

**CITY OF FLORENCE
RESOLUTION NO. 14, SERIES 2021**

A Resolution Reaffirming the City of Florence’s Council Goals and Adopting the 2021-2023 City of Florence Work Plan.

RECITALS:

1. The City Council periodically reviews the overarching City goals to guide its actions in carrying out the business of the City.
2. The City Council considered and reaffirmed its goals for the 2021-2023 City Work Plan.
3. The City Council agreed at its March 4th work session that the overarching City Goals adopted in 2017 still met the values of the City of Florence for 2021-2023 and thus should be continued with updated language to reflect the current status of City programs.
4. The City Council has worked with staff to prioritize the objectives and tasks to be worked on during the July 1, 2021 – June 30, 2023 time period.
5. The City Council has indicated its intent to utilize the July 1, 2021 – June 30, 2023 work plan priorities in the creation of the upcoming biennial budget.

Based on these findings,

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

1. The City of Florence approves the overarching City Goals of:
 - City Service Delivery
 - Economic Development
 - Financial & Organizational Sustainability
 - Livability & Quality of Life
 - Communication & Trust
2. The City of Florence approves the 2021-2023 City Work as set forth in Exhibit A.
3. The City Recorder is authorized to administratively correct any grammatical errors contained herein and to reformat the City Work Plan provided no substantive changes in content shall occur.
4. This Resolution shall become effective immediately upon adoption.

ADOPTION:

This Resolution is passed and adopted on the 19th day of April, 2021.



Joe Henry, Mayor

Attest:



Kelli Weese, City Recorder



City of Florence
A City in Motion

City Work Plan

2021-2023

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CITY OF FLORENCE AT A GLANCE

Florence City Council

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

Management Team

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

About the Work Plan

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

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

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

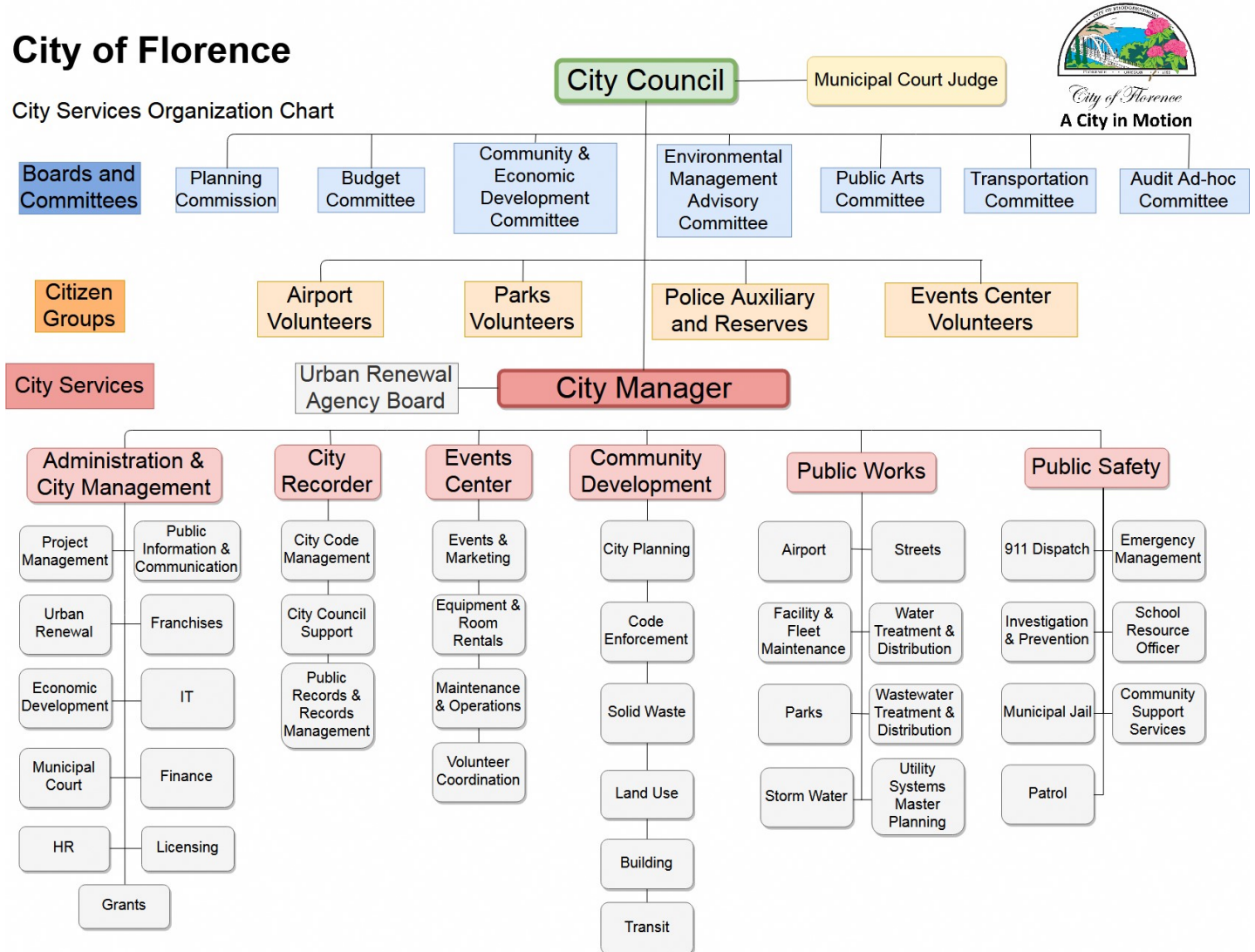
The Work Plan is intended to be a living document. The objectives and tasks are dynamic and should be modified periodically to ensure that the goals, vision, and mission of the City are being met. New items may be added, and items may be removed, as deemed appropriate by the City Council.

