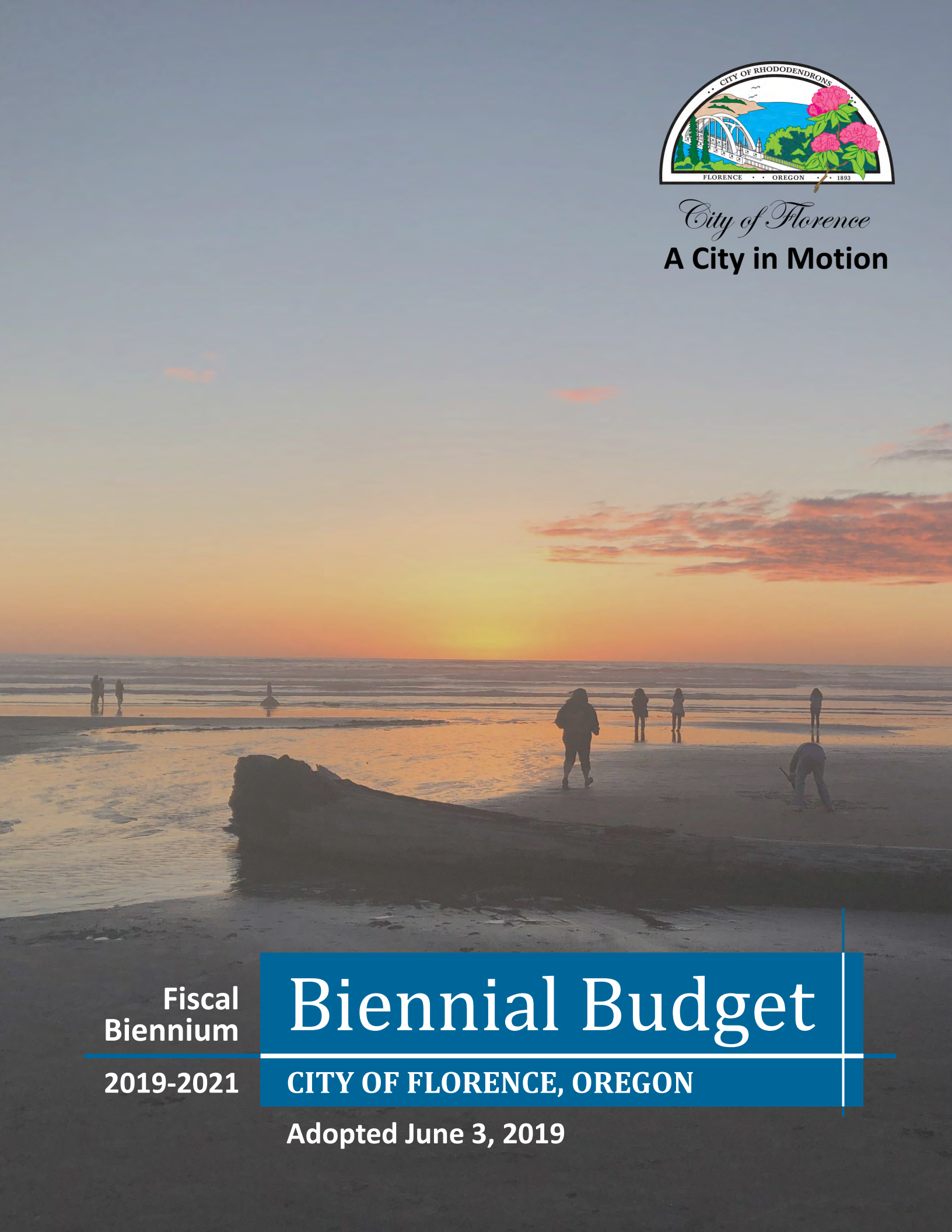




City of Florence
A City in Motion



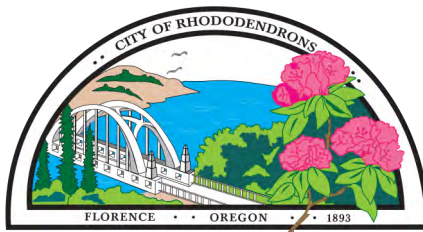
**Fiscal
Biennium**

2019-2021

Biennial Budget

CITY OF FLORENCE, OREGON

Adopted June 3, 2019



City of Florence
A City in Motion



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Florence

Oregon

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morill

Executive Director



City of Florence
A City in Motion

City of Florence, Oregon

Fiscal Biennium 2019-2021 Budget

July 1, 2019 — June 30, 2021



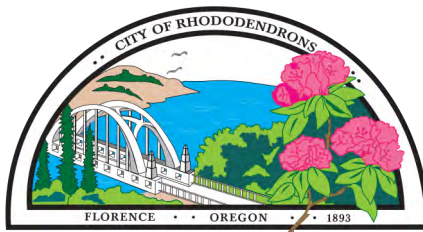
BUDGET COMMITTEE

Council Members	Citizen Members	<u>Term Expires</u>
Mayor Joe Henry	Brittany Hornung	January 2022
Council President Woody Woodbury	Leonard Larson	January 2021
Council Vice President Ron Preisler	Joel Marks	January 2020
Councilor Joshua Greene	Wayne Sharpe	January 2021
Councilor Geraldine Lucio	Sally Wantz	January 2023

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 April 29, 2019. The committee held public meetings on May 7th and May 8th, with City staff making presentations and addressing questions. The public meetings provide an opportunity for public testimony. The Budget Committee approved the budget on May 8, 2019, and forwarded it to the City Council for adoption consideration.

The City Council held a public hearing on the approved budget June 3, 2019. After the public hearing the Council reviewed and considered adoption of the approved budget, levying of property taxes, and establishment of budget appropriations. The City Council adopted the budget on June 3, 2019. They also approved fee adjustments that were included in the adopted budget for fiscal year 2019-21.



City of Florence
A City in Motion

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BUDGET MESSAGE



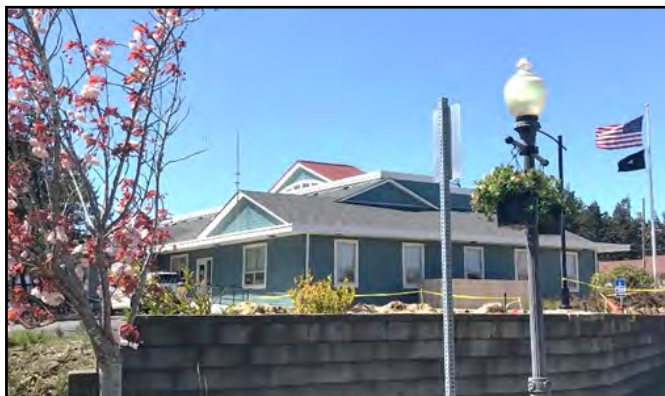
City Manager's Budget Message 2019 – 2021 Biennium Budget

April 29, 2019

To the City of Florence Budget Committee,

I am pleased to submit to you the proposed budget for the 2019-2021 Fiscal Biennium, the second two-year budget that the City of Florence has created. The City's financial plan for the 2020-2021 biennium will enable the City to continue to provide the essential public services that contribute to this high quality of life. While there are challenges to contend with, this budget keeps us on the path of stewarding Florence into an even better city.

The biennial budget 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 has been prepared to provide a comprehensive overview of all City funds and services, and to give residents a better understanding of the City's operating and fiscal programs. The City's proposed budget has been prepared pursuant to Oregon Local Budget Law. This budget totals \$58.8 million and is balanced. The General Fund budget is \$16.0 million. (Previous fiscal biennium was \$55.4 million with \$16.0 million for the General Fund.) 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.



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.

City Council Goals. Providing a foundation for the City's Work Plan are five goals that were reaffirmed by the City Council in early 2019. 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. *Create a strategy and actions aimed towards sustaining and expanding the Florence economy.*

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.*

BUDGET MESSAGE

The Council has once again selected the motto of “A City in Motion” and chose six priority areas to focus our energy on to keep us in forward motion for the next two years.

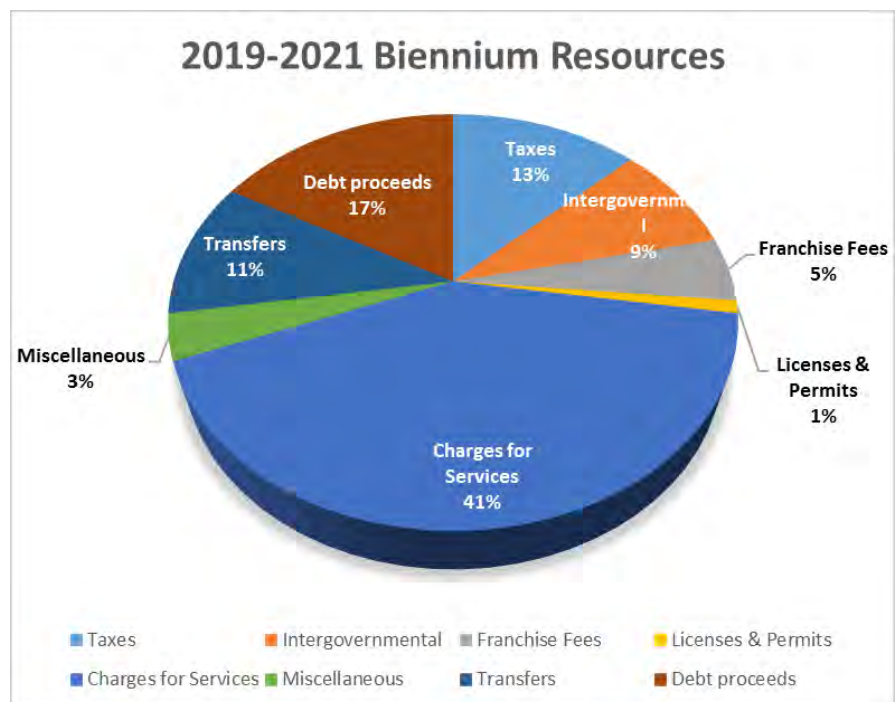
PRIORITIES Adopted by the City Council for the 2019 – 2021 Work Plan	
Housing Efforts & Initiatives <i>(Development, Regulations, Workforce/ Affordable Projects & Support, Homelessness & Incentives)</i>	Family Wage Jobs & Workforce Development <i>(Retention, Expansion, Marketing, Infrastructure & Incentives)</i>
Development of Quince Street Property <i>(Hotel/Mixed-Use/Housing, Trail, Infrastructure, and Incentives)</i>	Parks & Park Improvements <i>(Gallagher’s, River & Miller Parks, and Estuary Trail)</i>
ReVision Florence Community Outreach <i>(Hwy 101/126 Streetscape & Paving)</i>	Infrastructure & Capital Improvements <i>(Water, Sewer, Stormwater & Streets)</i>

These five goals and six priority areas were the starting point for this budget. We will continue to work towards meeting these goals with the financial resources available. The budget continues existing service levels even though we anticipate financial challenges and uncertainties related to public employee pension funding (PERS) and health care costs in light of limited revenue solutions. Still, it enables the Council’s goals to be met.

The purpose of this budget message is to highlight key aspects of the budget in relation to the City work plan, while referring you to further explanations throughout the document as it relates to each fund and program. Each program section contains a narrative summary, program highlights, and performance measure information that all together tells the story of a City in Motion.

Beginning Fund Balance and Revenues. Total Current Resources for the fiscal biennium are \$50.5 million. There are several large projects that are carried forward from the previous biennium resulting in an \$8.2 million beginning fund balance, creating total resources to balance with expenditures \$58.8 million. It is with these resources that the City intends to use to provide essential public services that are in alignment with the City Council goals. Revenue assumptions in the 2019 -2021 Biennium Budget are as follows:

- ◆ Property tax revenue assumed growth of 1%, and increase in taxable assessed value of 3%.
 - ⇒ \$5.3 million for the General Fund.
 - ⇒ \$318,000 for the General Obligation Debt Service Fund, which will be paid off in FY22.
- ◆ Utility revenues increase at a 1.3% CPI rate.



BUDGET MESSAGE

- ◆ Street Fee increases 10 cents per equivalent dwelling unit, less than the forecasted 50 cents (\$6.50 to \$6.60). Additional Street Fund revenues are received as a result of the Statewide Transportation Funding Package passed in 2017.
- ◆ Solid Waste Hauler license fee on gross-profit will increase a half percent to 4.5% and 5%, respectively with revenues collected dedicated to the Street Fund. (Per Resolution 5% is limit.)
- ◆ Charges for Services now includes internal service fees for General and Public Works Administration (previously recorded as Transfers).
- ◆ All other fees assumed to be increases as detailed in fiscal policies.

Resource Category in Millions	Previous Biennium	Current Biennium 2019-2021	Percentage change
Taxes	\$ 6.1	\$ 6.5	7%
Intergovernmental	5.4	4.4	-19%
Franchise Fees	1.8	2.5	39%
Licenses & Permits	0.8	0.5	-38%
Charges for Services	15.4	21.0	36%
Miscellaneous	2.1	1.8	-14%
Transfers	7.4	5.4	-27%
Debt proceeds	6.7	8.5	27%
Total Current Resources	\$ 45.7	\$ 50.6	11%
Beginning Fund Balance	9.7	8.2	-15%
Total Resources	\$ 55.4	\$ 58.8	6%

Fiscal policies were adopted by the City Council 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 entrusted to our stewardship in order 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 section.

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.

Personnel. Given that the City is predominantly a service provider, labor costs naturally drive a large portion of the budget. The budget includes 75.1 full-time equivalent (FTE) positions. This is a 3.0 FTE increase from the previous biennium budget made up of two full-time employees (Administrative Assistant to the City Manager’s Office and the Building Maintenance Utility Worker) with one FTE for additional utility workers seasonal contracted services. Overall, the City’s personnel budget will increase by \$1.5 million or 13% attributable to the increase in PERS rates, contractually and policy required increases for staff, and health related benefits.

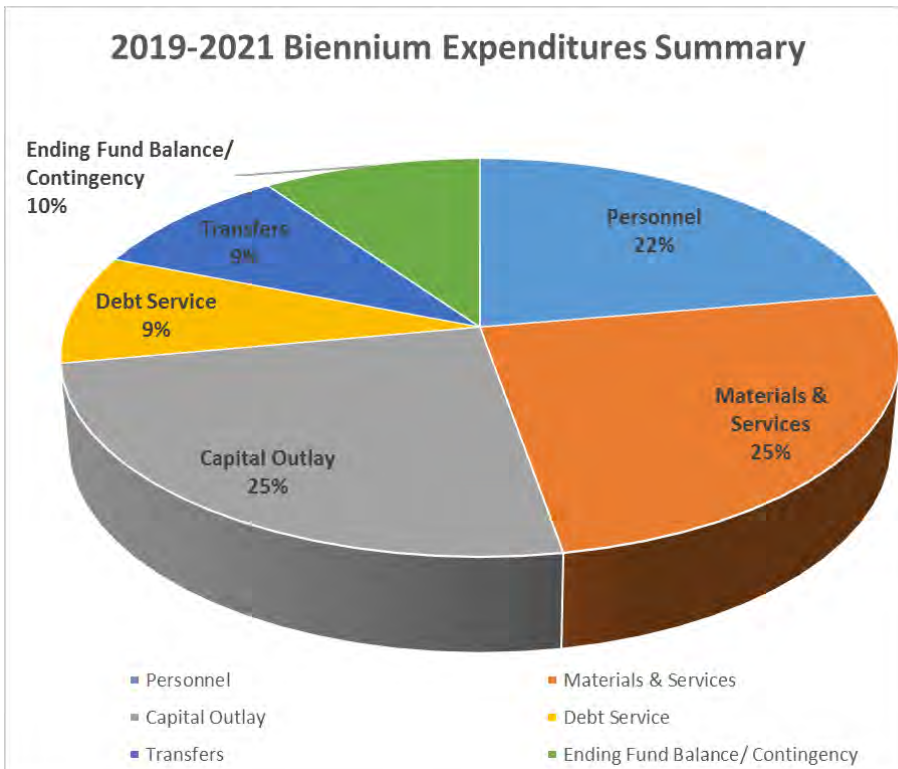
Expenditure Category in Millions	Previous Biennium	Current Biennium 2019-2021	Percentage change
Personnel	\$ 11.5	\$ 13.0	13%
Materials & Services	11.0	14.6	33%
Capital Outlay	15.8	14.7	-7%
Debt Service	5.1	5.2	2%
Transfers	8.2	5.4	-34%
Total Expenditures	\$ 51.6	\$ 52.9	3%
Ending Fund Balance/ Contingency	3.8	5.9	55%
Total Requirements	\$ 55.4	\$ 58.8	6%

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 exception of two current vacancies, we will be fully staffed in all divisions.

BUDGET MESSAGE

As City Manager I am working to create a work force that is well trained and fairly compensated to limit future turnover. The most detrimental vacancies occurred during the last biennium was in the Finance Department. Within the last few months we have filled those positions and reorganized Finance into the Administrative Services Department.

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 COLA adjustment of 1.3%. The City is in the middle of a three-year contract with the Police Employee's Association, our only represented group, which expires June 30, 2020. Please reference the Personnel section of the budget document for a full analysis.



Materials and Services. The Materials and Services (M&S) budget reflects a continuance of current service levels and it accounts for 25% of the total budget, however, it is becoming more difficult to meet service expectations. For the majority of the expenditures we assume a 2% cost increase year over year.

New to this biennium is a system we have created where we fully recognize the cost of providing services for each department. We do this by charging administrative overhead to all programs, which has increased M&S expenditures for the division being charged and reduced transfers where charges of this kind were previously recorded.

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, and professional services to assist staff in the next Transportation System Plan (TSP).

Capital Investments. Last biennium saw the completion of three significant projects: Rhody Drive Phase 1, City Hall Remodel & Expansion, and the Public Works Facility. This biennium includes \$14.7 million in capital outlay (previous biennium \$15.8 million) that will be funded through debt proceeds, grants, and cash on hand. Capital budget for this biennium focuses on reinvestment and new investment in the utility infrastructure and \$4.5 million for the much anticipated Rhody Drive Phase 2 project that is planned to realign, significantly improve, and enhance the segment beginning as you head north from the Wildwinds subdivision to the intersection of 35th Street.

The capital outlay budget also contains funding for the completion of several projects that are already in progress including the wastewater utility project on Hwy 101 North, the Miller Park Concession Stand and Field Improvements Project, and close out of the Airport Lighting Improvement Project. Further detail of budgeted projects by fund can be found in the Capital Outlay Schedule.

BUDGET MESSAGE

Debt, Contingencies, and Ending Fund Balance. The budget expects that we will take out \$8.5 million in long-term debt to fund the capital investments described above and we expect that debt outstanding at the end of the biennium to be \$28.1 million. Budgeted debt service expenditures are \$5.2 million making up 9% of the total expenditures. We begin this biennium with roughly half of the ReVision Florence project underway. While the project costs and future 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 by obligation can be found in the 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 those targets for all funds except for the General Fund, Streets Fund, and Wastewater Funds. The General Fund is slightly below target, but can be managed with timing of projects and seeking additional grant funding. The Streets Fund will meet its target with incremental increases to the Street Fee over the next five years and the full benefit of the State Transportation Funding Package occurring in 2023. The Wastewater Fund is most dependent on growth to close the gap, as it operates only at 65% capacity and it bears the heaviest/costliest regulatory burdens to protect the environment of all city services. For further analysis on ending fund balance, please reference the budget detail for each fund.

Conclusion & Acknowledgements. 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 creating a quality and economically viable future. This 2019-2021 Proposed Biennial Budget illustrates how resources will be used to do this. As fiscal challenges lie ahead, we have managed to maintain the status quo for municipal services and continue to reinvest in our facilities and infrastructure.

We have committed leaders on City Council and staff that, working together, can turn vision into results. I look forward to working with you in a spirit of collaboration and teamwork to move forward and continue to make Florence the best place to live, work, and play on the Oregon Coast!

I would like to extend a personal thank you to each member of the Management Team and their staff for the information and insights they have provided in the preparation of this budget.

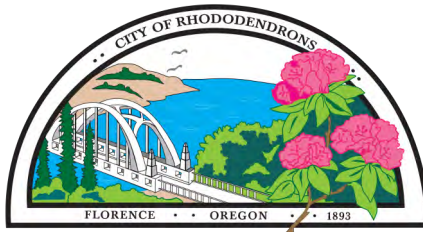
I am honored and humbled to be of service to the City Council during these exciting times for the City of Florence. I appreciate the dedication of our City Council members, volunteers, and employees as they deliver key community services, maintain financial stability, and continue to make decisions that support the City of Florence as Oregon's Premier Coastal Community and a City in Motion!

Respectfully submitted,



Erin R. Reynolds
City Manager and Budget Officer





City of Florence
A City in Motion

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 0.8% annually, to a population of 8,795 as of January 1, 2019. 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.



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. Council meetings are video-taped and broadcast on cable channel 191. Additionally, videos of previous meetings are available

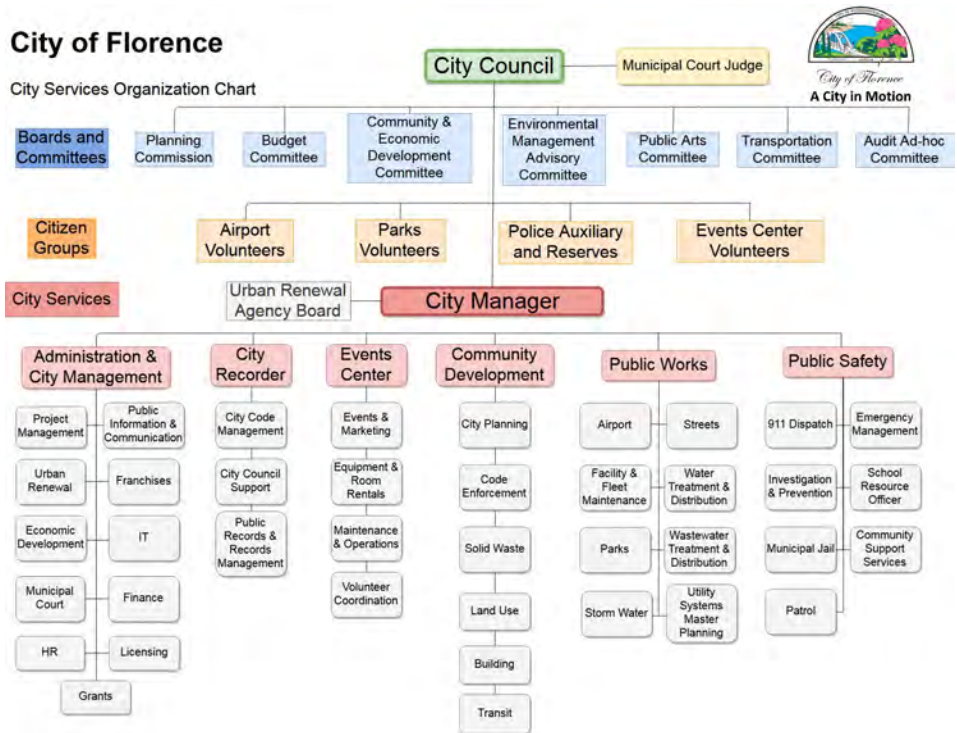
on the City’s website; <https://ci.florence.or.us/council/watch-past-city-council-meetings-online>.

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.

City of Florence

City Services Organization Chart



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.

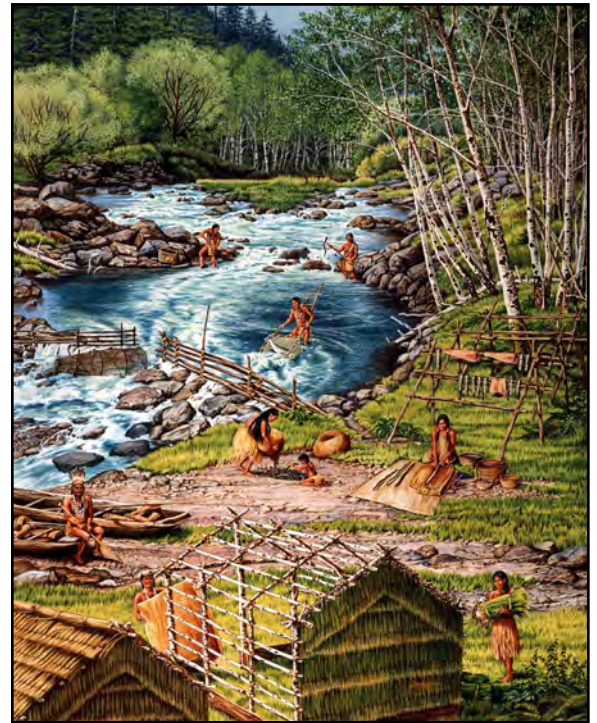
Florence lies within Lane County, which has five commissioners, elected by district. The County’s administration is located in Eugene, sixty miles east of Florence. Florence is within District 1 West Lane, which is represented by Commissioner Jay Bozievich.

CITY OVERVIEW

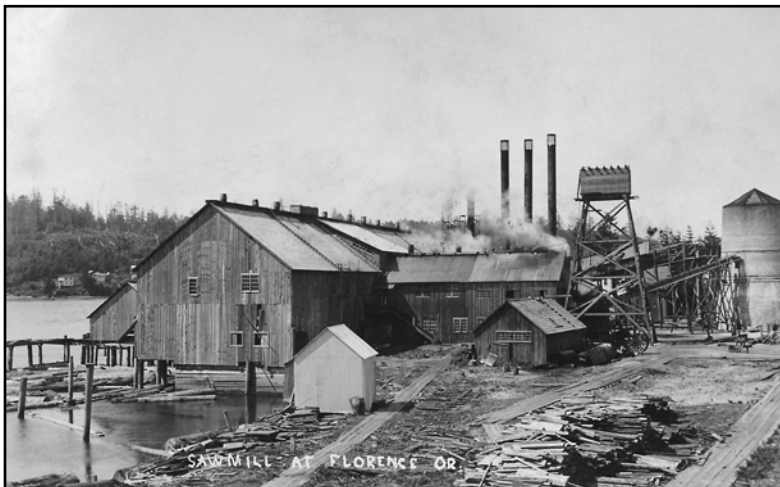
History

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)	6.0	4,553.12	3,531,905.43
Population Estimate (2018 Certified Estimates—PSU)	8,795	375,120	4,195,300
Households (2013-2017)	4,381	148,752	118,825,921
Persons per household (2013-2017)	1.97	2.39	2.63
Percent of population female (2010)	53.6%	50.7%	50.8%
Persons under 5 years age – percent (2010)	4.0%	5.0%	6.1%
Persons under 18 years age – percent (2010)	13.3%	18.7%	22.6%
Persons above 65 years age – percent (2010)	41.4%	18.7%	15.6%
High school graduate or higher % of persons 25+ years of age (2013-2017)	91.0%	91.5%	87.3%
Bachelor’s degree or higher % of persons 25+ years of age (2013-2017)	23.4%	29.6%	30.9%
Median Household Income (2013-2017)	\$33,821	\$47,710	\$57,652
Per capita Income – past 12 months (2017 dollars, 2013-2017)	\$25,606	\$27,032	\$31,177
Persons below poverty level	18.6%	16.6%	12.3%
Number of housing units (July 1, 2017)	5,393	162,591	137,403,460
Percent owner occupied (2013-2017)	63.1%	58.8%	63.8%
Median value of owner-occupied housing (2013-2017)	\$186,500	\$232,800	\$193,500

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

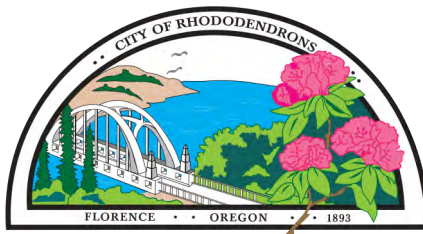
Portland State University Certified Population Estimates: <https://www.pdx.edu/prc/population-reports-estimates>.

CITY OVERVIEW

Florence Statistics

Metric	Florence
Annual Rainfall — Average Inches Since 1957 as of March 2019	69.53 inches
Parks and Public Open Space	197 acres
City Lane Miles of Street	79.2 lane miles
Sewer Mains	69.43 miles
Sewer Pump Stations	39
Stormwater Pipes	33.51 miles
Water Mains	66.29 miles
Water Storage – gallons	4.5 million
Water Connections	3,922
Sewer Connections	3,700
Bond Rating	A
City Property Tax Rate	\$2.8610
City Bonded Debt Property Tax Rate — FY 2019-20 / FY 2020-21 (estimate)	\$0.1591/\$0.1767
Total Property Tax Rate in City Limits — FY 2019-20 / FY 2020-21 (estimate)	\$3.0201/\$3.0377
City Share of Total Property Tax (estimate)	21.0%
Total Budget – 2019-21 Biennium	\$58,764,700





City of Florence
A City in Motion

PERSONNEL

Prior to fiscal year 2014-15 City staffing was decreased due to revenue and activity reductions resulting from the extended recession that began in 2007. During the past few years activity levels and revenue have stabilized and increased. Increased services demand, deferred capital investment and low interest rates have spurred increases in capital investment as well as the need for additional personnel.

The City continues to add staffing as activity levels and revenue support it. In the 2017-2019 biennium, the City hired an Administrative Services Director and Finance Manager to bring staffing in the administrative area back to normal. The Police Department filled three patrol vacancies, with officers beginning on April 1, 2019.

Consistent with the City personnel policies, 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 is limited to a minimum one percent (1.0%) and maximum three percent (3.0%). For non-represented employees, the adjustment July 1, 2019 and the estimated adjustment July 1, 2020 is 1.3%. The adjustment July 2019 for represented Florence Police Association employees is 2% per contract. The current contract ends 6/30/2020 and will be renegotiated during this biennium.

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.

Fiscal Biennium 2017-19 Changes

In the 2017-19 biennium the following positions were added or vacancies were filled as budgeted and planned for:

- A Building Maintenance Worker was hired to replace a transfer to Utility Worker.
 - In the 2019-21 biennium, this position moves from Administration in the General Fund to Public Works Administrative Services.
- An Information Technology Manager was added to bring IT services in-house.
 - This position is replacing a contract for IT services.
- A Human Resources Analyst position was hired to provide Human Resources services required by the City.
- An Administrative Assistant was hired in the City Manager's Office to replace a transfer to Public Works Administration.
- An Administrative Services Director was hired to assist the City Manager with the oversight of Finance, Information Technology, Human Resources, and Municipal Court. This position replaces the position formerly titled Finance Director.
- A Finance Manager was hired to manage the day-to-day operations of the Finance Department. This position replaces the position formerly titled Assistant Finance Director.
- A 0.5 FTE Court Clerk was hired to assist with Court's growing work load.
- An Accounting Clerk I was hired to assist with City Hall reception and utility billing.
- Six Police Officers were hired to bring the Police Department to full staffing.
- A Planning Technician was hired to process "over the counter" and Type 2 applications.
- A Park Maintenance Worker was hired to fill the park maintenance utility worker positions.
- A Wastewater Treatment Plant Operator I was hired to fill the plant operations position.
- A Water Treatment Plant Operator I was hired to fill the plant operations position.
- A Stormwater Utility Worker was added to increase the capacity of the Stormwater Division.

PERSONNEL

Changes from Previous Biennium

Additional position changes included in the 2019-21 biennium budget include:

Department	2015-16 Actual	2016-17 Actual	2017-19 Budget	2019-21 Budget
Police	17.0	18.0	18.0	18.0
Communications	7.0	7.0	7.0	7.0
Community Development	6.4	5.6	7.6	7.6
Parks	2.0	2.1	2.5	2.5
Municipal Court	2.5	2.4	2.4	2.4
Administration ¹	4.5	6.5	9.6	5.6
Administrative Services ¹	0.0	0.0	0.0	7.0
City Hall Maintenance ²	1.0	1.0	1.0	0.0
Street	1.0	1.0	1.0	1.0
Florence Events Center	4.0	4.0	4.0	4.0
Water	5.0	5.0	5.0	5.0
Wastewater	5.0	4.0	5.0	5.0
Stormwater	1.0	2.0	2.0	2.0
Public Works Administration ²	4.0	6.0	7.0	8.0
Total FTE's - Citywide	60.4	64.6	72.1	75.1
Less: Contracted FTE's	(2.8)	(4.4)	(4.5)	(6.1)
Net FTE's - Citywide	57.6	60.2	67.6	69.0

- Addition of the Administrative Assistant in the City Manager's Office (1.0 FTE increase).
- Additional Building Maintenance Worker is added to assist in facilities maintenance (1.0 FTE increase).

