

City of Florence, Oregon

Annual Budget

Fiscal Year 2016-2017

City of Florence, Oregon

Fiscal Year 2016-2017 Budget



Budget Committee

Council Members

Mayor **Joe Henry**
Council President **Joshua Greene**
Council Vice-President **Ron Preisler**
Councilor **Susy Lacer**
Councilor **George Lyddon**

Citizen Members

	<u>Term Expires</u>
Robert M. Forsythe	January 2018
Lenard Larsen	January 2018
Joel Marks	January 2017
Hugh Guinn	January 2019
Sally Wantz	January 2019

The City's Budget Committee consists of the five elected Council members and an equal number of citizen members. Citizen members serve for a term of three years expiring January 31st.

The Budget Committee received the proposed budget May 2, 2016. Two public meetings on May 9 and 10 are scheduled for City staff to make presentations and address questions and to receive and consider public testimony.

The City Council will hold a public hearing on the approved budget June 6, 2016.





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City of Florence, Oregon

Annual Budget

Fiscal Year 2016-2017

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City Manager's Budget Message





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City Overview

About

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 very modest pace since 2000, an average of 1.2% annually, to a population of 8,565 as of July 1, 2014. Similar growth is anticipated during the next several years. Additionally, an estimated 2,227 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 beside the Siuslaw River. The Port of Siuslaw has built a boardwalk along 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 is visible from much of Old Town. The Bridge, built in 1936, is in the midst of a major refurbishment project by the Oregon Department of Transportation. The project is scheduled for completion in 2018.

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 boasts its own Events Center. The Florence Events Center hosts popular annual events such as the Florence Festival of Books, the Celebrate Arts juried art show and the Winter Folk Festival. Additionally, the FEC is home to the Last Resort Players theatre company and the Seacoast Entertainment Association's annual concert series.

Form of Government

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>.



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; planning, building, engineering and code enforcement services. Additionally, the City has an urban renewal agency, the Florence Urban Renewal Agency (FURA), which is staffed by City personnel and overseen by a separate nine-member board that includes three City Councilors.

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

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

History

The Florence area was originally inhabited by the Siuslaw tribe, whose name to this day is shared by the river that flows through the country where these Native Americans once lived. 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.

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. 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.



Statistics

Metric	Data
Year incorporated	1893
Form of government	Council/manager
Area in square miles – total/land only	5.87/5.37
Annual rainfall - average inches since 1957	68.69
Parks and public open space	154 acres
Population (2014)	8,565
Persons per household (2009-2013) – Florence/Oregon	1.91/2.49
Percent of population female (2010) – Florence/Oregon	53.6%/50.5%
Persons under 5 years age – percent (2010) – Florence/Oregon	3.8%/6.2%
Persons under 18 years age – percent (2010) – Florence/Oregon	13.9%/22.6%
Persons above 65 years age – percent (2010) – Florence/Oregon	36.4%/13.9%
High school graduate or higher % of persons 25+ years of age (2009-2013) – Florence/Oregon	92.0%/89.4%
Bachelor's degree or higher % of persons 25+ years of age (2009-2013) – Florence/Oregon	22.9%/29.7%
Median family income (2009-2013) – Florence/Oregon	\$31,812/\$50,229
Per capita income – past 12 months (2013 dollars, 2009-2013) – Florence/Oregon	\$24,044/\$26,809
Persons below poverty level – Florence/Oregon	15.2%/16.2%
Number of housing units (2009-2013)	5,103
Households (2010)	4,399
Percent owner occupied – Florence/Oregon	62.9%/62.0%
Median value of owner-occupied housing (2009-2013) – Florence/Oregon	\$195,900/\$238,000
Housing units (%) in multi-family – Florence/Oregon	21.1%/23.2%
City lane miles of street	79.06
Sewer mains	93 miles
Sewer pump stations	38
Stormwater pipes	34 miles
Water mains	62 miles
Water storage – gallons	4.5 million
Water and sewer connections	3,700
Bond rating	A
City property tax rate	\$2.8610
City bonded debt property tax rate (estimate 2015-16)	\$0.1733
Total property tax rate	\$3.0343
City share of total property tax rate	21.5%
Total budget – FY 2015-16	\$33,848,233

Source for much of the demographic data – U.S. Census
<http://quickfacts.census.gov/qfd/states/41/4126050.html>



Resources

Fund	Beginning Fund Balance	Taxes	Intergovernmental	Franchise Fees	Licenses and Permits	Charges for Services	Miscellaneous	Transfers	Debt Proceeds	Total Current Year Resources	Total Resources
General	1,854,471	2,477,600	818,100	771,600	318,900	324,200	253,200	888,900	400,000	6,252,500	8,106,971
Street	512,048	-	1,529,100	54,000	-	351,200	2,000	550,000	500,000	2,986,300	3,498,348
Street SDC's	930,642	-	-	-	-	36,000	6,500	-	-	42,500	973,142
9-1-1	-	-	215,000	-	-	157,800	-	519,900	-	892,700	892,700
Room Tax	60,173	364,400	-	-	-	-	-	-	-	364,400	424,573
Florence Events Center	392,880	-	123,000	-	-	241,000	139,500	300,900	-	804,400	1,197,280
Water	1,119,248	-	-	-	-	2,134,900	16,500	300,000	1,400,000	3,851,400	4,970,648
Water SDC	288,857	-	-	-	-	99,000	2,000	-	-	101,000	389,857
Wastewater	736,687	-	200,000	-	-	3,126,000	371,000	280,700	-	3,977,700	4,714,387
Wastewater SDC	549,272	-	-	-	-	100,000	2,000	-	-	102,000	651,272
Stormwater	906,758	-	-	-	-	527,300	1,500	-	-	528,800	1,435,558
Stormwater SDC	95,827	-	-	-	-	50,000	1,500	-	-	51,500	147,327
Airport	427	-	19,000	-	-	116,200	1,600	45,000	-	181,800	182,227
Public Works Administration	79,987	-	-	-	-	18,400	-	849,300	3,300,000	4,167,700	4,247,687
GO Debt Service	170,583	151,000	-	-	-	-	500	-	-	151,500	322,083
Debt Service	465,742	-	127,800	-	-	-	35,000	-	1,725,351	1,888,151	2,353,893
Totals	8,163,601	2,993,000	3,032,000	825,600	318,900	7,282,000	832,800	3,734,700	7,325,351	26,344,351	34,507,952

Expenditures and Ending Fund Balance

Fund	Personnel	Materials and Services	Capital Outlay	Debt Service	Transfers	Total Expenditures	Other Requirements/ Ending Fund Balance	Total Expenditures and Other Requirements/ Ending Balance
General	3,347,600	1,304,500	1,042,000	67,600	686,000	6,447,700	1,659,271	8,106,971
Street	67,700	263,200	2,382,800	176,800	267,800	3,158,300	340,048	3,498,348
Street SDC's	-	6,000	-	-	550,000	556,000	417,142	973,142
9-1-1	531,100	80,900	16,800	-	126,900	755,700	137,000	892,700
Room Tax	-	145,800	-	-	218,600	364,400	60,173	424,573
Florence Events Center	326,000	388,000	102,500	-	47,900	864,400	332,880	1,197,280
Water	347,000	417,600	2,225,000	142,331	654,900	3,786,831	1,183,817	4,970,648
Water SDC	-	2,500	-	-	300,000	302,500	87,357	389,857
Wastewater	320,300	496,500	1,706,000	1,206,889	719,300	4,448,989	265,398	4,714,387
Wastewater SDC	-	5,000	-	-	280,700	285,700	365,572	651,272
Stormwater	67,300	66,900	645,000	17,000	120,800	917,000	518,558	1,435,558
Stormwater SDC	-	41,000	-	-	-	41,000	106,327	147,327
Airport	-	85,000	20,000	51,200	22,500	178,700	3,527	182,227
Public Works Administration	531,700	102,400	3,324,800	76,900	-	4,035,800	211,887	4,247,687
GO Debt Service	-	-	-	184,869	-	184,869	137,214	322,083
Debt Service	-	1,725,751	-	224,000	-	1,949,751	404,142	2,353,893
Totals	5,538,700	5,131,051	11,464,900	2,147,589	3,995,400	28,277,640	6,230,313	34,507,953



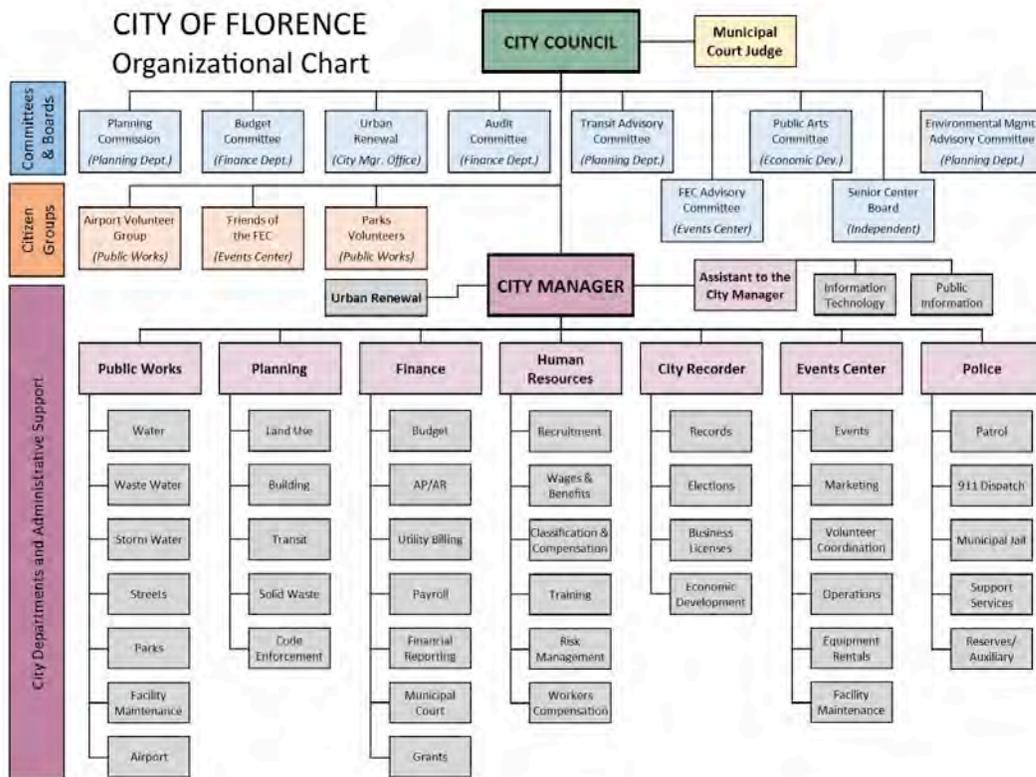


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Personnel



Full-time Equivalent (FTE's) Employees

Department	2013-14	2014-15	2015-16	2016-17
	Actual	Actual	Budget	Budget
Police	23.0	24.0	24.0	25.0
Community Development	4.3	6.4	6.1	6.4
Parks	2.0	2.0	2.4	2.4
Municipal Court	2.9	2.9	2.9	2.4
Administration	7.8	8.0	9.0	9.4
City Hall Maintenance	1.0	1.0	1.0	1.0
Street	1.0	1.0	1.0	1.0
Florence Events Center	3.0	4.0	4.0	4.0
Water	5.0	5.0	5.0	5.0
Wastewater	5.0	5.0	5.0	4.0
Stormwater	1.0	1.0	1.0	1.0
Public Works Administration	5.0	5.0	5.0	6.0
Total FTE's - Citywide	60.9	65.3	66.4	67.4
Less: Contracted FTE's	(3.1)	(3.3)	(3.4)	(3.4)
Net FTE's - Citywide	57.8	62.0	63.0	64.0



Summary

City staffing was decreased due to revenue and activity reductions resulting from the extended recession that began in 2007. During the past few years the City has been able to restore staffing to previous levels including the addition in fiscal year 2014-15 of a Sergeant position, the return of the Planning Director after a tour of military duty, a Planner position, and an Office Coordinator position for the Florence Events Center.

The fiscal year 2016-17 budget includes the addition of a School Resource Officer position, provided grant funds are approved, together with funding from the School District. A Project Manager position has been created to provide direct management of the City's capital improvement program and other key initiatives. The Assistant to the City Manager position has been replaced with an Intern position and significant portions of the responsibilities distributed to other positions, such as information technology and municipal court oversight to the finance director, emergency management will transition to public works and or police, and administrative support will be provided by the Human Resources Manager position, City Recorder, City Hall clerk, Intern, and finance staff. An Intern position has been budgeted at 0.4 full-time equivalent status. Lastly, the Treatment Plant Supervisor has been reorganized to public works administration and will provide supervision to the water and wastewater treatment operations. Lastly, the Municipal Court staff has been reduced by a 0.5 FTE, with reduced Court activity, increased automation and the retirement of the Court Administrator. The effectiveness of the reduced staffing will be evaluated closely for the first several months after the retirement of the Court Administrator.

The net change in total full-time equivalent positions for fiscal year 2016-17 is 1.0 FTE's, from 66.4 to 67.4 FTE's, and the net City FTE's is 64.0, an increase of one full-time position.

Total compensation, i.e., personnel services, budgeted for fiscal year 2016-17 is \$5.5 million, compared to the fiscal year 2015-16 budget of \$5.3 million, an increase of \$246,300, just less than five percent (4.7%).

The budget includes the following assumptions:

- A cost-of-living pay adjustment of one percent (1.0%) for non-represented employees
- A cost-of-living pay adjustment of one and on-half percent (1.5%) for Police Association members (the minimum per labor agreement)
- Merit pay for non-represented and management employees – discretionary – 2.0%
- Premium increase for health insurance – 5%
 - Health insurance for vacant positions budgeted with employee and spouse coverage
 - Health coverage for all current employees based on current coverage
- PERS rates effective July 1, 2015
 - Tier I/II 10.52%
 - OPSRP General 3.67%
 - OPSRP Police 7.78%
- No change to life, disability, workers compensation premiums
- Overtime varies by department and is based on historical and projected needs



- Fourteen employees that are presently compensated below the minimum pay amount for their respective positions, per a recent independent compensation study, are budgeted at the minimum amount for each position
 - This represents an increase in pay of approximately \$46,000



Salary Schedule – Non-represented Positions

Position	Pay Grade	Annual Salary	
		Minimum	Maximum
Finance Clerk	2	25,335	33,340
City Hall Clerk I	4	27,932	36,757
Accounting Clerk I	7	32,335	42,551
Court Clerk	8	33,952	44,678
Building Maintenance Worker	8	33,952	44,678
Utility/Billing Clerk	8	33,952	44,678
Executive Assistant to Public Works Director	8	33,952	44,678
FEC Maintenance Technician	8	33,952	44,678
FEC Office Coordinator	8	33,952	44,678
Planning Administrative Assistant	8	33,952	44,678
Building Technician	9	35,650	46,912
Utility Worker I	9	35,650	46,912
Accounting Clerk II	9	35,650	46,912
GIS Technician	10	37,432	49,258
Code Enforcement Officer	10	37,432	49,258
Executive Assistant to Planning Director	10	37,432	49,258
Events Center Marketing Specialist & Event Coordinator	10	37,432	49,258
Water Treatment Plant Operator I	11	39,304	51,721
Field Assistant - Public Works	11	39,304	51,721
Utility Worker II	11	39,304	51,721
Planning Technician	11	39,304	51,721
Utility Worker II/Engineering Tech	12	41,269	54,307
Wastewater Treatment Plant Operator II	12	41,269	54,307
Human Resources Coordinator	12	41,269	54,307
Senior Court Clerk	12	41,269	54,307
Assistant Planner	13	43,332	57,022
Water Treatment Plant Operator II	14	45,499	59,873
City Recorder/Economic Development Coordinator	15	47,774	62,867
Wastewater Treatment Plant Operator III	15	47,774	62,867
Assistant to the City Manager/PIO	15	47,774	62,867
Human Resources Manager	15	47,774	62,867
Communications Center Supervisor	16	50,162	66,010
Assistant Finance Director	16	50,162	66,010
Field Supervisor	16	50,162	66,010
Parks Maintenance Supervisor	16	50,162	66,010
Court Administrator	17	52,671	69,311
Wastewater Treatment Plant Supervisor	18	55,304	72,776
Wastewater/Water Treatment Plant Superintendent	19	58,069	76,415
Police Sergeant	19	58,069	76,415
Events Center Director	21	64,021	84,248
Police Lieutenant	22	67,222	88,460
Planning Director	23	70,584	92,883
Finance Director	24	74,113	97,527
Police Chief	26	81,709	107,524
Public Works Director	26	81,709	107,524
City Manager		88,512	121,800



A comprehensive compensation study was performed in 2014 that informed an update of salary ranges for all non-represented positions of the City. 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 is not an employee of the City and receives compensation via a personal services contract.



