

**CITY OF FLORENCE
RESOLUTION NO. 5, SERIES 2023**

**A RESOLUTION REAFFIRMING THE CITY OF FLORENCE'S COUNCIL GOALS AND ADOPTING
THE 2023-2025 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 2023-2025 City Work Plan.
3. The City Council agreed at its February 13th work session that the overarching City Goals updated in 2021 still met the values of the City of Florence for 2023-2025 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, 2023 – June 30, 2025 time period.
5. The City Council has indicated its intent to utilize the July 1, 2023 – June 30, 2025 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 2023-2025 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 27th day of February, 2023.



Rob Ward, Mayor

Attest:



Lindsey White, City Recorder



CITY OF
FLORENCE

City Work Plan

2023-2025

TABLE OF CONTENTS

City of Florence at a Glance	3
City Services	4
Work Plan Purpose	5
Work Plan Development	6
Understanding the Work Plan	7
2023-2025 Work Plan Items	
General Items	8
Council, Committee, Commission, & Board Management	9
Community Outreach & Communications	10
Housing Efforts & Initiatives	11
Family Wage Jobs & Workforce Development	12
Community Beautification & Aesthetics	14
Florence Events Center	15
Public Safety	16
Financial Processes & Transparency	18
Internal City Processes & Procedures	19
Community Development	20
Infrastructure & Capital Improvements	22
Sustainability & Conservation	26
Transportation	27
Urban Renewal Agency Support	28

CITY OF FLORENCE AT A GLANCE

Florence City Council

Member	Term Expiration
Mayor Rob Ward	December 2024
Council President Sally Wantz	December 2024
Council Vice President Bill Meyer	December 2024
Councilor Jo Beaudreau	December 2026
Councilor Robert Carp	December 2026

Management Team

City Manager	Erin Reynolds
Assistant City Manager & Public Information Officer	Megan Messmer
Administrative Services Director	Anne Baker
City Recorder	Lindsey White
Community Development Director	Wendy FarleyCampbell
Human Resources Director	Alex Ferguson
Police Chief	John Pitcher
Public Works Director	Mike Miller

About the Work Plan

The City of Florence 2023-2025 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 February 2023.

The Work Plan includes projects the City intends to undertake during the 2023-2025 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.