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

CITY SERVICES

City of Florence

City Services Organization Chart



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

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

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



WORK PLAN PURPOSE

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

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

Mission

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

City of Florence

Oregon's Premier Coastal Community

PLACEHOLDER

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

WORK PLAN DEVELOPMENT

The City of Florence 2021-2023 Work Plan incorporates input and direction from Council throughout the year. City staff will build the 2021-23 biennial budget based on the direction from the City Work Plan.

Each year, the City Council’s annual work plan sessions provide an opportunity to revisit the high-level goals and identify key strategies, action items, and projects to be undertaken by the organization to help move the City forward towards those goals.

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

WHERE DO WORK PLAN ITEMS ORIGINATE?



UNDERSTANDING THE WORK PLAN

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

Types of Work Plan Items:



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



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



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



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

GENERAL ITEMS

General City-Wide Items

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

City Licensing

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

Land Use Housekeeping Amendments

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

2021-2023 WORK PLAN ITEMS

COUNCIL, COMMITTEE, COMMISSION, & BOARD MANAGEMENT

City Committees & Commission Coordination

Objective Implement updated City Committee & Commission Policy Manual.

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

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

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

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

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

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

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

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

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

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

Public Meetings

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

2021-2023 WORK PLAN ITEMS

COMMUNITY OUTREACH & COMMUNICATIONS

Citizen Participation

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

Communication Guidelines

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

Community Designations & Awards

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

News & Media

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

Website

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

2021-2023 WORK PLAN ITEMS

HOUSING EFFORTS & INITIATIVES

Development Regulations

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

Housing Development

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

HOUSING EFFORTS & INITIATIVES CONTINUED

Financial Incentives

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

Infrastructure

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

2021-2023 WORK PLAN ITEMS

FAMILY WAGE JOBS & WORKFORCE DEVELOPMENT

Business Retention & Expansion

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

Tourism Promotion

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

Marketing & Recruitment

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

FAMILY WAGE JOBS & WORKFORCE DEVELOPMENT CONTINUED

Entrepreneurship & Innovation

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

Education & Workforce

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

Economic Development Program Structure

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

2021-2023 WORK PLAN ITEMS

COMMUNITY BEAUTIFICATION & AESTHETICS

Community Gateway Signage

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

Landscaping & Lighting

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

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

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

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

Public Art Program

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

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

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

Objective Public Outreach and Marketing of Public Art Program.

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

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

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

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

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

Objective Installation of purchased art pieces currently in storage.

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

Objective Art Inventory and Maintenance Planning.

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

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

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

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

FLORENCE EVENTS CENTER

Event & Marketing Management

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

Operations & Facility Management

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

2021-2023 WORK PLAN ITEMS

PUBLIC SAFETY

Police, Dispatch, & Corrections

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

Municipal Court

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

PUBLIC SAFETY CONTINUED

Emergency Management

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

Code Enforcement

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

FINANCIAL PROCESSES & TRANSPARENCY

Financial Sustainability

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

2021-2023 WORK PLAN ITEMS

INTERNAL CITY PROCESSES & PROCEDURES

Human Resources

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

Records Management

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

Information Technology

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

2021-2023 WORK PLAN ITEMS

INFRASTRUCTURE & CAPITAL IMPROVEMENTS

Airport

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

City Facilities

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

Fleet

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

2021-2023 WORK PLAN ITEMS

INFRASTRUCTURE & CAPITAL IMPROVEMENTS CONTINUED

Parks & Parks Improvements

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

2021-2023 WORK PLAN ITEMS

INFRASTRUCTURE & CAPITAL IMPROVEMENTS CONTINUED

Streets & Sidewalks

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

Stormwater

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

2021-2023 WORK PLAN ITEMS

INFRASTRUCTURE & CAPITAL IMPROVEMENTS CONTINUED

Water

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

Wastewater

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

2021-2023 WORK PLAN ITEMS

SUSTAINABILITY & CONSERVATION

City Bio-Solids Program

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

Recycling & Litter Reduction

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

Other Sustainability Promotion

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

TRANSPORTATION

Transit Service

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

Airport

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

2021-2023 WORK PLAN ITEMS

URBAN RENEWAL AGENCY SUPPORT

ReVision Florence

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

Development of Quince Street Property

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

Old Town & Main Street Development

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