The net change in total full-time equivalent (FTE) budgeted positions, including contract positions, for the 2019-21 biennium over the previous year's budgeted FTE's is 2.0 FTE's.

¹ Administrative Services is added in the Fiscal Biennium 2019-21. It will include Finance, Human Resources, and Information Technology, which were previously included in Administration.

² City Hall Maintenance is 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 is \$6.5 million, compared to the 2018-19 budget of \$5.9 million, an increase of \$649,000 (10.9%). PERS and health insurance costs continue to drive increases in payroll. Fiscal year 2020-21 total compensation is estimated to total \$6.8 million, an increase of \$311,500 (4.8%). Personnel cost increases from Year 1 to Year 2 of the biennium are largely due to merit increases. As retiring staff has been replaced with entry level employees, fewer employees are at the top level of the pay grades.

The 2019-21 biennial budget includes the following payroll cost assumptions:

- Three employees eligible for promotional opportunities due to development of skills and certifications.
- A cost-of-living (COLA) pay adjustment July 1, 2019 and July 1, 2020 of one and three tenths percent (1.3%) for non-represented employees.
- A cost-of-living pay (COLA) adjustment of two percent (2.0%) for Florence Police Association members for Year 1 and 1.3% for Year 2 in absence of a contract.
- Merit pay increases (discretionary) for non-represented employees of two percent (2.0%).
- Premium increase for health insurance at six percent (6.0%) each year of the biennium.
- Health insurance for vacant positions is budgeted with family coverage.
- Significant analysis of health insurance plans is anticipated due to changes in IRS regulations of high deductible effective January 1, 2021, which will impact the last six months of the biennium.
- Health coverage for all current employees is based on current coverage.
- PERS rates effective July 1, 2019, for the 2019-21 biennium period:
 - Tier I/II: 18.79% (previous 14.98%) • OPSRP General: 10.14% (previous 5.93%) • OPSRP Police: 14.77% (previous 10.70%)
- 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, 2019

Position	Pay Grade	Annual Salary	
		Minimum	Maximum
Administrative Specialist I	6	33,133	43,602
Administrative Assistant I	6	33,133	43,602
Parks Maintenance Worker	6	33,133	43,602
Accounting Clerk	7	34,790	45,782
Administrative Assistant II	8	36,530	48,071
Administrative Specialist II	8	36,530	48,071
Building Maintenance Worker	8	36,530	48,071
Court Clerk	8	36,530	48,071
Executive Assistant to Public Works Director	8	36,530	48,071
FEC Maintenance Technician	8	36,530	48,071
FEC Office Coordinator	8	36,530	48,071
Planning Administrative Assistant	8	36,530	48,071
Building Technician	9	38,355	50,474
Utility Worker I	9	38,355	50,474
Accounting Clerk I	10	40,274	52,998
Code Enforcement Officer	10	40,274	52,998
Executive Assistant to Planning Director	10	40,274	52,998
Public Works Field Assistant	10	40,274	52,998
Water Treatment Plant Operator I	11	42,288	55,647
Wastewater Treatment Plant Operator I	11	42,288	55,647
Public Works Field Technician/Cross Control	11	42,288	55,647
Utility Worker II	11	42,288	55,647
Planning Technician	11	42,288	55,647
Utility Worker II/Engineering Tech	12	44,402	58,430
Wastewater Treatment Plant Operator II	12	44,402	58,430
Accounting Clerk II	12	44,402	58,430
Senior Court Clerk	12	44,402	58,430
Assistant Planner	13	46,622	61,351
Senior Utility Worker	14	48,953	64,419
Water Treatment Plant Operator II	14	48,953	64,419
Human Resources Analyst	15	47,241	65,274
Senior Wastewater Plant Treatment Operator	15	47,241	65,274
Field Supervisor	16	53,971	71,021
Associate Planner	17	56,669	74,573
Court Administrator	17	56,669	74,573
Wastewater/Water Treatment Plant Superintendent	19	62,478	82,216
Police Sergeant	19	62,478	82,216
City Recorder/Economic Development Coordinator	19	62,478	82,216
Finance Manager	19	62,478	82,216
Information Technology Manager	19	62,478	82,216
City Project Manager	20	65,602	86,327
Events Center Director	21	68,882	90,644
Police Commander	22	73,326	95,175
Planning Director	23	75,943	99,934
Administrative Services Director	24	79,739	104,932
Police Chief	26	87,912	115,687
Public Works Director	26	87,912	115,687
City Manager		95,243	134,181

PERSONNEL

Salary Schedule – Non-Represented Positions
July 1, 2020 (Estimate)

Position	Pay Grade	Annual Salary	
		Minimum	Maximum
Administrative Specialist I	6	33,564	44,169
Administrative Assistant I	6	33,564	44,169
Parks Maintenance Worker	6	33,564	44,169
Accounting Clerk	7	35,242	46,377
Administrative Assistant II	8	37,005	48,696
Administrative Specialist II	8	37,005	48,696
Building Maintenance Worker	8	37,005	48,696
Court Clerk	8	37,005	48,696
Executive Assistant to Public Works Director	8	37,005	48,696
FEC Maintenance Technician	8	37,005	48,696
FEC Office Coordinator	8	37,005	48,696
Planning Administrative Assistant	8	37,005	48,696
Building Technician	9	38,854	51,130
Utility Worker I	9	38,854	51,130
Accounting Clerk I	10	40,798	53,687
Code Enforcement Officer	10	40,798	53,687
Executive Assistant to Planning Director	10	40,798	53,687
Public Works Field Assistant	10	40,798	53,687
Water Treatment Plant Operator I	11	42,838	56,370
Wastewater Treatment Plant Operator I	11	42,838	56,370
Public Works Field Technician/Cross Control	11	42,838	56,370
Utility Worker II	11	42,838	56,370
Planning Technician	11	42,838	56,370
Utility Worker II/Engineering Tech	12	44,979	59,190
Wastewater Treatment Plant Operator II	12	44,979	59,190
Accounting Clerk II	12	44,979	59,190
Senior Court Clerk	12	44,979	59,190
Assistant Planner	13	47,228	62,149
Senior Utility Worker	14	49,589	65,256
Water Treatment Plant Operator II	14	49,589	65,256
Human Resources Analyst	15	52,069	68,519
Senior Wastewater Plant Treatment Operator	15	52,069	68,519
Field Supervisor	16	54,673	71,944
Associate Planner	17	57,406	75,542
Court Administrator	17	57,406	75,542
Wastewater/Water Treatment Plant Superintendent	19	63,290	83,285
Police Sergeant	19	63,290	83,285
City Recorder/Economic Development Coordinator	19	63,290	83,285
Finance Manager	19	63,290	83,285
Information Technology Manager	19	63,290	83,285
City Project Manager	20	66,455	87,449
Events Center Director	21	69,777	91,822
Police Commander	22	73,266	96,412
Planning Director	23	76,930	101,233
Administrative Services Director	24	80,776	106,296
Police Chief	26	89,055	117,191
Public Works Director	26	89,055	117,191
City Manager		97,910	135,925

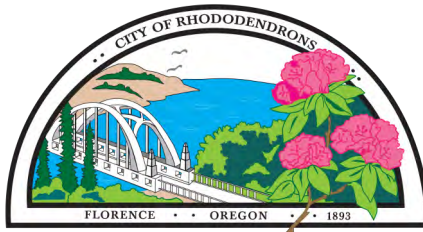
BASICS OF BUDGETING

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.





City of Florence
A City in Motion

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.



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.



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.



Transient Room Tax 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 (10.8%); five percent (5.0%) County, one and four-fifths percent (1.8%) State of Oregon, 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.

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.

City/FURA Debt Service Fund — This fund accounts for City debt and debt service for full faith and credit obligations issued by the City for the benefit of the City's Urban Renewal Agency (Florence Urban Renewal Agency, a separate entity). The City and FURA have entered into an Intergovernmental Agreement for borrowing(s) that provides FURA, and ultimately the City and overlapping taxing jurisdiction taxpayers, the most advantageous loan terms available. FURA utilizes debt proceeds to invest in the City's urban renewal area, with property tax revenue paid to FURA used to pay the City so that the City may make principal and interest payments.

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.

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.



FUND ACCOUNTING

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.

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.

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 rental, 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.

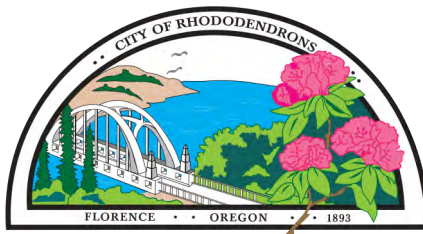


Internal Service Funds



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.



City of Florence
A City in Motion

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	
			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.

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

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.



City of Florence
A City in Motion

CONSOLIDATED 2019-21 BIENNIAL BUDGET SUMMARY

City-Wide Financial Schedules

Fiscal Year Ended June 30, 2018 through June 30, 2021

	2017-2018 Actual	2018-2019 Estimate	2017-2019 Adj Budget	2019-2020 Budget	2020-2021 Budget	2019-2021 Biennium
Resources						
Taxes	3,601,598	3,993,400	6,096,600	3,213,200	3,324,500	6,537,700
Intergovernmental	1,450,878	4,492,730	5,321,500	2,420,800	1,963,900	4,384,700
Franchise fees	1,023,427	1,064,600	1,768,100	1,187,000	1,279,800	2,466,800
Licenses and permits	281,348	247,500	819,400	254,300	295,600	549,900
Charges for services	7,315,579	7,282,950	15,439,068	10,405,600	10,546,300	20,951,900
Miscellaneous	1,502,450	1,179,183	2,113,500	1,003,000	840,500	1,843,500
Transfers	2,902,608	4,315,300	7,386,400	2,658,600	2,693,700	5,352,300
Debt proceeds	3,895,012	3,500,000	6,700,000	4,500,000	3,800,000	8,450,000
Total resources	21,972,900	26,075,663	45,644,568	25,642,500	24,744,300	50,536,800
Expenditures						
Personnel	5,421,168	5,520,537	11,538,800	6,499,700	6,805,700	13,089,100
Materials and services	3,746,714	4,439,603	10,947,423	7,305,400	7,305,600	14,611,000
Capital outlay	8,670,639	10,526,424	15,847,100	7,772,000	6,908,500	14,680,500
Transfers	3,379,724	4,273,400	8,183,700	2,658,700	2,693,700	5,352,400
Debt service	2,776,049	2,640,238	5,097,617	2,506,200	2,667,200	5,173,400
Total expenditures	23,994,294	27,400,202	51,614,640	26,742,000	26,380,700	52,906,400
Resources over (under) expenditures	(2,021,394)	(1,324,539)	(5,970,072)	(1,099,500)	(1,636,400)	(2,369,600)
Beginning fund balance	11,450,733	9,429,339	9,732,795	8,227,800	7,128,300	8,227,800
Ending fund balance	9,429,339	8,104,800	3,762,723	7,128,300	5,491,900	5,858,200

CONSOLIDATED 2019-21 BIENNIAL BUDGET SUMMARY

Consolidated 2019-21 Biennium Budget

Resources

Fund	Beginning Fund Balance	Resources							Debt Proceeds	Total Current Year Resources	Total Resources
		Taxes	Intergovernmental	Franchise Fees	Licenses and Permits	Charges for Services	Misc.	Transfers			
General	1,978,000	5,353,000	1,223,600	2,303,800	549,900	3,764,100	557,000	275,000	-	14,026,400	16,004,400
Street	194,600	-	2,542,000	163,000	-	870,000	4,200	480,000	4,500,000	8,559,200	8,753,800
Street SDC's	460,300	-	-	-	-	70,000	30,000	-	-	100,000	560,300
9-1-1	304,400	-	220,000	-	-	340,000	1,000	1,417,000	-	1,978,000	2,282,400
Room Tax	102,600	866,600	-	-	-	-	-	-	-	866,600	969,200
Florence Events Center	465,800	-	227,500	-	-	414,900	307,000	507,300	150,000	1,606,700	2,072,500
Water	1,168,400	-	-	-	-	4,475,000	10,000	250,000	2,200,000	6,935,500	8,103,400
Water SDC	200,500	-	-	-	-	193,500	30,000	-	-	223,500	424,000
Wastewater	799,800	-	-	-	-	6,660,000	411,000	550,000	1,250,000	8,871,000	9,670,800
Wastewater SDC	387,900	-	-	-	-	214,000	15,000	-	-	229,000	616,900
Stormwater	726,400	-	-	-	-	1,124,300	1,000	200,000	-	1,325,300	2,051,700
Stormwater SDC	178,400	-	-	-	-	118,000	2,000	-	-	120,000	298,400
Airport	221,700	-	78,000	-	-	120,000	167,200	-	-	365,200	586,900
Public Works Administration	186,300	-	93,600	-	-	2,588,100	-	-	350,000	3,031,700	3,218,000
GO Debt Service	29,200	318,100	-	-	-	-	100	-	-	318,200	347,400
Debt Service	823,600	-	-	-	-	-	308,000	1,673,000	-	1,981,000	2,804,600
Totals	8,227,900	6,537,700	4,384,700	2,466,800	549,900	20,951,900	1,843,500	5,352,300	8,450,000	50,536,800	58,764,700

Expenditures and Ending Fund Balance

Fund	Expenditures						Total Ending Fund Balance	Total Expenditures and Ending Balance
	Personnel	Materials and Services	Capital Outlay	Debt Service	Transfers	Total Expenditures		
General	7,778,900	4,089,600	745,500	-	2,130,100	14,744,100	1,260,300	16,004,400
Street	171,600	1,345,500	6,440,000	-	520,600	8,477,700	276,100	8,753,800
Street SDC's	-	2,400	-	-	480,000	482,400	77,900	560,300
9-1-1	1,130,900	275,000	50,000	-	275,000	1,730,900	551,500	2,282,400
Room Tax	-	327,200	-	-	507,300	834,500	134,700	969,200
Florence Events Center	507,300	1,021,300	250,000	-	-	1,778,600	293,900	2,072,500
Water	764,200	3,017,200	3,125,000	291,900	-	7,198,300	905,100	8,103,400
Water SDC	-	-	-	-	250,000	250,000	174,000	424,000
Wastewater	883,900	3,283,500	2,345,000	2,266,600	-	8,779,000	891,800	9,670,800
Wastewater SDC	-	3,600	-	-	550,000	553,600	63,300	616,900
Stormwater	311,500	583,800	890,000	36,800	-	1,822,100	229,600	2,051,700
Stormwater SDC	-	1,000	-	-	200,000	201,000	97,400	298,400
Airport	-	293,500	135,000	-	-	428,500	158,400	586,900
Public Works Administration	1,540,800	366,600	700,000	-	439,400	3,046,800	171,200	3,218,000
GO Debt Service	-	-	-	345,600	-	345,600	1,800	347,400
Debt Service	-	800	-	2,232,500	-	2,233,300	571,300	2,804,600
Totals	13,089,100	14,611,000	14,680,500	5,173,400	5,352,400	52,906,400	5,858,300	58,764,700

CONSOLIDATED 2019-21 BIENNIAL BUDGET SUMMARY

Consolidated Budget — Fiscal Year 2019-20 Allocation

Resources

Fund	Beginning Fund Balance	Resources								Total Current Year Resources	Total Resources
		Taxes	Intergovernmental	Franchise Fees	Licenses and Permits	Charges for Services	Misc.	Transfers	Debt Proceeds		
General	1,978,000	2,637,500	651,700	1,110,000	254,300	1,869,800	278,000	100,000	-	6,901,300	8,879,300
Street	194,600	-	1,375,000	77,000	-	430,000	2,200	380,000	4,500,000	6,764,200	6,958,800
Street SDC's	460,300	-	-	-	-	30,000	15,000	-	-	45,000	505,300
9-1-1	304,400	-	110,000	-	-	170,000	500	700,000	-	980,500	1,284,900
Room Tax	102,600	426,900	-	-	-	-	-	-	-	426,900	529,500
Florence Events Center	465,800	-	112,500	-	-	205,900	152,000	252,000	-	722,400	1,188,200
Water	1,168,300	-	-	-	-	2,226,500	5,000	-	-	2,231,500	3,399,800
Water SDC	200,500	-	-	-	-	93,500	15,000	-	-	108,500	309,000
Wastewater	799,800	-	-	-	-	3,310,000	330,500	250,000	-	3,890,500	4,690,300
Wastewater SDC	387,900	-	-	-	-	107,000	7,500	-	-	114,500	502,400
Stormwater	726,400	-	-	-	-	556,600	500	200,000	-	757,100	1,483,500
Stormwater SDC	178,400	-	-	-	-	59,000	1,000	-	-	60,000	238,400
Airport	221,700	-	78,000	-	-	60,000	83,600	-	-	221,600	443,300
Public Works Administration	186,300	-	93,600	-	-	1,287,300	-	-	-	1,380,900	1,567,200
GO Debt Service	29,200	148,800	-	-	-	-	-	-	-	148,800	178,000
Debt Service	823,600	-	-	-	-	-	112,200	776,600	-	888,800	1,712,400
Totals	8,227,800	3,213,200	2,420,800	1,187,000	254,300	10,405,600	1,003,000	2,658,600	4,500,000	25,642,500	33,870,300

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	3,792,600	2,038,700	507,000	-	1,083,600	7,421,900	1,457,400	8,879,300
Street	84,100	661,800	2,240,000	-	173,400	3,159,300	3,799,500	6,958,800
Street SDC's	-	1,200	-	-	380,000	381,200	124,100	505,300
9-1-1	655,500	135,900	50,000	-	100,000	941,400	343,500	1,284,900
Room Tax	-	161,200	-	-	252,000	413,200	116,300	529,500
Florence Events Center	249,400	502,000	100,000	-	-	851,400	336,800	1,188,200
Water	374,700	1,523,100	2,325,000	145,200	-	4,368,000	(968,200)	3,399,800
Water SDC	-	-	-	-	-	-	309,000	309,000
Wastewater	433,400	1,662,800	1,195,000	1,145,200	-	4,436,400	253,900	4,690,300
Wastewater SDC	-	1,800	-	-	250,000	251,800	250,600	502,400
Stormwater	152,600	287,300	870,000	16,700	-	1,326,600	156,900	1,483,500
Stormwater SDC	-	500	-	-	200,000	200,500	37,900	238,400
Airport	-	138,300	110,000	-	-	248,300	195,000	443,300
Public Works Administration	757,400	190,400	375,000	-	219,700	1,542,500	24,700	1,567,200
GO Debt Service	-	-	-	174,500	-	174,500	3,500	178,000
Debt Service	-	400	-	1,024,600	-	1,025,000	687,400	1,712,400
Totals	6,499,700	7,305,400	7,772,000	2,506,200	2,658,700	26,742,000	7,128,300	33,870,300

CONSOLIDATED 2019-21 BIENNIAL BUDGET SUMMARY

Consolidated Budget — Fiscal Year 2020-21 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	1,457,400	2,715,500	571,900	1,193,800	295,600	1,894,300	279,000	175,000	-	7,125,100	8,582,500
Street	3,799,500	-	1,167,000	86,000	-	440,000	2,000	100,000	-	1,795,000	5,594,500
Street SDC's	124,100	-	-	-	-	40,000	15,000	-	-	55,000	179,100
9-1-1	343,500	-	110,000	-	-	170,000	500	717,000	-	997,500	1,341,000
Room Tax	116,300	439,700	-	-	-	-	-	-	-	439,700	556,000
Florence Events Center	336,800	-	115,000	-	-	209,000	155,000	255,300	-	734,300	1,071,100
Water	(968,200)	-	-	-	-	2,248,500	5,000	250,000	2,200,000	4,703,500	3,735,300
Water SDC	309,000	-	-	-	-	100,000	15,000	-	-	115,000	424,000
Wastewater	253,900	-	-	-	-	3,350,000	80,500	300,000	1,250,000	4,980,500	5,234,400
Wastewater SDC	250,600	-	-	-	-	107,000	7,500	-	-	114,500	365,100
Stormwater	156,900	-	-	-	-	567,700	500	-	-	568,200	725,100
Stormwater SDC	37,900	-	-	-	-	59,000	1,000	-	-	60,000	97,900
Airport	195,000	-	-	-	-	60,000	83,600	-	-	143,600	338,600
Public Works Administration	24,700	-	-	-	-	1,300,800	-	-	350,000	1,650,800	1,675,500
GO Debt Service	3,500	169,300	-	-	-	-	100	-	-	169,400	172,900
Debt Service	687,400	-	-	-	-	-	195,800	896,400	-	1,092,200	1,779,600
Totals	7,128,300	3,324,500	1,963,900	1,279,800	295,600	10,546,300	840,500	2,693,700	3,800,000	24,744,300	31,872,600

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	3,986,300	2,050,900	238,500	-	1,046,500	7,322,200	1,260,300	8,582,500
Street	87,500	683,700	4,200,000	-	347,200	5,318,400	276,100	5,594,500
Street SDC's	-	1,200	-	-	100,000	101,200	77,900	179,100
9-1-1	691,700	139,100	-	-	175,000	1,005,800	335,200	1,341,000
Room Tax	-	166,000	-	-	255,300	421,300	134,700	556,000
Florence Events Center	257,900	519,300	150,000	-	-	927,200	143,900	1,071,100
Water	389,500	1,494,100	800,000	146,700	-	2,830,300	905,000	3,735,300
Water SDC	-	-	-	-	250,000	250,000	174,000	424,000
Wastewater	450,500	1,620,700	1,150,000	1,121,400	-	4,342,600	891,800	5,234,400
Wastewater SDC	-	1,800	-	-	300,000	301,800	63,300	365,100
Stormwater	158,900	296,500	20,000	20,100	-	495,500	229,600	725,100
Stormwater SDC	-	500	-	-	-	500	97,400	97,900
Airport	-	155,200	25,000	-	-	180,200	158,400	338,600
Public Works Administration	783,400	176,200	325,000	-	219,700	1,504,300	171,200	1,675,500
GO Debt Service	-	-	-	171,100	-	171,100	1,800	172,900
Debt Service	-	400	-	1,207,900	-	1,208,300	571,300	1,779,600
Totals	6,805,700	7,305,600	6,908,500	2,667,200	2,693,700	26,380,700	5,491,900	31,872,600

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 2019-21 Budget Highlights

- ◆ The General Fund is projected to have an ending fund balance of \$1.1 million as of June 30, 2021.
- ◆ Property values continue to trend upward, resulting in stabilization and growth in property tax revenue.
- ◆ An Administrative Services Department was created to manage Human Resources, Finance, Information Technology, and Municipal Court.
- ◆ Continued investment in technology to improve efficiencies and effectiveness.
- ◆ City Hall maintenance is moved to Public Works Administration.
- ◆ Projected year-end fund balance, that meets fund policy requirements and is sustainable.



Changes from Previous Biennium

- ❑ Finalized construction for the City Hall remodel/expansion project.
- ❑ The transfer amount to the Florence Events Center Fund is terminated.
- ❑ A Human Resources Department was created under Administrative Services. The Human Resources function was formerly included in the City Manager's Office.
- ❑ Service Charges are increased by the CPI (1.3%) to better cover costs of providing the services.
- ❑ Promotion of three employees (two in Planning and one in Municipal Court).
- ❑ With moving the building maintenance function to Public Works Administration, the City Hall program has been combined with Non-Departmental.



Revenue

Property taxes

The 2019-20 property tax levy is projected to increase approximately three percent (3%) to \$2.752 million compared to the fiscal year 2018-19 levy of \$2.585 million. The levy for fiscal year 2020-21 is projected to also increase three percent (3%), to \$2.834 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 and cigarette taxes, and state share revenue are projected to increase slightly. Estimated revenue from the local marijuana tax (3.0%) and allocation of the State marijuana tax totals \$155,600 for the biennium. State Shared Revenue, Liquor Tax, and Cigarette tax remain steady at \$888,700 for the biennium.



Franchise fees

Revenue from franchise fees in fiscal year 2019-20 are projected to be thirty-five percent (35%) greater than the current year budgeted amounts, and ten percent (10%) 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, continue to drive the increases in franchise fees.

Licenses and permits

Revenue from licenses and permits leveled and are forecasted to be eight-eight percent (88.17%) of the budgeted amount for fiscal year 2018-19. The forecast for fiscal biennium

2019-21 is one percent (1.24%) higher than the 2017-19 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 continue to increase in the 2019-21 biennium for the active management and support of urban renewal projects. Administrative service charges were moved from transfers and have increased in the 2019-21 biennium due to the addition of an Administrative Services Director and Finance Manager. With the addition of these two positions, the Finance Department is fully staffed.

Miscellaneous

Fines and forfeitures are the primary revenue source in this category, estimated at \$433,000 for the 2019-21 biennium (83% of total). Other revenue includes interest earnings (\$25,000 each year) and rental of various City owned land parcels.

GENERAL FUND

Transfers

Revenue from transfers is decreased in the 2019-21 biennium reflecting an accounting change. Administrative service charges were treated as transfers in the previous budget. Going forward, these charges are included in charges for services.

Debt Proceeds

The City does not expect to borrow additional funds for the General Fund this biennium.

Expenditures

Total expenditures for personnel and materials and services for the fiscal biennium 2019-21 are \$11.9 million (previous biennium was \$10.8 million). In addition to an increase in personnel costs outlined previously, the most significant change is a change in accounting methodology related to internal services being provided to other departments and funds of the City.

Capital spending in fiscal biennium 2019-21 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 remain steady in fiscal biennium 2019-21 with no additional debt anticipated.

Lastly, transfers are \$2.1 million for the current biennium (previous biennium transfers were \$1.5 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 twenty-two percent (22.6%) of budgeted expenditures for the biennium. The projected ending fund balance at the end of the 2019-21 biennium is \$1.5 million. This exceeds the required minimum fund balance by \$394,300.



GENERAL FUND

GENERAL FUND SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-2019 Estimate	2018-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Beginning fund balance	2,085,370	1,892,929	1,687,829	1,854,200	1,854,200	1,978,000	1,978,000	1,978,000
Current year resources								
Property taxes	2,346,217	2,406,725	5,012,300	5,312,750	2,811,200	5,353,000	5,353,000	5,353,000
Intergovernmental	374,150	232,049	1,109,900	1,057,648	598,300	1,223,600	1,223,600	1,223,600
Franchise fees	527,434	867,017	1,627,000	1,976,941	1,007,600	2,303,800	2,303,800	2,303,800
Licenses and permits	335,309	378,089	819,400	528,848	247,500	549,900	549,900	549,900
Charges for services	18,296	315,791	672,800	1,051,663	330,900	3,764,100	3,764,100	3,764,100
Miscellaneous	348,646	287,724	538,000	546,024	246,000	557,000	557,000	557,000
Transfers	1,064,893	888,900	2,353,800	2,672,700	1,642,700	275,000	275,000	275,000
Loan proceeds	-	-	2,200,000	3,396,000	-	-	-	-
Total current year resources	5,014,945	5,376,295	14,333,200	16,542,574	6,884,200	14,026,400	14,026,400	14,026,400
Total resources	7,100,315	7,269,224	16,021,029	18,396,774	8,738,400	16,004,400	16,004,400	16,004,400
Expenditures								
Public Safety	2,496,823	2,020,635	4,421,300	4,421,300	535,839	4,937,900	4,937,900	4,937,900
Community Development	579,572	654,338	1,599,300	1,481,413	536,811	1,774,800	1,774,800	1,774,800
Parks	120,873	123,336	331,500	291,119	163,133	560,700	560,700	560,700
Municipal Court	325,814	246,056	564,900	542,752	294,356	579,100	579,100	579,100
Administration	1,157,136	1,071,035	2,980,600	3,014,500	762,770	1,580,400	1,580,400	1,580,400
Administrative Services	-	-	-	-	-	2,221,400	2,221,400	2,221,400
City Hall	-	98,625	182,800	144,378	38,694	-	-	-
Non-departmental	110,645	129,711	262,000	951,344	313,000	214,200	214,200	214,200
Operating expenditures	4,790,863	4,343,736	10,342,400	10,846,806	2,644,603	11,868,500	11,868,500	11,868,500
Capital outlay								
Public Safety	110,008	75,188	402,000	481,237	113,814	108,000	108,000	108,000
Community Development	-	-	39,200	-	-	-	-	-
Parks	54,128	5,950	488,900	98,574	65,000	410,000	410,000	410,000
Municipal Court	51,791	-	-	1,200	1,200	-	-	-
Administration	14,600	-	-	-	-	-	-	-
Administrative Services	-	-	-	-	-	201,500	201,500	201,500
City Hall	26,027	224,056	1,917,800	3,088,059	1,977,200	-	-	-
Non-departmental	-	-	-	-	-	26,000	26,000	26,000
Capital outlay	256,554	305,194	2,847,900	3,669,070	2,157,214	745,500	745,500	745,500
Debt service								
Public Safety	19,788	19,787	27,500	27,500	-	-	-	-
Parks	-	3,754	7,500	7,701	3,811	-	-	-
Administration	7,668	14,505	30,700	21,700	6,650	-	-	-
City Hall	-	-	175,000	251,120	148,399	-	-	-
Non-departmental	-	62,133	57,500	102,898	66,484	-	-	-
Debt service	27,456	100,179	298,200	410,919	225,344	-	-	-
Transfers								
Public Safety	-	476,575	1,087,100	1,087,100	-	-	-	-
Parks	3,796	37,675	100,800	49,900	50,900	-	-	-
Administration	14,661	-	-	-	-	-	-	-
Non-departmental	114,057	151,750	115,000	355,000	290,000	2,130,100	2,130,100	2,130,100
Transfers	132,514	666,000	1,302,900	1,492,000	340,900	2,130,100	2,130,100	2,130,100
Total expenditures	5,207,386	5,415,109	14,791,400	16,418,795	5,368,061	14,744,100	14,744,100	14,744,100
Other requirements								
Contingency	-	-	1,266,629	-	-	1,260,300	1,260,300	1,260,300
Unappropriated ending fund balance	-	-	-	1,977,979	-	-	-	-
Total other requirements	-	-	1,266,629	1,977,979	-	1,260,300	1,260,300	1,260,300
Total expenditures and other requirements	5,207,386	5,415,109	16,058,029	18,396,774	5,368,061	16,004,400	16,004,400	16,004,400

GENERAL FUND

Financial Summary and Fund Balance Analysis:

Financial Summary	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-2019 Estimate	2018-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Resources over (under) expenditures	(192,441)	(38,814)	(458,200)	123,779	1,516,139	(717,700)	(717,700)	(717,700)
Beginning fund balance	2,085,370	1,892,929	1,687,829	1,854,200	1,854,200	1,978,000	1,978,000	1,978,000
Ending fund balance	1,892,929	1,854,115	1,229,629	1,977,979	3,370,339	1,260,300	1,260,300	1,260,300
Fund Balance Analysis	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-2019 Estimate	2018-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Revenue	5,014,945	5,376,295	14,333,200	16,542,574	6,884,200	14,026,400	14,026,400	14,026,400
Less:								
Property taxes	2,346,217	2,406,725	5,012,300	5,312,750	2,811,200	5,353,000	5,353,000	5,353,000
Net revenue	2,668,728	2,969,570	9,320,900	11,229,824	4,073,000	8,673,400	8,673,400	8,673,400
Monthly	222,394	247,464	388,371	467,909	339,417	361,392	361,392	361,392
Expenditures	5,207,386	5,415,109	14,791,400	16,418,795	5,368,061	14,744,100	14,744,100	14,744,100
Monthly	433,949	451,259	616,308	684,116	447,338	614,338	614,338	614,338
Monthly burn rate	211,555	203,795	227,938	216,207	107,922	252,946	252,946	252,946
Minimum fund balance - Five months	1,057,774	1,018,974	1,139,688	1,081,036	539,609	1,264,729	1,264,729	1,264,729
Fund balance	1,892,929	1,854,115	1,229,629	1,977,979	3,370,339	1,260,300	1,260,300	1,260,300
Fund balance over/(under) minimum	835,154	835,141	89,941	896,944	2,830,731	(4,429)	(4,429)	(4,429)
Fund balance within policy	Y	Y	Y	Y	Y	N	N	N



City of Florence
A City in Motion

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 2019-21 Budget Highlights

- ◆ The Police Department is projected to be at full staffing at the beginning of the fiscal year.
- ◆ There are anticipated increases for activity levels in all operational areas.
- ◆ Remodel and outfitting of Patrol Squad Room.
- ◆ Florence Police Association contract negotiations.