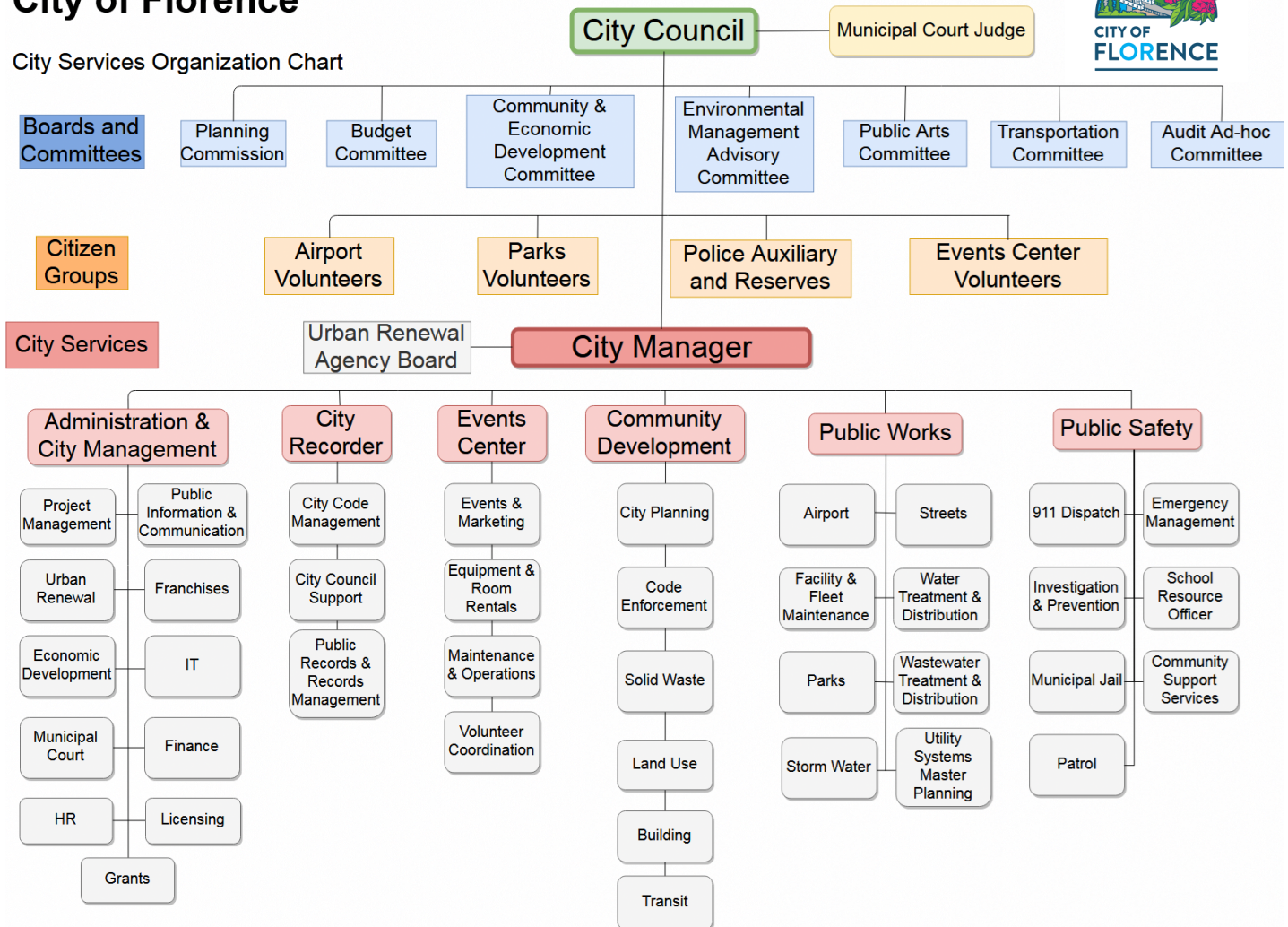
The City also carries out general day-to-day operations in providing City services to residents. Those items are not necessarily outlined in the Work Plan, but are a large part of the work performed by City staff. The City Services Organizational Chart is available on the following page and outlines 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 2023-2025 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 be 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



City Services Delivery

Sustain and improve the delivery of cost effective and efficient services, including public safety, to the Florence community and visitors.



Economic Development

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



Financial & Organizational Sustainability

Sustain and improve the City’s financial position, City-wide policies, and infrastructure to support current and future needs.



Livability & Quality of Life

Sustain and improve the City’s livability and quality of life for Florence residents and visitors.



Communication & Trust

Sustain and improve the City’s communication program and strengthen community trust.

www.ci.florence.or.us

With this Work Plan, the Florence City Council supports the five overarching City Goals outlined above and the vision of being Oregon’s Premier Coastal Community. As the City works to achieve these goals, the City Council has emphasized their desire to execute the work of the City with the foundational values of serving with compassion and respect, encouraging volunteerism and civic engagement, and their commitment to lead by example. The City Council expects that the City’s committees and commissions will perform their work under the same value system. Under the direction of the City Manager, these values are shared by City staff and inform the work throughout the organization.