General Fund

Summary

The General Fund accounts for the City's police, including corrections and emergency dispatch, municipal court, community development, parks, administration, 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 and various grants, franchise fees, license and permits, charges for services, transfers from other funds for administrative services benefitting those funds, and miscellaneous.

Highlights

- The General Fund is projected to have an ending fund balance as of June 30, 2016 of \$1.85 million
- Property values are trending upward, resulting in stabilization and growth in property tax revenue
- Increased valuation and financing with the City's full faith and credit will facilitate significant investment in the City's urban renewal area and provide funding to the City's General Fund to reimburse the City for staff time related to those activities
- Funding for an economic development program
- Increased investment in parks capital investment
- Targeted investment in technology to improve efficiencies and effectiveness
- Addition of a School Resource Officer position, no net cost to City for three years
- Addition of a Project Manager position, funded by the capital program City-wide
- Projected year-end fund balance, that meets fund policy requirements and is sustainable

Changes from previous year

- Increased funding from the Florence Urban Renewal Agency for services - \$166,800 total
- Recovery of administrative service costs from Florence Events Center and Airport
- Payment of public works administrative service costs to Public Works Administration by the Parks Department
- Change in accounting for emergency dispatch operations, i.e., all 911 related activity is accounted for in the 911 Fund, with charges to the City similar to other users
- Elimination of transfers for debt payment; payment of debt made directly



Revenue

Property taxes

The current year property tax levy is projected to increase approximately 2.9% to \$2.52 million compared to the fiscal year 2015-16 levy of \$2.44 million.

Intergovernmental

Revenue from continuing sources, such as liquor and cigarette taxes, and state share revenue are projected to increase slightly. \$469,000 in grant funds for parks represent the significant increase in this source.

Franchise fees

Revenue from franchise fees are projected to increase approximately one percent (1.2%) from current year estimates, and 1.9% from the prior year budget.

Licenses and permits

Revenue from licenses and permits has strengthened during the past few fiscal years. The forecast for fiscal year 2016-17 is consistent with the current year year-end estimates, which may prove to be conservative.

Charges for services

Contracted police service is the primary charge for service and is projected to increase slightly.

Miscellaneous

Fiscal year 2014-15 receipts included a one-time insurance settlement of \$85,000 that was not expected. Excluding that item, miscellaneous items are projected to be similar to previous years.

Transfers

Revenue from transfers from other funds is increased by two items: planned FURA activity that will require considerable administrative and financial assistance resulting in a transfer increase to \$166,800 from \$100,000 in the current year; and the cost recovery methodology was reviewed and updated, which resulted in increased transfers from the Street Fund.

Debt Proceeds

Long-term debt proceeds, via a line-of-credit, of \$400,000 is budgeted to fund parks capital investment and design services for a City Hall expansion.

Expenditures

Overall, operating expenditures are increased 13.7% (\$6.45 million) above the fiscal year 2015-16 budget of \$5.57 million.

Capital spending in fiscal year 2016-17 is budgeted to increase by \$546,000, or 110% from 2015-16. Parks capital outlay in the amount of \$797,000 is budgeted, compared to \$53,800 estimated



expenditure in fiscal year 2015-16. A majority of the funds associated with the parks projects is contingent on securing grants as noted above.

Debt service is adjusted slightly due to direct payment of loans rather than transfers to debt funds.

Lastly, transfers are increased by approximately \$538,000. The majority of the increase (\$519,000) is due to a change in accounting for emergency dispatch. Other adjustments are due to reclassifying payments of debt to debt service from transfers. Due to increased transient room taxes that are directed to the Florence Events Center there is a reduced need for General Fund subsidy to the Florence Event Center Fund. Although the public works facilities at the Florence Airport will be paying rent, which will reduce the need for General Fund subsidy to the Airport Fund, a significant increase in the transfer for the current year (from \$10,000 budget to \$25,000 year-end estimate) and an increase in fiscal year 2016-17 to \$40,000 is needed to fund maintenance and a deficit fund balance.

Other requirements

The budget includes a contingency of ten percent (10%) of budgeted expenditures, leaving an unappropriated ending fund balance of \$1.01 million, or a planned carryover of \$1.66 million. The projected beginning and ending fund balance exceed the minimum fund balance requirements of the City's fiscal policies (to be considered by the City Council May 2, 2016).

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General Fund Budget

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Beginning fund balance	2,121,344	2,478,237	2,082,865	2,085,371	1,854,471
Current year resources					
Property taxes	2,230,735	2,309,791	2,406,000	2,377,300	2,477,600
Intergovernmental	281,161	233,490	445,200	242,800	818,100
Franchise fees	730,215	733,335	757,000	762,700	771,600
Licenses and permits	279,681	322,371	273,000	314,900	318,900
Charges for services	154,774	154,406	257,000	254,200	324,200
Miscellaneous	322,921	405,129	327,000	259,700	253,200
Transfers	698,569	742,795	812,607	805,600	888,900
Loan proceeds	-	-	-	-	400,000
Total current year resources	4,698,056	4,901,317	5,277,807	5,017,200	6,252,500
Total resources	6,819,400	7,379,554	7,360,672	7,102,571	8,106,971
Expenditures					
Police	2,294,429	2,398,931	2,582,500	2,512,900	2,195,400
Community Development	416,928	521,456	592,600	597,500	672,500
Parks	120,682	129,574	145,260	108,100	126,700
Municipal Court	274,776	301,456	319,400	317,500	279,500
Administration	822,857	937,935	1,100,400	1,037,100	1,150,800
City Hall	80,207	71,112	78,100	108,200	97,700
Non-departmental	45,600	47,800	181,500	128,800	129,500
Operating expenditures	4,055,478	4,408,264	4,999,760	4,810,100	4,652,100
Capital outlay					
Police	52,680	120,976	120,976	117,500	55,000
Parks	-	10,180	240,000	53,800	797,000
Municipal Court	-	-	50,000	49,800	-
Administration	70,937	103,171	40,000	32,000	40,000
City Hall	49,088	40,835	45,000	24,800	150,000
Non-departmental	-	359,481	-	-	-
Capital outlay	172,705	634,643	495,976	277,900	1,042,000
Debt service					
Police	19,787	19,787	19,787	19,800	19,800
Parks	-	-	-	-	3,800
Administration	15,380	15,385	7,690	7,700	15,000
Non-departmental	-	-	-	-	29,000
Debt service	35,167	35,172	27,477	27,500	67,600
Transfers					
Police	-	-	-	-	519,900
Parks	3,690	3,877	3,796	3,800	41,100
Administration	14,760	15,503	14,661	14,700	-
Non-departmental	59,362	196,725	129,057	114,100	125,000
Transfers	77,812	216,105	147,514	132,600	686,000
Total expenditures	4,341,162	5,294,184	5,670,727	5,248,100	6,447,700



Other requirements

Contingency	-	-	385,000	-	645,000
Unappropriated ending balance	-	-	1,304,945	-	1,014,271
Total other requirements	-	-	1,689,945	-	1,659,271
Total expenditures and other requirements	4,341,162	5,294,184	7,360,672	5,248,100	8,106,971

Budget Summary

Resources over (under) expenditures	356,894	(392,867)	(392,920)	(230,900)	(195,200)
Beginning fund balance	2,121,344	2,478,238	2,082,865	2,085,371	1,854,471
Ending fund balance	2,478,238	2,085,371	1,689,945	1,854,471	1,659,271

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Fund balance analysis					
Revenue	4,698,056	4,901,317	5,277,807	5,017,200	6,252,500
Less:					
Property taxes	2,230,735	2,309,791	2,406,000	2,377,300	2,477,600
Net revenue	2,467,321	2,591,526	2,871,807	2,639,900	3,774,900
Monthly revenue	205,610	215,961	239,317	219,992	314,575
Expenditures	4,341,162	5,294,184	5,670,727	5,248,100	6,447,700
Monthly	361,764	441,182	472,561	437,342	537,308
Monthly expenditures	156,153	225,222	233,243	217,350	222,733
Minimum fund balance - Five months net expenditures	780,767	1,126,108	1,166,217	1,086,750	1,113,667
Fund balance over/(under) minimum	1,697,471	959,263	523,728	767,721	545,604
Fund balance within policy	Y	Y	Y	Y	Y



Police

Summary

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 position costs fully 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. Our Communications Division is comprised of one Communications Supervisor and six Communications Officers. The Administrative Division functions in support of these divisions and is comprised of an Administrative Assistant, Lieutenant, and Chief of Police.

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 forty-three within the State. Our area of responsibility covers over 700 square miles and has a year round population over 18,000. 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.

Highlights

- The department is projected to be at full staffing at the beginning of the fiscal year.
- Exterior maintenance on the Justice Center, approximately \$65,000, completed in FY 2016
- Increased activity levels in all operational areas.

Changes from previous year

- Full costs of the Communications operation, including a transfer to the general fund for police management, facility use, and administration costs, have been transferred to the 911 Fund
- Due to change in accounting, the police budget includes a transfer to 911 for its proportional share of funding

Budget Summary

	2013-14	2014-15	2015-16	2015-16	2016-17
	Actual	Actual	Budget	Estimate	Proposed
Personnel services	1,931,636	2,050,850	2,230,300	2,149,400	1,886,400
Materials and services	362,793	348,081	352,200	363,500	309,000
Operating	2,294,429	2,398,931	2,582,500	2,512,900	2,195,400
Capital outlay	52,680	120,976	125,000	117,500	55,000
Debt service					
SIUSLAW BANK PRINCIPAL	17,039	17,649	18,278	18,300	18,300
SIUSLAW BANK INTEREST	2,748	2,138	1,510	1,500	1,500
Debt service	19,787	19,787	19,788	19,800	19,800
Transfers	-	-	-	-	519,900
Non-operating expenditures	72,467	140,763	144,788	137,300	594,700
Total	2,366,897	2,539,694	2,727,288	2,650,200	2,790,100

Performance Measures

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





Staffing

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget
Chief of Police	1.0	1.0	1.0	1.0
Lieutenants	1.0	1.0	1.0	1.0
Sergeants	2.0	3.0	3.0	3.0
Police Officers	10.0	10.0	10.0	10.0
School Resource Officer	0.0	0.0	0.0	1.0
Administrative Assistant	1.0	1.0	1.0	1.0
FTE's – Police	15.0	16.0	16.0	17.0
Communications Center Supervisor	1.0	1.0	1.0	1.0
Communications Officers	6.0	6.0	6.0	6.0
FTE's - Emergency Communications	7.0	7.0	7.0	7.0
Corrections Officer	-	1.0	1.0	1.0
Total FTE's - Police	22.0	24.0	24.0	25.0

Capital Outlay

Description	Amount
Vehicles	56,000
	<u>56,000</u>



Community Development

Summary

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 supports several other programs as described herein.

Planning is responsible for administering all current and long-range land-use related planning functions of the City. The department processes all land use development and change of use applications at the staff, Planning Commission and the City Council level. Planning also spearheads long range planning efforts, land use code review, policy implementation and overall coordinated development of the City. Planning also processes requests for annexation, right-of-way vacations and reimbursement district creation. In support of the above functions, planning staffs the Planning Commission.



In addition to land use functions, planning staff is the administration lead for park volunteer, transit and solid waste management programs. Staff processes requests for city park adoptions, tracking and leading inter-departmental reporting of volunteer hours and efforts. Transit functions include staffing the Transit Advisory Committee, updating contracts, coordinating the Bus Buddy program and developing Rhody Express ridership 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 appropriate rates for Council review. Planning staff and EMAC also create and support solid waste prevention education and events to ensure that the City meets the DEQ's Opportunity to Recycle Requirements.

Building 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 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. Code Enforcement works with building and planning staff to address unpermitted work. He also handles nuisance code issues, animal control, excessive false alarm notifications, and on-street parking regulations.



Highlights

- Over the Counter Land Use procedural and supporting code written to offer an expedited process for reviewing minor building and property modifications that meet code
- Telecommunications land use code rewritten to modernize and comply with federal policy changes
- Streetscape design planning for Highways 101 and 126 within the urban renewal district
- Completed solid waste rate review and related code amendments and licensing changes
- Development interest and activity leveled off in 2016, but included a few “record breaking” months in the building sector

Changes from previous year

- The City did not receive the TGM grant for funding an update to the Transit Plan to incorporate and illustrate the opportunity for a change in partnerships, service delivery and funding distribution
- Staff initiated co-adoption with Lane County via a consultant on the remaining periodic review task; Coastal Goals, and two post-acknowledgement changes; Parks Master Plan and Stormwater policy amendments

Budget Summary

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Planning					
Personnel services	143,518	233,704	305,600	301,000	320,400
Materials and services	56,493	48,532	80,300	40,800	91,100
Planning	200,011	282,236	385,900	341,800	411,500
Building					
Personnel services	79,692	80,151	79,400	81,800	83,900
Materials and services	137,224	159,069	127,300	173,900	177,100
Building	216,917	239,220	206,700	255,700	261,000
Community Development	416,928	521,456	592,600	597,500	672,500



Performance Measures

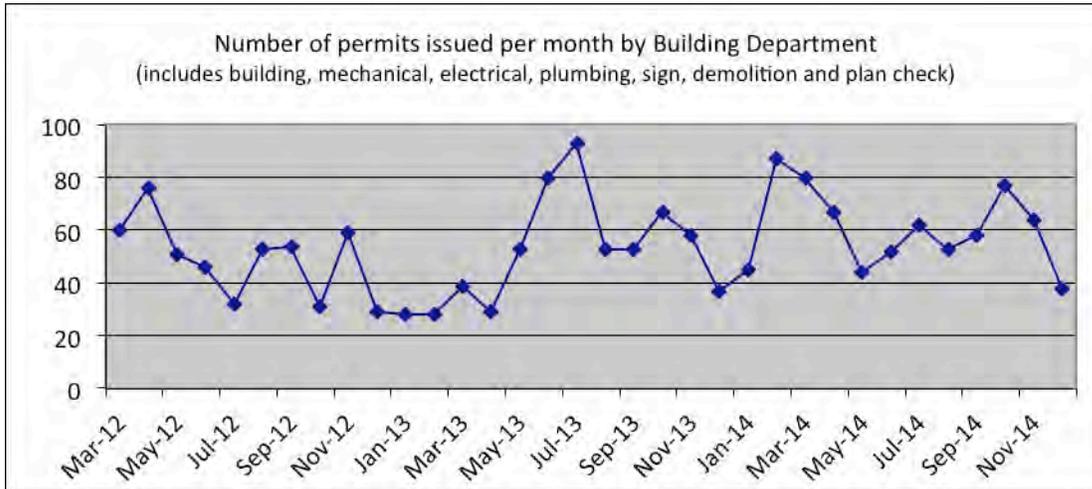
Planning:

Number of land use permits processed:

Measure	2010	2011	2012	2013	2014	2015
Number of Land Use applications	40	26	27	24	57	39
Percentage of 2014 workload	70%	46%	47%	42%	100%	68%
Planning staff to application ratio	1:10	1:7	1:11	1:11	1:23	1:15
FTE's – filled positions	4.0	3.7	2.5	2.2	2.5	2.5

Building:

Number of Building Permits Processed:



Code Enforcement:

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

Other potential performance measures

- Number of pre-development meetings with developers



- Maximum number of days to complete plan reviews
- Number of citizen initiated annexation requests

Staffing

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Budget
Planning Director	-	1.0	1.0	1.0	1.0
Senior Planner	1.0	1.0	-	-	-
Code Enforcement Officer	-	1.0	1.0	1.0	1.0
Assistant Planner	-	1.0	1.0	1.0	-
Associate Planner	1.0	-	-	-	1.0
Planning Administrative Assistant	-	0.5	1.0	1.0	1.0
Planning Technician	-	-	-	-	-
Total FTE's - Planning	3.0	3.5	4.0	4.0	4.0
Building Technician	1.0	1.0	1.0	1.0	1.0
Building Official	-	-	-	-	-
Contracted Building Official/Inspectors	1.3	1.4	1.1	1.1	1.4
Total FTE's - Building	2.3	2.4	2.1	2.4	2.4
Total FTE's - Community Development	5.3	5.9	6.1	6.4	6.4

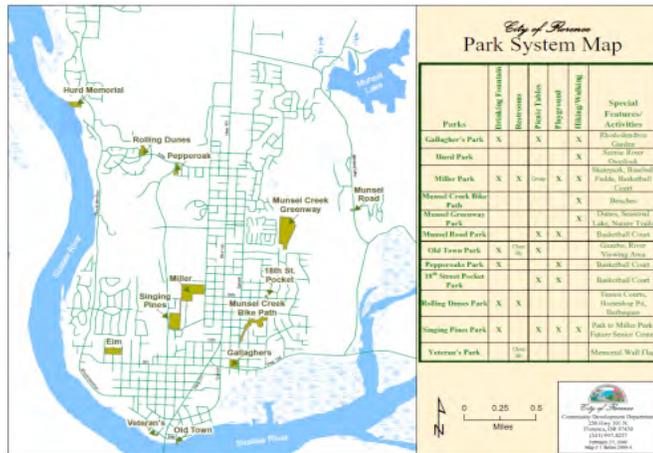
Parks

Summary

The City has more than 154 acres of parkland at twenty sites. Of these, thirteen parks provide recreational amenities such as playgrounds, trails, community gathering areas, and sports fields and other improvements. Of the thirteen parks, four are mini-parks or ‘pocket parks’; two are neighborhood parks; five are special use parks; and one community park.

