



City of Florence Fiscal Biennium 2023-25 Proposed Budget July 1, 2023 – June 30, 2025

BUDGET COMMITTEE

MAY 2023

FLORENCE EVENTS CENTER & VIRTUAL

Fiscal
Biennium

2023-2025

Biennial Budget

CITY OF FLORENCE, OREGON

Proposed Budget



Call to Order -- Roll Call -- Pledge of Allegiance



City of Florence Fiscal Biennium 2023-25 Proposed Budget July 1, 2023 – June 30, 2025

ELECTION OF OFFICERS:

- CHAIRPERSON
- VICE CHAIRPERSON

Fiscal
Biennium
2023-2025

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CITY OF FLORENCE, OREGON

Proposed Budget

Budget Committee Overview

- Budget Committee's purpose
 - Hear public comment
 - Approve the Proposed Budget as presented OR as modified by the Committee
 - Approve the City's eligibility to accept State Shared Revenue
 - Approve the City's election to accept State Shared Revenue
 - Set the tax levy taxing rate
- A quorum is required to take action
 - Five members are required to be present
- A majority vote is required to pass an action
 - The number of 'yes' votes must be five, regardless of how many are in attendance
 - All votes must be 'yes' or 'no', no abstentions

Relation to City Work Plan

Vision: Oregon's Premier Coastal Community!

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

Motto: A City in Motion

City Council Goals. Providing a foundation for the City's Work Plan are five goals that City Council reaffirmed in early 2023. These goals build off the successful work of the past and address the pressing issues currently facing our city.

- **City Service Delivery.** Sustain and improve the delivery of cost effective and efficient services, including public safety to the citizens of Florence and our visitors.
- **Livability and Quality of Life.** Sustain and improve the City's livability and quality of life for Florence residents and visitors.
- **Economic Development.** Sustain and improve the City's economic development program and efforts towards enhancing the Florence economy, including housing, business development, and increasing living wage jobs.
- **Communication and Trust.** Sustain and improve the City's communication program and strengthen citizen trust.
- **Financial & Organizational Sustainability.** Sustain and improve the City's financial position, city-wide policies, and the infrastructure networks to support City needs.



What about questions?

We have incorporated slides like this throughout the presentation for times to ask questions.



City of Florence
Fiscal Biennium 2023-25
Proposed Budget
July 1, 2023 – June 30, 2025

PUBLIC HEARING:
PROPOSED BUDGET

Fiscal
Biennium
2023-2025

Biennial Budget

CITY OF FLORENCE, OREGON

Proposed Budget



City of Florence Fiscal Biennium 2023-25 Proposed Budget July 1, 2023 – June 30, 2025

PUBLIC HEARING:
STATE SHARED REVENUES

Fiscal
Biennium
2023-2025

Biennial Budget

CITY OF FLORENCE, OREGON

Proposed Budget

State Shared Revenues

Eligibility to receive shared revenue

- ORS 221.760
 - Section 1: The officer responsible for disbursing funds to cities under ORS 323.455, 366.280 to 366.785, and 471.805 shall, in the case of a city located within a county having more than 100,000 inhabitants according to the most recent federal decennial census, disburse such funds only if the city provides four or more of the following services:
 - I. Police protection
 - II. Fire protection
 - III. Street construction, maintenance, and lighting
 - IV. Sanitary sewer
 - V. Storm sewers
 - VI. Planning, zoning, and subdivision control
 - VII. One or more utility services

State Shared Revenue

Anticipated shared revenue for the 2023-25 biennium:

Revenue	Fund	Amount	Percentage of Total City Budget	Intended Use
Liquor Tax	General	\$440,200	0.58%	General
Cigarette Tax	General	\$13,500	0.02%	General
State Shared Revenue	General	\$240,800	0.32%	General
Marijuana Tax	General	\$39,000	0.05%	General
State Highway Apportionment	Street	\$1,528,000	2.00%	Street Maintenance
Total		\$2,261,500	2.96%	



Budget Presentations and Discussions

➤ Budget Overview

- City-Wide Totals
- Resources
- Requirements
- Personnel
- Debt & Debt Service
- Capital Outlay

➤ Departmental Budget Presentations

- General Fund
 - Public Safety
 - Parks
 - Community Development
 - Administration
 - Administrative Services
 - Municipal Court
 - Non-Departmental
- 9-1-1 Services Fund
- Debt Service Funds
- Transient Lodging Tax Fund
- Airport Fund
- Street Fund
- American Recovery Plan Act
- Building Fund
- Florence Events Center Fund
- Water Fund
- Wastewater Fund
- Stormwater Fund
- System Development Charges Funds
- Public Works Admin Fund

Fiscal
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CITY OF FLORENCE, OREGON