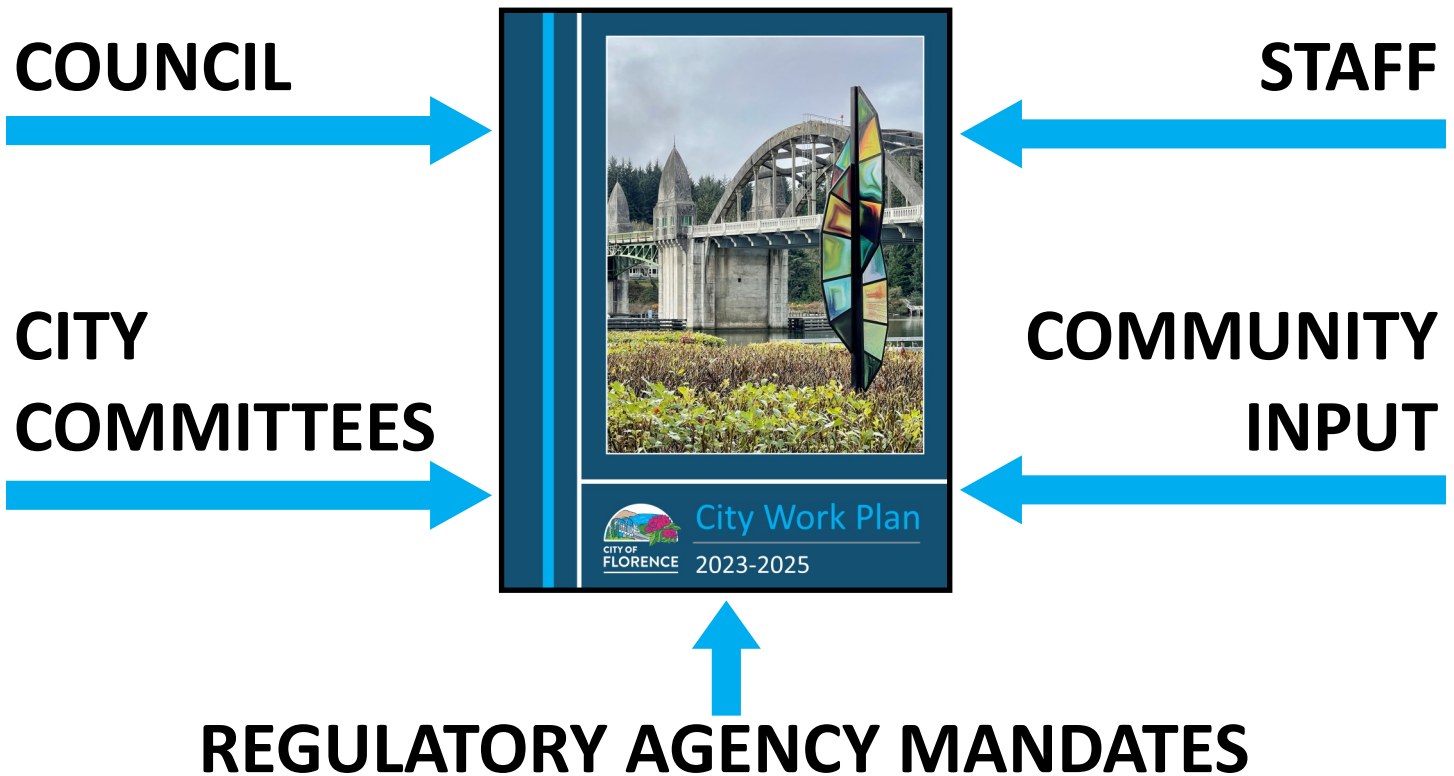
WORK PLAN DEVELOPMENT

The City of Florence 2023-2025 Work Plan incorporates input and direction from Council throughout the year. City staff will build the 2023-2025 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 2023, the City Council had several work sessions to review the progress made on items outlined in the 2021-2023 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 2023-2025 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 the City Council, both individually and as a collective body. It was also during those work sessions that the City Council reaffirmed the five City Goals, which included updates to the descriptive wording.

The City of Florence 2023-2025 Work Plan was adopted by the Florence City Council at their regular meeting on February 27, 2023, via Resolution No. 5, Series 2023.

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 Development grants management program for City-wide coordination, reporting, and applications.
- Objective Facilitate community discussion around maintaining a quality environment and sustainable future.
 - Task Staff participation in the Lane County Climate Action Plan development process to represent the coast in planning efforts.
- Objective Monitor city population and state statutes 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 and Activities 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 system development charge (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 Encourage and foster cross department, committee, and commission communication and partnerships.

City Licensing

- Objective Reassess and update the City's various licensing where appropriate.
- Objective Evaluate and update the City's business license renewal process.
- Objective Evaluate, and update if needed, the public space reservation and use policies and procedures, including the new facility at Miller Park.

2023-2025 WORK PLAN ITEMS

COUNCIL, COMMITTEE, COMMISSION, & BOARD MANAGEMENT

City Committees & Commission Coordination

Objective Review and update the City Committee & Commission Policy Manual.