Florence’s park system includes four restroom facilities (Maple/Bay Street, Miller Park, Rolling Dunes Park, and Munsel Greenway Park); tennis courts (Rolling Dunes Park); a skate park (Miller Park); four baseball and two softball fields (Miller Park); an off-leash dog park (Singing Pines Park); basketball courts (Miller Park, 18th Street Pocket Park and Pepperoaks Park); and two picnic shelters (Miller Park and Rolling Dunes Park).

Our mission is to maintain 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. However, with the Council’s 2015 adoption of goals for the City, the FY2016 budget reflected an increased emphasis toward the parks program.



The FY2017 budget is aligned with sustaining and improving the delivery of cost effective and efficient park services to the community by continuing to provide a dedicated utility worker and increased funding of seasonal labor; sustaining and improving the City’s livability and quality of life by making several key investments in parks facilities; continuing to develop and nurture an adopt-a-park program, and pursuing several significant grants to leverage the City’s limited dollars.

The community has continued to provide financial donations and significant volunteer hours, demonstrating the importance of parks to the community. This has proved to be an innovative solution to enhance and maintain the existing park system. Boy Scouts of America Troop 721, Siuslaw Baseball Association, Sonshine Christian School, Delta Gamma of ESA, Florence Kiwanis Club and the Rhododendron Society are all examples of community groups committed to maintaining our parks system. However, even with this significant volunteer effort there are still many park operations, recreation programs and expansions that cannot be completed within the City’s existing resources. This issue will be explored further during the upcoming fiscal year.



Highlights

- Potential funding to purchase and develop a new riverside/beach park
- Potential funding to rehabilitate Miller Park baseball and softball fields, including the construction of a new restroom facility, additional storage and concession stand

Changes from previous year

- Significant investment in park facilities is budgeted in fiscal year 2016-17. All of the capital outlay items are dependent upon securing grants
- The local match for the capital projects is approximately \$288,000; of this amount \$250,000 is funded with long-term debt

Budget Summary

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Personnel services	66,553	68,920	64,700	31,000	47,100
Materials and services	54,129	60,654	80,560	77,100	79,600
Parks	120,682	129,574	145,260	108,100	126,700
Capital outlay	-	10,180	240,000	53,800	797,000
Debt service					
2011 Debt service - principal	-	-	-	-	3,800
2011 Debt service - interest	-	-	-	-	-
Debt service	-	-	-	-	3,800
Transfers	3,690	3,877	3,796	3,800	41,100
Non-operating expenditures	3,690	14,057	243,796	57,600	838,100
Total	124,372	143,631	389,056	165,700	964,800

Performance Measures

- 154 acres of parkland.
- 13 active parks maintained, including one off-leash dog park, for a total of 54.23 acres.
- Daily cleaning and maintenance of four restrooms.
- 12.7 acres of turf area mowed.
- Monthly park play equipment inspections (10 structures).
- Maintain 2.45 miles of hard surface (asphalt) paths and 2.37 miles of soft surface (mostly gravel) trails.
- Maintain three outdoor basketball courts.
- Maintain two picnic shelters.



- Maintain four baseball and two softball fields.
- Maintain a skate park.
- Maintain 30 irrigation systems. These irrigation systems not only are for the active parks, but also Wilber Crest (landscaped right-of-way); traffic island on Kingwood (35th and Kingwood); right-of-way at Quince and Hwy 101; and City Hall.
- Maintain pedestrian scale streetlights in Old Town.

Staffing

Position	2013-14 Actual	2013-14 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Parks Supervisor	1.00	1.00	-	-	-
Utility Worker	-	-	1.00	0.70	1.00
Seasonal	0.96	0.96	1.40	1.40	1.42
Total FTE's - Parks	1.96	1.96	2.40	2.10	2.42

Capital Outlay

Description	Amount	Grant Funding Anticipated
South Beach/River Park	87,500	Y
Miller Park baseball and softball field rehab, plus new restrooms, storage and concession stand.	709,500	Y
	797,000	



Municipal Court

Summary

The City 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 courts 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 fair, equitable and effective system of justice without excess cost, inconvenience, or delay.

The Municipal Court employees facilitate the judicial process by administering the daily court business. They 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.

Highlights

- In 2014, the Municipal Court contracted with a new collections agency and have improved collections on old cases:
 - Fiscal year 2013-14 \$16,534
 - Fiscal year 2014-15 \$35,926
 - Fiscal year 2015-16 year to date \$22,285
- In fiscal year 2015-16, the Municipal Court converted to Encode, a court management software through Tyler Technologies. The implementation will allow the Court to be more efficient in their administration and operations, as well as allow greater access to the Court by customers through online payments.
- Court staff closed out a large number of old cases that were no longer collectable due to records retention.

Changes from previous year

- Staffing of the Municipal Court will be reduced from 2.5 FTE's to 2.0 FTE's with the retirement of the long-term Court Administrator and implementation of new software.
- Court staff will be transitioning to the new court management software in FY 2017
- In FY 2015, the Court entered into a trial period with a new probation monitoring service to assist with probation compliance. During 2015, Judge Brissenden reported on the success of those trial run cases. The City Council provided support to expand the use of that service to more cases



Budget Summary

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Personnel services	159,954	168,026	182,700	193,300	144,700
Materials and services	114,822	133,430	136,700	124,200	134,800
Operations	274,776	301,456	319,400	317,500	279,500
Capital outlay	-	-	50,000	49,800	-
Total	274,776	301,456	369,400	367,300	279,500

Performance Measures

- Successful implementation of new Court software.
- Reduction of non-compliance probation cases with the assistance of the contractor.

Activity Levels (*Calendar Year 2014*)

- Cases Filed: 1,917
 - Misdemeanors 565
 - Violations 1,391
- Cases Closed 2,333*
- Total Fines Imposed \$285,638
- Total Fines Collected \$224,230
- Total Revenue Collected \$297,360

* The large number of Closed Cases is due to the Court recalling cases from Collections that lacked sufficient documentation to enforce collection.

Staffing

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Court Clerk	0.5	0.5	0.5	0.5	1.0
Senior Court Clerk	1.0	1.0	1.0	1.0	1.0
Court Administrator	1.0	1.0	1.0	1.0	-
Municipal Judge - contract	0.4	0.4	0.4	0.4	0.4
Total FTE's	2.9	2.9	2.9	2.9	2.4



Administration

Summary

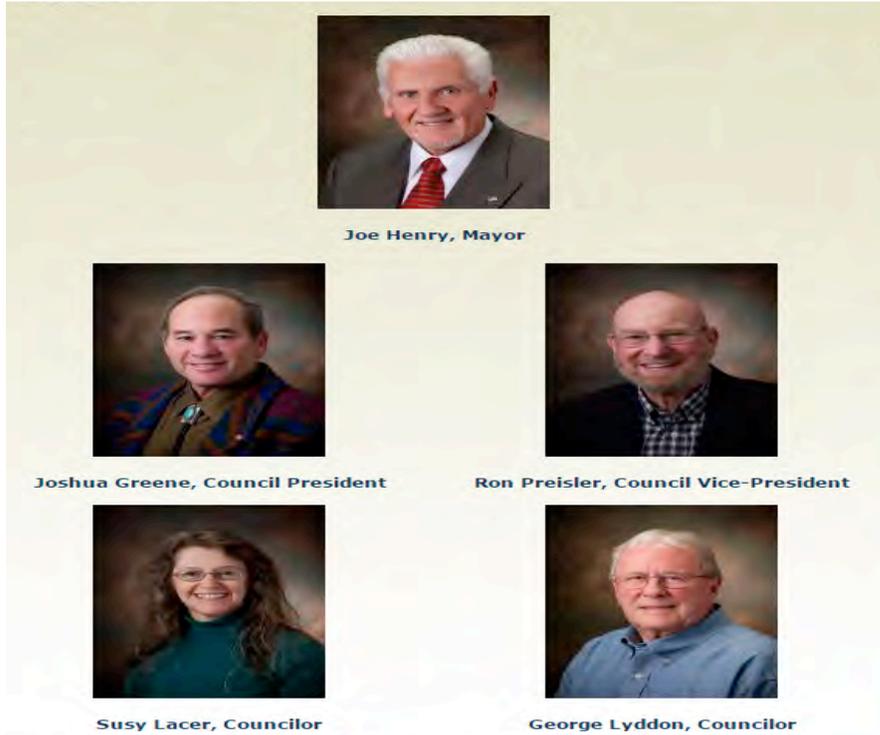
Administration is organized with the following functional services:

- Mayor and City Council
- City Manager’s Office
 - City Manager
 - City Recorder
 - Human Resources
 - Emergency Management
 - Economic Development
 - Project Management
 - Public Outreach
 - Urban Renewal
- Finance and Information Technology

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Estimate	2015-16 Budget
Mayor and City Council	24,961	28,682	40,194	34,700	45,500
City Manager’s Office	308,124	391,202	509,305	508,700	554,800
Finance and Information Technology	350,363	402,972	423,679	421,000	500,100
Administration - operating	683,448	822,857	973,178	964,400	1,100,400
Capital outlay	56,413	70,937	105,000	100,000	40,000
Debt service	15,380	15,380	15,383	15,381	7,690
Transfers	14,981	14,760	15,503	15,503	14,661
Administration - non-operating expenditures	86,774	101,077	135,886	130,884	62,351
Total Administration	770,222	923,934	1,109,064	1,095,284	1,162,751



Mayor and City Council

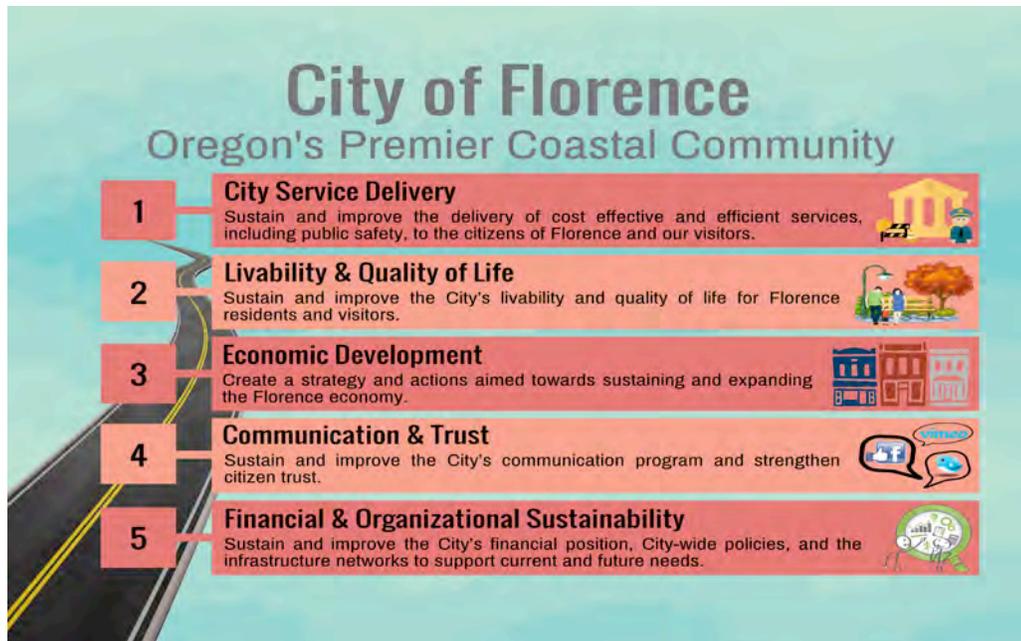


Summary

The Mayor and City Council provide leadership, legislative, governance 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.

Highlights

- The Mayor and Council are meeting with staff in regular work sessions to develop broader issue awareness and understanding and work toward policy decisions that are supported by the Council, staff and community.
- The Mayor and Council worked with staff to develop broad goal statements and a five-year work plan, including major objectives and tasks.



Changes from previous years

- There are no changes to the Council budget for FY 2017 from FY 2016

Budget Summary

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Materials and services	28,682	34,522	45,500	39,600	45,500
Total	28,682	34,522	45,500	39,600	45,500



City Manager's Office

Summary

The City Manager's office provides oversight and direction to ensure that all departments are responding to the City's adopted 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 outreach, elections, business / special events / liquor licenses, records retention, City communications, emergency preparation, economic development, and human resources.

Highlights

Recorder

- Completed the creation and amendments of the structure of various City committees including the Economic Development Committee, Public Art Committee, Florence Urban Renewal Agency, Airport Advisory Committee, and Florence Events Center Advisory Committee, as well as the recruitment for vacancies
- Implemented new 'Board and Committees' report to Council on a Monthly basis
- Completed City Manager Evaluation process changes in coordination with Human Resource Manager
- Updated City Council commitments to streamline Council's goal of community involvement
- Initiated process to update Business license concerning marijuana related businesses

Changes from previous year

- Changes to meet Goal 1 to deliver efficient and cost effective City services
 - Records Retention
 - Scanning of large building plans to complete digitizing of historic building / planning documents

Budget Summary

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Personnel services	293,290	336,771	384,600	369,100	438,900
Materials and services	97,912	165,121	170,200	117,300	135,100
Total	391,202	501,892	554,800	486,400	574,000



Performance measures

- City Council Support / Elections / Boards and Commissions
 - 63 Council Meetings in 2015 (57% increase from 2014 and 225% increase from 2013)
 - 13 Ordinances in 2014 (9% increase from 2013 and 260% increase from 2013)
 - 26 Resolutions in 2015 (30% increase from 2014 and 45% increase from 2013)
- Business, Special Event, & Miscellaneous Licenses
 - 194 business licenses issued (31% increase from 2014)
 - 68 business license renewals (4.6% increase from 2014)
 - 52 special event licenses issued (9% increase from 2014)
 - 3 street closures (50% increase from 2014)
 - 9 liquor licenses (2% decrease from 2014)
- Records Retention
 - 74 airport billings (for 26 leases), 2 updated lease contracts (no change from 2013)

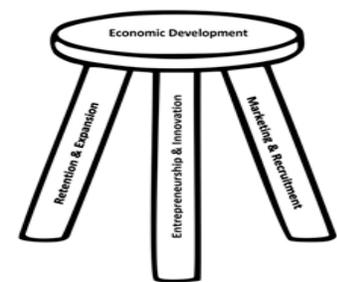
Major Programs – City Managers Office

Economic Development

Summary

Economic Development has been established as one of the five adopted City Council goals. Beginning in June 2014, the City has put additional focus toward this program by allocating staff time for coordination with many existing community groups including Florence Area Chamber of Commerce, Downtown Revitalization Team, Public Art, the Lane Economic Committee, Lane Workforce Partnership Strategic Solutions Team, as well as the Ford Leadership Pathways program. City staff representation on each of these groups represents a shift in culture for the City by providing more focus for economic development initiatives.