Upcoming Capital Investments

- ◆ Patrol Squad Room remodel and outfitting.
- ◆ Replacement of one patrol vehicle.

Goals & Work Plan Items Fiscal Biennium 2019-21

- Develop permanent funding for School Resource Officer.
- Expand community support through National Night Out.
- 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.
- Implement eCitations program.
- Develop policies and procedures for Jail.



Performance Measures:

Strategy	Measure	Actual FY 2017	Actual FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Increase public safety by professionally promoting safety and livability through education and enforcement.	Traffic Citations	1,343	1,420	1,237	1,302	1,446
	Arrests	841	929	797	839	932
	DUII Arrests	39	53	54	57	63
	Police Calls for Service	2,547	2,234	2,435	2,563	2,697
Professional manage the City's correctional facility to ensure the health and safety of inmates.	Total Inmates	436	540	507	507	534
	Average Inmates in Custody per Day	3	4	4	4	5
	Number of Inmate Transports	102	84	84	84	84

Outcomes of Performance Measures:

Providing Professional Public Safety	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.
Professional Managed Correctional Facility	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.

**Noteworthy Accomplishments
Fiscal Biennium 2017-2019**

- ✓ Remodel of 2,800 square foot space for temporary use by City Hall staff.
- ✓ Implementation of the School Resource Officer Program in partnership with the Siuslaw School District.
- ✓ Recruitment of new Police Officers and Communications Officers to fill departmental vacancies.
- ✓ The Corrections Division purchased a prisoner transport van for the installed a new Livescan fingerprinting system.
- ✓ Held the City's first National Night Out event at Miller Park and received the Rookie of the Year Award from the National Association of Town Watch.



GENERAL FUND | PUBLIC SAFETY
PUBLIC SAFETY SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Personnel	2,138,553	1,551,452	3,688,200	3,328,069	4,093,100	4,093,100	4,093,100
Materials and services	367,699	469,183	733,100	774,247	844,800	844,800	844,800
Police	2,506,253	2,020,635	4,421,300	4,102,316	4,937,900	4,937,900	4,937,900
Capital outlay	110,008	75,188	402,000	481,237	108,000	108,000	108,000
Debt service	19,787	19,787	27,500	20,213	-	-	-
Transfers	-	476,575	1,087,100	1,087,100	-	-	-
Non-operating expenditures	129,795	571,550	1,516,600	1,588,550	108,000	108,000	108,000
Public Safety Total	2,636,048	2,592,185	5,937,900	5,690,866	5,045,900	5,045,900	5,045,900

Staffing:

Position	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 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	11.0	11.0	11.0
School Resource Officer	-	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
Total FTE's	17.0	18.0	18.0	18.0	18.0	18.0	18.0

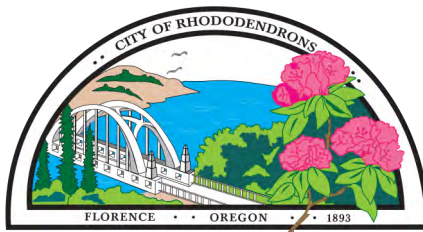


Did you know?

The property/evidence storage area averages over 6,000 individual pieces of property/evidence.

We send more than 1,300 pounds of discarded prescription drugs to Lane County per year via our disposal bin at the front counter of the Justice Center.

We served over 2,000 hot dogs and hamburgers to the community at last year's National Night Out event.



City of Florence
A City in Motion

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 194 acres of parkland at twenty-two sites. Of these, fourteen parks provide recreational amenities such as playgrounds, trails, community gathering areas, and sports fields and other improvements. Of the fourteen parks, four are mini-parks or 'pocket parks'; two are neighborhood parks; six are special use parks; and one community park.

FY 2019-21 Budget Highlights

- ◆ Apply a MicroCoat™ pavement surface restoration product to Miller Park parking lot.
- ◆ Completion of the rehabilitation of the Miller Park softball fields, development of a soccer field, and construction of the new restroom facility, complete with additional storage and concession stand.
- ◆ Repair and maintenance of paved trails throughout the park system.
- ◆ Re-application of engineered wood chips on the 12th Street multi-use soft path.
- ◆ Expansion of the flower basket program to Highway 101 after ReVision Florence.
- ◆ Light pole banner program along Highway 101 between Highway 126 and Siuslaw River Bridge.

Upcoming Capital Investments

- ◆ Complete Miller Park LGGP grant project to update the concession stand, add new restrooms, reconfigure the softball fields, and add a soccer field.
- ◆ Expand Rolling Dunes tennis courts to include pickleball (dependent upon grant funding).

Goals & Work Plan Items Fiscal Biennium 2019-21

- Master Plan for the conversion of Old Public Works into the Gallagher's Park expansion.
- Support community group grants to improve or create new parks.
- Siuslaw Estuary Trail – Hwy 126 to Port Property.
- Improve parks, trails, and walkability.
- Complete Park Master Plan Update.



Performance Measures:

Strategy	Measure	Actual FY 2017	Actual FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
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	154	157	197	197	198
	Developed Park Acres	54.23	54.23	57.57	57.57	59
	Acres of Turf to Mow	12.7	12.7	12.7	12.7	12.7
	Irrigation Systems Maintained	30	30	36	50	50
	Active Parks Maintained	13	13	14	14	15
	Miles of Trails Maintained	4.82	4.82	4.82	4.91	4.91
Maintain volunteer and community support for the parks system.	Number of Parks Volunteer Groups	9	10	10	10	10
	Park Volunteer Hours	238.75	506.40	240	240	260
	Total Parks Volunteers	117	236	80	80	90

Outcomes of Performance Measures:

Efficient and Effective Management	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.
Volunteer and Community Support	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.

**Noteworthy Accomplishments
Fiscal Biennium 2017-2019**

- ✓ Successfully obtained an Oregon Parks and Recreation Department Local Government Grant Program (LGGP) grant to construct a new restroom facility, complete with additional storage and concession stand; relocation and development of two softball fields; and development of a soccer field. Grant request was \$216,000 with a local match of \$144,000.
- ✓ Completion of the Siuslaw River Beach Access Park.
- ✓ Acquired forty acres of open space for future park development/expansion (Oceanwoods Parcel).
- ✓ Landscaped the traffic medians along Greenwood and Kingwood Streets.
- ✓ Relocation of the community gardens to Rolling Dunes Park.



PARKS SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Personnel	35,042	49,973	137,300	104,352	152,100	152,100	152,100
Materials and services	86,330	73,362	194,200	186,767	408,600	408,600	408,600
Parks	121,371	123,336	331,500	291,119	560,700	560,700	560,700
Capital outlay	54,128	5,950	488,900	98,574	410,000	410,000	410,000
Debt service	-	3,754	7,500	7,701	-	-	-
Transfers	3,796	37,675	100,800	100,800	-	-	-
Non-operating expenditures	57,924	43,625	589,700	199,374	410,000	410,000	410,000
Total Parks	179,295	170,714	928,700	498,194	970,700	970,700	970,700

Staffing:

Position	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Parks Maintenance	1.0	0.7	1.0	1.0	1.0	1.0	1.0
Total FTE's	1.0	0.7	1.0	1.0	1.0	1.0	1.0

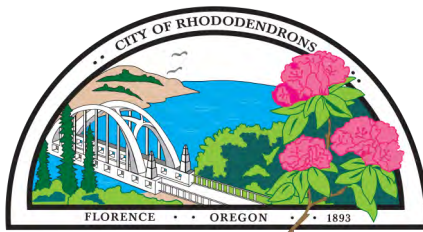


Did you know?

There are 5 bike-friendly routes that take you on a tour of our parks and allow you to enjoy the City of Florence.

The Singing Pines Off-Leash Dog Park has over 6 acres of space, much of it fenced for dogs to play off-leash, and finish their play day with a hike on the trails from Singing Pines Park to Miller Park.

Munsel Greenway Park is the City's largest and most developed open space park.



City of Florence
A City in Motion

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 2019-21, 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.

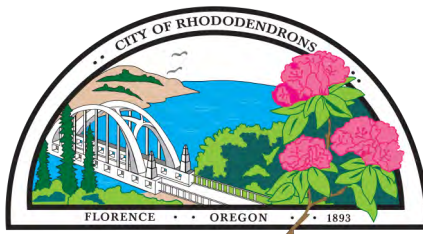
COMMUNITY DEVELOPMENT SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Planning	336,877	425,607	970,800	1,065,660	1,161,300	1,161,300	1,161,300
Building	242,695	228,731	628,500	415,753	457,800	457,800	457,800
Code Enforcement	-	-	-	-	155,700	155,700	155,700
Community Development Total	579,572	654,338	1,599,300	1,481,413	1,774,800	1,774,800	1,774,800

Staffing:

Position	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 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	3.0	2.0	4.0	4.0	4.0	4.0	4.0
Total FTE's	5.0	4.0	6.0	6.0	6.0	6.0	6.0



City of Florence
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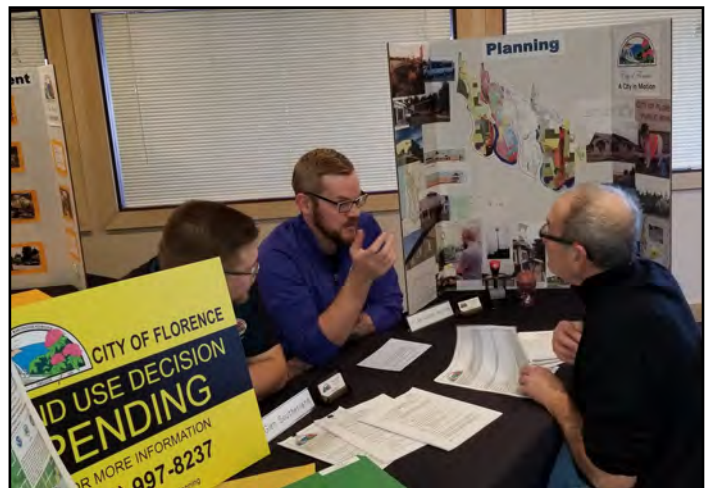
COMMUNITY DEVELOPMENT: PLANNING

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 transit and solid waste management programs. 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 and the Siuslaw Watershed Council.

FY 2019-21 Budget Highlights

- ◆ Review and update planning and land use fees to improve cost of service recovery.
- ◆ Update and process modifications to the 2012 Transportation Systems Plan (TSP).



Upcoming Capital Investments

- ◆ Contract Assistance to conduct the Transportation Systems Plan Update.
- ◆ Contract Assistance to conduct analyses of Bio-Solids expansion and curbside yard debris implementation.
- ◆ Convert Planning Commission meeting materials to a digital delivery system.

Goals & Work Plan Items Fiscal Biennium 2019-21

- Continue code and comprehensive plan updates to eliminate barriers to housing.
- Incorporate flood map changes and other hazard plans into planning documents.
- Work with Transportation Committee to audit and correct errors in the 2012 Florence Transportation Systems Plan.
- Improve community livability and curb appeal by expanding and creating programs and codes related to trees, vegetation, litter and waste reduction.
- Convert Planning Commission meeting materials to digital delivery system and train members on usage.



Performance Measures:

Strategy	Measure	Actual FY 2017	Actual FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Provide professional and timely land use application processing services for developers, business, and property owners.	Number of Type 1 "over the counter" applications processed	28	58	52	60	50
	Number of Type 2 Administrative Review applications processed	24	14	12	15	10
	Number of Type 3 Quasi-Judicial applications process	36	32	32	30	20
	Number of Type 4 applications processed (street vacations, annexations, rezones, plan updates)	10	11	11	8	5
Provide community education about recycling, land use, and other code related items.	Number of newsletter articles provided	14	19	13	12	12
	Number of community events staffed	7	4	10	6	6
	Number of community presentations made	5	8	15	8	8

Outcomes of Performance Measures:

Professional and Timely Land Use Services	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.
Community Education	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.

**Noteworthy Accomplishments
Fiscal Biennium 2017-2019**

- ✓ Completed Buildable Lands Inventory and the Housing Needs and Economic Opportunities Analyses.
- ✓ Modified the comprehensive plan policies to increase housing and economic opportunities.
- ✓ Drafted and adopted city code to permit Accessory Dwelling Units.
- ✓ Awarded DLCD Technical Assistance funding for housing code updates.
- ✓ Implemented land use code to incorporate tsunami protection measures.



PLANNING SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Planning							
Personnel	297,865	366,133	802,600	911,730	772,700	772,700	772,700
Materials and services	39,012	59,474	168,200	153,930	388,600	388,600	388,600
Planning Total	336,877	425,607	970,800	1,065,660	1,161,300	1,161,300	1,161,300

Staffing:

Position	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Planning Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Associate Planner	1.0	-	1.0	1.0	-	-	-
Senior Planner	-	-	-	-	1.0	1.0	1.0
Planning Technician	-	-	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
Total FTE's	3.0	2.0	4.0	4.0	4.0	4.0	4.0



Did you know?

The Rhody Express provided over 9,000 rides to users of the transit system.

During the tsunami evacuation planning, it was presented that the average senior walks 2.8 feet per second compared to the average adult at 4 feet per second.



City of Florence
A City in Motion

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, and participates in the Western Lane Emergency Operations Group.

FY 2019-21 Budget Highlights

- ◆ Reorganize Building Inspection Service program to implement state rules.
- ◆ Review and update building fees to improve cost of service recovery.

Goals & Work Plan Items Fiscal Biennium 2019-21

- ❑ Analyze Building Division organizational structure and hire Building Official position, as well as either hire or contract for provision of building and electrical plan review and inspection services.



Upcoming Capital Investments

- ◆ Outfit office space for in-house Building Services program needs.



Performance Measures:

Strategy	Measure	Actual FY 2017	Actual FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Provide professional and timely building inspection and permitting services for developers, business and property owners.	Number of dwelling building permits issued.	41	44	33	35	30
	Number of new commercial building permits issued	0	3	1	2	2
	Number of dwelling remodel permits issued	23	11	9	9	9
	Number of sign permits issued	12	13	17	12	12
	Number of inspections performed	2,000	2,080	1,268	1,500	1,300
Provide community education about hazards and other building code related items.	Number of newsletter articles provided	2	1	4	5	5
	Number of community events staffed	1	1	4	2	2
	Number of community presentations made	1	1	6	3	3

Outcomes of Performance Measures:

Professional and Timely Building Inspections and Permitting Services	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.
Community Education	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.

**Noteworthy Accomplishments
Fiscal Biennium 2017-2019**

- ✓ Updated Construction Excise Tax city administration fee.
- ✓ Coordinated with the State of Oregon and the League of Oregon Cities on Building Official and Inspection rule changes, and participated on related panel discussions with elected leaders.



BUILDING SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Building							
Personnel	81,071	26,906	180,100	43,918	172,600	172,600	172,600
Materials and services	161,624	201,825	448,400	371,835	285,200	285,200	285,200
Capital Outlay	-	-	39,200	-	-	-	-
Building Total	242,695	228,731	628,500	415,753	457,800	457,800	457,800

Staffing:

Position	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Building Technician	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Total FTE's	1.0	1.0	1.0	1.0	1.0	1.0	1.0



Did you know?

In 2018, Florence built 30% more housing per capita than Eugene.

City Hall was constructed at its current site in 1967. In 2018, 50 years later, the building was renovated to accommodate the next 50 years. The Florence Building Division processed the building permits and coordinated inspections for this project, just like they do for the private development industry.



City of Florence
A City in Motion

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.

FY 2019-21 Budget Highlights

- ◆ Review and update code enforcement processes and fees to improve cost of service recovery.
- ◆ Recognize professional accreditation achievements of staff.

Upcoming Capital Investments

- ◆ Sustain and implement the new code violation and citation tracking software.

Goals & Work Plan Items Fiscal Biennium 2019-21

- ❑ Update City's nuisance codes to remove inconsistencies, improve clarity, and address unaddressed issues.
- ❑ Implement code violation and citation tracking software to improve Code Enforcement workflow and communication among departments and to the public.
- ❑ Create code enforcement operations manual to create the opportunity for professional volunteer assistance.



Performance Measures:

Strategy	Measure	Actual FY 2017	Actual FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Provide professional and timely code enforcement services supporting an attractive, clean, and safe community for Florence residents and businesses.	Number of dog complaint responses	149	135	140	145	150
	Number of vegetation violations processed	106	117	109	115	120
	Number of nuisance complaints processed	58	52	51	55	58
Provide community education about code related items.	Number of newsletter articles provided	10	12	12	12	12
	Number of community events staffed	2	3	2	3	3
	Number of community presentations made	2	4	1	3	3

Outcomes of Performance Measures:

Professional and Timely Code Enforcement	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.
Community Education	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.

**Noteworthy Accomplishments
Fiscal Biennium 2017-2019**

- ✓ Purchased new Code Enforcement van for safer animal transport and equipment loading.
- ✓ Acquired COMCATE Code Enforcement violation tracking and processing software.
- ✓ Upgraded radio from wideband.



CODE ENFORCEMENT SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Code Enforcement							
Personnel	-	-	-	-	155,700	155,700	155,700
Code Enforcement Total	-	-	-	-	155,700	155,700	155,700

Staffing:

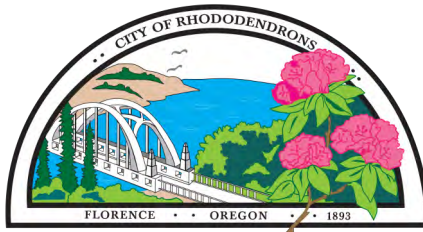
Position	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Code Enforcement Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Total FTE's	1.0	1.0	1.0	1.0	1.0	1.0	1.0



Did you know?

A seed from a scotch broom bush can lay on the ground for 80 plus years and then germinate.

If you leave your car on the street for 3 days without moving it, by code definition, it is considered storage on the street.



City of Florence
A City in Motion

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

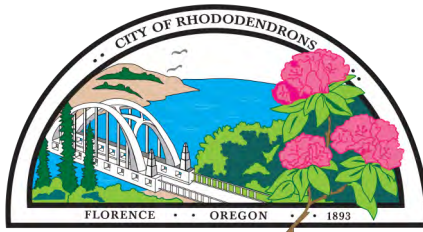
The City Manager also provides executive oversight to the City of Florence operations and staff through the Management Team.



ADMINISTRATION SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
City Council	36,939	43,685	104,300	101,600	120,900	120,900	120,900
City Manager's Office	487,991	532,315	1,292,100	1,318,700	1,459,500	1,459,500	1,459,500
Finance	525,694	495,035	1,092,800	1,073,900	-	-	-
Information Technology	-	-	491,400	520,300	-	-	-
Administration	1,050,624	1,071,035	2,980,600	3,014,500	1,580,400	1,580,400	1,580,400
Capital outlay	14,600	-	-	-	-	-	-
Debt service	7,667	14,505	30,700	21,700	-	-	-
Transfers	14,661	-	-	-	-	-	-
Administration - non-operating expenditures	36,928	14,505	30,700	21,700	-	-	-
Total Administration	1,087,552	1,085,540	3,011,300	3,036,200	1,580,400	1,580,400	1,580,400



City of Florence
A City in Motion

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
Ron Preisler
ron.preisler@
ci.florence.or.us



Councilor
Joshua Greene
joshua.greene@
ci.florence.or.us



Councilor
Geraldine Lucio
geraldine.lucio@
ci.florence.or.us

FY 2019-21 Budget Highlights

- ◆ The City Council has developed broad goal statements and the 2019-21 City Work Plan.
- ◆ The City Council continue meeting with staff in regular work sessions to develop broader issue awareness and understanding in order to work toward policy decisions that are supported by the Council, staff, and community.
- ◆ The City Council will continue to work to implement the goals & priorities established in the 2019-21 City Work Plan through assistance from staff.

Goals & Work Plan Items Fiscal Biennium 2019-21

In creating the City Work Plan, the City Council developed six priority areas, in addition to the day-to-day operations of City service delivery.

- Housing Efforts & Initiatives
- Family Wage Jobs & Workforce Development
- ReVision Florence Community Outreach
- Development of Quince Street Property
- Parks & Parks Improvement
- Infrastructure & Capital Improvements



Performance Measures:

Strategy	Measure	Actual FY 2017	Actual FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Hold regular City Council meetings to discuss and set policy direction.	Regular City Council Meetings Held	20	20	20	21	20
	City Council Work Sessions Held	15	14	15	21	20
	City Council Executive Sessions Held	7	8	3	5	5
Implement City Council policy and the City Work Plan through decision making.	Ordinance Adopted	18	12	13	14	14
	Resolutions Adopted	23	26	20	23	23
	Proclamations/Awards Presented	23	27	24	24	24

Outcomes of Performance Measures:

Transparent Public Meetings	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.
Implementation of City Policies and Work Plan	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 2017-2019**

- ✓ City Council goal setting retreat and reaffirmation of City Council goals.
- ✓ Adoption of the 2019-2021 City Work Plan.
- ✓ Approval of agreements with the Florence Urban Renewal Agency & ODOT for the completion & financing of ReVision Florence.
- ✓ Processed 6 annexations for the City of Florence.
- ✓ City Council Rules & Procedures updates.
- ✓ Committee & Commission Code and Policy Updates and the Volunteer Policy Manual.
- ✓ Held 5 public hearings for the potential sale of lots within the Pacific View Business Park.
- ✓ Code amendments for Polystyrene Foam in conjunction with the Environmental Management Advisory Committee (EMAC).
- ✓ Recruitment for 1 City Councilor position and completion of 2018 election.
- ✓ System Development Charge Waiver and Deferral Processes.
- ✓ Multiple land use code and comprehensive plan amendments including the Accessory Dwelling Unit (SB 1051) Code Amendments, Housing and Economic Opportunities Project, Tsunami and Earthquake Code Amendments, and Beat the Wave Code Updates in conjunction with the National Oceanic and Atmospheric Administration (NOAA).
- ✓ Approval of lot sale for Airport Road Affordable Housing Development in conjunction with the Neighborhood Economic Development Corporation (NEDCO).
- ✓ Discussions with the community on options for transitional housing.
- ✓ Updates to City Manager Evaluation process and form.
- ✓ Completion of City Code updates for the Urban Renewal appointment process.
- ✓ Participation in various City and community ceremonies, groundbreaking, ribbon cuttings, tours, and presentations.

CITY COUNCIL SUMMARY

Budget:

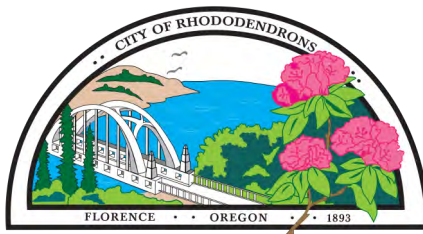
	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Materials and services	36,939	43,685	104,300	101,600	120,900	120,900	120,900
Total City Council	36,939	43,685	104,300	101,600	120,900	120,900	120,900



Did you know?

Florence hosted the 2018 Oregon Mayor’s Conference and welcomed Mayors from all over the State of Oregon. During their conference, the Mayors were able to receive professional development training, as well as see what we are working on in Florence and tour some of our operational facilities.

During the Mayor’s Conference, Florence also celebrated its 125th Anniversary with a Block Party in Old Town!



City of Florence
A City in Motion

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

FY 2019-21 Budget Highlights

- ◆ Direct functional oversight of Human Resources, Information Technology, and Municipal Court have been transferred to the Administrative Services Department.
- ◆ Application for 2nd year RARE participant to assist the City with community and economic development efforts.
- ◆ The Economic Development budget of \$120,000 has moved to the City Manager's Office Fund from the Non-Departmental Fund.



Goals & Work Plan Items Fiscal Biennium 2019-21

- ❑ Support of City Council Priorities within the City Work Plan.
 - ⇒ Housing Efforts & Initiatives
 - ⇒ Family Wage Jobs & Workforce Development
 - ⇒ ReVision Florence Community Outreach
 - ⇒ Development of Quince Street Property
 - ⇒ Parks & Parks Improvement
 - ⇒ Infrastructure & Capital Improvements
- ❑ City Recorder Work Plan Items
 - ⇒ Improve City's records management and retention program.
 - ⇒ Update Public Records Request Policies.
 - ⇒ Update City Contracting Policy.
 - ⇒ Implement the City Committee & Commission Policy Manual.
 - ⇒ Establish a City elections ordinance.
- ❑ Continue efforts towards community beautification and aesthetics.
- ❑ Community Outreach Work Plan Items
 - ⇒ Develop City Communications Policy and a City-wide communications and style guide.
 - ⇒ Continued distribution of news items to media outlets, through the newsletter, and on social media.
 - ⇒ Development of City's video library.
 - ⇒ Continue to improve the City's website and information available.
 - ⇒ Development and implementation of a Citizen's Academy.
 - ⇒ Continuation of activities such as Public Works Day, City Day, and National Night Out.
 - ⇒ Continued efforts towards community designations of Coast Guard City and Tree City USA.
- ❑ Continue coordination of Emergency Management function within the City and lead efforts for the West Lane Emergency Operations Group.

Performance Measures:

Strategy	Measure	Actual FY 2017	Actual FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Maintain open and transparent communication with the public to keep them informed on City business.	Social Media Outlets Managed by the City	5	5	6	6	6
	City Facebook Followers (approximate)	4,300	4,800	5,650	5,800	6,000
	City Twitter Followers (approximate)	585	850	1,120	1,250	1,450
	City Instagram Followers (approximate)	410	600	850	1,050	1,250
	Total Website Sessions	95,121	98,249	100,000	100,000	100,000
	Unique Website Users	57,975	59,502	60,000	60,000	60,000
	Focus on Florence Newsletter Editions	12	12	12	12	12
Efficiently and professionally manage the public meetings, public records requests, elections, committee appointments, and City Code of the City.	Public Records Request Responded To	26	41	46	37	37
	Number of Code Pages Updated	64	108	128	100	100
	Number of Committee Vacancies	31	39	17	15	13
	Number of Committee Applications Received	35	54	44	44	44
	Number of Mayor/Council Candidates	3	6	4	4	4
Professionally promote economic development for the City of Florence to enhance our livability and quality of life.	Number of Pre-Accelerator Businesses	6	5	7	5	5
	Number of RAIN Entrepreneurship Events Held	10	14	20	15	15
	Number of Developer and Business Meetings	8	15	14	12	12
	Number of Agency Coordination Meetings	17	22	31	23	23

Outcomes of Performance Measures:

Open and Transparent Communication	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.
Efficiently and Professionally Managed Meetings and Records	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.
Promotion of Economic Development	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.

Noteworthy Accomplishments Fiscal Biennium 2017-2019

- ✓ Economic Development Accomplishments
 - Sold two lots in the Pacific View Business Park.
 - Supported the Regional Accelerator & Innovation Network (RAIN) in the establishment of entrepreneurship programs.
 - Completed the Housing & Economic Opportunities Project.
 - Supported community efforts toward the Small Business Revolution and hosted public welcoming for the show in January 2018 with over 500 public attendees.
 - Worked with the Neighborhood Economic Development Corporation (NEDCO) and the Willamette Neighborhood Housing Services (WNHS) for an affordable housing development to be located on Airport Road.
 - Hosted a RARE AmeriCorps participant.
 - Supported the efforts of the Public Art Committee and their projects.
 - Supported and attended many community, regional, and statewide economic development related events and efforts.
- ✓ Project Management Accomplishments
 - Managed City Hall Remodel and Expansion, including the coordination of moving and relocating staff and services.
 - Managed Justice Center Round Room Remodel.
 - Managed the design and coordination with ODOT for the ReVision Florence Streetscape Project.
- ✓ City Recorder Accomplishments
 - Amendments to the Council Rules and Procedures.
 - City Council vacancy recruitment.
 - Committee and Commission Policy Manual and processes updates.
 - Completed cleanout of City Hall records including disposal of over 200 boxes of records that were past their retention period, and over 100 boxes of records were scanned, indexed and boxed for long term storage.
 - Coordinated 40 meetings outside of City Hall during the Remodel.
 - Completed public records, public meetings, elections and ethics training for Public Works, Administration and Police Departments.
- ✓ Communications Accomplishments
 - Increased the City's presence on social media, including the addition of Instagram accounts and a project specific Facebook page for ReVision Florence.
 - Coordinated press releases, newsletter, and other communications for the City.
- ✓ General Accomplishments
 - Coordinated the Coast Guard City event, the Florence 125 Year Block Party, and the 2018 Oregon Mayor's Conference.
 - Conducted assessment of the administrative services and finance functions for the City.



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.

Three former City Managers of Florence live in town and regularly participate in community and civic events!

CITY MANAGER'S OFFICE SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Personnel	362,342	357,420	891,400	987,300	902,400	902,400	902,400
Materials and services	125,649	174,895	400,700	331,400	557,100	557,100	557,100
City Manager's Office Total	487,991	532,315	1,292,100	1,318,700	1,459,500	1,459,500	1,459,500

Staffing:

Position	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
City Manager	1.0	1.0	1.0	1.0	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
City Project Manager	-	1.0	1.0	1.0	1.0	1.0	1.0
Human Resources Analyst	-	-	1.0	1.0	-	-	-
Intern	0.5	0.5	0.6	0.6	-	-	-
Assistant to City Manager/PIO	-	1.0	-	-	-	-	-
Administrative Assistant II	1.0	-	-	1.0	1.0	1.0	1.0
Human Resource Manager	1.0	1.0	0.3	-	-	-	-
Total FTE's	4.5	5.5	4.9	5.6	4.0	4.0	4.0

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.

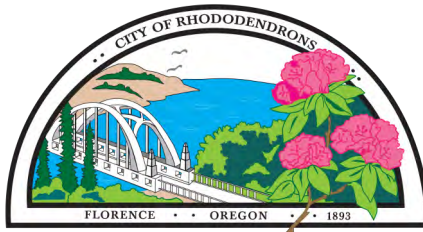
ADMINISTRATIVE SERVICES SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Finance	-	-	-	-	1,121,600	1,121,600	1,121,600
Human Resources	-	-	-	-	252,500	252,500	252,500
Information Technology	-	-	-	-	847,300	847,300	847,300
Administrative Services	-	-	-	-	2,221,400	2,221,400	2,221,400
Capital outlay	-	-	-	-	201,500	201,500	201,500
Administrative Services - non-operating expenditures	-	-	-	-	201,500	201,500	201,500
Total Administrative Services	-	-	-	-	2,422,900	2,422,900	2,422,900

Staffing:

Position	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Administrative Services Director	-	-	-	1.0	1.0	1.0	1.00
Finance	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Information Technology	-	-	1.0	1.0	1.0	1.0	1.0
Human Resources	-	-	-	-	1.0	1.0	1.0
Municipal Court	2.1	2.0	2.0	2.0	2.0	2.0	2.0
Total FTE's	7.1	7.0	8.0	9.0	10.0	10.0	10.0



City of Florence
A City in Motion

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, and centralized customer service.

FY 2019-21 Budget Highlights

- ◆ The Administrative Services Director and Finance Manager positions have been filled making the Department fully staffed.
- ◆ Implementation of an automated time-keeping system has started.

Upcoming Major Projects

- ◆ Electronic Timesheet Implementation.
- ◆ Produce City's first Comprehensive Annual Financial Report.
- ◆ Implement electronic purchase request and purchase order system.

Goals & Work Plan Items Fiscal Biennium 2019-21

- 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.
- Evaluate strategies to address City public employee retirement system (PERS) obligations.
- 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.