Task Review and update the recruitment and appointment process.

Task Ensure appointees are trained in city processes, public meetings law, and Oregon government ethics laws.

Task Review appointment timelines, including annual appointments and mid-year appointments.

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 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 Review and update internal processes related agenda and meeting materials management.

Objective Research and implement public meetings management software solutions.

COMMUNITY OUTREACH & COMMUNICATIONS

Citizen Participation

- Objective Development and implementation of Citizen’s Academy.
- Objective Develop methods for youth involvement in City programs and projects.
- 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.
- Objective Update the City’s Social Media Policy.

Community Designations & Awards

- Objective Tree City USA Designation renewal.
 - Task Work with EMAC on plan to maintain status.
- Objective Identify and evaluate the value of additional city specific designations, including those related to Bee City USA, TransAmerica Bike Route, etc., and work to obtain those determined to be beneficial.

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 content and the information available.
- Objective Update the City’s website, to include implementation of the updated style guide and integration of new website capabilities across the organization.

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.
- Objective Evaluate the City’s role and participation in workforce housing development projects, including land and grant funding assistance.
- Objective Coordinate with major local employers in efforts to develop and support affordable housing for their workforce.
- Objective Explore options for accommodating transitional housing and make necessary code updates.
- Objective Work with community partners to promote resources to address community concerns for the housing insecure populations.
- 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.

Financial Incentives

- Objective Evaluate options and long-term financial sustainability for financial incentives to promote workforce housing development.
 - 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 Prioritize capital improvements for affordable housing projects.

2023-2025 WORK PLAN ITEMS

FAMILY WAGE JOBS & WORKFORCE DEVELOPMENT

Business Retention & Expansion

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

Task Continuation of the annual business survey.

Objective Continue to improve business communication and outreach.

Task Continue to monitor new business licenses & perform outreach.

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.

2023-2025 WORK PLAN ITEMS

FAMILY WAGE JOBS & WORKFORCE DEVELOPMENT CONTINUED

Entrepreneurship & Innovation

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

Education & Workforce

- Objective Support entities that provide education, workforce training, apprenticeship, and/or internship opportunities to local students and residents.
- Objective Support efforts for promotion of remote workforce in conjunction with economic development partners.
- 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 Leverage resources by maintaining partnerships with regional agencies.

2023-2025 WORK PLAN ITEMS

COMMUNITY BEAUTIFICATION & AESTHETICS

Community Gateway Signage

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

Landscaping & Lighting

Objective Identify and create vegetation preservation opportunities such as greenbelts and setbacks.

Objective Improve Curb Appeal and protect natural areas from invasive 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.

Task Review opportunities to update codes related to supporting pollinators.

Objective Promote the benefits of the Fire Wise practices and programs offered through Lane County.

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

Objective Develop community education on lighting code amortization.

Public Arts Program

Objective Public outreach and marketing of Public Arts Program.

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

Objective Determine viability of the development of a private property art program and match program.

Objective Determine funding strategy, timeline, and installation of featured pieces within the ReVision Florence streetscape project and larger Florence area.

Objective Research and identify opportunities for sustainable funding for Council consideration.

Objective Continue to market and maintain a Public Art Quest (scavenger hunt) for the Oregon Sea Quest program through Oregon State University.

Objective Development of comprehensive, long-term plan for the City's Public Arts Program for Council consideration.

Objective Evaluation of the current Florence Mural Code with City staff as directed by the Council.

Objective Research and initiate an Indoor Public Spaces Program to install art inside local public buildings.

Objective Community outreach related to programs and events that support the Public Art Program.

Objective Evaluate 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.

FLORENCE EVENTS CENTER

Event & Marketing Management

- Objective Continue to develop and pursue sustainable funding options.
 - Task Increase number of conferences & events.
 - Task Promote the FEC endowment program fund managed by the West Lane Community Foundation.
 - 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 Work to recruit and retain volunteers to support the FEC.
 - Task Improve volunteer recruitment and management.
 - Task Support fundraising events presented by Florence Arts, Culture, and Entertainment (FACE).

