prior to adoption.

## Fund Type Summary as Proposed by the City Manager for the 2021-23 Biennium

Fund Type	2019-21		2021-23			% Over (under)	Percent of Total Budget
	Adopted Budget	Revised Budget	Proposed Budget	Approved Budget	Adopted Budget	2019-21 Revised Budget	
	General Fund	14,937,194	16,331,000	18,289,400	-	-	
Special Revenue	10,909,200	14,491,900	17,331,500	-	-	19.59%	24.11%
Debt Service	2,399,000	3,152,000	3,492,800	-	-	10.81%	4.86%
Enterprise	21,964,930	22,105,900	28,902,600	-	-	30.75%	40.21%
Internal Service	3,085,200	3,238,500	3,863,800	-	-	19.31%	5.38%
Totals, All Fund Types	53,295,524	59,319,300	71,880,100	-	-	92.45%	100.00%



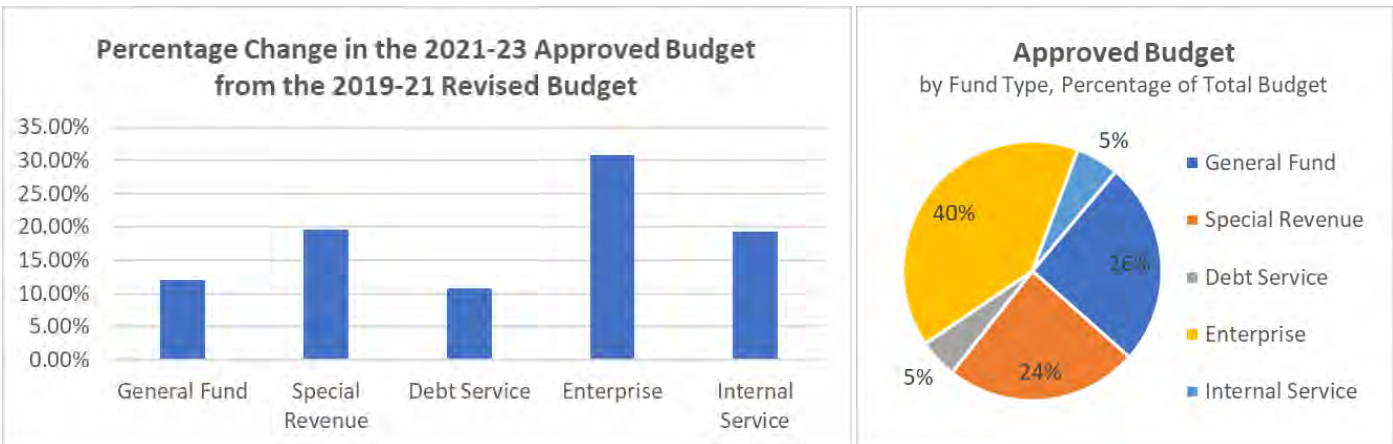
EXECUTIVE SUMMARY

**Approved Budget  
for the 2021-23 Biennium**

ADJUSTMENTS AS APPROVED BY THE BUDGET COMMITTEE							
<b>RESOURCES:</b>							
None							
<b>REQUIREMENTS:</b>							
None							

**Comparison of 2019-21 Revised Budget to 2021-23 Approved Budget  
and Percent of Total Budget by Fund**

Fund Type	2019-21		2021-23			% Over (under)	Percent of Total Budget
	Adopted Budget	Revised Budget	Proposed Budget	Approved Budget	Adopted Budget	2019-21 Revised Budget	
	General Fund	14,937,194	16,331,000	18,289,400	18,289,400	-	
Special Revenue	10,909,200	14,491,900	17,331,500	17,331,500	-	19.59%	24.11%
Debt Service	2,399,000	3,152,000	3,492,800	3,492,800	-	10.81%	4.86%
Enterprise	21,964,930	22,105,900	28,902,600	28,902,600	-	30.75%	40.21%
Internal Service	3,085,200	3,238,500	3,863,800	3,863,800	-	19.31%	5.38%
Totals, All Fund Types	53,295,524	59,319,300	71,880,100	71,880,100	-	92.45%	100.00%





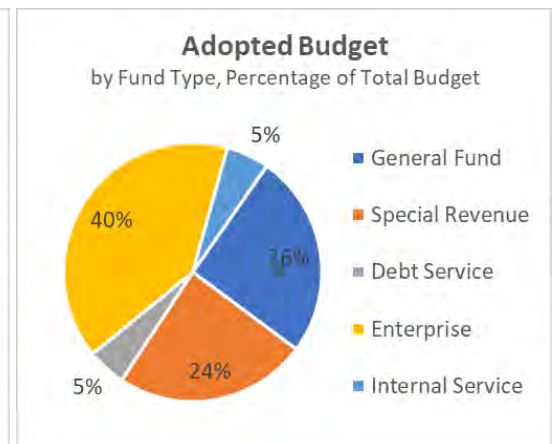
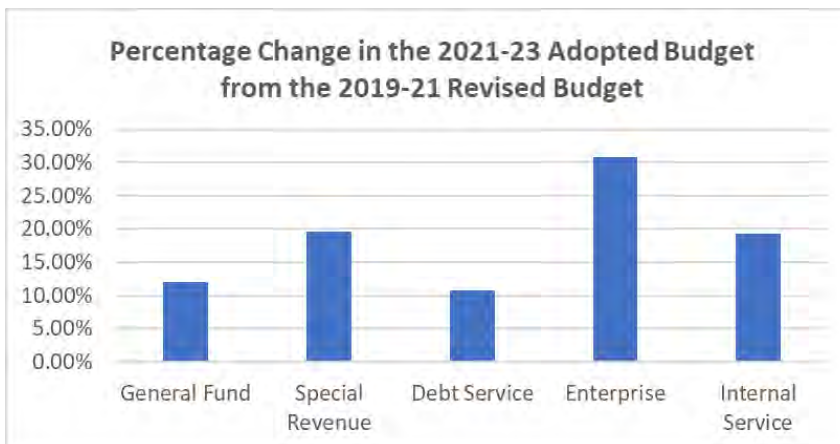
EXECUTIVE SUMMARY

**Adopted Budget  
for the 2021-23 Biennium**

ADJUSTMENTS AS ADOPTED BY THE CITY COUNCIL							
<b>RESOURCES:</b>							
None							
<b>REQUIREMENTS:</b>							
None							

**Comparison of 2019-21 Revised Budget to 2021-23 Adopted Budget  
and Percent of Total Budget by Fund**

Fund Type	2019-21		2021-23			% Over (under)	Percent of Total Budget
	Adopted Budget	Revised Budget	Proposed Budget	Approved Budget	Adopted Budget	2019-21 Revised Budget	
	General Fund	14,937,194	16,331,000	18,289,400	18,289,400	18,289,400	
Special Revenue	10,909,200	14,491,900	17,331,500	17,331,500	17,331,500	19.59%	24.11%
Debt Service	2,399,000	3,152,000	3,492,800	3,492,800	3,492,800	10.81%	4.86%
Enterprise	21,964,930	22,105,900	28,902,600	28,902,600	28,902,600	30.75%	40.21%
Internal Service	3,085,200	3,238,500	3,863,800	3,863,800	3,863,800	19.31%	5.38%
<b>Totals, All Fund Types</b>	<b>53,295,524</b>	<b>59,319,300</b>	<b>71,880,100</b>	<b>71,880,100</b>	<b>71,880,100</b>	<b>92.45%</b>	<b>100.00%</b>





# CONSOLIDATED 2021-23 BIENNIAL BUDGET SUMMARY

## City-Wide Financial Schedules

Fiscal Year Ended June 30, 2020 through June 30, 2023

	2017-19 Adj Budget	2017-19 Actual	2019-21 Adj Budget	2019-21 Estimate	2021-22 Budget	2022-2023 Budget	2021-2023 Biennium
<b>Resources</b>							
Taxes	6,096,600	6,280,475	7,609,200	6,754,958	3,458,900	3,448,500	6,907,400
Intergovernmental	5,321,500	3,742,267	6,443,700	4,607,552	13,693,400	3,909,000	17,602,400
Franchise fees	1,768,100	2,172,943	2,466,800	2,280,268	1,166,000	1,168,300	2,334,300
Licenses and permits	819,400	539,817	549,900	597,713	186,000	190,000	376,000
Charges for services	15,439,068	15,431,636	20,628,900	20,546,107	11,238,900	11,398,400	22,637,300
Miscellaneous	2,113,500	2,017,692	2,186,000	2,467,425	674,900	525,400	1,200,300
Transfers	7,386,400	7,100,172	6,152,300	4,617,387	1,842,800	2,247,800	4,090,600
Debt proceeds	6,700,000	4,295,000	8,850,000	-	4,335,000	5,720,000	10,055,000
<b>Total resources</b>	<b>45,644,568</b>	<b>41,580,002</b>	<b>54,886,800</b>	<b>41,871,410</b>	<b>36,595,900</b>	<b>28,607,400</b>	<b>65,203,300</b>
<b>Expenditures</b>							
Personnel	11,538,800	6,475,350	13,159,400	12,378,598	7,355,700	7,615,000	14,970,700
Materials and services	10,947,423	4,813,474	15,558,800	13,837,070	9,066,800	8,793,800	17,860,600
Capital outlay	15,847,100	10,287,739	18,263,000	6,752,248	12,319,000	8,708,700	21,027,700
Transfers	8,183,700	6,489,201	6,392,400	4,824,587	1,842,800	2,247,800	4,090,600
Debt service	5,097,617	6,449,960	5,906,200	4,999,145	2,029,800	2,553,500	4,583,300
<b>Total expenditures</b>	<b>51,614,640</b>	<b>34,515,724</b>	<b>59,279,800</b>	<b>42,791,648</b>	<b>32,614,100</b>	<b>29,918,800</b>	<b>62,532,900</b>
<b>Resources over (under) expenditures</b>	<b>(5,970,072)</b>	<b>7,064,277</b>	<b>(4,393,000)</b>	<b>(920,238)</b>	<b>3,981,800</b>	<b>(1,311,400)</b>	<b>2,670,400</b>
<b>Beginning fund balance</b>	<b>9,732,795</b>	<b>5,599,709</b>	<b>10,347,200</b>	<b>7,571,500</b>	<b>6,676,800</b>	<b>6,676,800</b>	<b>6,676,800</b>
<b>Ending fund balance</b>	<b>3,762,723</b>	<b>12,663,986</b>	<b>5,954,200</b>	<b>6,651,262</b>	<b>10,658,600</b>	<b>5,365,400</b>	<b>9,347,200</b>

CONSOLIDATED 2021-23 BIENNIAL BUDGET SUMMARY

# Consolidated 2021-23 Biennium Budget

## Resources

Fund	Resources									Total Current Year Resources	Total Resources
	Beginning Fund Balance	Taxes	Intergovernmental	Franchise Fees	Licenses and Permits	Charges for Services	Misc.	Transfers	Debt Proceeds		
General	2,875,800	5,881,500	1,711,600	2,146,300	376,000	4,093,400	499,800	-	705,000	15,413,600	18,289,400
Street	129,200	-	5,134,500	188,000	-	976,100	4,800	180,000	2,500,000	8,983,400	9,112,600
Street SDC	113,200	-	-	-	-	80,000	1,500	-	-	81,500	194,700
9-1-1 Services	460,900	-	349,200	-	-	443,400	2,000	1,094,000	-	1,888,600	2,349,500
Room Tax	100	915,000	68,800	-	-	-	-	-	-	983,800	983,900
ARPA	-	-	1,800,000	-	-	-	2,500	-	-	1,802,500	1,802,500
Events Center	398,600	-	467,700	-	-	572,200	73,000	544,600	1,200,000	2,857,500	3,256,100
Water	274,000	-	1,921,800	-	-	4,705,400	22,000	500,000	1,680,000	8,829,200	9,103,200
Water SDC	390,200	-	-	-	-	240,000	10,000	-	-	250,000	640,200
Wastewater	199,600	-	3,070,900	-	-	6,750,400	11,100	200,000	2,610,000	12,642,400	12,842,000
Wastewater SDC	197,500	-	-	-	-	360,000	4,000	-	-	364,000	561,500
Stormwater	522,400	-	960,000	-	-	1,177,900	1,000	200,000	840,000	3,178,900	3,701,300
Stormwater SDC	389,000	-	-	-	-	150,000	3,000	-	-	153,000	542,000
Airport	15,500	-	613,500	-	-	120,000	395,600	-	-	1,129,100	1,144,600
Public Works Administration	109,900	-	265,400	-	-	2,968,500	-	-	520,000	3,753,900	3,863,800
GO Debt Service	69,900	110,900	-	-	-	-	-	-	-	110,900	180,800
Debt Service	531,000	-	1,239,000	-	-	-	170,000	1,372,000	-	2,781,000	3,312,000
<b>Totals</b>	<b>6,676,800</b>	<b>6,907,400</b>	<b>17,602,400</b>	<b>2,334,300</b>	<b>376,000</b>	<b>22,637,300</b>	<b>1,200,300</b>	<b>4,090,600</b>	<b>10,055,000</b>	<b>65,203,300</b>	<b>71,880,100</b>

## Expenditures and Ending Fund Balance

Fund	Expenditures						Ending Fund Balance	Total Expenditures and Ending Balance
	Personnel	Materials and Services	Capital Outlay	Debt Service	Transfers	Total Expenditures		
General	8,920,200	5,183,400	968,000	-	1,215,100	16,286,700	2,002,700	18,289,400
Street	139,400	1,390,300	6,062,700	-	773,900	8,366,300	746,300	9,112,600
Street SDC	-	1,000	-	-	180,000	181,000	13,700	194,700
9-1-1 Services	1,328,200	441,800	260,000	-	-	2,030,000	319,500	2,349,500
Room Tax	-	363,000	-	-	544,600	907,600	76,300	983,900
ARPA	-	621,200	100,000	-	-	721,200	1,081,300	1,802,500
Events Center	532,000	1,249,500	1,162,000	95,000	-	3,038,500	217,600	3,256,100
Water	824,800	3,074,000	3,535,000	477,300	-	7,911,100	1,192,100	9,103,200
Water SDC	-	-	-	-	500,000	500,000	140,200	640,200
Wastewater	969,100	3,811,400	5,660,000	874,100	-	11,314,600	1,527,400	12,842,000
Wastewater SDC	-	2,200	-	-	200,000	202,200	359,300	561,500
Stormwater	472,400	583,700	1,910,000	140,300	-	3,106,400	594,900	3,701,300
Stormwater SDC	-	1,000	-	-	200,000	201,000	341,000	542,000
Airport	-	369,600	600,000	-	-	969,600	175,000	1,144,600
Public Works Administration	1,784,500	766,800	770,000	-	477,000	3,798,300	65,500	3,863,800
GO Debt Service	-	-	-	167,600	-	167,600	13,200	180,800
Debt Service	-	1,700	-	2,829,000	-	2,830,700	481,300	3,312,000
<b>Totals</b>	<b>14,970,600</b>	<b>17,860,600</b>	<b>21,027,700</b>	<b>4,583,300</b>	<b>4,090,600</b>	<b>62,532,800</b>	<b>9,347,300</b>	<b>71,880,100</b>

CONSOLIDATED 2021-23 BIENNIAL BUDGET SUMMARY

# Consolidated Budget — Fiscal Year 2021-22 Allocation

## Resources

Fund	Resources									Total Current Year Resources	Total Resources
	Beginning Fund Balance	Taxes	Intergovernmental	Franchise Fees	Licenses and Permits	Charges for Services	Misc.	Transfers	Debt Proceeds		
General	2,875,800	2,898,000	850,400	1,072,000	186,000	1,986,300	247,000	-	360,000	7,599,700	10,475,500
Street	129,200	-	4,246,900	94,000	-	483,300	2,400	90,000	1,150,000	6,066,600	6,195,800
Street SDC	113,200	-	-	-	-	40,000	1,000	-	-	41,000	154,200
9-1-1 Services	460,900	-	198,400	-	-	259,200	1,000	547,000	-	1,005,600	1,466,500
Room Tax	100	450,000	68,800	-	-	-	-	-	-	518,800	518,900
ARPA	-	-	900,000	-	-	-	1,000	-	-	901,000	901,000
Events Center	398,600	-	326,300	-	-	260,200	27,500	267,800	1,200,000	2,081,800	2,480,400
Water	274,000	-	1,921,800	-	-	2,337,700	11,000	300,000	80,000	4,650,500	4,924,500
Water SDC	390,200	-	-	-	-	120,000	5,000	-	-	125,000	515,200
Wastewater	199,600	-	3,070,900	-	-	3,372,200	5,100	-	310,000	6,758,200	6,957,800
Wastewater SDC	197,500	-	-	-	-	180,000	2,000	-	-	182,000	379,500
Stormwater	522,400	-	960,000	-	-	583,200	500	100,000	840,000	2,483,700	3,006,100
Stormwater SDC	389,000	-	-	-	-	75,000	1,500	-	-	76,500	465,500
Airport	15,500	-	415,000	-	-	60,000	284,900	-	-	759,900	775,400
Public Works Administration	109,900	-	115,400	-	-	1,481,800	-	-	395,000	1,992,200	2,102,100
GO Debt Service	69,900	110,900	-	-	-	-	-	-	-	110,900	180,800
Debt Service	531,000	-	619,500	-	-	-	85,000	538,000	-	1,242,500	1,773,500
<b>Totals</b>	<b>6,676,800</b>	<b>3,458,900</b>	<b>13,693,400</b>	<b>1,166,000</b>	<b>186,000</b>	<b>11,238,900</b>	<b>674,900</b>	<b>1,842,800</b>	<b>4,335,000</b>	<b>36,595,900</b>	<b>43,272,700</b>

## Expenditures and Ending Fund Balance

Fund	Expenditures						Ending Fund Balance	Total Expenditures and Ending Balance
	Personnel	Materials and Services	Capital Outlay	Debt Service	Transfers	Total Expenditures		
General	4,377,600	2,525,400	544,000	-	606,700	8,053,700	2,421,800	10,475,500
Street	67,600	690,700	4,900,000	-	258,600	5,916,900	278,900	6,195,800
Street SDC	-	500	-	-	90,000	90,500	63,700	154,200
9-1-1 Services	650,900	220,800	260,000	-	-	1,131,700	334,800	1,466,500
Room Tax	-	178,500	-	-	267,800	446,300	72,600	518,900
ARPA	-	586,800	100,000	-	-	686,800	214,200	901,000
Events Center	271,400	574,800	630,000	95,000	-	1,571,200	909,200	2,480,400
Water	404,200	1,534,800	2,220,000	145,700	-	4,304,700	619,800	4,924,500
Water SDC	-	-	-	-	300,000	300,000	215,200	515,200
Wastewater	475,100	1,885,600	2,185,000	332,500	-	4,878,200	2,079,600	6,957,800
Wastewater SDC	-	1,100	-	-	-	1,100	378,400	379,500
Stormwater	231,400	291,100	670,000	23,700	-	1,216,200	1,789,900	3,006,100
Stormwater SDC	-	500	-	-	100,000	100,500	365,000	465,500
Airport	-	182,300	415,000	-	-	597,300	178,100	775,400
Public Works Administration	877,400	393,100	395,000	-	219,700	1,885,200	216,900	2,102,100
GO Debt Service	-	-	-	167,600	-	167,600	13,200	180,800
Debt Service	-	800	-	1,265,300	-	1,266,100	507,400	1,773,500
<b>Totals</b>	<b>7,355,600</b>	<b>9,066,800</b>	<b>12,319,000</b>	<b>2,029,800</b>	<b>1,842,800</b>	<b>32,614,000</b>	<b>10,658,700</b>	<b>43,272,700</b>

CONSOLIDATED 2021-23 BIENNIAL BUDGET SUMMARY

# Consolidated Budget — Fiscal Year 2022-23 Allocation

## Resources

Fund	Resources										
	Beginning Fund Balance	Taxes	Intergovernmental	Franchise Fees	Licenses and Permits	Charges for Services	Misc.	Transfers	Debt Proceeds	Total Current Year Resources	Total Resources
General	2,421,800	2,983,500	861,200	1,074,300	190,000	2,107,100	252,800	-	345,000	7,813,900	10,235,700
Street	278,900	-	887,600	94,000	-	492,800	2,400	90,000	1,350,000	2,916,800	3,195,700
Street SDC	63,700	-	-	-	-	40,000	500	-	-	40,500	104,200
9-1-1 Services	334,800	-	150,800	-	-	184,200	1,000	547,000	-	883,000	1,217,800
Room Tax	72,600	465,000	-	-	-	-	-	-	-	465,000	537,600
ARPA	214,200	-	900,000	-	-	-	1,500	-	-	901,500	1,115,700
Events Center	909,200	-	141,400	-	-	312,000	45,500	276,800	-	775,700	1,684,900
Water	619,800	-	-	-	-	2,367,700	11,000	200,000	1,600,000	4,178,700	4,798,500
Water SDC	215,200	-	-	-	-	120,000	5,000	-	-	125,000	340,200
Wastewater	2,079,600	-	-	-	-	3,378,200	6,000	200,000	2,300,000	5,884,200	7,963,800
Wastewater SDC	378,400	-	-	-	-	180,000	2,000	-	-	182,000	560,400
Stormwater	1,789,900	-	-	-	-	594,700	500	100,000	-	695,200	2,485,100
Stormwater SDC	365,000	-	-	-	-	75,000	1,500	-	-	76,500	441,500
Airport	178,100	-	198,500	-	-	60,000	110,700	-	-	369,200	547,300
Public Works Administration	216,900	-	150,000	-	-	1,486,700	-	-	125,000	1,761,700	1,978,600
GO Debt Service	13,200	-	-	-	-	-	-	-	-	-	13,200
Debt Service	507,400	-	619,500	-	-	-	85,000	834,000	-	1,538,500	2,045,900
<b>Totals</b>	<b>10,658,700</b>	<b>3,448,500</b>	<b>3,909,000</b>	<b>1,168,300</b>	<b>190,000</b>	<b>11,398,400</b>	<b>525,400</b>	<b>2,247,800</b>	<b>5,720,000</b>	<b>28,607,400</b>	<b>39,266,100</b>

## Expenditures and Ending Fund Balance

Fund	Expenditures						Ending Fund Balance	Total Expenditures and Ending Balance
	Personnel	Materials and Services	Capital Outlay	Debt Service	Transfers	Total Expenditures		
General	4,542,600	2,658,000	424,000	-	608,400	8,233,000	2,002,700	10,235,700
Street	71,800	699,600	1,162,700	-	515,300	2,449,400	746,300	3,195,700
Street SDC	-	500	-	-	90,000	90,500	13,700	104,200
9-1-1 Services	677,300	221,000	-	-	-	898,300	319,500	1,217,800
Room Tax	-	184,500	-	-	276,800	461,300	76,300	537,600
ARPA	-	34,400	-	-	-	34,400	1,081,300	1,115,700
Events Center	260,600	674,700	532,000	-	-	1,467,300	217,600	1,684,900
Water	420,600	1,539,200	1,315,000	331,600	-	3,606,400	1,192,100	4,798,500
Water SDC	-	-	-	-	200,000	200,000	140,200	340,200
Wastewater	494,000	1,925,800	3,475,000	541,600	-	6,436,400	1,527,400	7,963,800
Wastewater SDC	-	1,100	-	-	200,000	201,100	359,300	560,400
Stormwater	241,000	292,600	1,240,000	116,600	-	1,890,200	594,900	2,485,100
Stormwater SDC	-	500	-	-	100,000	100,500	341,000	441,500
Airport	-	187,300	185,000	-	-	372,300	175,000	547,300
Public Works Administration	907,100	373,700	375,000	-	257,300	1,913,100	65,500	1,978,600
GO Debt Service	-	-	-	-	-	-	13,200	13,200
Debt Service	-	900	-	1,563,700	-	1,564,600	481,300	2,045,900
<b>Totals</b>	<b>7,615,000</b>	<b>8,793,800</b>	<b>8,708,700</b>	<b>2,553,500</b>	<b>2,247,800</b>	<b>29,918,800</b>	<b>9,347,300</b>	<b>39,266,100</b>

# GENERAL FUND

The General Fund accounts for the City's public safety, parks, community development, code enforcement, administration, administrative services, municipal court, City Hall facility operations, and discretionary non-departmental activities.

The primary revenue sources include property taxes, intergovernmental such as state shared revenues, cigarette and liquor taxes, various grants, franchise fees, license and permits, charges for services, transfers from other funds for administrative services benefitting those funds, and miscellaneous.

## FY 2021-23 Budget Highlights

- ◆ The General Fund is projected to have an ending fund balance of \$2.0 million as of June 30, 2023.
- ◆ Property values are predicted to continue to trend upward, resulting in stabilization and growth in property tax revenue.
- ◆ Continuing investments in technology to improve efficiencies and effectiveness.
- ◆ Projected year-end fund balance meets fund policy requirements and is sustainable.

*City Hall maintenance remains in Public Works Administration. The City Hall program is shown for historical purposes only.*



## Changes from Previous Biennium

- ❑ The City Council has three new Councilor's that began January 2021.
- ❑ ARPA grant revenues of \$154,000 are included for lost revenues and personnel premium due to COVID-19.
- ❑ Materials and Services in the City Manager's Office includes a \$400,000 cost as a pass-through grant to RHRP for the management of a CDBG rehab housing project.
- ❑ Enhanced focus on Emergency Management capturing costs of staffing EOC and partnership efforts in the General Fund.
- ❑ Parks operations and capital investments are only possible with Council policy support to fund with discretionary dollars. Currently the City does not have a dedicated parks fee or designated source of revenue.
- ❑ Community Development operations continue to be largely subsidized by General Fund discretionary dollars. Current land use, building permit, and code enforcement fees do not cover the full cost of services and are proposed to be evaluated during the biennium.

## GENERAL FUND

### Revenue

#### Property taxes

The 2021-22 property tax levy is projected to increase approximately three and a half percent (3.5%) to \$2.98 million compared to the fiscal year 2020-21 levy of \$2.88 million. The levy for fiscal year 2022-23 is projected to increase four percent (4%), to \$3.09 million. The City's maximum property tax rate is \$2.8610 per \$1,000 in assessed value.

#### Intergovernmental

Revenue from continuing sources, such as liquor taxes and state share revenue are projected to increase slightly. Cigarette tax is projected to decrease with changes in allocation methods from the State and usage declines. Estimated revenue from the local marijuana tax (3.0%) and allocation of the State marijuana tax totals \$203,400 for the biennium. State Shared Revenue, Liquor Tax, and Cigarette tax have decreased to \$583,900 for the biennium.



#### Franchise fees

Revenue from franchise fees in fiscal year 2021-22 are projected to be ten percent (10%) less than the current year budgeted amounts, and one percent (1%) more than the current year estimate. Growth in electricity and cable usage, as well as the City's adopted telecommunications franchise ordinance and backhaul provider ordinance has stabilized.

#### Licenses and permits

Revenue from licenses and permits leveled and are forecasted to be fifty-seven and seven tenths' percent (57.7%) of the budgeted amount for fiscal year 2020-21. The forecast for fiscal biennium 2022-23 is two and one-

fifths percent (2.15%) higher than the 2021-22 estimates and reflect current planning and building activity trends in Community Development.

#### Charges for services

Contracted police services, administrative charges to departments, and administrative support services provided to the Florence Urban Renewal Agency (FURA) are the primary charges for services. Contract services from FURA are projected to decrease in the 2021-23 biennium as the ReVision Florence project has ended.

#### Miscellaneous

Fines and forfeitures are the primary revenue source in this category, estimated at \$395,800 for the 2021-23 biennium (79% of total). Other revenue includes interest earnings (\$25,000 each year) and rental of various City owned land parcels.

#### Transfers

There are no anticipated revenue transfers into the General Fund for the biennium.



## GENERAL FUND

### Debt Proceeds

The City expects to borrow \$705,000 to fund networking projects in Information Technology, Parks improvements, and a property acquisition.

### Expenditures

Total expenditures for personnel and materials and services for the fiscal biennium 2021-23 are \$14.1 million (previous biennium was \$11.9 million). The biggest driver for the increase is personnel costs previously discussed.

Capital spending in fiscal biennium 2021-23 is budgeted at \$0.75 million. This includes \$201,500 for IT infrastructure and \$410,000 for park improvements. In the previous biennium, capital outlay was \$3.7 million.

Debt service is projected to increase slightly with the addition of the new debt.

Lastly, transfers are \$1.2 million for the current biennium (previous biennium transfers were \$2.1 million). Transfers are for debt service and 9-1-1 Services Fund for the emergency communications services.

### Other Requirements

The budget includes a contingency that equals approximately fourteen percent (14.2%) of budgeted expenditures for the biennium. The projected ending fund balance at the end of the 2021-23 biennium is \$2.0 million. This exceeds the required minimum fund balance by \$97,908.



GENERAL FUND  
**GENERAL FUND SUMMARY**

**Budget:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
<b>Beginning Fund Balance</b>	1,823,718	-	2,109,800	3,826,824	2,875,800	2,875,800	2,875,800
<b>Current year resources</b>							
Property taxes	2,410,615	5,150,096	5,353,000	5,440,696	5,881,500	5,881,500	5,881,500
Intergovernmental	251,982	1,057,788	1,313,400	1,187,700	1,711,600	1,711,600	1,711,600
Franchise fees	867,017	2,043,534	2,303,800	2,044,257	2,146,300	2,146,300	2,146,300
Licenses and permits	286,670	539,817	549,900	603,362	376,000	376,000	376,000
Charges for services	417,335	968,118	3,869,100	3,843,825	4,093,400	4,093,400	4,093,400
Miscellaneous	259,321	582,101	557,000	545,582	499,800	499,800	499,800
Transfers	888,900	2,172,700	275,000	260,417	-	-	-
Loan proceeds	-	4,295,000	-	-	705,000	705,000	705,000
<b>Total current year resources</b>	<b>5,381,841</b>	<b>16,809,153</b>	<b>14,221,200</b>	<b>13,925,839</b>	<b>15,413,600</b>	<b>15,413,600</b>	<b>15,413,600</b>
<b>Total resources</b>	<b>7,205,559</b>	<b>16,809,153</b>	<b>16,331,000</b>	<b>17,752,663</b>	<b>18,289,400</b>	<b>18,289,400</b>	<b>18,289,400</b>
<b>Expenditures</b>							
Public Safety	1,974,404	4,291,735	4,937,900	4,491,575	5,240,600	5,240,600	5,240,600
Community Development	678,310	1,506,683	1,879,800	1,593,347	2,003,400	2,003,400	2,003,400
Parks	123,336	294,110	560,700	489,916	696,500	696,500	696,500
Municipal Court	246,415	528,706	604,100	555,053	673,800	673,800	673,800
Administration	586,970	1,446,233	1,595,400	1,546,519	2,550,900	2,550,900	2,550,900
Administrative Services	530,727	1,097,023	2,160,400	2,004,720	2,691,600	2,691,600	2,691,600
Non-departmental	129,711	234,853	250,200	256,798	246,800	246,800	246,800
City Hall	98,936	194,998	-	-	-	-	-
<b>Operating expenditures</b>	<b>4,368,809</b>	<b>9,594,342</b>	<b>11,988,500</b>	<b>10,937,928</b>	<b>14,103,600</b>	<b>14,103,600</b>	<b>14,103,600</b>
<b>Capital outlay</b>							
Public Safety	75,187	455,336	108,000	96,932	140,000	140,000	140,000
Community Development	-	29,413	-	-	-	-	-
Parks	5,950	120,697	395,000	262,174	528,000	528,000	528,000
Administration	-	-	-	-	10,000	10,000	10,000
Administrative Services	-	-	201,500	126,192	40,000	40,000	40,000
Non-departmental	181,100	-	26,000	10,619	250,000	250,000	250,000
City Hall	24,068	3,162,755	-	-	-	-	-
<b>Capital outlay</b>	<b>286,305</b>	<b>3,768,201</b>	<b>730,500</b>	<b>495,917</b>	<b>968,000</b>	<b>968,000</b>	<b>968,000</b>
<b>Debt Service</b>							
Public Safety	19,787	30,656	-	-	-	-	-
Parks	3,754	7,684	-	-	-	-	-
Administration	14,505	30,216	-	-	-	-	-
Non-departmental	29,047	477,043	-	-	-	-	-
City Hall	-	308,163	-	-	-	-	-
<b>Debt Service</b>	<b>67,093</b>	<b>853,762</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers</b>							
Public Safety	519,900	1,087,100	-	-	-	-	-
Parks	41,100	100,800	-	-	-	-	-
Non-departmental	105,000	115,000	2,370,100	1,900,217	1,215,100	1,215,100	1,215,100
<b>Transfers</b>	<b>666,000</b>	<b>1,302,900</b>	<b>2,370,100</b>	<b>1,900,217</b>	<b>1,215,100</b>	<b>1,215,100</b>	<b>1,215,100</b>
<b>Total expenditures</b>	<b>5,388,207</b>	<b>15,519,205</b>	<b>15,089,100</b>	<b>13,334,063</b>	<b>16,286,700</b>	<b>16,286,700</b>	<b>16,286,700</b>
<b>Other requirements</b>							
Contingency	-	-	1,241,900	-	2,002,700	2,002,700	2,002,700
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>1,241,900</b>	<b>-</b>	<b>2,002,700</b>	<b>2,002,700</b>	<b>2,002,700</b>
<b>Total expenditures and other requirements</b>	<b>5,388,207</b>	<b>15,519,205</b>	<b>16,331,000</b>	<b>13,334,063</b>	<b>18,289,400</b>	<b>18,289,400</b>	<b>18,289,400</b>

GENERAL FUND

**Financial Summary and Fund Balance Analysis:**

<b>Financial Summary</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	(6,366)	1,289,948	(867,900)	591,776	(873,100)	(873,100)	(873,100)
Beginning fund balance	1,823,718	-	2,109,800	3,826,824	2,875,800	2,875,800	2,875,800
Ending fund balance	1,817,352	1,289,948	1,241,900	4,418,600	2,002,700	2,002,700	2,002,700
<b>Fund Balance Analysis</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Revenue	5,381,841	16,809,153	14,221,200	13,925,839	15,413,600	15,413,600	15,413,600
Less:							
Property taxes	2,410,615	5,150,096	5,353,000	5,440,696	5,881,500	5,881,500	5,881,500
Net revenue	2,971,225	11,659,057	8,868,200	8,485,143	9,532,100	9,532,100	9,532,100
Monthly	247,602	971,588	739,017	707,095	794,342	794,342	794,342
Expenditures	4,368,809	9,594,342	11,988,500	10,937,928	14,103,600	14,103,600	14,103,600
Monthly	364,067	799,529	999,042	911,494	1,175,300	1,175,300	1,175,300
Monthly burn rate	116,465	(172,060)	260,025	204,399	380,958	380,958	380,958
Minimum fund balance - Five months	582,326	(860,298)	1,300,125	1,021,994	1,904,792	1,904,792	1,904,792
Fund balance	1,817,352	1,289,948	1,241,900	4,418,600	2,002,700	2,002,700	2,002,700
Fund balance over/(under) minimum	1,235,025	2,150,246	(58,225)	3,396,606	97,908	97,908	97,908
	Y	Y	N	Y	Y	Y	Y



# PUBLIC SAFETY

The Florence Police Department has three primary functions: Patrol, Corrections, and Communications, which are supported by an administrative function. The Patrol Division consists of three Sergeants, one Detective, and nine Patrol Officers. A School Resource Officer is included in the proposed budget, with the position costs partially offset by funding from the Siuslaw School District and a federal grant. The Corrections Division has one Corrections Officer, with Patrol also performing corrections duties. The jail was upgraded to a “Local Correctional Facility” in 2008, which allows for the detention of inmates for up to one year, and is one of seven municipal jails with this designation within the State of Oregon. The Communications Division is comprised of seven Communications Officers and is accounted for in the 9-1-1 Services Fund. The administration for the Police Department support these divisions and is comprised of an Administrative Assistant, Police Commander, and Chief of Police.

While the Florence Police Department administratively manages and operates the Western Lane 911 Public Safety Answering Point (PSAP), the budgetary information for that Division is found within the 9-1-1 Services Fund. The Florence Police Department contributes to the 9-1-1 Services Fund as a participating member of the Western Lane PSAP, along with our partner agencies.

## FY 2021-23 Budget Highlights

- ◆ The Police Department is projected to be at full staffing at the beginning of the fiscal year.
- ◆ Updates to patrol officer radio equipment.
- ◆ Implement an Unmanned Aerial System (UAS), drones, program for the City.
- ◆ Florence Police Association contract negotiations.

## Upcoming Capital Investments

- ◆ Replacement of two patrol vehicle.
- ◆ Continue facility maintenance updates, including flooring replacement in remaining areas of the Justice Center.



## Goals & Work Plan Items Fiscal Biennium 2021-23

- Develop permanent funding for School Resource Officer.
- Continue to implement community policing best practices and enhance community policing programs/outreach.
- Expand community support through National Night Out and other community events.
- Continue to implement proven best practices for public safety agencies regarding homelessness, drug usage, mental illness, and other social concerns and support non-profit and government partners in community driven approaches.
- Continue de-escalation and Crisis Intervention Training (CIT).
- Expand use of the Mobile Crisis Response (MCR) program.
- Implement eCitations program.
- Improvement of policies and procedures for Jail, including implementation and training.
- Implement technology solutions for trainings and delivery of service.
- Implement and transition to a Department owned duty weapons program, including hand guns and patrol rifles.

Performance Measures:

Strategy	Measure	Actual FY 2019	Actual FY 2020	Estimated FY 2021	Projected FY 2022	Projected FY 2023
Increase public safety by professionally promoting safety and livability through education and enforcement.	Traffic Citations	1,356	655*	689*	1,373	1,445
	Arrests	958	709*	746*	900	950
	DUII Arrests	61	43	52	56	60
Professional manage the City's correctional facility to ensure the health and safety of inmates.	Total Inmates	500	369**	376**	540	540
	Average Inmates in Custody per Day	3	1**	1**	3	3
	Number of Inmate Transports	87	85	80	85	85

Outcomes of Performance Measures:

<b>Providing Professional Public Safety</b>	The Florence Police Department Patrol Division, including Detective and School Resources Officer, utilizes best practices and frequent training to ensure that the patrol operations meet a high professional standard. Education and enforcement of laws helps ensure the livability and quality of life that is a priority for the City of Florence.
<b>Professional Managed Correctional Facility</b>	The City of Florence has operated a "local Correctional Facility" at the Florence Justice Center since 2008, which allows for the detention of inmates for up to one year, and is one of seven municipal jails with this designation within the State of Oregon. The Corrections Division of the Florence Police Department utilizes best practices to professionally manage this facility for inmate, officer, and community safety.

\* Due to COVID-19 public health restrictions, the State of Oregon DMV enacted a grace period for vehicle registration that incorporated a citation moratorium. Patrol also focused on serious traffic offenses and limited stopping for minor infractions in order to reduce contact. In addition, the Stay Home Save Lives campaign resulted in fewer people out during a large majority of the year. Fewer traffic stops and less activity leads to fewer citations and arrests. This is not anticipated to be an ongoing trend.

\*\* Due to COVID-19 public health restrictions, the Florence Police Department limited the number of inmates held. In order to protect the health and safety of both staff and inmates, those that required longer stays were transported to Lane County, while those that could be released were released and issued a Court date.



**Noteworthy Accomplishments  
Fiscal Biennium 2019-2021**

- ✓ Remodel of patrol room and hallways.
- ✓ Secured funding for the 2021-2025 school years for the School Resource Officer Program in partnership with Siuslaw School District.
- ✓ Purchased and implemented a Body Worn Camera program (BWC) and policies for all officers in the department.
- ✓ Purchased and trained internal instructors for the WRAP System. WRAP is a safe and humane restraint system that can be used in the jail or by patrol.
- ✓ Purchased the City's first hybrid, full-service patrol vehicle.
- ✓ Development, participation, and support of the MCR Program.



GENERAL FUND | PUBLIC SAFETY  
**PUBLIC SAFETY SUMMARY**

**Budget:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	1,550,201	3,503,999	4,093,100	3,633,671	4,328,400	4,328,400	4,328,400
Materials and Services	424,203	787,736	844,800	857,904	912,200	912,200	912,200
<b>Public Safety - operating expenditures</b>	<b>1,974,404</b>	<b>4,291,735</b>	<b>4,937,900</b>	<b>4,491,575</b>	<b>5,240,600</b>	<b>5,240,600</b>	<b>5,240,600</b>
Capital outlay	75,187	455,336	108,000	96,932	140,000	140,000	140,000
Debt service	19,787	30,656	-	-	-	-	-
Transfers	519,900	1,087,100	-	-	-	-	-
<b>Public Safety - non-operating expenditures</b>	<b>614,874</b>	<b>1,573,092</b>	<b>108,000</b>	<b>96,932</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>
<b>Public Safety Total</b>	<b>2,589,278</b>	<b>5,864,828</b>	<b>5,045,900</b>	<b>4,588,507</b>	<b>5,380,600</b>	<b>5,380,600</b>	<b>5,380,600</b>

**Staffing:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Chief of Police	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Police Commander	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Sergeants	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Police Officers	10.0	10.0	10.0	10.0	10.0	10.0	10.0
School Resource Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Corrections Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0
<b>Total FTE's</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>



**Did you know?**

*The Mobile Crisis Response (MCR) Team is comprised of 8 team members and 2 part time administrators paid through grant funding to serve West Lane County.*

*MCR has a response radius of over 900 square miles.*

*MCR staff must complete a 24 hour MCR training, as well as 40 hours of peer support specialist training.*





# PARKS

The Florence Parks Department maintains our park and recreation facilities, including the trail network, in a safe and clean manner to support a variety of outdoor recreation opportunities. In past years the City's general fund has only been able to support the minimum level of maintenance of our parks.