Performance Measures:

Strategy	Measure	Actual FY 2017	Actual FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
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	No	Yes	Yes
Provide efficient and effective financial services.	Credit Rating	A	A	A	A	A
	Actual cost to deliver service	\$545,232	\$551,492	\$543,950	\$577,400	\$594,900
	Cost to deliver service as percentage of total City operating budget	5.4	5.1	5.5		
Maintain utility service continuity for the City's utility customers.	Number of utility customers served	4525	4385	4390	4398	4403
	Account shut-offs	n/a	259	270	243	219
	Total revenue collected	\$6.314 M	\$6.367 M	\$6.449 M	\$6.533	\$6.618 M

Outcomes of Performance Measures:

Financial Integrity	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.
Efficient and Effective Financial Services	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.
Utility Service Continuity	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 2017-2019**

- ✓ The Finance Department, and other internal services, were reviewed as part of an assessment to improve internal service delivery City-wide. This resulted in the restructuring of the Finance Department into the Administrative Services Department to include Finance, Human Resources, Information Technology, and Municipal Court.
- ✓ Successful recruitment for an Administrative Services Director, Finance Manager, and Accounting Clerk for Utility Billing.
- ✓ The City received an unqualified opinion from its independent auditor for the fiscal year end 2018 financial report.
- ✓ The City received the Distinguished Budget Award for the 2017-2019 biennium.



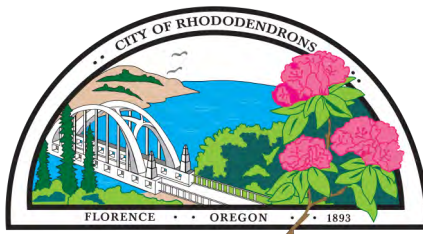
FINANCE SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Personnel	228,912	234,461	549,200	477,900	850,300	850,300	850,300
Materials and services	296,782	260,575	543,600	596,000	271,300	271,300	271,300
Operating	525,694	495,035	1,092,800	1,073,900	1,121,600	1,121,600	1,121,600
Capital outlay	14,600	-	-	-	-	-	-
Debt service	7,667	14,505	30,700	21,700	-	-	-
Transfers	14,661	-	-	-	-	-	-
Non-operating expenditures	36,928	14,505	30,700	21,700	-	-	-
Finance Total	562,622	509,540	1,123,500	1,095,600	1,121,600	1,121,600	1,121,600

Staffing:

Position	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Administrative Services Director	1.0	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	1.0
Accounting Clerks	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	1.0
Total FTE's	5.0	5.0	5.0	5.0	5.0	5.0	5.0



City of Florence
A City in Motion

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, and employee safety efforts.

FY 2019-21 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.
- ◆ Assessment of future impacts from PERS costs.



Goals & Work Plan Items Fiscal Biennium 2019-21

- Review and update the Personnel Handbook, personnel policies based on best practices
- Review and implement new CIS Safety Manual and related policies based on best practices.
- Continue recruitments to fill vacancies as needed.
- Update the employee compensation survey.
- Conduct an Equal Pay Act assessment.
- Automation of the Human Resources function through software improvements.
- Continual improvements to employee training, communication, and tracking.

Upcoming Major Projects

- ◆ Contract assistance to conduct the employee compensation and market analysis update and the Equal Pay Act assessment.
 - *Previous compensation and market analysis conducted in 2014.*
- ◆ Assessment and implementation of software solutions for Human Resources management.
 - *Reduce staff time processing recruitments by approximately 96-128 hours per year.*



Performance Measures:

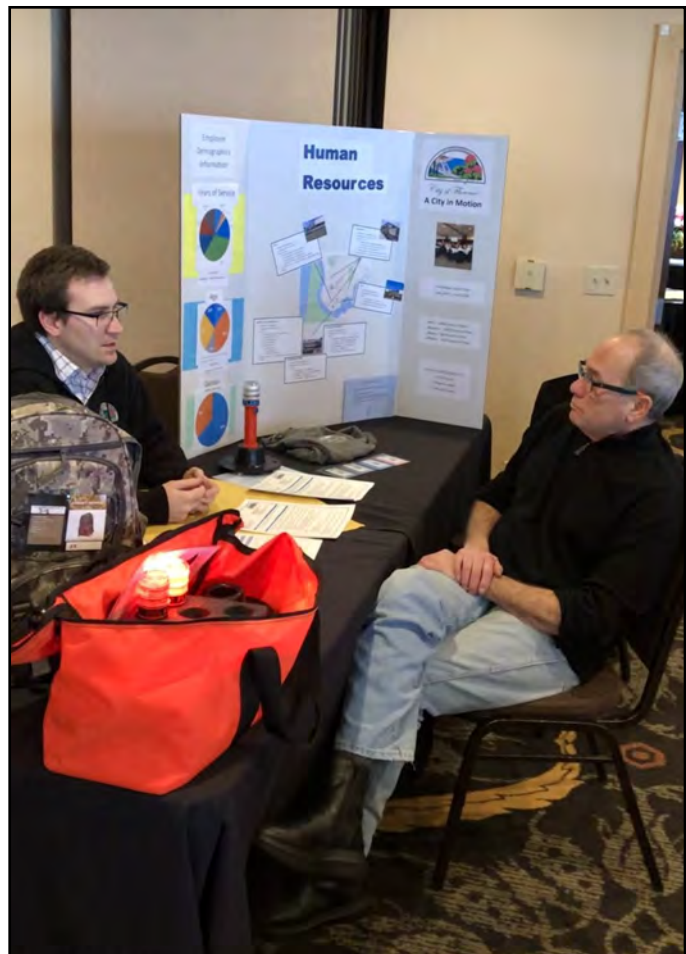
Strategy	Measure	Actual FY 2017	Actual FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Manage the employee lifecycle throughout the organization.	Recruitments	13	12	10	8	6
	New Hires	9	13	14	8	6
	Promotions	2	2	1	3	1
	Separations <i>(Includes retirements, resignations, & terminations.)</i>	5	13	11	5	4
Reduce the number and cost of workers compensation claims.	Number of Accidents	11	2	2	1	1
	Time Loss (Days)	143	180	52	62	31
	Annual cost of worker compensation claims	\$38,146	\$6,964	\$6,943	\$5,500	\$3,500
	Brought back injured employees with Return to Work Program (or non-disabling)	2	0	0	1	1

Outcomes of Performance Measures:

Well Managed Employee Lifecycle	The Human Resources Department manages the lifecycle of the City’s employees, which includes recruitment, hiring, onboarding, training, performance evaluations, promotions, and separation.
Safe Work Environment	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 2017-2019**

- ✓ Assessment on internal service delivery and organization of an Administrative Services Department.
- ✓ Successful recruitment of an Administrative Services Department Director, Finance Manager, and Accounting Clerk per the internal service delivery assessment.
- ✓ Continued recruitment to fully staff Police Department vacancies, and other City vacancies.
- ✓ New policy implementation to improve employee experience and improve administrative efficiencies.
- ✓ Implementation of personnel policies, safety policies, volunteer policies, and City Code of Conduct Policy.
- ✓ Continued focus of Human Resources professional development and training.



HUMAN RESOURCES SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Personnel					188,600	188,600	188,600
Materials and services	-	-	-	-	63,900	63,900	63,900
Operating	-	-	-	-	252,500	252,500	252,500
Capital outlay	-	-	-	-	-	-	-
Human Resources Total	-	-	-	-	252,500	252,500	252,500

Staffing:

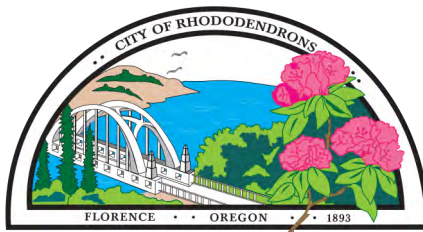
Position	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Human Resource Analyst	-	-	-	-	1.0	1.0	1.0
Total FTE's	-	-	-	-	1.0	1.0	1.0



Did you know?

Volunteers accounted for over 11,000 hours of time to the City last fiscal year. That is equivalent to nearly 5 additional full-time employees!

The City has received the Silver Safety Award from the League of Oregon Cities and City County Insurance Services for the last 2 years in a row. This means we have an annual average injury frequency rate of 1.55.



City of Florence
A City in Motion

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 2019-21 Budget Highlights

- ◆ Information Technology costs for all City departments are now contained within the IT budget to better track IT assets and expenditures.
- ◆ In evaluating processes and implementation of new systems and applications, IT architecture initiatives are reviewed for cohesive adaptation of Smart City capabilities as a go-forward expansion of services.



Goals & Work Plan Items Fiscal Biennium 2019-21

- ❑ Assist in the City in evaluating technology needs to accomplish items throughout the City Work Plan.

Upcoming Capital Investments

- ◆ Maintenance - Upgrade operating systems and applications software to current versions to maintain cybersecurity stance.
- ◆ Enhancements - Implement department specific software and hardware solutions and enhancements to improve productivity.
- ◆ Security - Upgrade video surveillance systems to simplify safety monitoring for all City of Florence buildings. Complete door access security systems mesh network to include Justice, Event Center, Water Treatment, and Waste Water buildings.
- ◆ Stability - Complete system upgrades to the network, phone system, 911 repeaters, redundant fiber optic backbone for failover protection, and electric generator enhancements to increase protection against power system incidents.



Performance Measures:

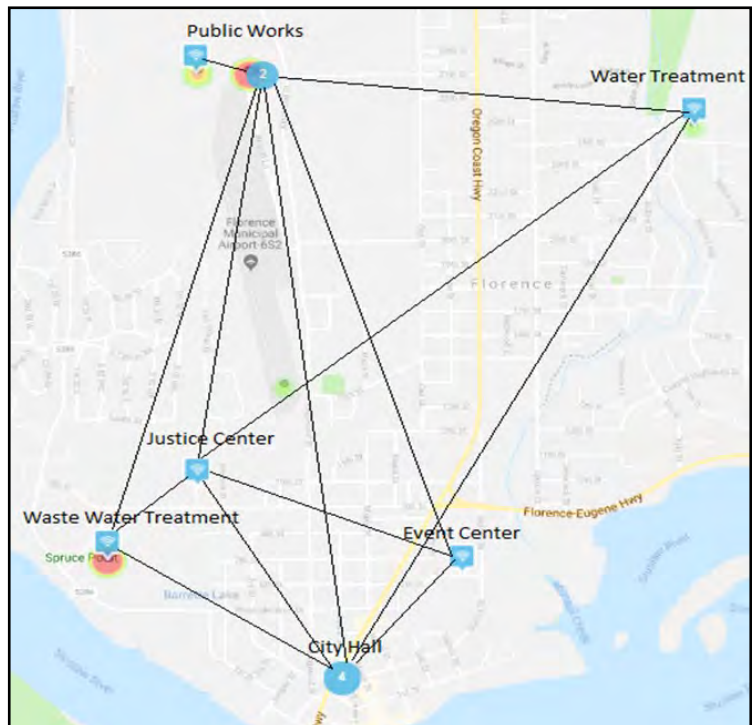
Strategy	Measure	Actual FY 2017	Actual FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Lifecycle management of City's IT infrastructure, devices, and equipment to maintain the organization's ability to provide service.	Servers Maintained (End-of-Life Annual Replacements)	N/A	15 (2)	17 (2)	18 (2)	20 (2)
	Workstations, Laptops, & iPads Maintained (End-of-Life Annual Replacements)	N/A	135 (25)	150 (25)	155 (25)	160 (25)
	Switches & Routers Maintained (End-of-Life Annual Replacements)	N/A	16 (5)	20 (4)	22 (2)	23 (4)
	Large UPS Maintained (End-of-Life Annual Replacements)	N/A	12 (5)	12 (4)	13 (2)	14 (4)
Maintain effectiveness of City's line-of-business software updates, patches, and audits.	Microsoft Windows	N/A	Weekly	Weekly	Weekly	Weekly
	Microsoft Office	N/A	Weekly	Weekly	Weekly	Weekly
	Various Line-of-Business Applications	N/A	Monthly	Monthly	Monthly	Monthly
Protection of the City's IT infrastructure against cybersecurity threats.	Reporting & Review	N/A	Monthly	Monthly	Monthly	Monthly
	Comprehensive Audits	N/A	Annually	Annually	Annually	Annually
	Security Breaches	N/A	0	0	0	0

Outcomes of Performance Measures:

Operational Readiness	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.
Organizational Effectiveness	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.
Cybersecurity	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 2017-2019**

- ✓ Implementation of City's June 2017 Information Technology Strategy.
- ✓ Recruitment and hire of Information Technology Manager.
- ✓ System development and installation for new Public Works Operations Facility.
- ✓ System upgrades and relocation during City Hall remodel.
- ✓ Upgrades to system redundancies, failover plan, and hardware for City IT network and infrastructure.
- ✓ Wireless mesh network connecting facilities (shown to the right).



INFORMATION TECHNOLOGY SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Personnel	-	-	193,000	192,600	221,700	221,700	221,700
Materials and services	-	-	135,400	129,300	625,600	625,600	625,600
Operating	-	-	328,400	321,900	847,300	847,300	847,300
Capital outlay	-	-	163,000	198,400	201,500	201,500	201,500
Information Technology Total	-	-	491,400	520,300	1,048,800	1,048,800	1,048,800

Staffing:

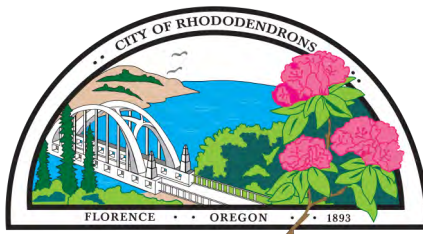
Position	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
IT Manager	-	-	1.0	1.0	1.0	1.0	1.0
Total FTE's	-	-	1.0	1.0	1.0	1.0	1.0



Did you know?

The City network supports over 400 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.



City of Florence
A City in Motion

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 2019-21 Budget Highlights

- ◆ Work with our software program and the State of Oregon to get the Department of Revenue Program going to allow us to retain tax returns for fines owed to the Municipal Court.
- ◆ Continued training of the Court staff to enhance the efficiency of the Municipal Court.
- ◆ Municipal Court joining the Administrative Services Department.
- ◆ Promotion of Senior Court Clerk to Court Administrator.

Goals & Work Plan Items Fiscal Biennium 2019-21

- ❑ Coordinate with the Florence Police Department on implementation of eCitations program.
- ❑ Work with our software provide 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.



Performance Measures:

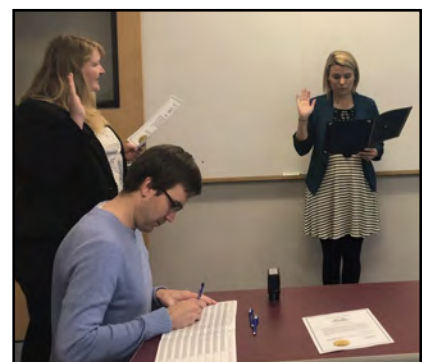
Strategy	Measure	Actual FY 2017	Actual FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Management and processing of cases submitted to the Municipal Court.	Total Cases Filed	1,875	2,052	1,714	1,800	1,800
	Misdemeanor Cases	612	585	517	500	500
	Violations	1,263	1,467	1,197	1,100	1,100
	Cases Closed	715	907	830	800	800
Efficient and timely scheduling of court cases and collection of fines.	Criminal Court Days	45	43	44	44	44
	Violation Court Days	41	42	42	42	42
	Fines Imposed	\$445,283	\$654,895	\$620,000		
	Fines Collected	\$154,045	\$244,149	\$250,000		

Outcomes of Performance Measures:

Case Management and Processing	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.
Efficient Court Scheduling and Fine Collection	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 2017-2019**

- ✓ Rearranged docket times to create a better timeline for defendants.
 - Moved in-custody defendants to the afternoon so other defendants that arrived at their scheduled court time wouldn't have to wait part of the morning for the in-custody defendants to be seen.
 - Reduced the wait time for Jury Trials from 4-6 months out to 1-2 months out.
 - Defense Attorneys are appointed in a quicker manner allowing them to go from arraignment to sentencing or dismissal in a quicker manner.
 - Court Staff is now getting regular lunches times, under the old docket we would be several hours late if there was no clerk relief in the office.
- ✓ Second Criminal Court Clerk position (part-time) has been filled and is training in the court room to allow relief for the Senior Court Clerk, which will allow time to work on office projects.
- ✓ Senior Court Clerk has finished two levels of professional development through the Oregon Association of Court Administrators (OACA) and is working on the final certification, and has completed the Court Administration Program from Michigan State University.



GENERAL FUND | MUNICIPAL COURT
MUNICIPAL COURT SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Personnel	190,984	101,034	264,000	246,730	269,700	269,700	269,700
Materials and services	137,372	145,022	300,900	296,022	309,400	309,400	309,400
Municipal Court	328,356	246,056	564,900	542,752	579,100	579,100	579,100
Capital outlay	51,791	-	-	1,200	-	-	-
Municipal Court Total	380,148	246,056	564,900	543,952	579,100	579,100	579,100

Staffing:

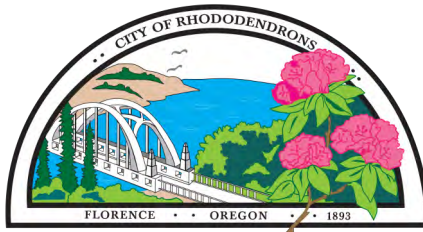
Position	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Court Clerk	0.1	1.0	1.0	1.0	1.0	1.0	1.0
Senior Court Clerk	1.0	1.0	0.5	1.0	-	-	-
Court Administrator	1.0	-	0.5	-	1.0	1.0	1.0
Total FTE's	2.1	2.0	2.0	2.0	2.0	2.0	2.0



Did you know?

The Florence Municipal Courtroom is open to the public and that anyone, during any docket, can come see our court in session.

The first court docket ledger from the Florence Municipal Court is dated October 16, 1893. Florence was a dry town back then and many of the entries pertained to being intoxicated in public.



City of Florence
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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 2019-21 Budget Highlights

- ◆ Facilities maintenance materials and supplies expenses for City Hall have been moved to 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 Florence Police Department.
- ◆ Economic Development expenses have been moved to the City Manager’s Office budget.
- ◆ Emergency Management expenses have been moved back to Non-departmental with oversight provided by the City Project Manager in coordination with the Police Chief and Public Works Director.
- ◆ Funding for the Rhody Express, which is operated by River Cities Taxi. City coordination of the transit program is managed by the Community Development Department in conjunction with Lane Transit District.
- ◆ Transfers include all debt payments of the General Fund.



Goals & Work Plan Items Fiscal Biennium 2019-21

- ☐ Emergency Management Items
 - ⇒ Continue to participate and lead efforts of the West Lane Emergency Operations Group (WLEOG).
 - ⇒ Continue to develop and implement City emergency preparedness policies.

Upcoming Capital Investments

- ◆ Reconstruction of the staircase on the east side of City Hall and sealing of the south parking lot at City Hall. These items were deferred during the remodel due to budget limitations.



Performance Measures:

Strategy	Measure	Actual FY 2017	Actual FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Provide professional emergency management for the City of Florence and coordinate with our local partner agencies.	WLEOG Meetings Participated In	12	12	13	15	15
	Exercises Participated In					
	Presentations Given	3	3	3	5	5
	Total Number of Staff Trained in ICS 100, 200, 700, and 800	Unknown	Unknown	Unknown	73	73
	Total Number of Staff Trained in ICS 300 and 400	Unknown	Unknown	Unknown	15	30

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.

**Noteworthy Accomplishments
Fiscal Biennium 2017-2019**

- ✓ Continued to lead the emergency management coordination for West Lane Emergency Operations Group (WLEOG).
- ✓ Facilitated the updates to the WLEOG IGA and Bylaws.
- ✓ Participated in the interview process for the new Lane County Emergency Manager and the Executive Director for the Siuslaw Valley Fire & Rescue and Western Lane Ambulance.
- ✓ Trained additional staff in various areas of the Incident Command System (ICS), including an additional Public Information Officer (PIO).
- ✓ Participated in several regional exercises and assisted in regional responses to emergencies.
- ✓ Provided several emergency preparedness presentations and participated in the annual Disaster Preparedness Expo.
- ✓ Provided emergency kits to all staff positions within the City organization to be used in the event staff are called to work during an emergency.
- ✓ Successfully applied for a grant to increase the tsunami evacuation signage throughout Florence.



GENERAL FUND | NON-DEPARTMENTAL
NON-DEPARTMENTAL SUMMARY

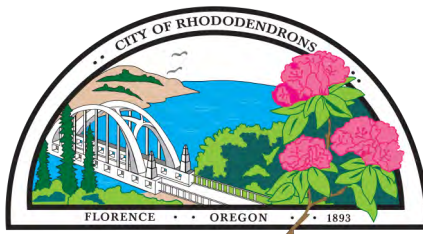
Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Materials and services	110,645	129,711	262,000	951,344	214,200	214,200	214,200
Non-departmental	110,645	129,711	262,000	951,344	214,200	214,200	214,200
Capital outlay	-	-	-	-	26,000	26,000	26,000
Debt service	-	62,133	57,500	102,898	-	-	-
Transfers	114,057	114,587	115,000	355,000	2,130,100	2,130,100	2,130,100
Total non-operating	114,057	114,587	115,000	457,898	2,156,100	2,156,100	2,156,100
Total Non-Departmental	224,702	306,431	377,000	1,409,242	2,370,300	2,370,300	2,370,300
Contingency	-	-	1,266,629	-	1,260,300	1,260,300	1,260,300
UNAPPR ENDING FUND BAL.	-	-	-	-	-	-	-
Total other requirements	-	-	1,266,629	-	1,260,300	1,260,300	1,260,300



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.



City of Florence
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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 2019-21 Budget Highlights

- ◆ Fiscal biennium 2019-21 principal payments total \$4,157,679.
- ◆ The outstanding debt balance as of June 30, 2021 is \$19,587,990.
- ◆ No debt issuances will be paid off in Fiscal Biennium 2019-21.
- ◆ No debt measures are anticipated or budgeted for in Fiscal Biennium 2019-21.

Noteworthy Accomplishments Fiscal Biennium 2017-2019

- ✓ The Oregon Pacific Bank 2014 Loan was paid in full May 2019.
- ✓ Total city debt per capita at June 30, 2019 is \$2,719.
- ✓ FURA issued new debt totaling \$3,300,000 for ReVision Florence and the purchase of the Quince Street Property, utilizing the City's full faith and credit per their intergovernmental agreement.

DEBT SERVICE SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Beginning fund balance	515,840	427,940	350,742	548,075	823,600	823,600	823,600
Current year resources							
Miscellaneous	4,645	112,489	115,000	146,853	308,000	308,000	308,000
Transfers			-	323,000	1,673,000	1,673,000	1,673,000
Total current year resources	4,645	112,489	115,000	469,853	1,981,000	1,981,000	1,981,000
Total resources	520,485	540,429	465,742	1,017,928	2,804,600	2,804,600	2,804,600
Expenditures							
Materials and services	400	400	800	800	800	800	800
Debt service	92,145	96,155	193,517	193,517	2,232,500	2,232,500	2,232,500
Total expenditures	92,545	96,555	194,317	194,317	2,233,300	2,233,300	2,233,300
Other requirements							
RESERVES - DEBT SERVICE	-	-	-	823,611	571,300	571,300	571,300
Contingency	-	-	271,425	-	-	-	-
Total other requirements	-	-	271,425	823,611	571,300	571,300	571,300
Total expenditures and other requirements	92,545	96,555	465,742	1,017,928	2,804,600	2,804,600	2,804,600

Financial Summary and Fund Balance Analysis:

Financial Summary	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Resources over (under) expenditures	(87,900)	15,934	(79,317)	275,536	(252,300)	(252,300)	(252,300)
Beginning fund balance	515,842	427,940	350,742	548,075	823,600	823,600	823,600
Ending fund balance	427,942	443,874	271,425	823,611	571,300	571,300	571,300

Fund Balance Analysis	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Desired minimum fund balance (one years debt service)	92,100	96,200	193,500	193,500	558,125	558,125	558,125
Fund balance above/(below)	335,842	347,674	77,925	630,111	13,175	13,175	13,175
Fund balance within policy	Y	Y	Y	Y	Y	Y	Y

GENERAL OBLIGATION DEBT SERVICE

This fund accounts for the payment of the general obligation bond, approved by the City’s voters to fund the water treatment improvements, with a separate property tax levy.

FY 2019-21 Budget Highlights

- ◆ Levy for fiscal years 2019-20 and 2020-21 is expected to be \$328,000.
- ◆ The final levy will be in fiscal year 2021-22.
- ◆ The City’s debt authority is \$43,971,685.
- ◆ The debt outstanding at June 30, 2021 is \$164,094.



GENERAL OBLIGATION DEBT SERVICE SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Beginning fund balance	212,383	172,811	137,311	78,411	29,200	29,200	29,200
Current year resources							
Property taxes	146,795	148,149	299,000	300,314	318,100	318,100	318,100
Miscellaneous	1,925	3,836	1,500	9,800	100	100	100
Total current year resources	148,720	151,985	300,500	310,114	318,200	318,200	318,200
Total resources	361,103	324,796	437,811	388,525	347,400	347,400	347,400
Expenditures							
Debt service	188,292	184,811	359,400	359,406	345,600	345,600	345,600
Total expenditures	188,292	184,811	359,400	359,406	345,600	345,600	345,600
Other requirements							
Unappropriated ending fund balance	-	-	78,411	-	1,800	1,800	1,800
Total other requirements	-	-	78,411	-	1,800	1,800	1,800
Total expenditures and other requirements	188,292	184,811	437,811	359,406	347,400	347,400	347,400

Financial Summary:

Financial Summary	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Resources over (under) expenditures	(39,573)	(32,825)	(58,900)	(49,292)	(27,400)	(27,400)	(27,400)
Beginning fund balance	212,383	172,811	415,076	78,411	29,200	29,200	29,200
Ending fund balance	172,811	139,985	356,176	29,119	1,800	1,800	1,800

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 2019-21 Budget Highlights

- ◆ The Chamber of Commerce's contract expires June 30, 2019 and will be re-negotiated.
- ◆ Disbursements will increase based on the CPI using a base of the allocation for the fiscal biennium 2017-19, if available.
- ◆ Excess taxes will be held to fund qualifying projects of the City.

Noteworthy Accomplishments Fiscal Biennium 2017-2019

- ✓ The City anticipates \$866,600 in transient room tax Fiscal Biennium 2019-21.
- ✓ Payment to the Chamber of Commerce and Florence Events Center are expected to increase 1.3% (CPI) for both years of the biennium

TRANSIENT ROOM TAX SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Beginning fund balance	60,073	82,502	90,402	69,446	102,600	102,600	102,600
Current year resources							
Taxes	367,729	352,748	785,300	828,443	866,600	866,600	866,600
Total current year resources	367,729	352,748	785,300	828,443	866,600	866,600	866,600
Total resources	427,802	435,250	875,702	897,889	969,200	969,200	969,200
Expenditures							
Materials and services	138,100	147,184	314,100	314,114	327,200	327,200	327,200
Transfers	207,200	218,600	481,200	481,200	507,300	507,300	507,300
Total expenditures	345,300	365,784	795,300	795,314	834,500	834,500	834,500
Other requirements							
Contingency	-	-	80,402	-	134,700	134,700	134,700
Total other requirements	-	-	80,402	-	134,700	134,700	134,700
Total expenditures and other requirements	345,300	365,784	875,702	795,314	969,200	969,200	969,200

SPECIAL REVENUE | **TRANSIENT ROOM TAX**

Financial Summary and Fund Balance Analysis:

Financial Summary	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Resources over (under) expenditures	22,429	(13,036)	-	33,129	32,100	32,100	32,100
Beginning fund balance	60,073	82,502	60,173	69,446	102,600	102,600	102,600
Ending fund balance	82,502	69,466	60,173	102,575	134,700	134,700	134,700
Fund Balance Analysis	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Desired minimum fund balance - 30 days	28,800	30,500	66,300	66,300	69,500	69,500	69,500
Fund balance above/(below) minimum	53,702	38,966	(6,127)	36,275	65,200	65,200	65,200
Fund balance within policy	Y	Y	N	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 2019-21 Budget Highlights

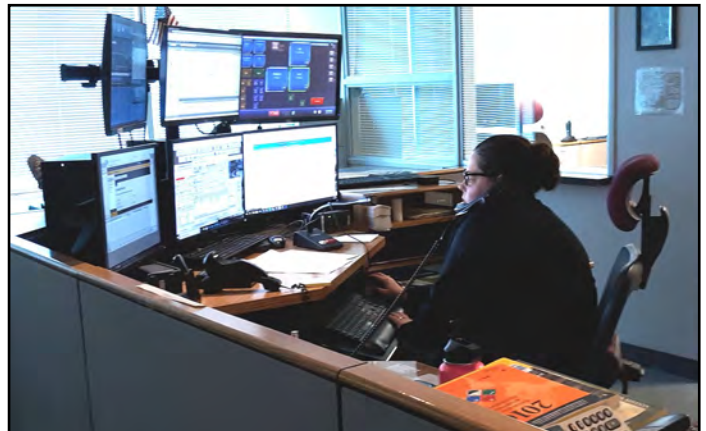
- ◆ Continued contributions from our partner agencies of the West Lane 911 PSAP.
- ◆ Remodel of the Communications Center at the Justice Center.

Goals & Work Plan Items Fiscal Biennium 2019-21

- ❑ Complete 911 System and Communications Center upgrades.
- ❑ Maintain Compliance with Criminal Justice Information Services (CJIS) and Federal Crime Reporting.

Upcoming Capital Investments

- ◆ 911 System and Communications Center Upgrades.



Performance Measures:

Strategy	Measure	Actual FY 2017	Actual FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Provide essential public safety communications support to the City and our partner agencies.	Case Numbers Assigned	7,981	8,404	8,271	8,219	8,219
	Dispatched Calls	16,446	18,115	17,033	17,198	17,198
	Number of Alarm Calls	56	45	36	47	47
	Total 911 Calls Received	5,954	5,966	6,341	6,675	7,026

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.

**Noteworthy Accomplishments
 Fiscal Biennium 2017-2019**

- ✓ Completed the 911 “VESTA” update and trained all Communications Officers on operations.
- ✓ Successfully switched from OUCR’s to ONIBR’s for crime reporting.



9-1-1 SERVICES SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Beginning fund balance	-	7,552	157,052	159,993	304,400	304,400	304,400
Current year resources							
Intergovernmental	68,416	231,307	154,200	202,912	220,000	220,000	220,000
Charges for services	145,867	151,473	329,900	347,548	340,000	340,000	340,000
Miscellaneous	108	271	-	3,640	1,000	1,000	1,000
Transfers	-	519,900	1,087,100	1,087,100	1,417,000	1,417,000	1,417,000
Total current year resources	214,391	902,951	1,571,200	1,641,200	1,978,000	1,978,000	1,978,000
Total resources	214,391	910,503	1,728,252	1,801,193	2,282,400	2,282,400	2,282,400
Expenditures							
Personnel	-	545,631	1,139,200	1,106,914	1,130,900	1,130,900	1,130,900
Materials and services	-	61,481	160,900	124,639	275,000	275,000	275,000
Capital outlay	-	16,500	20,000	-	50,000	50,000	50,000
Transfers	206,839	126,900	265,300	265,300	275,000	275,000	275,000
Total expenditures	206,839	750,512	1,585,400	1,496,853	1,730,900	1,730,900	1,730,900
Other requirements							
Contingency	-	-	142,852	-	551,500	551,500	551,500
Total other requirements	-	-	142,852	-	551,500	551,500	551,500
Total expenditures and other requirements	206,839	750,512	1,728,252	1,496,853	2,282,400	2,282,400	2,282,400



Did you know?

The West Lane Communications Center dispatches for 5 different Public Safety agencies.

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

With our 5 current Communications Officers there is over 100 years of dispatch experience.