Food & Beverage Services Management

- Objective Further develop and market the off-site catering program.
- Objective Evaluate and implement an updated point-of-sale system for catering services, including concessions, inventory tracking, and financial tracking.
- Objective Develop a plan for updating the refrigeration and freezer systems for the FEC kitchen, including implementation.

Operations & Facility Management

- Objective Improve Florence Events Center Facility and Operations.
 - Task Review and update FEC policies and procedures.
 - Task Evaluate systems for off-site delivery of catering services and equipment rentals.
- 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.
- Objective Update the functional office space for administration, event management, and the kitchen, including storage systems and third party use of FEC spaces.
- Objective Development of plan for facility expansion and update, including the incorporation of the North lot.

2023-2025 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.
 - Task Continue to host and improve the Florence Police Department Youth Academy.
 - Task Increase coordination with the Western Lane Fire & EMS Authority (WLFEA) and Toys for Tots to distribute community donations to families in need.
- Objective Continue to implement proven best practices for public safety agencies regarding homelessness, substance abuse, mental health, 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 Continue to support the partnership with the Mobile Crisis Response (MCR) program and expand the use of the 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.
- Objective Evaluate the public safety staffing levels of the full Police Department, based on calls for service and long-term financial feasibility.
- Objective Implement eCitations program.
- Objective Improvement of policies and procedures for Jail, including implementation and training.
- Objective Implement and transition to a Department owned duty weapons program, including hand guns and patrol rifles.

PUBLIC SAFETY CONTINUED

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.

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 Coordinate with Lane County Emergency Management on the Florence Annex to the Lane County Natural Hazards Mitigation Plan Update.
- 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 Incident Command System (ICS) 100, 200, 700, and 800 training.
 - Task Continue to coordinate specific ICS trainings for identified employee roles.

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, and Central Lincoln PUD.
- Objective Continue to monitor the regulations related to the American Rescue Plan Act of 2021 funding, and implement to use of those funds.
- Objective Implementation of new Enterprise Resource Planning System.
- Objective Review and update building and planning permitting fees to recuperate costs in accordance with state statutes and city policy.

2023-2025 WORK PLAN ITEMS

INTERNAL CITY PROCESSES & PROCEDURES

Human Resources

- Objective Review and updates to pay administration systems and policies.
 - Task Conduct an updated Equal Pay Act Analysis.
 - Task Review employee benefits packages.
- Objective Complete negotiations with the Florence Police Association for contract ending mid-biennium.
- Objective Continue review and updates of personnel management systems and policies.
 - Task Review and update City personnel policies and procedures.
 - Task Implement a comprehensive performance management system.
 - Task Develop and implement employee training programs and tracking system.
- Objective Develop and implement succession planning initiatives for key positions.
- Objective Develop and implement initiatives to promote diversity, equity, and inclusion in the workplace.

Information Technology

- 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.
- Objective Research and implement network upgrades and optimization.
- Objective Migration to Microsoft 365, and associated updates needed.
- Objective Maintain and continue proper information technology security programs and protocols.

Records Management

- Objective City Code audit to ensure all published City Code documents are current based on adopted ordinances.
- Objective Research and implement codification software solutions.
- Objective Improve City's records management and retention program.
 - Task Research and potentially implement records retention software.
 - Task Determine solution and implement plan for long-term off-site records 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.
- Objective Update Public Records Request Policies and research software solutions for potential implementation.