The City has more than 200 acres of parkland at twenty-four sites. Of these, sixteen parks provide recreational amenities such as playgrounds, trails, community gathering areas, and sports fields and other improvements. Of the sixteen parks, five are mini-parks or 'pocket parks'; two are neighborhood parks; eight are special use parks; and one community park.

## FY 2021-23 Budget Highlights

- ◆ The 2021-2023 biennium budget request includes an increase in the total hours of seasonal labor within Parks. This increase is due to the ongoing response to the COVID-19 pandemic requiring additional levels of service to clean/sanitize public restrooms twice daily.
- ◆ Replacement of the 1984 Ford tractor and the Kubota 3080 mower.
- ◆ Replace play structures at Miller Park and Munsel Road Park.
- ◆ Replace deck at Maple Street Plaza and update the restrooms.
- ◆ Community outreach and planning for Gallagher Park expansion.
- ◆ Expand tennis courts at Rolling Dunes Park.
- ◆ Acquiring property for restrooms at the west end of Bay Street.

## Goals & Work Plan Items Fiscal Biennium 2021-23

- Master Plan for the conversion of Old Public Works into the Gallagher's Park expansion.
- Improve parks, trails, and walkability.
- Complete Park Master Plan Update.
- Completion of Disc Golf Course in Munsel Greenway Park.
- Construction of new restroom facility at west end of Bay Street.
- Park updates, including play structure equipment replacement and court expansions.



## Upcoming Capital Investments

- ◆ Capital equipment replacements.
- ◆ Play structure replacements and enhancement at Miller Park and Munsel Road Park.
- ◆ Maple Street Plaza updates.
- ◆ Rolling Dunes tennis and pickleball court updates.
- ◆ Property purchases for restrooms
- ◆ Gallagher Park expansion, including sidewalks along Spruce Street and other park amenities.



## Uniquely COVID-19

*COVID-19 created an additional workload for the City's Parks staff. For example, in order to keep the public restrooms open at Miller Park, Maple Street Plaza (restrooms on Bay Street), and at Rolling Dunes, meant staff had to thoroughly clean and disinfect the restrooms twice a day, seven days a week. This required having staff working Saturdays and Sundays.*

*Not only did we clean the restrooms, but staff also disinfected and cleaned benches, picnic tables, playground structures/equipment on a regular and daily basis. This included Exploding Whale Park, Miller Park, Rolling Dunes Park, 18th Street Pocket Park, Pepperoaks Park, Munsel Road Park, and Old Town Park.*

## Noteworthy Accomplishments Fiscal Biennium 2019-2021

- ✓ Completion of the Miller Park facility with combined concessions, public restrooms, and storage areas. This was funded through an Oregon Parks and Recreation Department Local Government Grant Program (LGGP).
- ✓ Maintained public restroom facilities to a higher standard that allowed them to remain in service during the COVID-19 pandemic, as well as frequent cleaning of other park areas per guidelines.



Performance Measures:

Strategy	Measure	Actual FY 2019	Actual FY 2020	Estimated FY 2021	Projected FY 2022	Projected FY 2023
Support and maintain parks and natural areas, and provided public facilities that enhance the quality of life for all residents of Florence.	Acres of Park Land	197	197	198	198	199
	Developed Park Acres	57.57	57.57	59	59	59
	Acres of Turf to Mow	12.7	12.7	12.7	12.7	12.7
	Irrigation Systems Maintained	36	36	50	53	54
	Active Parks Maintained	14	14	15	15	15
	Miles of Trails Maintained	4.82	4.91	4.91	4.91	5.15
Maintain volunteer and community support for the parks system.	Number of Parks Volunteer Groups	9	4*	2*	5	10
	Park Volunteer Hours	317	373*	54*	240	300
	Total Parks Volunteers	105	32*	6*	80	100

Outcomes of Performance Measures:

<b>Efficient and Effective Management</b>	Utilizing established and proven maintenance standards and construction practices, the City of Florence is able to provide efficient and effective methods for maintaining the parks programs.
<b>Volunteer and Community Support</b>	Through ongoing outreach programs, volunteer efforts, and communication with the public, the City is able to provide high quality parks that increased quality of life in Florence and promote active lifestyles.

\* Due to COVID-19 public health restrictions, the number of events and groups volunteering in the parks were down during the pandemic. There was a reduction in volunteers helping to maintain parks such as Gallagher Park, Rolling Dunes, and Miller Park. Our park volunteers provide litter pick-up; pruning and care of the rhododendrons, azaleas, and other planter beds at Gallagher Park; spreading bark dust and weeding at Rolling Dunes; and helping with major projects through the adopt a park program.



**PARKS SUMMARY**

**Budget:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	49,973	103,373	152,100	147,183	162,100	162,100	162,100
Materials and Services	73,362	190,737	408,600	342,733	534,400	534,400	534,400
<b>Parks - operating expenditures</b>	<b>123,336</b>	<b>294,110</b>	<b>560,700</b>	<b>489,916</b>	<b>696,500</b>	<b>696,500</b>	<b>696,500</b>
Capital outlay	5,950	120,697	395,000	262,174	528,000	528,000	528,000
Debt service	3,754	7,684	-	-	-	-	-
Transfers	41,100	100,800	-	-	-	-	-
<b>Parks - non-operating expenditures</b>	<b>50,804</b>	<b>229,181</b>	<b>395,000</b>	<b>262,174</b>	<b>528,000</b>	<b>528,000</b>	<b>528,000</b>
<b>Parks Total</b>	<b>174,139</b>	<b>523,292</b>	<b>955,700</b>	<b>752,090</b>	<b>1,224,500</b>	<b>1,224,500</b>	<b>1,224,500</b>

**Staffing:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Parks Maintenance	0.7	1.0	1.0	1.0	1.0	1.0	1.0
<b>Total FTE's</b>	<b>0.7</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>



**Did you know?**

*Parks support health and wellness. Communities with nearby outdoor opportunities have citizens with improved mental and physical health and a boost in productivity!*

*Florence is committed to making its parks accessible to everyone. The new Exploding Whale Memorial Park showcases a barrier-free trail overlooking the Siuslaw River Estuary tidal zone. Despite the name, the only whales spotted from the park were actually members of the dolphin family, a pod of Orcas hoping for an easy meal near Florence!*



# COMMUNITY DEVELOPMENT

The Community Development Department administers and manages land use planning, building inspection services, and city code enforcement supporting safe home, work and recreation environments and improving community and neighborhood livability. The Community Development Department has three primary divisions: Planning, Building, and Code Enforcement. In addition to the primary responsibilities, the department takes the lead and/or supports several other programs including solid waste, transit, housing and economic development, and emergency management.



In the fiscal biennium 2021-2023, the Community Development Department budget includes separated division budgets for

Planning, Building, and Code Enforcement to better track the costs associated with each program area within the Department. The details and financial summaries for each Division are outlined in the following pages.

## COMMUNITY DEVELOPMENT SUMMARY

### Budget:

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Planning	437,524	1,060,336	1,151,300	820,283	1,150,500	1,150,500	1,150,500
Building	240,787	446,347	572,800	624,014	655,600	655,600	655,600
Code Enforcement	-	-	155,700	149,051	197,300	197,300	197,300
<b>Community Development - operating expenditures</b>	<b>678,310</b>	<b>1,506,683</b>	<b>1,879,800</b>	<b>1,593,347</b>	<b>2,003,400</b>	<b>2,003,400</b>	<b>2,003,400</b>
Capital outlay	-	29,413	-	-	-	-	-
<b>Community Development - non-operating expenditures</b>	<b>-</b>	<b>29,413</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Community Development Total</b>	<b>678,310</b>	<b>1,536,095</b>	<b>1,879,800</b>	<b>1,593,347</b>	<b>2,003,400</b>	<b>2,003,400</b>	<b>2,003,400</b>

### Staffing:

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Building	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Code Enforcement	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Planning	2.0	4.0	4.0	4.0	4.0	4.0	4.0
<b>Total FTE's</b>	<b>4.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>



# COMMUNITY DEVELOPMENT: PLANNING

The Planning Division of the Community Development Department is responsible for administering all current and long-range land use related planning functions of the City, processing applications for development, changes of use, annexation, right-of-way vacation, reimbursement district creation, and zoning and comprehensive plan amendments. This work takes place at the staff, Planning Commission, and the City Council levels.

In addition to land use functions, Planning staff is the administration lead for floodplain management, transit, and solid waste management programs. Floodplain Management includes reviewing flood plain elevation certificates, processing flood plain permits and associated forms and creating a public education program. Transit functions include staffing the Transportation Committee, updating contracts, coordinating ridership and promotion efforts. In support of solid waste management, staff works with the Environmental Management Advisory Committee to coordinate solid waste rate reviews with solid waste service providers and consultants to evaluate service costs and calculate associated collection rates for Council review. Planning staff and EMAC also create and support solid waste reduction education and events to ensure that the City meets the DEQ's Opportunity to Recycle Requirements. Staff also represent the City of Florence on the Florence Area Community Coalition, Siuslaw Watershed Council, and the Lane County Community Health Plan's Evaluation and Development Tracking Team.

## FY 2021-23 Budget Highlights

- ◆ Review and update planning and land use fees to improve cost of service recovery. Previous analyses completed in 2007 and 2001.
- ◆ Update and process modifications to the 2012 Transportation Systems Plan (TSP).
- ◆ Implement GIS software to expedite mapping needs and track land use activity for infrastructure upgrades.

## Upcoming Major Projects

- ◆ Implementation of the Transportation Growth Management grant funding to update the Transportation Systems Plan.



## Goals & Work Plan Items Fiscal Biennium 2021-23

- Update Comprehensive Plan and Zoning Maps in support of housing and economic opportunities analysis completed in 2018.
- Residential Code Updates, Phase 2—Short Term Rentals, transitional, RV/MFH parks, special needs housing, emergency housing.
- Modify Transportation Systems Plan to incorporate expanded transit service and connectivity, support housing needs, provide safe routes to schools, and address state recreational trail connectivity.
- Improve community livability and curb appeal by expanding and creating programs and codes related to trees, vegetation, nuisance properties, litter, and waste reduction.
- Update Comprehensive Plan related to Goal 5 Wildlife Resources.



**Performance Measures:**

Strategy	Measure	Actual FY 2019	Actual FY 2020	Estimated FY 2021	Projected FY 2022	Projected FY 2023
<b>Provide professional and timely land use application processing services for developers, business, and property owners.</b>	Number of Type 1 “over the counter” applications processed	54	33	17	30	33
	Number of Type 2 Administrative Review applications processed	13	12	10	11	12
	Number of Type 3 Quasi-Judicial applications process	34	30	24	22	24
	Number of Type 4 applications processed (street vacations, annexations, rezones, plan updates)	10	6	13	7	6
<b>Provide community education about recycling, land use, and other code related items.</b>	Number of newsletter articles provided	12	17	15	18	20
	Number of community events staffed	9	11	8*	10	10
	Number of community presentations made	5	3	2	4	5

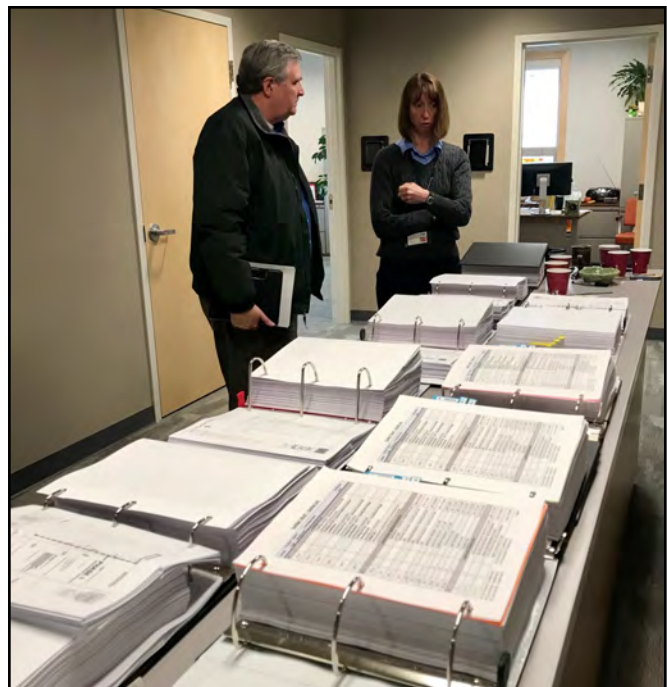
**Outcomes of Performance Measures:**

<b>Professional and Timely Land Use Services</b>	The Planning Division of Community Development is committed to assisting the public, business owners, and developers navigate the land use process. The City has updated the processes for land use decisions in order to provide more timely service to customers based on their application type. Through pre-development meetings, over-the-counter contacts, and processing applications, they work with applicants to make their projects successful, while following City Code established to enhance the livability and quality of life in Florence.
<b>Community Education</b>	The City of Florence is committed to providing education to the public on City Code related items, including the land use regulations. Through education, the City is able to encourage adherence with requirements throughout the lifecycle of an application, as well as encourage compliance prior to a violation.

\* *Planning Department staff provided assistance at all six COVID-19 mass vaccination clinics at the Florence Events Center, with all three staff members participating.*

**Noteworthy Accomplishments  
Fiscal Biennium 2019-2021**

- ✓ Completed Phase 1 of Residential Housing Code Updates.
- ✓ Processed six annexation requests and seven zone change applications.
- ✓ Updated the Comprehensive Plan to adopt new flood insurance rate maps and studies.
- ✓ Awarded the Transportation Growth Management funding to update the Transportation Systems Plan.
- ✓ Awarded Department of Land Conservation and Development technical support funding to perform an Old Town parking analysis.





## PLANNING SUMMARY

### Budget:

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
Planning	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	378,050	911,848	772,700	689,204	944,700	944,700	944,700
Materials and Services	59,474	148,488	378,600	131,079	205,800	205,800	205,800
<b>Planning Total</b>	<b>437,524</b>	<b>1,060,336</b>	<b>1,151,300</b>	<b>820,283</b>	<b>1,150,500</b>	<b>1,150,500</b>	<b>1,150,500</b>

### Staffing:

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Planning Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Planner	-	-	-	-	1.0	1.0	1.0
Associate Planner	-	1.0	-	-	-	-	-
Senior Planner	-	-	1.0	1.0	1.0	1.0	1.0
Planning Technician	-	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Assistant II	1.0	1.0	1.0	1.0	-	-	-
<b>Total FTE's</b>	<b>2.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>



### Did you know?

*The City of Florence provides waste reduction education and promotion to residents and businesses to meet state requirements for cities greater than 4,000 population.*

*You can ride the Rhody Express Bus in town for a \$1, the Yachats Connector for \$2.50 and Link Lane to Eugene for \$5, which are all less than the cost of Salted Caramel Mocha Frappuccino and will last you longer too.*

*There are 655 acres of wetlands and 208 acres of riparian areas in the City's wetland study area — the equivalent of 653 football fields.*

*Land use permit fees have not increased since 2007, and actually decreased in 2011.*

*The City permits mother-in-law living units on every lot with a home through an over-the-counter process, regardless of the zoning.*



# COMMUNITY DEVELOPMENT: BUILDING

The Building Division of the Community Development Department is responsible for administering all functions related to the execution of State Building Code regulations. Personnel process applications, review plans, issue building permits, perform inspections, and issue final occupancy permits. Staff processes and manages construction excise tax collection for the Siuslaw School District. Staff also process requests for and payments of systems development charges, public infrastructure improvements, and connections when associated with a construction project. They also work with the public to explain complex building codes and system development requirements. In addition, the staff processes sign permits, assigns addresses, reviews street naming requests, and participates in the Western Lane Emergency Operations Group.

## FY 2021-23 Budget Highlights

- ◆ Review and update building fees to improve cost of service recovery. Previous analyses completed in 2007 and 2011.
- ◆ Build Emergency Building Inspections Go-Kits.

## Goals & Work Plan Items Fiscal Biennium 2021-23

- Update Building Inspection Service program to implement new state rules for contracted services.
- Review Sign Code.

## Upcoming Major Projects

- ◆ Continued involvement in the State of Oregon Building Inspection Services rules update.



**Performance Measures:**

Strategy	Measure	Actual FY 2019	Actual FY 2020	Estimated FY 2021	Projected FY 2022	Projected FY 2023
<b>Provide professional and timely building inspection and permitting services for developers, business and property owners.</b>	Number of dwelling building permits issued.	49	46	50	45	48
	Number of new commercial building permits issued	5	3	7	4	5
	Number of dwelling remodel permits issued	15	12	13	14	16
	Number of sign permits issued	16	14	23	15	18
	Number of inspections performed	2,082	1,985*	2,000	2,010	2,150
<b>Provide community education about hazards and other building code related items.</b>	Number of newsletter articles provided	3	7	6	7	7
	Number of community events staffed	5	4	2	3	4
	Number of community presentations made	2	1	1	2	2

**Outcomes of Performance Measures:**

<b>Professional and Timely Building Inspections and Permitting Services</b>	The Building Division of Community Development is committed to assisting the public, business owners, and developers navigate the inspection and permitting process. Through pre-development meetings, over-the-counter contacts, and processing applications, they work with citizens and contractors to make their projects successful, while following City and Building Codes established to enhance the livability and quality of life in Florence, as well as to protect the safety of the community.
<b>Community Education</b>	The City of Florence is committed to providing education to the public on City and Building Code related items. Through education, the City is able to encourage adherence with requirements throughout the lifecycle of an application and construction, as well as encourage compliance prior to a violation.

\* *There has not been a significant disruption to the City’s performance of building inspections or issuance of building permits due to COVID-19. Only one month (May) in 2020-2021 saw an abnormal drop in the number of permits received.*

**Noteworthy Accomplishments  
Fiscal Biennium 2019-2021**

- ✓ Provided Building Inspections and Plan Reviews with no interruption of service during COVID-19 pandemic.
- ✓ Coordinated with the State of Oregon and the League of Oregon Cities on Building Official and Inspection rule changes, and participated on the Rulemaking Advisory Committee with other stakeholders.



## BUILDING SUMMARY

### Budget:

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
Building	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	27,396	48,360	206,100	189,158	197,700	197,700	197,700
Materials and Services	213,391	397,986	366,700	434,856	457,900	457,900	457,900
<b>Operating expenditures</b>	<b>240,787</b>	<b>446,347</b>	<b>572,800</b>	<b>624,014</b>	<b>655,600</b>	<b>655,600</b>	<b>655,600</b>
Capital outlay	-	29,413	-	-	-	-	-
<b>Non-operating expenditures</b>	<b>-</b>	<b>29,413</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Building Total</b>	<b>240,787</b>	<b>475,759</b>	<b>572,800</b>	<b>624,014</b>	<b>655,600</b>	<b>655,600</b>	<b>655,600</b>

### Staffing:

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Building Technician	1.0	1.0	1.0	1.0	1.0	1.0	1.0
<b>Total FTE's</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>



### Did you know?

*The three Building staff have a combined 62 years of service for the department.*

*For every permit issued the contractor is checked for proper licensing through the Construction Contractor's Board (CCB).*

*The state fines unlicensed contractors \$5,000 per incident.*

*Unpermitted work decreases the value of the structure.*

*Current local building permit fees have not changed since 2007 and are proposed to be evaluated during this biennium.*



# COMMUNITY DEVELOPMENT: CODE ENFORCEMENT

The Code Enforcement Division of the Community Development Department is responsible for education and enforcement of the Florence City Code. The Code Enforcement Officer works with all departments to address nuisance and city code infractions. The Officer also assists police with traffic management for community events and emergency policing activities. The Officer works with building and planning staff to address unpermitted construction activities and land uses. Specifically, Code Enforcement handles nuisance code issues, animal control, excessive false alarm notifications, vegetation violations, business license enforcement, and on-street parking regulations. Specifically, Code Enforcement handles nuisance code issues, animal control, vegetation violations, business license enforcement, and on-street parking regulations.

## FY 2021-23 Budget Highlights

- ◆ Upgrade sound and light meters to measure emissions from new technology in sound and light devices.

## Upcoming Major Projects

- ◆ Development and implementation of code enforcement operations manual.
- ◆ Development of program to support volunteer assistance for code enforcement and education.

## Goals & Work Plan Items Fiscal Biennium 2021-23

- Update City's nuisance codes to remove inconsistencies, improve clarity, and address unaddressed issues.
- Create code enforcement operations manual to create the opportunity for professional volunteer assistance.



Performance Measures:

Strategy	Measure	Actual FY 2019	Actual FY 2020	Estimated FY 2021	Projected FY 2022	Projected FY 2023
Provide professional and timely code enforcement services supporting an attractive, clean, and safe community for Florence residents and businesses.	Number of dog complaint responses	126	95*	130	140	150
	Number of vegetation violations processed	54	80	90	95	100
	Number of nuisance complaints processed	71	75	69	73	71
Provide community education about code related items.	Number of newsletter articles provided	12	12	12	12	12
	Number of community events staffed	5	6	8**	5	5
	Number of community presentations made	3	0***	0***	3	4

Outcomes of Performance Measures:

<b>Professional and Timely Code Enforcement</b>	The Code Enforcement Division of Community Development is committed to assisting the public in improving the livability and quality of life in Florence. The Code Enforcement Officer responds to complaints in the community related to City Code, as well as works in coordination with the Florence Police Department to address violations.
<b>Community Education</b>	The City of Florence is committed to providing education to the public on City Code related items. Through education, the City is able to encourage compliance with the City Code and seeks to educate community members rather than use citations as the first option.

- \* The Code Enforcement Officer was out for the majority of the fourth quarter of FY2019 and unable to respond in person to complaints received.
- \*\* While community events did not occur as normal due to COVID-19, Code Enforcement Officer participated in the six COVID-19 mass vaccination clinics held at the FEC.
- \*\*\* Due to COVID-19, community presentations did not occur, but Code Enforcement assisted Lane County in education on State COVID-19 related public health restrictions and requirements.

**Noteworthy Accomplishments  
Fiscal Biennium 2019-2021**

- ✓ Code Enforcement provided Covid-19 education and compliance support in coordination with Lane County Public Health.
- ✓ Implemented Code Enforcement tracking software and database.





## CODE ENFORCEMENT SUMMARY

### Budget:

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
Code Enforcement	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	-	-	155,700	148,651	163,300	163,300	163,300
Materials and Services	-	-	-	400	34,000	34,000	34,000
<b>Code Enforcement Total</b>	-	-	155,700	149,051	197,300	197,300	197,300

### Staffing:

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Code Enforcement Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0
<b>Total FTE's</b>	1.0	1.0	1.0	1.0	1.0	1.0	1.0



### Did you know?

*Florence prides itself on its natural beauty and resources. In most instances a permit is needed to remove or replace shrubs and trees on a property, whether developed or not.*

*Code Enforcement is complaint driven and education based. Violations can be reported online at the city's website.*

[www.ci.florence.or.us/planning/report-code-violation](http://www.ci.florence.or.us/planning/report-code-violation)

*Save a bear's life — It is a violation to feed wildlife in City limits, which includes seagulls and crows. So, no tossing of French fries in the shopping center either.*



GENERAL FUND

# ADMINISTRATION

The City of Florence Administration section of the General Fund incorporates the City Council and the City Manager’s Office budgets. The City Council budget incorporates expenses associated with City Council meetings, trainings, and supplies, as well as City-wide membership and fees. The City Manager’s Office budget incorporates the following functional areas of responsibility:

- ◆ City Manager
- ◆ City Recorder
- ◆ Communications
- ◆ Economic Development
- ◆ Legal Services
- ◆ Project Management
- ◆ Urban Renewal Staff Support

The City Manager also provides executive oversight to the City of Florence operations and staff through the Management Team.



## ADMINISTRATION SUMMARY

**Budget:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
City Council	43,685	105,524	120,900	107,296	168,700	168,700	168,700
City Manager	543,285	1,340,710	1,474,500	1,439,223	2,382,200	2,382,200	2,382,200
<b>Administration - operating expenditures</b>	<b>586,970</b>	<b>1,446,233</b>	<b>1,595,400</b>	<b>1,546,519</b>	<b>2,550,900</b>	<b>2,550,900</b>	<b>2,550,900</b>
Capital outlay	-	-	-	-	10,000	10,000	10,000
<b>Administration - non-operating expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Administration Total</b>	<b>586,970</b>	<b>1,446,233</b>	<b>1,595,400</b>	<b>1,546,519</b>	<b>2,560,900</b>	<b>2,560,900</b>	<b>2,560,900</b>



# ADMINISTRATION: CITY COUNCIL

The Mayor and City Council provide leadership, legislative governance, policy direction, and oversight for all City functions and operations. The Mayor is elected to a term of two years, while two of the four City Councilors are elected to staggered four-year terms, each two years. The Council represents the City at special events and determines the City's policy direction through approval of Ordinances, Resolutions, and reviewing staff reports. The City Council also represents the City on local and regional committees. The positions are nonpartisan and members serve without pay. The City Council generally meets on the first and third Mondays of each month.



**Mayor**  
**Joe Henry**  
joe.henry@  
ci.florence.or.us



**Council President**  
**Woody Woodbury**  
woody.woodbury@  
ci.florence.or.us



**Council Vice President**  
**Sally Wantz**  
sally.wantz@  
ci.florence.or.us



**Councilor**  
**Bill Meyer**  
bill.meyer@  
ci.florence.or.us



**Councilor**  
**Maggie Wisniewski**  
maggie.wisniewski@  
ci.florence.or.us

## FY 2021-23 Budget Highlights

- ◆ The City Council has reaffirmed the broad goal statements and adopted the 2021-23 City Work Plan to provide a foundation to the 2021-23 Biennial Budget.
- ◆ Implement updated City Committee & Commission policy manual and improve communication between City Council and committees.
- ◆ Evaluate COVID-19 Temporary Meeting policies as the City moves back towards in-person and/or hybrid public meetings.



## Goals & Work Plan Items Fiscal Biennium 2021-23

*In creating the 2021-23 City Work Plan, the City Council affirmed the five City goals:*

- City Service Delivery
- Livability and Quality of Life
- Economic Development
- Communication and Trust
- Financial and Organizational Sustainability

*In addition to the Goals, the City Council outlined several general city-wide items and City Council items for the Work Plan:*

- Evaluate impacts of 2020 Census on City service levels, long-term plans, and other population dependent items.
- Implement updated City Committee & Commission Policy Manual.
- Continued participation and development of community activities.

Performance Measures:

Strategy	Measure	Actual FY 2019	Actual FY 2020	Estimated FY 2021	Projected FY 2022	Projected FY 2023
Hold regular City Council meetings to discuss and set policy direction.	Regular City Council Meetings Held	19	18	22	20	20
	City Council Work Sessions Held	12	7	15	11	11
	City Council Executive Sessions Held	3	3	2	2	2
Implement City Council policy and the City Work Plan through decision making.	Ordinance Adopted	15	8	11	11	11
	Resolutions Adopted	24	28	39	29	29
	Proclamations/Awards Presented	27	16	9	17	17

Outcomes of Performance Measures:

<b>Transparent Public Meetings</b>	The Florence City Council hold regular City Council meetings twice per month on average, as well as two work sessions scheduled per month as needed. When necessary, the City Council holds executive sessions per ORS 192.660. The City Council is committed to professional and transparent public meetings where they set policy direction for the City , as well as make decisions based on that policy direction and the City’s Work Plan.
<b>Implementation of City Policies and Work Plan</b>	The City Council implements the goals and priorities established by the Council through the City Work Plan. The decision making associated with the Work Plan often occur in the form of ordinance or resolutions. Staff assist in the decision making process by providing background, research, implications, recommendations, and alternatives for the City Council to review and utilize to make an informed decision.

**Noteworthy Accomplishments  
Fiscal Biennium 2019-2021**

- ✓ City Council goal setting retreat and reaffirmation of City Council goals and adoption of the 2021-2023 City Work Plan.
- ✓ Completion of the Residential Housing Code Update Project spanning 4 work sessions, multiple open houses, and a joint Public Hearing with the Planning Commission.
- ✓ Completion of review and incorporation of City Committee Work Plan requests into the City Work Plan spanning multiple work sessions and City Council meetings.
- ✓ Sale of Airport Road property to DevNW for development of twelve homes for families at 80% AMI or below.
- ✓ Approval of the Temporary State of Emergency due to COVID-19 including multiple extensions and move to virtual services and meetings.
- ✓ Extension of SDC waiver and deferral process.
- ✓ Approval of Commercial, Industrial and Mixed-use Code Updates.
- ✓ Support for a Community Development Block Grant application for Lane County housing rehabilitation loan program in conjunction with St. Vincent de Paul.
- ✓ Completion of recruitment process and final appointment of City Council vacancy after member resignation.
- ✓ Orientation and Training for three new City Council members.
- ✓ Approval of FEMA Flood Plain Amendments.
- ✓ Completion of two annexations to the City of Florence including the Benedick Holdings LLC annexation bringing 48.82 additional acres to the City limits.
- ✓ Approval of the one-year ‘roll-over’ of the current Collective Bargaining Agreement with the Florence Police Association.
- ✓ Participation in Tour of Florence Maker’s Space, the 2020 State of the City and City Expo, among many other activities.

## CITY COUNCIL SUMMARY

### Budget:

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
City Council	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Materials and Services	43,685	105,524	120,900	107,296	168,700	168,700	168,700
<b>City Council Total</b>	<b>43,685</b>	<b>105,524</b>	<b>120,900</b>	<b>107,296</b>	<b>168,700</b>	<b>168,700</b>	<b>168,700</b>



**WELCOME TO THE VIDEOCONFERENCE MEETING OF THE FLORENCE CITY COUNCIL**

  
*City of Florence*  
**A City in Motion**

Due to federal and state restrictions on public gatherings, the Florence City Council meetings shall be held via videoconference using the gotowebrinar platform and shown live on Cable Channel 191 and online at [www.ci.Florence.or.us/citymanager/public-meetings-live](http://www.ci.Florence.or.us/citymanager/public-meetings-live).

Citizens wishing to express their views may provide verbal or written comments. For more information, visit the City of Florence website at [www.ci.Florence.or.us/council/request-address-city-council-speakers-card](http://www.ci.Florence.or.us/council/request-address-city-council-speakers-card).

City of Florence  
**Organizational Overview**  
FLORENCE CITY COUNCIL  
FEBRUARY 10, 2021

**Did you know?**

*In 2019, the City Council adopted Ordinance No. 7, Series 2019, marking the completion of the Housing Code Update. The Housing Code Update culminated in the largest City Code overview since 2009 with nearly 200 pages of City Code rewritten.*

*The Housing Code Update represented the first of many policy recommendations provided through the Housing and Economic Opportunities Project (HEOP), completed in 2018. The HEOP reviewed housing and the local economy to ensure there is sufficient land for residential and housing uses for the next 20 years.*

**Uniquely COVID-19**

*In 2020, the City Council quickly moved to virtual meetings to allow the City to conduct its business in a COVID-19 safe manner. In March 2020, the City Council adopted the first of many amendments to the Temporary COVID-19 public meeting procedures, which set the guidelines and practices for the City Council, Planning Commission, and other City committee meetings. These policies will continue to be updated as the pandemic response progresses.*







# ADMINISTRATION: CITY MANAGER'S OFFICE

The City Manager's Office provides oversight and direction to ensure that all departments are responding to the Adopted City Work Plan, applying policy consistently, and identifying key issues that need Council direction. The City Manager's Office also provides staff support for the Florence Urban Renewal Agency (FURA).

Additionally, staff have responsibility for and oversight of public and media outreach, elections, records retention, franchise agreements, business licensing, special event permits, liquor licenses, City communications, emergency preparation and management, economic development, project management, and urban renewal support.

## FY 2021-23 Budget Highlights

- ◆ The 2021-2023 biennium budget request includes the addition of 1.0 FTE for economic development and business recovery support, previously funded through the RARE program and CARES Act funding.
- ◆ The 2021-2023 biennium budget request includes the addition of 0.5 FTE for records support.
- ◆ The Economic Development budget is included in the City Manager's Office budget, and includes the \$400,000 over the biennium from the Community Development Block Grant in coordination with St. Vincent de Paul for the Lane County housing rehabilitation loan program.
- ◆ Funding for a community attitudes survey and other outreach is included in the budget request.

## Upcoming Major Projects

- ◆ Continued response and recovery related to the COVID-19 pandemic.
- ◆ Evaluate impacts of 2020 Census on City service levels, long-term plans, and other population dependent items.
- ◆ Update to the City's Destination Marketing Agreement.
- ◆ Continued support of the Florence Urban Renewal Agency's efforts to develop the Quince Street property.
- ◆ Development of the Community Attitudes Survey.



## Goals & Work Plan Items Fiscal Biennium 2021-23

### ☐ Support of City Council Goals & Work Plan.

#### ☐ City Recorder Work Plan Items

- ⇒ Implement updated City Committee & Commission Policy Manual.
- ⇒ Ensure Committee and Commission effectiveness in supporting Council Goals & Work Plan.
- ⇒ Improve City's records management and retention program.
- ⇒ Update Public Records Request Policies.
- ⇒ Implement the City Committee & Commission Policy Manual.
- ⇒ Evaluate COVID-19 Temporary Public Meeting policies.

#### ☐ Community Outreach & Communications Work Plan Items

- ⇒ Development and implementation of Citizen's Academy.
- ⇒ Continuation of activities such as Public Works, City Day, City Block Party, and National Night Out.
- ⇒ Implementation of a community attitudes survey.
- ⇒ Provide support for community programs.
- ⇒ Renewal of community designations of Coast Guard City and Tree City USA.
- ⇒ Develop City Communications Policy and a City-wide communications and style guide.
- ⇒ Continued distribution of news items to media, through the newsletter, and on social media.
- ⇒ Development of City's video library.
- ⇒ Continue to improve the City's website and information available.

#### ☐ Staffing and administrative support for the Florence Urban Renewal Agency and projects.

#### ☐ Evaluate current and potential updates to operating models of the Florence Senior Center.

### ☐ Economic Development Work Plan Items

#### ⇒ Housing Efforts & Initiatives

- Support community partners in development of workforce and affordable housing.
- Evaluate the City's role and participation in workforce housing development projects.
- Coordinate with major local employers in efforts to develop and support affordable housing for their workforce.
- Develop marketing programs that promote SDC program and ADU program.
- Florence Rental Housing Market Study.
- Evaluate options and long-term financial sustainability for financial incentives to promote workforce housing development.

#### ⇒ Family Wage Jobs & Workforce Development

- Development of a business retention & expansion program.
- Continue to improve business communication and outreach.
- Work with area partners to improve business financial and technological literacy.
- Continue to support recovery through COVID-19 pandemic and implement business support programs through COVID-19 recovery.
- Evaluate tourism & marketing efforts, including the current contracts.
- Continue to support community driven efforts toward beautification, recreation, and culture.
- Expand marketing for the Pacific View Business Park to help promote development.
- Renew City's Enterprise Zone program.
- Implementation of Community Development Block Grant awards.
- Support community efforts towards workforce development through education, training, and other opportunities.



Performance Measures:

Strategy	Measure	Actual FY 2019	Actual FY 2020	Estimated FY 2021	Projected FY 2022	Projected FY 2023
Maintain open and transparent communication with the public to keep them informed on City business.	Social Media Outlets Managed by the City	7	7	7	7	7
	City Facebook Followers (approximate)	5,500	6,000	6,500	7,000	7,500
	City Twitter Followers (approximate)	1,100	1,400	1,480	1,600	1,700
	City Instagram Followers (approximate)	800	1,100	1,300	1,450	1,600
	Total Website Sessions	105,665	113,117	125,000	125,000	125,000
	Unique Website Users	63,575	75,025	90,000	90,000	90,000
Efficiently and professionally manage the public meetings, public records requests, elections, committee appointments, and City Code of the City.	Focus on Florence Newsletter Editions	12	12	12	12	12
	Public Records Request Responded To	39	24	20	27	27
	Number of Code Pages Updated	138	246	50	150	150
	Number of Committee Vacancies	39	24	20	27	27
	Number of Committee Applications Received	54	65	31	50	50
Professionally promote economic development for the City of Florence to enhance our livability and quality of life.	Number of Mayor/Council Candidates	6	0	10	0	5
	Number of RAIN Supported Businesses	12	25	29	32	36
	Number of RAIN Entrepreneurship Events Held	22	44	68	65	65
	Number of Developer and Business Meetings	16	20	12	15	18
	Number of Agency Coordination Meetings	32	97	109	115	120

Outcomes of Performance Measures:

<b>Open and Transparent Communication</b>	The City of Florence strives to provide open and transparent communications to the community and the media. The Public Information Officer provides the oversight of the outward facing communications in order to provide a clear and consistent message to the public. Providing the information on a variety of outlets and platforms allows the message to reach a diverse population.
<b>Efficiently and Professionally Managed Meetings and Records</b>	Professional management of the City's meetings, records, and associated work helps keep the community informed of the work that is being done, while ensuring that we are consistent in the process. Providing consistency in the process allows for the public to anticipate what and how the City will operate in order to stay involved and informed throughout the process.
<b>Promotion of Economic Development</b>	The City of Florence City Council has identified economic development and the various aspects within it as a City Goal and a priority for the City's Work Plan. The goals of the City economic development program are to promote the City's economic infrastructure through proactive engagement and support of business compatible with community goals, and supporting jobs yielding family income, while working with private partners to build a place that attracts and keeps talent.



City of Florence, Oregon



## Noteworthy Accomplishments Fiscal Biennium 2019-2021

- |  |   |
|--|---|
| <p>✓ City Recorder Accomplishments</p> <ul style="list-style-type: none"> <li>• Supported City Council meetings and activities throughout the biennium.</li> <li>• Coordination of Committee &amp; Commission Work Plans for Council approval, as well as communication between committees and the City Council.</li> <li>• Continued work to digitize City records from all departments.</li> <li>• Responded to public records requests from across the organization.</li> <li>• Transitioned to virtual meetings, both conference call and video conference, for all City public meetings.</li> <li>• Development and implementation of multiple updates to the Temporary COVID-19 Public Meeting Procedures.</li> <li>• Provided support for multiple annexation application processes through City Council approval, including customer inquiries and parliamentary and state law procedures.</li> <li>• City Council vacancy recruitment.</li> </ul> <p>✓ Project Management Accomplishments</p> <ul style="list-style-type: none"> <li>• Managed the construction of the ReVision Florence Streetscape Project.</li> <li>• Provided program support to the Florence Urban Renewal Agency.</li> </ul> <p>✓ Communications &amp; Community Outreach Accomplishments</p> <ul style="list-style-type: none"> <li>• Developed City Services Expo to accompany the 2019 State of the City address.</li> <li>• Increased the City's presence on social media.</li> <li>• Coordinated press releases, newsletter, and other communications for the City.</li> <li>• Initiated the City's communication plan and style guide project, including brand refresh.</li> <li>• Participated in Siuslaw School District Library Services virtual field trips.</li> <li>• Coordinated the City's 2019 Block Party, 2020 Virtual Rhody Days Parade, 2020 Holiday Festival activities, and 2021 Reverse Rhody Days Parade, among other community events.</li> </ul> | <p>✓ Economic Development Accomplishments</p> <ul style="list-style-type: none"> <li>• Completion of property sale for the DevNW affordable housing development on Airport Road.</li> <li>• Supported the Planning Department in the completion of the Residential Housing Code Update.</li> <li>• Supported the Regional Accelerator &amp; Innovation Network (RAIN) in the establishment of entrepreneurship programs.</li> <li>• Completion of the Rural Development Initiatives Business Retention &amp; Expansion Program.</li> <li>• Job Shadow Day in February 2020.</li> <li>• Completion of Request for Expressions of Interest (RFEI) marketing process for Quince Street property and signing of Exclusive Negotiation Agreement with Sycan B. Corp. for development of the site.</li> <li>• Successful \$400,000 Community Development Block Grant in conjunction with St. Vincent de Paul for the Lane County housing rehabilitation loan program.</li> <li>• Successfully Travel Oregon Destination Ready Program grant to add amenities to boardwalk.</li> <li>• COVID-19 Response &amp; Business Support:             <ul style="list-style-type: none"> <li>* <i>Establishment of Florence Area Economic Development Taskforce.</i></li> <li>* <i>Support of COVID-19 Business Assistance funding in conjunction with Lane County and Community Lending Works.</i></li> <li>* <i>Establishment of outdoor seating program in response to COVID-19 indoor restrictions.</i></li> <li>* <i>Personal Protective Equipment (PPE) distribution program to local area businesses in conjunction with the State of Oregon.</i></li> <li>* <i>Community Development Block Grant for the Emergency COVID-19 Response Assistance Program with Lane Community College for the Environmental Services Aide program.</i></li> </ul> </li> <li>• Supported the efforts of the Public Art Committee and their projects.</li> <li>• Supported and attended many community, regional, and statewide economic development related events and efforts.</li> </ul> |
|--|---|

## CITY MANAGER'S OFFICE SUMMARY

### Budget:

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
City Manager's Office	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	358,389	986,496	903,200	1,009,093	1,288,700	1,288,700	1,288,700
Materials and Services	184,895	354,214	571,300	430,130	1,093,500	1,093,500	1,093,500
<b>Operating expenditures</b>	<b>543,285</b>	<b>1,340,710</b>	<b>1,474,500</b>	<b>1,439,223</b>	<b>2,382,200</b>	<b>2,382,200</b>	<b>2,382,200</b>
Capital outlay	-	-	-	-	10,000	10,000	10,000
<b>Non-operating expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>City Manager's Office Total</b>	<b>543,285</b>	<b>1,340,710</b>	<b>1,474,500</b>	<b>1,439,223</b>	<b>2,392,200</b>	<b>2,392,200</b>	<b>2,392,200</b>

### Staffing:

Position:	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
City Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Assistant City Manager/PIO	-	-	-	1.0	1.0	1.0	1.0
City Project Manager/PIO	1.0	1.0	1.0	-	-	-	-
City Recorder/Economic Development Coordinator	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Economic Development Catalyst	-	-	-	1.0	1.0	1.0	1.0
Administrative Assistant I	-	-	-	-	0.5	0.5	0.5
Administrative Assistant II	-	1.0	1.0	1.0	1.0	1.0	1.0
Human Resources Manager	1.0	-	-	-	-	-	-
<b>Total FTE's</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>5.0</b>	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>



### Did you know?

*In the Council-Manager form of government all City staff work at the direction of the City Manager through her oversight of the Management Team.*

*The City of Florence has partnered with St. Vincent de Paul to administer and manage a Housing and Rehabilitation program to assist homeowners with household incomes at or below 8-% of the federal median income with needed health and safety repairs in their homes. In 2021, the City of Florence is partnering with St. Vinnies on a Community Development Block Grant set to bring an additional \$400,000 in funding to this important program.*



GENERAL FUND

# ADMINISTRATIVE SERVICES

The City of Florence Administrative Services Department oversees the Finance Department, Human Resources, Information Technology, and Municipal Court. This Department was established through an analysis of the Finance Department and the internal services of the City with the aim of creating greater efficiencies for internal and external service delivery. The Administrative Services Department incorporates the following functional areas:



- ◆ Finance
  - Accounts Receivable
  - Accounts Payable
  - Budgeting
  - Financial Reporting
  - Grants Management
  - Payroll
  - Urban Renewal Support
  - Utility Billing
- ◆ Human Resources
  - Classification and Compensation
  - Recruitment and Retention
  - Risk Management
  - Training
  - Wages and Benefits
  - Workers Compensation
- ◆ Information Technology

The Administrative Services Department accounts for the internal services provided with internal service charges recorded as General Fund charges for services revenue with corresponding materials and services expenditures in the benefitting funds and departments. Although Municipal Court is included in the Administrative Services Department, the budget is done separately. Costs to run the Administrative Services Department are charged back to the departments that benefit from the services. Municipal Court doesn't provide such services.