Proposed Budget

Budget Summary

PROPOSED 2023-2025 BIENNIUM

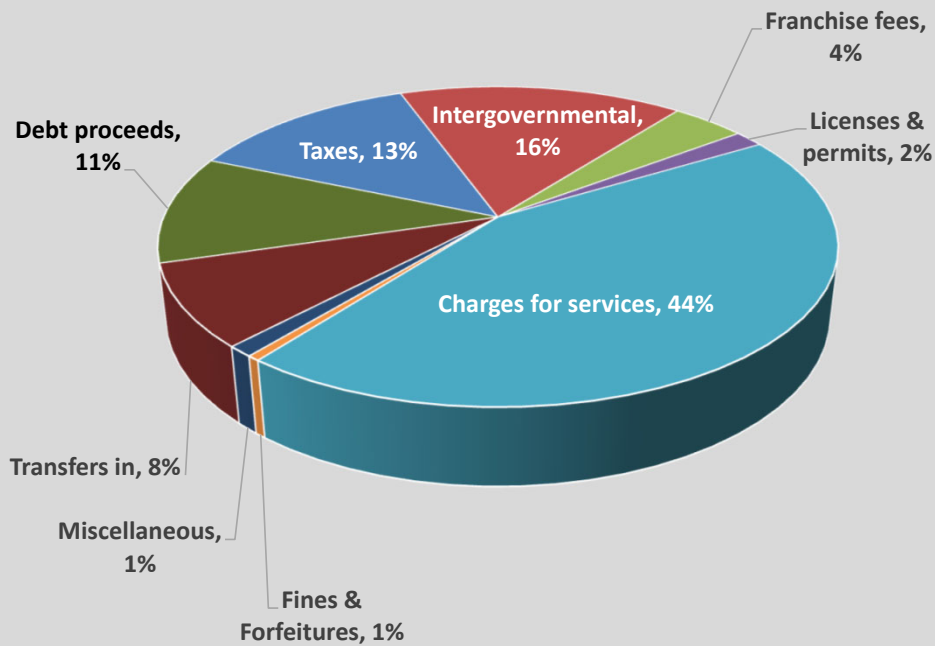
City-Wide Total	\$76.4 million
Beginning Fund Balance	\$18.4 million
Ending Fund Balance	\$7.5 million

BIENNIUM BREAKDOWN

	Resources (millions)	Expenditures (millions)
Beginning Fund Balance	18.4	-
Year 1 - Current \$	29.5	35.7
Year 2 - Current \$	28.5	33.2
Ending Fund Balance	-	7.5
Total Available Resources/Uses	76.4	76.4

Resources (Revenues)

2023-2025 Biennium Resources

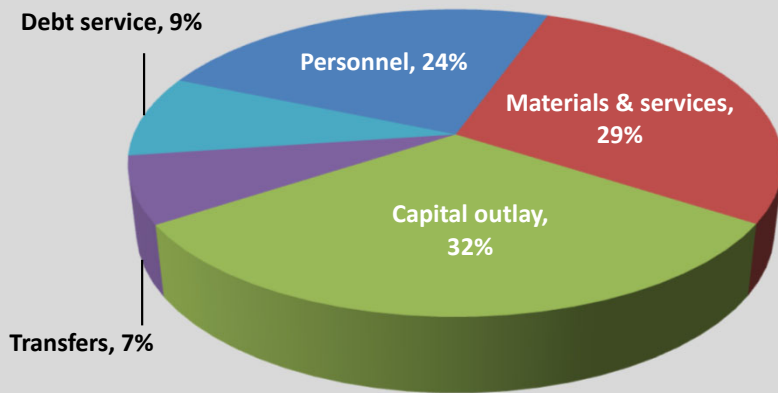


Current Resources:	\$58.0 million
Beginning Fund Balance:	18.4 million
Total Resources:	\$76.4 million

- Current Resources: \$58.0 million
 - \$4.8 million in transfers
 - \$6.4 million in debt proceeds
 - \$46.8 million in all other revenue
- Permanent Tax Rate: \$2.861
- 4% increase in total assessed property value each fiscal year
- Utility & Street Fees Increase 5.8% in May 2023, 5% YR 2
- All other fees increase per policy: CPI of 5.8% in May 2023, and estimated at 5% for YR2

Requirements (Expenditures)

2023-2025 Biennium Expenditure Summary



Current Expenditures:	\$68.9 million
Contingency:	<u>7.5 million</u>
Total Requirements:	\$76.4 million

Changes from Previous Biennium

- Personnel services increased 10.8% (\$1.6 million)
- Material and services decreased 0.4% (\$0.08 million)
- Capital outlay increased 0.4% (\$0.1 million)
- Transfers increased 17.8% (\$0.7 million)
- Debt service decreased 29.2% (\$1.3 million)