The City of Florence's strategy for economic development has been created based on a three legged stool model with three different strategies... 1. Business Retention & Expansion, 2. Business Marketing & Recruitment, and 3. Entrepreneurs & Innovation. All three of these tactics are vital to achieving the City's economic goals of establishing efforts that seek to create and/or retain jobs. To this end, \$70,000 was budgeted in FY 2016 and is budgeted again in FY 2017.



Highlights

- Attended over sixty (60) community meetings of various groups to coordinate work plans and build relationships
- Coordinated the creation and establishment of the Public Art Committee and the creation of public art policy and program
- Coordinated the creation and establishment of the Economic Development Committee and assisted the committee in establishment of work plan
- Coordinated over 9 meet-ups in conjunction with the Regional Accelerator & Innovation Network with over 150 participants and 84 entrepreneurs
- Completed update to Available Buildings Map
- Completed development of user friendly website for economic development in Florence
- Completed creation of Economic Development strategy including narrowing of specific clusters of businesses to market
- Completed survey of City of Florence businesses in conjunction with business license renewals
- Assisted Downtown Revitalization Team with the proposal to place flower baskets in Old Town

Changes from prior year

- No budgetary changes are allocated for FY 2017

Performance measures

- Property valuation within the City
 - Increased by 1.9% in FY 2016
 - Estimated increase of 2.8% in FY 2017
- Transient Room Tax collections
 - Increased by 13% FY 2014 to FY 2015
 - Estimated increase of 7% FY 2015 to FY 2016



Human Resources

Summary

Human resources oversees and supports the City's compensation and employee benefit programs, training, and employee wellness and safety.

Highlights

- The City Council reviewed, provided input, and adopted a compensation plan and structure for non-represented employees in FY 2015-16.
- Recruitment of a new Human Resources Manager with the employee to start in May 2016.

Changes from previous year

- Training of new Human Resources Manager.
- Continue implementation of the compensation plan.
- Implement a human resource management application.

Performance Measures

Workers Comp Statistics – 2015

The City experienced seven claims, two involving time loss, with a total of 3-time loss days, and total claim cost of \$1,030. The City utilized City County Insurance Services' (CIS) Early Return to Work (ERTW) program to help reduce losses and equipment. The City received two payments from the ERTW program.

Employee Turnover – 2015

The City's turnover percentage was 17.5% for 2015 (2014 - 23%). The breakdown by reason:

- | | |
|--------------------------|---|
| • Interim term completed | 2 |
| • Relocation | 3 |
| • Resigned | 3 |
| • Retired | 2 |
| • Did not pass probation | 2 |

Recruitment – 2015

There were 10 recruitments in 2015.



Compensation

On July 6, 2015, the City Council adopted Resolution No. 19, Series 2015, which updated the Florence Employee Handbook Pay Administration Section. These updates implemented a comprehensive compensation plan for non-represented employees to enable City management to better manage personnel. Salary adjustments consistent with the plan were made in July 2015.

Wellness Program

In 2015, the City formed a Wellness Committee. The goal is to meet regularly to plan wellness events, determine ways to engage employees in the area of healthy living, and encourage them to set and attain personal goals. The Wellness Committee is facilitating employee participation in the Rhody Run during the 2016 Rhododendron Festival. Employees will also participate in the Rhododendron Festival Parade alongside the City float celebrating the 20th anniversary of the Florence Events Center. The parade consists of a 5k route through town. Employees have access to the online *Wellness Portal* that is a free benefit CIS offers to its members. City staff will be able to utilize the portal at their convenience. The system can store an abundance of wellness related data and assist employees with setting health improvement related goals, it also has wireless capabilities.

Safety/Risk Management

The City's Safety Committee consists of one or two members from each City facility. We meet monthly to discuss safety related topics and to also review and give feedback on any employee incident/accident reports which may have been submitted during the prior month. The committee members also conduct safety inspections every month, each City facility is on a quarterly inspection schedule. Our Public Works team ensures that risk related items discovered during an inspection are taken care of in a timely fashion in order to mitigate potential losses of any kind. Recently City Hall was outfitted with a new fire alarm system as the prior system had not been fully functional for a number of years.

Staff Training

City staff receives training from a number of sources. The League of Oregon Cities and City County Insurance Services offer numerous training opportunities throughout the year. Law enforcement personnel utilize the Department of Public Safety and Standards for the majority of their training. Supervisors manage and approve training for their employees. City staff also has access to the CIS Learning Center and are able to register for free online courses and low cost instructor-led classes as approved. The Online Learning Center has nearly 500 work related courses and a significant number of instructor-led courses.



Communications

Summary

The City continues to produce a monthly newsletter, update important information on the City and FEC websites, and is on several media sites. The City newsletter is distributed at the beginning of each month. The website and social media sites are updated nearly daily. City Council meetings are uploaded to Vimeo the day following the City Council meeting.

Highlights

- The City is on Facebook, Twitter, and Instagram.
- City Council meeting videos and other City videos are posted online via Vimeo.
- Both the FEC and City Websites are mobile friendly. They respond to the device being used and the display adjusts accordingly. Updates to the City's website are in development.

Performance Measures

- Increase Facebook Likes to 5,000
- Increase Twitter Followers to 500
- Increase email distribution of City newsletter to 750
- Increase the types of videos posted to the City's Vimeo page, including informational videos

Activity Level

- Newsletter Frequency: Monthly
- Newsletter Electronic Distribution List: 581
- Newsletter Printed Distribution: 150
- Facebook Likes: 576
- Twitter Followers: 360
- Vimeo Video Loads: 39
- Website - 2015
 - Website Sessions: 91,791
 - Devices Used for Sessions: Desktop - 57,968 (63.15%), Mobile – 24,121 (26.28%), Tablet – 702 (10.57%)



- Unique Website Users: 60,418
- Page Views: 234,535

Changes from Previous Year

- Implement an online based newsletter and distribution method
- Finish website upgrade and update

Staffing

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
City Manager	1.00	1.00	1.00	1.00	1.00
Assistant to City Manager/PIO & IT	-	1.00	1.00	1.00	-
Executive Assistant to City Manager	1.00	-	-	-	-
Human Resource Manager	0.75	1.00	1.00	1.00	1.00
City Recorder	1.00	1.00	1.00	1.00	1.00
Project Manager	-	-	-	-	1.00
Intern	-	-	-	-	0.40
Total FTE's	3.75	4.00	4.00	4.00	4.40

Finance and Information Technology

Summary

The finance and information technology department performs accounting, billing and collection, budgeting, financial reporting, payroll, accounts payable, and oversees and coordinates the City's IT strategy, software and hardware acquisitions.

Highlights

- Comprehensive review of financial policies, revenue sources, and business practices and processes was completed during FY 2016
- The City received the Distinguished Budget Award for its FY 2016 budget document
- Additional enhancements to the FY 2016 budget document are provided in the FY 2017 document
- An update to the City's financial accounting systems is planned in FY 2017

Changes from previous year

- Information Technology strategy and coordination will be led by the finance director
- Billing and collection practices will be implemented to increase efficiency and effectiveness and reduce costs
- The upgraded software will help automate many paper dominated processes

Budget Summary

	2013-14	2014-15	2015-16	2015-16	2016-17
	Actual	Actual	Budget	Estimate	Proposed
Finance and Information Technology					
Personnel services	272,681	231,616	355,100	230,100	364,000
Materials and services	130,291	169,905	145,000	281,000	167,300
Operating	402,972	401,521	500,100	511,100	531,300
Capital outlay	70,937	103,171	40,000	32,000	40,000
Debt service					
DEBT SERVICE:PRINCIPAL PAYMENT	14,130	14,668	7,546	7,600	-
DEBT SERVICE: INTEREST PYMT	1,249	717	144	100	-
2011 LOCAP Debt Service	-	-	-	-	15,000
Debt service	15,380	15,385	7,690	7,700	15,000
Transfers	14,760	15,503	14,661	14,700	14,940
Non-operating expenditures	101,077	134,059	62,351	54,400	69,940
Total	504,050	535,580	562,451	565,500	601,240

Performance Measures

- Receive an “Unqualified” opinion from the City’s independent auditor
- Prepare timely and accurate quarterly financial reports – within forty days of quarter end
- Submit the Adopted Budget document to the Government Finance Officers Association for consideration for a Distinguished Budget Award
- Timely and accurately pay vendors 100%
- Timely and accurately prepare payroll 100%
- Timely and accurately bill customers 100%

A goal for fiscal year 2017 is to collect and report on the following performance measures, among others

- Collection rate for customer accounts
- Number of shut-offs – the goal to reduce the number and improve collection percentage
- Earnings rate on investments relative to an appropriate benchmark

Staffing

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Finance Director	1.0	1.0	1.0	1.0	1.0
Assistant Finance Director	1.0	1.0	1.0	1.0	1.0
Accounting Technicians	2.5	2.5	2.0	2.0	2.0
Administrative Assistant	-	-	1.0	1.0	1.0
Total FTE's - Finance	4.5	4.5	5.0	5.0	5.0

Note:

One of the accounting technician positions was previously accounted for in the Public Works Administration budget.

Information Technology

Summary

The City has been operating under a five-year Information Technology (IT) Plan to modernize its IT systems including City-wide connectivity. Beginning in fiscal year 2012, the City established an intranet, updated outdated workstations, implemented a VoIP phone system, upgraded server and backup capabilities, implemented online ticketing for the Florence Events Center (FEC) and online bill pay for utilities, upgraded and expanded its accounting software, updated both the City and FEC websites, and reinforced cyber security. These items were accomplished with the help of Feynman Group, our IT consultants, who are located in Eugene. Fiscal year 2015-16 is the final year of the current IT Plan.

For the past few years, IT technical assistance has been provided on an as requested basis. City staff sees the need to move to a more proactive maintenance approach where systems are monitored continuously to address issues before systems fail, resulting in costly repairs and downtime. The budget includes a change to the maintenance agreement to accomplish this objective.

Highlights

- The City's firewall was updated for increased security and compliance with the justice system
- Acquisition and implementation of Court software
- Replacement of the City Hall server

Changes from previous year

- Finance Director will assume responsibilities for oversight and coordination of IT
- Implementation of continuous systems monitoring
- Update the City's IT Plan
- Implement "Connect" financial systems

Performance Measures

Activity Levels

- | | |
|--------------------------------|----|
| • Servers Supported: | 11 |
| • Desktop Computers Supported: | 72 |
| • Laptops Supported: | 22 |
| • iPads Supported: | 20 |

- Printers/Copiers Supported: 25
- Phones Supported: 101 (System supports 150)
- Data Maintained & Protected*:
 - Total Storage Space: 23.1TB
 - Total Free Space: 6.5TB
 - Total Space Used: 13.9TB

* Please note that the actual data size is less than a third of the total shown. All data is being duplicated multiple times for backup both on the servers locally and at the backup systems. The duplicated data is included with the totals.

Staffing

Finance Director .25 FTE
 Outsourced contract services

Capital Outlay

Description	Amount
IT Strategic Plan	20,000
Server upgrades	20,000
	40,000

City Hall

Summary

Activity associated with the City Hall facility is accounted for within this division. The Public Works Department oversees the maintenance operation.

Highlights

- A needs assessment and facility plan was completed in fiscal year 2016
 - Major findings noted existing building with an expansion and update could meet City's needs up to a near doubling of current population
- Funding is included for the design of the City Hall expansion and modernization

Budget Summary

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Personnel services	52,990	43,920	49,900	48,200	62,200
Materials and services	27,217	27,192	28,200	60,000	35,500
Operations	80,207	71,112	78,100	108,200	97,700
Capital outlay	49,088	40,835	45,000	24,800	150,000
Total	129,294	111,947	123,100	133,000	247,700

Staffing

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Building Maintenance Worker	1.0	1.0	1.0	1.0	1.0

Capital Outlay

Description	Amount
City Hall expansion – design	150,000
	<u>150,000</u>

Non-departmental

Summary

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, may inadvertently impact trend information.

Included in the budget is funding of outside agencies, economic development and emergency management programs and transfers to the Airport and Florence Events Center Funds.

Highlights

- Siuslaw Outreach Services - funding \$20,000
 - Funds are also budgeted in the various utility funds to provide assistance to customers in financial distress
- Rhody Express funding \$31,500
- Funding for economic development program \$70,000
- Funding for emergency management program \$ 8,000
 - Previously funded in the Police Department
- Reduced transfer to FEC (from \$90,000) \$80,000
 - Transfer to FEC reduced to \$60,000 in FY 2016 due to increased transient room tax collections and strength of fund balance
- Increased transfer to Airport (from \$10,000) \$45,000
 - Transfer to Airport increased to \$25,000 in FY 2016 to fund deficit fund balance

Budget Summary

	2013-14	2014-15	2015-16	2015-16	2016-17
	Actual	Actual	Budget	Estimate	Proposed
Materials and services	45,600	47,800	181,500	128,800	129,500
Non-departmental	45,600	47,800	181,500	128,800	129,500
Capital outlay	-	359,481	-	-	-
2010B Bond debt service	-	-	-	-	29,000
2010B Bond - interest	-	-	-	-	-
Debt service	-	-	-	-	29,000
Transfers	59,362	196,725	129,057	114,100	125,000
Total non-operating	59,362	556,206	129,057	114,100	125,000
Total	104,962	604,006	310,557	242,900	254,500

Emergency Management

Summary

The City has taken a leadership role in the regional emergency management group – West Lane Emergency Operations Group (WLEOG). City staff serves as the Chair of that group and has been actively involved in the regional emergency operations plan update occurring during 2015. The Emergency Operations Plan (EOP) was approved by WLEOG in February 2016 and the City Council adopted the EOP on March 7, 2016. In addition to regional efforts, the City has increased the training and preparedness of City staff for small and major emergency situations.

Highlights

- Regional Emergency Operations Plan adopted by WLEOG and City of Florence.
- Continued participation in Lane County Emergency Manager's group.
- City participating as Chair of WLEOG/
- Active shooter community response plan being worked on through WLEOG with a full scale exercise planned for June 2016.
- WLEOG and City participation in statewide Cascadia Rising exercise in June 2016.

Performance Measures

- Participate in Cascadia Rising with WLEOG, Lane County, and State of Oregon.
- Continue to incorporate WLEOG EOP into City procedures.
- Establish additional operational aspects for EOP.
- Utilize Alert Sense for mass communications.
- Develop a Communications Plan.
- Update the Continuity of Government Plan.
- Increase number of staff with Emergency Operations training.

Activity Level

- WLEOG Board Meetings Attended: Once per month
- WLEOG Executive Team Meetings: Once per quarter
- WLEOG Exercise Planning Meetings: One to three per month for various exercises.
- Staff hours contributed to emergency operations planning: 100+

Street Fund

Summary

The Street Division strives to provide 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.

The City of Florence has 39.45 center lane miles (79.06 lane miles) of streets to maintain. Of these, 64.2% are in the very good condition class (PCI range 70-100); 22.9% are considered good (PCI range 50-69) and 12.9% are in poor condition. Although the street system Pavement Condition Index (PCI) average is 71, which is considered very good, there are several streets that require significant capital maintenance. We continue to work on the backlog of projects with available funding, including an increase in the City's street fee of \$0.50 per month per household. Existing resources, together with borrowing of up to \$2.3 million and intergovernmental grants of \$1.64 million during fiscal years 2016-2018, fund \$4.85 million in improvements.