## ADMINISTRATIVE SERVICES SUMMARY

### Budget:

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Finance	530,727	1,097,023	1,096,600	1,008,459	1,179,900	1,179,900	1,179,900
Human Resources	-	-	252,500	244,231	299,400	299,400	299,400
Information Technology	-	-	811,300	752,030	1,212,300	1,212,300	1,212,300
Municipal Court	246,415	528,706	604,100	555,053	673,800	673,800	673,800
<b>Administrative Services - operating expenditures</b>	<b>777,142</b>	<b>1,625,729</b>	<b>2,764,500</b>	<b>2,559,772</b>	<b>3,365,400</b>	<b>3,365,400</b>	<b>3,365,400</b>
Capital Outlay	-	-	201,500	126,192	40,000	40,000	40,000
Debt Service	14,505	30,216	-	-	-	-	-
<b>Administrative Services - non-operating expenditures</b>	<b>14,505</b>	<b>30,216</b>	<b>201,500</b>	<b>126,192</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
<b>Administrative Services Total</b>	<b>791,647</b>	<b>1,655,945</b>	<b>2,966,000</b>	<b>2,685,964</b>	<b>3,405,400</b>	<b>3,405,400</b>	<b>3,405,400</b>

### Staffing:

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Finance	2.0	5.0	5.0	5.0	5.0	5.0	5.0
Information Technology	-	1.0	1.0	1.0	1.5	1.5	1.5
Human Resources	-	1.0	1.0	1.0	1.0	1.0	1.0
Municipal Court	2.0	2.0	2.0	2.0	2.0	2.0	2.0
<b>Total FTE's</b>	<b>4.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>

Administrative Services was implemented in Fiscal Biennium 2017-19 and incorporates the FTEs from the former Finance Department.





# ADMINISTRATIVE SERVICES: FINANCE

*The Finance Department serves the City and the Florence Urban Renewal Agency (FURA) by maintaining timely and accurate fiscal information. Our team provides and performs financial and strategic planning, budgeting, reporting, accounting, billing and collection for all City and FURA services, payroll, accounts payable, licensing, and centralized customer service.*

## FY 2021-23 Budget Highlights

- ◆ The Finance Department remains fully staffed. We will continue to cross train staff so there are no gaps in work flow should unexpected absences occur.
- ◆ Current processes will be continually reviewed for potential improvements that can be made to processes and/or products used.
- ◆ Monitor departmental controls to improve transparency in the City's financial processes.
- ◆ Continue to monitor expenses related to the COVID-19 response to ensure maximum federal and state reimbursement.



## Upcoming Major Projects

- ◆ Research budgeting software for implementation for the 2023-25 biennial budgeting process
- ◆ Strategies for transitioning to paperless environment.

## Goals & Work Plan Items Fiscal Biennium 2021-23

- Submit Comprehensive Annual Financial Report (CAFR) to Government Finance Officers Association (GFOA) award program.
- Prepare the biennial Adopted Budget in a format that qualifies for submittal to the GFOA Distinguished Budget Award Program.
- Provide excellent customer service in person and over the phone to utility customers and others that visit or contact City Hall.
- Review and update long-range financial forecasts annually for all funds. Identify funding gaps and approaches to ensure financial and organizational sustainability.
- Evaluate general fund specific considerations – perform research on property valuations and impacts to property taxes and next steps.
- Prepare biennial budget consistent with adopted City work plan.
- Ensure timely financial reporting.
- Assist in the financial analysis and evaluation of items throughout the City work plan.

## Uniquely COVID-19

*Beginning in April 2020, most employees in the Finance Department transitioned to remote work. One remained at City Hall who handles accounts payable, payroll, and other day-to-day activities.*

*Staff were able to troubleshoot the phone system in order to enable answering customer calls on a live basis and help them with any of their City business in an efficient manner.*

Performance Measures:

Strategy	Measure	Actual FY 2019	Actual FY 2020	Estimated FY 2021	Projected FY 2022	Projected FY 2023
Maintain professional financial management of the City's operations.	Independent Auditor Opinion	Unmodified	Unmodified	Unmodified	Unmodified	Unmodified
	GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes
	Certificate of Achievement for Excellence in Financial Reporting	No	No	Yes	Yes	Yes
Provide efficient and effective financial services.	Credit Rating	A	A	A	A	A
	Actual cost to deliver service	\$575,747	\$508,861	\$568,732	\$582,724	\$597,195
	Cost to deliver service as percentage of total City operating budget	4.9%	5.0%	3.9%	3.5%	3.6%
Maintain utility service continuity for the City's utility customers.	Number of utility customers served	4,741	4,255	3,845	3,855	3,906
	Account shut-offs	300	87*	192	250	250
	Total revenue collected	\$6.332 M	\$6.553 M	\$6.605 M	\$6.758 M	\$6.923 M

Outcomes of Performance Measures:

<b>Financial Integrity</b>	The City of Florence takes strives to provide professional financial management for all City operations. Maintaining the integrity of our financial positioning is important to keep our City operations sustainable, efficient, effective, and stable.
<b>Efficient and Effective Financial Services</b>	Providing efficient and effective financial services to the community is important in order to maintain trust and keep our City moving forward. The Administrative Services Department performs the financial services for our internal departments.
<b>Utility Service Continuity</b>	The City of Florence provides essential utilities to our citizens. Maintaining a high level of financial services for our utility customers is an important aspect of our customer service priorities. The Administrative Services Department, along with the Public Works Department, is constantly evaluating the services provide to our customers to improve the services we offer.

**Noteworthy Accomplishments  
Fiscal Biennium 2019-2021**

- ✓ Electronic timesheet system was implemented City-wide. Paper timesheets have been completely eliminated and all review/approval is done electronically.
- ✓ Electronic purchase request system was implemented City-wide. All purchase requests are submitted electronically and routed to the correct approver for their review. Once approved, the finance department can pull the information over to process payments to vendors.
- ✓ Maintained service continuity to our customers during the Pandemic by providing virtual service. Many employees transitioned to working from home and continued to provide excellent customer service.
- ✓ Provided many opportunities via internal, state and federal resources to help keep our customers' service connected.

\* Due to COVID-19 and the economic impacts, the City did not perform shuts offs for unpaid utility accounts for approximately six months.

## FINANCE SUMMARY

### Budget:

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
Finance	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	235,626	494,650	850,300	831,473	940,100	940,100	940,100
Materials and Services	295,101	602,373	246,300	176,987	239,800	239,800	239,800
<b>Finance - operating expenditures</b>	<b>530,727</b>	<b>1,097,023</b>	<b>1,096,600</b>	<b>1,008,459</b>	<b>1,179,900</b>	<b>1,179,900</b>	<b>1,179,900</b>
Debt service	14,505	30,216	-	-	-	-	-
<b>Finance - non-operating expenditures</b>	<b>14,505</b>	<b>30,216</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Finance Total</b>	<b>545,232</b>	<b>1,127,239</b>	<b>1,096,600</b>	<b>1,008,459</b>	<b>1,179,900</b>	<b>1,179,900</b>	<b>1,179,900</b>

### Staffing:

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Administrative Services Director	-	1.0	1.0	1.0	1.0	1.0	1.0
Finance Manager	-	1.0	1.0	1.0	1.0	1.0	1.0
Accounting Clerk	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Customer Service Representative	-	1.0	1.0	1.0	1.0	1.0	1.0
<b>Total FTE's</b>	<b>2.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>



### Did you know?

*In 2019, the City of Florence was one of 39 municipalities in Oregon that received the Distinguished Budget Presentation Award from the Government Finance Officers' Association of the United States and Canada.*

*Even though the City of Florence operates with a biennial budget, the State of Oregon still requires an independent audit every fiscal year.*



# ADMINISTRATIVE SERVICES: HUMAN RESOURCES

*The Human Resources Department oversees and supports the City's employee recruitment and retention efforts, compensation and employee benefit programs, training, risk management, employee wellness, employee safety efforts, and functions as the City's ADA Coordinator.*

## FY 2021-23 Budget Highlights

- ◆ Recruit for key positions and maximize staffing across all departments.
- ◆ Florence Police Association negotiations.
- ◆ Compensation market analysis/implementation.
- ◆ Review and update to employee benefits program provided through City County Insurance Services.
- ◆ Fully implement and integrate HR software solutions.
- ◆ Develop and implement ADA Title II compliance program.

## Upcoming Major Projects

- ◆ Continue implementation of compensation and market analysis data.
- ◆ Continue implementation of software solutions for HR management.
- ◆ Develop ADA Title II compliance program, including trainings, communication and engagement efforts, and requisite documentation.



## Goals & Work Plan Items Fiscal Biennium 2021-23

- Review and update the Personnel Handbook, personnel policies based on best practices.
- Continue implementation of Safety Manual changes and employee safety engagement.
- Continue recruitments to fill vacancies as needed.
- Continual improvements to employee training, communication, and tracking.



Performance Measures:

Strategy	Measure	Actual FY 2019	Actual FY 2020	Estimated FY 2021	Projected FY 2022	Projected FY 2023
Manage the employee lifecycle throughout the organization.	Recruitments	5	8	8	10	10
	New Hires	5	10	8	9	9
	Promotions	2	2	2	2	2
	Separations <i>(Includes retirements, resignations, &amp; terminations.)</i>	8	7	8	8	8
Reduce the number and cost of workers compensation claims.	Number of Accidents	7	2	4	4	3
	Time Loss (Days)	9	74	40	35	30
	Annual cost of worker compensation claims	\$17,000	\$41,000	\$29,000	\$25,000	\$22,000
	Brought back injured employees with Return to Work Program (or non-disabling)	\$5,036	\$1,470	\$3,200	\$3,000	\$2,600

Outcomes of Performance Measures:

<b>Well Managed Employee Lifecycle</b>	The Human Resources Department manages the lifecycle of the City’s employees, which includes recruitment, hiring, onboarding, training, performance evaluations, promotions, and separation.
<b>Safe Work Environment</b>	The City of Florence is committed to employee, volunteer, and customer safety. Human Resources supports the City’s Safety Committee, coordinates employee safety training, and assists in developing modified/light duty assignments to bring injured employees back to work.

**Noteworthy Accomplishments  
Fiscal Biennium 2019-2021**

- ✓ Drafted updated personnel handbook and policies for review and future implementation.
- ✓ Drafted and commenced implementation of Safety Manual.
- ✓ Implemented new recruitment tools.
- ✓ Completed Equal Pay Analysis.
- ✓ Commenced Classification and Compensation Study.
- ✓ Drafted and implemented employee policies related to the COVID-19 pandemic response, including incorporation of updated OSHA rules and State guidelines.
- ✓ Facilitated staffing changes and needs due to the COVID-19 pandemic.



## HUMAN RESOURCES SUMMARY

### Budget:

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
Human Resources	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	-	-	188,600	182,242	220,400	220,400	220,400
Materials and Services	-	-	63,900	61,989	79,000	79,000	79,000
<b>Human Resources - operating expenditures</b>	-	-	252,500	244,231	299,400	299,400	299,400
Capital outlay	-	-	-	-	-	-	-
<b>Human Resources - non-operating expenditures</b>	-	-	-	-	-	-	-
<b>Human Resources Total</b>	-	-	252,500	244,231	299,400	299,400	299,400

### Staffing:

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Human Resources Manager	-	-	1.0	1.0	1.0	1.0	1.0
Human Resources Analyst	-	1.0	-	-	-	-	-
<b>Total FTE's</b>	-	1.0	1.0	1.0	1.0	1.0	1.0



### Did you know?

*HR implemented and updated multiple policies to accommodate changes brought by the pandemic and ensured all OSHA temporary COVID rule compliance requirements.*

*The City adopted a new Safety Manual after a safety committee and administration review of 237 pages across 28 areas of focus. This Safety Manual is in effect now, but will take 2 years to fully implement.*





# ADMINISTRATIVE SERVICES: INFORMATION TECHNOLOGY

*The City's Information Technology (IT) Department provides support to the City's six facilities, various business functions, and all staff members. IT services includes wide area network infrastructure, Voice Over Internet Protocol phone systems, device purchasing, installation, configuration, repairs, training, and digital systems security.*

## FY 2021-23 Budget Highlights

- ◆ The 2021-2023 biennium budget request includes the addition of 0.5 FTE for the Information Technology program to provide technician support.
- ◆ The City network expansion project is approaching completion and includes failover for the entire City of Florence. In the event one of our ISP partners incur an outage, the enhancements are designed to auto-switch from one fiber backbone to the other fiber backbone with little or no impact to end-users or critical infrastructure sites (Justice Center, Wastewater, and Water Treatment).
- ◆ Fiber communications has been extended to both the Wastewater Treatment Plant as well as the Water Treatment Plant to accommodate increasing demand for remote worker needs, as well as well as improving worker productivity in the face of increasing information requirements. This expansion also increases the number of connections allowed at the Events Center to support larger conference requirements, thereby mitigating network congestion issues during these events.
- ◆ Visual Surveillance projects continue to unfold and expand in the City's effort to increase the security stance against vandalism, theft, and other digital system security compliance measures. The Justice Center visual surveillance system now accommodates two years of history, thereby more than meeting the 18-month statute of limitations imposed by the state and mitigating evidentiary risks.

## Goals & Work Plan Items Fiscal Biennium 2021-23

- Review and consider updates to IT services support and help desk procedures.
- Assist various departments in the implementation of technology and software solutions.
- Provide ongoing support for evolving technology needs related to remote access services for both employees and members of the public.

## Upcoming Capital Investments

- ◆ Complete visual surveillance implementation for all city buildings/sites.
- ◆ Recruitment and hire of part-time desk technician to assist with device backloads.
- ◆ Implement a secondary disaster recovery site at Public Works for digital infrastructure.
- ◆ Reconfigure the 911 EOC at Siuslaw Valley Fire & Rescue Station 1 to accommodate changes in networks.

## Uniquely COVID-19

*In response to COVID-19 and the State of Oregon Stay Home Save Lives efforts, the City's IT Department assisted approximately one-quarter of City staff in transitioning to a work from home status. This included connection to the City networks, acquiring and setting up equipment, and vetting and implementing telecommunications systems. This was all done unexpectedly and only took a few weeks!*

Performance Measures:

Strategy	Measure	Actual FY 2019	Actual FY 2020	Estimated FY 2021	Projected FY 2022	Projected FY 2023
Lifecycle management of City's IT infrastructure, devices, and equipment to maintain the organization's ability to provide service.	Servers Maintained (End-of-Life Annual Replacements)	17 (2)	18 (2)	20 (2)	24 (2)	25 (2)
	Workstations, Laptops, & iPads Maintained (End-of-Life Annual Replacements)	150 (25)	155 (25)	160 (30)	160 (30)	160 (30)
	Switches & Routers Maintained (End-of-Life Annual Replacements)	20 (4)	22 (2)	23 (4)	27 (5)	27 (5)
	Large UPS Maintained (End-of-Life Annual Replacements)	12 (4)	13 (2)	14 (3)	15 (4)	16 (5)
Maintain effectiveness of City's line-of-business software updates, patches, and audits.	Microsoft Windows	Weekly	Weekly	Weekly	Weekly	Weekly
	Microsoft Office	Weekly	Weekly	Weekly	Weekly	Weekly
	Various Line-of-Business Applications	Monthly	Monthly	Monthly	Monthly	Monthly
Protection of the City's IT infrastructure against cybersecurity threats.	Reporting & Review	Monthly	Monthly	Monthly	Monthly	Monthly
	Comprehensive Audits	Annually	Annually	Annually	Annually	Annually
	Security Breaches	0	0	0	0	0

Outcomes of Performance Measures:

<b>Operational Readiness</b>	The Information Technology function of the City provides a vital role in supporting the organization as a whole to ensure that the City can provide continued service to our community and customers.
<b>Organizational Effectiveness</b>	The City of Florence operates a variety of software solutions to provide various types of service to our community. Cohesive and integrated software management promotes efficient and effective delivery of services.
<b>Cybersecurity</b>	Like all sectors of business, the City becomes more reliant on technology each year. Ensuring that our systems and infrastructure are protected from threats is vital in ensuring our cybersecurity, protecting our customers, and continuing to provide uninterrupted services.

**Noteworthy Accomplishments  
Fiscal Biennium 2019-2021**

- ✓ Upgraded all workstations to Windows 10.
- ✓ Replaced about 1/3 of End-of-life workstations.
- ✓ Navigated transition to remote working for employees due to Covid-19 pandemic.
- ✓ Completed secondary (isolated) fiber backbone for disaster recovery projects.
- ✓ Implemented Darktrace AI Analyst, Antigena, and Threat monitoring services.
- ✓ Upgraded all printers for all buildings in the city.
- ✓ Upgraded firewall to current utility recommendations.
- ✓ Upgraded all servers to Server2016 or newer.
- ✓ Began implementation of Visual Monitoring replacement/upgrade projects for Justice.
- ✓ Completed LiveScan implementation for Jail.
- ✓ Cisco Call Manager upgrade to replace failing management software.
- ✓ Expanded WiFi mesh network to include the Airport.

## INFORMATION TECHNOLOGY SUMMARY

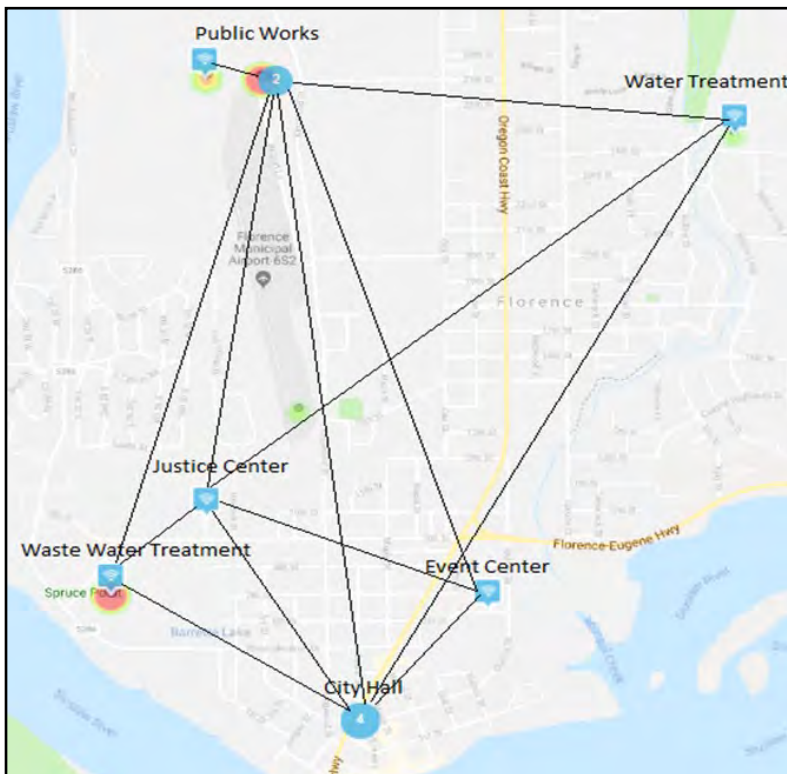
### Budget:

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
Information Technology	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	-	-	221,700	234,862	353,200	353,200	353,200
Materials and Services	-	-	589,600	517,168	859,100	859,100	859,100
<b>Information Technology - operating expenditures</b>	-	-	811,300	752,030	1,212,300	1,212,300	1,212,300
Capital	-	-	201,500	126,192	40,000	40,000	40,000
<b>Information Technology - non-operating expenditures</b>	-	-	201,500	126,192	40,000	40,000	40,000
<b>Information Technology Total</b>	-	-	1,012,800	878,222	1,252,300	1,252,300	1,252,300

### Staffing:

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
IT Manager	-	1.0	1.0	1.0	1.0	1.0	1.0
IT Technician	-	-	-	-	0.5	0.5	0.5
<b>Total FTE's</b>	-	1.0	1.0	1.0	1.5	1.5	1.5

**City of Florence**  
**Redundant Mesh Network Technology Map**



### Did you know?

The City network supports over 500 devices at any given time. The diversity of devices supported include workstations, wireless laptops, tablets, cell phones, door security, surveillance security, and emergency communications devices.

The network accomplishes this over a supporting backbone of fiber optics, wireless, and hyper-converged private cloud server technologies.





# MUNICIPAL COURT

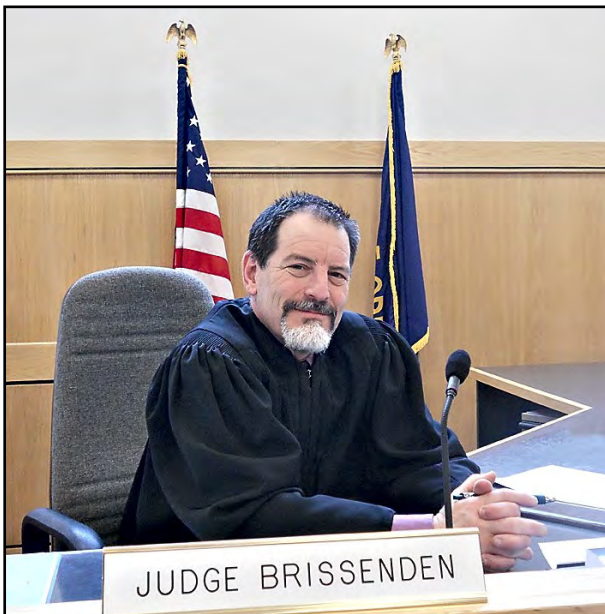
The City of Florence operates a full-service Municipal Court including adjudication of cases typically processed by district courts, such as driving under influence and minor criminal cases that may result in jail time for convictions. It is through Municipal Court that many citizens come into contact with the judicial system, either as a defendant, victim, or witness. The Municipal Court staff provides equal access to a timely, fair, equitable, and cost-effective justice system. They facilitate the judicial process by administering the daily court business, schedule trial dates, handle all official correspondence, and oversee a wide-variety of criminal cases and violations. Materials and services expenditures provide for contract services for our Judge, Public Defenders, and a Prosecutor.

## FY 2021-23 Budget Highlights

- ◆ Work on research and implementation of alternate platforms to allow for virtual court with involvement of the public. The ongoing COVID-19 pandemic has highlighted the need to have flexibility in alternate methods to hold court proceedings, such as virtually.
- ◆ Training of the newly hired full-time Court Clerk to cover court and handle day to day processes of the court. This will give the court personnel coverage it needs to have continuity in the event of absences.

## Goals & Work Plan Items Fiscal Biennium 2021-23

- Work with our software provider to implement E-Convictions with the Department of Motor Vehicles (DMV).
- Program implementation for collection of fines and fees through the Department of Revenue.
- Continued implementation of process improvement and modernization.
- Evaluate and implement needed virtual service delivery related to COVID-19 safety protocols and continuation of service delivery.



Performance Measures:

Strategy	Measure	Actual FY 2019	Actual FY 2020	Estimated FY 2021	Projected FY 2022	Projected FY 2023
Management and processing of cases submitted to the Municipal Court.	Total Cases Filed	1,772	1,569	1,250	1,250	1,250
	Misdemeanor Cases	509	480	500	500	500
	Violations	1,263	1,089	800	800	800
	Cases Closed	1,002	932	600	600	600
Efficient and timely scheduling of court cases and collection of fines.	Criminal Court Days	44	30*	44	44	44
	Violation Court Days	42	30*	41	41	41
	Fines Imposed	\$427,625	\$349,122**	\$364,809**	\$390,000	\$401,600
	Fines Collected	\$231,533	\$205,098***	\$182,000***	\$195,000	\$200,800

Outcomes of Performance Measures:

<b>Case Management and Processing</b>	Effectively managing the cases submitted to the Florence Municipal Court allows defendants to work through the local judicial system in an efficient manner, while providing a high level of service and care.
<b>Efficient Court Scheduling and Fine Collection</b>	Efficient management of the court schedule provides for equal access to a timely, fair, equitable, and cost-effective justice system. Through this efficient management of the Municipal Court, staff are able to assist defendants through the system while encouraging on-time payment of fines with the goal of closing cases timely.

**Noteworthy Accomplishments  
Fiscal Biennium 2019-2021**

- ✓ Addressed the COVID-19 protocols related to restriction on traditional court proceedings. Creatively found solutions to hold court via phone conference and limited in-person sessions, while following State guidelines to keep our citizens safe and complying with court regulations and standards.
- ✓ Worked with the Florence Event Center to come up with a solution to hold jury trials and keep within the guidelines of Covid safety precautions.
- ✓ The retirement of our long-time part-time Court Clerk in combination with an earlier part-time Court Clerk vacancy allowed the combination of these two positions to create one full-time Court Clerk position. The new position was filled in January of 2021. The intent of creating this position is the ability to cover court completely in the future as back up to the Court Administrator.

- \* Due to COVID-19 public health restrictions, the Florence Municipal Court did not hold court for several months and deferred court dates. The Judge and Court staff were able to implement virtual court proceedings in mid-2020.
- \*\* Fines imposed were down due to the canceled court days related to COVID-19. In addition, the updated Court software tracks fines more accurately than the previous system by assigning new fines in the current year, rather than to old case amounts.
- \*\*\* Fines collected were down during FY2020 and projected to be down for FY2021 due to the economic impacts of COVID-19.

GENERAL FUND | MUNICIPAL COURT  
**MUNICIPAL COURT SUMMARY**

**Budget:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
<b>Municipal Court</b>	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	101,393	238,792	285,200	261,934	321,600	321,600	321,600
Materials and Services	145,022	289,915	318,900	293,118	352,200	352,200	352,200
<b>Municipal Court - operating expenditures</b>	<b>246,415</b>	<b>528,706</b>	<b>604,100</b>	<b>555,053</b>	<b>673,800</b>	<b>673,800</b>	<b>673,800</b>
Capital	-	-	-	-	-	-	-
<b>Municipal Court - non-operating expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Municipal Court Total</b>	<b>246,415</b>	<b>528,706</b>	<b>604,100</b>	<b>555,053</b>	<b>673,800</b>	<b>673,800</b>	<b>673,800</b>

**Staffing:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Court Administrator	-	1.0	1.0	1.0	1.0	1.0	1.0
Senior Court Clerk	1.0	0.5	-	-	-	-	-
Court Clerk	1.0	0.5	1.0	1.0	1.0	1.0	1.0
<b>Total FTE's</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>



**Did you know?**

*The Florence Municipal Court is one of a few courts in the State of Oregon that is a court of record, where all proceedings are recorded. If an appeal is filed, the case will go directly to the Oregon Court of Appeals and not be retried in the Lane County Circuit Court.*





# NON-DEPARTMENTAL

*Non-departmental includes costs that are not directly associated with a particular department or its inclusion within that department. Due to variability in program costs, trend information may inadvertently be impacted. Included in the non-departmental budget is funding of outside agencies, transfers, contingencies, and items that benefit the City organization as a whole including emergency management.*

## FY 2021-23 Budget Highlights

- ◆ Facilities maintenance materials and supplies expenses for City Hall are located within Non-Departmental. Labor costs are found in the Public Works Administration Fund.
- ◆ Continued support of Siuslaw Outreach Services for the health and human services they provide to Florence as a partner of the Police Department.
- ◆ Funding for the Rhody Express, which is operated by River Cities Taxi, is included. City coordination of the transit program is managed by the Community Development Department in conjunction with Lane Transit District.
- ◆ Transfers include the Police Department's 9-1-1 Services share of costs at \$1,094,000.
- ◆ Transfers include all debt payments of the General Fund at \$121,100.



## Goals & Work Plan Items Fiscal Biennium 2021-23

- City Hall staircase and retaining wall completion.
- Continue coordination of Emergency Management function within the City.
- Develop welcoming community gateway signage (N,S,E).

## Upcoming Capital Investments

- ◆ Reconstruction of the staircase on the east side of City Hall and sealing of the south parking lot at City Hall.
- ◆ Florence entry signage at Highway 101 north and south, and Highway 126.



Performance Measures:

Strategy	Measure	Actual FY 2019	Actual FY 2020	Estimated FY 2021	Projected FY 2022	Projected FY 2023
Provide professional emergency management for the City of Florence and coordinate with our local partner agencies.	WLEOG Meetings Participated In	12	20*	12*	12	12
	Exercises Participated In	1	0**	0**	2	2
	Presentations Given	3	0**	0**	5	5

Outcomes of Performance Measures:

Professional Emergency Management

The City of Florence has taken on a leadership role in the regional emergency management coordination through Chairing the West Lane Emergency Operations Group (WLEOG). Through coordinating regional efforts and enhancing our internal preparedness for staff, the City has positioned our organization to better address natural and man-made emergency situations. Maintaining strong relationships with our local, regional, and state partners has enhanced our ability to prepare for such emergencies.

\* This figure traditionally references the monthly WLEOG Board meetings. In 2020, the WLEOG Board met several times outside of the regular meetings to address the pandemic. In addition, and current at the time of publication, the WLEOG Incident Command Team has met virtually at least once per week since April 2020 and weekly with the Lane County Incident Command Team. In addition, the City Manager and Assistant City Manager have met weekly with the Lane County regional managers.

\*\* WLEOG has operated virtually during COVID to reduce in person contact. With this, we have not had exercises or presentations.



**Noteworthy Accomplishments  
Fiscal Biennium 2019-2021**

- ✓ Continued to lead the emergency management coordination for West Lane Emergency Operations Group (WLEOG).
- ✓ Coordinated West Lane County emergency response to COVID-19 pandemic, served as incident command, and coordinated with Lane County Public Health.
- ✓ Coordinated six COVID-19 mass vaccination events with Lane County, for a total of approximately 6,000 doses administered.
- ✓ Initiated updates to the West Lane Emergency Operations Plan.
- ✓ Participated in the Lane County efforts for county-wide coordination on resiliency planning.
- ✓ Assisted in preparation of the Homeland Security Grant to receive funding to outfit the Emergency Operations Center located at the Public Works Operations Facility.

GENERAL FUND | NON-DEPARTMENTAL  
**NON-DEPARTMENTAL SUMMARY**

**Budget:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
<b>Non-departmental</b>	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Materials & services	129,711	234,853	250,200	256,798	246,800	246,800	246,800
<b>Non-departmental - operating expenditures</b>	129,711	234,853	250,200	256,798	246,800	246,800	246,800
Capital outlay	181,100	-	26,000	10,619	250,000	250,000	250,000
Debt service	29,047	477,043	-	-	-	-	-
Transfers	105,000	115,000	2,370,100	1,900,217	1,215,100	1,215,100	1,215,100
<b>Non-departmental - non-operating expenditures</b>	315,147	592,043	2,396,100	1,910,837	1,465,100	1,465,100	1,465,100
<b>Non-departmental Total</b>	444,858	826,896	2,646,300	2,167,635	1,711,900	1,711,900	1,711,900



**Did you know?**

*The West Lane Emergency Operations Group was established in 2008 and is an intergovernmental agreement between the City of Florence, City of Dunes City, Siuslaw Valley Fire & Rescue, Western Lane Ambulance District, the Port of Siuslaw, Mapleton Fire District, PeaceHealth Peace Harbor Medical Center, and the Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians Police Department.*

*The six COVID-19 vaccination clinics were staffed with Lane County Search and Rescue volunteers who provided the nearly 6,000 individual doses of vaccine. City staff were supplemented with CERT volunteers and SVFR staff to provide all other event logistics beyond that actual vaccinations.*



GENERAL FUND  
**CITY HALL**

.....  
*The City Hall program within the General Fund was used to account for facility operation and maintenance costs associated with City Hall. During the Fiscal Biennium 2019-2021, these expenditures moved to the Public Works Administration Fund. The information below is provided for historical purposes.*  
 .....

**Budget:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
<b>City Hall</b>	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	65,076	119,111	-	-	-	-	-
Materials & services	33,860	75,887	-	-	-	-	-
<b>City Hall - operating expenditures</b>	98,936	194,998	-	-	-	-	-
Capital outlay	24,068	3,162,755	-	-	-	-	-
Debt service	-	308,163	-	-	-	-	-
<b>City Hall - non-operating expenditures</b>	24,068	3,470,918	-	-	-	-	-
<b>City Hall Total</b>	123,005	3,665,916	-	-	-	-	-



# DEBT SERVICE

The Debt Service Fund accounts for all principal and interest debt payments, except the general obligation bond debt for water treatment plant improvements.

## FY 2021-23 Budget Highlights

- ◆ Fiscal biennium 2021-23 principal payments total \$1,641,200.
- ◆ The outstanding debt balance as of June 30, 2021 is \$13,812,690.
- ◆ No debt issuances in this fund will be paid off in Fiscal Biennium 2021-23.
- ◆ New debt issuance in this fund for this biennium is expected to be \$3,725,000.

## Noteworthy Accomplishments Fiscal Biennium 2019-2021

- ✓ Total City debt per capita at June 20, 2021 is \$2,208.



## DEBT SERVICE SUMMARY

### Budget:

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	427,941	-	823,600	1,202,799	531,000	531,000	531,000
<b>Current year resources</b>							
Intergovernmental	-	-	269,000	800,000	1,239,000	1,239,000	1,239,000
Miscellaneous	112,489	246,487	39,000	187,619	170,000	170,000	170,000
Transfers	-	-	1,673,000	656,743	1,372,000	1,372,000	1,372,000
<b>Total current year resources</b>	<b>112,489</b>	<b>246,487</b>	<b>1,981,000</b>	<b>1,644,361</b>	<b>2,781,000</b>	<b>2,781,000</b>	<b>2,781,000</b>
<b>Total resources</b>	<b>540,430</b>	<b>246,487</b>	<b>2,804,600</b>	<b>2,847,160</b>	<b>3,312,000</b>	<b>3,312,000</b>	<b>3,312,000</b>
<b>Expenditures</b>							
Materials and services	400	1,255	800	1,710	1,700	1,700	1,700
Debt service	96,155	193,516	2,232,500	2,280,659	2,829,000	2,829,000	2,829,000
<b>Total expenditures</b>	<b>96,555</b>	<b>194,771</b>	<b>2,233,300</b>	<b>2,282,369</b>	<b>2,830,700</b>	<b>2,830,700</b>	<b>2,830,700</b>
<b>Other requirements</b>							
Reserves: Debt service	-	-	571,300	-	481,300	481,300	481,300
Contingency	-	-	-	-	-	-	-
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>571,300</b>	<b>-</b>	<b>481,300</b>	<b>481,300</b>	<b>481,300</b>
<b>Total expenditures and other requirements</b>	<b>96,555</b>	<b>194,771</b>	<b>2,804,600</b>	<b>2,282,369</b>	<b>3,312,000</b>	<b>3,312,000</b>	<b>3,312,000</b>

DEBT SERVICE | **DEBT SERVICE**

**Financial Summary:**

<b>Financial Summary</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	15,934	51,716	(823,600)	(638,008)	(531,000)	(531,000)	(531,000)
Beginning fund balance	427,941	-	823,600	1,202,799	531,000	531,000	531,000
<b>Ending fund balance</b>	<b>443,875</b>	<b>51,716</b>	<b>-</b>	<b>564,791</b>	<b>-</b>	<b>-</b>	<b>-</b>



# GENERAL OBLIGATION DEBT SERVICE

The General Obligation Debt Fund accounts for payment of the general obligation bond, approved by the City's voters to fund the water treatment improvements in 2002, with a separate property tax levy.

## FY 2021-23 Budget Highlights

- ◆ Levy for fiscal years 2021 -22 is expected to be \$118,000.
- ◆ The final levy will be in the first fiscal year of the biennium, 2021-22.
- ◆ The City's debt authority is \$49,471,456.
- ◆ The general obligation debt will be paid off in June 2022.



## GENERAL OBLIGATION DEBT SERVICE SUMMARY

### Budget:

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	172,812	-	29,200	190,793	69,900	69,900	69,900
<b>Current year resources</b>							
Taxes	148,149	306,841	318,100	304,057	110,900	110,900	110,900
Miscellaneous	3,836	11,856	100	4,165	-	-	-
<b>Total current year resources</b>	<b>151,984</b>	<b>318,697</b>	<b>318,200</b>	<b>308,223</b>	<b>110,900</b>	<b>110,900</b>	<b>110,900</b>
<b>Total resources</b>	<b>324,796</b>	<b>318,697</b>	<b>347,400</b>	<b>499,016</b>	<b>180,800</b>	<b>180,800</b>	<b>180,800</b>
<b>Expenditures</b>							
Debt service	184,811	359,350	345,600	345,472	167,600	167,600	167,600
<b>Total expenditures</b>	<b>184,811</b>	<b>359,350</b>	<b>345,600</b>	<b>345,472</b>	<b>167,600</b>	<b>167,600</b>	<b>167,600</b>
<b>Other requirements</b>							
Contingency	-	-	1,800	-	13,200	13,200	13,200
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>1,800</b>	<b>-</b>	<b>13,200</b>	<b>13,200</b>	<b>13,200</b>
<b>Total expenditures and other requirements</b>	<b>184,811</b>	<b>359,350</b>	<b>347,400</b>	<b>345,472</b>	<b>180,800</b>	<b>180,800</b>	<b>180,800</b>

DEBT SERVICE | **GENERAL OBLIGATION DEBT SERVICE**

**Financial Summary:**

<b>Financial Summary</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	(32,826)	(40,653)	(29,200)	(37,249)	(69,900)	(69,900)	(69,900)
Beginning fund balance	172,812	-	29,200	190,793	69,900	69,900	69,900
<b>Ending fund balance</b>	<b>139,985</b>	<b>(40,653)</b>	<b>-</b>	<b>153,544</b>	<b>-</b>	<b>-</b>	<b>-</b>

# TRANSIENT ROOM TAX

The Room Tax Fund accounts for the collection of the City’s portion of the transient room tax and its disbursement to the tourism marketing program with the Florence Chamber of Commerce (40%) and funding for the Florence Events Center (60%).

## FY 2021-23 Budget Highlights

- ◆ Room tax is expected to regain levels lost due to the COVID-19 pandemic.
- ◆ Disbursements of room tax will be made based on the amount of taxes received less the administrative fee charged by Lane County to collect the tax.
- ◆ Excess taxes will be held to fund qualifying projects of the City.

## Noteworthy Accomplishments Fiscal Biennium 2019-2021

- ✓ In 2019-20 the City received \$61,800 less in lodging tax than in 2018-19.
- ✓ The City anticipates receiving \$786,200 in room tax for the 2019-21 biennium.
- ✓ The contract with the Florence Area Chamber of Commerce was extended for a two-year renewal period per the current contract language.