SPECIAL REVENUE | 9-1-1 SERVICES

Financial Summary and Fund Balance Analysis:

Financial Summary	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Resources over (under) expenditures	7,552	152,439	(14,200)	144,347	247,100	247,100	247,100
Beginning fund balance	-	7,552	157,052	159,993	304,400	304,400	304,400
Ending fund balance	7,552	159,991	142,852	304,340	551,500	551,500	551,500

Fund Balance Analysis	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Fund balance analysis							
Desired minimum fund balance - 60 days	34,500		264,200	249,500	144,200	144,200	144,200
Fund balance above/(below) minimum	(26,948)		(121,348)	54,840	407,300	407,300	407,300
Fund balance within policy	N		N	Y	Y	Y	Y

Staffing:

Position	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Communications Center Supervisor	1.0	-	-	-	-	-	-
Communications Officers	6.0	7.0	7.0	7.0	8.0	8.0	8.0
Total FTE's	7.0	7.0	7.0	7.0	8.0	8.0	8.0

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 2019-21 Budget Highlights

- ◆ Completion of the airport lighting upgrade project, including the AGIS (Airport Geographic Information System) project.
- ◆ Development of the Airport Veteran’s Memorial Gateway entrance to the airport. This project is dependent upon grants and donations. As envisioned, the project would be named after General Ben King and provide a welcoming entrance to the airport.
- ◆ Fuel purchases budgeted in the amount of \$110,000 represents fifty-five percent (55%) of the biennium budget for Maintenance and Services.
- ◆ Transfer to PW Admin (\$60,000) and General Fund Admin (\$26,500) to recognize City staff time in these areas, including professional management of airport, maintenance of the fuel farm and grounds.

Goals & Work Plan Items Fiscal Biennium 2019-21

- Complete Airport Runway/Taxiway seal coat and lighting project.
- Implement Airport improvements according to the Airport Master Plan.
- Support the community group grants to improve or create new parks implement the vision that was developed for the General Ben King Memorial Airport Gateway.

Upcoming Capital Investments

- ◆ Closeout of the Airport Lighting Improvement Project and AGIS.
- ◆ General Ben King Memorial Airport Gateway (depending on grant funding).



Performance Measures:

Strategy	Measure	Actual FY 2017	Actual FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Clean streets and stormwater facilities.	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	272	270	272	272	272
	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	5	5	13	13
	Number of lot sales in the Pacific View Business Park	1	2	0	1	0

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 2017-2019**

- ✓ Purchase and installation of new self-serve fueling terminal (credit card reader).
- ✓ Installation of new Airport monument sign that allows businesses on the airport to display their name and contact information.
- ✓ Purchase of a newer gas/plug-in electric hybrid vehicle for the Airport courtesy car.
- ✓ Secured \$1.050 million FAA grant and \$103,000 COAR (Critical Oregon Airport Relief) grant to fund the lighting improvement project.
- ✓ Completed construction of the lighting upgrade project. The project includes new LED PAPI (Precision Approach Pathway Indicator) lights on RW 33/15; REIL's (Runway End Indicator Light's); MIRL's (Medium Intensity Runway Light's); lighted way finding lights for the connector taxiways; and taxiway edge reflectors.
- ✓ Sale of two Pacific View Business Park lots to new business ventures (Hyak and Component Central). Proceeds from the sales went to the airport fund.



AIRPORT

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Beginning fund balance	11,788	8,438	38,338	36,324	221,700	221,700	221,700
Current year resources							
Intergovernmental	-	-	1,201,000	1,075,000	78,000	78,000	78,000
Charges for services	99,578	93,437	99,000	122,592	120,000	120,000	120,000
Miscellaneous	2,485	72,166	170,668	191,786	167,200	167,200	167,200
Transfers	25,000	25,000	-	-	-	-	-
Total current year resources	127,063	190,603	1,470,668	1,389,378	365,200	365,200	365,200
Total resources	138,851	199,041	1,509,006	1,425,702	586,900	586,900	586,900
Expenditures							
Materials and services	77,137	71,902	171,700	192,835	293,500	293,500	293,500
Capital outlay	-	-	1,205,800	956,397	135,000	135,000	135,000
Debt service	53,276	51,138	-	-	-	-	-
Transfers	-	22,500	54,800	54,800	-	-	-
Total expenditures	130,413	145,540	1,432,300	1,204,032	428,500	428,500	428,500
Other requirements							
Contingency	-	-	19,506	-	158,400	158,400	158,400
Total other requirements	-	-	19,506	-	158,400	158,400	158,400
Total expenditures and other requirements	130,413	145,540	1,451,806	1,204,032	586,900	586,900	586,900



Did you know?

Daily UPS overnight deliveries arrive at the Florence Municipal Airport via AmeriFlight. The twin-engine piston aircraft arrives in the morning and leaves in the late afternoon.

The 10th Annual Wings & Wheels Car Show and Fly-In will be held in 2019. In 2018, more than 115 vintage cars were on display, as well as a number of aircraft. Two restored WWII aircraft participated in the show and over 2,500 people attended the event.

Financial Summary and Fund Balance Analysis:

Financial Summary	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Resources over (under) expenditures	(3,350)	45,063	38,368	185,346	(63,300)	(63,300)	(63,300)
Beginning fund balance	11,788	8,438	38,338	36,324	221,700	221,700	221,700
Ending fund balance	8,438	53,501	76,706	221,670	158,400	158,400	158,400

Fund Balance Analysis	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Desired fund balance - 60 days	21,700	24,300	37,800	41,300	48,900	48,900	48,900
Fund balance above/(below) minimum	(13,262)	29,201	(29,473)	180,370	109,500	109,500	109,500
Fund balance within policy	N	Y	N	Y	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. We are pleased to report that the average Pavement Condition Index (PCI) is 74. Using a 0-100 PCI scale, with 100 being new streets or most favorable rating, a rating of 74 places the City’s street network in the ‘Good’ condition category.

FY 2019-21 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.
- ◆ Increase hot oil chip/fog seal program from \$80,000 per year to \$100,000 per year.
- ◆ Complete \$840,000 in street preservation projects during the biennium.
- ◆ Reconstruct Rhododendron Drive between Wildwinds and 35th streets, including the construction of a separated multi-use path. Estimated cost \$3.8 million.
- ◆ Complete Safe Routes to School (SRTS) project.
- ◆ Complete \$150,000 of sidewalk infill during the biennium.
- ◆ Plan and complete the first phase of the Siuslaw Estuary Trail project.
- ◆ Construct separated multi-use path along Rhododendron Drive between 35th Street and North Jetty Road, \$550,000.

Goals & Work Plan Items Fiscal Biennium 2019-21

- Complete the Siuslaw Estuary Trail from Hwy 126 to Quince Street near Harbor Street.
- Complete Safe Routes to School project.
- Annual Chip/Fog seal program.
- Reconstruction Rhododendron Drive – Wildwinds to 35th including realignment, separated multiuse path and improve overlook/parking area along the Siuslaw River.
- Construct separated 12-foot multi-use path along Rhododendron Drive from 35th to North Jetty Road.
- Construct separated 12-foot multi-use path along Rhododendron Drive from North Jetty Road to Heceta Beach Road.
- Develop plan to repair or replace the Spruce Street culvert at 12th Street.
- Enhance pedestrian and ADA crossing opportunity on Nopal and Bay Streets.
- Develop welcoming gateway signage at the North, East, and South entry points to the City.

Upcoming Capital Investments

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

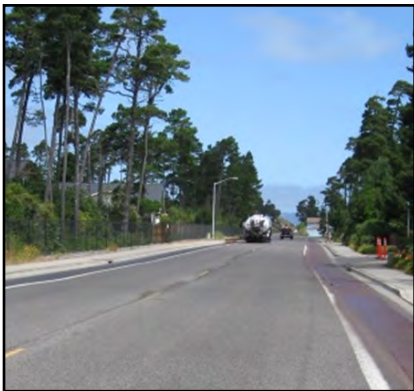
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| ◆ Chip/Fog Seals. | ◆ Sidewalk infill projects. |
| ◆ Street Preservation Program (grind/inlays). | ◆ Siuslaw Estuary Trail grant funded project. |
| ◆ Rhododendron Drive Wildwinds to 35th Realignment and Enhancement Project. | ◆ Rhododendron Drive 35th to North Jetty Road Multi-use Path Project. |

Performance Measures:

Strategy	Measure	Actual FY 2017	Actual FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Maintain roads and right of way to the highest quality standards.	City-wide average PCI rating	72	73	74	74	76
	Lane miles chip/fog sealed	1.72	1.3	2.2	2.04	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	30	30	30
	Number of thermo-plastic street legends installed or replaced	3	10	8	10	10

Outcomes of Performance Measures:

High Quality Roads and Right of Way Standards	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.
Signage for Safety	Ensuring adequate and legible signage within the street system enhances the safety of City streets for pedestrians, bicyclists, and motorists.
Street Striping for Safety	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.

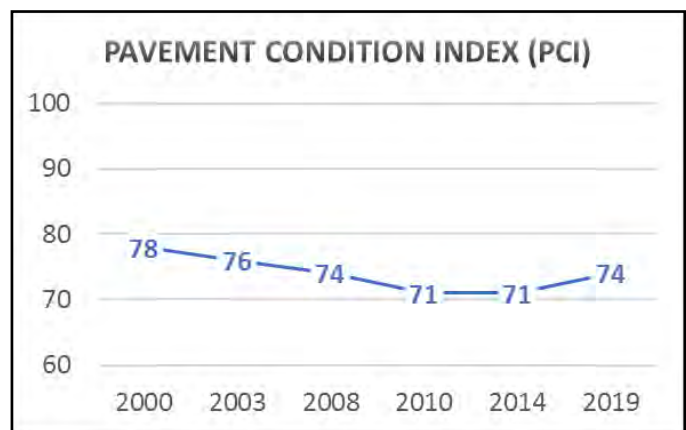


Condition Class	PCI Range	Arterial	Collector	Residential	Total
Good (I)	70-100	19.5%	7.9%	42.0%	69.4%
Fair (II/III)	50-70	0.9%	7.3%	16.9%	25.1%
Poor (IV)	25-50	1.8%	1.8%	1.9%	5.5%
Very Poor (V)	0-25	0.0%	0.0%	0.0%	0.0%
Totals	61.1	54.2	68.28	72.48	

**Noteworthy Accomplishments
Fiscal Biennium 2017-2019**

- ✓ Secured Secure Routes to School (SRTS) grant for sidewalk infill along 26th and 27th Streets between Hwy 101 and Oak Street; pedestrian/bicycle path within the Pine Street right of way between 28th and 27th Streets; and new 25th/26th midblock pedestrian activated crossing on Hwy 101.
- ✓ Increase of the licensing fee for solid waste by 0.5%, with funding directed to the Street Fund.
 - Increasing 0.5% per year until fee is 5.0% of gross receipts.

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 2000 to present:



STREETS SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Beginning fund balance	220,420	411,722	191,892	640,900	194,600	194,600	194,600
Current year resources							
Intergovernmental	508,569	1,879,158	1,797,100	1,147,035	2,542,000	2,542,000	2,542,000
Franchise fees	-	50,250	141,100	116,350	163,000	163,000	163,000
Charges for services	322,508	333,764	902,200	771,240	870,000	870,000	870,000
Miscellaneous	11,194	9,471	7,100	11,885	4,200	4,200	4,200
Transfers	-	550,000	228,000	228,000	480,000	480,000	480,000
Debt proceeds	808,042	491,958	500,000	-	4,500,000	4,500,000	4,500,000
Total current year resources	1,650,313	3,314,601	3,575,500	2,274,510	8,559,200	8,559,200	8,559,200
Total resources	1,870,733	3,726,323	3,767,392	2,915,410	8,753,800	8,753,800	8,753,800
Expenditures							
Personnel	63,143	68,459	143,100	142,285	171,600	171,600	171,600
Materials and services	253,987	253,131	563,550	545,425	1,345,500	1,345,500	1,345,500
Capital outlay	792,254	2,778,174	1,585,800	790,888	6,440,000	6,440,000	6,440,000
Transfers	116,977	267,800	662,000	662,000	520,600	520,600	520,600
Debt service	128,880	216,513	439,500	454,816	-	-	-
Total expenditures	1,355,241	3,584,077	3,393,950	2,595,415	8,477,700	8,477,700	8,477,700
Other requirements							
Contingency	-	-	373,442	-	276,100	276,100	276,100
Unappropriated fund balance	-	-	-	-	-	-	-
Total other requirements	-	-	373,442	-	276,100	276,100	276,100
Total expenditures and other requirements	1,355,241	3,584,077	3,767,392	2,595,415	8,753,800	8,753,800	8,753,800



Did you know?

The City maintains approximately 0.2 square miles of pavement surface.

Street markings are refreshed annually.

Traction aids are applied to City streets when needed.

Hazardous trees are removed within the City right of ways, as well as clearing of vegetation for sight/vision at intersections and around traffic control devices.

Financial Summary and Fund Balance Analysis:

Financial Summary	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Resources over (under) expenditures	295,072	(269,476)	181,550	(320,905)	81,500	81,500	81,500
Beginning fund balance	220,420	411,722	191,892	515,492	194,600	194,600	194,600
Ending fund balance	515,492	142,246	373,442	194,587	276,100	276,100	276,100
Fund Balance Analysis	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Desired minimum cash 60 days	72,400	98,200	228,100	225,000	339,600	339,600	339,600
One years debt service	128,900	216,500	439,500	454,800	-	-	-
Major repair	50,000	50,000	100,000	50,000	100,000	100,000	100,000
Total minimum fund balance	251,300	364,700	767,600	729,800	439,600	439,600	439,600
Fund balance above/(below) minimum	264,192	(222,454)	(394,158)	(535,213)	(163,500)	(163,500)	(163,500)
Fund balance within policy	Y	N	N	N	N	N	N

Staffing:

Position	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Utility Worker	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Total FTE's	1.0	1.0	1.0	1.0	1.0	1.0	1.0

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. In its twenty-three years of operation, the FEC has hosted over 8,600 events.

FY 2019-21 Budget Highlights

- ◆ Increased marketing efforts for the FEC through the City and our partnerships.
- ◆ Maintenance of current staffing levels.
- ◆ Facility improvements and upgrades inside the facility and to the lot north of the FEC.
- ◆ The FEC budget includes transfers to the City General Fund to account for administrative services provided by the City.



Goals & Work Plan Items Fiscal Biennium 2019-21

- Continue to develop substantiable funding opportunities for the FEC including, but not limited to:
 - Increasing number of conferences/events.
 - Development and implementation of an endowment program.
 - Booking additional FEC sponsored acts.
- Development of property north of FEC.
- Continued marketing effort improvements.
- Ongoing facility and operations improvements.
- Increased volunteer recruitment.

Upcoming Capital Investments

- ◆ Development plan for property north of FEC.
- ◆ Facility upgrades and improvements:
 - Parking Lot Lighting
 - Interior Storage and Mezzanine Expansion
 - Fire Panel & System Updates
- ◆ Acquisition of booking software solution.
- ◆ Review and update to policies and procedures.



Performance Measures:

Strategy	Measure	Actual FY 2017	Actual FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Continue to provide meeting space for a variety of events annually.	Multi-Day Conferences	4	4	2	4	4
	Multi-Day Trade Shows & Festivals	9	9	8	7	8
	Total Events	386	383	392	400	400
	Total Events Since 1996	8,066	8,449	8,841	9,240	9,640
Provide a state of the art performing arts facility for concerts and theater events.	Theater Usage Days	148	137	140	140	145
	Theater Performances & Shows	48	55	47	50	53
	FEC Box Office Gross Ticket Sales	\$185,300	\$219,700	\$210,000	\$215,000	\$215,000
	Percent of Ticket Sales Sold Online	35%	40%	55%	60%	65%
Continue the strong partnership with the Friends of the FEC and FEC volunteers.	Friends of the FEC Contributions to the FEC	\$30,200	\$74,000*	\$38,000	\$25,000	\$25,000
	Annual Volunteer Hours <i>(Friends of the FEC hours not included in FY2019-2021)</i>	4,382	3,951	3,060**	3,100	3,100

Outcomes of Performance Measures:

Meeting Facility Excellence	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.
State of the Art Performing Arts Facility	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.
Friends of the FEC Partnership	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 2017-2019**

- ✓ Acquisitions of the one-acre property north of the FEC.
- ✓ The FEC continues to provide:
 - Rental fee discounts of 50% for local school functions, in addition to performance grants.
 - Rental fee discounts of 5% for non-profit organizations.
 - Rental fee discounts of up to 30% as an incentive for multi-day conferences.
- ✓ Friends of the FEC contributed over \$43,000 towards new equipment purchases and technical upgrades in 2018.
- ✓ Friends of the FEC awarded \$4,750 in performance grants to local non-profit organizations and school performances.

- * FY 2018 contributions from the Friends of the FEC included the fundraising from the Dancing with Sea Lions Campaign.
- ** FEC began separating the Friends of the FEC volunteer hours from general FEC volunteer hours.



FLORENCE EVENTS CENTER SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Beginning balance	304,737	381,114	390,514	345,681	465,800	465,800	465,800
Current year resources							
Intergovernmental	-	-	213,300	220,505	227,500	227,500	227,500
Charges for services	337,851	335,499	450,400	445,562	414,900	414,900	414,900
Miscellaneous	101,481	136,458	342,200	368,336	307,000	307,000	307,000
Transfers	345,605	299,556	596,200	577,500	507,300	507,300	507,300
Debt proceeds	-	-	200,000	-	150,000	150,000	150,000
Current year resources	784,937	771,513	1,802,100	1,611,903	1,606,700	1,606,700	1,606,700
Total resources	1,089,674	1,152,627	2,192,614	1,957,584	2,072,500	2,072,500	2,072,500
Expenditures							
Personnel	257,965	314,040	677,000	527,291	507,300	507,300	507,300
Materials and services	412,112	411,367	732,500	735,297	1,021,300	1,021,300	1,021,300
Capital outlay	38,483	33,639	149,000	119,397	250,000	250,000	250,000
Transfers	-	47,900	297,600	109,800	-	-	-
Interest	-	-	14,100	-	-	-	-
Debt service	-	-	14,100	-	-	-	-
Total expenditures	708,560	806,946	1,870,200	1,491,785	1,778,600	1,778,600	1,778,600
Other requirements							
Contingency	-	-	243,414	-	293,900	293,900	293,900
Reserved fund balance	-	-	79,000	-	-	-	-
Total other requirements	-	-	322,414	-	293,900	293,900	293,900
Total expenditures and other requirements	708,560	806,946	2,192,614	1,491,785	2,072,500	2,072,500	2,072,500



Did you know?

Approximately 40,000 people attend FEC events every year!

Volunteers contribute over 3,500 hours to the FEC annually!

Events at the FEC generate revenue for the business community as they draw attendees from outside our area. Travel Lane County estimates a two-day conference with 100 attendees will generate approximately \$29,800 in revenue within the City.

ENTERPRISE FUND | FLORENCE EVENTS CENTER

Financial Summary and Fund Balance Analysis:

Financial Summary	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Resources over (under) expenditures	76,377	(35,433)	(68,100)	120,118	(171,900)	(171,900)	(171,900)
Beginning balance	304,737	381,114	390,514	345,681	465,800	465,800	465,800
Ending balance	381,114	345,681	332,880	465,799	293,900	293,900	293,900
per audit							
Fund Balance Analysis	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Desired minimum fund balance (60 days cash plus \$50,000 plus reserved)	143,100	159,500	415,700	273,600	173,200	173,200	173,200
Fund balance above/(below) minimum	238,014	186,181	(82,820)	192,199	120,700	120,700	120,700
Fund balance within policy	Y	Y	N	Y	Y	Y	Y

Staffing:

Position	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Events Center Director	1.0	1.0	2.0	1.0	1.0	1.0	1.0
Administrative Specialist II	1.0	1.0	2.0	1.0	1.0	1.0	1.0
FEC Maintenance Technician	1.0	1.0	2.0	1.0	1.0	1.0	1.0
Marketing Specialist & Event Coordinator	1.0	1.0	2.0	1.0	-	-	-
Total FTE's	4.0	4.0	8.0	4.0	3.0	3.0	3.0

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.

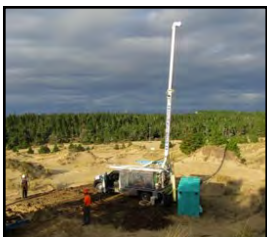
FY 2019-21 Budget Highlights

- ◆ Revenue forecasts assume a 2.7% rate increase in Fiscal 2020 and 2% in Fiscal 2021.

- ◆ The City enters into the seventh year of an outside services contract to repair and recoat the water reservoirs. The annual cost of the contract is \$250,000.



- ◆ Water Management and Conservation Plan update (OWRD requirement).
- ◆ Supervisory Control and Data Acquisition (SCADA) computer replacement and upgrade.



- ◆ Green sand filter rehabilitation program.
- ◆ Paving of water plant access road and Munsel Greenway Park parking lot.

- ◆ Installation of a 16-inch water main on 9th Street from Rhododendron to Kingwood.
- ◆ Installation of a 16-inch water main on Kingwood from 9th Street to Rhododendron.
- ◆ Old line replacement program – Maple and Laurel Streets.
- ◆ Continuation of \$7,500 in funding to Siuslaw Outreach Services for assistance to financially distressed customers.

Goals & Work Plan Items Fiscal Biennium 2019-21

- Complete utility infrastructure expansion projects along transportation corridors to promote development opportunities.
- Complete 16-inch water line on 9th Street from Rhododendron to Kingwood Street.
- Update Water Management and Conservation Plan.

Upcoming Capital Investments

- ◆ Master meter replacement and double check valve assembly installation for Greentrees West.
- ◆ 16-inch water main installation on 9th Street between Rhododendron Drive and Kingwood Street, including Kingwood between 9th and Rhododendron Drive.
- ◆ Old line replacement program - Maple and Laurel Streets between Bay and 2nd Streets.
- ◆ Well Rehabilitation program, including well flow meter and transducer.
- ◆ Paving of the Water Treatment Plant access road and Munsel Greenway Park parking area.
- ◆ Biofilter flow meter installation.



Performance Measures:

Strategy	Measure	Actual FY 2017	Actual FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Provide clean and safe drinking water.	Total water produced (in millions of gallons)	372	410	380	380	385
	Percentage of water samples taken that meet or exceed water quality standards	100%	100%	100%	100%	100%
	Number of water utility accounts	3820	3868	3925	3940	3980
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	66.29	66.29	66.47	66.47
	Unaccounted for water (water loss) percentage	4.6%	4.4%	4%	4%	4%

Outcomes of Performance Measures:

Clean and Safe Drinking Water System	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.
Efficient and Professional Water Utility	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 2017-2019**

- ✓ Completion of Automated Meter Reading (AMR) radio read system. This project reduced the labor hour of reading meters from 48 hours per month to less than 6 hours.
- ✓ Completion of the Hwy 101 water main project from Maple Street to Hwy 126 and along Hwy 126 to Quince Street.
- ✓ Completion of the 8th Street water line replacement project from Quince to Hwy 101
- ✓ Completion of water plant upgrades, including:
 - * Replacement of laboratory cabinets and sample sink
 - * New fluoride saturator (NaF delivery system)
 - * Sodium hydroxide system upgrades
- ✓ Rehabilitation of biofilters #8 and #9
- ✓ Completion of upgrades to Well #4, including: Variable Frequency Drive (VFD) pump/motor installation, telemetry and automation upgrades, and new well enclosure (well house).



WATER SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Beginning fund balance	594,424	1,331,629	2,214,044	2,155,461	1,168,400	1,168,400	1,168,400
Charges for services	2,197,659	2,107,055	4,505,500	4,370,235	4,475,000	4,475,000	4,475,000
Miscellaneous	10,092	19,402	287,400	33,959	10,000	10,000	10,000
Transfers	350,000	300,000	200,000	171,972	250,000	250,000	250,000
Debt proceeds	109,279	1,390,721	500,000	-	2,200,000	2,200,000	2,200,000
Total current year resources	2,667,030	3,817,178	5,492,900	4,576,165	6,935,000	6,935,000	6,935,000
Total resources	3,261,454	5,148,807	7,706,944	6,771,196	8,103,400	8,103,400	8,103,400

Expenditures

Personnel	307,198	301,356	664,000	669,466	764,200	764,200	764,200
Materials and services	386,287	465,964	824,700	1,032,374	3,017,200	3,017,200	3,017,200
Capital outlay	563,372	1,535,933	3,730,000	2,193,694	3,125,000	3,125,000	3,125,000
Debt service	55,719	142,192	315,400	315,567	291,900	291,900	291,900
Transfers	617,249	547,900	1,575,000	1,352,200	-	-	-
Total expenditures	1,929,825	2,993,345	7,109,100	5,563,301	7,198,300	7,198,300	7,198,300

Other requirements

Contingency	-	-	597,844	-	905,100	905,100	905,100
Unappropriated ending fund balance	-	-	-	-	-	-	-
Total other requirements	-	-	597,844	-	905,100	905,100	905,100

Total expenditures and other requirements

1,929,825	2,993,345	7,706,944	5,563,301	8,103,400	8,103,400	8,103,400
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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).

More than 50% of water used in an average home is in the bathroom.

The rate per cubic foot of water is 0.02128, or \$2.13 for 100 cubic feet, equivalent to 748 gallons of cool, clean water.

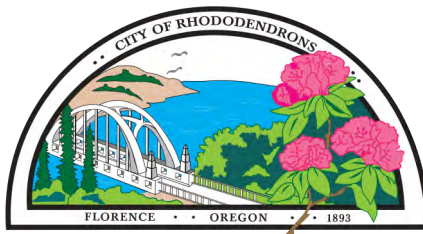
Well maintained community water systems are critically important for protecting our community from fire, having a system that provides water at an adequate pressure can be the difference between a localized fire versus a widespread fire that impacts multiple homes and/or businesses.

Financial Summary and Fund Balance Analysis:

Financial Summary	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Resources over (under) expenditures	737,205	823,832	(1,616,200)	(987,135)	(263,300)	(263,300)	(263,300)
Beginning fund balance	594,424	1,331,629	1,119,248	2,155,461	1,168,400	1,168,400	1,168,400
Ending fund balance	1,331,629	2,155,461	(496,952)	1,168,326	905,100	905,100	905,100
Fund Balance Analysis	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Desired minimum ending fund Operating - 2 months operating expenditures	210,000	237,000	178,000	509,000	315,000	315,000	315,000
Emergency capital repairs	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Debt service - one year debt service	107,000	142,000	117,000	316,000	145,950	145,950	145,950
Total desired minimum fund	567,000	629,000	545,000	1,075,000	710,950	710,950	710,950
Ending fund balance over/(under) minimum desired fund balance	764,629	1,526,461	(1,041,952)	93,326	194,150	194,150	194,150
Meets policy	Y	Y	N	Y	Y	Y	Y
Debt Coverage	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Revenue	2,201,454	2,108,651	4,539,200	4,370,965	4,475,927	4,475,927	4,475,927
Operating expenditures	1,259,486	1,422,220	3,063,700	3,054,040	3,781,400	3,781,400	3,781,400
Net revenue	941,969	686,431	1,475,500	1,316,924	694,527	694,527	694,527
Debt service							
Debt paid in fund	55,719	142,192	315,400	315,567	291,900	291,900	291,900
Total debt service	106,967	142,192	315,400	315,567	291,900	291,900	291,900
DCR	8.81	4.83	4.68	4.17	2.38	2.38	2.38
Debt Capacity	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Net revenue	941,969	686,431	1,475,500	1,316,924	365,371	365,371	365,371
Less:							
Debt service @1.25 DCR	(133,709)	(177,740)	(394,250)	(394,458)	(183,375)	(183,375)	(183,375)
Net available revenue for debt service	808,259	508,691	1,081,250	922,466	181,996	181,996	181,996
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
Debt capacity - 1.25 DCR, 20 years, 4.0% - in millions	8.79	5.53	11.76	10.03	1.98	1.98	1.98

Staffing:

Position	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Water Treatment Plant Operators	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Utility Workers	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
Total FTE's	5.0	5.0	5.0	5.0	5.0	5.0	5.0



City of Florence
A City in Motion

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 28 STEP (Septic Tank Effluent Pump) stations and serves over 3,850 customer connections.

FY 2019-21 Budget Highlights

- ◆ Revenue forecasts assume a 2.7% increase in Fiscal 2020 and 2% in Fiscal 2021.
- ◆ Increase in materials and services expenditures to replace or repair critical non-capital equipment at the Wastewater Treatment Plant.
- ◆ Projected funding to begin sewerage areas in the Heceta Beach area.
- ◆ Increased capital expenditures to replace or repair major equipment and components at the Wastewater Treatment Plant.
- ◆ Complete sewer line extensions along the west side of Hwy 101 from Munsel Lake Road to current City Limits. Fifty percent of this project will be funded through Wastewater SDC's, however, the remaining portion will need to be paid for through an advance finance agreement with the benefiting property owners.
- ◆ Sewer line extensions along the east side of Hwy 101 from 52nd Street pump station to Heceta Junction. Fifty percent of this project will be funded through Wastewater SDC's, however, the remaining portion will need to be paid through a reimbursement district.
- ◆ Sewer line extension along Hwy 126 from Vine to Xylo Street to service annexed properties.
- ◆ Continuation of \$7,500 funding to Siuslaw Outreach Service for financial assistance to financially distressed customers.

Goals & Work Plan Items Fiscal Biennium 2019-21

- Develop facilities plan for the Wastewater Treatment Plant.
- Complete utility infrastructure expansion projects along transportation corridors to promote development opportunities.
- Develop plan for providing sewer to areas within the North Urban Growth Boundary.



Upcoming Capital Investments

- ◆ Wastewater Treatment Plant odor control system rehabilitation.
- ◆ Replacement of failed heating system for the Wastewater Treatment Plant operations building.
- ◆ Pump station rehabilitations and upgrades at Fawn View (corrosion control), Ivy Street (safety and pump upgrades), and Lillie Circle.
- ◆ Completion of Hwy 126 sewer extension.
- ◆ Begin sewerage areas in Heceta Beach area.

Performance Measures:

Strategy	Measure	Actual FY 2017	Actual FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Provide for safe collection, conveyance, and treatment of wastewater from customers.	Total wastewater plant flows (in millions of gallons)	372	410	380	380	385
	Amount of solids produced (in wet tons)	620	760	780	780	790
	Amount of solids diverted for composting (in wet tons)	69	101	165	249	333
	Number of sewer surcharges (overflows)	0	3	0	0	0
Efficiently maintain and professionally operate the City's wastewater utility infrastructure.	Number of wastewater pump stations maintained	38	39	39	39	39
	Number of STEP systems inspected	28	29	29	30	31
	Miles of sewer mains maintained	68.72	69.43	69.43	70.14	70.14
	Lineal feet of wastewater lines cleaned	36,669	2,859	8,500	20,000	20,000
	Lineal feet of wastewater lines video inspected	5,645	1,909	1,400	5,000	5,000
	Number of spot repairs completed	6	8	6	6	6

Outcomes of Performance Measures:

Safe Wastewater Collection and Treatment

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.

Efficient and Professional Wastewater Utility

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 2017-2019**

- ✓ Completion of the Harbor Vista sewer pump station and sewer extension project.
- ✓ Major rehabilitation of Clarifier #1, including rebuilding of the drive unit, sealing of the clarifier, painting and RAS (Return Activated Sludge) repairs.
- ✓ Pacific View sewer pump station rebuild.
- ✓ Wastewater PLC (Programmable Logic Controller) replacements.
- ✓ Implementation of CMMS (Computerized Maintenance Management System).
- ✓ Produced 1,080 cubic yards of finished FloGro.
- ✓ Major pump and motor replacements at the WWTP including RAS motors; hot water circulation pump for the boiler; 'Muffin Monsters'; grit pump; centrifuge auger motor; and gravity belt booster pump/motor.
- ✓ Applied for renewal of NPDES (National Pollutant Discharge Elimination System) permit.
- ✓ Developed plans and advanced financing agreements to extend sewer along Hwy 101 north of Munsel Lake Road. Project is currently under construction.
- ✓ Landscaping and grounds improvements at the WWTP.