Budget Summary – Personnel

Budget Assumptions

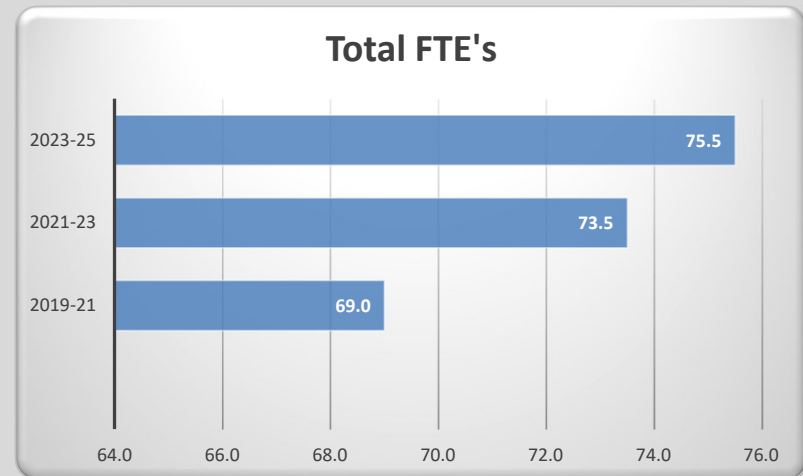
- Cost of Living Adjustment (COLA) implemented per policy
 - FY2023-24 – 3.0% (U.S., All Cities CPI-W for March to February)
 - FY2024-25 – Estimated, Actual CPI will be implemented when published, based on policy
- Health Insurance: YR 1 – 1.5% increase; YR 2 – 6.0% anticipated increase
- PERS rates rise overall
 - Tier I/II – increase 2.93%
 - OPSRP – General increase 2.38%
 - OPSRP – Police increase 2.81%
- Step increases for represented staff
- Merit increases for non-represented staff
- Currently, 7.4% of existing positions are vacant and in process of recruitment. (73.5 employees, 5.5 vacancies)

Budget Summary – Personnel

TOTAL FTE – CITYWIDE:	86.9
<u>LESS CONTRACTED FTE:</u>	<u>11.4</u>
NET FTE – CITYWIDE:	75.5

- + 3.0 Additional FTE (non-contract)
 - 1.0 FTE Utility Worker I - Wastewater
 - 1.0 FTE Chief Communications Officer – 911 Services
 - 1.0 FTE Chef/Food & Beverage Manager – FEC
- - 1.5 FTE Reduction
 - 1.0 FTE GIS Analyst – Public Works
 - 0.5 FTE Administrative Assistant – City Manager’s Office
- + 0.5 FTE Transitioning
 - 0.5 FTE Admin Assistant changing to 1.0 FTE Mgmt. Analyst – PW Admin

+2.0 Net Change

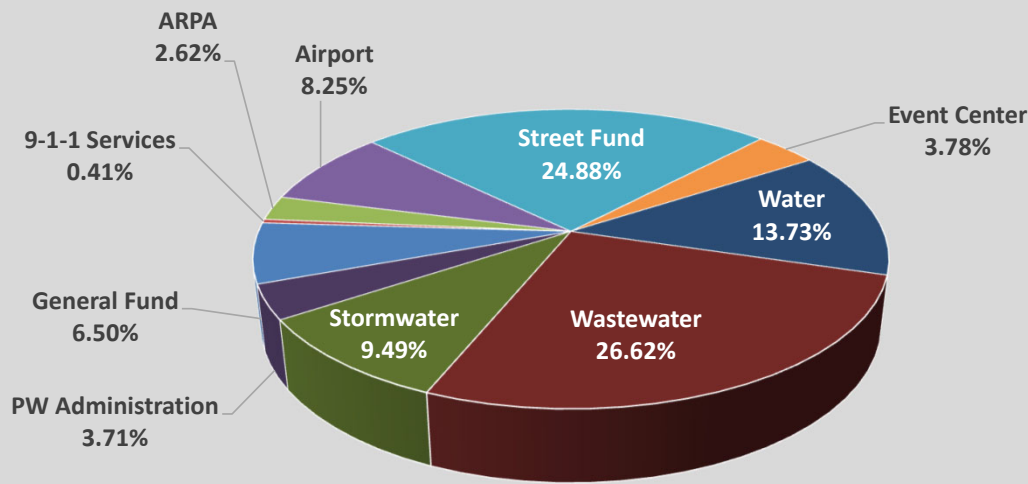


Budget Summary – Debt

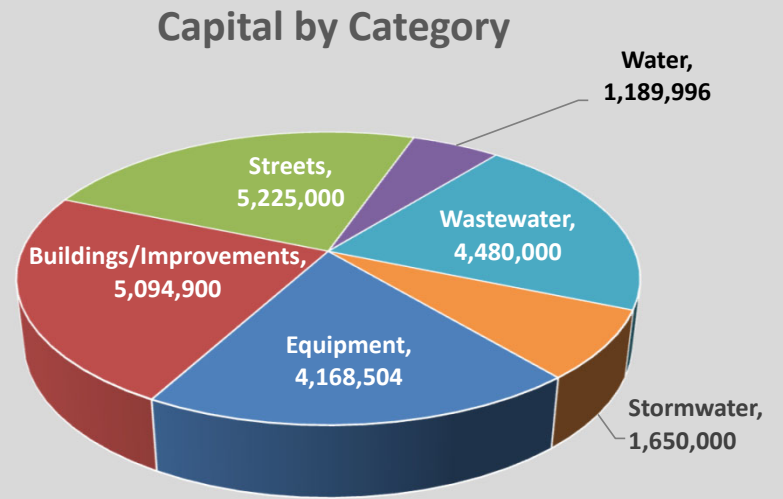
- Proposed Debt Proceeds: \$6,355,000
 - \$3,500,000 from 2023 Banner Bank Financing
 - Expected debt issue \$2,855,000
- Total Biennium Debt Cost: \$5,919,200 or 8.59% of total expenditures
- Debt Outstanding at Biennium End: \$29.8 million (\$25.4 million excluding FURA debt)