COMMUNITY DEVELOPMENT

Land Use & Planning

- 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, including supporting plans and code as required by population increases.
- Objective Identify and create industrial building architectural standards for various building types.
- 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 Design and implement community education and outreach program on planning related topics.
- Objective Design and implement applicant education, staff operation and communication standards, and application submittal and tracking system for the life cycle of the development process.
- Objective Update City land use plans, as needed, including the following:
 - Task Siuslaw Estuary Management Plan Update, led by the Department of Land Conservation and Development.
 - Task Estuarine Resilience Action Plan, led by the Department of Land Conservation and Development and Siuslaw Watershed Council.
- Objective Land Use updates need as a result of State legislative requirements.
 - Task HB 2884: Extends time for recording partition plat from 90 to 365 days after the unit of land is validated as a lawfully established parcel.
 - Task HB 3109: Establishes that childcare facilities are permitted in all commercial or industrial zoned areas, except for heavy industrial zones.
 - Task HB 2180: Requires new construction of certain buildings (commercial, multi-family with 5 or more units, and some mixed-use buildings) to include electrical service capacity for 20% of vehicle spaces.
 - Task SB 458: The bill sets forth a series of parameters on how a city must process middle housing lot division applications. The city must apply an "expedited land division" process defined in ORS 197.360 through 197.380, and the applicant must submit a tentative plan for the division to include separate utilities for each dwelling unit, is in compliance with Oregon Residential Specialty Codes, one dwelling per lot/parcel.
- Objective Research code update options to provide the opportunity for food trucks within a pod or more easily individually on a lot—recognizing the valuable market entry opportunity for those interested in the restaurant business.

COMMUNITY DEVELOPMENT CONTINUED

Lane Use Planning Continued

- Objective Miscellaneous City Code review and updates.
- Task Bicycle Parking: Consistent with vehicular standards and require parking be added when there is an increase in intensity not just new construction.
- Task Clarification of Office versus Health/Medical Clinic.
- Task Establish time, place, manner criteria for methadone, ketamine, psilocybin clinics, and adult entertainment.

Building Regulations & Permitting

- Objective Analyze and implement technical and operational needs for the Building Department
- Objective Update contract for Building Inspection and Building Official services.
- Objective Design and implement community education and outreach program on building safety and permitting.
- Objective Update Florence City Code Title 4, Chapter 5 – Abatement of Dangerous Buildings.
- Objective Establish Short Term Rental pre-inspection program and fee.
- Objective Review and update sign code.

Code Enforcement

- Objective Update City’s nuisance codes to remove inconsistencies, improve clarity, and address unaddressed issues.
- Objective Complete and implement the code enforcement operations manual to create the opportunity for professional volunteer assistance.
- Objective Review and update City Code and procedures if necessary in response to House Bills 3115 and 3124.
- Objective Design and implement community education and outreach program on City Code and reporting procedures.

INFRASTRUCTURE & CAPITAL IMPROVEMENTS

City Facilities

- Objective Pursue opportunities to support public electric vehicle charging options at City facilities and parks.
- 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 phased expansions.
 - Task Design and construct additional 3-sided pole building(s).
 - Task Pave out parking lot.
 - Task Design and construct the grant funded fueling facility, in coordination with regional partners.
 - Task Plan for City-wide storage and records facility.
- Objective Expansion of Water Treatment Plant Office Space.
- Objective Continue facility maintenance updates, including flooring replacement in remaining areas of the Justice Center.

Fleet

- Objective Maintain fleet vehicles at prescribed schedules.
- Objective Plan for the replacement of the 2007 Elgin Crosswind Street Sweeper.
- Objective Purchase of compact track loader with land management attachment.

INFRASTRUCTURE & CAPITAL IMPROVEMENTS CONTINUED

Parks & Parks Improvements

- Objective Construction of the Siuslaw Estuary Trail – Hwy 126 to Port of Siuslaw property.
- Objective Complete construction of grant funded improvements at Rolling Dunes Park, including pickleball expansion, tennis court resurfacing, and new restrooms.
- Objective Replacement of aging play structures.
 - Task Completion of the replacement of the Miller Park play structure.
 - Task Replace play structure at Munsel Road Park.
- Objective Completion and marketing of Disc Golf Course, including the land use process.
- 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 Improve parks, trails, and walkability.
 - Task Complete major trail maintenance & repaving.
 - Task Resurface the skate park at Miller Park.
 - Task Develop nature trails at Ocean Woods Park.
 - Task Plan for expansion of Exploding Whale Memorial Park to include trail connection to Rhododendron Drive near hospital and additional parking.
 - Task Continue to look for opportunities to expand park amenities in Old Town.
 - 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 Design and implement Maple Street restroom remodel and upgrades for ADA.
- Objective Plan and construct new restroom facility in Old Town - west end.
- 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.
- Objective Support Community group grants to improve or create new parks.