## TRANSIENT ROOM TAX SUMMARY

### Budget:

	2016-17 Actual	2017-19 Actual	2019-21 Budget	2019-21 BTD	2021-23 Proposed	2021-23 Approved	2021-23 Adopted
Beginning fund balance	82,502	-	102,600	163,262	100	100	100
<b>Current year resources</b>							
Taxes	352,748	823,538	866,600	737,462	915,000	915,000	915,000
Intergovernmental	-	-	-	-	68,800	68,800	68,800
<b>Total current year resources</b>	<b>352,748</b>	<b>823,538</b>	<b>866,600</b>	<b>737,462</b>	<b>983,800</b>	<b>983,800</b>	<b>983,800</b>
<b>Total resources</b>	<b>435,250</b>	<b>823,538</b>	<b>969,200</b>	<b>900,724</b>	<b>983,900</b>	<b>983,900</b>	<b>983,900</b>
<b>Expenditures</b>							
Materials and services	147,184	329,455	327,200	294,778	363,000	363,000	363,000
Transfers	218,600	481,200	507,300	490,810	544,600	544,600	544,600
<b>Total expenditures</b>	<b>365,784</b>	<b>810,655</b>	<b>834,500</b>	<b>785,589</b>	<b>907,600</b>	<b>907,600</b>	<b>907,600</b>
<b>Other requirements</b>							
Contingency	-	-	134,700	-	76,300	76,300	76,300
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>134,700</b>	<b>-</b>	<b>76,300</b>	<b>76,300</b>	<b>76,300</b>
<b>Total expenditures and other requirements</b>	<b>365,784</b>	<b>810,655</b>	<b>969,200</b>	<b>785,589</b>	<b>983,900</b>	<b>983,900</b>	<b>983,900</b>

**SPECIAL REVENUE FUND | TRANSIENT ROOM TAX**

**Financial Summary and Fund Balance Analysis:**

<b>Financial Summary</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	(13,036)	12,883	32,100	(48,126)	76,200	76,200	76,200
Beginning fund balance	82,502	-	102,600	163,262	100	100	100
<b>Ending fund balance</b>	<b>69,466</b>	<b>12,883</b>	<b>134,700</b>	<b>115,136</b>	<b>76,300</b>	<b>76,300</b>	<b>76,300</b>
<b>Fund Balance Analysis</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Desired minimum fund balance - 30 days	30,500	67,600	69,500	65,500	75,600	75,600	75,600
Fund balance above/(below)	38,966	(54,717)	65,200	49,636	700	700	700
Fund balance within policy	Y	N	Y	Y	Y	Y	Y

# 9-1-1 SERVICES

The 9-1-1 Services Fund is used to account for revenue from the 9-1-1 telephone tax and user fees from various special districts for the operation of the Western Lane County Public Safety Answering Point (PSAP). The 9-1-1 PSAP is a self-contained fund with personnel and other expenditures related to PSAP operations, all reported with revenues. Funds are transferred from the General Fund to pay for the City's share of the operations.

The Communications Center of the Florence Police Department operates as the Western Lane 911 Public Safety Answering Point (PSAP), one of three PSAPs within Lane County and one of the forty-three within the State. Our area of responsibility covers over 700 square miles and has a year round population of over 18,000 residents.

## FY 2021-23 Budget Highlights

- ◆ Continued contributions from our partner agencies of the West Lane 911 PSAP.
- ◆ The Communications Center has reached full staffing and will continue to train operators per best practices.

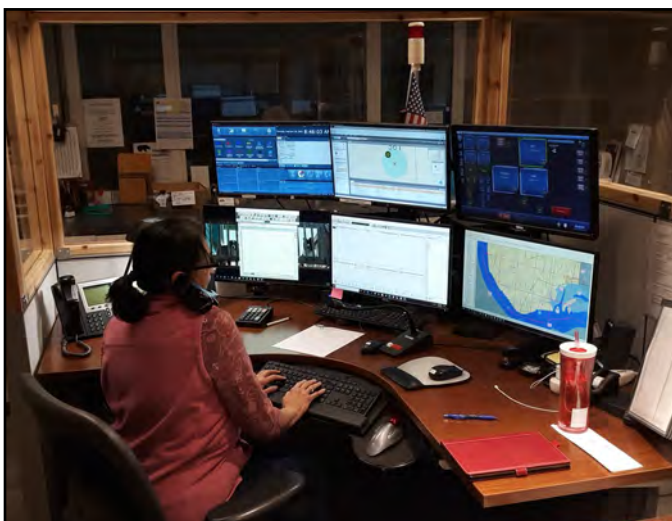
## Upcoming Capital Investments

- ◆ Installation of the updated repeater system for West Lane County.

A USDA grant has been awarded to the City to pay for approximately 18% of the total cost of the West Lane Repeater equipment. The West Lane PSAP will fund \$100,000 of the equipment cost out of the Fund's reserves, which have been saved in anticipation of this project. The remaining balance will be split between the three primary users of Police, Fire, and Ambulance.

## Goals & Work Plan Items Fiscal Biennium 2021-23

- ❑ Maintain Compliance with Criminal Justice Information Services (CJIS) and Federal Crime Reporting.



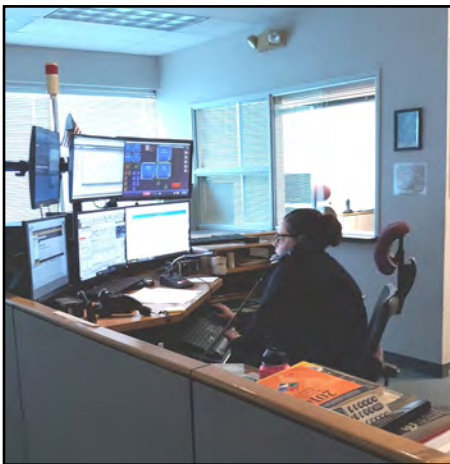
Performance Measures:

Strategy	Measure	Actual FY 2019	Actual FY 2020	Estimated FY 2021	Projected FY 2022	Projected FY 2023
Provide essential public safety communications support to the City and our partner agencies.	Case Numbers Assigned	8,998	9,831	10,100	10,664	11,228
	MCR Team Dispatched Calls	n/a	217	232	244	257
	Number of Alarm Calls	272	286	300	275	275
	Total 911 Calls for Service	5,330	5,984	6,422	6,860	7,298

Outcomes of Performance Measures:

**Essential Public Safety Communications** The Communications Division of the Florence Police Department provides essential resources to the City and our partner agencies through the West Lane 911 Public Safety Answering Point (PSAP). The Communications Officers provide 24/7 support to all emergency response agencies in west Lane County through the non-emergency line, 911 calls, and in person contacts to assist in providing emergency services to the community.

**Calls for Service by Agency**



Agency	2018	2019	2020	2020 Percentage of Total Calls
Florence Police	2,435	2,405	2,704	45.19%
Siuslaw Valley Fire & Rescue	308	462	720	12.03%
Mapleton Fire/ QRT	49	35	48	0.80%
Swishhome/ Deadwood Fire	9	19	42	0.70%
Western Lane Ambulance	2,308	2,408	2,469	41.26%
Confederated Tribes		1	1	0.02%
<b>Totals</b>	<b>5,109</b>	<b>5,330</b>	<b>5,984</b>	<b>100%</b>

**Noteworthy Accomplishments Fiscal Biennium 2019-2021**

- ✓ Completed the Communications Center remodel.
- ✓ Assisted the Mobile Crisis Response (MCR) Team in integrating calls for service with stakeholder agencies including FPD, LCSO, OSP, Tribal PD, Hospital, and Parole & Probation.



SPECIAL REVENUE FUND | 9-1-1 SERVICES

**9-1-1 SERVICES SUMMARY**

**Budget:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	12,387	-	304,400	880,866	460,900	460,900	460,900
<b>Current year resources</b>							
Intergovernmental	231,307	206,582	220,000	221,937	349,200	349,200	349,200
Charges for services	151,473	325,196	340,000	183,977	443,400	443,400	443,400
Miscellaneous	304	3,837	1,000	8,725	2,000	2,000	2,000
Transfers	519,900	1,087,100	1,417,000	1,357,250	1,094,000	1,094,000	1,094,000
<b>Total current year resources</b>	<b>902,984</b>	<b>1,622,714</b>	<b>1,978,000</b>	<b>1,771,889</b>	<b>1,888,600</b>	<b>1,888,600</b>	<b>1,888,600</b>
<b>Total resources</b>	<b>915,371</b>	<b>1,622,714</b>	<b>2,282,400</b>	<b>2,652,755</b>	<b>2,349,500</b>	<b>2,349,500</b>	<b>2,349,500</b>
<b>Expenditures</b>							
Personnel	545,600	1,023,800	1,130,900	1,139,400	1,328,200	1,328,200	1,328,200
Materials and services	46,881	110,202	275,000	206,876	441,800	441,800	441,800
Capital outlay	16,500	-	50,000	42,324	260,000	260,000	260,000
Transfers	126,900	265,300	275,000	260,417	-	-	-
<b>Total expenditures</b>	<b>735,881</b>	<b>1,399,302</b>	<b>1,730,900</b>	<b>1,649,017</b>	<b>2,030,000</b>	<b>2,030,000</b>	<b>2,030,000</b>
<b>Other requirements</b>							
Reserves: Capital	-	-	-	-	30,000	30,000	30,000
Contingency	-	-	551,500	-	289,500	289,500	289,500
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>551,500</b>	<b>-</b>	<b>319,500</b>	<b>319,500</b>	<b>319,500</b>
<b>Total expenditures and other requirements</b>	<b>735,881</b>	<b>1,399,302</b>	<b>2,282,400</b>	<b>1,649,017</b>	<b>2,349,500</b>	<b>2,349,500</b>	<b>2,349,500</b>



**Did you know?**

*The West Lane Communications Center dispatches for 5 different Public Safety agencies in the region.*

*The West Lane Communications Center dispatches for over 700 square miles.*

*The West Lane Communications Center responds to almost 50 calls for service each day.*

**SPECIAL REVENUE FUND | 9-1-1 SERVICES**

**Financial Summary and Fund Balance Analysis:**

<b>Financial Summary</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	167,103	223,412	247,100	122,872	(141,400)	(141,400)	(141,400)
Beginning fund balance	12,387	-	304,400	880,866	460,900	460,900	460,900
<b>Ending fund balance</b>	<b>179,490</b>	<b>223,412</b>	<b>551,500</b>	<b>1,003,738</b>	<b>319,500</b>	<b>319,500</b>	<b>319,500</b>
<b>Fund Balance Analysis</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Desired minimum fund balance - 60 days	119,900	233,200	280,200	267,800	295,000	295,000	295,000
Fund balance above/(below)	59,590	(9,788)	271,300	735,938	24,500	24,500	24,500
Fund balance within policy	Y	N	Y	Y	Y	Y	Y

**Staffing:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Communications Officers	7.0	7.0	7.0	7.0	7.0	7.0	7.0
<b>Total FTE's</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>



# AIRPORT

The Florence Municipal Airport (FAA ID 6S2) is a Category IV general aviation airport located on approximately 139.77 acres at 2001 Airport Way. The Airport features a 60 x 3,000-foot paved and lighted runway; parallel taxiway; helicopter parking area; self-serve fuel (100LL and Jet A) which is available 24 hours, 7 days a week; Automated Weather Observing Station (AWOS) system; 18 aircraft tie downs; two business aircraft parking positions; a gas/electric hybrid courtesy car and bicycles are available for transient pilot and passenger use.

The airport provides a safe and functional general aviation airport facility while continuing to perform maintenance that complies with Federal Aviation Administration (FAA) safety standards.

## FY 2021-23 Budget Highlights

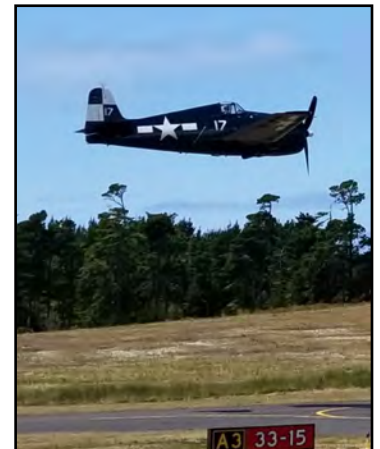
- ◆ Completion of the Automated Weather Observation System replacement. This is fully funded project by FAA and State COAR grants, with no local match.
- ◆ Begin engineering for the taxiway, taxi lane, and apron seal project.
- ◆ Development of the Airport Veteran's Memorial Gateway entrance to the airport. This project is dependent upon grants and donations.
- ◆ Fuel purchases budgeted in the amount of \$120,000 represents thirty-six percent (36%) of the biennium budget for Maintenance and Services.
- ◆ Transfer to PW Admin (\$83,200) and General Fund Admin (\$39,200) to recognize a portion of the time contributions made by City staff in these areas, including professional management of airport, as well as maintenance of the fuel farm and grounds.
- ◆ Miscellaneous revenues reflect expected lot sales and ongoing land lease revenues in the Pacific View Business and Industrial Park.

## Goals & Work Plan Items Fiscal Biennium 2021-23

- AWOS Replacement
- Runway/Taxi Lane/Apron/Taxiway sealcoats.
- Airport Memorial Gateway Project

## Upcoming Capital Investments

- ◆ Completion of the installation and replacement of the Automated Weather Observation System (AWOS).
- ◆ Engineering services for the slurry seal of the parallel taxiway, airport apron, and spot repairs of the taxi lanes (the connectors between the hangars) including a seal coat of the taxi lanes.
- ◆ Development of the Airport Veteran's Memorial Gateway project (dependent upon grant funding).



Performance Measures:

Strategy	Measure	Actual FY 2019	Actual FY 2020	Estimated FY 2021	Projected FY 2022	Projected FY 2023
Support, maintain, and increase efficiency and effectiveness of airport operations.	Acreage of turf mowed	24	24	24	24	24
	Acreage of invasive weed control	139.77	139.77	139.77	139.77	139.77
	QA/QC performed on airport fuel and fueling systems	270	272	272	300	300
	Runway light checks	365	365	365	366	365
Develop sustainable revenue to fund airport operations.	Number of Pacific View Business Park leased lots contributing towards airport operations	5	19	19	19	19
	Number of lot sales in the Pacific View Business Park	0	0	2	0	1

Outcomes of Performance Measures:

Maintain the Airport to FAA and State Standards	Continuous maintenance of the Florence Municipal Airport and related assets (AWOS, fueling, lights, runway, taxiway, apron, windsock, office, and grounds maintenance equipment) improves the appearance, condition, and operations of the airport, as well as contributes to the economic development efforts of the City.
Sustainable Airport Funding	Long-term leases and sales of lots in the Pacific View Business Park provide on-going and one-time revenue to the Florence Municipal Airport to support operations and capital improvements.

**Noteworthy Accomplishments  
Fiscal Biennium 2019-2021**

- ✓ Closed out the FAA and the COAR grants for the \$1.12 million lighting improvement project. The project replaced the existing Medium Intensity Runway Lights (MIRLs); Precision Approach Pathway Indicator (PAPI) on Runway 33 with LED lights; and installed a new PAPI on Runway 15 and Runway End Indicator Lights (REILs) on both Runway 15 and 33.
- ✓ Applied for a Veterans and War Memorial Grant from Oregon Parks and Recreation Department. Although we were not awarded the grant, the grant selection committee was impressed with our project and application package and encourages the City to apply again when the grant opportunity becomes available. This grant, among others, has been affected by the pandemic and may not be available until 2022.



**Did you know?**

Airports are vital to communities because they act as a gateway for fast intercity or interstate travel. The Florence Municipal Airport has a positive effect on our local economy. The UPS plane, known as Ameriflight, carries overnight deliveries touches down on the airport's 3,000-foot runway every day!

Thousands of aviation enthusiasts and pilots participate in the Florence Airport Wings and Wheels Car Show and Fly-In each year, where vintage cars and aircraft are on display.

SPECIAL REVENUE FUND | AIRPORT

**AIRPORT**

**Budget:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	8,440	-	221,700	(80,763)	15,500	15,500	15,500
<b>Current year resources</b>							
Intergovernmental	-	1,009,096	78,000	110,841	613,500	613,500	613,500
Charges for services	35,372	125,145	120,000	112,265	120,000	120,000	120,000
Miscellaneous	130,230	234,713	167,200	145,807	395,600	395,600	395,600
Transfers	25,000	-	-	-	-	-	-
<b>Total current year resources</b>	<b>190,602</b>	<b>1,368,953</b>	<b>365,200</b>	<b>368,914</b>	<b>1,129,100</b>	<b>1,129,100</b>	<b>1,129,100</b>
<b>Total resources</b>	<b>199,043</b>	<b>1,368,953</b>	<b>586,900</b>	<b>288,150</b>	<b>1,144,600</b>	<b>1,144,600</b>	<b>1,144,600</b>
<b>Expenditures</b>							
Materials and services	71,216	210,806	293,500	251,950	369,600	369,600	369,600
Capital outlay	-	1,045,831	260,000	231,863	600,000	600,000	600,000
Transfers	22,500	54,800	-	-	-	-	-
Debt service	1,138	-	-	-	-	-	-
<b>Total expenditures</b>	<b>94,854</b>	<b>1,311,437</b>	<b>553,500</b>	<b>483,813</b>	<b>969,600</b>	<b>969,600</b>	<b>969,600</b>
<b>Other requirements</b>							
Contingency	-	-	33,400	-	175,000	175,000	175,000
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>33,400</b>	<b>-</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>
<b>Total expenditures and other requirements</b>	<b>94,854</b>	<b>1,311,437</b>	<b>586,900</b>	<b>483,813</b>	<b>1,144,600</b>	<b>1,144,600</b>	<b>1,144,600</b>

**Financial Summary and Fund Balance Analysis:**

<b>Financial Summary</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	95,748	57,516	(188,300)	(114,900)	159,500	159,500	159,500
Beginning fund balance	8,440	-	221,700	(80,763)	15,500	15,500	15,500
<b>Ending fund balance</b>	<b>104,188</b>	<b>57,516</b>	<b>33,400</b>	<b>(195,663)</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>
<b>Fund Balance Analysis</b>							
	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Desired minimum fund balance - 60 days	15,600	218,600	92,300	80,600	161,600	161,600	161,600
Fund balance above/(below)	88,588	(161,084)	(58,900)	(276,263)	13,400	13,400	13,400
Fund balance within policy	Y	N	N	N	Y	Y	Y



# STREETS

*The City of Florence Streets Division, within the Public Works Department, is responsible for providing a transportation system that is safe for pedestrians, bicyclists, and the motoring public. It is the mission of the Division to provide a safe and efficient multi-modal transportation system, including sidewalks and multi-use paths.*

*The City of Florence has 39.5 center lane miles (79.2 lane miles) of streets to maintain. All 39.5 centerlane miles of paved streets were evaluated in accordance with MTC (Metropolitan Transportation Commission) standards and our database was updated with the inspection data in January 2019. Two years later, even though we complete annual chip and fog seal treatments to our street network, as streets age their PCI rating also begins to decrease. Currently, our average Pavement Condition Index (PCI) has been calculated at 72. Using a 0-100 PCI scale, with 100 being new streets or most favorable rating, a rating of 72 places the City's street network in the 'good' condition category.*

## FY 2021-23 Budget Highlights

- ◆ Revenues to support the Streets Division primarily come from street utility fees and state highway apportionment (State gas tax). The City of Florence does not have a local fuel tax.
- ◆ Revenue forecasts assume a 5% increase in FY 2022 and 2% in FY 2023.
- ◆ Completion of Safe Routes to School project for crosswalks and ADA ramps along Oak Street.
- ◆ Annual hot oil chip/fog seal program at \$100,000 per year.
- ◆ Complete \$500,000 in street preservation projects during the biennium.
- ◆ Reconstruct Rhododendron Drive between Wildwinds and 35th streets, including the construction of a separated multi-use path.
- ◆ Construction of the first phase of the Siuslaw Estuary Trail project.
- ◆ Replacement of equipment, including a backhoe and dump truck.
- ◆ Complete engineering, survey, and design for the Rhododendron Drive multi-use path from 35th to North Jetty Road.
- ◆ Bicycle Rest Stop Project at the NW corner of Siuslaw River Bridge and Highway 101, which would include a stairway on the west side of the Siuslaw River Bridge, in coordination with ODOT.

## Goals & Work Plan Items Fiscal Biennium 2021-23

- Complete second Safe Routes to School project (Oak Street from 21st to 34th).
- Annual Chip/Fog seal program.
- Reconstruct Rhododendron Drive – Wildwinds to 35th including realignment, separated multiuse path and improve overlook/parking.
- Construct separated multi use path along Rhododendron from 35th to North Jetty Road.
- Construct separated multi-use path along Rhododendron from North Jetty Road to Heceta Beach Road.
- Develop approach and funding to address deferred street maintenance and preservation.
- Work with Transportation Committee to audit, correct errors and update the 2012 Florence Transportation Systems Plan.
- Enhance pedestrian and ADA crossing opportunity on Nopal and Bay Streets.
- Support the Florence Urban Renewal Agency's (FURA) potential projects to complete sidewalk improvements within the FURA District.
- Reconstruct 20th Street – Oak to Kingwood.
- Pavement Preservation: Spruce Street - 25th to 32nd; 35th - Street Pine to Hwy 101; Kingwood Street - 2nd to Bay Street; Bay Street - Juniper to Nopal; Nopal Street – Bay to Hwy 101.

## Upcoming Capital Investments

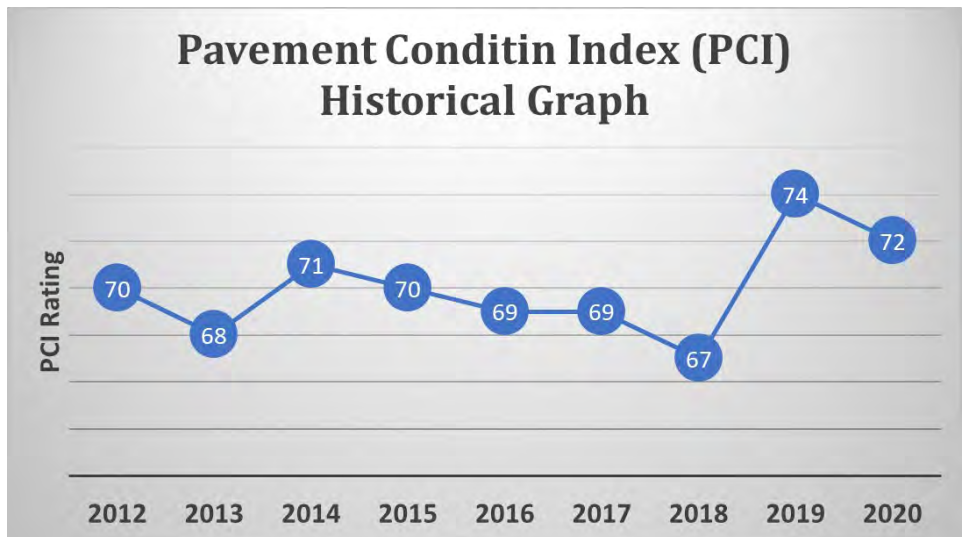
Capital projects in Streets are planned projects from the Capital Improvement Plan (CIP) and the Transportation System Plan.

- ◆ Completion of Safe Routes to School Oak Street project, funded through grants.
- ◆ 9th Street grind/inlay as part of the water line replacement project from Rhododendron to Kingwood Street.
- ◆ Rhododendron Drive realignment and multi-use path project between Wildwinds and 35th Street.
- ◆ Siuslaw Estuary Trail, Phase 1.
- ◆ Chip/Fog Seals.
- ◆ ADA ramps and sidewalk replacement program.
- ◆ Engineering and survey for Rhododendron Drive multi-use path from 35th Street to North Jetty Road. This includes funding to design the separated multi-use path from North Jetty Road to Heceta Beach Road along Rhododendron.
- ◆ Street Preservation Program (grind/inlays).
  - Pavement preservation projects during Fiscal 2023, includes: Kingwood - 2nd to Bay Street; Nopal - 1st to 2nd Street; Munsel Creek Trail - 10th to Spruce .



Condition Class	PCI Range	Arterial	Collector	Residential	Total
Good (I)	70-100	21.0%	8.0%	47.0%	76.0%
Fair (II/III)	50-70	0.0%	7.0%	13.0%	20.0%
Poor (IV)	25-50	1.4%	1.3%	1.3%	4.0%
Very Poor (V)	0-25	0.0%	0.0%	0.0%	0.0%
Lane Miles		18.06	12.51	48.59	79.16

The City has used a number of tools available to address deferred maintenance of the street network over the past several years. This includes grind/inlays, chip/fog seal treatments, crack sealing, and reconstruction of roadways. Below is historical street network PCI from 2012 to present:



Performance Measures:

Strategy	Measure	Actual FY 2019	Actual FY 2020	Estimated FY 2021	Projected FY 2022	Projected FY 2023
Maintain roads and right of way to the highest quality standards.	City-wide average PCI rating	74	73	72	74	76
	Lane miles chip/fog sealed	2.2	2.06	3.16	2.0	2.0
	Miles of right of way mowed	14.13	14.13	14.13	14.13	14.13
Maintain signage for safety.	Number of signs inspected, cleaned, or replaced	445	445	450	500	500
Maintain street striping for safety.	Miles of streets restriped	30	30	15	30	30
	Number of thermo-plastic street legends installed or replaced	10	10	5	10	10

Outcomes of Performance Measures:

<b>High Quality Roads and Right of Way Standards</b>	Continuously maintaining the 79.2 street lane miles and right of way in the City’s street system to the highest possible standard within the available budget enhances the quality and livability of the community.
<b>Signage for Safety</b>	Ensuring adequate and legible signage within the street system enhances the safety of City streets for pedestrians, bicyclists, and motorists.
<b>Street Striping for Safety</b>	Maintenance of the City street system includes ensuring visible striping of the major roadways throughout the community. Annual striping programs provide safe streets for pedestrians, bicyclists, and motorists.

\* *The City of Florence contracts with Lane County Public Works to perform annual street striping within the City limits. Due to COVID-19 precautions, Lane County Public Works reduced their contract work as a result of staff scheduling adjustments to limit the need for staff to be in close quarters while working.*

**Noteworthy Accomplishments  
Fiscal Biennium 2019-2021**

- ✓ Completed \$510,000 in sidewalk infill along 26th and 27th Streets between Hwy 101 and Oak Street; pedestrian/bicycle path within the Pine Street ROW between 28th and 27th Streets; and the 25th/26th Street midblock pedestrian activated crossing on Hwy 101 as part of our Safe Routes to School grant. The grant provided \$346,400 of the funding necessary to complete this important pedestrian and bicycle safety project.
- ✓ Completed design and engineered plans for the Siuslaw Estuary Trail, Phase 1 project.
- ✓ Engaged RH2 to engineer and design the Rhododendron Drive realignment, separated multi-use path, and enhanced riverside parking area project.
- ✓ Completed \$263,800 in hot oil/fog seals during the biennium.
- ✓ Completed \$498,965 in street preservation and rehabilitation projects. This included 23rd Street from Spruce Street to the cul-de-sac; 18th Street between Hwy 101 and Pine Street; 17th Street between Hwy 101 and Pine Street; 11th Street from Spruce to end of the street; and 10th Street from Spruce to the cul-de-sac.

**STREETS SUMMARY**

**Budget:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	411,722	-	194,600	561,987	129,200	129,200	129,200
<b>Current year resources</b>							
Intergovernmental	1,879,158	1,240,219	2,542,000	1,496,127	5,134,500	5,134,500	5,134,500
Franchise fees	50,250	129,409	163,000	172,809	188,000	188,000	188,000
Charges for services	333,764	809,924	870,000	923,701	976,100	976,100	976,100
Miscellaneous	9,167	50,901	4,200	12,322	4,800	4,800	4,800
Transfers	-	228,000	480,000	471,667	180,000	180,000	180,000
Debt proceeds	500,000	-	4,500,000	-	2,500,000	2,500,000	2,500,000
<b>Total current year resources</b>	<b>2,772,339</b>	<b>2,458,453</b>	<b>8,559,200</b>	<b>3,076,625</b>	<b>8,983,400</b>	<b>8,983,400</b>	<b>8,983,400</b>
<b>Total resources</b>	<b>3,184,061</b>	<b>2,458,453</b>	<b>8,753,800</b>	<b>3,638,612</b>	<b>9,112,600</b>	<b>9,112,600</b>	<b>9,112,600</b>
<b>Expenditures</b>							
Personnel	67,546	145,050	171,600	146,948	139,400	139,400	139,400
Materials and services	261,173	550,189	1,345,500	1,240,680	1,390,300	1,390,300	1,390,300
Capital outlay	2,778,174	376,245	6,440,000	1,823,567	6,062,700	6,062,700	6,062,700
Transfers	267,800	662,000	520,600	339,941	773,900	773,900	773,900
Debt service	115,251	156,986	-	-	-	-	-
<b>Total expenditures</b>	<b>3,489,943</b>	<b>1,890,470</b>	<b>8,477,700</b>	<b>3,551,137</b>	<b>8,366,300</b>	<b>8,366,300</b>	<b>8,366,300</b>
<b>Other requirements</b>							
Contingency	-	-	276,100	-	746,300	746,300	746,300
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>276,100</b>	<b>-</b>	<b>746,300</b>	<b>746,300</b>	<b>746,300</b>
<b>Total expenditures and other requirements</b>	<b>3,489,943</b>	<b>1,890,470</b>	<b>8,753,800</b>	<b>3,551,137</b>	<b>9,112,600</b>	<b>9,112,600</b>	<b>9,112,600</b>



**Did you know?**

*Public Works sweeps over 44 miles of “paved driving surfaces” on a routine basis. If they were to sweep continuously, that would take 33 hours!*

*Historically and in many modern uses, “roads” means to connect two distant places like towns while “streets” are paved routes within cities that are lined with buildings and used more frequently.*

*A “streetsweeper” is really more of a giant Shop Vac you can drive! There are steering wheel and pedals on both sides so the driver can use either position for a bird’s eye view of street features like medians, curbs and gutters.*



SPECIAL REVENUE FUND | **STREETS**

**Financial Summary and Fund Balance Analysis:**

<b>Financial Summary</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	(717,605)	567,983	81,500	(474,511)	617,100	617,100	617,100
Beginning fund balance	411,722	-	194,600	561,987	129,200	129,200	129,200
<b>Ending fund balance</b>	<b>(305,883)</b>	<b>567,983</b>	<b>276,100</b>	<b>87,476</b>	<b>746,300</b>	<b>746,300</b>	<b>746,300</b>
<b>Fund Balance Analysis</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Desired minimum fund balance - 60 days	118,600	252,400	252,900	231,300	255,000	255,000	255,000
One years debt service	115,251	156,986	260,300	169,971	386,950	386,950	386,950
Major repair	50,000	50,000	100,000	100,000	100,000	100,000	100,000
Total minimum fund balance	283,851	459,386	613,200	501,271	741,950	741,950	741,950
Fund balance above/(below)	(589,734)	108,597	(337,100)	(413,795)	4,350	4,350	4,350
Fund balance within policy	N	Y	N	N	Y	Y	Y

**Staffing:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Position:							
Utility Worker	1.0	1.0	1.0	1.0	1.0	1.0	1.0
<b>Total FTE's</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

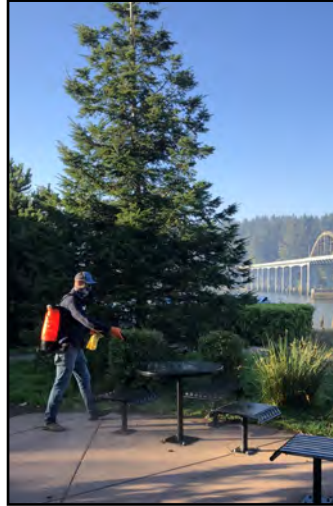


# AMERICAN RESCUE PLAN ACT OF 2021 (ARPA) FUND

*The American Rescue Plan Act of 2021 (ARPA), also called the COVID-19 Stimulus Package or American Rescue Plan, is a \$1.9 trillion economic stimulus bill passed by the 117th United States Congress and signed into law by the President on March 11, 2021. It is estimated that the City of Florence will receive \$1.8 million in funds through the State of Oregon in two payments. This fund accounts for those funds and the projects funded by ARPA dollars.*

## FY 2021-23 Budget Highlights

- ◆ At the time of budget preparation, complete guidance for ARPA grant funding is not available. The projects budgeted are believed to be in conformance with grant requirements and will be verified prior to expenditure when guidance is provided. They include:
  - Revenue enhancements to replace lost revenues due to COVID-19.
  - Facilities retrofits related to COVID-19.
  - Assistance to local businesses.
  - Assistance for childcare.




## Upcoming Capital Investments

- ◆ Capital investment has not been identified at this time due to lack of full guidance.

## Goals & Work Plan Items Fiscal Biennium 2021-23

- ❑ Review regulations related to and consider options for use of the American Rescue Plan Act of 2021 funding.





### Opportunities for Businesses from the City of Florence

**A City in Motion**

**Workforce Training Scholarships Available!**  
The City of Florence and Lane Community College are offering full scholarships for any Florence-area worker who wishes to participate in LCC's **Environmental Services Aide program**. The program is completely online and self-paced.

This program has two tracks, one for healthcare employees (18-hour course) and one for employees in hospitality and tourism (6-hour course).

Employers who have over 50% of their employees complete the ESA program will receive a special window decal to display.

**Quick Links & More Information can be found on the City's Website: [ci.Florence.or.us](http://ci.Florence.or.us)**

**Personal Protective Equipment (PPE) Distribution**

The City has distributed over \$50,000 of PPE over the last three months to local businesses. They will continue to distribute PPE into the Spring.

Sign-ups will be announced through the **weekly newsletter (see below!)**. If you have an immediate need, contact Sarah Moehrke by phone or by email (See other side of postcard).

**Learn more about other resources for your business!**  
Subscribe for the **Florence Four** the City of Florence's weekly newsletter for businesses!

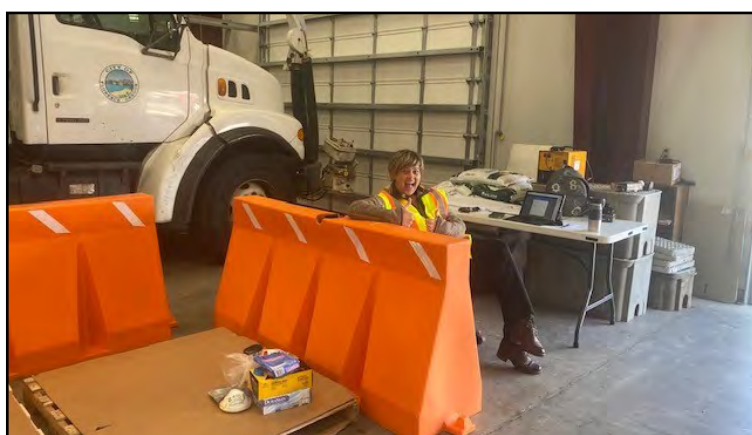
## ARPA SUMMARY

### Budget:

	2016-17 Actual	2017-19 Actual	2019-21 Budget	2019-21 BTD	2021-23 Proposed	2021-23 Approved	2021-23 Adopted
Beginning fund balance	-	-	-	-	-	-	-
<b>Current year resources</b>							
Intergovernmental	-	-	-	-	1,800,000	1,800,000	1,800,000
Miscellaneous	-	-	-	-	2,500	2,500	2,500
<b>Total current year resources</b>	-	-	-	-	1,802,500	1,802,500	1,802,500
<b>Total resources</b>	-	-	-	-	1,802,500	1,802,500	1,802,500
<b>Expenditures</b>							
Materials and services	-	-	-	-	621,200	621,200	621,200
Capital Outlay	-	-	-	-	100,000	100,000	100,000
<b>Total expenditures</b>	-	-	-	-	721,200	721,200	721,200
<b>Other requirements</b>							
Contingency	-	-	-	-	1,081,300	1,081,300	1,081,300
<b>Total other requirements</b>	-	-	-	-	1,081,300	1,081,300	1,081,300
<b>Total expenditures and other requirements</b>	-	-	-	-	1,802,500	1,802,500	1,802,500

### Financial Summary and Fund Balance Analysis:

<b>Financial Summary</b>	2016-17 Actual	2017-19 Actual	2019-21 Budget	2019-21 BTD	2021-23 Proposed	2021-23 Approved	2021-23 Adopted
Resources over (under) expenditures	-	-	-	-	1,081,300	1,081,300	1,081,300
Beginning fund balance	-	-	-	-	-	-	-
<b>Ending fund balance</b>	-	-	-	-	1,081,300	1,081,300	1,081,300
<b>Fund Balance Analysis</b>							
Desired minimum fund balance - 30 days	-	-	-	-	51,800	51,800	51,800
Fund balance above/(below)	-	-	-	-	1,029,500	1,029,500	1,029,500
Fund balance within policy	N/A	N/A	N/A	N/A	Y	Y	Y



### Did you know?

*The Financial Services and Education and Labor committees released a draft of the stimulus package on February 8, 2021, and in one month it was signed by the President.*

*The Act was signed into law on March 11, 2021, exactly one year after COVID was declared a pandemic by the World Health Organization.*

# FLORENCE EVENTS CENTER

*The Florence Events Center (FEC) is a City-owned and operated 21,000 sq. ft. convention and performing arts center featuring a 455 seat theater. Completed in 1996, the FEC is the only facility of its size serving a community with a population less than 20,000 in Oregon. The FEC is celebrating it's 25th year in 2021.*

## FY 2021-23 Budget Highlights

- ◆ Working towards COVID-19 recovery and reopening of the facility.
- ◆ Evaluating and defining staffing levels and roles as the needs of the facility evolve.
- ◆ Facility improvements and upgrades inside the facility and to the lot north of the FEC.
- ◆ The FEC budget includes charges from the City General Fund to account for administrative services provided by the City.

## Upcoming Capital Investments

- ◆ Develop plan for facility expansion and update incorporating of the north lot.
- ◆ Flooring replacement for the flat floor.
- ◆ Sealing of south parking lot.
- ◆ Orchestra pit cover replacement.
- ◆ Exterior office HVAC replacements.



## Goals & Work Plan Items Fiscal Biennium 2021-23

- Development of plan for facility expansion and update, including the north lot.
- Continue to develop substantiable funding opportunities for the FEC including:
  - ⇒ Increasing number of conferences/events.
  - ⇒ Development and implementation of an endowment program.
  - ⇒ Booking additional FEC sponsored acts.
- Continued marketing effort improvements.
- Increased volunteer recruitment.
- Plan for the 25th anniversary celebration.
- Improve FEC facility and operations.
  - ⇒ Implement improvements related to the COVID-19 pandemic response.

## Uniquely COVID-19

*The FEC was closed due to public health guidelines for the majority of 2020 and is anticipated to be through June 2021. While closed, the FEC was the location for six COVID-19 mass vaccination clinics coordinated with Lane County Public Health and the City of Florence.*

Performance Measures:

Strategy	Measure	Actual FY 2019	Actual FY 2020	Estimated FY 2021	Projected FY 2022	Projected FY 2023
Continue to provide meeting space for a variety of events annually.	Multi-Day Conferences	4	2*	2*	4	4
	Multi-Day Trade Shows & Festivals	9	2*	0*	9	9
	Total Events	392	8*	8*	350	392
	Total Events Since 1996	8,449	8,457	8,467	8,830	9,235
Provide a state of the art performing arts facility for concerts and theater events.	Theater Usage Days	137	4*	0*	135	140
	Theater Performances & Shows	55	6*	0*	50	53
	FEC Box Office Gross Ticket Sales	\$210,000	\$140,060*	\$7,077*	\$155,000	\$175,000
	Percent of Ticket Sales Sold Online	55%	55%	80%	80%	80%
Continue the strong partnership with the Friends of the FEC and FEC volunteers.	Friends of the FEC Contributions to the FEC	\$74,000*	\$5,426*	\$100*	\$15,000	\$30,000
	Annual Volunteer Hours <i>(Does not include FACE, formerly the Friends)</i>	3,060**	100*	500*	3,100	3,100

Outcomes of Performance Measures:

<b>Meeting Facility Excellence</b>	The FEC provides a valuable and accessible service to the community and our visitors by enabling them to enjoy theater productions, special events, and meetings, as well as a gathering place for a variety of occasions. The FEC also offers equipment rentals for off-site functions, which adds and additional amenity to our community.
<b>State of the Art Performing Arts Facility</b>	The 455 seat state of the art auditorium is a unique amenity for a small town. This venue, combined with the versatile 8,000 sq. ft. flat floor space, allows for a variety of concerts, theater productions, and other shows.
<b>Friends of the FEC Partnership</b>	The FEC relies heavily on the fundraising and donations provided by the Friends of the FEC. In addition to the financial and equipment contributions from the Friends of the FEC, the FEC could not host the hundreds of events annually without the hard work of the FEC volunteers.

**Noteworthy Accomplishments  
Fiscal Biennium 2019-2021**

- ✓ The FEC continues to provide rental fee discounts for local school functions, non-profit organizations, and multi-day conferences.
- ✓ Constructed the storage mezzanine expansion backstage.
- ✓ Evaluated and implemented new in-house catering services.
- ✓ Touch-less restroom fixtures were installed to help stop the spread of COVID-19.
- ✓ The FEC implemented a new ticketing system to improve user experience and administrative efficiency.
- ✓ Purchased live-streaming technologies for virtual option.
- ✓ Upgraded the FEC fire system panel and sensors.
- ✓ Implemented new booking software.