Budget Summary – Capital Expenditures

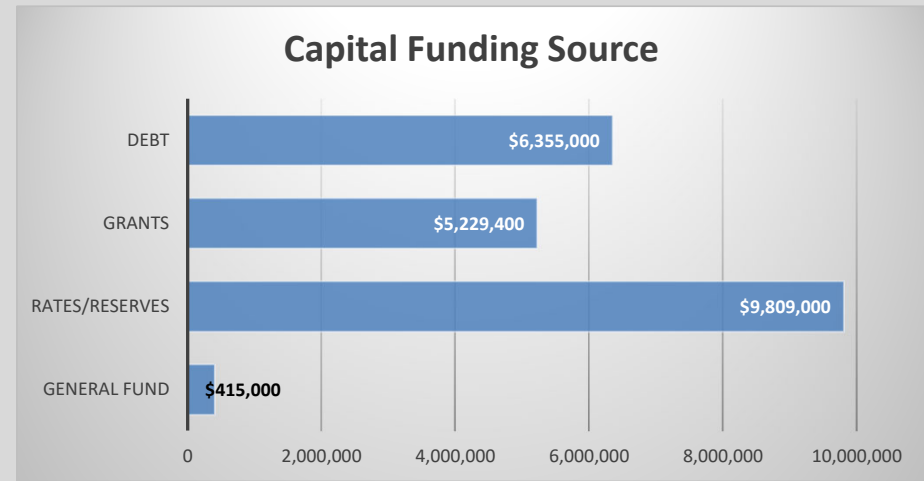


Capital by Fund



Budget Summary – Capital Expenditures

City-Wide Capital Outlay Summary	
Fund	Amount
General Fund	1,417,500
9-1-1 Services Fund	90,000
American Rescue Plan Act Fund	570,900
Airport Fund	1,800,000
Street Fund	5,425,000
Florence Events Center Fund	825,000
Water Fund	2,995,000
Wastewater Fund	5,805,000
Stormwater Fund	2,070,000
Public Works Administration Fund	810,000
Total City- Wide Capital	21,808,400





Questions?



Fiscal Biennium 2023-25 Proposed Budget

General Fund

Fiscal
Biennium
2023-2025

Biennial Budget

CITY OF FLORENCE, OREGON

Proposed Budget

General Fund

City Manager
Erin Reynolds

- Public Safety
- Parks
- Community Development
- Administration
- Administrative Services
- Municipal Court
- Non-Departmental



➤ Total Budget: \$19,087,100

General Fund: Public Safety

Chief
John Pitcher

- Patrol
- Corrections
- Communications (9-1-1 Fund)



- Total Budget: \$6,012,700
- 18 FTEs

Public Safety: 2021-23 Accomplishments

- The Police Department established a Drone Program, including the training of Officers as pilots for the program.
- The School Resource Officer led the Department's creation of a Youth Police Academy.
- Development, participation, and support of the Western Lane Crisis Response Team.



Public Safety: Patrol

STAFFING

- Chief
- Lieutenant
- 3 Sergeants
- Detective
- 9 Patrol Officers
- School Resource Officer
- Management Analyst



2023-25 HIGHLIGHTS

- Implement best practices for public safety and community policing.
- Evaluate public safety staffing levels based on calls for service and long-term financial feasibility.
- Updates to patrol vehicle in-car video equipment.
- Florence Police Association contract negotiations.
- Capital Outlay includes 3 patrol vehicles – 1 is a carryover due to delivery.

Public Safety: Corrections

STAFFING

- Corrections Officer



2023-25 HIGHLIGHTS

- Improvement of policies and procedures for Jail, including implementation and training.
- Evidence and Property room management.