Highlights

- Revenues to support the department's services primarily come from state highway apportionment (State gas tax) and street utility fees
- Completion of the Rhododendron Drive shoulder extension project between 9th and Wildwinds (AKA Rhododendron Drive Multi-use Path Project)
- Pavement Rehabilitation project along Rhododendron Drive from 9th Street to Hwy 101. This project will extend the shoulders to accommodate 6-foot wide bike lanes and a sidewalk on the north and east sides of the street. This project is being completed in conjunction with the 16-inch water main construction project

Changes from previous year

- The single-family Street Fee is increased \$0.50 (from \$5.00 to \$5.50) with a similar ten percent (10%) increase to all street fee components
- Implemented a licensing fee for solid waste, with funding directed to the Street Fund
 - 3.0% of gross receipts increasing 0.5% per year until fee is 5.0%
 - Provides an estimated \$54,000 revenue in fiscal year 2017
- Pavement Preservation Program includes funding to complete a grind and inlay of Rhododendron Drive from 9th Street to Hwy 101
- Slight increase in the cost of electricity to operate the streetlights. We are forecasting a four and a half percent (4.5%) increase from \$117,000 to more than \$124,000 per year
- The Transportation Enhancement Project to add 6-foot wide pervious pavement shoulders along Rhododendron Drive between 9th and Wildwinds streets is scheduled to start construction in June 2016



Did you know?

Completing deferred street capital projects would increase the City's PCI measure from 71 to 81.

Street Fund Budget

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Beginning fund balance	295,506	639,170	322,000	220,648	512,048
Current year resources					
Intergovernmental	596,125	703,698	1,564,098	601,400	1,529,100
Franchise fees	-	-	-	-	54,000
Charges for services	288,338	291,512	318,200	322,000	351,200
Miscellaneous	7,459	24,720	5,400	12,100	2,000
Transfers	-	-	500,000	-	550,000
Debt proceeds	250,000	-	1,300,000	800,000	500,000
Total current year resources	1,141,921	1,019,930	3,687,698	1,735,500	2,986,300
Total resources	1,437,428	1,659,100	4,009,698	1,956,148	3,498,348
Expenditures					
Personal services	57,016	55,413	64,700	63,900	67,700
Materials and services	234,433	229,739	252,000	258,900	263,200
Capital outlay	168,781	789,323	2,100,000	870,600	2,382,800
Transfers	219,577	214,995	220,977	141,000	267,800
Debt service					
2011 LOCAP - principal					22,400
OPB 2014 - principal	59,305	85,627	48,950	49,000	50,400
Siuslaw Bank 2012 - principal	47,331	49,025	50,770	50,800	52,600
FFCO 2015 - principal	-	-	-	-	-
Debt service - principal	106,636	134,652	99,720	99,800	103,000
2011 LOCAP - interest					
OPB 2014 - interest	4,181	8,391	5,372	5,400	4,000
Siuslaw Bank 2012 - interest	7,633	5,939	4,194	4,200	2,400
FFCO 2015 - interest	-	-	80,000	300	67,400
FFCO 2017 - interest	-	-	-	-	-
Debt service - interest	11,815	14,330	89,566	9,900	73,800
Debt service	118,450	148,982	189,286	109,700	176,800
Total expenditures	798,258	1,438,452	2,826,963	1,444,100	3,158,300
Other requirements					
Contingency	-		1,108,770	-	340,048
Unappropriated fund balance	-		-	-	-
Total other requirements	-		1,108,770	-	340,048
Total expenditures and other requirements	798,258	1,438,452	3,935,733	1,444,100	3,498,348

Financial Summary and Benchmark Analysis

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Resources over (under) expenditures	343,663	(418,522)	860,735	291,400	(172,000)
Beginning fund balance	295,506	639,170	322,000	220,648	512,048
Ending fund balance	639,170	220,648	1,182,735	512,048	340,048

Fund balance analysis

Desired minimum cash 60 days	85,200	83,400	89,600	77,300	99,800
One years debt service	118,500	149,000	189,300	109,700	176,800
Major repair	50,000	50,000	50,000	50,000	50,000
Total minimum fund balance	253,700	282,400	328,900	237,000	326,600
Fund balance above/(below) minimum	385,470	(61,752)	853,835	275,048	13,448
Fund balance within policy	Y	N	Y	Y	Y

Performance Measures

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



Effectiveness Measures

	2014	2015	2016	2017
<i>Number of complaints regarding high weeds, grass or vegetation obstructing visibility.</i>	3	8	6	5
<i>Number of complaints regarding street conditions</i>	8	8	12	8
<i>Overall Pavement Condition Index (PCI) of street system</i>	71	71	71	71

Staffing

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Utility Worker	1.0	1.0	1.0	1.0	1.0

Capital Outlay

Description	Funding Source	Priority	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
<i>Facilities and equipment</i>					
Row Mower	Street	1	100,000	99,800	-
<i>Street maintenance</i>					
Crack/hot oil chip seal	Street	1	100,000	70,800	75,000
<i>Preservation and improvement</i>					
Rhody Drive - Hwy 101 to 9th Street	Street	1	440,000	370,100	-
Spruce Street Culvert Bridge	Street	1	50,000	-	50,000
Unidentified new development	SDCs	2	300,000	-	-
<i>Multi-modal facilities</i>					
Bike lanes	Street	1	10,000	7,500	-
Sidewalks and ADA ramps	Street	1	50,000	15,000	50,000
Rhody multiuse path	ODOT/Street/SDCs	1	1,050,000	307,400	957,800
Siuslaw Estuary trail	Street	1	-	-	250,000
			2,100,000	870,600	2,382,800

9-1-1 Tax Fund

Summary

The 9-1-1 Emergency 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).

Funds are transferred to the City's General Fund for the operation of the PSAP through the Emergency Communications Division of the Police Department.

Highlights

- The cost allocation formula for this program was reviewed with the participating agencies, including the police department
- The inputs and assumptions used in the cost allocation formula are dated
- Participating agencies agreed to update the information and update the methodology

Changes from previous year

- The full cost of the emergency dispatch operation has been budgeted in this fund
- Transfers to the general fund are for police management, building occupancy, and administrative, financial and financial services
- The police department funds their allocable share of the cost allocation via transfers from the police department in the general fund
- A balance of previously set aside 911 taxes by the other participating agencies, held by Lane Council of Governments (LCOG) is included as a transfer and is retained as a fund balance

9-1-1 Fund Budget

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Beginning fund balance	12,999	-	4,850	-	-
Current year resources					
Intergovernmental	115,112	55,506	58,127	56,000	215,000
Charges for services	175,902	145,779	151,930	151,900	677,700
Miscellaneous	75	85	-	-	-
Transfers	-	-	-	-	519,900
Total current year resources	291,089	201,370	210,057	207,900	892,700
Total resources	304,088	201,370	214,907	207,900	892,700
Expenditures					
Personnel services	-	-	-	-	531,100
Materials and services	-	-	-	-	80,900
Capital outlay	119,127	-	-	-	16,800
Transfers	184,961	201,370	214,907	207,900	126,900
Total expenditures	304,088	201,370	214,907	207,900	755,700
Other requirements					
Contingency	-	-	-	-	137,000
Total expenditures and other requirements	304,088	201,370	214,907	207,900	892,700

Room Tax Fund

Summary

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%).

Highlights

- TRT collections in fiscal year 2016 are estimated to be 8.0% greater than fiscal year 2015
- TRT collections are projected to increase approximately 5.5% above fiscal year 2016 collections

Changes from the previous year

- Excess collections relative to budgeted allocations have created sufficient fund balance to fund payments for tourism promotion and FEC funding without internal borrowing

	2013-14	2014-15	2015-16	2015-16	2016-17
	Actual	Actual	Budget	Estimate	Proposed
Beginning fund balance	8	33,586	45,886	60,073	60,173
Current year resources					
Taxes	282,778	319,287	314,900	345,400	364,400
Total current year resources	282,778	319,287	314,900	345,400	364,400
Total resources	282,786	352,873	360,786	405,473	424,573
Expenditures					
Materials and services	50,000	126,000	126,000	138,100	145,800
Transfers	199,200	166,800	201,200	207,200	218,600
Total expenditures	249,200	292,800	327,200	345,300	364,400
Other requirements					
Contingency	-	-	33,586	-	60,173
Total expenditures and other requirements	249,200	292,800	360,786	345,300	424,573

	2013-14	2014-15	2015-16	2015-16	2016-17
Financial Summary	Actual	Actual	Budget	Estimate	Proposed
Resources over (under) expenditures	33,578	26,487	(12,300)	100	-
Beginning fund balance	8	33,586	45,886	60,073	60,173
Ending fund balance	33,586	60,073	33,586	60,173	60,173
Fund balance analysis					
Desired minimum fund balance - 30 days	20,800	24,400	27,300	28,800	30,400
Fund balance above/(below) minimum	12,786	35,673	6,286	31,373	29,773
Fund balance within policy	Y	Y	Y	Y	Y

Did you know?

Lane County (5.0%) and the State of Oregon (1.0%) also collect a transient room tax within the City of Florence for a total 10.0% tax.

Florence Events Center Fund

Summary

The Florence Events Center (FEC) Fund accounts for the activities of the FEC. The primary sources of revenues consist of rental fees, ticket sales and event fees, intergovernmental revenues such as the Rural Tourism Marketing Project (RTMP) and operating transfers of Transient Room Tax (TRT) revenue from the Room Tax Fund, and a General Fund transfer subsidy.



The FEC is unique in that it is the only combination Conference Center and Professional Theater of its size serving a community with a population of 20,000 or less in the state of Oregon. The FEC provides a valuable and accessible service to the community enabling them to enjoy theater productions as well as a gathering place for a variety of occasions. The FEC also offers equipment rentals for off-site functions, which makes it convenient and safer for those in our community to remain local. Additionally, the FEC generates revenue for the business community as it draws attendees from outside our area for special events, conferences and festivals. Travel Lane County has distributed an economic impact equation that estimates a two-day conference with 100 attendees will generate approximately \$29,800 in revenue within the City.

Celebrating its twenty-year anniversary, the FEC has been widely utilized with an average of 400 events per year. By the end of 2015, the FEC hosted 7,434 events since its construction in 1996. In 2015 the FEC hosted 416 events with 363 being local users and the remaining 53 from out of the area. The FEC is often stated to be one of the primary reasons why people chose to relocate or retire in Florence.

Highlights

- **20 Year Anniversary** celebration featuring Dancing with the Sea Lions / 1996-2016
- In 2015, the Friends of FEC contributed a total of **\$18,279** towards the FEC
- Friends of FEC awarded **\$4,300** in performance grants to local non-profit orgs in 2015
- The FEC provided a 50% rental fee discount for local school functions
- The FEC provided a 5% rental fee discount for non-profit organizations
- Conference Incentive - 30% rental fee discount through Business Opportunity Fund

Changes from the previous year

- The general fund subsidy was reduced \$30,000 in fiscal year 2016 due to good performance of other revenue sources

- To account for full costs of the FEC, the FEC budget includes a transfer to the general fund to pay for administrative services
- Despite the increased transfer to the general fund, the budgeted general fund subsidy is reduced from last year's budget of \$90,000 to \$80,000

Florence Events Center Fund Budget

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Beginning balance	320,348	328,077	328,077	303,718	392,880
Current year resources					
Intergovernmental	82,821	85,782	88,000	92,400	123,000
Charges for services	182,768	206,742	170,500	221,300	241,000
Miscellaneous	119,277	122,122	132,000	126,800	139,500
Transfers	202,635	315,271	291,600	350,562	300,900
Current year resources	587,500	729,917	682,100	791,062	804,400
Total resources	907,848	1,057,994	1,010,177	1,094,780	1,197,280
Expenditures					
Personnel services	219,358	267,988	310,200	247,600	326,000
Materials and services	284,303	327,671	304,800	386,800	388,000
Capital outlay	21,917	158,617	75,000	67,500	102,500
Transfers	54,193	-	-	-	47,900
Total expenditures	579,771	754,276	690,000	701,900	864,400
Other requirements					
Contingency	-	-	320,177	-	253,875
Reserved fund balance	-	-	-	79,005	79,005
Total other requirements	-	-	320,177	79,005	332,880
Total expenditures and other requirements	579,771	754,276	1,010,177	780,905	1,197,280



Financial Summary	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Resources over (under) expenditures	7,729	(24,359)	(7,900)	89,162	(60,000)
Beginning balance	320,348	328,077	328,077	303,718	392,880
Ending balance	328,077	303,718	320,177	392,880	332,880

Fund balance analysis	Actual	Actual	Budget	Estimate	Proposed
Desired minimum fund balance (60 days cash plus \$100,000 plus reserved)	196,600	225,700	215,000	296,000	323,100
Fund balance above/(below) minimum	131,477	78,018	105,177	96,880	9,780
Fund balance within policy	Y	Y	Y	Y	Y

Performance Measures

- The FEC hosted 416 events in 2015, 13% were from out of the area
- Approximately 42,000 people attended events at the FEC in 2015
- FEC Volunteers contributed **4,724 total hours** in 2015
- In 2015 the FEC Box Office generated \$109,647.00 in ticket sales and \$48,045.00 in online ticket sales. 70% of the tickets were purchased through the box office with 30% of the purchases were made online
- In 2015 the theater/stage was utilized a total of 190 days out of the year including performances and rehearsals. The flat floor meeting rooms were utilized 201 days

Staffing

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
FEC Office Coordinator	1.0	1.0	1.0	1.0	1.0
Marketing Specialist & Event Coordinator	-	1.0	1.0	1.0	1.0
Maintenance Tech	1.0	1.0	1.0	1.0	1.0
Events Center Director	1.0	1.0	1.0	1.0	1.0
Total FTE's	3.0	4.0	4.0	4.0	4.0

Capital Outlay

Description	Funding Source	Priority	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Roof repair	FEC	1	50,000	50,000	-
Equipment	FEC	1	25,000	17,500	-
LED replacement	FEC	1-2	-	-	85,000
Total			75,000	67,500	85,000

Water Fund

Summary

The City's water system derives its source from the North Florence Sole Source Dunal Aquifer. The City currently operates 12 wells, three reservoirs and three pump stations, and delivers water to over 3,800 customer connections through approximately 62 miles of water mains. Presently, the City is able to produce and treat 3.0 million gallons of water per day through its state of the art treatment facilities.

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.

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. Our mission is to provide safe, reliable, cost-effective water supplies and outstanding customer service in an environmentally sensitive manner. 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.