\* Due to COVID-19 public health restrictions, the FEC was closed for the majority of the time from April 2020 through the presentation of this biennial budget, impacting all aspects of operation.

\*\* FEC began separating the Friends of the FEC volunteer hours from general FEC volunteer hours.



ENTERPRISE FUND | FLORENCE EVENTS CENTER  
**FLORENCE EVENTS CENTER SUMMARY**

**Budget:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	2,427,344	-	465,800	840,679	398,600	398,600	398,600
<b>Current year resources</b>							
Intergovernmental	99,093	226,083	227,500	285,007	467,700	467,700	467,700
Charges for services	220,742	483,307	582,400	214,386	572,200	572,200	572,200
Miscellaneous	153,476	372,543	307,000	139,602	73,000	73,000	73,000
Transfers	298,600	596,200	507,300	490,810	544,600	544,600	544,600
Debt proceeds	-	-	150,000	-	1,200,000	1,200,000	1,200,000
<b>Total current year resources</b>	<b>771,911</b>	<b>1,678,133</b>	<b>1,774,200</b>	<b>1,129,805</b>	<b>2,857,500</b>	<b>2,857,500</b>	<b>2,857,500</b>
<b>Total resources</b>	<b>3,199,256</b>	<b>1,678,133</b>	<b>2,240,000</b>	<b>1,970,484</b>	<b>3,256,100</b>	<b>3,256,100</b>	<b>3,256,100</b>
<b>Expenditures</b>							
Personnel	313,009	584,483	507,300	369,862	532,000	532,000	532,000
Materials and services	411,367	782,795	1,178,800	714,729	1,249,500	1,249,500	1,249,500
Capital outlay	33,640	120,744	260,000	85,273	1,162,000	1,162,000	1,162,000
Debt service	-	-	-	-	95,000	95,000	95,000
Transfers	47,900	116,500	-	-	-	-	-
<b>Total expenditures</b>	<b>805,917</b>	<b>1,604,523</b>	<b>1,946,100</b>	<b>1,169,864</b>	<b>3,038,500</b>	<b>3,038,500</b>	<b>3,038,500</b>
<b>Other requirements</b>							
Contingency	-	-	293,900	-	217,600	217,600	217,600
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>293,900</b>	<b>-</b>	<b>217,600</b>	<b>217,600</b>	<b>217,600</b>
<b>Total expenditures and other requirements</b>	<b>805,917</b>	<b>1,604,523</b>	<b>2,240,000</b>	<b>1,169,864</b>	<b>3,256,100</b>	<b>3,256,100</b>	<b>3,256,100</b>



**Did you know?**

*Annual Events are booked out up to five years at the FEC.*

*The FEC can now live-stream events all over the world using our new ticketing system and live-streaming camera.*

*New Catering Services at the FEC can caterer banquets of up to 500 attendees.*

**ENTERPRISE FUND | FLORENCE EVENTS CENTER**

**Financial Summary and Fund Balance Analysis:**

<b>Financial Summary</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	(34,005)	73,610	(171,900)	(40,059)	(181,000)	(181,000)	(181,000)
Beginning fund balance	2,427,344	-	465,800	840,679	398,600	398,600	398,600
<b>Ending fund balance</b>	<b>2,393,339</b>	<b>73,610</b>	<b>293,900</b>	<b>800,620</b>	<b>217,600</b>	<b>217,600</b>	<b>217,600</b>
<b>Fund Balance Analysis</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Desired minimum fund balance - 60 days + \$50,000	184,300	317,400	331,000	230,800	362,800	362,800	362,800
Fund balance above/(below)	2,209,039	(243,790)	(37,100)	569,820	(145,200)	(145,200)	(145,200)
Fund balance within policy	Y	N	N	Y	N	N	N

**Staffing:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Events Center Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Specialist II	1.0	1.0	1.0	1.0	1.0	1.0	1.0
FEC Maintenance Technician	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Marketing Specialist & Event Coordinator	1.0	1.0	-	-	-	-	-
<b>Total FTE's</b>	<b>4.0</b>	<b>4.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>





# WATER

*The City of Florence Water Division, within the Public Works Department, is responsible for providing safe, reliable, and cost-effective water supplies and outstanding customer service in an environmentally sensitive manner. The Water Fund is an enterprise fund used for the maintenance and operation of the City water utility. All water related revenue and expenditures, including capital replacement and expansion, are included in this fund. Funding for water capital expansion projects are transferred from the Water SDC fund into the Water Fund.*

*The primary responsibility of the Water Division is to operate, maintain, repair, and expand the water system while at the same time providing a high quality, dependable water supply to its customers. The City encourages efficient water use with a goal of reducing water consumption by implementing the benchmarks as described in the approved 2015 Florence Water Management and Conservation Plan.*

## FY 2021-23 Budget Highlights

- ◆ Revenue forecasts assume a 5% rate increase in Fiscal 2022 and 2% in Fiscal 2023.
- ◆ The City enters into the ninth year of an outside services contract to repair and recoat the water reservoirs. The annual cost of the contract is \$250,000.
- ◆ Completion of AWIA 2018 Risk & Resilience Assessment and Emergency Response Plan (EPA requirement).
- ◆ Supervisory Control and Data Acquisition (SCADA) computer replacement and upgrade.
- ◆ Green sand filter rehabilitation program.
- ◆ Development of Well #14.
- ◆ Water Treatment Plant expansion to include office construction and laboratory upgrade.
- ◆ Completion of the 16-inch water main on 9th Street from Rhododendron to Kingwood.
- ◆ Old line replacement program – Greentrees West 8-inch water service, 12-inch water distribution line through the wellfield area, and engineering services for Old Town water main replacement (Maple and Laurel Streets).
- ◆ Construction of 31st Street reservoir retaining wall (project already designed).
- ◆ Continuation of \$7,500 in funding to Siuslaw Outreach Services for assistance to financially distressed customers.

## Goals & Work Plan Items Fiscal Biennium 2021-23

- Complete 16-inch water line on 9th Street from Rhododendron to Kingwood Street.
- Installation of new production well.
- Installation of 16-inch water main on Kingwood Street between 9th and Rhododendron to complete the 16-inch westside loop.
- Replace water mains on Laurel and Maple Streets in Old Town.

## Upcoming Capital Investments

- ◆ Expansion of the Water Treatment Plant to create adequate and true office space for the facility and complete upgrades to the water laboratory area.
- ◆ Completion 16-inch water line on Kingwood Street from 9th Street to Rhododendron Drive.
- ◆ Permitting, drilling, and development of Well #14
- ◆ Continuation of Well Rehabilitation Program.
- ◆ Old line replacements (Greentrees West 8-inch water service, 12-inch water distribution line through the wellfield area, and engineering services for Old Town water main replacement (Maple and Laurel Streets).
- ◆ Engineering/design of 16-inch water main from Water Treatment Plant to Spruce Street.
- ◆ Retaining wall at 31st Street water reservoir site.

Performance Measures:

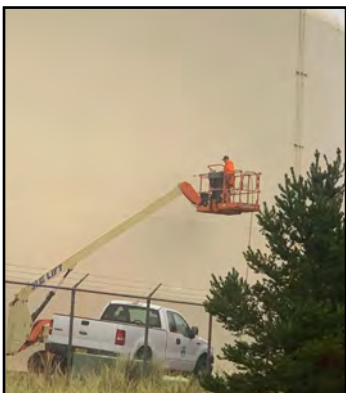
Strategy	Measure	Actual FY 2019	Actual FY 2020	Estimated FY 2021	Projected FY 2022	Projected FY 2023
Provide clean and safe drinking water.	Total water produced (in millions of gallons)	419	433	445	458	478
	Percentage of water samples taken that meet or exceed water quality standards	100%	100%	100%	100%	100%
	Number of water utility accounts	3,925	3,956	4,020	4,056	4,090
Efficiently maintain and professionally operate the City's water utility.	Number of reservoirs maintained	3	3	3	3	3
	Miles of water mains maintained	66.29	67.05	67.05	67.80	68.20
	Unaccounted for water (water loss) percentage	4.6%	4.0%	4.7%	3.8%	3.8%

Outcomes of Performance Measures:

<b>Clean and Safe Drinking Water System</b>	The Water Division provides safe and reliable drinking water that meets or exceeds all Environmental Protection Agency (EPA) and State of Oregon standards for water quality. The division holds to these standards under normal, peak and emergency situations. Additionally, the Water Division is recognized as an Outstanding Performer by the Oregon Health Authority, Drinking Water Program.
<b>Efficient and Professional Water Utility</b>	Providing a continuously maintained water utility system through needed system repairs, maintaining reservoirs, pressure reducing valves, altitude valves, and pump station management ensures the highest quality of water, uninterrupted water service, and needed fire protection to the Citizens of Florence.

**Noteworthy Accomplishments  
Fiscal Biennium 2019-2021**

- ✓ Successful well rehabilitation of Wells 2, 4, 5, 6, 7, and 10 resulting in restoring 0.85 million gallons per day (MGD) of well production capacity.
- ✓ Completion of wellfield access improvements – approximately 1,600 feet of semi-improved roadway utilizing natural yard debris mulch for an environmentally sensitive roadway.



**WATER SUMMARY**

**Budget:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	7,078,572	-	1,168,400	1,430,942	274,000	274,000	274,000
<b>Current year resources</b>							
Intergovernmental	-	-	-	87,731	1,921,800	1,921,800	1,921,800
Charges for services	2,100,681	4,362,517	4,475,000	4,349,484	4,705,400	4,705,400	4,705,400
Miscellaneous	25,776	61,373	10,000	53,700	22,000	22,000	22,000
Transfers	(300,000)	71,972	250,000	229,167	500,000	500,000	500,000
Debt proceeds	9,279	-	2,200,000	-	1,680,000	1,680,000	1,680,000
<b>Total current year resources</b>	<b>1,835,736</b>	<b>4,495,861</b>	<b>6,935,000</b>	<b>4,720,082</b>	<b>8,829,200</b>	<b>8,829,200</b>	<b>8,829,200</b>
<b>Total resources</b>	<b>8,914,308</b>	<b>4,495,861</b>	<b>8,103,400</b>	<b>6,151,024</b>	<b>9,103,200</b>	<b>9,103,200</b>	<b>9,103,200</b>
<b>Expenditures</b>							
Personnel	291,873	676,065	764,200	672,416	824,800	824,800	824,800
Materials and services	470,312	1,020,863	3,017,200	2,817,772	3,074,000	3,074,000	3,074,000
Capital outlay	1,535,933	1,647,332	3,125,000	1,474,972	3,535,000	3,535,000	3,535,000
Debt service	45,030	315,778	291,900	291,619	477,300	477,300	477,300
Transfers	547,900	1,352,200	-	-	-	-	-
<b>Total expenditures</b>	<b>2,891,048</b>	<b>5,012,238</b>	<b>7,198,300</b>	<b>5,256,779</b>	<b>7,911,100</b>	<b>7,911,100</b>	<b>7,911,100</b>
<b>Other requirements</b>							
Contingency	-	-	905,100	-	1,192,100	1,192,100	1,192,100
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>905,100</b>	<b>-</b>	<b>1,192,100</b>	<b>1,192,100</b>	<b>1,192,100</b>
<b>Total expenditures and other requirements</b>	<b>2,891,048</b>	<b>5,012,238</b>	<b>8,103,400</b>	<b>5,256,779</b>	<b>9,103,200</b>	<b>9,103,200</b>	<b>9,103,200</b>



**Did you know?**

*The North Florence Sole Source Dunal Aquifer is the only “sole source” aquifer in the State of Oregon (according to the EPA). There are over 67 miles of water distribution mains in Florence that carry treated drinking water from the water plant to homes and businesses.*

*In addition to the aquifer, the City of Florence has capacity to store 4.5 million gallons of water using its storage tanks. The three primary purposes for the use of storage tanks within a water distribution system are to provide for fire suppression; volume (for emergency and average day demand) and pressure. Florence’s storage tanks provide for all three.*

*Two storage tanks near 35th and Kingwood streets can each hold two million gallons and one other tank near Munsel Lake Road and 31st Street can store 500,000 gallons.*

ENTERPRISE FUND | **WATER**

**Financial Summary and Fund Balance Analysis:**

<b>Financial Summary</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	(1,055,312)	(516,377)	(263,300)	(536,697)	918,100	918,100	918,100
Beginning fund balance	7,078,572	-	1,168,400	1,430,942	274,000	274,000	274,000
<b>Ending fund balance</b>	<b>6,023,260</b>	<b>(516,377)</b>	<b>905,100</b>	<b>894,246</b>	<b>1,192,100</b>	<b>1,192,100</b>	<b>1,192,100</b>
<b>Fund Balance Analysis</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Desired minimum fund balance - 2 months operating expenditures	218,300	508,200	630,200	581,700	649,800	649,800	649,800
Emergency capital repairs	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Debt service - one year	45,030	315,778	145,950	145,809	238,650	238,650	238,650
Total desired minimum fund	513,330	1,073,978	1,026,150	977,509	1,138,450	1,138,450	1,138,450
Fund balance above/(below)	5,509,931	(1,590,356)	(121,050)	(83,264)	53,650	53,650	53,650
Fund balance within policy	Y	N	N	N	Y	Y	Y
<b>Debt Coverage</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Revenue	2,100,681	4,362,517	4,475,000	4,349,484	4,705,400	4,705,400	4,705,400
Operating expenditures	1,310,085	3,049,128	3,781,400	3,490,188	3,898,800	3,898,800	3,898,800
Net revenue	790,596	1,313,389	693,600	859,296	806,600	806,600	806,600
Total debt service	45,030	315,778	291,900	291,619	477,300	477,300	477,300
DCR	17.56	4.16	2.38	2.95	1.69	1.69	1.69
<b>Debt Capacity</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Net revenue	790,596	1,313,389	693,600	859,296	806,600	806,600	806,600
Less: Debt service @1.25 DCR	(56,287)	(394,723)	(364,875)	(364,523)	(596,625)	(596,625)	(596,625)
Net available revenue for debt service	734,309	918,666	328,725	494,773	209,975	209,975	209,975
Annual debt service per \$1 million at 4.0%	73,582	73,582	73,582	73,582	73,582	73,582	73,582
Annual debt service per \$1 million at 4.0% - 1.25 DCR	91,977	91,977	91,977	91,977	91,977	91,977	91,977
<b>Debt capacity - 1.25 DCR, 20 years, 4.0% - in millions</b>	<b>7.98</b>	<b>9.99</b>	<b>3.57</b>	<b>5.38</b>	<b>2.28</b>	<b>2.28</b>	<b>2.28</b>

Staffing:

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Water Treatment Plant Operator	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Field Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Utility Worker	2.0	2.0	2.0	2.0	2.0	2.0	2.0
<b>Total FTE's</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>





# WASTEWATER

*The City of Florence Wastewater Division, within the Public Works Department, is responsible for providing cost effective and efficient wastewater collection, treatment, and biosolids handling operations that are compliant with federal and state regulations, which will ensure a clean and safe environment for future generations.*

*The City's Wastewater Treatment Plant is a conventional secondary activated sludge plant built in 1999, with an average dry weather capacity of 1.3 million gallons per day and a wet weather average daily flow of 4.3 million gallons per day (wet weather peak capacity of 6.0 million gallons per day). Presently, the City experiences an average flow of 0.85 million gallons per day. The wastewater system is comprised of approximately 93 miles of sanitary sewer lines, 38 pump stations plus 30 STEP (Septic Tank Effluent Pump) stations and serves over 3,850 customer connections.*



## FY 2021-23 Budget Highlights

- ◆ Revenue forecasts assume a 5% increase in Fiscal 2022 and 2% in Fiscal 2023.
- ◆ Develop a wastewater facility plan to help prioritize capital replacement and expansion at the Wastewater Treatment Plant (WWTP).
- ◆ New DEQ NPDES permit to be issued in 2022. The new permit will dictate how the WWTP processes will run for the next 5 years.
- ◆ Increase materials and services expenditures to replace or repair critical non-capital equipment at the WWTP.
- ◆ Increased capital expenditures to replace or repair major air handling equipment; headworks concrete restoration; fume hood replacement in WWTP lab; and other components at the wastewater treatment plant, including exterior paint, concrete preservation, replace failed doors and windows, and fire system.
- ◆ Capital sewer pump station rehabilitation – Fawn Ridge and Siuslaw Village.
- ◆ Replacement of the aeration blower.
- ◆ Complete engineering and design services for the replacement of the centrifuge with a screw press. Complete UV system upgrade and replacement project.
- ◆ Wastewater Plant expansion to include perimeter fencing and additional equipment storage building.
- ◆ Replacement of the combination sewer cleaner truck and sewer collections utility vehicle.
- ◆ Projected funding for sewer service in the north urban growth boundary (UGB) area.
- ◆ Gravity sewer line replacement on Rhododendron Drive between 35th and Siuslaw Village pump station as part of the Rhododendron Drive realignment and reconstruction project
- ◆ Old line replacement program.
- ◆ Continuation of \$7,500 funding to Siuslaw Outreach Service for financial assistance to financially distressed customers.

## Goals & Work Plan Items Fiscal Biennium 2021-23

- ❑ Complete utility infrastructure expansion projects along transportation corridors to promote development opportunities, such as Phase 2 of the Hwy 126 sewer extension as opportunities and funding from adjoining properties arise.
- ❑ Develop facilities plan for the Wastewater Treatment Plant.
- ❑ Develop plan for providing sewer service to the North Urban Growth Boundary area.
- ❑ Digester Rehabilitation.
- ❑ UV System upgrade and expansion.
- ❑ Headworks Rehabilitation.
- ❑ Sealing of CMU block buildings at the Wastewater Treatment Plant.
- ❑ Pump station rehabilitation.
- ❑ Aeration basin baffle and selector system upgrade.
- ❑ Aeration basin blower replacement (replacement of second blower unit).
- ❑ Replace centrifuge with a screw press.
- ❑ Replacement of combination sewer cleaner.
- ❑ Expansion of biosolids composting facility.



## Upcoming Capital Investments

- ◆ Sewering of North UGB area.
- ◆ Old line replacement program, including:
  - Gravity sewer along Rhododendron Drive (as part of the Rhody Drive realignment project).
  - Engineering and design services for Juniper, 7th, and Laurel Street projects.
- ◆ WWTP Updates:
  - UV system replacement and upgrade to meet discharge permit requirements.
  - Blower Replacement Phase 2 project.
- ◆ Equipment Replacements:
  - Combination sewer cleaner truck.
  - Collections utility vehicle.
- ◆ Pump Stations:
  - Fawn View sewer pump station rehabilitation.
  - Siuslaw Village sewer pump station rehabilitation and expansion.
  - Ivy Street sewer pump station design and engineering services.





Performance Measures:

Strategy	Measure	Actual FY 2019	Actual FY 2020	Estimated FY 2021	Projected FY 2022	Projected FY 2023
Provide for safe collection, conveyance, and treatment of wastewater from customers.	Total wastewater plant flows (in millions of gallons)	270	265	275	285	295
	Amount of solids produced (in wet tons)	784	745	780	790	795
	Amount of solids diverted for composting (in wet tons)	122	149	165	249	333
	Number of sewer surcharges (overflows)	0	2	0	0	0
Efficiently maintain and professionally operate the City's wastewater utility infrastructure.	Number of wastewater pump stations maintained	38	38	38	39	40
	Number of STEP systems inspected	30	30	30	32	34
	Miles of sewer mains maintained	69.43	70.63	70.65	70.90	80.00
	Lineal feet of wastewater lines cleaned	13,091	10,707	25,000	20,000	30,000
	Lineal feet of wastewater lines video inspected	5,365	7,805	8,000	7,000	10,000
	Number of spot repairs completed	5	6	6	6	6

Outcomes of Performance Measures:

<b>Safe Wastewater Collection and Treatment</b>	The Wastewater Division provides safe and reliable collection, conveyance, and treatment of wastewater. The City is responsible for meeting Department of Environmental Quality (DEQ) requirements concerning the treatment and disposal of all wastewater from the collection system, and operation and maintenance of all equipment needed to meet these requirements. Additionally, the Biosolids Management Plan allows the City to utilize a covered aerated static pile (CASP) system to compost the biosolids into a Class A product that can be distributed to the public, which reduces the City's cost for disposal of the biosolids.
<b>Efficient and Professional Wastewater Utility</b>	Providing a continuously maintained wastewater utility system through needed system repairs, maintaining pump stations, maintaining manholes, performing line cleaning, video inspection of sewer lines, and operation and maintenance of the wastewater treatment plant to our best ability ensures compliance with our NPDES permit and uninterrupted service at all times for the Citizens of Florence.

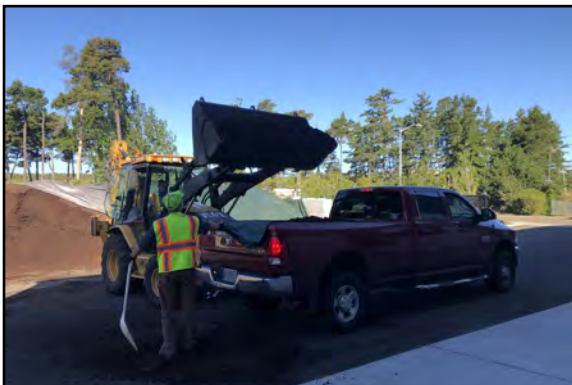
**Noteworthy Accomplishments  
Fiscal Biennium 2019-2021**

- ✓ Completed sewer line extensions along the west side of Hwy 101 from Munsel Lake Road to current City limits.
- ✓ Completed sewer line extensions along the east side of Hwy 101 from 52nd Street pump station to just south of Heceta junction.
- ✓ Completion of the wastewater line extension along Rhododendron Drive between South Harbor Vista Drive and Treewood Court.
- ✓ Completed Phase 1 of the Hwy 126 sewer line extension project.
- ✓ Completed the installation of two Odor Reduction Towers at the Wastewater Treatment Plant.
- ✓ Acquisition of a trommel screen for FloGro compost production.
- ✓ Installation of a new aeration blower at the WWTP. New blower was placed into service April 9, 2021.

**WASTEWATER SUMMARY**

**Budget:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	8,657,777	-	799,800	353,806	199,600	199,600	199,600
<b>Current year resources</b>							
Intergovernmental	-	-	40,000	39,324	3,070,900	3,070,900	3,070,900
Charges for services	3,091,498	6,445,614	6,660,000	6,351,682	6,750,400	6,750,400	6,750,400
Miscellaneous	99,816	345,991	411,000	103,497	11,100	11,100	11,100
Transfers	(83,200)	757,500	550,000	525,000	200,000	200,000	200,000
Debt proceeds	-	-	1,250,000	-	2,610,000	2,610,000	2,610,000
<b>Total current year resources</b>	<b>3,108,113</b>	<b>7,549,106</b>	<b>8,911,000</b>	<b>7,019,504</b>	<b>12,642,400</b>	<b>12,642,400</b>	<b>12,642,400</b>
<b>Total resources</b>	<b>11,765,890</b>	<b>7,549,106</b>	<b>9,710,800</b>	<b>7,373,310</b>	<b>12,842,000</b>	<b>12,842,000</b>	<b>12,842,000</b>
<b>Expenditures</b>							
Personnel	315,023	760,137	908,900	887,586	969,100	969,100	969,100
Materials and services	710,179	1,407,666	3,308,500	3,180,942	3,811,400	3,811,400	3,811,400
Capital outlay	659,017	2,090,071	2,325,000	912,845	5,660,000	5,660,000	5,660,000
Debt service	178,331	2,385,553	2,276,600	2,265,828	874,100	874,100	874,100
Transfers	563,300	1,382,500	-	-	-	-	-
<b>Total expenditures</b>	<b>2,425,850</b>	<b>8,025,928</b>	<b>8,819,000</b>	<b>7,247,201</b>	<b>11,314,600</b>	<b>11,314,600</b>	<b>11,314,600</b>
<b>Other requirements</b>							
Contingency	-	-	891,800	-	1,527,400	1,527,400	1,527,400
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>891,800</b>	<b>-</b>	<b>1,527,400</b>	<b>1,527,400</b>	<b>1,527,400</b>
<b>Total expenditures and other requirements</b>	<b>2,425,850</b>	<b>8,025,928</b>	<b>9,710,800</b>	<b>7,247,201</b>	<b>12,842,000</b>	<b>12,842,000</b>	<b>12,842,000</b>



### Did you know?

*The main sewer line carries wastewater to Florence’s Wastewater Treatment Plant. Small pipes carrying wastewater from homes and businesses to the main sewer are called laterals. Underneath the city, we have 23 miles of laterals and 70 miles of main sewer lines.*

*Florence uses anaerobic digestion for the treatment of wastewater sludge. Anaerobic digestion is the biological degradation of organic matters in the absence of oxygen and converts the chemical energy in organic carbon to biogas.*

*In 2021, Florence installed a new hybrid screw blower in the Wastewater Treatment Plant to constantly aerates the material being treated. This lifts beneficial bacteria into suspension to do their job more effectively, aides flocculation, plus the supplied oxygen is used by bacteria in the wastewater to break down the organic matter into carbon dioxide and water.*

**ENTERPRISE FUND | WASTEWATER**

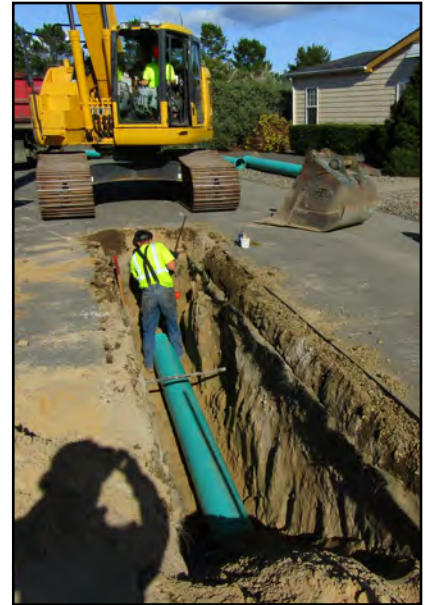
**Financial Summary and Fund Balance Analysis:**

<b>Financial Summary</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	682,263	(476,822)	92,000	(227,697)	1,327,800	1,327,800	1,327,800
Beginning fund balance	8,657,777	-	799,800	353,806	199,600	199,600	199,600
<b>Ending fund balance</b>	<b>9,340,040</b>	<b>(476,822)</b>	<b>891,800</b>	<b>126,109</b>	<b>1,527,400</b>	<b>1,527,400</b>	<b>1,527,400</b>
<b>Fund Balance Analysis</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Operating - 60 days operating costs	264,800	591,700	702,900	678,100	796,800	796,800	796,800
Emergency capital repairs	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Debt service - one year	178,331	2,385,553	1,138,300	1,132,914	437,050	437,050	437,050
Total desired minimum fund	693,131	3,227,253	2,091,200	2,061,014	1,483,850	1,483,850	1,483,850
Fund balance above/(below)	8,646,908	(3,704,075)	(1,199,400)	(1,934,905)	43,550	43,550	43,550
Fund balance within policy	Y	N	N	N	Y	Y	Y
<b>Debt Coverage</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Revenue	3,091,498	6,445,614	6,660,000	6,351,682	6,750,400	6,750,400	6,750,400
Operating expenditures	1,588,503	3,550,304	4,217,400	4,068,528	4,780,500	4,780,500	4,780,500
Net revenue	1,502,995	2,895,311	2,442,600	2,283,154	1,969,900	1,969,900	1,969,900
Debt Service	178,331	2,385,553	2,276,600	2,265,828	874,100	874,100	874,100
DCR	8.43	1.21	1.07	1.01	2.25	2.25	2.25
<b>Debt Capacity</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Net revenue	1,502,995	2,895,311	2,442,600	2,283,154	1,969,900	1,969,900	1,969,900
Less: Debt service @1.25 DCR	(222,914)	(2,981,941)	(2,845,750)	(2,832,285)	(1,092,625)	(1,092,625)	(1,092,625)
Net available revenue for debt service	1,280,081	(86,630)	(403,150)	(549,131)	877,275	877,275	877,275
Annual debt service per \$1 million at 4.0%	73,582	73,582	73,582	73,582	73,582	73,582	73,582
Annual debt service per \$1 million at 4.0% - 1.25 DCR	91,977	91,977	91,977	91,977	91,977	91,977	91,977
<b>Debt capacity - 1.25 DCR, 20 years, 4.0% - in millions</b>	<b>13.92</b>	<b>(0.94)</b>	<b>(4.38)</b>	<b>(5.97)</b>	<b>9.54</b>	<b>9.54</b>	<b>9.54</b>

ENTERPRISE FUND | WASTEWATER

Staffing:

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Senior WWTP Operator	1.0	1.0	1.0	1.0	1.0	1.0	1.0
WWTP Operator II	1.0	1.0	1.0	1.0	1.0	1.0	1.0
WWTP Operator I	1.0	2.0	2.0	2.0	2.0	2.0	2.0
Utility Worker	1.0	1.0	1.0	1.0	1.0	1.0	1.0
<b>Total FTE's</b>	<b>4.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>



# STORMWATER

The Stormwater Division, within the City's Public Works Department, is responsible for operating and maintaining the City's stormwater management collection system. The program has four objectives:

- ◆ Preventative maintenance, such as routine line cleaning and catch basin cleaning.
- ◆ Convey stormwater effectively to prevent localized flooding.
- ◆ Provide adequate water quality treatment of stormwater runoff to meet regulatory requirements.
- ◆ Conduct street sweeping operations as a best management practice for stormwater management.

## FY 2021-23 Budget Highlights

- ◆ Revenue forecasts assume a 5% increase in Fiscal 2022 and 2% in Fiscal 2023.
- ◆ The 2021-2023 biennium budget request includes the addition of 1 FTE for the Stormwater program.
- ◆ Construction of the 2nd Street stormwater project - 2nd Street from Kingwood to Ivy and Ivy from 2nd to 1st Street.
- ◆ Construction of the 6th Street stormwater project – 6th Street from Juniper to Hemlock and Hemlock from 6th to 1st Street.
- ◆ Spruce Street Culvert repair: Slip line of culvert under Spruce Street at 12th Street.
- ◆ Construction of decant facility for street sweeper debris.
- ◆ Replace stormwater system on Nopal between 1st and 2nd Streets.



## Goals & Work Plan Items Fiscal Biennium 2021-23

- Complete 2nd Street stormwater project — Kingwood to Ivy Street.
- Complete Old Town stormwater drainage project — 6th Street Juniper to Hemlock and Hemlock to 1st Street.

## Upcoming Capital Investments

- ◆ Construction of decant facility.
- ◆ Construct 6th Street stormwater line replacement project. Project is already engineered.
- ◆ Construct 2nd Street stormwater line replacement. Project already engineered.
- ◆ Nopal Street stormwater line replacement between 1st and 2nd Streets.
- ◆ Slip line Munsel Creek culvert under Spruce at 12th Street.
- ◆ Complete ditching along the westside of Spruce Street between Munsel Lake Road and 52nd Street.



Performance Measures:

Strategy	Measure	Actual FY 2019	Actual FY 2020	Estimated FY 2021	Projected FY 2022	Projected FY 2023
Clean streets and stormwater facilities.	Number of miles cleaned by street sweeper	1,130	1,150	1,180	1,200	1,200
	Number of catch basin sumps cleaned	450	500	500	920	920
Maintain surface water quality in accordance with state and federal regulations.	Annual inspections of City maintained water quality facilities	7	9	9	9	9
	Annual inspection of streams and creeks	4	4	4	4	4

Outcomes of Performance Measures:

**Well Maintained Stormwater Infrastructure**

Frequent maintenance on the stormwater infrastructure provides greater efficiencies and effectiveness in stormwater collection throughout the City. The street sweeping program, consisting of sweeping all the public streets once per month and the streets within Old Town once per week, cleans the paved surfaces in town to prevent debris from being picked up by stormwater runoff and flowing into our local waterways.

**Enhance Surface Water Quality**

Continuous maintenance of the City’s stormwater pipes, culverts, manholes, water quality facilities, and stormwater conveyance ditches ensures the improvement of water quality in our local rivers and streams.

**Noteworthy Accomplishments  
Fiscal Biennium 2019-2021**

- ✓ Completion of the Coastal Highlands stormwater improvement project.
- ✓ Replaced the ground penetrating radar unit that is used to located our underground utilities.



**STORMWATER SUMMARY**

**Budget:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	1,982,178	-	726,400	1,801,547	522,400	522,400	522,400
<b>Current year resources</b>							
Intergovernmental	-	-	-	(109)	960,000	960,000	960,000
Charges for services	527,795	1,076,349	1,124,300	1,074,687	1,177,900	1,177,900	1,177,900
Miscellaneous	414	15,619	1,000	6,546	1,000	1,000	1,000
Transfers	-	110,000	200,000	200,000	200,000	200,000	200,000
Debt proceeds	-	-	-	-	840,000	840,000	840,000
<b>Total current year resources</b>	<b>528,208</b>	<b>1,201,968</b>	<b>1,325,300</b>	<b>1,281,123</b>	<b>3,178,900</b>	<b>3,178,900</b>	<b>3,178,900</b>
<b>Total resources</b>	<b>2,510,387</b>	<b>1,201,968</b>	<b>2,051,700</b>	<b>3,082,670</b>	<b>3,701,300</b>	<b>3,701,300</b>	<b>3,701,300</b>
<b>Expenditures</b>							
Personnel	59,491	216,008	311,500	310,690	472,400	472,400	472,400
Materials and services	42,243	107,900	583,800	520,910	583,700	583,700	583,700
Capital outlay	561,108	204,708	890,000	604,442	1,910,000	1,910,000	1,910,000
Debt service	2,205	23,453	36,800	36,711	140,300	140,300	140,300
Transfers	120,800	542,400	-	-	-	-	-
<b>Total expenditures</b>	<b>785,847</b>	<b>1,094,469</b>	<b>1,822,100</b>	<b>1,472,753</b>	<b>3,106,400</b>	<b>3,106,400</b>	<b>3,106,400</b>
<b>Other requirements</b>							
Contingency	-	-	229,600	-	594,900	594,900	594,900
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>229,600</b>	<b>-</b>	<b>594,900</b>	<b>594,900</b>	<b>594,900</b>
<b>Total expenditures and other requirements</b>	<b>785,847</b>	<b>1,094,469</b>	<b>2,051,700</b>	<b>1,472,753</b>	<b>3,701,300</b>	<b>3,701,300</b>	<b>3,701,300</b>



**Did you know?**

*Stormwater systems collect any type of precipitation that runs off a surface such as roofs, sidewalks, parking lots or roads. Most of Florence’s stormwater flows through a gravity system of either open drains or underground pipes. Florence has 4.5 miles of open drains and 33 miles of stormwater pipes.*

*Stormwater features like rain gardens, green roofs, and pervious surfaces reduce the volume of water entering our system, especially during winter storms.*

*Rain gardens are depressions that are excavated below the elevation of the stormwater system and planted with sedges, rushes, and other wet-tolerant plants. These swales are used to catch the majority of sheet flow from large impervious surfaces and, through a process called transpiration, the plants help clean toxins from the stormwater such as road dust from car tires and brakes.*

**ENTERPRISE FUND | STORMWATER**

**Financial Summary and Fund Balance Analysis:**

<b>Financial Summary</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	(257,638)	107,499	(496,800)	(191,629)	72,500	72,500	72,500
Beginning fund balance	1,982,178	-	726,400	1,801,547	522,400	522,400	522,400
<b>Ending fund balance</b>	<b>1,724,540</b>	<b>107,499</b>	<b>229,600</b>	<b>1,609,918</b>	<b>594,900</b>	<b>594,900</b>	<b>594,900</b>
<b>Fund Balance Analysis</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Desired minimum fund balance - 2 months operating expenditures	37,100	144,400	149,200	138,600	176,000	176,000	176,000
Major emergency repair	250,000	250,000	250,000	250,000	250,000	250,000	250,000
One year debt service	2,205	23,453	36,800	36,711	140,300	140,300	140,300
Total desired minimum fund	289,305	417,853	436,000	425,311	566,300	566,300	566,300
Fund balance above/(below)	1,435,235	(310,354)	(206,400)	1,184,607	28,600	28,600	28,600
Fund balance within policy	Y	N	N	Y	Y	Y	Y
<b>Debt Coverage</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Revenue	527,795	1,076,349	1,124,300	1,074,687	1,177,900	1,177,900	1,177,900
Operating expenditures	222,534	866,308	895,300	831,600	1,056,100	1,056,100	1,056,100
Net revenue	305,261	210,040	229,000	243,087	121,800	121,800	121,800
Total debt service	2,205	23,453	36,800	36,711	140,300	140,300	140,300
DCR	138.44	8.96	6.22	6.62	0.87	0.87	0.87

**Staffing:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Position:							
Utility Worker	1.0	2.0	2.0	2.0	3.0	3.0	3.0
<b>Total FTE's</b>	<b>1.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>



# SYSTEM DEVELOPMENT CHARGE FUNDS

The City has water, wastewater, stormwater and transportation system development charges (SDC's). Revenue from these charges are restricted in use to pay for qualified infrastructure improvements and related costs or the repayment of debt service associated with those costs. The actual SDC is a one-time fee imposed on new development and some types of redevelopment. The fee is intended to recover the full share of the costs of existing and planned infrastructure that provide capacity to serve growth.

To ensure the funds for the respective SDC's are properly accounted for, separate funds have been established for each of the SDC's. SDC revenue is accumulated in the various funds and transferred to the respective operational fund to provide funding for qualified capacity expansion related projects.

Additionally, during FY 2019-21 biennium each of the SDC funds transferred the maximum amount of funds to each of the different programs for projects that had capacity increasing components.



## FY 2021-23 Budget Highlights

- ◆ Continue to transfer the maximum amount allowed to the operating funds for qualified improvement costs.

## Did you know?

*System Development Charges (SDCs) are one-time charges assessed on new commercial and residential development to pay for the costs of expanding the streets, sanitary sewers, water systems and stormwater systems. If you are applying for a building permit for development or redevelopment in Florence, SDCs are due when the Building Permit is issued. SDCs provide a mechanism to allow new growth and protect the City's existing utility customers from subsidizing new development through higher taxes or utility rates.*

*If systems need to be expanded to accommodate development, it is not paid for at the expense of the existing population.*



## STREET SDC

*This fund accounts for the collection and disbursement of Street System Development Charges. Street SDCs are restricted for use for qualified capacity increasing transportation system improvements and costs associated with the establishment and management of SDCs, such as professional services to prepare Transportation System Plans and SDC studies to establish SDCs and City staff time to administer the program.*

### FY 2021-23 Budget Highlights

- ◆ Transfer \$180,000 to the Street Fund to offset the capacity increasing portion of the Rhododendron Drive Wildwinds to 35th Street project. This project will provide a separated multi-use path along the east side of Rhododendron Drive within this corridor.

### Noteworthy Accomplishments Fiscal Biennium 2019-2021

- ✓ Transferred \$480,000 to the Street Fund to help pay for capacity increasing projects, such as a portion of the Rectangular Rapid Flash Beacon between 25th/26th Street on Hwy 101 (the portion of the project that was greater than the Safe Routes to School grant provided); engineering design services for the separated multi-use path along Rhododendron Drive between Wildwinds and 35th Street; and help repay debt issued for previous Street capacity increasing projects.



**STREET SDC SUMMARY**

**Budget:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	1,032,095	-	460,300	664,009	113,200	113,200	113,200
<b>Current year resources</b>							
Charges for services	95,454	91,301	70,000	164,534	80,000	80,000	80,000
Miscellaneous	14,719	33,432	30,000	15,820	1,500	1,500	1,500
<b>Total current year resources</b>	<b>110,173</b>	<b>124,732</b>	<b>100,000</b>	<b>180,354</b>	<b>81,500</b>	<b>81,500</b>	<b>81,500</b>
<b>Total resources</b>	<b>1,142,267</b>	<b>124,732</b>	<b>560,300</b>	<b>844,363</b>	<b>194,700</b>	<b>194,700</b>	<b>194,700</b>
<b>Expenditures</b>							
Materials and services	890	1,420	2,400	855	1,000	1,000	1,000
Transfers	550,000	228,000	480,000	471,667	180,000	180,000	180,000
<b>Total expenditures</b>	<b>550,890</b>	<b>229,420</b>	<b>482,400</b>	<b>472,521</b>	<b>181,000</b>	<b>181,000</b>	<b>181,000</b>
<b>Other requirements</b>							
Contingency	-	-	77,900	-	13,700	13,700	13,700
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>77,900</b>	<b>-</b>	<b>13,700</b>	<b>13,700</b>	<b>13,700</b>
<b>Total expenditures and other requirements</b>	<b>550,890</b>	<b>229,420</b>	<b>560,300</b>	<b>472,521</b>	<b>194,700</b>	<b>194,700</b>	<b>194,700</b>

**Financial Summary:**

<b>Financial Summary</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	(440,717)	(104,688)	(382,400)	(292,167)	(99,500)	(99,500)	(99,500)
Beginning fund balance	1,032,095	-	460,300	664,009	113,200	113,200	113,200
<b>Ending fund balance</b>	<b>591,378</b>	<b>(104,688)</b>	<b>77,900</b>	<b>371,842</b>	<b>13,700</b>	<b>13,700</b>	<b>13,700</b>

# WATER SDC

*This fund accounts for the collection and disbursement of Water System Development Charges. SDCs are restricted for use for qualified capacity increasing water system improvements and costs associated with the establishment and management of SDCs, such as professional services to prepare Master Plans and SDC studies to establish SDCs and City staff time to administer the program.*

## FY 2021-23 Budget Highlights

- ◆ Transfer \$500,000 to the Water Fund to help pay for the capacity increasing portion of the 9th Street water main replacement project between Rhododendron and Kingwood Street.
- ◆ The other qualifying project would include the development of Well #14.