General Fund: Parks

Public Works Director
Mike Miller



- Total Budget: \$2,015,100
- 2 FTE; 2.0 FTE Seasonal Contract Labor

Parks: 2021-23 Accomplishments



- Successfully obtained LGGP grant to help fund Miller Park Playground Rehabilitation project.
- Successfully obtained a LWCF grant to fund the Rolling Dunes tennis courts, including the replacement of the restroom facility and picnic shelter.
- Replaced the 1984 Ford tractor with a new Kubota LX3310 tractor with backhoe attachment

Parks



2023-25 HIGHLIGHTS

- Completion of grant funded projects
 - Miller Park playground rehabilitation
 - Rolling Dunes pickleball courts, including restrooms and picnic shelter)
- Expansion of parking and trails at Exploding Whale Memorial Park
- Maple Street Plaza updates (restrooms)



Parks: Capital Outlay

CAPITAL PROJECTS & EXPECTED TIMELINES

Description	2023 - 2024				2024 - 2025			
	1 st QTR	2 nd QTR	3 rd QTR	4 th QTR	1 st QTR	2 nd QTR	3 rd QTR	4 th QTR
Large mower replacement	X							
Rolling Dunes Pickleball expansion, restroom and picnic shelter replacement		X						
Miller Park Play Structure Rehab	X							
Benches for Miller Park	X							
Maple Street Restroom Remodel			Apply for grant			X		
Trail Improvements			Apply for grant				X	
Covered shelter at Singing Pines Dog Park				X				
Replace 2006 Parks Service Truck		X						
Tractor attachments to maintain fields			X					
Munsel Road Park Playground Rehab			Apply for grant				X	
Exploding Whale Memorial Park parking area expansion and west access trail						Apply for grant		X
Ocean Woods Park Improvements (trails)							X	

General Fund: Community Development

Planning Director
Wendy FarleyCampbell

- Planning
- Code Enforcement
- Building Fund has moved to
Special Revenue Funds



- Total Budget: \$1,391,600
- 5 FTE

Planning: 2021-23 Accomplishments

- Work nearly complete for two long-range planning efforts: Transportation Systems Plan Update and Housing Implementation Plan Phase and related code updates.
- Land Use application fees increased for first time since 2007—15 years.
- Processed 13 annexation requests and zone change applications, twice the amount for the previous biennium.
- Processed a taxi rate increase for the first time in over 20 years.
- Staffed six community or regional boards participating in their master planning efforts.



Planning

- TOTAL BUDGET: \$1,174,400
- 4 FTE

2023-25 HIGHLIGHTS

- Design and implement applicant education, staff operation and communication standards, and application submittal and tracking system for the life cycle of the development process.
- Completion of the Transportation Systems Plan (TSP) Update process.
- Implementation of the Housing Implementation Plan (HIP) recommendations.
- Hire vacant planner position



Code Enforcement: 2021-23 Accomplishments

- Purchased new Code Enforcement van after previous was totaled in a no-fault head on collision.
- Purchased new sound and light meters.
- Restarted professional training after Covid closures.
- Purchased car thermometer



Code Enforcement

- TOTAL BUDGET: \$217,200
- 1 FTE

2023-25 HIGHLIGHTS

- Update City's nuisance codes.
- Complete and implement the code enforcement operations manual to create the opportunity for professional volunteer assistance.
- Review and update City Code and procedures if necessary in response to House Bills 3115 and 3124.
- Design and implement community education and outreach program on City Code and reporting procedures.



General Fund: Administration

City Manager
Erin Reynolds

- City Council
- City Manager's Office
- City Recorder
- Economic Development
- Human Resources



- Total Budget: \$2,934,500
- Administration – 6 FTE; 1.6 FTE Cardinal/RARE Intern

City Council: 2021-23 Accomplishments

- City Council goal setting retreat
 - Creation of City Council Norms.
- Completed 11 annexations to the City of Florence bringing 40.89 additional acres to the City limits.
- Reaffirmation of City Council Goals and adoption of the 2023-2025 City Work Plan.
- Adoption of the Housing Implementation Plan, a summary and prioritization of housing development strategies.



City Council

➤ TOTAL BUDGET: \$219,200

2023-25 HIGHLIGHTS

- Implementation of City Council Norms across City committees and commissions.
- Continued support of City activities and events to encourage community engagement and volunteerism.
- Facilitate community discussion around maintaining a quality environment and sustainable future.
- Monitor city population and state statutes for needed actions to comply with new rules related to housing and other land use related statutes.



City Manager's Office: 2021-23 Accomplishments

- Onboarded and trained the 2023-2025 City Council members.
- Facilitated the development of the 2023-2025 City Work Plan.
- 2023 State of the City Address and City Services
- Coordinated community communications of City projects and updates.
- Coordinated the City's 2022 Block Party, Holiday Festival activities, and other community events.
- Continued efforts for employee engagement and recognition to improve employee satisfaction.



City Manager's Office

- TOTAL BUDGET: \$1,364,200
- 3 FTE

2023-25 HIGHLIGHTS

- Develop a community attitudes survey and other outreach.
- Support for communications and production of large scale events like the State of the City, Block Party, End of Summer BBQ, and other community engagement activities.
- Support for large capital projects and long-range planning activities.
- Continued support of the Florence Urban Renewal Agency's efforts to develop the Quince Street property.



City Recorder: 2021-23 Accomplishments

- Transitioned from virtual meetings to hybrid style meetings, both video conference and in person, for all City public meetings.
- Promotion and training of new City Recorder.
- Facilitated the City Council process to fill the City Council vacancy in early 2022.
- Managed the 2022 City Council elections process
- Coordination of Committee & Commission Work Plans for Council approval, as well as communication between committees and the City Council.