Highlights

- Funding to fully integrate our water meters into a radio read technology.
 - Currently 36% of the water meters are read manually, 17% are touch read meters, and 47% are an older radio read meter system.
 - Upgrading to a fully integrated radio read system will reduce the time to read meters from 48 hours per month to less than 6 hours per month
- The City enters into the fourth year of an outside services contract to repair and recoat the water reservoirs. The annual cost of the contract is \$250,000
- The budget includes \$1.4 million in debt proceeds to fund major capital improvements – sufficient to fund scheduled capital projects and maintain a stable fund balance over the next five years
 - Install a new 8-inch water line across Hwy 101 at 8th Street ahead of ODOT's paving project of Hwy 101 in 2018
 - 16-inch water main on Rhododendron Drive from Kingwood to 9th streets
 - 16-inch water main on Kingwood from Rhododendron Drive to 2nd Street
 - 12-inch water main from Kingwood to Hwy 101 along Rhododendron
 - 12-inch water line extension along Hwy 126 from Upas Street to Vine Street
- Continuation of \$7,500 in funding to SOS for assistance to financially distressed customers

Changes from previous year

- Revenue includes a 1.0% (CPI) increase to water service charges
- The rate structure may be adjusted mid-year pending recommendations by the ad hoc finance committee
 - Rate adjustments are to be revenue neutral
- Transfers to public works administration
 - The methodology to allocate public works administration was reviewed and updated
 - The Water/Wastewater Treatment Plant Superintendent has been reorganized to provide management of water and wastewater treatment operations



Fiscal Year 2016-17

Water Fund Budget

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Beginning fund balance	532,411	568,107	465,766	594,425	1,119,248
Current year resources					
Intergovernmental	27,977	11,595	-	-	-
Charges for services	2,003,239	2,076,897	2,098,000	2,157,800	2,134,900
Miscellaneous	16,877	35,853	17,000	17,800	16,500
Transfers	-	-	550,000	350,000	300,000
Debt proceeds	-	-	1,500,000	100,000	1,400,000
Total current year resources	2,048,094	2,124,345	4,165,000	2,625,600	3,851,400
Total resources	2,580,504	2,692,452	4,630,766	3,220,025	4,970,648
Expenditures					
Salaries	-	-	218,800	198,300	207,600
Personnel services	327,122	328,531	347,800	316,900	347,000
Materials and services	410,763	379,583	387,587	408,900	417,600
Capital outlay	415,135	666,762	1,210,000	705,800	2,225,000
Debt service					
OPB - 2011 - principal	21,777	20,605	10,685	10,700	-
SPWF - principal	97,053	102,700	-	-	-
2003 Water Bond - principal	164,094	-	-	-	-
Siuslaw Bank - principal	38,811	40,201	41,632	41,600	43,131
2011 Bond - principal	-	-	-	-	24,900
2016 - FFCO	-	-	-	-	-
Debt service - principal	321,735	163,506	52,317	52,300	68,031
OPB - 2011 - Interest	-	1,167	204	200	-
SPWF -interest	11,623	5,976	-	-	-
Siuslaw Bank - interest	6,259	4,870	3,439	3,400	2,000
2003 Water Bond - interest	31,767	-	-	-	-
2011 Bonds - interest	-	-	-	-	20,700
2016 - FFCO - interest	-	-	115,314	1,600	51,600
Debt service - interest	49,650	12,013	118,957	5,200	74,300
Debt service financing fees	-	-	-	-	-
Debt service	371,385	175,519	171,274	57,500	142,331
Transfers	486,371	547,629	611,413	613,300	654,900
Total expenditures	2,010,778	2,098,024	2,728,074	2,102,400	3,786,831
Other requirements					
Contingency	-	-	552,692	-	1,183,817
Unappropriated ending fund balance	-	-	1,350,000	-	-
Total other requirements	-	-	1,902,692	-	1,183,817
Total expenditures and other requirements	2,010,778	2,098,024	4,630,766	2,102,400	4,970,648

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Financial Summary and Benchmarks					
Resources over (under) expenditures	37,316	26,321	1,436,926	523,200	64,569
Beginning fund balance	532,411	569,727	465,766	596,048	1,119,248
Ending fund balance	569,727	596,048	1,902,692	1,119,248	1,183,817
Desired minimum ending fund balance					
Operating - 2 months operating expenditures	197,000	201,000	217,000	215,000	189,000
Emergency capital repairs	250,000	250,000	250,000	250,000	250,000
Debt service - one year debt service	416,000	223,000	218,000	104,000	142,000
Total desired minimum fund balance	863,000	674,000	685,000	569,000	581,000
Ending fund balance over/(under) minimum desired fund balance	(293,273)	(77,952)	1,217,692	550,248	602,817
Meets policy	N	N	Y	Y	Y
Debt coverage					
Revenue	2,006,491	2,081,410	2,102,200	2,157,800	2,134,900
Operating expenditures	1,179,239	1,208,459	1,300,487	1,292,800	1,419,500
Net revenue	827,252	872,951	801,713	865,000	715,400
Debt service					
Debt paid in fund	371,385	175,519	171,274	57,500	142,331
Debt transfers	45,019	47,284	46,313	46,300	-
Total debt service	416,404	222,803	217,587	103,800	142,331
Debt coverage ratio (DCR)	1.99	3.92	3.68	8.33	5.03
Debt capacity					
Net revenue	827,252	872,951	801,713	865,000	715,400
Less:					
Debt service @1.25 DCR	(520,505)	(278,504)	(271,984)	(129,750)	(177,914)
Net available revenue for debt service	306,747	594,447	529,729	735,250	537,486
Annual debt service per \$1 million at 4.0%	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
Debt capacity - 1.25 DCR, 20 years, 4.0% - in millions	3.34	6.46	5.76	7.99	5.84

Performance Measures

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

Effectiveness Measures

	2013	2014	2015	2016 Est
<i>Total water produced (in millions of gallons)</i>	343.20	363.90	392.69	360
<i>Unaccounted for water (Water loss)</i>	0.27%	3.71%	5.3%	4%
<i>Percentage of water samples taken that meets or exceeds water quality standards</i>	100%	100%	100%	100%
<i>Number of line repairs completed</i>	16	17	17	16
<i>Number of residential meters retrofitted to radio read meters.</i>	100	100	70	1413

Staffing

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Water Plant Operators	2.0	2.0	2.0	2.0	2.0
Utility Worker	2.0	2.0	2.0	2.0	2.0
Field Assistant	1.0	1.0	1.0	1.0	1.0
Total FTE's	5.0	5.0	5.0	5.0	5.0



Capital Outlay

	Funding Source	Priority	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Maintenance					
<i>Facilities and equipment</i>					
Emergency generator	Rates	1	30,000	39,000	-
Crane for truck	Rates	1	25,000	23,300	-
Meter replacement/upgrade	Rates	2	-	-	400,000
Vehicles	Rates	2	-	-	-
<i>Well rehabilitation</i>	Rates	1	55,000	19,500	55,000
<i>Pump stations</i>	Rates	1	-	-	-
<i>Reservoirs</i>	Rates	2	250,000	250,000	250,000
<i>Waterline replacements:</i>					
12" along Hwy 101, 2nd to Hwy 126	Rates	0	300,000	24,000	-
8" crossing Hwy 101 at 8th St	Rates	1	-	-	100,000
Upgrade to 16" Kingwood/2nd to Rhody and on Rhody Kingwood to 9th	Rates/SDCs	2	-	-	280,000
Munsel Lake Rd/North Fork Rd	Rates	0	-	-	50,000
12" Rhody/Kingwood to Hwy 101	Rates/SDCs	1	-	-	25,000
Total maintenance			660,000	355,800	1,160,000
Expansion					
Well #13	SDC's	0	350,000	350,000	-
12" along Hwy 101, 2nd to Hwy 126	SDC's	0	200,000	-	-
Upgrade to 16" Kingwood/2nd to Rhody and on Rhody Kingwood to 9th	SDC's	2	-	-	840,000
12" Rhody/Kingwood to Hwy 101	SDC's	1	-	-	75,000
12" Upas St to Vine St, across Hwy 101	SDCs	1	-	-	150,000
12" Vine St to Xylo St	SDCs/Reimb	2	-	-	-
Total expansion			550,000	350,000	1,065,000
Total capital outlay			1,210,000	705,800	2,225,000

- 0 Continuing project
- 1 High priority - required for safe operation of system
- 2 Medium priority - recommended for safe operation of system
- 3 Low priority - scheduled but not required presently

Wastewater Fund

Summary

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. 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 3,700 customer connections.

The Wastewater Division is responsible for collecting and conveying wastewater from customers to the treatment plant in a well-maintained collection system, free of stoppages and spills. The wastewater collection system includes many miles of wastewater pipes and numerous wastewater pumping stations. The pumping stations provide a means of moving wastewater from areas lacking gravity sewer lines to an adjacent area where gravity lines exist.

The Wastewater Treatment Plant is located off of Rhododendron Drive at river mile 3.7. 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, our 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.

Our mission is to provide cost effective and efficient wastewater collection, treatment and bio-solids handling operations that are compliant with federal and state regulations, which will ensure a clean and safe environment for future generations.

Highlights

- During the current fiscal year, staff has been working with Lane County on providing wastewater service to Harbor Vista County Campground. Engineering will be completed summer of 2016 with construction anticipated to start in the fall
- Increased capital expenditures to replace or repair major equipment and components at the wastewater treatment plant that have been deferred
- Sewer line extensions along the west side of Hwy 101 from Munsel Lake Road to City Limits
- Extension of sewer line along east side of Hwy 101 from 52nd Street sewer pump station to annexed properties in the UGB
- Sewer line extension along Munsel Lake Road
- Continuation of \$7,500 funding to SOS for financial assistance to financially distressed customers

Wastewater Fund Budget

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Beginning fund balance	813,347	1,026,177	1,217,235	1,257,787	736,687
Current year resources					
Intergovernmental	-	-	200,000	-	200,000
Charges for services	2,906,052	2,989,025	3,037,100	3,059,700	3,126,000
Miscellaneous	36,121	38,083	27,400	34,800	371,000
Transfers	-	-	140,000	40,000	280,700
Debt proceeds	150,000	-	-	-	-
Total current year resources	3,092,173	3,027,108	3,404,500	3,134,500	3,977,700
Total resources	3,905,521	4,053,285	4,621,735	4,392,287	4,714,387
Expenditures					
Personnel services	405,184	417,485	437,600	417,600	320,300
Materials and services	438,699	409,934	458,500	468,900	496,500
Capital outlay	278,432	110,001	1,180,000	918,000	1,706,000
<i>Debt service</i>					
OPB 2011 - principal	8,753	9,069	4,764	4,600	-
SPW #R33422 - principal	241,756	241,756	241,756	241,800	241,800
Siuslaw Bank - principal	9,466	9,855	10,154	10,200	10,500
OBDD SPW - principal	18,458	18,527	23,598	23,600	23,700
OPB 2014 - Principal	-	28,492	28,749	28,700	29,600
Debt service - principal	278,434	307,699	309,021	308,900	305,600
OPB 2011 - interest	774	458	89	100	89
Siuslaw Bank - interest	1,527	1,138	839	800	500
OBDD SPW - interest	21,551	21,181	20,811	20,800	20,400
OPB 2014 - Interest	-	3,411	3,155	3,200	2,300
2010B - Interest					851,900
2011 Bonds - interest					4,900
Debt service - interest	23,851	26,188	24,894	24,900	880,089
Debt service financing fee	11,786	22,362	22,362	22,400	21,200
Debt service	314,071	356,249	356,277	356,200	1,206,889
Transfers	1,453,027	1,501,829	1,494,478	1,494,900	719,300
Total expenditures	2,889,413	2,795,498	3,926,855	3,655,600	4,448,989
Other requirements					
Contingency	-	-	300,000	-	265,398
Unappropriated ending fund balance	-	-	394,980	-	-
Total other requirements	-	-	694,980	-	265,398
Total expenditures and other requirements	2,889,413	2,795,498	4,621,835	3,655,600	4,714,387

Fund Summary and Financial Benchmarks

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Resources over (under) expenditures	202,761	231,610	(522,355)	(521,100)	(471,289)
Beginning fund balance	813,347	1,026,177	1,217,235	1,257,787	736,687
Ending fund balance	1,016,108	1,257,787	694,880	736,687	265,398

Fund balance analysis

Operating - 60 days operating costs	238,000	244,000	256,000	254,000	256,000
Emergency capital repair	250,000	250,000	250,000	250,000	250,000
Debt service - one year	1,180,000	1,221,000	1,214,000	1,213,000	1,207,000
Desired minimum fund balance	1,668,000	1,715,000	1,720,000	1,717,000	1,713,000
Ending fund balance over/(below) desired minimum fund balance	(651,892)	(457,213)	(1,025,120)	(980,313)	(1,447,602)
Meets policy	N	N	N	N	N

Debt coverage

Revenue	2,906,052	2,989,025	3,037,100	3,059,700	3,126,000
Operating expenditures	1,430,852	1,464,015	1,533,300	1,524,200	1,536,100
Net revenue	1,475,200	1,525,010	1,503,800	1,535,500	1,589,900
Debt service					
Debt paid in fund	314,071	356,249	356,277	356,200	1,206,889
Debt transfers	866,058	865,233	857,278	857,200	-
Total debt service	1,180,129	1,221,482	1,213,555	1,213,400	1,206,889
DCR	1.25	1.25	1.24	1.27	1.32

Debt capacity

Net revenue				1,535,500	1,589,900
Less:					
Debt service @1.25 DCR				(1,516,750)	(1,508,611)
Net available revenue for debt service				18,750	81,289
Annual debt service per \$1 million at 4.0%				73,582	73,582
Annual debt service per \$1 million at 4.0%-1.25 DCR				91,977	91,977
Debt capacity - 1.25 DCR, 20 years, 4.0% - in millions				0.2	0.9

Changes from the previous year

- Revenue includes a 1.0% (CPI) increase to wastewater service charges
- Increase in capital expenditures to replace or repair critical capital equipment at the wastewater treatment plant

- Transfers to public works administration
 - The methodology to allocate public works administration was reviewed and updated
- The Water/Wastewater Treatment Plant Superintendent has been reorganized to provide management of water and wastewater treatment operations
- The rate structure may be adjusted mid-year pending recommendations by the ad hoc finance committee
 - Rate adjustments are to be revenue neutral

Performance Measures

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

Effectiveness Measures

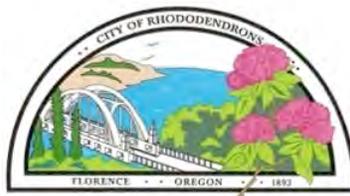
	2013	2014	2015	2016 Est
<i>Total Wastewater Plant Flows (in millions of gallons)</i>	268.2	239.1		
<i>Amount of solids produced (in wet tons)</i>	757.8	537.9		
<i>Amount of solids diverted for composting (in wet tons)</i>	161.0	105.0	160.0	160.0
<i>Number of wastewater pump stations maintained</i>	38	38	38	38
<i>Number of STEP systems inspected</i>	28	28	28	29
<i>Lineal feet of wastewater lines cleaned</i>	38,015	34,003		34,000
<i>Lineal feet of wastewater lines video inspected</i>	6,984	7,747		7,000
<i>Number of spot repairs completed</i>	6	11		5
<i>Number of sewer surcharges (overflows)</i>	0	0	1	0

Staffing

	2013-14	2014-15	2015-16	2015-16	2016-17
Position	Actual	Actual	Budget	Estimate	Proposed
WWTP Supervisor	1.0	1.0	1.0	1.0	-
Wastewater Treatment Operators	3.0	3.0	3.0	3.0	3.0
Utility Worker	1.0	1.0	1.0	1.0	1.0
Total FTE's	5.0	5.0	5.0	5.0	4.0

Capital Outlay

	Funding		2015-16	2015-16	2016-17
Description	Source	Priority	Budget	Estimate	Proposed
Maintenance					
<i>Facility and equipment</i>					
Replace boiler	Rates	1	60,000	60,000	-
Rebuild clarifiers	Rates	1	40,000	82,400	85,000
Replace Slurry Cup	Rates	1	25,000	12,200	-
Used front end loader	Rates	2	75,000	82,500	-
Used trommel screen	Rates	2	60,000	-	-
Replace TVI camera	Rates	2	50,000	67,600	-
Paving	Rates	2	15,000	29,300	-
Replace air handling equipment/difusers	Rates	1	-	-	185,000
Methane burner	Rates	1	-	-	31,000
GORE cover for compost operations	Rates	2	-	-	75,000
Vehicle - pickup truck	Rates	2	-	-	40,000
Storage building - WWTP	Rates	2	15,000	-	15,000
<i>Pump Stations</i>					
Maple Street pump station rehab	Rates	1	40,000	31,500	-
31st St pump station/Lilly pump station	Rates	1	-	-	40,000
<i>Sewerline replacement:</i>					
5th Street crossing - Hwy 101 (Rhody Drive)	Rates	1	150,000	-	-
Gravity sewer - Rhododendron	Rates	0	310,000	372,900	-
Unidentified projects	Rates	2/3		58,900	150,000
Total maintenance			840,000	797,300	621,000
Expansion					
Harbor Vista sewer extension	SDCs/IGA	1	300,000	80,700	400,000
Munsel Lake Road sewer extension	Rates/Reimb	1	-	-	50,000
Rhody gravity sewer	SDCs	1	40,000	40,000	-
Hwy 101 extension - Munsel Lake Rd to City limits	Rates/Reimb	2	-	-	635,000
Total expansion			340,000	120,700	1,085,000
Total capital outlay			1,180,000	918,000	1,706,000



City of Florence
A City in Motion

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Stormwater Fund

Summary

The Stormwater Division is responsible for operating and maintaining the City's stormwater management collection system. The program has three objectives:

- Convey stormwater effectively to prevent localized flooding,
- Provide adequate water quality treatment of stormwater runoff to meet regulatory requirements, and
- Conduct street sweeping operations as a best management practice for stormwater management

Sweeping City streets on a frequent and regular basis helps to keep larger debris from going down storm drains, and sweeping with a regenerative air unit, such as ours, also removes all of the fine dust particulates out of the cracks and crevices. More often than not, fine dust particulates can be more damaging to stormwater runoff than larger debris. This dust can contain several different contaminants and toxins like vehicle lubricants, coolants and brake dust, petroleum products used in pavements as well as other contaminants that fall on road surfaces and where there is intense parking such as Old Town.