2023-2025 WORK PLAN ITEMS

INFRASTRUCTURE & CAPITAL IMPROVEMENTS CONTINUED

Streets & Sidewalks

- Objective Continue the update process for the City’s Transportation Systems Plan.
 - Task Implement corresponding updates to the Florence City Code, Comprehensive Plan and Capital Improvement Plan.
- Objective Reconstruct Rhododendron Drive – Wildwinds to 35th including realignment, separated multi-use path and improved river overlook/parking area.
- Objective Complete annual Chip/Fog Seal Program.
- Objective Seek Safe Routes to School grants to extend sidewalks along 35th from Hwy 101 to Rolling Dunes Park.
- Objective Fix Spruce Street Culvert Failure, including seeking grant funding.
- Objective Plan for development and construction of the continuation of a separated 12’ multi-use path along Rhododendron from 35th to North Jetty Road, and from North Jetty Road to Heceta Beach Road.
- Objective Develop approach and funding to address deferred street maintenance.
- Objective Master planning for future updates to the Old Town area.
- Objective Enhance pedestrian and ADA crossing opportunity on Nopal and Bay Streets.
- Objective Plan and implementation of larger street projects.
 - Task Reconstruction 20th Street - Oak to Kingwood.
 - Task Spruce Street repaving from 18th to 25th.
 - Task Quince Street Improvement Project from Harbor to 8th Street, including 8-foot sidewalk, ornamental street lights, dedicated parking and bike lanes, widening of 6th Street.
- Objective Pavement Preservation: 35th Street Pine 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.
- Objective Plan and completion of the Coast Guard Road stormwater redesign and slope stabilization.

2023-2025 WORK PLAN ITEMS

INFRASTRUCTURE & CAPITAL IMPROVEMENTS CONTINUED

Water

- 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.
- Objective Replace water main on 1st between Harbor and Hwy 101.
- Objective Engineering plan for new 16-inch water main from Water Treatment Plant to Spruce Street.
- Objective Engineering plan for new 16-inch water main on Spruce Street from 25th to Hwy 126.

Wastewater

- Objective Develop Facilities Plan for the Wastewater Treatment Plant.
 - Task Develop facilities plan to guide major equipment replacement and set the stage for expansion.
- Objective Implement plan for providing sewer to North Urban Growth Boundary as needed by development.
 - Task Explore and obtain grants to construct new gravity sewers in North UGB.
- Objective Develop a plan for the replacement of the Ivy Street Pump Station.
- Objective Develop a plan for the replacement of the Siuslaw Village Pump Station.
- Objective Digester Rehabilitation.
- Objective UV System upgrade and expansion.
- Objective Headworks Rehab.
- Objective Sealing of CMU block buildings.
- Objective Aeration Basin baffle and selector system.
- Objective Aeration Basin Blower Replacement.
- Objective Complete the replacement of the centrifuge.

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.

Solid Waste, 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 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.
- Objective Upon request, consider a sole source solid waste franchise, negotiating options and analyzing best practices, and drafting and implementing related code updates.

Other Sustainability Promotion

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

TRANSPORTATION

Airport

- Objective Continue to promote business opportunities for the Airport.
- Objective Research opportunities for grants to develop Airport Memorial Gateway Project.
- Objective Support the community efforts to restart the Wings & Wheels event.
- Objective Complete the airport office building remodel to address siding and window issues.
- Objective Implement Airport Improvements according to Airport Master Plan.
- Objective Complete Runway/Taxi Lane/Apron/Taxiway seal project.

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.
- Objective Research and adopt transit amenity design standards.
- Objective Support local transit promotion and improvements.

URBAN RENEWAL AGENCY SUPPORT

ReVision Florence

- 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.

Development of Quince Street Property

- Objective Assist Florence Urban Renewal Agency in the development of the Quince Street property.
 - Task Provide support necessary for the completion of the Hotel Development on the south end.
 - Task Assist Florence Urban Renewal Agency in determining their goals for development on the north end of the Quince Street property, including a marketing and development strategy.

Old Town & Main Street Development

- Objective Support the Florence Urban Renew Agency as they review and update the market analysis and investment strategy for the district, including public outreach and assessment of goals, limitations, and barriers for development identified.
- 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.