City Recorder

- TOTAL BUDGET: \$333,900
- 1 FTE

2023-25 HIGHLIGHTS

- Review and update internal processes related agenda and meeting materials management.
- Committee and commission volunteer recruitment process review and update
- Implementation of city code management software.
- Review and update of Public Records Request policies and process.



Economic Development: 2021-23 Accomplishments

- Assisted FURA in the work towards developing a hotel at the Quince Street Site.
- Disbursed Community Development Block Grant funding.
- Developed and implemented the Multi-Unit Property Tax Exemption Program (MUPTE)
- Facilitated grants to Florence childcare facilities.
- Supported the efforts of the Public Arts Committee and their projects.
- Supported RAIN and regional partners in the establishment of entrepreneur and business programs.
- Supported COVID-19 Business Assistance funding



Economic Development

- TOTAL BUDGET: \$520,400
- 1 FTE

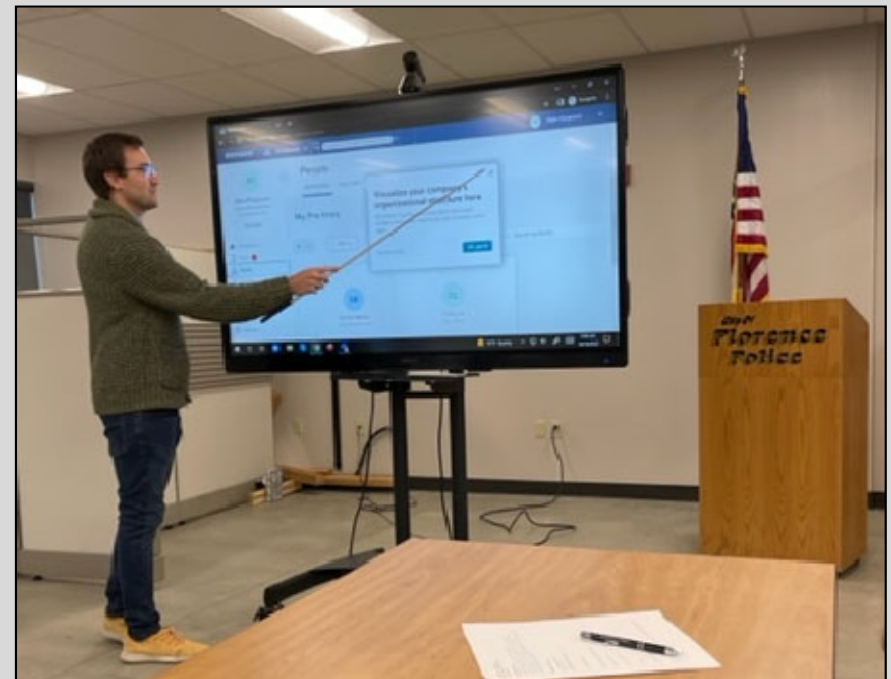
2023-25 HIGHLIGHTS

- Market the Pacific View Business Park
- Support FURA's efforts to develop the Quince Street property
- Work with FURA to add public art to the ReVision Florence corridor through Art Exposed
- Continue work in economic development areas including housing, childcare, increasing living wage jobs, business retention and expansion, and more
- Complete the Community Development Block Grant



Human Resources: 2021-23 Accomplishments

- Implemented Safety Manual
- Implemented new electronic forms system
- Implemented new onboarding system
- Developed and implemented new job and pay framework
- Updated pay administration guidelines
- Continued to update employee policies related to the COVID-19 pandemic response, including incorporation of updated OSHA rules and State guidelines
- Continued to engage in city-wide recruitment and retention efforts



Human Resources

- TOTAL BUDGET: \$496,800
- 1 FTE

2023-25 HIGHLIGHTS

- Update Personnel Handbook, personnel policies based on best practices
- Implement a comprehensive performance management system
- Coordinate City culture study and trainings
- Implement Safety and Training schedule
- Recruit for key positions and maximize staffing across all departments
- Commence and complete Florence Police Association negotiations
- Compensation market analysis/implementation, as needed
- Review employee benefits packages
- Develop and implement ADA Title II compliance program



General Fund: Administrative Services

Administrative Services Director
Anne Baker

- Finance
- Information Technology



- Total Budget: \$2,978,100
- Total FTE: 6.5; 0.3 FTE Cardinal to cover medical leave
 - Budget request includes 0.5 FTE for an IT Analyst, which was formerly an IT Technician.
- Administrative Services revenues are funds received from departments that benefit from its services.