Whenever there is a rain event, anything left on the paved surface will be picked up by the stormwater runoff and flow into our local waterways. Our street sweeping program consists of sweeping all the public streets once per month and the streets within Old Town once per week.

The Stormwater Fund has proven itself to be a model for the other utility enterprise funds within the City. It is efficient, effective, sustainable and provides an outstanding service to the community. Our mission is to provide stormwater management in a cost efficient and effective manner that fully meets all regulations and does not negatively impact local rivers and streams, and to develop and preserve our drainage infrastructure in a manner that meets the community's needs.

Highlights

- Completion of the 1st Street stormwater project
- Completion of stormwater improvements in conjunction with the Rhododendron Drive 16-inch water main and street reconstruction project
- Completion of stormwater improvements within Kingwood Street in conjunction with the 16-inch water main and street reconstruction project
- Complete engineering study and design for a stormwater project in the Pine Court and Willow Loop area

Changes from previous year

- Revenue includes a 1.0% (CPI) increase to stormwater service charges
- Transfers to public works administration
 - The methodology to allocate public works administration was reviewed and updated
- Funding for construction of two priority projects

Stormwater Fund Budget

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Beginning fund balance	471,746	735,470	868,803	927,558	906,758
Current year resources					
Charges for services	510,017	512,317	522,000	522,100	527,300
Miscellaneous	-	174	1,500	1,800	1,500
Debt proceeds	-	-	-	-	-
Total current resources	510,017	512,491	523,500	523,900	528,800
Total resources	981,763	1,247,961	1,392,303	1,451,458	1,435,558
Expenditures					
Personnel services	63,684	57,935	64,900	64,300	67,300
Materials and services	49,918	38,954	62,600	57,800	66,900
Capital outlay	13,535	95,048	520,000	312,000	645,000
Debt service					
Sweeper lease - principal	21,642	22,753	-	-	-
Sweeper lease - interest	1,980	868	-	-	-
2010 Bonds	-	-	-	-	17,000
2021 Debt	-	-	-	-	-
Debt service	23,621	23,621	-	-	17,000
Transfers	95,535	104,845	110,550	110,600	120,800
Total expenditures	246,293	320,403	758,050	544,700	917,000
Other requirements					
Contingency	-	-	150,000	-	163,700
Unappropriated ending fund balance	-	-	484,253	-	354,858
Total other requirements	-	-	634,253	-	518,558
Total expenditures and other requirements	246,293	320,403	1,392,303	544,700	1,435,558

Fund Summary and Financial Benchmarks

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Resources over (under) expenditures	263,724	192,088	(234,550)	(20,800)	(388,200)
Beginning fund balance	471,746	735,470	868,803	927,558	906,758
Ending fund balance	735,470	927,558	634,253	906,758	518,558

Fund balance analysis

Operating working capital - 2 months	35,000	34,000	40,000	39,000	43,000
Major emergency repair	200,000	200,000	200,000	200,000	200,000
One year debt service	24,000	24,000	-	-	17,000
Total minimum desired fund balance	259,000	258,000	240,000	239,000	260,000
Ending fund balance over (under) minimum desired fund balance	476,470	669,558	394,253	667,758	258,558
Meets policy	Y	Y	Y	Y	Y

Debt Coverage

Revenue	510,017	512,317	522,000	522,100	527,300
Operating expenditures, including operating transfers	192,010	184,628	221,100	215,700	255,000
Net revenue	318,008	327,689	300,900	306,400	272,300
Debt service	40,748	40,727	16,950	17,000	17,000
Debt coverage ratio (DCR)	7.8	8.0	17.8	18.0	16.0

Performance Measures

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

Effectiveness Measures

	2013	2014	2015	2016
<i>Number of water quality facilities maintained</i>	1	1	2	3
<i>Number of catch basin sumps cleaned</i>	1,000	1,000	1,000	1,000
<i>Percentage of storm line system cleaned (Goal: 33% annually)</i>	12%	20%	20%	33%
<i>Percentage of storm line video inspected (Goal: 20% annually)</i>	18%	20%	20%	20%
<i>Catch basin cleaning (Goal: Clean 100% of catch basins annually)</i>	100%	100%	100%	100%

Staffing

	2013-14	2014-15	2015-16	2015-16	2016-17
Position	Actual	Actual	Budget	Estimate	Proposed
Utility Worker I	1.0	1.0	1.0	1.0	1.0

Capital Outlay

Description	Funding Source	Priority	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Facility and equipment	Rates	1-3	20,000	-	20,000
Siano Loop storm drain project	Rates	0	150,000	280,000	-
Old Town storm drain project	Rates		200,000	6,000	-
Engineering	Rates	0		-	-
Construction - 1st St Ivy to Hemlock	Rates	1		-	350,000
Construction - Hemlock St. 1st to 6th	Rates	1		-	
Construction - 6th St. Hemlock to Juniper	Rates	2		-	
Rhododendron Drive Stormwater	Rates	1	-	-	240,000
Spruce Street North of Munsel Lake	Rates	1	75,000	-	
Pine Court Stormwater Pump Station	Rates	2	75,000	26,000	35,000
Total capital outlay			520,000	312,000	645,000

System Development Charge Funds

Summary

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. To ensure the dollars for the respective SDC's, which have considerable regulation, 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 expansion related projects. Additionally, during the current fiscal year each of the funds includes 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. The Stormwater SDC Fund also includes funding for a master plan update, which will inform the SDC study work.

The SDC effort for the water, wastewater and street SDC's is well under way. Upon determining the maximum amount of SDC's the City's finance consultant and City staff will engage the ad hoc finance committee, City Council, builders, developers and interested parties with policy discussions and implications related to a range of potential decisions, from having no SDC's to charging the maximum SDC. This effort is anticipated to begin during Summer 2016, with policy decisions by the end of 2016. Stormwater master plan and SDC work will follow thereafter.

Changes from previous years

In previous years budgets the City reserved fund balances by classifying dollars that were not specifically appropriated to materials and services, capital outlay or transfers to the unappropriated ending fund balance category. This practice does not allow the governing board the flexibility to adjust budgets during the year, if necessary, without reconvening the budget committee. The budget utilizes a contingency appropriation instead to provide the governing board the flexibility to adjust spending appropriations, if necessary, during the year without having to reconvene the budget committee. For example, if a qualified project cost exceeds its original budget amount, it would not be possible to adjust the transfer amount from the SDC Fund to pay the cost, without reconvening the budget committee.



Water SDC Fund

Summary

The budget includes funds for SDC consulting work described above (\$15,000), bank charges associated with visa payments received (\$1,000), and a transfer to the Water Fund to fund the construction of Well #3 (\$350,000) and upsizing waterlines (\$200,000).

Highlights

- Transfer to Water Fund to pay for qualified improvement projects
- Positive trend in SDC collections

Changes from the previous year

- No changes from previous year

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Beginning fund balance	280,653	387,340	529,740	527,157	288,857
Current year resources					
Charges for services	44,532	77,754	75,000	99,100	99,000
Miscellaneous	4,476	4,939	4,000	4,700	2,000
Transfers	58,000	58,000	24,000	24,000	-
Total current year resources	107,008	140,693	103,000	127,800	101,000
Total resources	387,661	528,033	632,740	654,957	389,857
Expenditures					
Materials and services	321	876	16,000	16,100	2,500
Transfers	-	-	550,000	350,000	300,000
Total expenditures	321	876	566,000	366,100	302,500
Other requirements					
Contingency	-	-	66,740	-	87,357
Unappropriated ending fund balance	-	-	-	-	-
Total other requirements	-	-	66,740	-	87,357
Total expenditures and other requirements	321	876	632,740	366,100	389,857
Resources over (under) expenditures	106,687	139,817	(463,000)	(238,300)	(201,500)
Beginning fund balance	280,653	387,340	529,740	527,157	288,857
Ending fund balance	387,340	527,157	66,740	288,857	87,357



Wastewater SDC Fund

Summary

The budget includes funds for SDC consulting work as described above (\$2,500), bank charges (\$2,500) and a transfer to the Wastewater Fund to help fund the construction of the Rhody gravity sewer project and the Harbor Vista project.

Highlights

- Funds are transferred to the Wastewater Fund for construction of qualified projects
- Positive trend in SDC collections

Changes from the previous year

- No changes from previous year

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Beginning fund balance	345,799	400,399	476,399	480,172	549,272
Current year resources					
Charges for services	52,853	78,735	65,000	123,000	100,000
Miscellaneous	2,218	2,323	2,000	2,100	2,000
Total current year resources	55,071	81,058	67,000	125,100	102,000
Total resources	400,870	481,457	543,399	605,272	651,272
Expenditures					
Materials and services	471	1,285	16,000	16,000	5,000
Transfers	-	-	140,000	40,000	280,700
Total expenditures	471	1,285	156,000	56,000	285,700
Other requirements					
Contingency	-	-	387,399	-	365,572
Unappropriated ending fund balance	-	-	-	-	-
Total other requirements	-	-	387,399	-	365,572
Total expenditures and other requirements	471	1,285	543,399	56,000	651,272



Stormwater SDC Fund

Summary

The budget includes funds for SDC consulting work as described above (\$15,000), a master plan update (\$45,000), and bank charges (\$1,000).

Highlights

- Interfund advances from the Street SDC and Water SDC funds made in prior years were paid off in fiscal year 2014-15

Changes from the previous year

- No changes from previous year

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Beginning fund balance	61,552	48,060	45,160	38,527	95,827
Current year resources					
Charges for services	38,620	43,298	45,000	57,500	50,000
Miscellaneous	2,209	2,045	2,500	1,400	1,500
Total current year resources	40,829	45,343	47,500	58,900	51,500
Total resources	102,381	93,403	92,660	97,427	147,327
Expenditures					
Materials and services	321	876	61,000	1,600	41,000
Transfers	54,000	54,000	-	-	-
Total expenditures	54,321	54,876	61,000	1,600	41,000
Other requirements					
Contingency	-	-	31,660	-	106,327
Unappropriated ending fund balance	-	-	-	-	-
Total other requirements	-	-	31,660	-	106,327
Total expenditures and other requirements	54,321	54,876	92,660	1,600	147,327
Resources over (under) expenditures	(13,492)	(9,533)	(13,500)	57,300	10,500
Beginning fund balance	61,552	48,060	45,160	38,527	95,827
Ending fund balance	48,060	38,527	31,660	95,827	106,327



Street SDC Fund

Summary

The budget includes funds for SDC consulting work as described above and

Highlights

- Transfers of \$550,000 to fund qualified Street projects
- Interfund advances to the Stormwater SDC Fund were paid off in fiscal year 2014-15
- Interfund advances to the Street Fund paid off in fiscal year 2015-16

Changes from the previous year

- No changes from previous year

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Beginning fund balance	618,543	755,498	893,798	901,242	930,642
Current year resources					
Charges for services	29,501	37,563	31,800	37,600	36,000
Miscellaneous	7,453	8,181	6,500	7,100	6,500
Transfers	100,000	100,000	80,000	-	-
Tota current yearl resources	136,955	145,744	118,300	44,700	42,500
Total resources	755,498	901,242	1,012,098	945,942	973,142
Expenditures					
Materials and services	-	-	15,500	15,300	6,000
Transfers	-	-	500,000	-	550,000
Total expenditures	-	-	515,500	15,300	556,000
Other requirements					
Contingency	-	-	496,598	-	417,142
Total other requirements	-	-	496,598	-	417,142
Total expenditures and other requirements	-	-	1,012,098	15,300	973,142
Resources over (under) expenditures	136,955	145,744	(397,200)	29,400	(513,500)
Beginning fund balance	618,543	755,498	893,798	901,242	930,642
Ending fund balance	755,498	901,242	496,598	930,642	417,142





City of Florence
A City in Motion

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Airport Fund

Summary

The Florence Municipal Airport (FAA ID 6S2) is a Category IV general aviation airport located at 2001 Airport Way, near the southern end of the Florence city limits on approximately 139.77 acres. 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; two courtesy cars and bicycles are available for transient pilot and passenger use.

The airport serves predominantly small single-engine and twin-engine aircraft associated with transient and locally based general aviation aircraft activity. The airport also accommodates a limited amount of turbine aircraft activity associated with business aviation (turboprop or small business jet), occasional military or government related activity and helicopter operations.

Airport users have formed an Airport Volunteer Group (AVG), which provides invaluable volunteer services such as a frequent presence at the airport improving security and a willingness to perform tasks to keep the airport terminal building open seven days a week. Even with the volunteer efforts, existing revenue is insufficient to fund airport operations without a transfer from the City's general fund.

During 2016, the City's Public Works Department entered into a ground lease to pay ground rent for the so to be constructed public works facility. The ground rent from Public Works will improve the airport's short- and long-term financial requirements.

Public Works mission for the airport is to provide a safe and functional general aviation airport facility while continuing to perform maintenance that complies with Federal Aviation Administration (FAA) safety standards.

Highlights

- Debt service expenditures of \$51,200, or thirty-two percent (32%) of the budget, are to pay a loan that was obtained for the Kingwood Street expansion
- This loan will be paid off in fiscal year 2016-17
- Fuel purchases budgeted in the amount of \$50,000 represent thirty-one percent (31%) of the budget
- The remaining twenty percent (37%) of the budget is for insurance, utilities, maintenance of equipment, small transfer to PW Admin (\$3,000) and General Fund Admin (\$1,200) to recognize a portion of the time contributions made by City staff in these areas, and sealing of the runway and taxiway
- The addition of lease revenue of \$34,700 from Public Works for a site for the Public Works Operations Facility



Changes from previous year

- Increase of \$5,100 in maintenance for increased costs associated with annual and tri-annual inspections of the AWOS system
- Ground rent for the public works facility in the amount of \$34,700
- General fund transfers increased
- Transfers to the general fund and public works administration have been reviewed and updated to reflect the cost of service provided

The transfers from the general fund are needed to maintain a positive fund balance in the airport fund. Future transfers from the general fund are not anticipated after the debt obligation is paid off in fiscal year 2017. This may change if the City desires to fund improvements that are not part of the City's airport master plan and funded by FAA or State Department of Aviation grants.