WASTEWATER SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Beginning fund balance	1,257,787	793,357	563,657	631,201	799,800	799,800	799,800
Current year resources							
Charges for services	3,138,178	3,112,244	6,515,400	6,463,921	6,660,000	6,660,000	6,660,000
Miscellaneous	23,576	50,391	723,700	596,377	411,000	411,000	411,000
Transfers	40,000	83,200	757,500	669,264	550,000	550,000	550,000
Debt proceeds	-	-	-	-	1,250,000	1,250,000	1,250,000
Total current year resources	3,201,754	3,245,835	8,196,600	7,729,562	8,871,000	8,871,000	8,871,000
Total resources	4,459,541	4,039,192	8,760,257	8,360,763	9,670,800	9,670,800	9,670,800
Expenditures							
Personnel	398,035	319,856	720,800	785,475	883,900	883,900	883,900
Materials and services	520,726	660,432	1,002,900	1,406,090	3,283,500	3,283,500	3,283,500
Capital outlay	903,158	659,017	2,362,500	1,626,041	2,345,000	2,345,000	2,345,000
Debt service	354,900	1,205,388	2,356,600	2,360,904	2,266,600	2,266,600	2,266,600
Transfers	1,489,365	563,300	1,707,000	1,382,500	-	-	-
Total expenditures	3,666,184	3,407,993	8,149,800	7,561,010	8,779,000	8,779,000	8,779,000
Other requirements							
Contingency	-	-	610,457	-	891,800	891,800	891,800
Total other requirements	-	-	610,457	-	891,800	891,800	891,800
Total expenditures and other requirements	3,666,184	3,407,993	8,760,257	7,561,010	9,670,800	9,670,800	9,670,800



Did you know?

Each day 0.85 million gallons of wastewater goes down the drain from washing or toilet flushing inside homes, schools, and other facilities into the Florence wastewater system. Small pipes, called laterals, carry wastewater from those homes and facilities into the wastewater main lines under the streets. By gravity, pumps and a series of increasingly larger pipes, the wastewater flows through the system to the Wastewater Treatment Plant located along the Siuslaw River. After treatment, the clean water is released into the Siuslaw River.

ENTERPRISE FUND | **WASTEWATER**

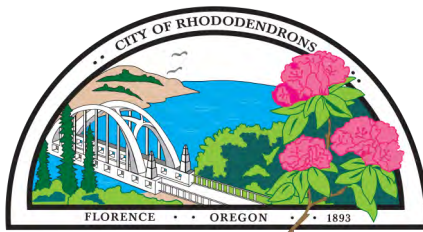
Financial Summary and Fund Balance Analysis:

Financial Summary	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Resources over (under) expenditures	(464,430)	(162,158)	46,800	168,552	92,000	92,000	92,000
Beginning fund balance	1,257,787	793,357	563,657	631,201	799,800	799,800	799,800
Ending fund balance	793,357	631,199	610,457	799,753	891,800	891,800	891,800
Fund Balance Analysis	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Requested	2019-21 Approved	2019-21 Adopted
Operating - 60 days operating costs	260,000	283,000	256,000	256,000	381,000	381,000	381,000
Emergency capital repair	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Debt service - one year	1,204,000	1,205,000	1,207,000	1,207,000	1,133,300	1,133,300	1,133,300
Desired minimum fund balance	1,714,000	1,738,000	1,713,000	1,713,000	1,764,300	1,764,300	1,764,300
Ending fund balance over/(below) desired minimum fund balance	(920,643)	(1,106,801)	(1,102,543)	(913,247)	(872,500)	(872,500)	(872,500)
Meets policy	N	N	N	N	N	N	N
Debt Coverage	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Requested	2019-21 Approved	2019-21 Adopted
Revenue	3,138,178	3,112,244	6,515,400	6,463,921	6,660,000	6,660,000	6,660,000
Operating expenditures	1,558,614	1,699,588	3,430,700	3,574,065	4,574,900	4,574,900	4,574,900
Net revenue	1,579,564	1,412,656	3,084,700	2,889,856	2,085,100	2,085,100	2,085,100
Debt service							
Debt paid in fund	354,900	1,205,388	2,356,600	2,360,904	2,266,600	2,266,600	2,266,600
Debt transfers	849,512	-	-	-	-	-	-
Total debt service	1,204,412	1,205,388	2,356,600	2,360,904	2,266,600	2,266,600	2,266,600
DCR	1.31	1.17	1.31	1.22	0.92	0.92	0.92
Debt Capacity	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Requested	2019-21 Approved	2019-21 Adopted
Net revenue	1,579,564	1,412,656	3,084,700	2,889,856	2,085,100	2,085,100	2,085,100
Less:							
Debt service @1.25 DCR service	(1,505,515)	(1,506,735)	(2,945,750)	(2,951,130)	(2,833,250)	(2,833,250)	(2,833,250)
Annual debt service per \$1 million at 4.0%	74,049	(94,079)	138,950	(61,274)	(748,150)	(748,150)	(748,150)
Annual debt service per \$1 million at 4.0%-1.25 DCR	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
Debt capacity - 1.25 DCR, 20 years, 4.0% - in millions	0.8	(1.0)	1.5	(0.7)	(8.1)	(8.1)	(8.1)

ENTERPRISE FUND | **WASTEWATER**

Staffing:

Position	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
WWTP Supervisor	1.0	-	-	-	-	-	-
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	1.0	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
Total FTE's	5.0	4.0	5.0	5.0	5.0	5.0	5.0



City of Florence
A City in Motion

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 2019-21 Budget Highlights

- ◆ Revenue forecasts assume a 2.7% increase (CPI and new customers) to Stormwater service charges in Fiscal 2020 and 2% in Fiscal 2021.
- ◆ Construction of the Pine Court stormwater improvement project.
- ◆ Complete the engineering and survey work for the 2nd Street stormwater project - 2nd Street from Kingwood to Ivy and Ivy from 2nd to 1st Street. Due to limited resources, construction is programmed to occur during the 2021-2023 biennium.
- ◆ Completion of engineering and survey for the 6th Street stormwater project – 6th Street from Juniper to Hemlock and Hemlock from 6th to 1st Street. Construction is anticipated to occur in the 2021-23 biennium.



Goals & Work Plan Items Fiscal Biennium 2019-21

- Complete Pine Court stormwater project.
- Complete 2nd Street stormwater project (due to limited resources, construction of this project will need to be moved to 2021-2023 biennium).
- Complete Old Town stormwater drainage project – 6th Street Juniper to Hemlock and Hemlock to 1st Street (due to lack of funds construction of this project will need to be moved to 2021-2023 biennium).

Upcoming Capital Investments

- ◆ Pine Court Stormwater Improvement Project (18th Street, Pine Court, 16th Street, and Willow Loop)



Performance Measures:

Strategy	Measure	Actual FY 2017	Actual FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Clean streets and stormwater facilities.	Number of miles cleaned by street sweeper	1,150	1,150	1,200	1,150	1,150
	Number of catch basin sumps cleaned	900	915	915	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 2017-2019**

- ✓ Completion of the Stormwater Master Plan update.
- ✓ Transfer of \$250,000 to FURA for stormwater related elements in the ReVision Florence Streetscape Project.
- ✓ A phased in rate structure adjustment per recommendation of ad hoc finance committee.
- ✓ Purchase of a high quality used mechanical broom to perform street sweeping operations along non-curbed sections of roadways and clean-up operations after major storm events.



STORMWATER SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Beginning fund balance	927,558	945,410	698,510	671,688	726,400	726,400	726,400
Current year resources							
Charges for services	522,140	527,795	1,101,500	1,081,300	1,124,300	1,124,300	1,124,300
Miscellaneous	-	414	15,500	15,500	1,000	1,000	1,000
Transfers	-	-	110,000	84,900	200,000	200,000	200,000
Total current resources	522,140	528,209	1,227,000	1,181,700	1,325,300	1,325,300	1,325,300
Total resources	1,449,698	1,473,619	1,925,510	1,853,388	2,051,700	2,051,700	2,051,700
Expenditures							
Personnel	64,107	60,846	239,700	211,900	311,500	311,500	311,500
Materials and services	54,844	42,242	114,850	98,200	583,800	583,800	583,800
Capital outlay	274,787	561,109	500,000	223,600	890,000	890,000	890,000
Debt service	-	16,934	33,500	50,900	36,800	36,800	36,800
Transfers	110,550	120,800	542,400	542,400	-	-	-
Total expenditures	504,288	801,931	1,430,450	1,127,000	1,822,100	1,822,100	1,822,100
Other requirements							
Contingency	-	-	495,060	-	229,600	229,600	229,600
Total other requirements	-	-	495,060	-	229,600	229,600	229,600
Total expenditures and other requirements	504,288	801,931	1,925,510	1,127,000	2,051,700	2,051,700	2,051,700



Did you know?

Florence has unique hydrologic characteristics. Groundwater and surface runoff are inextricably related. Groundwater in the area fluctuates seasonally and annually. A majority of precipitation on pervious surfaces infiltrates the soil and contributes to the groundwater.

During above average rainfall periods, elevated groundwater levels near the ground surface greatly increase the rates of surface runoff. Low areas without constructed or natural drainage facilities are often inundated with water much of the year. These areas expose the high groundwater table and create seasonal wetlands.

Financial Summary and Fund Balance Analysis:

Fund Summary	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
expenditures	17,852	(273,722)	(203,450)	54,700	(496,800)	(496,800)	(496,800)
Beginning fund balance	927,558	945,410	698,510	671,688	726,400	726,400	726,400
Ending fund balance	945,410	671,688	495,060	726,388	229,600	229,600	229,600
Fund Balance Analysis	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Operating working capital - 2	19,000	19,000	75,000	71,000	74,500	74,500	74,500
Major emergency repair	200,000	200,000	200,000	200,000	200,000	200,000	200,000
One year debt service	-	16,900	33,500	50,900	18,400	18,400	18,400
Total minimum desired fund balance	219,000	235,900	308,500	321,900	292,900	292,900	292,900
Ending fund balance over (under) minimum desired fund balance	726,410	435,788	186,560	404,488	(63,300)	(63,300)	(63,300)
Meets policy	Y	Y	Y	Y	N	N	N
Debt Coverage	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Revenue	522,140	527,795	1,101,500	1,081,300	1,124,300	1,124,300	1,124,300
Operating expenditures, including operating transfers	212,551	218,176	646,950	602,500	895,300	895,300	895,300
Net revenue	309,589	309,619	454,550	478,800	229,000	229,000	229,000
Debt service	16,950	16,934	33,500	50,900	36,800	36,800	36,800
Debt coverage ratio (DCR)	18.3	18.3	13.6	9.4	6.2	6.2	6.2

Staffing:

Position	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Utility Worker	1.0	1.0	2.0	2.0	2.0	2.0	2.0
Total FTE's	1.0	1.0	2.0	2.0	2.0	2.0	2.0

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.

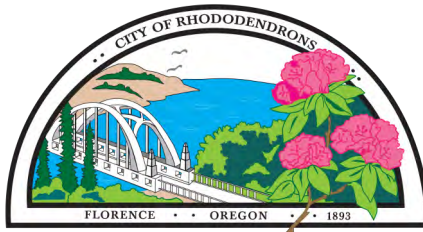
To ensure the funds for the respective SDC's are properly accounted for, separate funds have been established for each of the SDC's. SDC revenue is accumulated in the various funds and transferred to the respective operational fund to provide funding for qualified capacity expansion related projects.

Additionally, during FY 2017-19 biennium each of the SDC funds included funds for consulting work to review the methodology of the SDC's, update the capital improvement schedules and the associated costs, and revise the maximum amount of the SDC.



Changes from Previous Biennium

- Increased transfers to operating funds for qualified improvement costs.



City of Florence
A City in Motion

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 2019-21 Budget Highlights

- ◆ Transfer \$480,000 to Street Fund for the multi-use path projects along Rhododendron Drive between Windwinds and North Jetty Road.

Noteworthy Accomplishments Fiscal Biennium 2017-2019

- ✓ Transfers to Street Fund to offset the capacity increasing portion of the Rhododendron Drive 9th Street to Hwy 101 project. This project provided bike lanes and sidewalk improvements within this corridor.



STREET SDC SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Beginning fund balance	901,240	1,032,095	571,596	593,082	460,300	460,300	460,300
Current year resources							
Charges for services	42,501	95,454	120,000	79,900	70,000	70,000	70,000
Miscellaneous	9,057	16,423	12,100	28,100	30,000	30,000	30,000
Transfers	80,000	-	-	-	-	-	-
Total current year resources	131,558	111,877	132,100	108,000	100,000	100,000	100,000
Total resources	1,032,798	1,143,972	703,696	701,082	560,300	560,300	560,300
Expenditures							
Materials and services	703	890	122,400	12,800	2,400	2,400	2,400
Transfers	-	550,000	228,000	228,000	480,000	480,000	480,000
Total expenditures	703	550,890	350,400	240,800	482,400	482,400	482,400
Other requirements							
Contingency	-	-	353,296	460,282	77,900	77,900	77,900
Total other requirements	-	-	353,296	460,282	77,900	77,900	77,900
Total expenditures and other requirements	703	550,890	703,696	701,082	560,300	560,300	560,300

Financial Summary:

Financial Summary	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Resources over (under) expenditures	130,855	(439,013)	(218,300)	(132,800)	(382,400)	(382,400)	(382,400)
Beginning fund balance	901,240	1,032,095	571,596	593,082	460,300	460,300	460,300
Ending fund balance	1,032,095	593,082	353,296	460,282	77,900	77,900	77,900

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 2019-21 Budget Highlights

- ◆ Transfer \$250,000 to Water Fund to help pay for the 16-inch water main installation on 9th Street between Rhododendron Drive and Kingwood Street.

Noteworthy Accomplishments Fiscal Biennium 2017-2019

- ✓ Transfer \$100,000 to Water Fund to help pay for the capacity increasing portion of the Hwy 101 water main replacement project between Maple and Quince Streets.



WATER SDC SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Beginning fund balance	527,157	306,710	126,410	138,284	200,500	200,500	200,500
Current year resources							
Charges for services	100,707	119,143	215,800	227,150	193,500	193,500	193,500
Miscellaneous	6,254	14,655	2,500	22,279	30,000	30,000	30,000
Transfers	24,000	-	-	-	-	-	-
Total current year resources	130,961	133,798	218,300	249,429	223,500	223,500	223,500
Total resources	658,118	440,508	344,710	387,713	424,000	424,000	424,000
Expenditures							
Materials and services	1,408	2,224	20,000	15,238	-	-	-
Transfers	350,000	300,000	200,000	171,972	250,000	250,000	250,000
Total expenditures	351,408	302,224	220,000	187,210	250,000	250,000	250,000
Other requirements							
Contingency	-	-	124,710	-	174,000	174,000	174,000
Total other requirements	-	-	124,710	-	174,000	174,000	174,000
Total expenditures and other requirements	351,408	302,224	344,710	187,210	424,000	424,000	424,000

Financial Summary:

Financial Summary	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Resources over (under) expenditures	(220,447)	(168,426)	(1,700)	62,219	(26,500)	(26,500)	(26,500)
Beginning fund balance	527,157	306,710	126,410	138,284	200,500	200,500	200,500
Ending fund balance	306,710	138,284	124,710	200,503	174,000	174,000	174,000

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 2019-21 Budget Highlights

- ◆ Transfer \$700,000 to the Wastewater Fund for construction of qualified projects, Hwy 101 sewer extension (Munsel Lake Road to City Limits) and sewer extension into the Heceta Beach area.

Noteworthy Accomplishments Fiscal Biennium 2017-2019

- ✓ Transfer of \$100,000 to the Wastewater Fund to help pay for the capacity increasing portion of the Harbor Vista sewer pump station and sewer extension project.



WASTEWATER SDC SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Beginning fund balance	480,172	568,320	684,220	629,300	387,900	387,900	387,900
Current year resources							
Charges for services	126,752	139,756	211,000	283,013	214,000	214,000	214,000
Miscellaneous	2,802	6,624	14,600	19,930	15,000	15,000	15,000
Transfers	-	-	-	-	-	-	-
Total current year resources	129,554	146,380	225,600	302,942	229,000	229,000	229,000
Total resources	609,726	714,700	909,820	932,242	616,900	616,900	616,900
Expenditures							
Materials and services	1,406	2,224	19,200	15,075	3,600	3,600	3,600
Transfers	40,000	83,200	100,000	529,264	550,000	550,000	550,000
Total expenditures	41,406	85,424	119,200	544,339	553,600	553,600	553,600
Other requirements							
Contingency	-	-	790,620	-	63,300	63,300	63,300
Total other requirements	-	-	790,620	-	63,300	63,300	63,300
Total expenditures and other requirements	41,406	85,424	909,820	544,339	616,900	616,900	616,900

Financial Summary:

Financial Summary	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Resources over (under) expenditures	88,148	60,956	(183,700)	(241,397)	(324,600)	(324,600)	(324,600)
Beginning fund balance	480,172	568,320	549,272	629,300	387,900	387,900	387,900
Ending fund balance	568,320	629,276	365,572	387,903	63,300	63,300	63,300

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 2019-21 Budget

- ◆ Transfer \$200,000 to the Stormwater Fund for construction of the Pine Court Stormwater Project.

Noteworthy Accomplishments Fiscal Biennium 2017-2019

- ✓ Transfer to the Florence Urban Renewal Agency (FURA) for stormwater improvement projects within the ReVision Florence Streetscape Project.



STORMWATER SDC SUMMARY

Budget:

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Beginning fund balance	38,527	102,616	131,916	185,975	178,400	178,400	178,400
Current year resources							
Charges for services	64,058	83,060	162,600	142,854	118,000	118,000	118,000
Miscellaneous	1,438	1,189	1,000	7,405	2,000	2,000	2,000
Total current year resources	65,496	84,249	163,600	150,258	120,000	120,000	120,000
Total resources	104,023	186,865	295,516	336,233	298,400	298,400	298,400
Expenditures							
Materials and services	1,407	890	67,000	12,995	1,000	1,000	1,000
Transfers	-	-	110,000	144,873	200,000	200,000	200,000
Total expenditures	1,407	890	177,000	157,868	201,000	201,000	201,000
Other requirements							
Contingency		-	118,516	-	97,400	97,400	97,400
Total other requirements	-	-	118,516	-	97,400	97,400	97,400
Total expenditures and other requirements	1,407	890	295,516	157,868	298,400	298,400	298,400

Financial Summary:

Financial Summary	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Resources over (under) expenditures	64,089	83,359	(13,400)	(7,610)	(81,000)	(81,000)	(81,000)
Beginning fund balance	38,527	102,616	131,916	185,975	178,400	178,400	178,400
Ending fund balance	102,616	185,975	118,516	178,365	97,400	97,400	97,400

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 2019-21 Budget Highlights

- ◆ Creation of a Buildings Maintenance Division within Public Works.
 - Transferred 1.0 existing FTE from City Hall to Public Works Administration.
 - The completion of the City Hall remodel, the Justice Center remodel, and the Public Works Operations Center have effectively increased the workload of our one building maintenance employee.
 - The 2019-2021 biennium budget request includes an additional 1.0 FTE to help clean and maintain the City facilities and grounds.
- ◆ Phase 2 & 3 of the Public Works Operations Center so that all operations from the former Spruce Street site can be relocated to the Kingwood facility. Improvements include large three sided equipment and vehicle storage buildings to protect the large investment in equipment from the harsh coastal environment.
- ◆ Purchase and installation of an emergency power generator; solar/hybrid yard lighting; and tables, chairs and video conferencing equipment for the City primary and regional secondary Emergency Operations Center at Public Works. This is contingent upon securing a State Homeland Security Grant.
- ◆ Installation of automatic gate openers at Public Works. The automatic gate opening system was omitted from the Public Works Operation Center construction project as a cost saving measure to keep the original project within budget.

Goals & Work Plan Items Fiscal Biennium 2019-21

- Deconstruction of Old Public Works site and conversion to Gallagher's Park.
- Construction of Public Works Operations Center Phases 2 and 3.



Upcoming Capital Investments

- ◆ Development of a master plan and community outreach for Gallagher's Park.
- ◆ 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.
- ◆ Purchase and installation of an emergency power generator; solar/hybrid yard lighting; and tables, chairs and video conferencing equipment for the City primary and regional secondary Emergency Operations Center at Public Works.
- ◆ Automatic gate openers.



Noteworthy Accomplishments Fiscal Biennium 2017-2019

- ✓ Completion of the Public Works Operations Center. It has been a long process and now the City has a modern facility for Public Works to operate from.
 - The new Public Works Operations Center is comprised of a 5,942 square foot administrative building and 7,754 square foot maintenance building.
 - The buildings, as well as the site itself, have been constructed with the latest energy and environmental design concepts, and is the first of several phases to fully build out the site.
- ✓ Received the 2018 Siuslaw Award for Curb Appeal for the new Public Works Operations Facility.
- ✓ Hosted Planning and Building at the Public Works Operations Facility during the City Hall remodel, as well as Utility Billing and providing the public face of City Hall.
- ✓ Successfully awarded four grants:
 - Land Water Conservation Fund (LWCF) grant for the Siuslaw River Beach Access Park.
 - Local Government Grant Program (LGGP) grant for the Siuslaw River Beach Access Park.
 - LGGP grant to construct a new restroom/concession/storage building, plus rehabilitation of two (2) softball fields and development of a regulation soccer field at Miller Park.
 - Safe Routes to School grant for sidewalk infill on 26th and 27th Streets (between Hwy 101 and Oak Street); bicycle/pedestrian path within the Pine Street right-of-way (between 28th and 27th Streets); and a new pedestrian activated crossing on Hwy 101 mid-block between 25th and 26th Streets.



Performance Measures:

Strategy	Measure	Actual FY 2017	Actual FY 2018	Projected FY 2019	Projected FY 2020	Projected FY 2021
Provide professional infrastructure design and management services.	Number of capital projects managed and/or inspected	4	5	5	9	6
	Number of active development projects managed and inspected	0	1	1	3	3
	Number of pre-development applications reviewed	3	4	6	5	5
Provide outstanding GIS services to employees and citizens.	GIS Special project requests submitted and fulfilled	60	50	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	31	31	32	33	33
	Number of heavy equipment maintained	9	9	11	11	11
	Number of hybrid/electric vehicles owned by City	1	3	3	3	3

Outcomes of Performance Measures:

Meet and Anticipate the Infrastructure Needs and Goals of the City Council and our Citizens	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.
Outstanding GIS Services	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.
Well Maintained and Safe Facilities	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.
Properly Maintained City Fleet Vehicles and Equipment	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.

PUBLIC WORKS ADMINISTRATION SUMMARY**Budget:**

	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Beginning fund balance	136,887	81,662	1,781,562	2,031,412	186,300	186,300	186,300
Current year resources							
Charges for services	-	12,000	36,900	-	2,588,100	2,588,100	2,588,100
Intergovernmental	-	-	-	-	93,600	93,600	93,600
Miscellaneous	4,801	165	-	21,552	-	-	-
Transfers	535,600	849,300	2,053,800	2,090,700	-	-	-
Debt proceeds	8,042	3,291,958	-	-	350,000	350,000	350,000
Total current year resources	548,443	4,153,423	2,090,700	2,112,252	3,031,700	3,031,700	3,031,700
Total resources	685,330	4,235,085	3,872,262	4,143,664	3,218,000	3,218,000	3,218,000
Expenditures							
Personnel	422,544	445,758	1,136,900	1,011,731	1,540,800	1,540,800	1,540,800
Materials and services	72,209	108,787	225,523	240,529	366,600	366,600	366,600
Capital outlay	108,915	1,539,094	1,975,000	2,266,401	700,000	700,000	700,000
Debt service	-	110,033	438,200	438,710	-	-	-
Transfers	-	-	-	-	439,400	439,400	439,400
Total expenditures	603,668	2,203,672	3,775,623	3,957,371	3,046,800	3,046,800	3,046,800
Other requirements							
Contingency	-	-	96,639	-	171,200	171,200	171,200
Total other requirements	-	-	96,639	-	171,200	171,200	171,200
Total expenditures and other requirements	603,668	2,203,672	3,872,262	3,957,371	3,218,000	3,218,000	3,218,000

Financial Summary and Fund Balance Analysis:

Financial Summary	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Resources over (under) expenditures	(55,225)	1,949,751	(1,684,923)	(1,845,119)	(15,100)	(15,100)	(15,100)
Beginning fund balance	136,887	81,662	1,781,562	2,031,412	186,300	186,300	186,300
Ending fund balance	81,662	2,031,413	96,639	186,293	171,200	171,200	171,200
Fund Balance Analysis							
Desired fund balance - 30 days cash	41,200	55,400	150,100	140,900	97,800	97,800	97,800
Fund balance above/(below) minimum	40,462	1,976,013	(53,461)	45,393	73,400	73,400	73,400
Fund balance within policy	Y	Y	N	Y	Y	Y	Y

Staffing:

Position	2015-16 Actual	2016-17 Actual	2017-19 Budget	2017-19 Estimate	2019-21 Proposed	2019-21 Approved	2019-21 Adopted
Public Works Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Utility Worker II/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
W/WW Treatment Plant Superintendent	-	-	1.0	1.0	1.0	1.0	1.0
Total FTE's	4.0	5.0	6.0	5.0	6.0	6.0	6.0

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, and emergency management.

President George W. Bush issued Homeland Security Presidential Directive 5 (HSPD-5), Management of Domestic Incidents, in 2003, in which a public works response to emergencies and disasters is recognized as an absolute necessity, and the federal government is directed to include public works in all planning and response efforts. Florence Public Works plays a critical role in emergency management efforts. Public Works is responsible for providing resources and expertise for emergency response during disasters and other emergency events. Public Works serves as lead agency for operation, protection and restoration of the road system as well as the airport. It is also responsible for providing water and sanitary sewer service within the City limits as well as debris removal, structural evaluation of infrastructure, solid waste management, damage assessment including evaluation of hazardous buildings, and heavy rescue.



CAPITAL OUTLAY SCHEDULE

The following schedules summarize the various capital investments, by fund, for the 2019-21 biennium. A description of the project, funding source(s), priority on a scale of 0 – continued from previous year to 3 – identified but not funded, 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.

City-Wide Capital Outlay Summary	
Fund	Amount
General Fund	745,500
9-1-1 Services Fund	50,000
Airport Fund	135,000
Street Fund	6,440,000
Florence Events Center Fund	250,000
Water Fund	3,125,000
Wastewater Fund	2,345,000
Stormwater Fund	890,000
Public Works Administration Fund	700,000
Total City-Wide Capital	14,680,500

CAPITAL OUTLAY SCHEDULE

General Fund				
Police		Funding		
Description	Source	Priority	Amount	Impact on Operating Costs
Vehicles	General	1	58,000	New - Increased Maintenance Costs
Building Improvements	General	1	40,000	Modernization - Nominal
ATV	General	1	10,000	New - Increased Maintenance Costs
Police Total			108,000	
Parks		Funding		
Description	Source	Priority	Amount	Impact on Operating Costs
Miller Park	Grant	0	360,000	<\$20,000 per year in debt
Rolling Dunes Tennis Courts	Grant	1	50,000	Modernization - Increased Maintenance
Parks Total			410,000	
Information Technology		Funding		
Description	Source	Priority	Amount	Impact on Operating Costs
PW Surveillance System	General	1	5,000	Modernization - Nominal
Software	General	1	140,900	Increased Annual Maintenance
Hardware	General	1	11,100	Increased Annual Maintenance
Lock Integration	General	1	44,500	Minimal - Mitigates Legal Costs
Information Technology Total			201,500	
Non-Departmental		Funding		
Description	Source	Priority	Amount	Impact on Operating Costs
Building Improvements	Debt	0	26,000	Modernization – Continuation of prior year project. No increase in debt cost.
Non-Departmental Total			26,000	
General Fund Total			745,500	

CAPITAL OUTLAY SCHEDULE

9-1-1 Services Fund

Description	Source	Priority	Amount	Impact on Operating Costs
Communications Center Improvements	9/1/2001	1	50,000	Sustain
9-1-1 Services Fund Total			50,000	

Airport Fund

Description	Source	Priority	Amount	Impact on Operating Costs
Airport Lighting	Grant	0	85,000	Sustain
Veteran's Memorial Gateway	Grant	1	50,000	Limited
Airport Fund Total			135,000	

Street Fund

Description	Source	Priority	Amount	Impact on Operating Costs
<i>Street Maintenance</i>				
Crack/Hot Oil Chip Seal	Street	1	200,000	Sustain
<i>Preservation and Improvement</i>				
Rhododendron Drive - Wildwinds to 35th Street	Debt	1	3,800,000	~\$172,000 per year in debt
Numerous Overlays	Street	1	840,000	Sustain
Rhododendron Drive – 35th to North Jetty	Debt/Grant	1	550,000	~\$22,600 per year in debt
Safe Routes to Schools	Grant	0	400,000	Sustain
Sidewalk Infill	Street	0	150,000	Sustain
Siuslaw Estuary Trail	ODOT/Street	1	500,000	Improvements - Nominal
Street Fund Total			6,440,000	

Florence Events Center Fund

Description	Source	Priority	Amount	Impact on Operating Costs
Equipment	FEC	1	7,000	Limited
Backstage Mezzanine Storage expansion (450 sq ft)	FEC	1	10,000	No Operational Impact
Parking Lot LED Lighting/Curb Cutouts	FEC	1	8,000	Reduce Electric Charges
Fire Panel Replacement	FEC	1	20,000	May Reduce Maintenance
Audio Upgrade	FEC	1	20,000	Upgrade - No Impact
Electronic Reader Board	FEC	1	20,000	Upgrade to Digital - No Impact
Parking Lot Sealing	FEC	1	15,000	Sustain – Regular Maintenance
North Property Development	Debt	1	150,000	Limited - Expanded Storage/Parking
Florence Events Center Fund Total			250,000	

CAPITAL OUTLAY SCHEDULE

Water Fund				
Description	Source	Priority	Amount	Impact on Operating Costs
Maintenance				
<i>Facilities & Equipment</i>				
Water SCADA Computer	Rates	1	15,000	Limited
Biofilter Flow Meter	Rates	1	30,000	Sustain
Greentree West Master Meter Replacement	Rates	1	110,000	Replacement - Reduced
WTP Access Road/Paving Munsel Greenway	Rates	1	50,000	Limited
Transducer on Groundwater	Rates	1	70,000	Reduce
Vehicle	Rates	1	50,000	Upgrade - Reduced
<i>Well Rehabilitation</i>	Rates	1	150,000	Sustain
<i>Reservoirs</i>	Rates	1	500,000	Sustain
<i>Waterline Replacements</i>				
16" 9th St. from Rhody to Kingwood	Debt/SDCs	1	700,000	~\$31,700 per year in debt
16" Kingwood from Rhody to 9th	Debt/SDCs	1	700,000	~\$31,700 per year in debt
Maple/Laurel Street Water Main	Debt/SDCs	1	400,000	~\$18,100 per year in debt
Maintenance Total			2,775,000	
Expansion				
12" Hwy 126 Water Line Extension	Rates/SDCs	1	350,000	Limited
Expansion Total			350,000	
Water Fund Total			3,125,000	
Wastewater Fund				
Description	Source	Priority	Amount	Impact on Operating Costs
Maintenance				
<i>Facilities & Equipment</i>				
Odor Control	Rates	1	150,000	Sustain
Heating System Repair	Rates	1	25,000	Sustain
Facility Fencing	Rates	1	25,000	Sustain
Aeration Blower Replacement	Rates	1	350,000	Reduce
Pump Station Rehab Program	Rates	1	175,000	Reduce
Maintenance Total			725,000	
Expansion				
Hwy 126 Extension	Rates/SDCs	1	120,000	Limited
North UGB/Heceta Beach Area Extensions	Debt/SDCs/ Reimbursement*	1	750,000	~\$33,900 per year in debt * Reimbursement by Third Parties
Hwy 101 Extension - Munsel Lake Road to City Limits	Rates/SDCs	1	750,000	Limited
Expansion Total			1,620,000	
Wastewater Fund Total			2,345,000	

CAPITAL OUTLAY SCHEDULE

Stormwater Fund				
Description	Source	Priority	Amount	Impact on Operating Costs
Facility and Equipment	Rates	1	40,000	Limited
Pine Court Stormwater Project	Rates/SDCs	1	850,000	<\$2,500 per year in debt
Stormwater Fund Total			890,000	

Public Works Administration Fund				
Description	Source	Priority	Amount	Impact on Operating Costs
Equipment	Grant	1	70,000	Limited
Automatic Gate Openers	Rates	1	30,000	Limited
Operations Expansion Phase 2	Debt	1	250,000	~\$11,300 per year debt
Operations Expansion Phase 3	Rates	1	250,000	Modernization - Nominal
Building Deconstruction	Debt	1	100,000	~\$4,600 per year debt
Public Works Administration Fund Total			700,000	



City of Florence
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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, 2019 and projected through June 30, 2024.