Finance: 2021-23 Accomplishments

- Satisfied the City's obligation on the General Obligation Bond for the water plant improvements.
- Issued \$13.6 million in debt to finance several capital projects and equipment purchases.
- Selected Tyler Technologies to replace Caselle as the City's Enterprise Resource Planning system.
- Annual Financial Audit
 - Unmodified Opinion
- City Budget
 - GFOA Distinguished Budget Presentation Award
- By the Numbers
 - Service 4,271 utility customers
 - Collected \$7.10 million in revenue
 - Payroll for over 60 City employees



Finance

- TOTAL BUDGET: \$1,393,900
 - 5 FTE
-

2023-25 HIGHLIGHTS

- Onboard new independent auditors.
- Monitor departmental controls to improve transparency in the City's financial processes.
- Comprehensive Annual Financial Report.
- Prepare biennial budget consistent with adopted City work plan.
- Provide excellent customer service in person and over the phone to all customers.
- Review and update long-range financial forecasts annually for all funds.
- Ensure timely financial reporting.
- Assist in the financial analysis and evaluation of items throughout the City work plan.
- Implementation of new Enterprise Resource Planning system.



Information Technology: 2021-23 Accomplishments

- Completed RFP process for managed service provider.
- Onboarded with StepUp IT Services, Inc. to provide user and network support.
- With StepUp's assistance, completed implementation of two-factor authentication to access the City's network.
- Assisted with the upgrade to the dispatch consoles in the Police Department's Communications Center.
- Upgraded network access switches as part of the network continuity efforts.
- Replaced approximately 20 end-of-life computer workstations
- Technology Upgrades:
 - All workstations to Windows 10.
 - All printers for all buildings in the city.
 - Firewall to current utility recommendations.
 - All servers to Server2016 or newer.
 - Cisco Call Manager to replace end of life management software.
 - Visual monitoring system at the Justice Center.



Information Technology

- TOTAL BUDGET: \$1,584,200
- 1.5 FTE

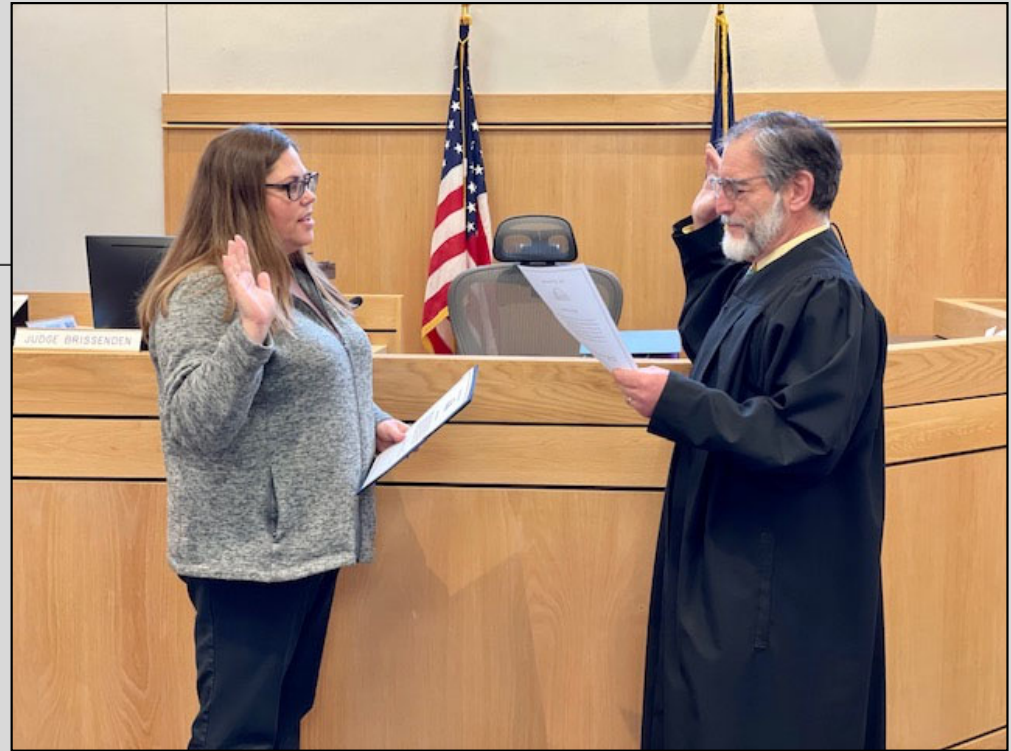
2023-25 HIGHLIGHTS

- Assist various departments in technology and software solutions.
- Provide ongoing support for evolving technology needs related to remote access services for both employees and members of the public
- Migration to Office 365 with all associated updates needed
- Maintain and continue proper information technology security programs and protocols.
- Continue monitoring the City network for attempted threats against its data.



General Fund: Municipal Court

City Manger
Erin Reynolds



- Total Budget: \$793,300
- FTE: 2.0; 0.4 FTE Contract Judge

Municipal Court: 2021-23 Accomplishments

- Hired new Deputy Court Administrator.
- Began writing operating procedures for staffing shortages.
- Municipal Court resumed holding in-person trials.
- Upgraded payment processing solution.