Airport Fund Budget

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Beginning fund balance	43,822	35,482	16,323	11,727	427
Current year resources					
Intergovernmental	-	-	-	-	19,000
Charges for services	82,648	77,799	111,200	98,700	116,200
Miscellaneous	10,451	6,437	1,200	2,300	1,600
Transfers	30,000	22,400	10,000	25,000	45,000
Total current year resources	123,099	106,636	122,400	126,000	181,800
Total resources	166,921	142,118	138,723	137,727	182,227
Expenditures					
Materials and services	79,249	80,129	78,600	84,000	85,000
Capital outlay	-	-	-	-	20,000
<i>Debt service</i>					
PRINCIPAL- KINGWOOD	42,215	42,611	48,030	48,000	48,500
INTEREST - KINGWOOD	9,972	7,651	5,308	5,300	2,700
Debt service	52,187	50,262	53,338	53,300	51,200
Transfers	-	-	4,200	-	22,500
Total expenditures	131,436	130,391	136,138	137,300	178,700
Other requirements					
Contingency	-	-	2,585	-	3,527
Total other requirements	-	-	2,585	-	3,527
Total expenditures and other requirements	131,436	130,391	138,723	137,300	182,227



Financial Summary	2013-14	2014-15	2015-16	2015-16	2016-17
	Actual	Actual	Budget	Estimate	Proposed
Resources over (under) expenditures	(8,337)	(23,755)	(13,738)	(11,300)	3,100
Beginning fund balance	43,822	35,482	16,323	11,727	427
Ending fund balance	35,485	11,727	2,585	427	3,527

Fund balance analysis

Desired fund balance - 60 days plus \$10,000	31,900	31,700	32,700	32,900	36,500
Fund balance above/(below) minimum	3,585	(19,973)	(30,115)	(32,473)	(32,973)
Fund balance within policy	Y	N	N	N	N

The five-year financial forecasts suggest the fund balance for the airport fund can increase gradually during the next several years to be within policy, without additional transfers from the general fund. Unexpected major repairs or other unforeseen activity and costs or lost revenue could change the projections.

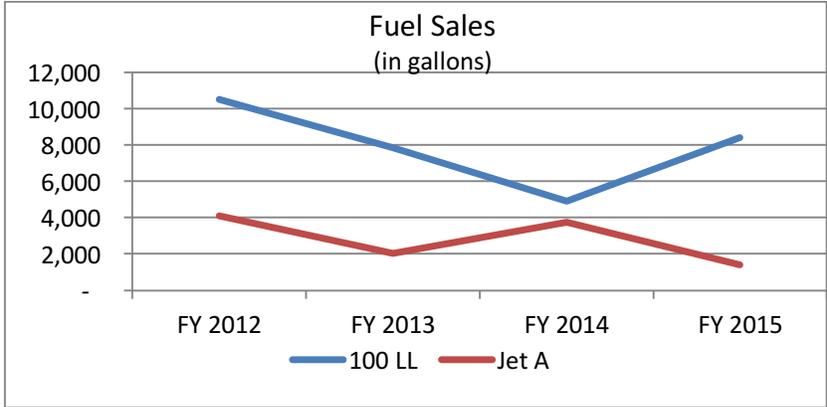
Performance Measures

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

Staffing

Staffing is provided by Public Works Administration





Did you know?

During the past four years, the City's cost of fuel has averaged approximately 85% of its fuel sales revenue, a margin of less than 18%.



Public Works Administration Internal Service Fund

Summary

Public Works Administration (PW Admin) was reorganized in fiscal year 2012 to account 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 and City facilities.



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.

Highlights

- Finalize design and construction of \$3.4 million public works facilities
 - Maintenance building
 - Administration building
 - Parking lots
 - *The initial project included the maintenance building only with a \$1.4 million budget*
 - *Subsequent analysis and discussion with the budget committee indicated support to pursue economies of scale and complete the administration building with phase I*
- Review and update of the cost of service methodology for public works staff
 - Cost recovery from parks and airport and an increase from streets
- Reorganization of the Water/Wastewater Treatment Plant Superintendent to Public Works Administration in order to allocate equitable costs to water and wastewater funds
- The major cost centers within materials and services are utilities for the operations center; telephone and internet expenses; general office supplies for all divisions; vehicle maintenance for three vehicles; and maintenance agreements for copier services, postage machine services, GIS software support and AutoCAD software support



Changes from previous year

- Addition of one full-time equivalent position (transfer from Wastewater to provide supervision for water and wastewater treatment operations)
- Completion of the design and construction of a new Public Works Operations facility
 - This includes designing the entire site followed by phased construction of the maintenance and administrative buildings.
 - First phase includes site clearing and grading; installation of utilities, construction of equipment maintenance facility, administration building and limited paved parking
 - Subsequent phases can be addressed in future years as service needs expand
- Cost recovery from all funds that public works staffing provides services

Public Works Administration Internal Service Fund Budget

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Beginning fund balance	159	-	141,498	136,887	79,987
Current year resources					
Charges for services	-	-	12,000	12,000	18,400
Miscellaneous	1,330		-	1,100	-
Transfers	500,812	524,788	538,600	538,600	849,300
Debt proceeds	-	-	1,300,000	100,000	3,300,000
Total current year resources	502,142	524,788	1,850,600	651,700	4,167,700
Total resources	502,301	524,788	1,992,098	788,587	4,247,687
Expenditures					
Personnel services	418,789	314,163	415,400	427,500	531,700
Materials and services	56,336	66,247	62,400	104,900	102,400
Capital outlay	27,176	7,491	1,400,000	175,200	3,324,800
<i>Debt service</i>					
Principal - FFCO 2015	-	-	-	-	-
Interest - FFCO 2015	-	-	-	1,000	76,900
Debt service	-	-	-	1,000	76,900
Total expenditures	502,301	387,901	1,877,800	708,600	4,035,800
Other requirements					
Contingency	-		114,298	-	211,887
Total expenditures and other requirements	502,301	387,901	1,992,098	708,600	4,247,687



Effectiveness Measures

	2013	2014	2015	2016
<i>Number of Focus on Florence articles and Water Quality Report</i>	13	14	14	18
<i>Number of customer service requests</i>	10	8	20	20
<i>Percentage of capital projects budgeted and completed timely</i>	100%	100%	100%	100%

Staffing

Position	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Public Works Director	1.0	1.0	1.0	1.0	1.0
Engineering Technician	1.0	1.0	1.0	1.0	1.0
Executive Assistant to Director	1.0	1.0	1.0	1.0	1.0
GIS Technician	1.0	1.0	1.0	1.0	1.0
Field Supervisor	-	-	1.0	1.0	1.0
Treatment Plant Superintendent	-	-	-	-	1.0
Utility Clerk	1.0	1.0	-	-	-
Total FTE's	5.0	5.0	5.0	5.0	6.0

Capital Outlay

Description	Funding Source	Priority	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Equipment	Public Works	1	-	-	100,000
Public Works Facility	Public Works	1	1,400,000	175,200	3,224,800
Total			1,400,000	175,200	3,324,800

The total public works facility project is budgeted at \$3.4 million. An additional \$100,000 for furnishings and equipment is budgeted for occupancy of the facility by June 30, 2017. The facility is funded with a \$3.4 million debt obligation, of which \$1.4 million has been secured. The lender has agreed to offer the same terms on the initial funding for the additional \$2.0 million needed to fund the expanded project.



General Obligation Bond Debt Service Fund

Summary

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

Highlights

- The Justice Center obligation was paid off in fiscal year 2014-15

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Beginning fund balance	432,628	463,488	211,973	212,383	170,583
Current year resources					
Property taxes	334,693	243,877	148,000	146,000	151,000
Miscellaneous	2,142	2,033	500	500	500
Total current year resources	336,835	245,910	148,500	146,500	151,500
Total resources	769,463	709,398	360,473	358,883	322,083
Expenditures					
Materials and services	400		400	-	-
<i>Debt service</i>					
Water GO Refunding Bond 2013 - Principal	-	164,095	164,095	164,100	164,095
Justice Center GO Bond 2008 - Principal	290,000	300,000	-	-	-
Debt services - principal	290,000	464,095	164,095	164,100	164,095
Water GO Refunding Bond 2013 - Interest	-	27,670	24,236	24,200	20,774
Justice Center GO Bond 2008 - Interest	15,575	5,250	-	-	-
Debt service - interest	15,575	32,920	24,236	24,200	20,774
Debt service	305,575	497,015	188,331	188,300	184,869
Total expenditures	305,975	497,015	188,731	188,300	184,869
Other requirements					
Unappropriated ending fund balance	-	-	172,142	-	137,214
Total other requirements	-	-	172,142	-	137,214
Total expenditures and other requirements	305,975	497,015	360,873	188,300	322,083
Financial Summary					
Resources over (under) expenditures	30,860	(251,105)	(40,231)	(41,800)	(33,369)
Beginning fund balance	432,628	463,488	211,973	212,383	170,583
Ending fund balance	463,488	212,383	171,742	170,583	137,214



Spruce Street LID Bond Debt Service Fund

Summary

This fund accounts for the repayment of the bonds issued to fund infrastructure improvements. The primary source of funding is payments from benefitted property owners.

Highlights

- A significant payment was received in fiscal year 2014-15

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate	2016-17 Proposed
Beginning fund balance	271,279	221,135	481,847	515,842	465,742
Current year resources					
Miscellaneous	38,699	387,995	35,000	42,400	35,000
Total current year resources	38,699	387,995	35,000	42,400	35,000
Total resources	309,977	609,130	516,847	558,242	500,742
Expenditures					
Materials and services	400	400	400	400	400
<i>Debt service</i>					
Spruce Street LID - Principal	40,000	45,000	45,000	45,000	50,000
Spruce Street LID - Interest	48,443	47,888	47,145	47,100	46,200
Debt service	88,443	92,888	92,145	92,100	96,200
Total expenditures	88,843	93,288	92,545	92,500	96,600
Other requirements					
Contingency	-	-	424,302	-	404,142
Total other requirements	-	-	424,302	-	404,142
Total expenditures and other requirements	88,843	93,288	516,847	92,500	500,742
Financial Summary					
Resources over (under) expenditures	(50,144)	294,707	(57,545)	(50,100)	(61,600)
Beginning fund balance	271,279	221,135	481,847	515,842	465,742
Ending fund balance	221,135	515,842	424,302	465,742	404,142



City FURA Debt Service Fund

Summary

This fund accounts for the issuance and repayment of a \$3.7 million Full Faith and Credit Obligation (FFCO) issue by the City, that has been loaned to the Florence Urban Renewal Agency to refinance/repay existing debt of \$1.88 million (\$1.665 million bank note and \$215,000 to the Siuslaw Library District) and provide approximately \$2.15 million of additional funding for the Agency’s programs and projects within the urban renewal district. The source of repayment will be payments received from FURA.

Highlights

- Debt capacity of FURA, utilizing benefit of City’s full faith and credit provides the community with better loan terms, reducing interest expense and increasing fund available for investment
- Loan terms exceeded budget in fiscal year 2016 (3.25% interest rate)
- The debt issue is in the name of the City, with an Intergovernmental Agreement with FURA

Changes from previous year

- The fully authorized borrowing amount, \$3.7 million will be completed by August 30, 2016

	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2015-16 Estimate	2016-17 Proposed
Beginning fund balance	-	-	-	-	-
Current year resources					
Intergovernmental	-	-	136,150	55,300	127,800
Debt proceeds	-	-	3,700,000	1,974,649	1,725,351
Total current year resources	-	-	3,836,150	2,029,949	1,853,151
Total resources	-	-	3,836,150	2,029,949	1,853,151
Expenditures					
Materials and services	-	-	3,700,000	1,974,649	1,725,351
<i>Debt service</i>					
FFCO 2015 - Principal	-	-	-	-	-
FFCO 2015 - Interest	-	-	136,150	55,300	127,800
Debt service	-	-	136,150	55,300	127,800
Total expenditures	-	-	3,836,150	2,029,949	1,853,151
Other requirements					
Contingency	-	-	-	-	-
Total expenditures and other requirements	-	-	3,836,150	2,029,949	1,853,151



Closed Funds

The following funds have been closed to consolidate financial reporting activity or the debt associated with the fund has been paid:

Florence Events Center Debt Service Fund
FFCO 2010B Debt Service Fund
LOCAP Debt Service Fund
Events Center Endowment Fund



Florence Events Center Debt Service Fund

Summary

This fund accounts for the repayment of the bonds issued to fund the construction of the Florence Events Center. The primary source of funding is payments from Lane County from transient room taxes (the County’s portion) collected within Florence.

Highlights

- The bonds were paid off fiscal year 2016
- Ending balance transferred to FEC Fund

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate
Beginning fund balance	26,494	112,919	58,871	58,872
Current year resources				
Intergovernmental	236,974	96,000	95,060	96,000
Total current year resources	236,974	96,000	95,060	96,000
Total resources	263,468	208,919	153,931	154,872
Expenditures				
1995 Bond - Principal	135,000	140,000	150,000	150,000
1995 Bond - Interest	14,899	9,397	3,281	3,281
Debt service fees	650	650	650	634
Debt service	150,549	150,047	153,931	153,915
Total expenditures	150,549	150,047	153,931	153,915
Other requirements				
Transfer ending balance to FEC - close fund		-	-	957
Total expenditures and other requirements	150,549	150,047	153,931	154,872
Financial Summary				
Resources over (under) expenditures	86,425	(54,047)	(58,871)	(58,872)
Beginning fund balance	26,494	112,919	58,871	58,872
Ending fund balance	112,919	58,872	-	-



FFCO 2010B Bond Debt Service Fund

Summary

This fund accounts for the repayment of the 2010 Full Faith and Credit Obligation (FFCO) debt issue used to fund general fund equipment, storm water and wastewater improvements. The primary source of funding is annual transfers from the benefitting funds.

This fund is closed effective June 30, 2016. Payments will be made directly from funds, rather than transfers.

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate
Beginning fund balance	2,821	2,824	2,821	2,824
Current year resources				
Transfers	907,750	906,625	898,350	895,527
Total current year resources	907,750	906,625	898,350	895,527
Total resources	910,571	909,449	901,171	898,351
Expenditures				
Debt service	907,747	906,620	898,351	898,351
Total expenditures	907,747	906,620	898,351	898,351
Other requirements				
Contingency	-	-	-	-
Unappropriated ending fund balance	-	-	2,823	-
Total other requirements	-	-	2,823	-
Total expenditures and other requirements	907,747	906,620	901,174	898,351
Financial Summary				
Resources over (under) expenditures	3	5	(1)	(2,824)
Beginning fund balance	2,821	2,824	2,821	2,824
Ending fund balance	2,824	2,829	2,820	-



LOCAP Debt Service Fund

Summary

This fund accounts for the repayment of the 2011 LOCAP debt issue used to fund park, general fund equipment, street, water and wastewater improvements. The primary source of funding is annual transfers from the benefitting funds.

This fund is closed effective June 30, 2016. Payments will be made directly from funds, rather than transfers.

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate
Beginning fund balance	1,422	972	974	974
Current year resources				
Transfers	90,406	94,958	92,482	92,476
Total current year resources	90,406	94,958	92,482	92,476
Total resources	91,828	95,930	93,456	93,450
Expenditures				
Materials and services	450	450	450	450
<i>Debt service</i>				
LOCAP 2011C - Principal	45,000	50,000	50,000	50,000
LOCAP 2011C - Interest	45,406	44,506	43,006	43,000
Debt service	90,406	94,506	93,006	93,000
Total expenditures	90,856	94,956	93,456	93,450
Other requirements				
Contingency	-	-	-	-
Total expenditures and other requirements	90,856	94,956	93,456	93,450

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate
Financial Summary				
Resources over (under) expenditures	(450)	2	(974)	(974)
Beginning fund balance	1,422	972	974	974
Ending fund balance	972	974	-	-



Events Center Endowment Fund

Summary

This fund accounts for an endowment, whose earnings are restricted for the Florence Event Center. Effective June 30, 2016, the balance in this fund will be transferred to the FEC Fund. Earning from the endowment will be recognized as revenue in the fund and the principal amount of the endowment will be restricted for use exclusively by the FEC.

	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimate
Beginning fund balance	79,741	76,306	77,000	78,405
Current year resources				
Miscellaneous	-	5,570	4,000	4,000
Total current year resources	-	5,570	4,000	4,000
Total resources	79,741	81,876	81,000	82,405
Expenditures				
Transfers	3,435	3,471	4,000	3,400
Total expenditures	3,435	3,471	4,000	3,400
Other requirements				
Reserve/Transfer to FEC - close fund	76,306	78,405	77,000	79,005
Total other requirements	76,306	78,405	77,000	79,005
Total expenditures and other requirements	79,741	81,876	81,000	82,405
Financial Summary				
Resources over (under) expenditures	(3,435)	2,099	-	(78,405)
Beginning fund balance	79,741	76,306	77,000	78,405
Ending fund balance	76,306	78,405	77,000	-