## Noteworthy Accomplishments Fiscal Biennium 2019-2021

- ✓ Transferred \$250,000 to the Water Fund to help pay for capacity increasing projects, such as the Hwy 126 water main extension project and engineering design services for the 16-inch water line to be installed within 9th Street.



ENTERPRISE FUND | WATER SDC

**WATER SDC SUMMARY**

**Budget:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	306,710	-	200,500	836,959	390,200	390,200	390,200
<b>Current year resources</b>							
Charges for services	119,143	253,892	193,500	308,173	240,000	240,000	240,000
Miscellaneous	16,420	27,781	30,000	20,477	10,000	10,000	10,000
<b>Total current year resources</b>	<b>135,563</b>	<b>281,672</b>	<b>223,500</b>	<b>328,651</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>
<b>Total resources</b>	<b>442,273</b>	<b>281,672</b>	<b>424,000</b>	<b>1,165,609</b>	<b>640,200</b>	<b>640,200</b>	<b>640,200</b>
<b>Expenditures</b>							
Materials and services	2,224	3,551	-	-	-	-	-
Transfers	(300,000)	71,972	250,000	229,167	500,000	500,000	500,000
<b>Total expenditures</b>	<b>(297,776)</b>	<b>75,522</b>	<b>250,000</b>	<b>229,167</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
<b>Other requirements</b>							
Contingency	-	-	174,000	-	140,200	140,200	140,200
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>174,000</b>	<b>-</b>	<b>140,200</b>	<b>140,200</b>	<b>140,200</b>
<b>Total expenditures and other requirements</b>	<b>(297,776)</b>	<b>75,522</b>	<b>424,000</b>	<b>229,167</b>	<b>640,200</b>	<b>640,200</b>	<b>640,200</b>

**Financial Summary:**

<b>Financial Summary</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	433,339	206,150	(26,500)	99,484	(250,000)	(250,000)	(250,000)
Beginning fund balance	306,710	-	200,500	836,959	390,200	390,200	390,200
<b>Ending fund balance</b>	<b>740,049</b>	<b>206,150</b>	<b>174,000</b>	<b>936,443</b>	<b>140,200</b>	<b>140,200</b>	<b>140,200</b>

# WASTEWATER SDC

*This fund accounts for the collection and disbursement of Wastewater System Development Charges. SDCs are restricted for use for qualified capacity increasing wastewater system improvements and costs associated with the establishment and management of SDCs, such as professional services to prepare Master Plans and SDC studies to establish SDCs and City staff time to administer the program.*

## FY 2021-23 Budget Highlights

- ◆ Transfer \$200,000 to the Wastewater Fund for design and construction of qualified projects, namely the north urban growth boundary (UGB) sewer expansion area.

## Noteworthy Accomplishments Fiscal Biennium 2019-2021

- ✓ Transferred \$550,000 to the Wastewater Fund to help pay for the capacity increasing projects along Hwy 101 north of Munsel Lake Road and along Hwy 126 from Vine to Pier 126.



**WASTEWATER SDC SUMMARY**

**Budget:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	568,320	-	387,900	542,212	197,500	197,500	197,500
<b>Current year resources</b>							
Charges for services	139,756	342,255	214,000	542,461	360,000	360,000	360,000
Miscellaneous	7,425	23,251	15,000	9,817	4,000	4,000	4,000
<b>Total current year resources</b>	<b>147,181</b>	<b>365,505</b>	<b>229,000</b>	<b>552,278</b>	<b>364,000</b>	<b>364,000</b>	<b>364,000</b>
<b>Total resources</b>	<b>715,501</b>	<b>365,505</b>	<b>616,900</b>	<b>1,094,489</b>	<b>561,500</b>	<b>561,500</b>	<b>561,500</b>
<b>Expenditures</b>							
Materials and services	2,224	3,448	3,600	1,282	2,200	2,200	2,200
Transfers	(83,200)	757,500	550,000	525,000	200,000	200,000	200,000
<b>Total expenditures</b>	<b>(80,976)</b>	<b>760,948</b>	<b>553,600</b>	<b>526,282</b>	<b>202,200</b>	<b>202,200</b>	<b>202,200</b>
<b>Other requirements</b>							
Contingency	-	-	63,300	-	359,300	359,300	359,300
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>63,300</b>	<b>-</b>	<b>359,300</b>	<b>359,300</b>	<b>359,300</b>
<b>Total expenditures and other requirements</b>	<b>(80,976)</b>	<b>760,948</b>	<b>616,900</b>	<b>526,282</b>	<b>561,500</b>	<b>561,500</b>	<b>561,500</b>

**Financial Summary:**

Financial Summary	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	228,157	(395,443)	(324,600)	25,996	161,800	161,800	161,800
Beginning fund balance	568,320	-	387,900	542,212	197,500	197,500	197,500
<b>Ending fund balance</b>	<b>796,476</b>	<b>(395,443)</b>	<b>63,300</b>	<b>568,207</b>	<b>359,300</b>	<b>359,300</b>	<b>359,300</b>



# STORMWATER SDC

*This fund accounts for the collection and disbursement of Stormwater SDCs. SDCs are restricted for use for qualified capacity increasing system improvements and costs associated with the establishment and management of SDCs, such as professional services to prepare Master Plans and SDC studies to establish SDCs and City staff time to administer the program.*

## FY 2021-23 Budget Highlights

- ◆ Transfer \$200,000 to the Stormwater Fund for the construction of the 6th Street, Juniper to Hemlock and Hemlock to 1st Street project.

## Noteworthy Accomplishments Fiscal Biennium 2019-2021

- ✓ Transferred \$200,000 to the Stormwater Fund to help pay for the capacity increasing portion of the Coastal Highlands stormwater improvement project.



**STORMWATER SDC SUMMARY**

**Budget:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	102,616	-	178,400	335,652	389,000	389,000	389,000
<b>Current year resources</b>							
Charges for services	83,060	148,021	118,000	179,236	150,000	150,000	150,000
Miscellaneous	926	7,725	2,000	4,445	3,000	3,000	3,000
<b>Total current year resources</b>	<b>83,986</b>	<b>155,746</b>	<b>120,000</b>	<b>183,682</b>	<b>153,000</b>	<b>153,000</b>	<b>153,000</b>
<b>Total resources</b>	<b>186,602</b>	<b>155,746</b>	<b>298,400</b>	<b>519,334</b>	<b>542,000</b>	<b>542,000</b>	<b>542,000</b>
<b>Expenditures</b>							
Materials and services	890	1,332	1,000	356	1,000	1,000	1,000
Transfers	-	110,000	200,000	200,000	200,000	200,000	200,000
<b>Total expenditures</b>	<b>890</b>	<b>111,332</b>	<b>201,000</b>	<b>200,356</b>	<b>201,000</b>	<b>201,000</b>	<b>201,000</b>
<b>Other requirements</b>							
Contingency	-	-	97,400	-	341,000	341,000	341,000
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>97,400</b>	<b>-</b>	<b>341,000</b>	<b>341,000</b>	<b>341,000</b>
<b>Total expenditures and other requirements</b>	<b>890</b>	<b>111,332</b>	<b>298,400</b>	<b>200,356</b>	<b>542,000</b>	<b>542,000</b>	<b>542,000</b>

**Financial Summary:**

<b>Financial Summary</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	83,097	44,414	(81,000)	(16,674)	(48,000)	(48,000)	(48,000)
Beginning fund balance	102,616	-	178,400	335,652	389,000	389,000	389,000
<b>Ending fund balance</b>	<b>185,712</b>	<b>44,414</b>	<b>97,400</b>	<b>318,978</b>	<b>341,000</b>	<b>341,000</b>	<b>341,000</b>

## PUBLIC WORKS ADMINISTRATION

*The Public Works Administration fund accounts for costs related to the administration of all public works operations for the City. Public Works Administration is responsible for the planning, design, construction, operation, and oversight of the City's major infrastructure systems. These systems include airport, parks, streets, stormwater, wastewater, water, City facilities, and fleet operations, including assisting other departments in procuring vehicles.*

*Revenue to support Public Works Administrative services come from transfers from the various Public Works enterprise funds (airport, water, wastewater, stormwater, and streets), for services provided. In addition, with the newly created centralized Building Maintenance Division within Public Works Administration, transfers from the General Fund and the Florence Events Center (FEC) will provide funding for building maintenance activities in support of City Hall, the Justice Center, and the FEC.*

*The major cost centers for this fund include personnel, utilities for the operations center, telephone and internet expenses, general office supplies for all divisions within Public Works, vehicle maintenance for four vehicles, postage, grounds maintenance (City Hall, PW, and Justice Center), facilities maintenance including HVAC maintenance agreements for HVAC service at City Hall, FEC, Justice Center and Public Works, and maintenance agreements for copiers, iWorq, GIS, and AutoCAD software.*

*Our core values are professionalism, respect, integrity, dedication and enthusiasm. We proudly provide stewardship and professional management in maintaining and improving the infrastructure of airport, parks, streets, stormwater, wastewater, water, and city facilities, to the highest possible standards for our community. We continually look ahead to plan for and provide services that will allow the City of Florence to meet its future needs.*



## FY 2021-23 Budget Highlights

- ◆ Continued development of Public Works staffing levels.
  - The 2021-2023 biennium budget request includes the addition of 1 FTE for Facilities Maintenance. The increase of 1 FTE is necessary as Public Works becomes more involved in the cleaning and maintenance responsibilities of the Florence Events Center, as well as the post pandemic reopening of public buildings and facilities.
  - The 2021-2023 biennium budget request includes the addition of 0.5 FTE for administrative support. The increase of 0.5 FTE will provide Public Works additional support to help support the Department, as well as internal and external support to the City.
  - Reclassification of the Water/Wastewater Treatment Superintendent to Public Works Superintendent to provide additional depth in management of the department.
- ◆ Completion of 2nd equipment storage building as part of the Public Works Operations Center expansion.
- ◆ Development of a fuel farm at the Public Works Operations Center to provide fueling to City vehicle operations. This will advance emergency preparedness for the City and partner agencies to provide fueling that is backed up by emergency power generators when commercial stations are unavailable. This is contingent upon securing a State Homeland Security Grant.
- ◆ Pursue opportunities to support and install public electric vehicle (EV) charging options.
- ◆ Begin deconstruction of buildings at the old Public Works site on Spruce Street.

## Goals & Work Plan Items Fiscal Biennium 2021-23

- Deconstruction of Old Public Works site and conversion to Gallagher's Park.
- Continue Construction of Public Works Operations Center Phases 2 and 3.
- Maintain fleet vehicles at prescribed maintenance and replacement schedules.
- Review and update system development charges (SDCs) fee structure, including evaluate potential for parks SDC.
- Develop plan to market and sell FloGro not used for City projects.

## Upcoming Capital Investments

- ◆ Phase 2 & 3 of expanding the Public Works Operations Center so that all operations from the former Spruce Street site can be relocated to the Kingwood facility. Specific items include:
  - A second equipment storage building,
  - Paving of the yard, and
  - Construction of an office space in the maintenance building.
- ◆ Development of the Public Works Operations Center fuel farm to support daily operations and the Operations Center as a key location for regional emergency response.
- ◆ Purchase of a portable message reader board.
- ◆ Construction of public electric vehicle (EV) charging stations.

## Noteworthy Accomplishments Fiscal Biennium 2019-2021

- ✓ Continued development of the Public Works Operations Center.
  - Construction of a 30' x 120', 3-sided equipment storage building.
  - Installation of automatic gate openers.
- ✓ Develop the Public Works Operations Center as the City's main emergency operations center and the region's secondary emergency operation center, which included:
  - Installation of three solar/wind hybrid yard lights;
  - Purchase and installation of an emergency power generator;
  - Purchase of tables, chairs, and video conferencing equipment.
- ✓ Successfully awarded five grants:
  - State Homeland Security Grant for emergency operations enhancements at the Public Works Operations Center.
  - FAA grant for the AWOS replacement at the Florence Municipal Airport.
  - COAR grant for the AWOS replacement at the Florence Municipal Airport.
  - CARES Act grant for the Florence Municipal Airport.
  - Safe Routes to School grant for crosswalks and ADA ramp improvements along Oak Street from 21st Street to 24th Street.
- ✓ Purchase of new brush chipper.
- ✓ Purchase of quality used trommel screen.



Performance Measures:

Strategy	Measure	Actual FY 2019	Actual FY 2020	Estimated FY 2021	Projected FY 2022	Projected FY 2023
Provide professional infrastructure design and management services.	Number of capital projects managed and/or inspected	6	4	6	9	9
	Number of active development projects managed and inspected	0	2	3	3	3
	Number of pre-development applications reviewed	2	3	5	5	5
Provide outstanding GIS services to employees and citizens.	GIS Special project requests submitted and fulfilled	60	40	40	60	60
	External GIS data transfers in support of projects	2	3	2	5	5
Provide attractive, clean, safe, and well maintained facilities for the public and city employees.	Number of facility inspections performed each month	3	4	4	5	5
	Number of OSHA or safety violations reported	0	0	0	0	0
	Number of insurance claims involving City facilities	0	0	0	0	0
Maintain City's fleet of vehicles and equipment at a high quality level with minimum cost.	Number of vehicles maintained	40	45	47	48	48
	Number of heavy equipment maintained	10	11	12	13	14
	Number of hybrid/electric vehicles owned by City	3	4	5	6	7

Outcomes of Performance Measures:

<b>Meet and Anticipate the Infrastructure Needs and Goals of the City Council and our Citizens</b>	Provide a full suite of planning, design, management, and oversight for capital, public improvement, and right-of-way projects in a professional and timely manner in order to provide for a fully functioning and thriving community.
<b>Outstanding GIS Services</b>	Utilizing and providing professional GIS services to internal and external customers allow the City to professionally manage our assets and provide accurate information to our customers.
<b>Well Maintained and Safe Facilities</b>	Continuous communication with City departments and staff to assist in the evaluation of the City facilities. The minimum number of complaints and claims substantiate attractive, clean, and safe facilities exist and continue to support the safe working environment of all City employees and the public visiting City facilities.
<b>Properly Maintained City Fleet Vehicles and Equipment</b>	The City fleet of heavily-used vehicles and equipment, from SUV's to CAT930 wheel loader, all require high level of maintenance to maximize the life of the vehicle/equipment and provide reliable service. Reliability and dependability of City vehicles and equipment is critical in order to protect our valuable infrastructure and investment.

## INTERNAL SERVICES FUND | PUBLIC WORKS ADMINISTRATION

**PUBLIC WORKS ADMINISTRATION SUMMARY****Budget:**

	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	73,533	-	186,300	124,117	109,900	109,900	109,900
<b>Current year resources</b>							
Intergovernmental	-	2,500	114,100	106,476	265,400	265,400	265,400
Charges for services	-	-	2,588,100	2,425,172	2,968,500	2,968,500	2,968,500
Miscellaneous	165	82	-	11,045	-	-	-
Transfers	861,300	2,076,700	-	-	-	-	-
Debt proceeds	-	-	350,000	-	520,000	520,000	520,000
<b>Total current year resources</b>	<b>861,465</b>	<b>2,079,282</b>	<b>3,052,200</b>	<b>2,542,693</b>	<b>3,753,900</b>	<b>3,753,900</b>	<b>3,753,900</b>
<b>Total resources</b>	<b>934,998</b>	<b>2,079,282</b>	<b>3,238,500</b>	<b>2,666,811</b>	<b>3,863,800</b>	<b>3,863,800</b>	<b>3,863,800</b>
<b>Expenditures</b>							
Personnel	443,347	1,131,198	1,536,300	1,231,312	1,784,500	1,784,500	1,784,500
Materials and services	108,787	276,708	391,600	380,698	766,800	766,800	766,800
Capital outlay	1,539,094	2,266,346	700,000	494,831	770,000	770,000	770,000
Debt service	53,869	439,220	-	-	-	-	-
Transfers	-	-	439,400	420,934	477,000	477,000	477,000
<b>Total expenditures</b>	<b>2,145,096</b>	<b>4,113,472</b>	<b>3,067,300</b>	<b>2,527,775</b>	<b>3,798,300</b>	<b>3,798,300</b>	<b>3,798,300</b>
<b>Other requirements</b>							
Contingency	-	-	171,200	-	65,500	65,500	65,500
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>171,200</b>	<b>-</b>	<b>65,500</b>	<b>65,500</b>	<b>65,500</b>
<b>Total expenditures and other requirements</b>	<b>2,145,096</b>	<b>4,113,472</b>	<b>3,238,500</b>	<b>2,527,775</b>	<b>3,863,800</b>	<b>3,863,800</b>	<b>3,863,800</b>

**Financial Summary and Fund Balance Analysis:**

<b>Financial Summary</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	(1,283,631)	(2,034,190)	(15,100)	14,918	(44,400)	(44,400)	(44,400)
Beginning fund balance	73,533	-	186,300	124,117	109,900	109,900	109,900
<b>Ending fund balance</b>	<b>(1,210,099)</b>	<b>(2,034,190)</b>	<b>171,200</b>	<b>139,035</b>	<b>65,500</b>	<b>65,500</b>	<b>65,500</b>
<b>Fund Balance Analysis</b>							
	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Reserve of \$50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Fund balance above/(below)	(1,260,099)	(2,084,190)	121,200	89,035	15,500	15,500	15,500
<b>Fund balance within policy</b>	<b>N</b>	<b>N</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>

Staffing:

Position:	2016-17 Actual	2017-19 Actual	2019-21 Budget	2019-21 BTD	2021-23 Proposed	2021-23 Approved	2021-23 Adopted
Public Works Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Engineer Technician	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Assistant II	1.0	1.0	1.0	1.0	1.0	1.0	1.0
GIS Technician	1.0	-	1.0	1.0	1.0	1.0	1.0
Field Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0
W/WW Treatment Plant Superintendent	-	1.0	1.0	1.0	1.0	1.0	1.0
Building Maintenance Worker	1.0	1.0	2.0	2.0	3.0	3.0	3.0
Administrative Assistant I	-	-	-	-	0.5	0.5	0.5
<b>Total FTE's</b>	<b>6.0</b>	<b>6.0</b>	<b>8.0</b>	<b>8.0</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>



*Did you know?*

*Public Works is responsible for project planning, design, construction management, inspection and oversight for the water, wastewater, stormwater, streets, parks, and airport. Public Works employees are professional, highly trained, educated and certified in water distribution, water treatment, cross connection control, wastewater collections, wastewater treatment, pesticide/herbicide management, emergency management, and facilities and grounds maintenance.*

*Many Public Works functions, such providing clean water, require certification by the state of Oregon. The City invests in its Public Works staff by sponsoring them in continuing education and certification courses in order to meet and exceed these requirements.*

*Florence Public Works plays an integral role in emergency response efforts. The department has trained personnel and purchased equipment to carry out critical transportation and communication tasks in events such as a Cascadia Subduction Zone earthquake.*





# CAPITAL OUTLAY SCHEDULE

The following schedules summarize the various capital investments, by fund, for the 2021-23 biennium. A description of the project, funding source(s), amount, and impact on operating budget (and whether debt service is incurred) is noted.

With respect to anticipated impact on operating budget the following terms are used:

Terms Utilized	Definition
Replacement – reduced	Notes items that will be acquired to replace aging assets; operating costs are anticipated to decrease.
Limited	Items are anticipated to increase operating costs, however the impact is expected to be marginal.
Reduce(d)	Operating costs are anticipated to decrease, however, the amount is not known.
Reduced Total Costs	Costs to support the item may increase, however, staff efficiencies and other costs are anticipated to exceed additional direct costs.
Upgrade – reduced	Upgraded item – overall costs are anticipated to decline as a result of acquisition and implementation.
Modernization – nominal	Costs are anticipated to increase, however, the impact is not anticipated to be increased beyond normal inflationary adjustments.
Sustain	Improvements are part of regular maintenance program.

Where estimates of operating cost impacts have been identified, amounts have been provided. Impacts on debt service are also noted. The City-Wide Capital Outlay Summary is below. Fund level detail is found on the following pages.

<b>City-Wide Capital Outlay Summary</b>	
<b>Fund</b>	<b>Amount</b>
General Fund	968,000
9-1-1 Services Fund	260,000
American Rescue Plan Act Fund	100,000
Airport Fund	600,000
Street Fund	6,062,700
Florence Events Center Fund	1,162,000
Water Fund	3,535,000
Wastewater Fund	5,660,000
Stormwater Fund	1,910,000
Public Works Administration Fund	770,000
<b>Total City- Wide Capital</b>	<b>21,027,700</b>

## CAPITAL OUTLAY SCHEDULE

General Fund				
City Manager's Office				
Description	Funding Source	Year 1 Amount	Year 2 Amount	Impact on Operating Costs
Art Bases	Reserves	10,000	-	Limited
<b>City Manager's Office Total</b>		<b>10,000</b>	<b>-</b>	
Information Technology				
Description	Funding Source	Year 1 Amount	Year 2 Amount	Impact on Operating Costs
Cat5 Install at Justice Center for Cameras	Reserves	10,000	-	Increased Maintenance
VmWare Enterprise for Disaster Recovery	Reserves	10,000	-	Sustain
Disaster Recovery Fail-over Servers	Reserves	20,000	-	Sustain
<b>Information Technology Total</b>		<b>40,000</b>	<b>-</b>	
Public Safety				
Description	Funding Source	Year 1 Amount	Year 2 Amount	Impact on Operating Costs
Vehicles	Reserves	70,000	70,000	New - Increased Maintenance Costs
<b>Public Safety Total</b>		<b>70,000</b>	<b>70,000</b>	
Parks				
Description	Funding Source	Year 1 Amount	Year 2 Amount	Impact on Operating Costs
Replace 1984 Ford Tractor with compact John Deere	Reserves	40,000	-	Replacement - Limited
Replace Play Structure at Miller Park	Grant	100,000	-	Increased Maintenance
Replace Deck at Maple St Plaza and Update Restrooms	Reserves	30,000	-	Replacement - Limited
Singing Pines Dog Park Improvements	Donation	4,000	4,000	Limited
Replace Kubota 3080 Mower	Reserves	-	50,000	Replacement - Limited
Expand Rolling Dunes Tennis/Pickleball Courts	Grant	-	30,000	Increased Maintenance
Munsel Road Park Play Structure Replacement	Grant	-	40,000	Replacement - Limited
Purchase Property on Bay Street for Restrooms	Debt	-	130,000	~ \$10,300 per year in debt
Gallagher Park Phase 1 Expansion (incl Sidewalks on Spruce)	Debt	-	100,000	~ \$7,900 per year in debt
<b>Parks Total</b>		<b>174,000</b>	<b>354,000</b>	
Non-Departmental				
Description	Funding Source	Year 1 Amount	Year 2 Amount	Impact on Operating Costs
Entryway Welcome Signage	Debt	200,000	-	~ \$15,800 per year in debt
City Hall Staircase & Retaining Wall	Reserves	30,000	-	Sustain
Smart Boards for City Hall	Reserves	20,000	-	Increased Maintenance
<b>Non-Departmental Total</b>		<b>250,000</b>	<b>-</b>	
<b>General Fund Total</b>		<b>544,000</b>	<b>424,000</b>	
American Rescue Plan Act Fund				
Description	Funding Source	Year 1 Amount	Year 2 Amount	Impact on Operating Costs
Facilities Retrofitting for COVID	Grant	100,000	-	Replacement - Nominal
<b>American Rescue Plan Act Fund Total</b>		<b>100,000</b>	<b>-</b>	

## CAPITAL OUTLAY SCHEDULE

<b>9-1-1 Fund</b>				
<b>Description</b>	<b>Funding Source</b>	<b>Year 1 Amount</b>	<b>Year 2 Amount</b>	<b>Impact on Operating Costs</b>
Repeater for PSAP - replacement	Reserves/Grant	260,000	-	Replacement - Nominal
<b>9-1-1 Fund Total</b>		<b>260,000</b>	<b>-</b>	
<b>Events Center Fund</b>				
<b>Description</b>	<b>Funding Source</b>	<b>Year 1 Amount</b>	<b>Year 2 Amount</b>	<b>Impact on Operating Costs</b>
Events Center Expansion A/E	Debt	600,000	-	~ \$47,500 per year in debt
South Lot Sealing	Reserves	15,000	-	Sustain
Exterior Office HVAC Unit Replacement	Reserves	15,000	-	Replacement - Reduced Maintenance Costs
North Parking Lot Development	Debt	-	450,000	~ \$35,600 per year in debt
Flat Floor and Lobby Replacement	Debt	-	50,000	~ \$4,000 per year in debt
Orchestra Pit Cover Replacement	Debt	-	32,000	~ \$2,500 per year in debt
<b>Events Center Fund Total</b>		<b>630,000</b>	<b>532,000</b>	
<b>Street Fund</b>				
<b>Description</b>	<b>Funding Source</b>	<b>Year 1 Amount</b>	<b>Year 2 Amount</b>	<b>Impact on Operating Costs</b>
Replace Backhoe	Debt	100,000	-	~ \$7,900 per year in debt
Chip/fog Seal	Rates	100,000	100,000	Sustain
Sidewalk/ADA Program	Rates	50,000	-	Sustain
9th Street Preservation Project	Debt	350,000	-	~ \$27,700 per year in debt
Rhododendron Drive - Wildwinds to 35th	Debt	3,500,000	-	~ \$277,000 per year in debt
Safe Routes to Schools - Oak Street Ramps & Crosswalks	Grant/Rates	550,000	-	Sustain
Siuslaw Estuary Trail, Phase 1	Debt	250,000	-	~ \$19,800 per year in debt
10/12 Yard Dump Truck Replacement and Low Boy Trailer	Debt	-	210,000	~ \$16,600 per year in debt
Summer 2022 Street Preservation	Debt	-	500,000	~ \$39,600 per year in debt
Rhododendron Drive Multi-use Path - 35th to North Jetty Rd	Debt	-	250,000	~ \$19,800 per year in debt
Bike Rest Stop Area - NW Corner Siuslaw River Bridge/US 101	Debt	-	102,700	~ \$8.100 per year in debt
<b>Street Fund Total</b>		<b>4,900,000</b>	<b>1,162,700</b>	
<b>Water Fund</b>				
<b>Description</b>	<b>Funding Source</b>	<b>Year 1 Amount</b>	<b>Year 2 Amount</b>	<b>Impact on Operating Costs</b>
Portable Flow Meter for Calibrating Large Meters	Rates	15,000	-	New - Increased Maintenance Costs
SCADA Computer Replacement	Rates	15,000	-	Replacement - Limited
Water Plant Office Expansion	Rates/Debt	50,000	300,000	~ \$27,700 per year in debt
Well Rehab - Wells 1, 3a and 9	Rates	75,000	75,000	Sustain
31st Street Reservoir Site Retaining Wall Install	Rates	40,000	-	Sustain
Reservoir Asset Management Program	Rates	250,000	250,000	New - Limited
9th Street Water Main Replacement	Debt	400,000	-	~ \$31,700 per year in debt
Greentrees Master Meter Replacement	Rates	150,000	-	Sustain
Well 14 Development	Debt	125,000	250,000	~ \$29,700 per year in debt
9th Street Water Main Installation (Increase Capacity)	Debt	1,100,000	-	~ \$87,100 per year in debt
Manlift Purchase	Rates	-	40,000	New - Increased Maintenance Costs
Old Line Replacement (12-inch Wellfield and Old Town)	Debt	-	300,000	~ \$23,800 per year in debt
16-inch Water Line from WTP to Spruce Street	Debt	-	100,000	~ \$7,900 per year in debt
<b>Water Fund Total</b>		<b>2,220,000</b>	<b>1,315,000</b>	

## CAPITAL OUTLAY SCHEDULE

Wastewater Fund				
Description	Funding Source	Year 1 Amount	Year 2 Amount	Impact on Operating Costs
Air Handling Units for Various WWTP Buildings	Rates	30,000	15,000	Upgrade - Reduced
Fencing at WWTP	Rates	15,000	-	New - Limited
Fumehood Replacement in WWTP Lab	Rates	20,000	-	Replacement - Reduced
Headworks Concrete Restoration	Rates	75,000	-	Sustain
Equipment Storage Building	Debt	100,000	-	~ \$7,900 per year in debt
Install Screw Press	Debt	-	200,000	~ \$15,800 per year in debt
Replace Combination Sewer Cleaner	Debt	500,000	-	~ \$39,600 per year in debt
Replace 15 kW Generator	Rates	20,000	-	Replacement - Reduced
Collections Service Truck Replacement	Rates	65,000	-	Replacement - Limited
Trommel Screen - Screen Replacement	Rates	10,000	-	Replacement - Limited
Pump Station Rehab	Rates/Debt	100,000	800,000	~ \$71,300 per year in debt
Replace Gravity Sewer - 35th to Siuslaw Village PS	Debt	500,000	-	~ \$39,600 per year in debt
North UGB Sewer Expansion	Debt	500,000	750,000	~ \$99,000 per year in debt
UV System Replacement/Upgrade	Debt	250,000	1,050,000	~ \$103,000 per year in debt
Plant CMU Wall Sealing Project	Rates	-	60,000	Sustain
Blower Replacement Phase 2	Debt	-	350,000	~ \$27,700 per year in debt
Track Steer Replacement	Rates	-	75,000	Replacement - Reduced
Kuhn Mixer	Rates	-	75,000	New - Increased Maintenance Costs
Old Line Replacement (Engineering Only)	Rates	-	100,000	Sustain
<b>Wastewater Fund Total</b>		<b>2,185,000</b>	<b>3,475,000</b>	
Stormwater Fund				
Description	Funding Source	Year 1 Amount	Year 2 Amount	Impact on Operating Costs
Sweeper Decant Station	Rates	40,000	40,000	New - Increased Maintenance Costs
2nd Street - Kingwood to Ivy	Debt	400,000	-	~ \$31,700 per year in debt
Culvert Repair - Slip Lining of Culvert on Spruce at 12th	Debt	145,000	-	~ \$11,500 per year in debt
Nopal - 1st Street to 2nd Street	Debt	45,000	200,000	~ \$19,400 per year in debt
Ditching Westside of Spruce from Munsel Lake Rd to 52nd St	Rates	40,000	-	Sustain
6th Street - Juniper to Hemlock to 1st	Debt	-	1,000,000	~ \$79,200 per year in debt
<b>Stormwater Fund Total</b>		<b>670,000</b>	<b>1,240,000</b>	
Airport Fund				
Description	Funding Source	Year 1 Amount	Year 2 Amount	Impact on Operating Costs
AWOS Replacement	Grant	390,000	-	Sustain
Airport Gateway Memorial Project	Grant	25,000	50,000	Sustain
Engineering - Paving of Taxi Lanes, Sealing Taxiway and Apron	Debt	-	135,000	~ \$10,700 per year in debt
<b>Airport Fund Total</b>		<b>415,000</b>	<b>185,000</b>	
Public Works Admin Fund				
Description	Funding Source	Year 1 Amount	Year 2 Amount	Impact on Operating Costs
2nd Equipment Building and Office Expansion	Debt	300,000	-	~ \$23,800 per year in debt
Begin Deconstruction of Buildings at Old PW on Spruce	Debt	50,000	50,000	~ \$7,900 per year in debt
Electric Vehicle Charging Station	Reserves	25,000	25,000	New - Increased Maintenance Costs
Portable Message/Reader Board	Reserves	20,000	-	New - Increased Maintenance Costs
Fuel Farm Development	Grant/Debt	-	300,000	~ \$4,000 per year in debt
<b>Pubic Works Admin Fund Total</b>		<b>395,000</b>	<b>375,000</b>	
<b>Total City-Wide Capital</b>		<b>\$ 12,319,000</b>	<b>\$ 8,708,700</b>	

# DEBT SCHEDULE

The debt schedules below reflect total outstanding debt of the City and its urban renewal agency (Florence Urban Renewal Agency) as of June 30, 2021 and projected through June 30, 2026.

The City is well below its statutory debt authority of three percent (3.0%) of real market value, or \$49,471,456 (0.03 \* \$1,649,048,531) for net debt, i.e., debt that does not have an identified source of repayment such as general obligation debt, and full faith and credit debt not secured by utility fees or other dedicated sources of funding. The debt subject to the limitation is noted below in bold italics text, and totals less than \$3,392,200 (only the General Fund portion of debt noted is subject to the limitation).

## Summary of Existing Debt Issued and Balance June 30, 2021

Description	Fund(s)	Original Amount	Payment FY 2022	Interest Rate	Balance June 30, 2021
<b>Existing Obligations</b>					
GO Bonds	GO Debt	1,476,848	167,557	2.11%	164,094
LOCAP 2011	Gen/St/W/WW	1,245,000	91,841	3.0% - 4.6%	735,000
LID 2010 (Spruce)	LID	1,478,000	107,753	1.9% - 4.5%	970,000
FFCO 2010B	Gen/WW/SW	8,750,000	124,200	2.5% - 4.0%	800,000
OBDD SPW	WW	657,057	40,508	2.0 - 4.0%	416,276
CWSRF	WW	4,923,260	255,657	0.50%	2,901,064
FFCO 2016 (10 yr) - Banner	Street	1,300,000	150,984	2.92%	761,105
FFCO 2016 (20 yr) - Banner	St/W/FURA	8,500,000	565,662	2.92%	6,989,738
FFCO 2017 (20 yr) - Banner	Gen	3,395,000	236,032	3.50%	2,928,175
Banner Bank (20 yr) - Tax Exempt BQ	FURA	3,150,000	214,274	3.45%	2,890,772
Banner Bank (5 yr) - Taxable	FURA	150,000	7,950	5.30%	150,000
<b>Total City Debt</b>		<b>35,025,165</b>	<b>1,962,418</b>		<b>19,706,224</b>
Population					8,925
<b>Debt per Capita</b>					<b>2,208</b>

DEBT SCHEDULE

**Summary of Existing Debt and Proposed Debt  
Fiscal Year 2021-2026**

Description	Fund(s)	Outstanding Balance June 30,					
		2021	2022	2023	2024	2025	2026
<b>Existing Obligations</b>							
GO Bonds	GO Debt	164,094	-	-	-	-	-
LOCAP 2011	Gen/St/W/WW	735,000	675,000	610,000	545,000	475,000	405,000
LID 2010 (Spruce)	LID	970,000	900,000	825,000	745,000	660,000	570,000
FFCO 2010B	Gen/WW/SW	800,000	735,000	665,000	590,000	515,000	440,000
OBDD SPW	WW	416,276	391,916	367,425	337,794	307,978	277,969
CWSRF	WW	2,901,064	2,659,308	2,417,552	2,175,796	1,934,040	1,692,284
FFCO 2016 (10 yr) - Banner	Street	761,105	631,706	498,448	361,251	219,927	74,338
FFCO 2016 (20 yr) - Banner	Street/W/FURA	6,989,738	6,628,367	6,256,219	5,873,463	5,478,799	5,072,365
FFCO 2017 (20 yr) - Banner	Gen	2,928,175	2,794,886	2,656,825	2,514,073	2,365,959	2,212,542
Banner Bank (20 yr) - Tax Exempt BQ	FURA	2,890,772	2,770,912	2,647,065	2,519,096	2,386,870	2,250,245
Banner Bank (5 yr) - Taxable	FURA	150,000	150,000	150,000	150,000	-	-
<b>Total City Debt</b>		<b>19,706,224</b>	<b>18,337,095</b>	<b>17,093,534</b>	<b>15,811,473</b>	<b>14,343,573</b>	<b>12,994,743</b>
Population	assumes 1% annual increase	8,925	9,014	9,104	9,195	9,287	9,380
<b>Debt per Capita</b>		<b>2,208</b>	<b>2,034</b>	<b>1,878</b>	<b>1,719</b>	<b>1,544</b>	<b>1,385</b>
<b>Proposed Debt</b>							
General Fund			360,000	345,000	704,995	704,987	704,972
Street			1,150,000	1,350,000	2,499,984	2,499,954	2,499,902
Water			80,000	1,600,000	1,679,989	1,679,969	1,679,934
Wastewater			310,000	2,300,000	2,609,983	2,609,952	2,609,897
Stormwater			840,000	-	839,995	839,985	839,967
FEC			1,200,000	-	1,199,992	1,199,978	1,199,953
PW Administration			395,000	125,000	519,997	519,991	519,980
<b>Total Proposed Debt</b>			<b>4,335,000</b>	<b>5,720,000</b>	<b>10,054,935</b>	<b>10,054,816</b>	<b>10,054,605</b>
<b>Total Debt</b>		<b>19,706,224</b>	<b>22,672,095</b>	<b>22,813,534</b>	<b>25,866,408</b>	<b>24,398,389</b>	<b>23,049,348</b>
<b>Debt per Capita</b>		<b>2,208</b>	<b>2,515</b>	<b>2,506</b>	<b>2,813</b>	<b>2,627</b>	<b>2,457</b>
Excluding FURA Debt		6,083,405	5,806,240	5,520,397	5,225,814	4,771,791	4,458,245
<b>Net City Debt</b>		<b>13,622,819</b>	<b>16,865,855</b>	<b>17,293,137</b>	<b>20,640,594</b>	<b>19,626,598</b>	<b>18,591,103</b>
<b>Net City Debt per Capita</b>		<b>1,526</b>	<b>1,871</b>	<b>1,899</b>	<b>2,245</b>	<b>2,113</b>	<b>1,982</b>



# City Work Plan

2021-2023

**TABLE OF CONTENTS**

**City of Florence at a Glance** ..... 3

**City Services** ..... 4

**Work Plan Purpose** ..... 5

**Work Plan Development** ..... 6

**Understanding the Work Plan** ..... 7

**2021-2023 Work Plan Items**

    General Items ..... 8

    Council, Committee, Commission, & Board Management ..... 9

    Community Outreach & Communications ..... 10

    Housing Efforts & Initiatives ..... 11

    Family Wage Jobs & Workforce Development ..... 13

    Community Beautification & Aesthetics ..... 15

    Florence Events Center ..... 16

    Public Safety ..... 17

    Financial Processes & Transparency ..... 19

    Internal City Processes & Procedures ..... 20

    Infrastructure & Capital Improvements ..... 21

    Sustainability & Conservation ..... 25

    Transportation ..... 26

    Urban Renewal Agency Support ..... 27



**CITY OF FLORENCE AT A GLANCE**

**Florence City Council**

Member	Term Expiration
Mayor Joe Henry	December 2022
Council President Woody Woodbury	December 2022
Council Vice President Sally Wantz	December 2024
Councilor Bill Meyer	December 2024
Councilor Maggie Wisniewski	December 2022

**Management Team**

City Manager	Erin Reynolds
Assistant City Manager & Public Information Officer	Megan Messmer
Administrative Services Director	Anne Baker
City Recorder & Economic Development Coordinator	Kelli Weese
Planning Director	Wendy FarleyCampbell
Police Chief	Tom Turner
Public Works Director	Mike Miller

**About the Work Plan**

The City of Florence 2021-2023 Work Plan is developed based on the City’s mission and goals as outlined under “Work Plan Purpose.” These goals represent the City’s areas of focus for the City moving forward toward the City’s mission and were ratified by the City Council in early 2021.

The Work Plan includes projects the City intends to undertake during the 2021-2023 biennium, on behalf of its residents, to address objectives of the City related to the City’s goals.

The Work Plan serves as the foundation for preparing the biennial budget. The items outlined reflect the City’s commitment to the vision of Florence as Oregon’s Premier Coastal Community.