Municipal Court

2023-25 HIGHLIGHTS

- Program Implementation with Department of Revenue to collect fines and fees.
- Implement E-Convictions with DMV.
- Train new lead Court Clerk to become efficient in the work flows and court process; and recruit second Court Clerk.
- Evaluation of the need for virtual court services moving forward, including assessing technology solutions.



General Fund: Non- Departmental

City Manger
Erin Reynolds



- Total Budget \$1,723,000
 - \$122,300 in General Fund debt
 - \$1,181,200 transfer to 9-1-1 Fund

Non-Departmental: 2021-23 Accomplishments

- Leadership for the West Lane Emergency Operations Group (WLEOG).
- Coordination of West Lane County emergency response to COVID-19 pandemic, served as incident command, and coordinated with Lane County Public Health to provide ongoing mass vaccination clinics through December 2022.
- Lane County Natural Hazards Mitigation Plan Florence Annex update
- Initiated planning of the 2023 WLEOG Preparedness Expo
- Designed and planned construction of the staircase and retaining wall replacement on the east side of City Hall. Construction to begin mid-2023.



Non-Departmental

2023-25 HIGHLIGHTS

- Continue coordination of Emergency Management function within the City, including leading the efforts of the WLEOG.
- Florence Annex to the Lane County Natural Hazards Mitigation Plan Update
- Develop welcoming community gateway signage (N,S,E).
- Pursue opportunities to support public electric vehicle charging options at City facilities and parks.
- Continued support of Siuslaw Outreach Services and Rhody Express.
- Transfers: \$88,000 transfer to subsidize the newly created Building Fund.





Questions?

Debt Service

Administrative Services Director
Anne Baker



- Total Budget: \$3,797,600
- Debt Payments: \$3,227,400
- \$569,600 in reserves for the Local Improvement District (LID)

General Obligation Debt Service

Administrative Services Director
Anne Baker



- Fund closed in fiscal year 2021-22
- Last payment made in June 2022
- Fund information shown for historical purposes
- \$80,600 balance transferred to the Water Fund as directed by City Council

Transient Lodging Tax Fund

Administrative Services Director
Anne Baker

- Total Budget: \$1,198,300
- \$1,172,900 in estimated tax collections
 - \$697,800 transfer to Florence Events Center
 - \$465,200 estimated payment to the Chamber of Commerce
- \$30,500 reserved for qualifying City projects
- Entered into MOU with the State of Oregon on October 1, 2022 for tax collection



9-1-1 Services Fund

Chief
John Pitcher

- Communications



- Total Budget: \$2,574,700
- 8 FTE

9-1-1 Services: 2021-23 Accomplishments

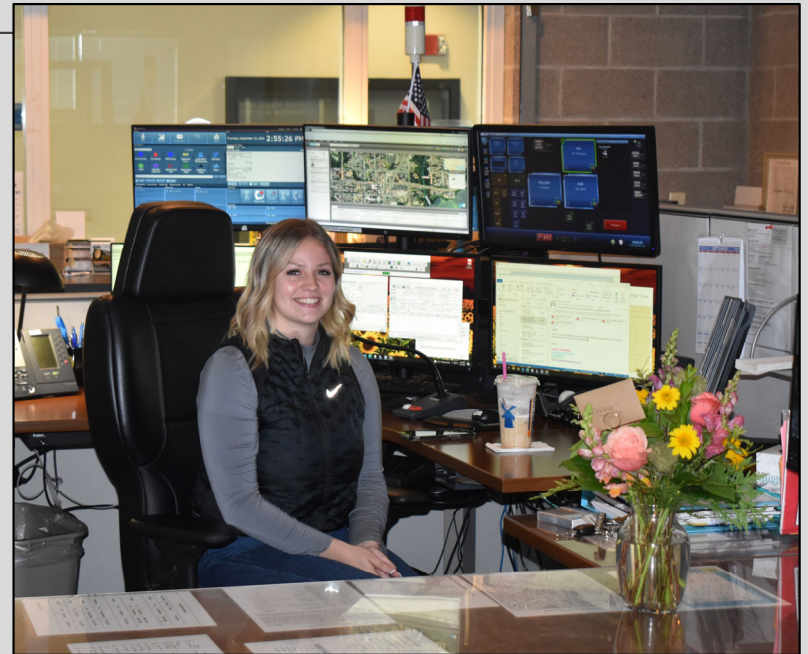
- Worked with Western Lane Fire & EMS Authority and ODOT to update and install new radio repeater system and added a repeater site on Glenada Hill. The City of Florence received a grant from the USDA for approximately \$68,363 to assist with this purchase.
- Updated the VESTA 911 system. The project cost of \$314,000 was paid for by Oregon Office of Emergency Management.
- Repaired and updated the back-up 9-1-1 center located at the main fire station.



9-1-1 Services

2023-25 HIGHLIGHTS

- Re-establish first line supervision for the Communications Center.
- Continue dispatching support for the Western Lane Crisis Response.
- Purchase of a radio consolette for the Florence Police Department radio frequency.
- Maintain Compliance with Criminal Justice Information Services (CJIS) and Federal Crime Reporting.





Questions?