The City is well below its statutory debt authority of three percent (3.0%) of real market value, or \$43,971,685 (0.03 * \$1,465,722,838) 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 \$3,727,300 (only the General Fund portion of debt noted is subject to the limitation).

Summary of Existing Debt Issued and Balance June 30, 2019

Description	Fund(s)	Original Amount	Payment FY 2020	Interest Rate	Balance June 30, 2019
Existing Obligations					
GO Bonds	GO Debt	1,476,848	174,481	2.11%	492,282
LOCAP 2011	Gen/St/W/WW	1,245,000	91,000	3.0% - 4.6%	850,000
LID 2010 (Spruce)	LID	1,478,000	101,900	1.9% - 4.5%	1,095,000
FFCO 2010B	Gen/WW/SW	8,750,000	884,900	2.5% - 4.0%	2,435,000
OBDD SPW	WW	657,057	42,600	2.0% - 4.0%	488,511
CWSRF	WW	4,923,260	258,200	0.50%	3,384,576
FFCO 2016 (10 yr) – Banner	Street	1,300,000	151,100	2.92%	1,007,756
FFCO 2016 (20 yr) – Banner	Street/Water/ FURA	8,500,000	565,900	2.92%	7,675,839
FFCO 2017 (20 yr) – Banner	Gen	3,395,000	236,100	3.50%	3,180,799
Banner Bank (20 yr) – Tax Exempt BQ	FURA	3,150,000	219,400	3.45%	3,150,000
Banner Bank (5 yr) – Taxable	FURA	150,000	7,500	5.30%	150,000
Total City Debt		35,025,165	2,733,081		23,909,763
Population					8,795
Debt per Capita					2,719

DEBT SCHEDULE

**Summary of Existing Debt and Proposed Debt
Fiscal Year 2019-2024**

		Outstanding Balance June 30,					
Description	Fund(s)	2019	2020	2021	2022	2023	2024
Existing Obligations							
GO Bonds	GO Debt	492,282	328,188	164,094	-	-	-
LOCAP 2011	Gen/St/W/ WW	850,000	795,000	735,000	675,000	610,000	545,000
LID 2010 (Spruce)	LID	1,095,000	1,035,000	970,000	900,000	825,000	745,000
FFCO 2010B	Gen/WW/ SW	2,435,000	1,625,000	800,000	735,000	665,000	590,000
OBDD SPW	WW	488,511	464,559	440,489	416,276	391,916	367,425
CWSRF	WW	3,384,576	3,142,820	2,901,064	2,659,308	2,417,552	2,296,674
FFCO 2016 (10 yr) – Banner	Street	1,007,756	885,454	759,554	629,952	496,578	496,578
FFCO 2016 (20 yr) – Banner	Street/ Water/ FURA	7,675,839	7,333,372	6,980,831	6,617,922	6,244,337	5,860,637
FFCO 2018 (20 yr) – Banner	Gen	3,180,799	3,056,857	2,928,175	2,794,886	2,656,825	2,514,073
Banner Bank (20 yr) – Tax Exempt BQ	FURA	3,150,000	3,038,381	2,922,877	2,803,355	2,679,673	2,551,688
Banner Bank (5 yr) – Taxable	FURA	150,000	150,000	150,000	150,000	-	-
Total City Debt		23,909,763	21,854,631	19,752,084	18,381,699	16,986,881	15,976,045
Population	assumes 1% annual increase	8,795	8,883	8,972	9,062	9,153	9,245
Debt per Capita		2,719	2,460	2,202	2,028	1,856	1,727
Proposed Debt							
Street		-	-	4,500,000	4,400,000	4,300,000	4,200,000
Water		-	-	2,200,000	2,150,000	2,100,000	2,050,000
Wastewater		-	-	1,250,000	1,225,000	1,200,000	1,175,000
FEC		-	-	150,000	142,000	135,000	127,500
PW Administration		-	-	350,000	335,000	320,000	305,000
Total Proposed Debt		-	-	8,450,000	8,252,500	8,055,000	7,857,500
Total Debt Outstanding		23,909,763	21,854,631	28,202,084	26,634,199	25,041,881	23,833,545
Debt per Capita		2,719	2,460	3,143	2,939	2,736	2,578
Excluding FURA Debt		6,641,200	6,380,600	6,111,600	5,834,200	5,397,800	5,102,800
Net City Debt		17,268,563	15,474,031	22,090,484	20,799,999	19,644,081	18,730,745
Net City Debt per Capita		1,963	1,742	2,462	2,295	2,146	2,026

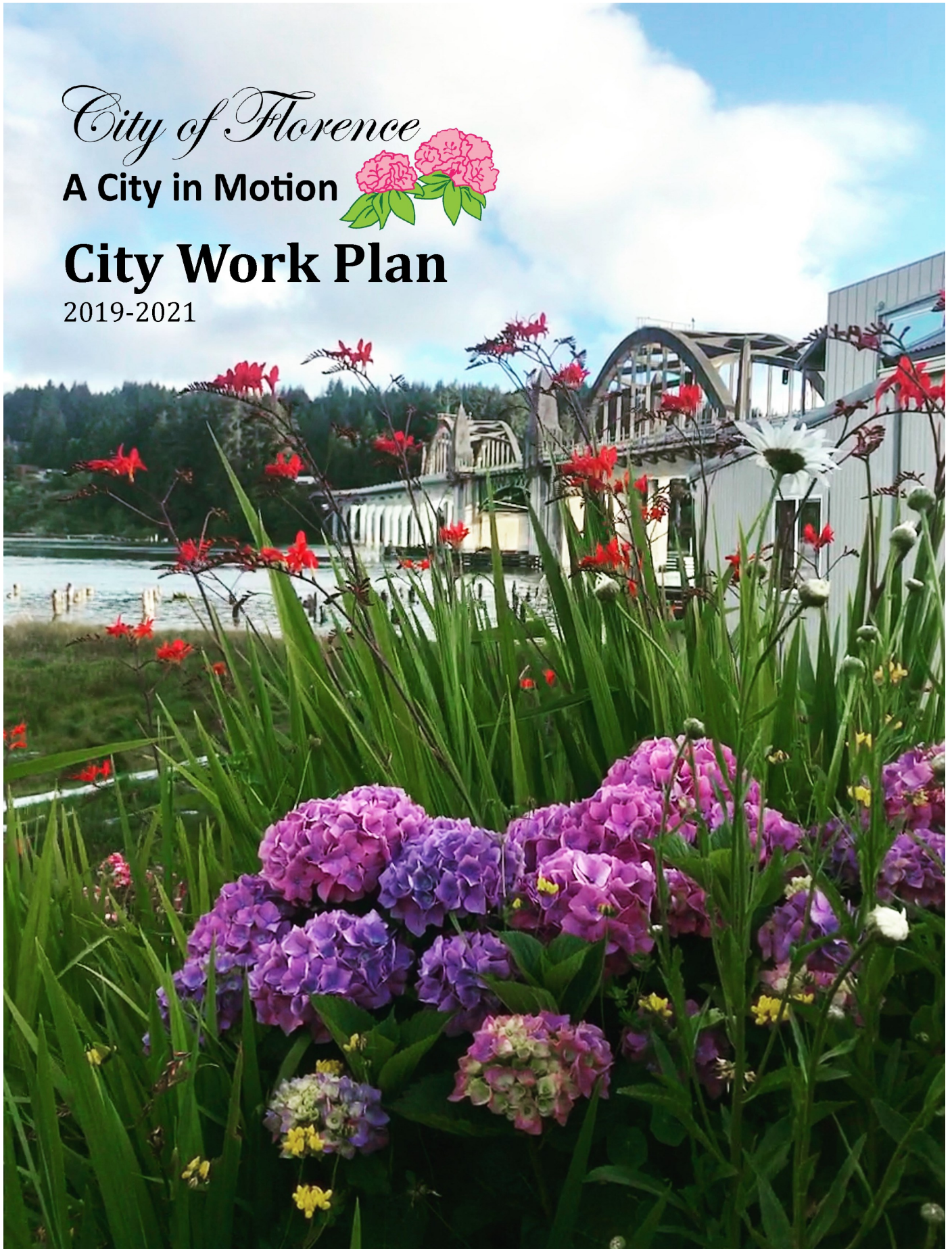
City of Florence

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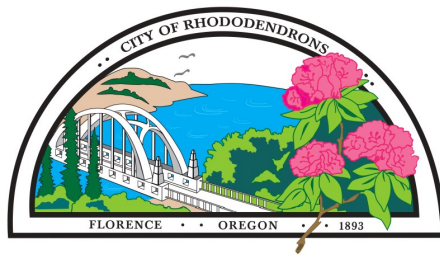


City Work Plan

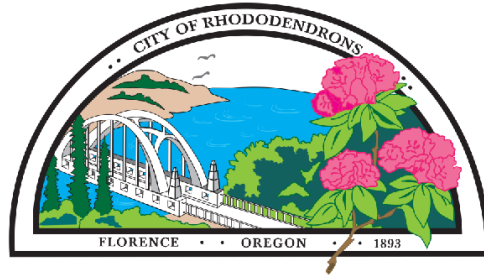
2019-2021



CITY WORK PLAN



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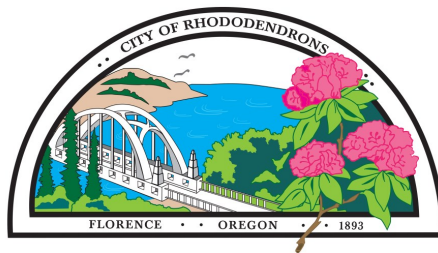
2019-2021 Work Plan

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The City Vision, Goals, and City Work Plan were adopted by Florence City Council on April 1, 2019, via Resolution No. 6, Series 2019, and are put into motion by City Staff.

CITY WORK PLAN

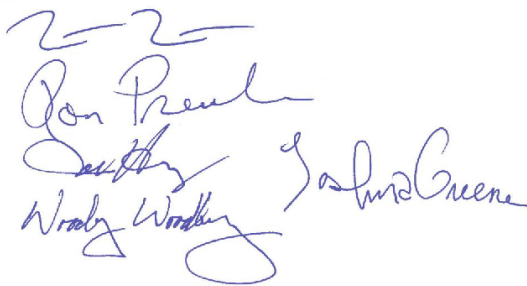


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2019-2021 City of Florence Work Plan Introduction


Florence City Council

Mayor Joe Henry
Council President Woody Woodbury
Council Vice-President Ron Preisler
Councilor Joshua Greene
Councilor Geraldine Lucio



Management Team

Erin Reynolds, City Manager
Anne Baker, Administrative Services Director
Megan Messmer, City Project Manager
Kelli Weese, City Recorder/Economic Dev. Coord.
Kevin Rhodes, Florence Events Center Director
Wendy FarleyCampbell, Planning Director
Tom Turner, Police Chief
Mike Miller, Public Works Director



About the Work Plan

The City of Florence 2019-2021 Work Plan is governed by the City's mission and goals (see page 6). 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 2019.

The City's Work Plan outlines the main priorities developed by the City Council. The Work Plan includes projects the City intends to undertake during the 2019-21 fiscal years, on behalf of its residents, to address those priorities, as well as other objectives of the City related to the City's goals.

The Work Plan outlines the City's strategy toward the achievement of the City Council priorities and the five City Council goals through objectives and tasks. The Work Plan serves as the foundation for preparing the biennial budget. The goals, priorities, and objectives 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 page 7.

City of Florence Mission

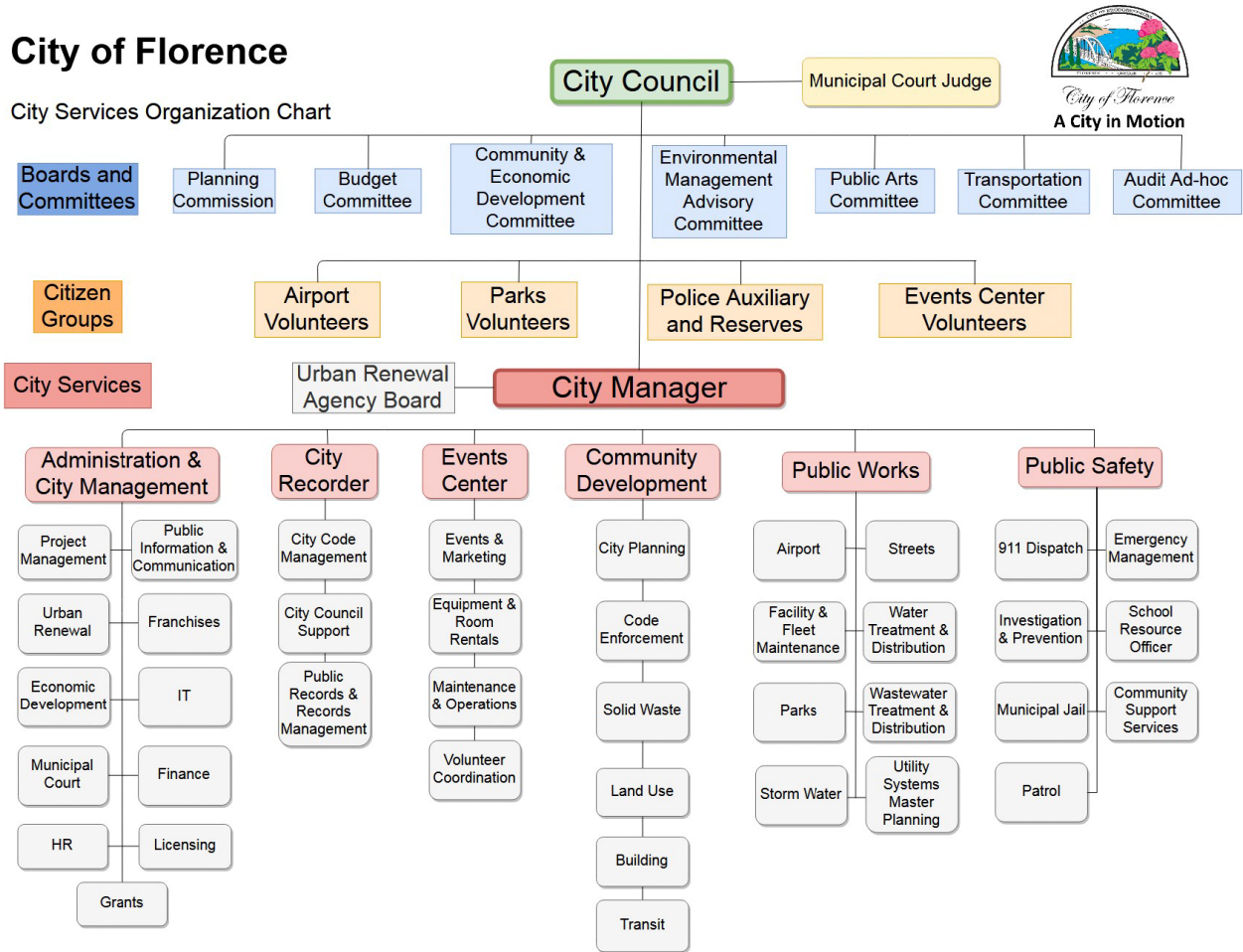
“The Mission of the City of Florence is to meet community expectations for municipal services, provide a vision for civic improvements, maintain a quality environment and position Florence to have an economically viable and sustainable future.”

City of Florence Vision & Goals

City of Florence
Oregon's Premier Coastal Community

- 1 City Service Delivery**
Sustain and improve the delivery of cost effective and efficient services, including public safety, to the citizens of Florence and our visitors.
- 2 Livability & Quality of Life**
Sustain and improve the City's livability and quality of life for Florence residents and visitors.
- 3 Economic Development**
Create a strategy and actions aimed towards sustaining and expanding the Florence economy.
- 4 Communication & Trust**
Sustain and improve the City's communication program and strengthen citizen trust.
- 5 Financial & Organizational Sustainability**
Sustain and improve the City's financial position, City-wide policies, and the infrastructure networks to support current and future needs.

City of Florence City Services Organizational Chart



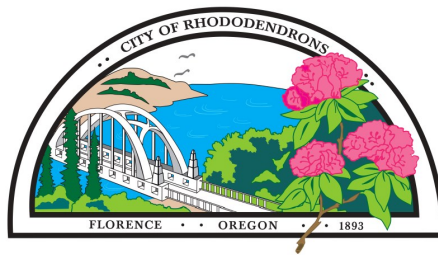
About the City Services Organizational Chart

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.

CITY WORK PLAN



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2019-2021 City of Florence Work Plan Priorities

About the Priorities

Through a series of work sessions in early 2019, the Florence City Council reviewed the City's goals and used those to develop a set of six priorities to focus on over the 2019-2021 biennium. Those priorities are listed below and further outlined in the Work Plan objectives and tasks in the following pages. Included in the Work Plan are added objectives to continue moving the City forward.

The City Work Plan was adopted by the Florence City Council on April 1, 2019 via Resolution No. 6, Series 2019, available on page 10.

Determining Priorities

The City of Florence six priorities take into consideration the following:

- ◆ Projects which have the greatest potential of moving the City forward toward its mission and goals;
- ◆ The hierarchy of municipal services;
- ◆ Current city services provided; and
- ◆ Staff time and funding availability.

The City strives to provide the core municipal services citizens expect, while continuously working to provide improved livability and quality of life and seeking the actualization of civic engagement.

	Priorities	Goal(s) Addressed
1	Housing Efforts & Initiatives <i>(Development, Regulations, Workforce / Affordable Projects & Support, Homelessness & Incentives)</i>	<ul style="list-style-type: none"> • Goal 2: Livability & Quality of Life • Goal 3: Economic Development • Goal 5: Financial & Org. Sustain
2	Family Wage Jobs & Workforce Development <i>(Retention, Expansion, Marketing, Infrastructure & Incentives)</i>	<ul style="list-style-type: none"> • Goal 2: Livability & Quality of Life • Goal 3: Economic Development
3	ReVision Florence Community Outreach <i>(Hwy 101 / 126 Streetscape & Paving)</i>	<ul style="list-style-type: none"> • Goal 2: Livability & Quality of Life • Goal 3: Economic Development
4	Development of Quince Street Property <i>(Hotel/Mixed-Use/Housing, Trail, Infrastructure & Incentives)</i>	<ul style="list-style-type: none"> • Goal 3: Economic Development • Goal 5: Financial & Org. Sustain.
5	Parks & Park Improvements <i>(Gallagher, River & Miller Parks and Estuary Trail)</i>	<ul style="list-style-type: none"> • Goal 2: Livability & Quality of Life • Goal 3: Economic Development
6	Infrastructure & Capital Improvements <i>(Water, Sewer, Stormwater & Streets)</i>	<ul style="list-style-type: none"> • Goal 1: City Service Delivery • Goal 2: Livability & Quality of Life

CITY WORK PLAN

CITY OF FLORENCE RESOLUTION NO. 6, SERIES 2019

A Resolution Reaffirming the City of Florence's Council Goals and adopting the July 1, 2019 – June 30, 2021 City of Florence Work Plan.

RECITALS:

1. The City Council periodically establishes goals to guide its actions in carrying out the business of the City.
2. The City Council considered and identified its goals during its annual planning sessions in 2015-2016 and reaffirmed its goals for the 2017-18 City of Florence work plan.
3. The City Council agreed at its January 14, 2019 work session that the City Goals adopted in 2017 still met the values of the City of Florence for 2019 – 2021 and thus should be continued.
4. The City Council has worked with staff to prioritize the objectives and tasks to be worked on during the July 1, 2019 – June 30, 2021 time period.
5. The City Council has indicated its intent to utilize the July 1, 2019 – June 30, 2021 work plan priorities in the creation of the upcoming budget.

Based on these findings,

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

1. The City of Florence approves the City Goals as set forth in Exhibit A.
2. The City of Florence approves the July 1, 2019 – June 30, 2021 Work Plan as set forth in Exhibit B.
3. The City Recorder is authorized to administratively correct any grammatical errors contained herein and to reformat the City Work Plan provided no substantive changes in content shall occur.
4. This Resolution shall become effective immediately upon adoption.

ADOPTION:

This Resolution is passed and adopted on the 1st day of April, 2019.



Joe Henry, Mayor

Attest:



Kelli Weese, City Recorder

Resolution No. 6, Series 2019

Page 1 of 1

2019-2021 City of Florence Work Plan

Priority	Goal(s) Addressed
1 Housing Efforts & Initiatives (Development, Regulations, Workforce/Affordable Projects & Support, Homelessness & Incentives)	Goal 2: Livability & Quality of Life Goal 3: Economic Development Goal 5: Financial & Org. Sustain.

Development Regulations

Objective 1: Continue working with the Oregon Department of Land Conservation & Development (DLCD) to complete residential zoning code audit and amend residential land use codes to streamline regulations and address barriers concerning development of housing.

Task 1: Host code concepts work session with Community & Economic Development Committee (CEDC) and invite Council and Planning Commission.

Task 2: Prepare amendments to Florence City Code based upon priorities of community.

Task 3: Evaluate proposed code amendments for viability.

Task 4: Host public open house.

Task 5: Amend proposed code amendments based on public input and receive recommendation from CEDC.

Task 6: Host joint public hearing process with Planning Commission & City Council.

Task 7: Create marketing materials/ Public Service Announcements/ etc. to notify builders and public of changes.

Objective 2: Update Florence City Code Titles 10 and 11 to address deficiencies outside of the DLCD Technical Assistance program scope or funding availability.

Objective 3: Update Comprehensive Plan and Zoning Maps in support of housing and economic opportunities analysis completed in 2018.

Objective 4: Evaluate and amend short term rental policies to ensure adequate housing supply for workforce.

Housing Development

Objective 1: Support community partners in development of workforce/ affordable housing.

Task 1: Support Neighborhood Economic Development Corporation (NEDCO) with development of Airport Road site.

Task 2: Support other non-profit efforts to provide additional workforce/ affordable housing.

Objective 2: Evaluate the City's role and potential costs/ locations for city participation in workforce housing development projects.

Task 1: Work with Community & Economic Development Committee to perform rental market study and market efforts to developers.

CITY WORK PLAN

Task 2: Evaluate City, government partners, and non-profit owned property to determine viability for use in workforce housing projects.

Task 3: Explore local and regional funding options to support development of housing for low- and moderate-income households.

Task 4: Work with partners to pursue state and federal grants to design and finance workforce housing projects.

Task 5: Pursue partnerships with local partner agencies to develop student housing, including but not limited to, Lane Community College, Siuslaw School District, Peace Health, Port of Siuslaw, and the Confederated Tribes of the Coos, Lower Umpqua and Siuslaw Indians.

Objective 3: Coordinate with major local employers in efforts to develop and support housing affordable to their workforce.

Task 1: Including, but not limited to Peace Health, Confederated Tribes of the Coos, Lower Umpqua and Siuslaw Indians, Siuslaw School District and City of Florence.

Objective 4: Explore options for accommodating transitional housing and make necessary code updates.

Old Town/ Main Street Development

Objective 1: Support the Florence Urban Renewal Agency's (FURA) work to market and recruit for five catalyst sites for housing and commercial uses.

Task 1: Reach out to property owners to determine interest in partnering with the City and FURA for marketing/ development opportunities and for design assistance.

Task 2: Work with property owners to determine barriers to development and potential solutions.

Task 3: Work with property owners to develop marketing materials including video, brochure, web presence etc.

Financial Incentives

Objective 1: Evaluate options and long-term financial sustainability for financial incentives to promote workforce housing development.

Task 1: Evaluate System Development Charge structure for long-term viability of workforce housing incentives.

Task 2: Evaluate opportunities for implementing property tax exemptions for workforce housing projects.

Task 3: Evaluate other public funding/ incentives mechanisms as appropriate.

Task 4: Work with funding partners to identify different types of housing subsidies and funding options.

CITY WORK PLAN

Infrastructure

Objective 1: Complete utility infrastructure expansion projects along transportation corridors to promote development opportunities.

Task 1: Complete North Hwy 101 Sewer Extension, West Side.

Task 2: Complete North Hwy 101 Sewer Extension, East Side.

Task 3: Complete Hwy 126 Water & Sewer Extension.

Task 4: Complete Hwy 126 Water & Sewer Extension, Phase 2.

Priority	Goal(s) Addressed
2 Family Wage Jobs & Workforce Development (Retention, Expansion, Marketing, Infrastructure & Incentives)	<i>Goal 2: Livability & Quality of Life</i> <i>Goal 3: Economic Development</i>

Business Retention & Expansion

Objective 1: Work with the Florence Area Chamber of Commerce to determine interest and financial implications of a partnership to accomplish the City of Florence’s Business Retention & Expansion program.

Objective 2: Develop a business retention & expansion program in coordination with community partners.

Task 1: Develop and implement annual business survey.

Task 2: Follow up with business survey submittals on business needs in the community.

Objective 3: Support the Florence Urban Renewal Agency’s (FURA) efforts to continue a predevelopment grant program.

Task 1: Continue management of the predevelopment grant program.

Task 2: Analyze the financial feasibility of accepting additional applications for the program.

Objective 4: Continue to monitor new business licenses & perform outreach.

Task 1: Create new business welcome program to local businesses to educate them on permitting and building requirements before they purchase a property or sign a lease.

Objective 5: Work with the Florence Urban Renewal Agency (FURA) to develop and implement a Façade Improvement Program.

Task 1: Analyze the financial feasibility of the creation of a Façade improvement program, and if feasible develop and deploy program.

Task 2: Work with community groups to develop and/ or enhance award program for façade and landscaping improvements.

CITY WORK PLAN

Marketing & Recruitment

Objective 1: Expand marketing for the Pacific View Business Park and research available methods to help promote development.

Task 1: Evaluate the possibility of streamlining the purchasing process for lots by preparing public hearing process for all lots prior to potential sales.

Task 2: Develop marketing materials including video, brochure, web presence etc.

Task 3: Coordinate with Business Oregon, Lane County and the South Coast Development Council for out of area marketing.

Objective 2: Maintain information on available properties, buildings and businesses in Florence.

Task 1: Update Available properties map quarterly.

Task 2: Develop online portal for available properties through www.florencebusiness.org and ensure its interface with the Florence Area Chamber of Commerce's website.

Objective 3: Update and maintain florencebusiness.org website and information.

Tourism Promotion

Objective 1: Review transient room tax (TRT) allocation methodology, as well as marketing and visitor information center contract.

Task 1: 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 2: Discuss investment in Florence tourism promotion with Lane County.

Objective 3: Continue to support community driven efforts toward public space beautification, recreational opportunities and culture.

Task 1: Work with community groups to develop a City-wide Holiday lighting program.

Objective 4: Work with Florence Urban Renewal Agency (FURA) and the Transportation Committee to consider amendments to parking requirements in Old Town.

Task 1: Consider supporting efforts to research and determine whether to conduct a parking analysis and take steps for parking management in Old Town.

Task 2: Work with Old Town businesses on potential strategies for parking management.

Entrepreneurship & Innovation

Objective 1: Continue to support the Regional Accelerator & Innovation Network (RAIN), Small Business Development Center (SBDC), and Florence Area Chamber of Commerce entrepreneurship programs.

Task 1: Evaluate progress and determine whether to fund additional service years.

Task 2: Assist in marketing entrepreneurship events and trainings.

Task 3: Provide support to business and potential business participants as necessary.

CITY WORK PLAN

Task 4: Support and advance efforts to obtain additional funding and incentives for entrepreneurship programs through grants or statewide funding initiatives.

Task 5: Work with partners to build a program to educate local middle and high school students in the value of entrepreneurship.

Objective 2: Conduct feasibility study for redevelopment of key sites for public/ private development 'incubator' and 'makers spaces'.

Education & Workforce

Objective 1: Support entities that provide education, workforce training, apprenticeship, and/ or internship opportunities to local students and residents.

Task 1: Consider holding joint work session with Siuslaw School District to discuss School improvements, workforce training, and art/ music curriculum.

Task 2: Work with Lane Education Service District, Lane Workforce Partnership, and other partner agencies to develop tools for student/ teacher workforce training, apprenticeships and/or internships.

Task 3: Develop and market workforce recruitment video and other marketing materials.

Economic Development Community Outreach & Program Structure

Objective 1: Improve communication with Council and Community regarding the City's economic development efforts.

Task 1: Create and update lead tracking sheet for internal communication.

Task 2: Create process to quantify private economic development improvements in the community.

Task 3: Develop monthly newsletter/ web/ social media outreach on Economic Development efforts

Task 4: Prepare quarterly reports to Council.

Objective 2: Develop Community & Economic Development Committee to assist in work plan efforts and outreach.

Objective 3: Develop long term staffing plan for economic development efforts.

Objective 4: Leverage resources by maintaining partnerships with regional agencies.

Task 1: Including (but not limited to) Cascade West Economic Development District (CWEDD), South Coast Development Council (SCDC), Lane Workforce Partnership (LWP), Small Business Development Center (SCDC), Business Oregon, Lane County, Lane Community College, and the Florence Area Chamber of Commerce.

CITY WORK PLAN

Priority	Goal(s) Addressed
3 ReVision Florence Community Outreach & Completion (Hwy 101/ 126 Streetscape & Paving)	<i>Goal 2: Livability & Quality of Life</i> <i>Goal 3: Economic Development</i>

Objective 1: Public Outreach and Agency Coordination.

Task 1: Coordination with ODOT through project construction.

Task 2: Public outreach and communication during construction.

Objective 2: Plan for installation and funding of items removed from contract.

Task 1: Purchase and installation of pedestrian amenities.

Task 2: Funding plan, purchase and installation of pedestrian light arms and banner arms.

Task 3: Funding plan and installation for construction of gateway monument pillars.

Task 4: Determine funding strategy, timeline and installation to systematically complete Public Art within the streetscape project including both Art Exposed and permanent installations.

Task 5: Coordination with the Chamber of Commerce on expanding the flower basket and banner program to Highway 101 in the project area.

Priority	Goal(s) Addressed
4 Development of Quince Street Property (Hotel/ Mixed-Use/ Housing, Trail, Infrastructure & Incentives)	<i>Goal 3: Economic Development</i> <i>Goal 5: Financial & Org. Sustain.</i>

Objective 1: Concept plan for property.

Task 1: Develop concept plan for property and hotel feasibility analysis.

Task 2: Determine financial strategy and complete necessary preliminary assessments including but not limited to lot line adjustments, geotechnical analysis, floodplain analysis, regrading, tree management, subdivision, etc.

Objective 2: Marketing & Development.

Task 1: Develop marketing materials including video, brochure, web presence etc.

Task 2: Hire commercial real estate broker and develop strategy for marketing property development including cost/ benefit analysis of RFP process for developer.

CITY WORK PLAN

Priority	Goal(s) Addressed
5 Parks & Park Improvements (Gallagher, River & Miller Parks and Estuary Trail)	<i>Goal 2: Livability & Quality of Life</i> <i>Goal 3: Economic Development</i>

Objective 1: Construct and develop new Siuslaw River Beach Access Park.

Objective 2: Plan and complete Siuslaw Estuary Trail – Hwy 126 to Port Property.

Objective 3: Conversion of Old Public Works to Gallagher Park.

Task 1: Public outreach on what type of park amenities are desired for Gallagher park.