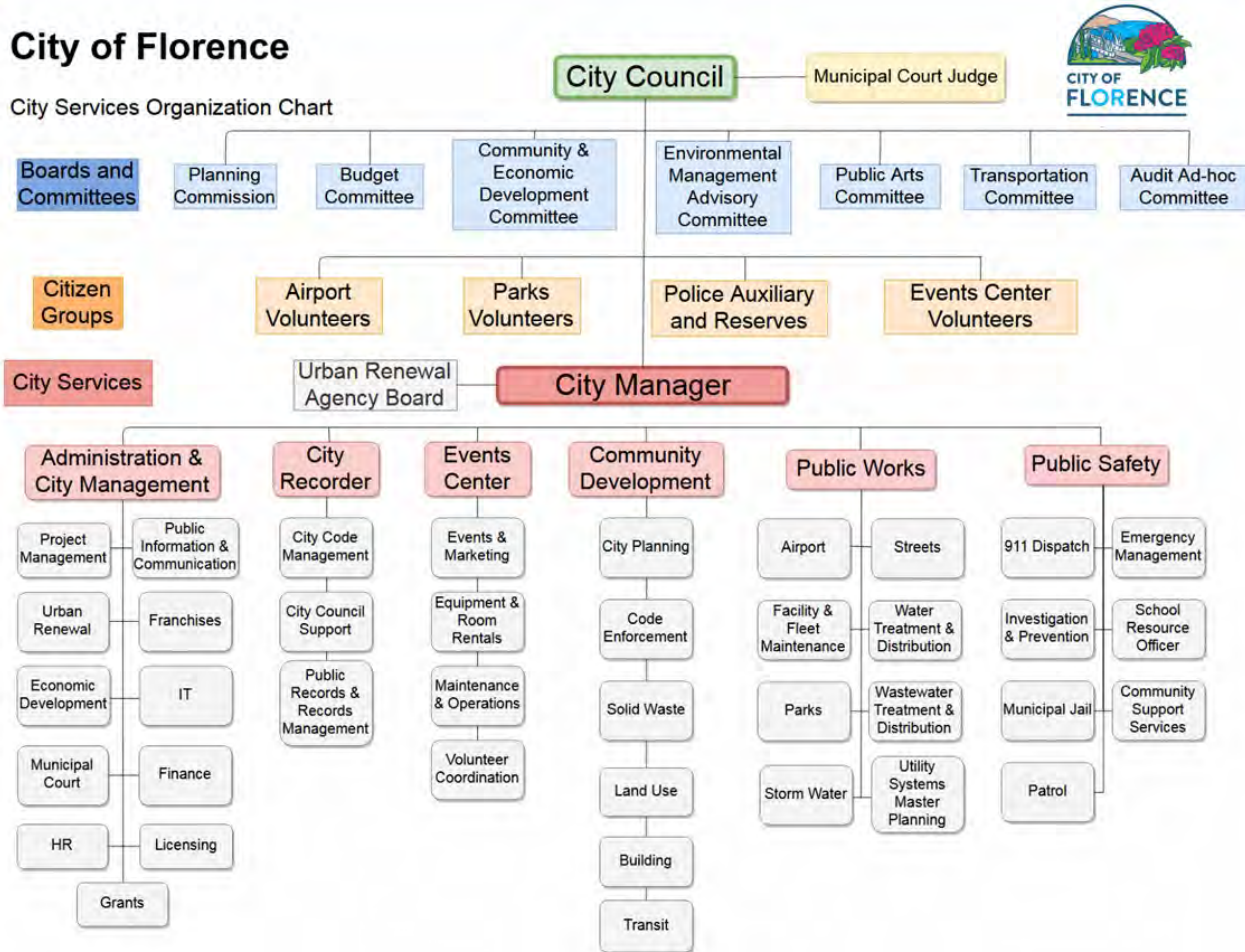
The Work Plan is intended to be a living document. The objectives and tasks are dynamic and should be modified periodically to ensure that the goals, vision, and mission of the City are being met. New items may be added, and items may be removed, as deemed appropriate by the City Council.

The City also carries out general day-to-day operations in providing City services to residents. Those items are not necessarily outlined in the Work Plan, but are a large part of the work performed by City staff. The City Services Organizational Chart is available on the following page and outlines the general services that are provide by the City.

CITY SERVICES

City of Florence

City Services Organization Chart



The City of Florence City Services Organizational Chart represents the structure of the City services provided to the residents and visitors of Florence. This chart includes the elected and appointed officials, boards and committees, citizen groups, and city services provided by staff and contractors.

The services outlined above are comprehensive and represent the majority of the work performed by the City related to day-to-day operations and management of the City of Florence. Each general category of services does include many elements that make up providing those services to the community. While comprehensive, there may be services or activities not outlined in the chart due to the dynamic and diverse requirements of City operations and responsibilities.

For further detail on City services, please contact the City of Florence at 541-997-3437 or view our departmental pages on the City website at [www.ci.florence.or.us](http://www.ci.florence.or.us).



**WORK PLAN PURPOSE**

The City of Florence’s 2021-2023 Work Plan identifies the priority projects and activities for the biennium. The City’s Mission and Goals are the foundation for the Work Plan and each item supports at least one goal. The City’s Biennial Budget is developed based on the adopted Work Plan for the biennium. The Work Plan provides a road map for work to initiated during the biennium.

The Work Plan includes plans and projects that address important issues related to residential growth, economic development, adding family-wage jobs, maintaining and enhancing the City’s services and infrastructure, improving community trust and communications, and monitoring areas for improvement to our City Code and services.

**Mission**

“The Mission of the City of Florence is 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.”



## WORK PLAN DEVELOPMENT

The City of Florence 2021-2023 Work Plan incorporates input and direction from Council throughout the year. City staff will build the 2021-23 biennial budget based on the direction from the City Work Plan. Each year, the City Council's annual work plan sessions provide an opportunity to revisit the high-level goals and identify key strategies, action items, and projects to be undertaken by the organization to help move the City forward towards those goals.

In early 2021, the City Council had several work sessions to review the progress made on items outlined in the 2019-2021 Work Plan and to review proposal for the upcoming biennium. During those sessions, members of the City Council discussed the various items and determined whether they would be included in the 2021-2023 Work Plan. Items of discussion during those work sessions came from staff as either carryover from the previous biennium or new items, items based on community input, items that are needed due to regulatory agency mandates, items from the various commissions and committees, and items presented by individual members of the City Council. It was also during those work sessions that the City Council reaffirmed the five City Goals, which included updates to the descriptive wording.

The City of Florence 2021-2023 Work Plan was adopted by the Florence City Council at their regular meeting on April 19, 2021, via Resolution No. 14, Series 2021.

### WHERE DO WORK PLAN ITEMS ORIGINATE?



## UNDERSTANDING THE WORK PLAN

The Work Plan is comprised of a variety of items outside of the day-to-day operations of the City. There are several types of items and actions included within the Work Plan, which all include a process for completion. These items are those that the City Council and staff plan to work on throughout the two year biennium. An explanation of the types of items and what that means for process is below.



### Types of Work Plan Items:

**Capital Projects and Expenditures** — This includes items such as construction projects and large purchases. The City operates within our adopted fiscal and purchasing policies. Construction projects go through several phases of planning, design, and approval before physical construction begins. For large purchases, the City utilizes public competitive bidding processes.



**City Code Updates** — Proposals to update sections of the City Code indicate that those are items the City wishes to review and consider over the biennium. That consideration involves discussion of why updates are needed, options to consider, proposed updates, public input and hearings, and other processes involved in updating City Code. Any proposed code language would be developed during those processes.



**Policy Direction** — These items are questions or new items that the City Council will review and discuss during the biennium to develop policy direction on based on information presented by City staff, volunteers, and/or stakeholders. The policy direction will guide City staff and operations in future activities and actions.



**Other Items** — The Work Plan also includes many items that do not necessarily fall into one of the above categories. These items will include public processes as needed.

## 2021-2023 WORK PLAN ITEMS

### GENERAL ITEMS

#### General City-Wide Items

- Objective Evaluate impacts of 2020 Census on City service levels, long-term plans, and other population dependent items.
  - Task Monitor city population and state ORS for needed actions to comply with new rules related to housing and other land use related statutes.
- Objective Evaluate current and potential updates to operating models of the Florence Senior Center to improve service delivery.
- Objective Evaluate and represent the City for future development opportunities on City owned properties.
- Objective Look at opportunities for Old Town Fire Station relocation and adding amenities such as parking and restrooms.
- Objective Review and update SDC fee structure.
  - Task Evaluate current streets SDCs and update the methodology to address development needs.
  - Task Analyze and evaluate the potential for a parks SDC to enhance the park network as growth occurs
- Objective Review the City's Public City Facilities Code of Conduct Policy and update if needed.

#### City Licensing

- Objective Reassess and update the City's various licensing where appropriate.
- Objective Development of public space reservation and use policies and procedures, to include new facility at Miller Park.

#### Land Use Housekeeping Amendments

- Objective Perform general housekeeping updates to Titles 10 and 11.
  - Task Revisit Phase 1-Residential housing code update to address inconsistencies and go-backs.
- Objective Work with State of Oregon to identify and pursue a path to update the Florence Realization 2020 Comprehensive Plan consistent with state requirements and community needs.
- Objective Identify and create industrial building architectural standards for various building types.
- Objective Identify and create vegetation preservation opportunities such as greenbelts and setbacks.
- Objective Review commercial districts use codes for opportunities to improve readability and use such as reducing use lists, addressing on-site outdoor cafes, and neighborhood commercial use.
- Objective Consider reintroducing compact standards and create consistency in ADA dimensions.
- Objective Update the Stormwater Design Manual by evaluating Portland's (the basis for Florence') and applying as reasonable their recent changes such as reduced planting density and setbacks clarity.
- Objective Review Sign Code.

## 2021-2023 WORK PLAN ITEMS

### COUNCIL, COMMITTEE, COMMISSION, & BOARD MANAGEMENT

#### City Committees & Commission Coordination

**Objective** Implement updated City Committee & Commission Policy Manual.

*Task* Ensure committee/commission volunteers are appointed and trained for posts for city processes, public meetings law and Oregon government ethics laws.

*Task* Improve communication between City Council and committees via monthly reports, ex-officio memberships, committee work plan approvals, and committee work sessions for input into the City work plan.

*Task* Review the City Committee appointment timelines, including annual appointments and mid-year appointments, to better align with the fiscal year, rather than calendar year.

*Task* Review the City Committee timing for work plan recommendations to better align with the fiscal year, rather than calendar year.

*Task* Incorporate the City's ethics policies into the City Committee & Commission Policy Manual.

*Task* Incorporate the City's social media policy and other communications policies into the City Committee & Commission Policy Manual.

**Objective** Ensure Committee & Commission effectiveness in supporting Council Goals & Work Plan.

*Task* Evaluate Committee's work plan recommendations in context of overall City work plan objectives.

**Objective** Add Planning Commission members as ex-officio on other committees and include on land use related sub-committees and ad-hoc committees.

**Objective** Support the City Committees in utilizing sub-committees to address topics related to the work of the various committees per the City Committee & Commission Policy Manual.

#### Public Meetings

**Objective** Evaluate COVID-19 Temporary Public Meeting policies as move toward in-house and/or hybrid public meetings.

## 2021-2023 WORK PLAN ITEMS

### COMMUNITY OUTREACH & COMMUNICATIONS

#### Citizen Participation

- Objective Development and implementation of Citizen’s Academy.
- Objective Continued participation and development of community activities such as Public Works, City Day, City Block Party, and National Night Out.
- Objective Implementation of a community attitudes survey.
- Objective Provide support for community holiday lighting program.

#### Communication Guidelines

- Objective Development of a City-wide communications and style guide.
  - Task Develop communications templates and procedures.
  - Task Define how information is shared externally to provide consistency across the organization.
  - Task Implementation of communications procedures across organization, including updating of current policies.
  - Task Development of City-Wide Procedures for Public Input Collection & Information Sharing.

#### Community Designations & Awards

- Objective Tree City USA Designation.
  - Task Work with EMAC on plan to maintain status.
- Objective Coast Guard City Renewal.

#### News & Media

- Objective Monthly distribution of City Newsletter.
- Objective Distribution of news items to local and regional media outlets, including recurring radio interviews, etc.
- Objective Development of informational videos to add to the City’s video library.
- Objective Continue outreach on the City’s social media platforms to provide City news and updates.
- Objective Develop City Communications Policy.

#### Website

- Objective Continue to improve the City’s website and the information available.



2021-2023 WORK PLAN ITEMS

HOUSING EFFORTS & INITIATIVES

**Development Regulations**

- Objective Update Comprehensive Plan and Zoning Maps in support of housing and economic opportunities analysis completed in 2018.
- Objective Residential Code Updates, Phase 2—Short Term Rentals, transitional, RV/MFH parks, special needs housing, emergency housing.
  - Task Evaluate and amend short term rental policies to ensure adequate housing supply for workforce.
- Objective Encourage rehabilitation of housing stock through incentives and code updates.

**Housing Development**

- Objective Support community partners in development of workforce and affordable housing.
  - Task Support DevNW with development of Airport Road site.
  - Task Support other non-profit efforts to provide additional workforce/affordable housing.
- Objective Evaluate the City’s role and participation in workforce housing development projects, including land and grant funding assistance.
- Objective Coordinate with major local employers in efforts to develop and support affordable housing for their workforce.
- Objective Explore options for accommodating transitional housing and make necessary code updates.
- Objective Work with community partners to promote resources to address community concerns for the housing insecure populations.
  - Task Support community organizations such as First Step and Florence Emergency Cold Weather Shelter through statements of support and review opportunities for financial assistance as necessary.
- Objective Develop marketing programs that promote SDC program and ADU program to continue to support more “missing middle” housing being built in the City.
- Objective Builder’s Forums and Frequently Asked Questions – Support staff in developing events and literature that would allow builders and developers in Florence to ask questions and learn more.
- Objective Florence Rental Housing Market Study – Collect information from local rental properties about the rental market in Florence to provide information for future builders and grant opportunities.



## 2021-2023 WORK PLAN ITEMS

### HOUSING EFFORTS & INITIATIVES CONTINUED

#### Financial Incentives

- Objective Evaluate options and long-term financial sustainability for financial incentives to promote workforce housing development.
  - Task Evaluate opportunities for implementing property tax exemptions for workforce housing projects.
  - Task Evaluate other public funding and incentives mechanisms as appropriate.
- Objective Identify and explore implementation of affordable housing incentives such as transfer of development rights, density bonuses, tax exemptions, parking reductions, and construction excise tax (CET).
- Objective Evaluate opportunities for incentives related to development of apartment buildings and other multifamily rental housing options.

#### Infrastructure

- Objective Complete utility infrastructure expansion projects along transportation corridors to promote development opportunities.
  - Task Continue considerations of Hwy 126 Water & Sewer Extension, Phase 2 as opportunities arise.
- Objective Prioritize capital improvements for affordable housing projects.
- Objective Partner with CLPUD to explore opportunity to add LED street lighting.

## 2021-2023 WORK PLAN ITEMS

### FAMILY WAGE JOBS & WORKFORCE DEVELOPMENT

#### Business Retention & Expansion

- Objective Develop a business retention & expansion program in coordination with community partners.
  - Task Develop and implement annual business survey.
  - Task Follow up with business survey submittals on business needs in the community.
  - Task Complete Action Planning step with Rural Development Initiatives (RDI).
- Objective Continue to improve business communication and outreach.
  - Task Continue to monitor new business licenses & perform outreach.
- Objective Work with area partners to improve business financial and technology literacy.
- Objective Continue to support recovery through COVID-19 pandemic including researching, applying, and marketing business funding methods as available.
- Objective Continue to implement business support programs through COVID-19 recovery.

#### Tourism Promotion

- Objective Evaluate tourism and marketing efforts.
  - Task Review and update of destination marketing agreement.
  - Task Review and update of visitor information center and visitor experience contract.
  - Task Review Transient Room Tax (TRT) allocation methodology.
  - Task Support efforts of tourism marketing agencies including, but not limited to Travel Oregon, Travel Lane County, Oregon Coast Visitor's Association, and the Florence Area Chamber of Commerce.
- Objective Continue to support community driven efforts toward public space beautification, recreational opportunities, and culture.
- Objective Conduct parking analysis and consider amendments to parking requirements in Old Town.
  - Task Consider supporting efforts to research and determine whether to conduct a parking analysis and take steps for parking management in Old Town.
  - Task Work with Old Town businesses on potential strategies for parking management.

#### Marketing & Recruitment

- Objective Expand marketing for the Pacific View Business Park to help promote development.
  - Task Evaluate methods to streamline the purchasing process for lots owned by the City.
  - Task Coordinate with Business Oregon, Lane County and the South Coast Development Council for out of area marketing.
- Objective Renew City's Enterprise Zone program.

## 2021-2023 WORK PLAN ITEMS

### FAMILY WAGE JOBS & WORKFORCE DEVELOPMENT CONTINUED

#### Entrepreneurship & Innovation

- Objective Continue to support the Regional Accelerator & Innovation Network (RAIN), Small Business Development Center (SBDC), and Florence Area Chamber of Commerce entrepreneurship programs.
  - Task Assist in marketing entrepreneurship events and trainings.
  - Task Provide support to business and potential business participants as necessary.
  - Task Support and advance efforts to obtain additional funding and incentives for entrepreneurship programs through grants or statewide funding initiatives, as well as support of local programs.
- Objective Conduct feasibility study for redevelopment of key sites for public/private development ‘incubator’ and ‘makers spaces.’

#### Education & Workforce

- Objective Support entities that provide education, workforce training, apprenticeship, and/or internship opportunities to local students and residents.
  - Task Work with partner agencies to develop tools for student and teacher workforce training, apprenticeships and/or internships.
- Objective Support efforts for promotion of remote workforce in conjunction with economic development partners.
- Objective Work in conjunction with Lane Community College to implement Community Development Block Grant funded Environmental Services program scholarship program.
- Objective Work with Connected Lane County to recruit and manage businesses to participate in virtual information interviews, virtual business tours, and other career discovery programs.
- Objective Virtual Worker Recruitment programs – research and implement virtual worker programs, drawing workers that are now working virtually due to the COVID-19 pandemic.
- Objective Work with City Staff and organizations such as South Coast Development Council and Business Oregon to support businesses looking to locate to Florence.
- Objective Support entities and work with partner agencies to continue development of childcare and early learning availability.

#### Economic Development Program Structure

- Objective Develop long term staffing plan for economic development efforts.
- Objective Leverage resources by maintaining partnerships with regional agencies.

**2021-2023 WORK PLAN ITEMS**

**COMMUNITY BEAUTIFICATION & AESTHETICS**

**Community Gateway Signage**

Objective Develop welcoming gateway signage (N,S,E).

**Landscaping & Lighting**

Objective Improve Curb Appeal and protect natural areas from weed encroachment.

Task Support the Environmental Management Advisory Committee to update vegetation preservation city code to eliminate inconsistencies and reflect current community quality of life goals.

Task Create and implement a noxious weed control program to educate the public, eradicate problem areas and recognize business, group and individual positive efforts.

Objective Research industry standard parking lot lighting level standards and revise lighting code to ensure safety and improve quality of life.

**Public Art Program**

Objective Discuss and consider amendments to the process for acquisition of public art and the role & responsibilities of the Public Arts Committee through review of the Public Art Guidelines (Resolution No. 4, Series 2016) and the Public Arts Committee duties per FCC 2-4.

Objective Art Exposed Program, including rotating art, marketing pieces for sale, and identifying additional locations.

Objective Public/Private Partnership Program - Determine viability of the development of a private property art program and match program.

Objective Public Outreach and Marketing of Public Art Program.

Objective Prepare for next public art projects and long-term objectives/strategies.

Task Perform public outreach on interest in public art program and art types.

Task Master Plan – Prepare comprehensive, long-term plan for the City’s Public Art program and sustainable funding avenues for Council consideration.

Objective Determine viability of the development of a private property mural program/match program.

Objective Consider opportunities for sustainable funding as led by PAC volunteers.

Objective Installation of purchased art pieces currently in storage.

Objective Art Quest – Prepare and market a quest (scavenger hunt) for the Oregon Sea Quest program through Oregon State University.

Objective Art Inventory and Maintenance Planning.

Objective Featured Pieces – Determine funding strategy, timeline, and installation of sculptures within the ReVision Florence streetscape project and larger Florence area.

Objective Mural Code Updates – Work with City Council and legal counsel to make the mural code easier, cheaper, and more accessible to the community.

Objective Indoor Public Spaces Program – research and create program to install art inside local public buildings.

Objective Support of community art programs, including community events, local Florence arts programs, and other programs.



## 2021-2023 WORK PLAN ITEMS

### FLORENCE EVENTS CENTER

#### Event & Marketing Management

- Objective Continue to develop and pursue sustainable funding options.
  - Task Increase number of conferences & events.
  - Task Develop and implement an endowment program.
  - Task Work to book bigger name acts with consideration to risk vs. benefit, including FEC sponsored events.
- Objective Continual improvement to marketing efforts, including adapting to various methods.
  - Task Refresh FEC branding, including logo and website.
  - Task Evaluate and expand marketing efforts.
- Objective Friends of the Florence Events Center & Volunteer recruitment.
  - Task Improve volunteer procurement and management.
  - Task Support fundraising events presented by Friends of the FEC.
- Objective Plan for 25th Anniversary Celebration.

#### Operations & Facility Management

- Objective Improve Florence Events Center Facility and Operations.
  - Task Review and update FEC policies and procedures.
  - Task Evaluate staffing structure.
  - Task Reimplement catering services due to COVID closure.
  - Task Implementation of new and updated software solutions.
  - Task Implement virtual service delivery options.
  - Task Implementation of COVID-19 related safety protocols.
- Objective Development of plan for facility expansion and update, including the incorporation of the North lot.
- Objective Continue to maintain and improve the FEC facility.
  - Task Implement a routine maintenance schedule and monitoring for routine items.
  - Task Increase east parking lot lighting.

**2021-2023 WORK PLAN ITEMS**

**PUBLIC SAFETY**

**Police, Dispatch, & Corrections**

- Objective Continue to implement community policing best practices and enhance community policing programs/ outreach.
- Task Develop permanent funding for School Resource Officer.
- Task Expand community support through National Night Out.
- Task Continue to implement and expand the Auxiliary and Reserve Officer programs.
- Objective Continue to implement proven best practices for public safety agencies regarding homelessness, drug usage, mental illness, and other social concerns and support non-profit and government partners in community driven approaches.
- Task Continue de-escalation and Crisis Intervention Training (CIT).
- Task Expand use of the Mobile Crisis Response (MCR) program.
- Task Evaluate the City’s ability to assist in sustainable funding for the Mobile Crisis Response Program.
- Task Continue to implement best practices for addressing the needs of vulnerable and underrepresented populations with compassion, including utilizing programs with our partner agencies.
- Objective Maintain Compliance with Criminal Justice Information Services (CJIS) and Federal Crime Reporting.
- Task Complete Oregon national incident-based reporting system (ONIBRS).
- Objective Implement eCitations program.
- Objective Improvement of policies and procedures for Jail, including implementation and training.
- Objective Implement technology solutions for trainings and delivery of services, including a smartboard.
- Task Continue to implement best practices for current technology.
- Objective Continue facility maintenance updates, including flooring replacement in remaining areas of the Justice Center.
- Objective Adding a drone program as a patrol resource.
- Task Explore feasibility of purchase and use, including policies.
- Task If obtained provide training to officers involved in program.
- Objective Implement and transition to a Department owned duty weapons program, including hand guns and patrol rifles.
- Objective Research and consider the development of a right of way safety ordinance.

**Municipal Court**

- Objective Implementation of the e-conviction program for processing DMV convictions electronically.
- Objective Program implementation for collection of fines and fees through the Department of Revenue.
- Objective Continued implementation of process improvement and modernization.
- Objective Evaluate and implement needed virtual service delivery related to COVID-19 safety protocols and continuation of service delivery.

## 2021-2023 WORK PLAN ITEMS

### PUBLIC SAFETY CONTINUED

#### Emergency Management

- Objective Continue to participate and lead efforts of the West Lane Emergency Operations Group (WLEOG).
- Task Coordinate efforts to update and maintain the Emergency Operations Plan.
- Task Develop departmental procedural checklists for City supported functions of the Emergency Operations Plan.
- Task Assist in the coordination of and participate in local and regional emergency exercises.
- Objective Continue to develop and implement City emergency preparedness policies.
- Task Develop a continuity of operations plan for the City.
- Task Develop internal departmental procedures, policies, and checklists for emergency response.
- Task Continue to ensure that all employees receive ICS 100, 200, 700, and 800 training.
- Task Continue to coordinate specific ICS trainings for identified employee roles.

#### Code Enforcement

- Objective Update City's nuisance codes to remove inconsistencies, improve clarity, and address unaddressed issues.
- Objective Create code enforcement operations manual to create the opportunity for professional volunteer assistance.



2021-2023 WORK PLAN ITEMS

FINANCIAL PROCESSES & TRANSPARENCY

**Financial Sustainability**

- Objective Review and update long-range financial forecasts annually for all funds. Identify funding gaps and approaches to ensure financial and organizational sustainability.
- Objective Prepare biennial budget consistent with adopted work plan and the Government Finance Officers Association best practices.
  - Task Prepare biennial budget incorporating five-year financial forecasts, work plan and policy direction, items that remain unfunded and/or require action by Council or others.
- Objective Ensure timely financial reporting.
  - Task Prepare quarterly reports that include financial, operational or capital performance and status.
  - Task Adjust budgets timely to reflect changes in budgeted resources and/or expenditures to achieve work plan objectives.
  - Task Secure clean opinion on audited financial statements.
  - Task Prepare a Comprehensive Annual Financial Report (CAFR) consistent with the Government Finance Officers Association best practices.
- Objective Continue processing and negotiating franchise agreement with current and future telecommunications providers.
- Objective Review and update building and planning permitting fees to recuperate costs in accordance with state statutes and city policy.
- Objective Review the public safety staffing levels, based on calls for service and long-term financial feasibility, related to increasing policing and code enforcement.
- Objective Review regulations related to and consider options for use of the American Rescue Plan Act of 2021 funding.

## 2021-2023 WORK PLAN ITEMS

### INTERNAL CITY PROCESSES & PROCEDURES

#### Human Resources

- Objective Complete negotiations with the Florence Police Association for contract ending 2020.
- Objective Implement technology solutions and updates for HR management.
  - Task Develop system to track employee trainings.
  - Task NeoGov eForms implementation and training
  - Task Caselle HR module expansion.
  - Task Electronic Employment Files.
- Objective Implement updated safety manual and continue work towards safety committee, volunteer policies, and learning center trainings.
- Objective Improve employee experience and improve employee retention.
  - Task Update City personnel handbook and other policies.
  - Task Update City's performance evaluation and reviews procedure.
  - Task Complete salary survey.
  - Task Develop strategies for succession for key personnel positions.
- Objective Analyze building department organizational structure and hire Building Official position and hire and/or contract for provision of building and electrical plan review and inspection services.

#### Records Management

- Objective Improve City's records management and retention program.
  - Task Determine viability of staff assistance for records program.
  - Task Research and determine best methods for short- and long-term records.
  - Task Research and implement off-site storage options.
  - Task Setup protocols to relocate records for long- and short-term storage.
  - Task Continue to digitize and index the City's permanent and long-term records.
  - Task Setup protocols and processes for retention of City email records.
  - Task Research and potentially implement records retention software.
- Objective Update Public Records Request Policies and research software solutions for potential implementation.
- Objective Research and implement codification software solutions

#### Information Technology

- Objective Review and consider updates to IT services support and help desk procedures.
- Objective Assist various departments in the implementation of technology and software solutions.
- Objective Provide ongoing support for evolving technology needs related to remote access services for both employees and members of the public.
  - Task Update information technology equipment purchasing policies and procedures to address the dynamic workforce needs.

**2021-2023 WORK PLAN ITEMS**

**INFRASTRUCTURE & CAPITAL IMPROVEMENTS**

**Airport**

- Objective Implement Airport Improvements according to Airport Master Plan.
- Objective AWOS Replacement.
- Objective Runway/Taxi Lane/Apron/Taxiway seal.

**City Facilities**

- Objective City Hall Updates
  - Task Construction of new retaining wall and staircase on the east side of the facility.
  - Task Pursue opportunities to support public electric vehicle charging options.
- Objective Deconstruction of Old Public Works.
  - Task Clear out items stored at the old facility.
  - Task Transition remaining Public Works Inventory and other items to the new public works facility.
  - Task Asbestos abatement for all facilities on the site.
  - Task Deconstruction and disposal of buildings after asbestos abatement.
- Objective Continue City Public Works Facility Phases 2 & 3.
  - Task Design and construct new 3-sided pole building(s).
  - Task Pave out parking lot.
  - Task Pursue grants for new fueling depot to be constructed on lot south of new Public Works.
- Objective Expansion of Water Treatment Plant Office Space.

**Fleet**

- Objective Maintain fleet vehicles at prescribed schedules.
- Objective Replace Combination sewer cleaner.

## 2021-2023 WORK PLAN ITEMS

### INFRASTRUCTURE & CAPITAL IMPROVEMENTS CONTINUED

#### Parks & Parks Improvements

- Objective Plan and complete Siuslaw Estuary Trail – Hwy 126 to Port of Siuslaw property.
- Objective Conversion of Old Public Works to Gallagher Park, including public outreach, park design, funding , and construction.
  - Task Evaluate options to address old water tower.
- Objective Support Community group grants to improve or create new parks.
  - Task Airport Memorial Gateway Project.
  - Task Work with school district and community volunteers to develop new soccer fields.
  - Task Complete rehabilitation and updates to Miller Park.
- Objective Improve parks, trails, and walkability.
  - Task Complete major trail maintenance & repaving.
  - Task Expand park amenities in Old Town.
  - Task Expand pickleball opportunities at Rolling Dunes Park or Gallagher Park.
  - Task Resurface tennis Courts at Rolling Dunes Park.
  - Task Continue coordination with the State of Oregon on the Oregon Coast Trail System connection project.
  - Task Continue to look for opportunities and plan for additional inner city biking and walking trail amenities.
- Objective Replacement of aging play structures.
  - Task Replace 'Fort Miller' play structure.
  - Task Replace play structure at Munsel Road Park.
- Objective Construct new restroom facility in Old Town - west end.
- Objective Completion and marketing of Disc Golf Course.
- Objective Complete Park Master Plan Update.
  - Task Seek long term financing plan to improve parks, trails, and walkability.
  - Task Consider incorporation as appropriate of City polices on pets, use permits, alcoholic beverages, hours of use specific to each park, open fires, fees, refundable deposit, and types of activities that can or cannot take place, etc.

**2021-2023 WORK PLAN ITEMS**

**INFRASTRUCTURE & CAPITAL IMPROVEMENTS CONTINUED**

**Streets & Sidewalks**

- Objective Complete second Safe Routes to School Project.
- Objective Complete annual Chip/Fog Seal Program.
- Objective Reconstruct Rhododendron Drive – Wildwinds to 35th including realignment, separated multi-use path and improved river overlook/parking area.
- Objective Construct separated 12’ multi-use path along Rhododendron from 35th to North Jetty Road.
- Objective Construct separated 12’ multi-use path along Rhododendron from North Jetty Road to Heceta Beach Road.
- Objective Develop approach and funding to address deferred street maintenance.
- Objective Fix Spruce Street Culvert Failure, including seeking grant funding.
- Objective Work with Transportation Committee to audit and correct errors in the 2012 Florence Transportation Systems Plan.
  - Task* Prepare updates to the Transportation Systems Plan.
  - Task* Prepare corresponding updates to the Florence City Code, Comprehensive Plan and Capital Improvement Plan.
  - Task* Determine methods for public outreach and input on proposed amendments and implement.
  - Task* Host joint public hearing process with Planning Commission and City Council based on recommended amendments.
- Objective Enhance pedestrian and ADA crossing opportunity on Nopal and Bay Streets.
- Objective Support the Florence Urban Renewal Agency’s (FURA) potential projects to complete sidewalk improvements within the FURA district.
  - Task* Complete quick response sidewalk and ADA improvements in the area of Maple Street and Laurel Street.
  - Task* Complete sidewalk replacement project along 2nd Street to address gaps and inadequate sidewalks, including ADA and installation of pedestrian scale lights.
- Objective Reconstruction 20th Street - Oak to Kingwood.
- Objective Pavement Preservation: Spruce Street 25th to 32nd; 35th Street Pine to Hwy 101; Kingwood Street 2nd to Bay Street; Bay Street Juniper to Nopal; Nopal Street – Bay to Hwy 101.

**Stormwater**

- Objective Complete Old Town Stormwater Drainage Project – 6th Street Juniper to Hemlock and Hemlock to 1st Street.
- Objective Complete 2nd Street Stormwater Project.

## 2021-2023 WORK PLAN ITEMS

### INFRASTRUCTURE & CAPITAL IMPROVEMENTS CONTINUED

#### Water

- Objective Complete 16-inch water line on 9th Street from Rhododendron to Kingwood, including stormwater repair at 9th and Hemlock.
- Objective Installation of new production well.
- Objective Complete 16-inch water line on Kingwood between 9th and Rhody.
- Objective Replace water mains on Laurel and Maple Streets.

#### Wastewater

- Objective Develop Facilities Plan for the Wastewater Treatment Plant.
  - Task Select consultant and develop scope.
  - Task Develop facilities plan to guide major equipment replacement and set the stage for expansion.
- Objective Develop plan for providing sewer to North Urban Growth Boundary.
  - Task Develop 'master plan' for providing sewer to North UGB.
  - Task Explore and obtain grants to construct new gravity sewers in North UGB.
- Objective Digester Rehab.
- Objective UV System upgrade and expansion.
- Objective Headworks Rehab.
- Objective Sealing of CMU block buildings.
- Objective 40 Street PS Rehab.
- Objective Aeration Basin baffle and selector system.
- Objective Aeration Basin Blower Replacement.
- Objective Replace centrifuge with a screw press.

**2021-2023 WORK PLAN ITEMS**

**SUSTAINABILITY & CONSERVATION**

**City Bio-Solids Program**

- Objective Expand biosolids composting facility.
- Task Perform a curbside yard debris collection cost-benefit/feasibility study.
- Task Identify and secure funding sources for expanding Flo-Gro processing.
- Task Develop plan to market Flo-Gro product.
- Objective Research opportunities and analyze financial feasibility to capture and utilize methane at the Wastewater Treatment Plant.

**Recycling & Litter Reduction**

- Objective Support Environmental Management Advisory Committee’s work to enhance efforts toward recycling and litter reduction.
- Task Implement program to place garbage & recycling containers in identified problem areas of the city.
- Task Modify solid waste collection fees to include yard debris collection.
- Task Implement Five “R” Restaurant rating Program recognizing, awarding and educating sustainable environmental practices with local restaurants with an emphasis on food waste reduction.
- Task Support local community business endeavors that seek to recycle plastic, including but not limited to the ‘Precious Plastics’ program.
- Task Provide informational and educational materials to the community on environmental best practices such as recycling, composting, food waste reduction and utilization of Flo-Gro via a variety of mediums such as brochures, websites, social media and video/film.
- Objective Reduce visible litter in the community by promoting programs such as Adopt-a-Highway, Adopt-a-Street, and others, as well as update city codes as needed.

**Other Sustainability Promotion**

- Objective Create pathways for sustainable local food production and security.

## 2021-2023 WORK PLAN ITEMS

### TRANSPORTATION

#### Transit Service

- Objective Support County and regional transportation planning efforts.
- Objective Continue Promotion of regional transit service.
- Objective Continue efforts to increase public transit opportunities to Eugene and Coos Bay and support continuation of Yachats pilot program.
- Objective Transit Stop Management.
  - Task Explore grant opportunities to replace transit stops.
  - Task Investigate safety and identify solutions for transit stop abuse.
- Objective Perform a Transit Ridership survey.
- Objective Research and review City codes related to private transportation providers and revise to include medical transport elements.
- Objective Research guidelines for a coordinated effort between private transportation providers and the City.

#### Airport

- Objective Continue to promote business opportunities for the Airport.
- Objective Research opportunities for grants to develop Airport Memorial Gateway Project.
- Objective Continue to implement airport improvements according to Airport Master Plan.
- Objective Work with Staff to complete update of the Airport Hanger Lease Agreements to ensure consistency.
- Objective Research the feasibility of a flight connector service to Eugene and Portland.



## 2021-2023 WORK PLAN ITEMS

### URBAN RENEWAL AGENCY SUPPORT

#### ReVision Florence

- Objective Close Out ODOT Construction Project.
- Objective Pedestrian Amenity Installation.
- Objective Maple Street Gateway Monument Completion.
- Objective Pedestrian Light Arm Purchase and Installation.
- Objective Determine funding strategy, timeline and installation to systematically complete Public Art within the streetscape project including both Art Exposed and permanent installations.
- Objective Coordination with the Chamber of Commerce on expanding the flower basket and banner program to Highway 101 in the project area.

#### Development of Quince Street Property

- Objective Assist Florence Urban Renewal Agency in completion of development of the Quince Street property.
  - Task Work with Developer for completion of pre-development studies.
  - Task Completion of property negotiation and sales.
  - Task Work with developer for design, securing franchise, and eventual construction of lodging facility.
  - Task Work with developer on ancillary uses to build out full property.

#### Old Town & Main Street Development

- Objective Support the Florence Urban Renewal Agency's (FURA) work to market and recruit for five catalyst sites for housing and commercial uses.
- Objective Support the Florence Urban Renewal Agency's (FURA) to support predevelopment and redevelopment programs.
  - Task Analyze the financial feasibility of accepting additional applications for the program.
- Objective Work with the Florence Urban Renewal Agency (FURA) to develop and implement a Façade Improvement Program.
  - Task Analyze the financial feasibility of the creation of a Façade improvement program, and if feasible develop and deploy program.
- Objective Identify locations, design and install Wayfinding Signage in Old Town.

CITY WORK PLAN



# RESOLUTION NO. 17, SERIES 2021

## CITY OF FLORENCE RESOLUTION NO. 17, SERIES 2021

### A Resolution Declaring the City's Election to Receive State Shared Revenues.

#### RECITALS:

1. The State of Oregon revised statutes (ORS) 221.770 require that a city may not be included in apportionments to receive distributions of State Revenue Sharing unless it elects to receive distributions by enactment of an ordinance or resolution expressing that election.
2. As required by ORS 221.770, a public hearing before the Budget Committee was held on the 10<sup>th</sup> day of May, 2021, and a public hearing before the City Council was held on the 7<sup>th</sup> day of June, 2021, giving citizens an opportunity to comment on the use of State Revenue Sharing for the 2021 – 2022 fiscal year.

Based on these findings,

#### THE CITY COUNCIL OF THE CITY OF FLORENCE RESOLVES AS FOLLOWS:

1. Pursuant to ORS 221.770, the City of Florence hereby elects to receive state revenues for the 2021 – 2022 fiscal year.
2. This Resolution takes effect immediately upon adoption.

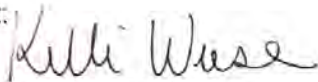
#### ADOPTION:

This Resolution is passed and adopted on the 7<sup>th</sup> day of June, 2021.



\_\_\_\_\_  
Joe Henry, Mayor

Attest:



\_\_\_\_\_  
Kelli Weese, City Recorder



# RESOLUTION NO. 18, SERIES 2021

## CITY OF FLORENCE RESOLUTION NO. 18, SERIES 2021

### A Resolution Certifying the City's Eligibility to Receive State-Shared Revenues.

#### RECITALS:

1. State Revenue Sharing Law, ORS 221.760, provides as follows:
  - a. Section 1: The officer responsible for disbursing funds to cities under ORS 323.455, 366.280 to 366.785, and 471.805 shall, in the case of a city located within a county having more than 100,000 inhabitants according to the most recent federal decennial census, disburse such funds only if the city provides four or more of the following services:
    - i. Police protection
    - ii. Fire protection
    - iii. Street construction, maintenance, and lighting
    - iv. Sanitary sewer
    - v. Storm sewers
    - vi. Planning, zoning, and subdivision control
    - vii. One or more utility services
2. The City of Florence provides four or more of the required municipal services enumerated in section 1, ORS 221.760 and will be in operation for the duration of the 2021-22 fiscal year.


Based on these findings,

#### THE CITY COUNCIL OF THE CITY OF FLORENCE RESOLVES AS FOLLOWS:

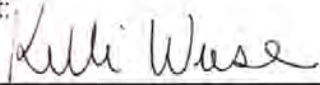
1. The City of Florence is eligible to receive State Shared Revenues for the 2021-22 fiscal year.
2. This Resolution takes effect immediately upon adoption.

#### ADOPTION:

This Resolution is passed and adopted on the 7<sup>th</sup> day of June, 2021.

  
\_\_\_\_\_  
Joe Henry, Mayor

Attest:

  
\_\_\_\_\_  
Kelli Weese, City Recorder



# RESOLUTION NO. 19, SERIES 2021

## CITY OF FLORENCE RESOLUTION NO. 19, SERIES 2021

### A Resolution adopting the 2021-23 Biennial Budget, making appropriations, and imposing and categorizing

#### RECITALS:

1. The City Budget Officer prepared the proposed budget for the City of Florence for the 2021-23 biennium commencing on July 1, 2021 and presented it to the Budget Committee on May 5, 2021.
2. The proposed budget was approved by the Budget Committee on May 12, 2021.
3. The City Council of Florence held a public hearing to receive comments from the public on the approved budget.
4. The City Council of Florence considered the public comments received.

Based on these findings,

#### THE CITY COUNCIL OF THE CITY OF FLORENCE RESOLVES AS FOLLOWS:

1. The City Council of the City of Florence hereby adopts the budget for the 2021 - 2023 biennium as presented in Exhibit A, beginning July 1, 2021 in the amount of \$71,880,100 and makes the following appropriations:

	Approved	Adjustments	Adopted
<i>General Fund</i>			
Public Safety	\$ 5,380,600		\$ 5,380,600
Community Development	2,003,400		2,003,400
Parks	1,224,500		1,224,500
Municipal Court	673,800		673,800
Administration	2,560,900		2,560,900
Administrative Services	2,731,600		2,731,600
Non-Departmental	496,800		496,800
Transfers	1,215,100		1,215,100
Contingency	2,002,700		2,002,700
<b>Total General Fund appropriations</b>	<b>\$ 18,289,400</b>	<b>\$ -</b>	<b>\$ 18,289,400</b>
<i>Street Fund</i>			
Personnel Services	\$ 139,400		\$ 139,400
Materials and Services	1,390,300		1,390,300
Capital Outlay	6,062,700		6,062,700
Transfers	773,900		773,900
Contingency	746,300		746,300
<b>Total Street Fund appropriations</b>	<b>\$ 9,112,600</b>	<b>\$ -</b>	<b>\$ 9,112,600</b>
<i>9-1-1 Fund</i>			
Personnel Services	\$ 1,328,200		\$ 1,328,200
Materials and Services	441,800		441,800
Capital Outlay	260,000		260,000
Reserve for Capital	30,000		30,000
Contingency	289,500		289,500
<b>Total 9-1-1 Fund appropriations</b>	<b>\$ 2,349,500</b>	<b>\$ -</b>	<b>\$ 2,349,500</b>

	Approved	Adjustments	Adopted
<i>Transient Room Tax Fund</i>			
Materials and Services	\$ 363,000		\$ 363,000
Transfers	544,600		544,600
Contingency	76,300		76,300
<b>Total Transient Room Tax Fund appropriations</b>	<b>\$ 983,900</b>	<b>\$ -</b>	<b>\$ 983,900</b>
<i>American Recovery Plan Act (ARPA) Fund</i>			
Materials and Services	\$ 621,200		\$ 621,200
Capital Outlay	100,000		100,000
Contingency	1,081,300		1,081,300
<b>Total American Recovery Plan Act (ARPA) Fund</b>	<b>\$ 1,802,500</b>	<b>\$ -</b>	<b>\$ 1,802,500</b>
<i>Street System Development Charge Fund</i>			
Materials and Services	\$ 1,000		\$ 1,000
Transfers	180,000		180,000
Contingency	13,700		13,700
<b>Total Street System Development Charge Fund appropriations</b>	<b>\$ 194,700</b>	<b>\$ -</b>	<b>\$ 194,700</b>
<i>Water System Development Charge Fund</i>			
Transfers	\$ 500,000		\$ 500,000
Contingency	140,200		140,200
<b>Total Water System Development Charge Fund appropriations</b>	<b>\$ 640,200</b>	<b>\$ -</b>	<b>\$ 640,200</b>
<i>Wastewater System Development Charge Fund</i>			
Materials and Services	\$ 2,200		\$ 2,200
Transfers	200,000		200,000
Contingency	359,300		359,300
<b>Total Wastewater System Development Charge Fund appropriations</b>	<b>\$ 561,500</b>	<b>\$ -</b>	<b>\$ 561,500</b>
<i>Stomwater System Development Charge Fund</i>			
Materials and Services	\$ 1,000		\$ 1,000
Transfers	200,000		200,000
Contingency	341,000		341,000
<b>Total Stomwater System Development Charge Fund appropriations</b>	<b>\$ 542,000</b>	<b>\$ -</b>	<b>\$ 542,000</b>
<i>General Obligation Debt Fund</i>			
Debt Service	\$ 167,600		\$ 167,600
Reserve for debt service	13,200		13,200
<b>Total General Obligation Debt Fund appropriations</b>	<b>\$ 180,800</b>	<b>\$ -</b>	<b>\$ 180,800</b>



	Approved	Adjustments	Adopted
<i>Debt Service Fund</i>			
Materials and Services	\$ 1,700		\$ 1,700
Debt Service	2,829,000		2,829,000
Reserve for debt service	481,300		481,300
<b>Total Debt Service Fund appropriations</b>	<b>\$ 3,312,000</b>	<b>\$ -</b>	<b>\$ 3,312,000</b>
<i>Water Fund</i>			
Personnel Services	\$ 824,800		\$ 824,800
Materials and Services	3,074,000		3,074,000
Capital Outlay	3,535,000		3,535,000
Debt Service	477,300		477,300
Contingency	1,192,100		1,192,100
<b>Total Water Fund appropriations</b>	<b>\$ 9,103,200</b>	<b>\$ -</b>	<b>\$ 9,103,200</b>
<i>Wastewater Fund</i>			
Personnel Services	\$ 969,100		\$ 969,100
Materials and Services	3,811,400		3,811,400
Capital Outlay	5,660,000		5,660,000
Debt Service	874,100		874,100
Contingency	1,527,400		1,527,400
<b>Total Wastewater Fund appropriations</b>	<b>\$ 12,842,000</b>	<b>\$ -</b>	<b>\$ 12,842,000</b>
<i>Stormwater Fund</i>			
Personnel Services	\$ 472,400		\$ 472,400
Materials and Services	583,700		583,700
Capital Outlay	1,910,000		1,910,000
Debt Service	140,300		140,300
Contingency	594,900		594,900
<b>Total Stormwater Fund appropriations</b>	<b>\$ 3,701,300</b>	<b>\$ -</b>	<b>\$ 3,701,300</b>
<i>Airport Fund</i>			
Materials and Services	\$ 369,600		\$ 369,600
Capital Outlay	600,000		600,000
Contingency	175,000		175,000
<b>Total Airport Fund appropriations</b>	<b>\$ 1,144,600</b>	<b>\$ -</b>	<b>\$ 1,144,600</b>
<i>Florence Event Center Fund</i>			
Personnel Services	\$ 532,000		\$ 532,000
Materials and Services	1,249,500		1,249,500
Capital Outlay	1,162,000		1,162,000
Debt Service	95,000		95,000
Contingency	217,600		217,600
<b>Total Florence Event Center Fund appropriations</b>	<b>\$ 3,256,100</b>	<b>\$ -</b>	<b>\$ 3,256,100</b>

Public Works Administration Fund

	Approved	Adjustments	Adopted
Personnel Services	\$ 1,784,500		\$ 1,784,500
Materials and Services	766,800		766,800
Capital Outlay	770,000		770,000
Transfers	477,000		477,000
Contingency	65,500		65,500
<b>Total Public Works Administration Fund appropriations</b>	<b>\$ 3,863,800</b>	<b>\$ -</b>	<b>\$ 3,863,800</b>
<b>Total Adopted Budget</b>	<b>\$ 71,880,100</b>	<b>\$ -</b>	<b>\$ 71,880,100</b>

2. Imposing ad valorem property taxes

The following ad valorem property taxes are hereby imposed upon the assessed value of all taxable property within the City for tax year 2021 - 2022:

- a) \$2.8610 per \$1,000 of assessed value
- b) The amount of \$118,000 for debt service on general obligation bonds

The following ad valorem property taxes are hereby imposed upon the assessed value of all taxable property within the City for tax year 2022 - 2023:

- a) \$2.8610 per \$1,000 of assessed value

3. Categorizing taxes

The taxes imposed are hereby categorized for the purposes of Article XI, section 11b as follows for the fiscal year 2021 - 2022:

Subject to the General Government Limitation	Excluded from Limitation
Permanent Tax Rate.....\$2.8610/\$1,000	
General Obligation Bond Debt.....	\$118,000

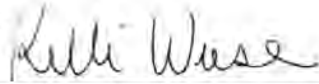
The taxes imposed are hereby categorized for the purposes of Article XI, section 11b as follows for the fiscal year 2022 - 2023:

Subject to the General Government Limitation	Excluded from Limitation
Permanent Tax Rate.....\$2.8610/\$1,000	

ADOPTION

This Resolution is passed and adopted on the 7<sup>th</sup> day of June, 2021

  
 \_\_\_\_\_  
 Joe Henry, Mayor

Attest:  
  
 \_\_\_\_\_  
 Kelli Weese, City Recorder

# BUDGET CALENDAR

# 2021 - 2023 Budget Calendar

Budget Committee meetings will be held via Zoom beginning at 5:30 pm on the dates indicated below in blue.

**City Budget Committee:** City Council (5) & City Budget Committee Members (5).

**FURA Budget Committee:** FURA Board Members (9), Additional City Councilors (2), City Budget Committee Members (5), & FURA Budget Committee Members (2).

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

## JAN Work Plan Development

1/14 - City Council Advance/Goal Setting

1/23 - City Council Work Plan Work Session

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

## APR Proposed Budget Finalization

4/12 - City Council Work Plan Work Session

4/19 - City Council Work Plan Adoption

4/26 - City & FURA Budget Committee Training, 5:30 pm

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

## FEB Work Plan Development

2/4 - City Council Work Plan Work Session

2/10 - City Council Work Plan Work Session

2/18 - City Council Work Plan Work Session

*Staff will develop the proposed budget throughout the months of February, March, and April.*

Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

## MAY Budget Committee Meetings

5/5 - City Budget Committee Meeting, 5:30 pm

5/10 - City Budget Committee Meeting, 5:30 pm

5/12 - City Budget Committee Meeting, 5:30 pm

5/12 - FURA Budget Committee Meeting, 5:30 pm

5/13 - City Budget Committee Meeting, 6:30 pm

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

## MAR Year End & Budget Preparation

3/4 - City Council Work Plan Work Session

3/4 - FURA Board Meeting Work Plan Discussion

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

## JUN Budget Finalization & Adoption

6/7 - City Council Budget Public Hearing, 5:30 pm

6/23 - FURA Board Budget Public Hearing, 5:30 pm

*Adoption of FY 2021-23 Budgets due by June 30, 2021.*



# FISCAL POLICIES

## Purpose

The City of Florence is committed to responsible fiscal management through financial integrity, prudent stewardship of public assets, planning, accountability and full disclosure. The broad purpose of the Fiscal Policies is to enable the City to achieve and maintain a long-term stable and positive financial condition. These policies are adopted by the City Council as the basic framework for overall financial management of the City, to guide day-to-day and long-range fiscal planning and decision making, and to achieve the following general financial goals:

1. Provide an adequate financial base to sustain the desired level of municipal services to maintain the social wellbeing and physical conditions of the City.
2. Deliver cost effective and efficient services to citizens.
3. Provide and maintain essential public facilities, utilities, and capital equipment.
4. Protect and enhance the City's credit rating so as to obtain the lowest cost of borrowing and assure taxpayers and the financial community that the City is well managed and financially sound.
5. Provide the financial stability needed to navigate through economic downturns, adjust to changes in the service requirements of the community and respond to other changes as they affect the City's residents and businesses.
6. Adhere to the highest standards of financial management and reporting practices as set by the Government Finance Officers Association, the Governmental Accounting Standards Board and other professional standards.
7. Fully comply with finance related legal mandates, laws and regulations.

To achieve these goals, fiscal policies generally cover areas of revenue management, operating and capital budgeting, financial planning and forecasting, investment and asset management, debt management, pension funding, accounting and financial reporting, reserves and internal controls. These policies are reviewed annually by management, the Finance Committee, and City Council and amended as necessary, as part of the budget process.

Policies are addressed in ten areas:

- ⇒ **Revenue**, which deals with taxes, user fees and other revenues by which the city generates income to fund programs and services.
- ⇒ **Operating expenditures**, which relates to budgeting guidelines.
- ⇒ **Expenditure control**, which addresses the City's efforts to ensure spending is consistent with the City's fiscal plans.
- ⇒ **Capital equipment and improvements**, which relates to establishing a 5-year capital equipment and improvement plans for all major equipment and infrastructure systems provided and maintained by the City.
- ⇒ **Accounting and financial reporting**, which relates to accounting and reporting financial transactions and preparing financial reports.

## FISCAL POLICIES

- ⇒ **Financial planning**, addresses longer term financial forecasting to help inform decisions.
- ⇒ **Debt**, which addresses long-term financing of the city's capital needs and maintaining its bond rating.
- ⇒ **Pension funding**, addresses the funding policies of the City's pension obligations.
- ⇒ **Reserves**, establishes minimum working capital balances, required reserves and operating contingency as needed for routine cash flow and responding to unexpected expenditures or increases in service delivery costs.
- ⇒ **Management of fiscal policy**, sets forth the administration of fiscal policies on a continuing basis.

### 1. Revenue Policies

- 1.1 The City will strive for and maintain diversified and stable revenue sources to prevent undue or unbalanced reliance on any one source of funds. Revenue diversity will also reduce risk to the City from short-term fluctuations in any one revenue source.
- 1.2 Significant one-time and or temporary revenues will not be used to fund continuing programs and services, but rather to fund one-time expenditures or fund reserves.
- 1.3 The maximum allowable system development charges (SDCs), for each of the public infrastructure systems the City operates and is allowed by state law to impose, shall be determined on a periodic basis (approximately each five years).
  - 1.3.1. The Council will determine what amount of SDCs to impose.
- 1.4 The City will promote the use of users' charges in lieu of property taxes and subsidies from other non-obligated (i.e., generally available) City funds, for services that can be identified and where costs are directly related to the level of service provided.
  - 1.4.1. Charges for providing utility services shall be sufficient to finance all operating, capital outlay and debt service expenses of the City's utility funds, including operating contingency, reserve requirements, and capital replacement. Consideration will be given to return on investment and existing and or anticipated debt to insure debt coverage ratios are sufficient to meet or exceed requirements of lenders and rating agencies to maintain desired credit rating.
  - 1.4.2. It is the City's intent to recover a greater percentage of costs associated with performing building permit and inspection activities. As of fiscal year 2016, fees and charges for these services are insufficient to fully fund costs for these activities. City staff will evaluate the delivery of these services to identify cost savings. Results of these efforts will be presented to the City Council prior to consideration of potential fee and charge increases.

It is the City's intent to recover a greater percentage of costs associated with performing planning related activities. As of fiscal year 2016, the estimated cost recovery for planning related activities is approximately 19%. City staff will evaluate and implement changes to land use processes to gain efficiencies, measure results and report findings to the City Council prior to consideration of potential increases to fees and charges for planning related activities.
  - 1.4.3. Other reimbursable work performed by the City (full labor costs, overhead, contracted services, equipment and other indirect expenses) shall be billed at total actual or estimated total actual cost.

## FISCAL POLICIES

- 1.4.4. Charges for services shall accurately reflect the total actual or estimated total cost of providing a specific service. The cost of providing specific services shall be recalculated periodically, and the fee adjusted accordingly. City staff shall create and maintain a schedule of current fees, indicating when the fees were last reviewed and/or recalculated.
- 1.5. The City shall diligently pursue collection of delinquent accounts. When necessary, discontinuing service, small claims court, collection agencies, foreclosure, liens and other methods of collection, such as imposing interest, penalties, collection and late charges, may be used.
- 1.6. All potential grants that require matching funds, on-going resource requirements, or include new or additional continuing compliance requirements shall be evaluated and considered before submittal of the application. Grant applications will be approved as follows prior to their submittal: a. By the City Manager for grants that require matching funds up to the amount of the City Manager's spending authority, and b. By the City Council for grants with matching requirements above the City Manager's spending authority. The City Council will be provided the evaluation with the request for their acceptance of the grant.
- 1.7. Revenues will be estimated realistically and prudently. Revenues of a volatile nature will be estimated conservatively. The City will estimate its revenues by an objective, analytical process using best practices as defined by the Government Finance Officers Association.

## 2. Operating Budget Policies

- 2.1. The City will prepare an annual budget guided by City Council goals and work plan to accomplish goals. Budget development will be coordinated with all departments and will incorporate Government Finance Officers Association (GFOA) recommendations relative to budgeting for results and outcomes..
  - 2.1.1. The amount of funding available will be determined for each fund. The budget will be built on expected revenues. This includes base revenues, any new revenue sources, and the potential use of existing resources.
  - 2.1.2. Conduct analysis to determine what strategies, programs, and activities will best achieve desired results.
  - 2.1.3. Budget available dollars to the most significant programs and activities. The objective is to maximize the benefit of the available resources.
  - 2.1.4. The City shall maintain an automated accounting system to monitor expenditures and revenues, relative to budget, on a monthly basis, with a thorough analysis and adjustment (if required) no less than quarterly.
- 2.2. All budgetary procedures will conform to existing state regulations. Oregon budget law requires each local government to prepare a balanced budget and Oregon Administrative Rules state: 1) the budget must be constructed in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund, and 2) the total of all resources of the entity must equal the total of all expenditures and all requirements for the entity.
- 2.3. The budget process will be coordinated so that major policy issues and department goals and objectives are identified and incorporated into the budget.
- 2.4. The cost allocation plan, previously developed, will be reviewed and updated annually and serve as the basis for distributing general government and internal service costs to other funds and capital projects.

## FISCAL POLICIES

- 2.5. The City Council shall adopt the budget at the fund, departmental or program level as a total dollar amount for all appropriations except contingency, unappropriated ending fund balance and reserves, which shall be stated separately.
- 2.6. Long-term debt or bond financing may be used for the acquisition of land, capital improvements, vehicles, and equipment with a cost greater than \$100,000, if current and or existing resources are insufficient. Long-term debt or bond financing shall not be used to finance current operating expenditures.
- 2.7. Every City fund, department, program or activity shall start each year's budget cycle with no predetermined appropriation amount. Budget appropriation decisions and the allocation of resources shall be based on direction provided by the City Council and implementation of that direction by the City Manager.
- 2.8. The City will submit the Adopted Budget Document to the Government Finance Officer's Association (GFOA) to obtain the Award for Distinguished Budget Presentation.
- 2.9. A budget calendar will be prepared detailing the key elements in the development of the budget.

### **3. Expenditure Control Policies**

- 3.1. Expenditures will be controlled through appropriate internal controls and procedures. Management must ensure expenditures comply with the legally adopted budget. Each Department or Division Manager or Director will be responsible for the administration of his/her department/program budget. This includes accomplishing the goals and objectives incorporated into the budget and monitoring each department/division budget for compliance with spending limitations.
- 3.2. The City Manager is to administer budgetary expenditure control at the appropriation level. Any increase in a budget appropriation requires City Council approval.
- 3.3. All purchases of goods and services must comply with the City's Purchasing Policies, guidelines and procedures and with State laws and regulations.
- 3.4. All compensation planning and collective bargaining will include analyses of total cost of compensation, which includes analysis of salary increases, health benefits, pension contributions, and other fringe benefits. City management will only propose operating personnel costs that can be supported by continuing operating revenues.
- 3.5. City staff shall make every effort to control expenditures to ensure City services and programs provided to its citizens and taxpayers are cost effective and efficient. Expenditures that will reduce future costs will be encouraged.

### **4. Capital Improvement Policies**

- 4.1. Annually, the City will approve a 5-year Capital Improvement Plan (CIP), congruent with the adoption of its annual budget. The CIP shall provide details on each capital project: its estimated costs, sources of financing and a description, including a statement identifying: (a) the needs, conditions and circumstances that have caused the project's creation and (b) the expected results if the project is approved and implemented.



## 5. Accounting and Financial Reporting Policies

- 5.1. The City shall establish and maintain its accounting systems according to generally accepted accounting practices and shall adhere to generally accepted accounting principles and standards promulgated by the Government Finance Officers Association (GFOA) and Government Accounting Standards Board (GASB).
- 5.2. An annual audit shall be performed by an independent public accounting firm, which will issue an opinion on the annual financial statements, along with a management letter identifying areas needing improvement, if necessary.
- 5.3. Full disclosure shall be provided in the financial statements and bond representations.
  - 5.3.1. Upon request, all departments will provide notice of all significant events and financial and related matters to the Finance Director for the City's annual disclosures to the municipal markets as required by SEC Regulation 15-C-2-12. Full disclosure will be provided in the financial statements and bond representations. Significant events include delinquencies and defaults related to the City's bonds, adverse tax opinions or events affecting the tax exempt status of bonds, the release, substitutions or sale of property securing repayment of bonds and other events having a significant impact on the City's finances and outstanding bonds. The Finance Director will notify all Nationally Recognized Municipal Securities Information Repositories of these significant events.
  - 5.3.2. The City's asset capitalization policy is to capitalize and depreciate assets greater than \$10,000 with a useful life beyond one year. Capital assets costing less than \$10,000 or having a useful life of one year or less will be treated as operating expenditures.
- 5.4. Up-to-date accounting and budgeting information is available online to all management and authorized support staff. Quarterly actual-to-budget reports showing the current status of revenues and expenditures shall be prepared and distributed to appropriate legislative, staff and management personnel in a timely manner and made available for public inspection.

## 6. Financial Planning Policies

- 6.1. The Finance Department, collaborating with other departments, will prepare a long-term financial plan for each fund to promote responsible planning for the use of resources. The long-term financial plans will include projected revenues, expenditures and reserve balances for the next five years for all funds, except the water, wastewater and stormwater funds, which shall include twenty-year financial plans.
- 6.2. The City's financial plans should be strategic, reflecting the City Council and community priorities for service while providing resources that fund desired service levels.
- 6.3. Long-term projections of revenues and expenditures will be based upon disclosed assumptions, and prepared consistent with best practices established by the Government Finance Officers Association.
- 6.4. The long-term financial plans will be integral to the development of the annual budget.

## 7. Debt Policy

- 7.1. The City may use debt proceeds to finance costs associated with capital infrastructure, equipment, vehicles and other purposes that provide long-term benefits to the community, i.e., benefits that extend more than one year.

## FISCAL POLICIES

- 7.2. Capital projects financed through the issuance of bonds shall not be financed for a period which (a) exceeds the expected useful life of the project or (b) is less than five years.
- 7.3. Financing for non-capital purposes shall not extend beyond the amortization period available for the respective type of obligation, e.g., retirement unfunded liabilities include an amortization period of twenty-five years.
- 7.4. The Finance Director will structure all debt issuances and oversee the on-going management of all City debt. Debt includes general obligation bonds, lease purchase obligations, revenue bonds, special assessment obligations, promissory notes, equipment financing agreements and any other contractual arrangements that obligate the City to make future principal and interest payments.
- 7.5. No debt shall be issued for which the City has not identified specific revenue sources sufficient for repayment. Such revenue sources can include internal sources, such as charges to personnel costs, that are transferred to a debt service fund for debt repayment. The Finance Director shall prepare an analysis of the source of repayment prior to issuance of any debt.
- 7.6. The City will not use long-term debt to fund current operations, to balance the budget or to fund projects that can be funded from current resources, unless the use of debt is otherwise determined to be in the best interest of the City.
- 7.7. The City may utilize short-term debt or inter-fund loans as permitted, to cover temporary cash flow deficiencies due to timing of cash flows, such as may result from delay in receipting grant proceeds or other revenues and delay in issuance of long-term debt.
- 7.8. When issuing long-term debt, the City will ensure that the debt is soundly financed by:
  - 7.8.1. Incurring debt only when necessary for capital improvements too large to be financed from current available resources,
  - 7.8.2. Insuring that capital projects financed through long-term debt shall be financed for a period not to exceed the useful life of the project,
  - 7.8.3. Determining that the benefits of the project financed exceed the cost of financing including interest costs,
  - 7.8.4. Analyzing the source of repayment, debt coverage ratios and the impact of debt service on annual fixed costs prior to issuance of long-term debt.
- 7.9. All bond issuances, promissory notes, and capital leases will be authorized by resolution of the City Council.
- 7.10. The City shall maintain its bond rating at the highest level fiscally prudent, so that future borrowing costs are minimized and access to the credit market is preserved.

## 8. Pension Funding Policies

- 8.1. The City participates in the State of Oregon Public Employees Retirement System (PERS) and is a member of the State and Local Government Rate Pool. The City will fund its required pension contribution requirements timely.

## FISCAL POLICIES

### 9. Reserve Policies

- 9.1. The City shall maintain adequate working capital reserves in all funds.
  - 9.1.1. The general fund shall maintain sufficient working capital to allow the City to adequately fund operations until property taxes are received in November of each year, without borrowing.
  - 9.1.2. The City's utility funds shall maintain at a minimum working capital balance sufficient for sixty days operating expenses, together with an adequate emergency repair reserve and required debt service reserves.
  - 9.1.3. The City's internal service funds shall maintain at a minimum working capital balance sufficient for thirty days operating expenses and any required debt service reserves.
  - 9.1.4. The City's debt service funds shall maintain adequate working capital to pay required debt service without borrowing and fund required debt service reserves.
  - 9.1.5. The City's other operating funds shall maintain a minimum working capital balance sufficient for sixty days operating expenses and any required debt service reserves.
  - 9.1.6. The City shall establish a contingency budget to provide for unanticipated expenditures of a nonrecurring nature. The contingency shall be a minimum of five percent (5%) of a fund's operating and capital expenditure estimates for the fiscal year. This policy does not apply to debt service, internal service, trust and agency, capital projects, serial levy, temporary or certain special purpose funds.
- 9.2. The City may use reserves on a one-time or temporary basis for purposes described above. In the event that reserve funds are presently or decrease to levels below the levels desired by this policy, City management will develop a plan to restore reserves to the desired levels.

### 10. Management of Fiscal Policy

- 10.1. Fiscal polices and changes in policies shall be approved by the City Council and adopted by resolution after a public hearing is held (the approval may be inclusive of the annual budget adoption process and the associated resolutions to that process).
  - 10.1.1. The City Manager or designee shall prepare a report explaining the substantive impact of all recommendations and their impact on the City's operations, service levels and/or finances.
  - 10.1.2. The Audit Committee shall review the City's fiscal policies annually.
- 10.2. The City Manager shall implement fiscal policies and monitor compliance.
  - 10.2.1. If the City Manager discovers a material deviation from policy, he/she shall report it in writing to the City Council in a timely manner.
  - 10.2.2. As a part of the City's annual budget document, the City Manager's budget message shall identify: (a) all major changes in policy since the previous budget year and (b) any material variations from policy in the ensuing year's budget.



# GLOSSARY

## **Actual**

Actual, as used in the fund summaries, revenue summaries, and department and division summaries within the budget document, represents the actual costs results of operations. This category is presented on a budgetary basis, and thus excludes depreciation and amortization, and includes principal payments on debt.

## **Ad Valorem Tax**

A tax based on the assessed value of a property.

## **Adopted Budget**

Adopted, as used in the fund summaries and department and division summaries within the budget document, represents the final budget *adopted* by City Council. The adopted budget becomes effective July 1. Subsequent to adoption; the City Council may make changes throughout the year.

## **American Rescue Plan Act of 2021 (ARPA)**

The American Rescue Plan Act of 2021 (ARPA), also called the COVID-19 Stimulus Package or American Rescue Plan, is a \$1.9 trillion economic stimulus bill passed by the 117th United States Congress and signed into law by the President on March 11, 2021.

## **Approved Budget**

Approved, as used in the fund summaries and revenue summaries, represents the proposed budget with changes made by the Budget Committee, if any.

## **Appropriations**

Legal authorization granted by the City Council to spend public funds. Appropriations within each program may not be exceeded.

## **Assessed Valuation**

The value set on taxable property as a basis for levying property taxes. A tax initiative passed in 1997 that reduced assessed value (AV) below real market value and set a three percent maximum annual growth rate in the taxable assessed value (TAV), exclusive of certain improvements.

## **Assets**

Resources having a monetary value and that are owned or held by an entity.

## **Audit**

A report prepared by an external auditor. As a rule, the audit shall contain a statement of the scope of the audit, explanatory comments concerning exceptions of the auditor as to the applicant on generally accepted auditing standards, explanatory comments concerning verification procedures, financial statements and schedules, and sometime statistical tables, supplemental comments and recommendations.

## **Base Budget**

Cost of continuing the existing levels of service in the current budget year. Base budget is also referred to as a status quo budget.

## **Beginning Fund Balance**

The beginning balance is the residual non-restricted funds brought forward from the previous financial year (ending balance).

## GLOSSARY

### **Biennial Budget**

A biennial budget is for a two-year period, commencing on July 1.

### **Bond or Bond Issue**

Bonds are debt instruments that require repayment of a specified principal amount on a certain date (maturity date), together with interest at a stated rate or according to a formula for determining the interest rate.

### **Bond Funds**

Established to account for bond proceeds to be used only for approved bond projects.

### **Budget**

A budget is a plan of financial operation embodying an estimate of proposed expenditures and the means of financing them. Used without any modifier, the term usually indicates a financial plan for a fiscal year. In practice, the term budget is used in two ways. Sometimes it designates the financial plan presented for adoption and other times it designates the plan finally approved. It is usually necessary to specify whether the budget under consideration is preliminary and tentative, or whether the appropriating body has approved it.

### **Budget Calendar**

A schedule of key dates followed by a government in the preparation and adoption of the budget.

### **Budget Committee**

A group comprised of the elected officials plus an equal number of concerned citizens for the purpose of reviewing the proposed budget and recommending changes leading to an approved budget.

### **Budget Document**

A written report that shows a government's comprehensive financial plan for a specified period, usually one year, that includes both the capital and the operating budgets.

### **Budget Message**

Written explanation of the budget and the City's financial priorities for the next fiscal year; prepared by the city manager.

### **Budgetary Basis**

Budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP), with the exception that neither depreciation nor amortization are budgeted for proprietary funds, and bond principal in the enterprise funds is subject to appropriation.

### **Capital Budget**

The City's budget for projects, major repairs, improvements, and additions to the City's fixed assets (streets, sidewalks, roads, sewers, storm water, parks, and buildings).

### **Capital Improvement**

A term defined in the ORS 310.410 (10) to include land, structures, facilities, machinery, equipment, or furnishings having a useful life of longer than one year.

### **Capital Improvement Project**

Any project having assets of significant value and having a useful life of five years or more. Capital projects include the purchase of land, design, engineering and construction of buildings, and infrastructure items such as parks, streets, bridges, drainage, street lighting, water and sewer systems, and master planning.

## GLOSSARY

### **Capital Outlay**

Includes the purchase of land, the purchase and/or construction of buildings, structures and facilities of all types, in addition to machinery and equipment. It includes expenditures that result in the acquisition or addition of a fixed asset or increase the capacity, efficiency, span of life, or economy of operating as an existing fixed asset. For an item to qualify as a capital outlay expenditure it must meet all of the following requirements: (1) have an estimated useful life of more than one year; (2) typically have a unit cost of \$5,000 or more; and (3) be a betterment or improvement. Replacement of a capital item is classified as capital outlay under the same code as the original purchase. Replacement or repair parts are classified under materials and services.

### **Capital Projects**

Major repairs, improvements or additions to the City's fixed assets (streets, sidewalks, roads, sewers, storm water, parks, and buildings).

### **CARES Act**

The Coronavirus Aid, Relief, and Economic Security (CARES) Act (2020) and the Coronavirus Response and Consolidated Appropriations Act (2021) provided fast and direct economic assistance for American workers, families, small businesses, and industries. The CARES Act was passed by Congress on March 25, 2020 and signed into law on March 27, 2020.

### **Cash Management**

Management of cash necessary to pay for government services, while investing temporary cash excesses in order to earn interest income. Cash management refers to the activities of forecasting inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest return available for temporary cash balances.

### **Charges for Service**

Includes a wide variety of fees charged for services provided to the public and other agencies.

### **COVID-19**

Coronavirus disease (COVID-19) is a respiratory disease caused by SARS-CoV-2, a new coronavirus discovered in 2019. In early March 2020, the World Health Organization (WHO) declared COVID-19 a pandemic—a disease outbreak occurring over a wide geographic area and affecting an exceptionally high proportion of the population.

### **Comprehensive Annual Financial Report**

The annual audited results of the City's financial position and activity.

### **Comprehensive Plan**

An official statement of the goals, objectives and physical plan for the development of the city. Contains a narrative of goals, objectives, and policies that describe the desired form, nature, and rate of city development.

### **Consumer Price Index**

A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

### **Contingency**

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted. Contingency may be appropriated for a specific purpose by City Council upon the approval of a resolution. The City separates contingencies into those that are designated for specific purposes and undesignated.

## GLOSSARY

### **Cost Allocation**

Various administrative services including city management, finance, human resources, public works staffing, and their related costs are allocated to the various funds that receive the benefit of these services via a cost allocation methodology.

### **Cost Center**

An organizational budget/operating unit within each city division or department.

### **Debt Service**

Interest and principal on outstanding bonds due and payable during the fiscal year.

### **Debt Service Fund**

A fund established to account for the accumulation of resources and for the payment of general long-term debt principle and interest that are not services by the Enterprise Funds. It does not include contractual obligations accounted for in the individual funds.

### **Department**

Led by a general manager, this combination of divisions of the City share specific and unique sets of goals and objectives (i.e., Police, Community Development, Administrative Services, Public Works, etc.).

### **Depreciation**

Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of physical elements, inadequacy, or obsolescence.

### **Designated Contingency**

Amounts set aside for anticipated non-recurring cash flow needs. This includes items such as moving and remodeling, major building repairs, emergency management, and capital project or equipment purchases.

### **Division**

A functional unit within a department consisting of one or more cost centers engaged in activities supporting the unit's mission and objectives.

### **Elderly and Disabled**

Provides funding for transportation alternatives for seniors and persons with disabilities. This includes taxi and bus services for employment, medical, shopping, and other necessary trips.

### **Employee Benefits**

Contributions made by a government to meet commitments or obligations for employee-related expenses. Included is this is the government's share of costs for social security and the various pension, and medical and life insurance plans.

### **Encumbrance**

Amount of money committed and set aside, but not yet expended, for the purchases of specific goods or services.

### **Ending Fund Balance**

The residual, non-restricted funds that are spendable or available for appropriation at the end of the fiscal year.

### **Enterprise Funds**

Established to account for operations, including debt service that are financed and operated similarly to private businesses – where the intent is the service is self-sufficient, with all costs supported predominantly by user charges.



## GLOSSARY

### **Estimated**

A projection of the revenue or expenditure, as appropriate, to be recognized during the current fiscal period.

### **Expenditures**

Represents decreases in net financial resources. They include current operating expenses, which require the current or future use of net current assets, debt services, and capital outlays.

### **Fees**

Charges for specific services levied by local government in connection with providing a service, permitting an activity, or imposing a fine or penalty.

### **Fiscal Management**

A government's directive with respect to revenues, spending, reserves, and debt management as these relate to governmental services, programs and capital investment. Financial policy provides an agreed upon set of principles for the planning and programming of governmental budgets and its funding.

### **Fiscal Year**

A 12-month period designated as the operating year for accounting and budgeting purposes in an organization. The City of Florence's fiscal year is July 1 through June 30.

### **Five-Year Financial Plan**

An estimation of revenues and expenses of the City's operations for the next five-year period.

### **Fixed Assets**

Includes equipment, vehicles, furniture and fixtures, and computer hardware and software with a cost basis in excess of \$5,000.

### **Franchise Fee**

Charged to all utilities operating within the City and is a reimbursement to the general fund for the utility's use of City's right of ways.

### **Full-Time Equivalent**

A calculation used to convert part-time hours to equivalent full-time positions. Full-time employee salaries are based on 2,080 hours per year. The full-time equivalent of a part-time employee is calculated by dividing the number of hours budgeted by 2,080.

### **Fund**

A fiscal and accounting entity with a self-balancing set of accounts. Records cash and other financial resources together with all related liabilities and residual equities, or balances and changes therein. These are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

### **Fund Balance**

The balance of net financial resources that is spendable or available for appropriation.

### **General Fund**

This is the primary operating fund of the City. It exists to account for the resources devoted to finance the services traditionally associated with local government.

## GLOSSARY

### **General Long-Term Debt**

Represents debt payable that is not classified as a liability of a given fund or secured by a specific revenue source other than the general revenues or property taxes of the issuer. General Obligation (GO) bonds are secured by the full faith and credit of the issuer. GO bonds issued by local units of government are secured by a pledge of the issuer's property taxing power (secondary portion). Usually this is issued to pay for general capital improvements such as parks and City facilities.

### **Goal**

The result or achievement toward which effort is directed; aim; end.

### **Grant**

A contribution that is made by one government unit to another. The contribution is usually made to aid in the support of a specified function (i.e., library, transit, or capital projects).

### **Infrastructure**

Public domain fixed assets such as roads, bridges, streets, sidewalks, and similar assets that are immovable.

### **Intergovernmental Revenues**

Levied by one government, but shared on a predetermined basis with another government or class of governments.

### **Levy**

Gross amount of property taxes imposed on taxable property. The net amount received by a government will be less than the gross levy as a result of delinquent or uncollectible payments or early payment discounts. Budgets are developed on the basis of the projected amount of property taxes receivable.

### **Line Item Budget**

The traditional form of budget, where proposed appropriations are based on individual objects of expense within a department or program. Local Budget Law Oregon Revised Statutes (ORS) dictates local budgeting practices. ORS Chapter 294 contains Local Budget Law provisions.

### **Local Improvement District**

Consists of property owners desiring improvements to their property. Bonds are issued to finance these improvements, which are repaid by assessments on their property. Local Improvement District debt is paid for by a compulsory levy (special assessment) made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

### **Local Option Levy**

Under Measure 50, local governments and special districts were given the ability to ask voters for temporary authority to increase taxes through approval of a local option levy. The maximum length of time for a local option levy is 5 years, and up to 10 years, if the levy is for capital purposes. A local option levy must be approved by a majority of voters at a general election or an election with a 50 percent voter turnout.

### **Materials and Services**

Expendable items purchased for delivery and City services. This classification includes supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature.

### **Measure 5**

In November 1990, State of Oregon voters passed a constitutional limit on property taxes. The law sets a maximum \$10 tax rate on individual properties for the aggregate of all non-education taxing jurisdictions. The maximum tax rate for education jurisdictions is limited to \$5.

## GLOSSARY

### **Measure 50**

A 1997 voter approved initiative which rolled back assessed values to 90 percent of their levels in fiscal year 1995-96 and limits future annual increases to three percent, except for major improvements. Tax rates are now fixed and not subject to change. Voters may approve local initiatives above the fixed rates provided a majority approves at either (1) a general election in an even numbered year; or (2) at any other election in which at least 50 percent of registered voters cast a ballot.

### **Mission**

Defines the primary purpose of the City and is intended to guide all organizational decisions, policies and activities (internal and external) on a daily basis.

### **Non-Operating Budget**

Part of the budget composed of the following items: reserves, contingencies, capital projects, and debt service payments.

### **Objective**

A target to be accomplished in specific, well defined and measurable terms, and that is achievable within a specific time frame.

### **Operating Budget**

The plan for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled.

### **Operating Revenue**

Funding received by the government as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services, capital outlay, and debt service.

### **Ordinance**

A formal legislative decree enacted by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or a constitutional provision, it has the full force and effect of the law within the boundaries of the municipality to which it applies.

### **Outstanding Debt**

The balance due at any given time which resulted from the borrowing of money or from the purchase of goods and services.

### **Performance Measure**

Data collected to determine how effective or efficient a program is in achieving its objectives.

### **Permanent Tax Rate**

Under Measure 50, each school district, local government, and special district was assigned a permanent tax rate limit in fiscal year 1998. This permanent rate applies to property taxes for operations.

### **Personnel Services**

The salaries and wages paid to employees, in addition to the City's contribution for fringe benefits such as retirement, social security, and health and workers' compensation insurance.

## GLOSSARY

### **Property Tax**

Based according to assessed value of property and is used as the source of monies to pay general obligation debt and to support the services provided by the City.

### **Project Manager**

An individual that is responsible for budgeting and managing projects to their completion.

### **Proposed Budget**

A financial document that combines operating, non-operating and resource estimates prepared by the Budget Officer, which is submitted to the public, Budget Committee, and City Council for review and approval.

### **Resolution**

A special or temporary order of a legislative body requiring City Council action.

### **Resources**

Includes revenue, inter-fund transfers, borrowing proceeds, and beginning fund balance.

### **Retained Earnings**

An equity account that reflects the accumulated earning of an enterprise or internal service fund.

### **Revenue**

Funds received by the City from either tax or non-tax sources.

### **Revenue Bonds**

Bonds payable from a specific source of revenue, which does not pledge the taxing authority of the issuer. Pledged revenues may be derived from operation of the financed project, grants, excise, or other specified non-property tax.

### **Special Assessment**

A compulsory levy made against certain properties to defray part of the cost of a capital improvement or service deemed to be beneficial primarily to those properties. (Also see Local Improvement District.)

### **Special Assessment Bond**

A bond issue payable from the payments on special assessments imposed against properties that have been specially benefited by the construction of public improvements such as sidewalks, roads, or sewer systems.

### **Special Revenue Funds**

A fund established to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

### **Supplemental Budget**

Appropriations established to meet needs not anticipated at the time the budget was originally adopted. A supplemental budget cannot increase the tax levy.

### **System Development Charges**

Charges paid by developers and builders to fund expansion of infrastructure systems necessary due to increased usage. Such charges are collected for water, sewer, storm drains, streets, and parks and are paid by developers and builders as part of the permit process.

## GLOSSARY

### **Taxes**

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges, such as water service.

### **Tax Levy**

The total amount of property taxes needed to pay for General Fund operations and for principal and interest on bonds.

### **Tax Rate**

The amount of tax levied for each \$1,000 of assessed valuation.

### **Tax Revenue**

Includes property taxes, hotel, and transient/motel/hotel room tax.

### **Tax Roll**

The official list showing the amount of taxes levied against each property.

### **Transfers**

Appropriation category used in the City's budget, which includes amounts distributed from one fund to pay for services provided by another fund. The general fund may also transfer funds to any other fund if desired by the City Council.

### **Trust Funds**

A fund established to administer resources received and held by the City as the trustee or agent for others. Uses of these funds facilitate the discharge of responsibility placed upon the City by virtue of law or other similar authority.

### **Unappropriated Ending Fund Balance**

An account which records a portion of the fund balance. It must be segregated for future use and is not available for current appropriation or expenditure.

### **Unreserved Fund Balance**

The portion of a fund's balance that is not restricted for a specific purpose. It is available for general appropriation.

### **User Fees**

The fee charged for services to the party or parties who directly benefits. They are also referred to as Charges for Service.