Task 2: Create a master plan for the development of Gallagher Park over the next 2-5 years.

Task 3: Design for new amenities and cost estimates.

Task 4: Seek and obtain grant funding for park development.

Task 5: Bid process for construction of new park facilities.

Task 6: Construction of Gallagher Park expansion.

Objective 4: Support Community group grants to improve or create new parks.

Task 1: Implement vision that was developed for the General Ben King Memorial Airport Gateway.

Task 2: Work with school district and community volunteers to develop new soccer fields at middle school site.

Task 3: Work with Siuslaw Baseball Association, Siuslaw Youth Soccer, and other community partners to rehabilitate and expand sport/ fitness opportunities at Miller Park.

Objective 5: Improve parks, trails, and walkability.

Task 1: Develop trail brochure and update City webpage.

Task 2: Complete major trail maintenance & repaving.

Task 3: Expand park amenities in Old Town.

Task 4: Expand pickleball opportunities at Rolling Dunes Park or Gallagher Park.

Task 5: Relocate community gardens to Rolling Dunes Park.

Objective 6: Complete Park Master Plan Update.

Task 1: Complete Park Master Plan update with specific projects and costs.

Task 2: Seek long term financing plan to improve parks, trails and walkability.

CITY WORK PLAN

Priority	Goal(s) Addressed
6 Infrastructure & Capital Improvements (Water, Sewer, Stormwater & Streets)	<i>Goal 1: City Service Delivery</i> <i>Goal 2: Livability & Quality of Life</i>

City Facilities

Objective 1: City Hall Remodel and Expansion Completion.

Task 1: Completion of items outside of the City Hall construction contract, such as signage, records storage system, other items for facility utilization.

Task 2: Employee training on new facility procedures and systems.

Task 3: Development and completion of City Hall landscaping.

Task 4: Construction of new retaining wall and staircase on the east side of the facility.

Objective 2: Deconstruction of Old Public Works.

Task 1: Clear out items stored at the old facility.

Task 2: Transition remaining Public Works Inventory and other items to the new public works facility.

Task 3: Asbestos abatement for all facilities on the site.

Task 4: Deconstruction and disposal of buildings after asbestos abatement.

Objective 3: Construct City Public Works Facility Phases 2 & 3.

Task 1: Pursue grants for items not installed/ completed as part of the project, including 175 KW emergency power generator, video conferencing equipment and hybrid yard lighting.

Task 2: Purchase new storage racks with correct weight limit rating for maintenance building.

Task 3: Design and construct new 3-sided pole building(s).

Task 4: Pave out parking lot.

Task 5: Pursue grants for new fueling depot to be constructed on lot south of new Public Works.

Transportation

Objective 1: Complete Safe Routes to School Project.

Objective 2: Complete annual Chip/ Fog Seal Program.

Objective 3: Reconstruct Rhododendron Drive – Wildwinds to 35th including realignment, separated multi-use path and improved river overlook/ parking area.

Objective 4: Construct separated 12’ multi-use path along Rhododendron from 35th to North Jetty Road.

Objective 5: Construct separated 12’ multi-use path along Rhododendron from North Jetty Road to Heceta Beach Road.

Objective 6: Develop approach and funding to address deferred street maintenance.

CITY WORK PLAN

Objective 7: Fix Spruce Street Culvert Failure.

Task 1: Develop Plan.

Task 2: Seek grant opportunities as available.

Objective 8: Work with Transportation Committee to audit and correct errors in the 2012 Florence Transportation Systems Plan.

Task 1: Prepare updates to the Transportation Systems Plan.

Task 2: Prepare corresponding updates to the Florence City Code, Comprehensive Plan and Capital Improvement Plan.

Task 3: Determine methods for public outreach and input on proposed amendments and implement.

Task 4: Host joint public hearing process with Planning Commission and City Council based on recommended amendments.

Objective 9: Enhance pedestrian and ADA crossing opportunity on Nopal and Bay Streets.

Objective 10: Support the Florence Urban Renewal Agency's (FURA) potential projects to complete sidewalk improvements within the FURA district.

Task 1: Complete quick response sidewalk and ADA improvements in the area of Maple Street and Laurel Street.

Task 2: Complete sidewalk replacement project along 2nd Street to address gaps and inadequate sidewalks, including ADA and installation of pedestrian scale lights.

Objective 11: Continue efforts to increase public transit opportunities to Eugene and Coos Bay and support continuation of Yachats pilot program.

Stormwater

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

Objective 2: Complete 2nd Street Stormwater Project.

Objective 3: Complete Stormwater Master Plan Update.

Objective 4: Complete Pine Court Stormwater Project.

Water

Objective 1: Complete 16-inch water line on 9th Street from Rhododendron to Kingwood, including stormwater repair at 9th and Hemlock.

Objective 2: Update Water Management and Conservation Plan.

Wastewater

Objective 1: Develop Facilities Plan for the Wastewater Treatment Plant.

Task 1: Select consultant and develop scope.

Task 2: Develop facilities plan to guide major equipment replacement and set the stage for expansion.

CITY WORK PLAN

- Objective 2:** Develop plan for providing sewer to North Urban Growth Boundary.
- Task 1:** Select consultant.
- Task 2:** Develop ‘master plan’ for providing sewer to North UGB.
- Task 3:** Explore and obtain grants to construct new gravity sewers in North UGB.

Airport

- Objective 1:** Complete Airport Runway/ Taxiway seal coat and lighting project.
- Objective 2:** Implement Airport Improvements according to Airport Master Plan.

The following Objectives and Tasks are included in the City of Florence Work Plan for 2019-2021 to address other aspects of City service delivery and operations meeting the City Goals.

Objective	Goal(s) Addressed
Public Safety (Police, Dispatch, Jail, Court, Emergency Management, Code Enforcement)	<i>Goal 1: City Service Delivery</i> <i>Goal 2: Livability & Quality of Life</i>

Police, Dispatch, Jail

- Objective 1:** Develop permanent funding for School Resource Officer
- Objective 2:** Expand community support through National Night Out.
- Objective 3:** 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.
- Objective 4:** Complete patrol squad room remodel / upgrade.
- Objective 5:** Complete 911 System and Dispatch Center Upgrade.
- Task 1:** Communications Center Remodel.
- Task 2:** Train Communications Officers on new system.
- Objective 6:** Maintain Compliance with Criminal Justice Information Services (CJIS) and Federal Crime Reporting.
- Task 1:** Complete computer aided dispatch update with justice connect.
- Task 2:** Complete Oregon national incident-based reporting system (ONIBRS).
- Objective 7:** Implement eCitations program.
- Objective 8:** Develop policies and procedures for Jail.
- Task 1:** Continue to attend pertinent trainings.
- Task 2:** Implement written polices

CITY WORK PLAN

Court

- Objective 1:** Implementation of the e-conviction program for processing DMV convictions electronically.
- Objective 2:** Program implementation for collection of fines and fees through the Department of Revenue.
- Objective 3:** Continued implementation of process improvement and modernization.

Emergency Management

- Objective 1:** Continue to participate and lead efforts of the West Lane Emergency Operations Group (WLEOG).
 - Task 1:** Coordinate efforts to update and maintain the Emergency Operations Plan.
 - Task 2:** Develop departmental procedural checklists for City supported functions of the Emergency Operations Plan.
 - Task 3:** Assist in the coordination of and participate in local and regional emergency exercises.
- Objective 2:** Continue to develop and implement City emergency preparedness policies.
 - Task 1:** Develop a continuity of operations plan for the City.
 - Task 2:** Develop internal departmental procedures, policies, and checklists for emergency response.
 - Task 3:** Continue to ensure that all employees receive ICS 100, 200, 700, and 800 training.
 - Task 4:** Continue to coordinate specific ICS trainings for identified employee roles.

Code Enforcement

- Objective 1:** Update City’s nuisance codes to remove inconsistencies, improve clarity, and address unaddressed issues.
- Objective 2:** Implement code violation and citation tracking software to improve Code Enforcement workflow and communication among departments and to the public.
- Objective 3:** Create code enforcement operations manual to create the opportunity for professional volunteer assistance.

Objective	Goal(s) Addressed
Community Beautification & Aesthetics	<i>Goal 2: Livability & Quality of Life</i> <i>Goal 3: Economic Development</i>

Community Gateway Signage

- Objective 1:** Develop welcoming gateway signage (N,S,E).
 - Task 1:** Identify locations.
 - Task 2:** Develop concepts for gateways.
 - Task 3:** Construct gateways.

CITY WORK PLAN

Landscaping & Lighting

Objective 1: Improve Curb Appeal and protect natural areas from weed encroachment.

Task 1: Support the Environmental Management Advisory Committee to update vegetation preservation city code to eliminate inconsistencies and reflect current community quality of life goals.

Task 2: Create and implement a noxious weed control program to educate the public, eradicate problem areas and recognize business, group and individual positive efforts.

Objective 2: Research industry standard parking lot lighting level standards and revise lighting code to ensure safety and improve quality of life.

Public Art Program

Objective 1: 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 2: Central Lincoln PUD Mural Installation.

Task 1: Work with Florence Urban Renewal Agency (FURA) on artist contract approval.

Task 2: Complete City Council Hearing per Mural Code.

Task 3: Prepare for art installation including public outreach, site logistics, etc.

Objective 3: Siuslaw Bridge Steps Art Installation.

Task 1: Prepare for art installation including public outreach, site logistics etc.

Task 2: Coordinate with ODOT for Intergovernmental/ Maintenance Agreement.

Objective 4: Art Exposed Program.

Task 1: Continue to market preliminary four pieces on Bay Street for sales.

Task 2: Replace four pieces in old town with new pieces.

Task 3: Research locations for additional pieces within the Art Exposed Program including ReVision Florence and throughout the City, prepare financing plan, & installation timelines for Art Exposed pieces for ReVision Florence project.

Objective 5: Complete actions to encourage private funding and/ or donations of public art to leverage City funding.

Task 1: Limit funding sources for the Public Art program to the City of Florence general fund, grants and private donations, and do not include funding from the Florence Urban Renewal Agency.

Task 2: Research grant opportunities and prepare grant applications through staff and volunteer time.

Task 2: Develop public art donation program.

Task 3: Support efforts for nonprofit development of public art funding.

Objective 6: Public Outreach and Marketing of Public Art Program.

CITY WORK PLAN

Task 1: Improve communication with public concerning public art program objectives including monthly Siuslaw News Articles, speaking opportunities with community groups, social media and City website.

Objective 7: Prepare for next public art projects and long-term objectives/ strategies.

Task 1: Perform public outreach on interest in public art program and art types.

Task 2: Prepare master plan for next projects for Council consideration.

Objective 8: Complete Mural Code revisions with revisions to sign code where necessary.

Task 1: Review potential options for Mural Code Amendments.

Task 2: Prepare code amendments.

Task 3: Joint work session with Council/ Planning Commission.

Task 4: Complete public hearing process with the Planning Commission & City Council.

Objective 9: Determine viability of the development of a private property mural program/ match program.

Task 1: Review cost/ benefits and potential structure of private property mural program.

Task 2: Implement program via public outreach informational materials, application booklet and outreach to potential private partners etc.

Objective 10: Consider opportunities for sustainable funding/ staffing options.

Objective	Goal(s) Addressed
Sustainability & Conservation	<i>Goal 2: Livability & Quality of Life</i> <i>Goal 3: Economic Development</i>

City Bio-Solids Program

Objective 1: Expand biosolids composting facility.

Task 1: Perform a curbside yard debris collection cost-benefit/ feasibility study.

Task 2: Identify and secure funding sources for expanding Flo-Gro processing.

Task 3: Develop plan to market Flo-Gro product.

Recycling & Litter Reduction

Objective 1: Support Environmental Management Advisory Committee's work to enhance efforts toward recycling and litter reduction.

Task 1: Implement program to place garbage & recycling containers in identified problem areas of the city.

Task 2: Continue community discussion to eliminate availability of single use plastic shopping bags including considering programs to reduce litter and updating city codes.

Task 3: Consider community discussion on eliminating availability of plastic straws.

Task 4: Modify solid waste collection fees to include yard debris collection.

CITY WORK PLAN

- Task 5: Implement Five “R” Restaurant rating program recognizing, awarding and educating sustainable environmental practices.
- Task 6: Support local community business endeavors that seek to recycle plastic, including but not limited to the ‘Precious Plastics’ program.
- Task 7: Develop informational materials to educate the community on best practices for recycling and materials that can be recycled locally including but not limited to a video, brochure, website, and social media releases.

Objective	Goal(s) Addressed
Misc. Code & Process Amendments	<i>Goal 1: City Service Delivery</i> <i>Goal 4: Communication & Trust</i>

Flood Insurance Rate Map Amendments

- Objective 1:** Update Titles 4 and 10 and the Florence Comprehensive Plan in support of 2018-19 Flood Insurance rate map amendments.

Land Use Housekeeping Amendments

- Objective 1:** Perform general housekeeping updates to Titles 10 and 11.
- Objective 2:** 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.

City Licensing

- Objective 1:** Reassess and update the City’s various licensing where appropriate.
 - Task 1: Street Closure.
 - Task 2: Business Licenses.
 - Task 3: Special Events & Parades.
 - Task 4: Liquor Licenses.
 - Task 5: Taxi Codes.

Elections

- Objective 1:** Update elections ordinance to clarify city deadlines.

Objective	Goal(s) Addressed
Committee, Commission ,& Board Management	<i>Goal 1: City Service Delivery</i> <i>Goal 4: Communication & Trust</i>

Florence Urban Renewal Agency (FURA)

- Objective 1:** Review FURA Bylaws, City Code and FURA Plan to ensure consistency with current objectives and practices.

CITY WORK PLAN

City Committees & Commission Coordination

- Objective 1:** Implement updated City Committee & Commission policy manual.
- Task 1:** Ensure committee/ commission volunteers are appointed and trained for posts for city processes, public meetings law and Oregon government ethics laws.
- Task 2:** 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 3:** Convert Planning Commission meeting materials to digital delivery system and train members on usage.
- Objective 2:** Ensure Committee & Commission effectiveness in supporting Council Goals & Work Plan.
- Task 1:** Evaluate Committee’s work plans in context of overall City work plan objectives.

Objective	Goal(s) Addressed
Internal City Processes & Procedures	<i>Goal 1: City Service Delivery</i> <i>Goal 5: Financial & Org. Sustain.</i>

Customer Service

- Objective 1:** Implement customer service updates at the remodeled City Hall.
- Objective 2:** Evaluate potential amendments to City Hall office hours.

Human Resources

- Objective 1:** Complete Administrative Services Department Restructure.
- Objective 2:** Complete negotiations with the Florence Police Association for contract ending 2020.
- Objective 3:** Implement City intranet system for all employees to use.
- Objective 4:** Ensure staff are trained for their positions and in applicable state laws including ethics, public records, harassment etc.
- Task 1:** Ensure new staff are trained during on-boarding process and all other staff are trained every two years.
- Objective 5:** Develop system to track employee trainings.
- Objective 6:** Improve employee safety and risk management.
- Task 1:** Adopt updated safety manual and continue work towards safety committee, volunteer policies, and learning center trainings.
- Objective 7:** Improve employee experience and improve employee retention.
- Task 1:** Update City personnel handbook and other policies.
- Task 2:** Update City’s performance evaluation/ reviews procedure.
- Task 3:** Participate in 3rd party trainings as appropriate.
- Task 4:** Complete salary survey.

CITY WORK PLAN

Task 5: Develop strategies for succession for key personnel positions.

Objective 8: 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 1: Improve City’s records management and retention program.

Task 1: Determine viability of staff assistance for records program.

Task 2: Research and determine best methods for short- and long-term records.

Task 3: Research and implement off-site storage options.

Task 4: Setup protocols to relocate records for long- and short-term storage.

Task 5: Continue to digitize and index the City’s permanent and long-term records.

Task 6: Setup protocols and processes for retention of City email records.

Task 7: Research and potentially implement records retention software.

Objective 2: Update Public Records Request Policies and research software solutions for potential implementation.

Communication Guidelines

Objective 1: Development of a City-wide communications and style guide.

Task 1: Press release and public service announcement template utilization across City.

Task 2: Updates to the press release distribution list and procedures.

Task 3: Define how information is shared with different stakeholder groups to provide consistency across the organization.

Task 4: Employee training on new procedures.

Objective	Goal(s) Addressed
Financial Processes & Transparency	<i>Goal 1: City Service Delivery Goal 4: Communication & Trust Goal 5: Financial & Org. Sustain.</i>

Contracting Rules

Objective 1: Update the City’s Contracting and purchasing rules according to ORS requirements.

Financial Sustainability

Objective 1: Review and update long-range financial forecasts annually for all funds. Identify funding gaps and approaches to ensure financial and organizational sustainability.

Task 1: Evaluate general fund specific considerations – perform research on property valuations and impacts to property taxes and next steps.

Task 2: Evaluate strategies to address City public employee retirement system (PERS) obligations.

CITY WORK PLAN

- Objective 2:** Prepare biennial budget consistent with adopted work plan.
- Task 1:** Prepare biennial budget incorporating five-year financial forecasts, identify goals and objectives and/ or funded, and those that remain unfunded and/ or require action by Council or others.
- Objective 3:** Ensure timely financial reporting.
- Task 1:** Prepare quarterly reports that include financial, operational or capital performance and status
- Task 2:** Adjust budgets timely to reflect changes in budgeted resources and/ or expenditures to achieve work plan objectives.
- Task 3:** Secure clean opinion on audited financial statements.
- Objective 4:** Continue processing and negotiating franchise agreement with current and future telecommunications providers.
- Objective 5:** Review and update building and planning permitting fees to recuperate costs in accordance with state statutes and city policy.

Objective	Goal(s) Addressed
Florence Events Center	<i>Goal 2: Livability & Quality of Life</i> <i>Goal 3: Economic Development</i> <i>Goal 5: Financial & Org. Sustain.</i>

- Objective 1:** Create sustainable funding options.
- Task 1:** Increase number of conferences & events.
- Task 2:** Develop and implement an endowment program.
- Task 3:** Consider booking bigger name acts with consideration to risk vs. benefit.
- Objective 2:** Development of North property.
- Task 1:** Establish plan for increased parking & storage.
- Task 2:** Implementation.
- Objective 3:** Improve Marketing Efforts.
- Task 1:** Reevaluate marketing plan and increase marketing efforts.
- Task 2:** Increase marketing budget.
- Objective 4:** Improve Florence Events Center Facility and Operations.
- Task 1:** Increase east parking lot lighting.
- Task 2:** Increase interior storage/ mezzanine expansion.
- Task 3:** Review and update FEC policies and procedures.
- Task 4:** Research and implement booking software solution.
- Task 5:** Upgrade fire panel and sensors.

CITY WORK PLAN

Objective 5: Friends of the Florence Events Center & Volunteer procurement.

Task 1: Improve volunteer procurement and management.

Task 2: Support fundraising events presented by Friends of the FEC.

Objective	Goal(s) Addressed
Community Outreach	<i>Goal 1: City Service Delivery</i> <i>Goal 4: Communication & Trust</i>

News & Media

Objective 1: Monthly distribution of City Newsletter.

Objective 2: Distribution of news items to local and regional media outlets.

Task 1: Continue weekly City Manager interview with Coast Radio.

Task 2: Continue project specific outreach to media outlets.

Task 3: Continue educational public service announcements.

Objective 3: Continue development of informational videos to add to the City’s video library.

Objective 4: Continue outreach on the City’s social media platforms to provide City news and updates.

Objective 5: Develop Communications Policy

Website

Objective 1: Continue to improve the City’s website and the information available.

Task 1: Implement the City Staff directory.

Task 2: Continue to enhance the City project pages.

Citizen Participation

Objective 1: Development and implementation of Citizen’s Academy.

Objective 2: Continued participation in activities such as Public Works, City Day and National Night Out.

Community Designations & Awards

Objective 1: Tree City USA Designation.

Task 1: Work with the Environmental Management Advisory Committee (EMAC) on application for Tree City USA.

Task 2: If Tree City USA designation is obtained, work with EMAC on plan to maintain status.

Objective 2: Coast Guard City.

Task 1: Determine next steps to ensure appropriate memorialization of Coast Guard City designation.

RESOLUTION NO. 13, SERIES 2019

CITY OF FLORENCE RESOLUTION NO. 13, SERIES 2019

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 7th day of May, 2019, and a public hearing before the City Council was held on the 3rd day of June, 2019, giving citizens an opportunity to comment on the use of State Revenue Sharing for the 2019 – 2021 biennium.

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 2019 – 2020 fiscal year.
2. This Resolution takes effect immediately upon adoption.

ADOPTION:

This Resolution is passed and adopted on the 3rd day of June, 2019.

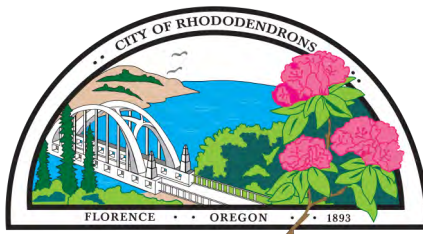


Joe Henry, Mayor

Attest:



Kelli Weese, City Recorder



City of Florence
A City in Motion

RESOLUTION NO. 14, SERIES 2019

CITY OF FLORENCE RESOLUTION NO. 14, SERIES 2019

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 2019-21 biennium.

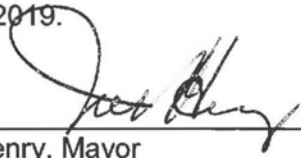
Based on these findings,

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 2019-21 fiscal biennium.
2. This Resolution takes effect immediately upon adoption.

ADOPTION:

This Resolution is passed and adopted on the 3rd day of June, 2019.

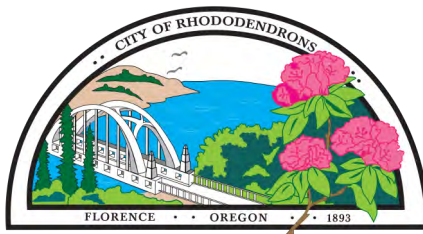


Joe Henry, Mayor

Attest:



Kelli Weese, City Recorder



City of Florence
A City in Motion

RESOLUTION NO. 15, SERIES 2019

CITY OF FLORENCE RESOLUTION NO. 15, SERIES 2019

A Resolution adopting the 2019-21 Biennial Budget, making appropriations, and imposing and categorizing ad valorem taxes.

RECITALS:

1. The City Budget Officer prepared the proposed budget for the City of Florence for the 2019-21 biennium commencing on July 1, 2019 and presented it to the Budget Committee on April 29, 2019,
2. The proposed budget was approved by the Budget Committee on May 8, 2019.
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 2019 – 2021 biennium as presented in Exhibit A, beginning July 1, 2019 in the amount of \$58,764,700 and makes the following appropriations:

	Approved	Adjustments	Adopted
<i>General Fund</i>			
Public Safety	\$ 5,045,900		\$ 5,045,900
Community Development	1,774,800		1,774,800
Parks	970,700		970,700
Municipal Court	579,100		579,100
Administration	1,580,400		1,580,400
Administrative Services	2,422,900		2,422,900
Non-Departmental	240,200		240,200
Transfers	2,130,100		2,130,100
Contingency	1,260,300		1,260,300
Total General Fund appropriations	\$ 16,004,400	\$ -	\$ 16,004,400

	Approved	Adjustments	Adopted
<i>Street Fund</i>			
Personnel Services	\$ 171,600		\$ 171,600
Materials and Services	1,345,500		1,345,500
Capital Outlay	6,440,000		6,440,000
Transfers	520,600		520,600
Contingency	276,100		276,100
Total Street Fund appropriations	\$ 8,753,800	\$ -	\$ 8,753,800
<i>9-1-1 Fund</i>			
Personnel Services	\$ 1,130,900		\$ 1,130,900
Materials and Services	275,000		275,000
Capital Outlay	50,000		50,000
Transfers	275,000		275,000
Contingency	551,500		551,500
Total 9-1-1 Fund appropriations	\$ 2,282,400	\$ -	\$ 2,282,400
<i>Transient Room Tax Fund</i>			
Materials and Services	\$ 327,200		\$ 327,200
Transfers	507,300		507,300
Contingency	134,700		134,700
Total Transient Room Tax Fund appropriations	\$ 969,200	\$ -	\$ 969,200
<i>Street System Development Charge Fund</i>			
Materials and Services	\$ 2,400		\$ 2,400
Transfers	480,000		480,000
Contingency	77,900		77,900
Total Street System Development Charge Fund app	\$ 560,300	\$ -	\$ 560,300
<i>Water System Development Charge Fund</i>			
Transfers	\$ 250,000		\$ 250,000
Contingency	174,000		174,000
Total Water System Development Charge Fund app	\$ 424,000	\$ -	\$ 424,000
<i>Wastewater System Development Charge Fund</i>			
Materials and Services	\$ 3,600		\$ 3,600
Transfers	550,000		550,000
Contingency	63,300		63,300
Total Wastewater System Development Charge Func	\$ 616,900	\$ -	\$ 616,900

	Approved	Adjustments	Adopted
<i>Stormwater System Development Charge Fund</i>			
Materials and Services	\$ 1,000		\$ 1,000
Transfers	200,000		200,000
Contingency	97,400		97,400
Total Stormwater System Development Charge Fund	\$ 298,400	\$ -	\$ 298,400
<i>General Obligation Debt Fund</i>			
Debt Service	\$ 345,600		\$ 345,600
Reserve for debt service	1,800		1,800
Total General Obligation Debt Fund appropriations	\$ 347,400	\$ -	\$ 347,400
<i>Debt Service Fund</i>			
Materials and Services	\$ 800		\$ 800
Debt Service	2,232,500		2,232,500
Reserve for debt service	571,300		571,300
Total Debt Service Fund appropriations	\$ 2,804,600	\$ -	\$ 2,804,600
<i>Water Fund</i>			
Personnel Services	\$ 764,200		\$ 764,200
Materials and Services	3,017,200		3,017,200
Capital Outlay	3,125,000		3,125,000
Debt Service	291,900		291,900
Contingency	905,100		905,100
Total Water Fund appropriations	\$ 8,103,400	\$ -	\$ 8,103,400
<i>Wastewater Fund</i>			
Personnel Services	\$ 883,900		\$ 883,900
Materials and Services	3,283,500		3,283,500
Capital Outlay	2,345,000		2,345,000
Debt Service	2,266,600		2,266,600
Contingency	891,800		891,800
Total Wastewater Fund appropriations	\$ 9,670,800	\$ -	\$ 9,670,800
<i>Stormwater Fund</i>			
Personnel Services	\$ 311,500		\$ 311,500
Materials and Services	583,800		583,800
Capital Outlay	890,000		890,000
Debt Service	36,800		36,800
Contingency	229,600		229,600
Total Stormwater Fund appropriations	\$ 2,051,700	\$ -	\$ 2,051,700

	Approved	Adjustments	Adopted
<i>Airport Fund</i>			
Materials and Services	\$ 293,500		\$ 293,500
Capital Outlay	135,000		135,000
Contingency	158,400		158,400
Total Airport Fund appropriations	\$ 586,900	\$ -	\$ 586,900
<i>Florence Event Center Fund</i>			
Personnel Services	\$ 507,300		\$ 507,300
Materials and Services	1,021,300		1,021,300
Capital Outlay	250,000		250,000
Contingency	293,900		293,900
Total Florence Event Center Fund appropriations	\$ 2,072,500	\$ -	\$ 2,072,500
<i>Public Works Administration Fund</i>			
Personnel Services	\$ 1,540,800		\$ 1,540,800
Materials and Services	366,600		366,600
Capital Outlay	700,000		700,000
Transfers	439,400		439,400
Contingency	171,200		171,200
Total Public Works Administration Fund appropriations	\$ 3,218,000	\$ -	\$ 3,218,000
Total Adopted Budget	\$ 58,764,700	\$ -	\$ 58,764,700

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 2019 – 2020:

- a) \$2.8610 per \$1,000 of assessed value
- b) The amount of \$158,300 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 2020 – 2021:

- a) \$2.8610 per \$1,000 of assessed value
- b) The amount of \$180,100 for debt service on general obligation bonds

3. Categorizing taxes

The taxes imposed are hereby categorized for the purposes of Article XI, section 11b as follows for the fiscal year 2019 – 2020:

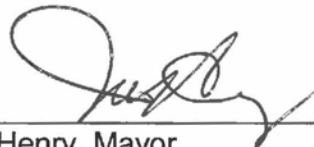
Subject to the General Government Limitation	Excluded from Limitation
Permanent Tax Rate\$2.8610/\$1,000	
General Obligation Bond Debt	\$153,500

The taxes imposed are hereby categorized for the purposes of Article XI, section 11b as follows for the fiscal year 2020 – 2021:

Subject to the General Government Limitation	Excluded from Limitation
Permanent Tax Rate\$2.8610/\$1,000	
General Obligation Bond Debt	\$180,100

ADOPTION:

This Resolution is passed and adopted on the 3rd day of June, 2019

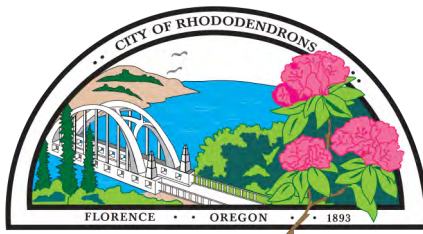


Joe Henry, Mayor

Attest:



Kelli Weese, City Recorder



City of Florence
A City in Motion

BUDGET CALENDAR

2019 - 2021 Budget Calendar

Budget Committee meetings will be held at City Hall 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

4/29 - City Budget Committee Meeting, 5:30 pm

Presentation of Budget Message

& Proposed Budget

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

2/13 - City Council Work Plan Work Session

2/20 - LOC Budget Training at FEC

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

5/7 - City Budget Committee Meeting, 5:30 pm

5/8 - FURA Budget Committee Meeting, 5:30 pm

5/8 - City Budget Committee Meeting, 6:30 pm

5/9 - City Budget Committee Meeting, 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	29	30
31						

MAR Year End & Budget Preparation

3/18 - City Council Work Plan Work Session, 10:30 am

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

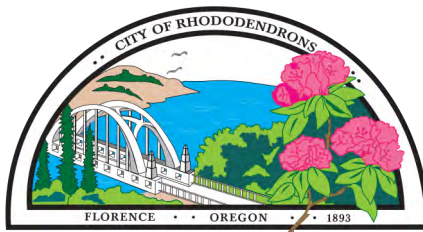
Su	Mo	Tu	We	Th	Fr	Sa
						1
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9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

JUN Budget Finalization & Adoption

6/3 - City Council Budget Public Hearing, 5:30 pm

6/26 - FURA Board Budget Public Hearing, 5:30 pm

Adoption of FY 2019-21 Budget due by June 30, 2019.



City of Florence
A City in Motion

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

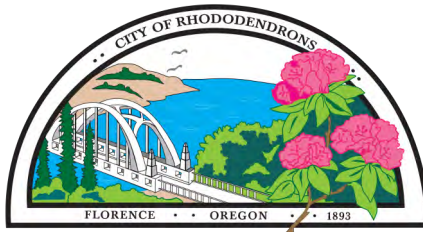
- 8.1. The City participates in the State of Oregon Public Employees Retirement System (PERS) and is a member of the State and Local Government Rate Pool. The City will fund its required pension contribution requirements timely.

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.



City of Florence
A City in Motion

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.

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).

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.

GLOSSARY

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.

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.

GLOSSARY

Capital Projects

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

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.

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.

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.

GLOSSARY

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.

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.

GLOSSARY

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.

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.

GLOSSARY

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.

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.

GLOSSARY

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.

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.

GLOSSARY

Special Assessment

A compulsory levy made against certain properties to defray a 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.

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.

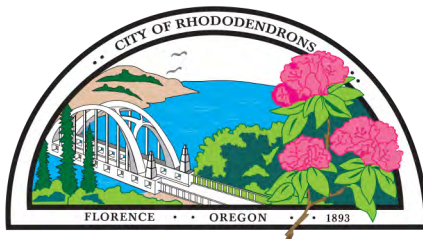
GLOSSARY

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.



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