Memorandum

To: Planning Commission
From: Kelli Weese, City Recorder / Economic Development Coordinator

Date: September 22, 2020 Meeting Date

City of Florence Work Plan:

In 2021, the City of Florence City Council will work to develop a work plan for the City to provide direction to the City of Florence for the 2021-2023 years. This work plan serves as a guiding document for the establishment of the 2021-2023 biennial budget. In addition, this overarching City work plan serves as the background for the establishment of each Committee's work plan for the upcoming year, which must be consistent, relevant and supportive of the Council's goals.

As advisory committees / commissions to the City Council, each Committee is charged with providing the City Council with input regarding the commissions / committees work programs and issues, and to forward information regarding potential issues that may contribute to the Council's goal-setting work. The Council is then charged with taking this information into consideration when creating its goals and work plan for the coming year.

City Council / Commission Work Session:

In order to achieve this objective, the City Council meets with representatives of all of the commissions and committees (except for the Budget Committee) in the fall of each year. This work session is set for November 16, 2020 at 10:30 a.m.

To prepare for this work session with the City Council, each Commission or Committee will be charged with discussing potential feedback to the City regarding their work programs and issues, and to create a memo to the City Council in advance of the City Council's work session. In this way, the City Council can review the feedback provided by each committee and be prepared for a constructive conversation with the representatives. To meet the deadlines, this memo is due to the City Recorder's office by 5pm on Thursday November 5th. For guidance on the information to be obtained in the memo to the City Council, members are encouraged to review Chapter 7 of the Commission & Committee manual included as an attachment to this memo.

During the work session with the City Council, each committee will have approximately 5-10 minutes to provide an overview to the City Council of the feedback contained in the committee's memorandum. The Council / Committee will then have 5-10 minutes for questions and discussion.

In general, the Commission discussion at the City Council work session is led by the Planning Commission Chairperson. However, all members of the Committee are encouraged to attend and participate in the meeting / discussion if they are able to do so.

It is important to know, that participation in the November 16th City Council work session is optional for each of the Committees, however it is the mechanism to allow for feedback from the Planning Commission to the Council on the City of Florence's work plan. Thus, participation by the Commission is strongly encouraged.

Next Steps:

At the September Planning Commission meeting, the Commission will have the opportunity to begin discussions as to whether the Planning Commission would like to participate in the upcoming City Council work session, and if so, what input the commission would like to provide to the City Council on the upcoming City work plan.

At an October Planning Commission meeting, the commission will need to:

1. Determine if you will participate in the City Council work session on November 16th, and if so either…
    a. Approve a memo detailing the feedback the Planning Commission wishes to share with the City Council for their consideration in creating the 2021-2023 City of Florence work plan, or
    b. Direct the Commission Chair and/or subcommittee(s) to prepare a memo and detail the feedback to the City Council.

Items Attached:

- Chapter 7 of the Commission & Committee Manual
- 2019 Planning Commission Work Plan
- 2018-2021 City of Florence Work Plan

Chapter 7 – Goals & Work Plans

Committee's Role in Goal Setting / Work Plan Creation

Each January, the Council develops or reaffirms goals and a work plan for the City to meet over the next fiscal year and/or biennium. Clear goals provide the foundation for the future success of this process. This goal statement and any other background documentation for clarifying the Council's priorities are provided to the committees in the early months of each year.

After receipt of the Council goals & work plan, all permanent standing commissions and committees, except for the Budget Committee, are then charged with developing:

- an annual work plan for their committee for the upcoming year, and
- a report on the activities of the committee over the prior service year

The chairperson of each committee is responsible for coordinating the creation of these reports. The work plan must be consistent, relevant, and supportive to the Council's goals.

The commission / committee's work plan and prior year activities report shall be presented to the City Manager and City Council for approval at a Council meeting in the spring of each year. This action will generally occur on the consent agenda. Staff representatives shall work with the City Recorder's office and each commission & committee chair to ensure timely submittal of the commission & committee's work plan and activities report.

Should a commission / committee feel the need to amend their work plan prior to completion of the planned year, the committee should submit a request in writing to the City Recorder's office following the procedure for committee reports and recommendations to Council (next section).

Except for the Budget Committee, the Council meets with representatives of all the commissions and committees in a work session in the fall of each year. The purpose of the work session is to provide Council with input regarding the commissions / committees work programs and issues, and to forward information regarding potential issues that may contribute to the Council's goal-setting work. The Council then takes this information into consideration when creating its goals and work plan for the coming year.

General Commission & Committee Yearly Schedule	
Approximate Date(s)	**Action**
February *(1st Committee meeting of the service year)*	• Welcome new members • Appoint Chairperson / Vice-Chairperson / Secretary (optional) • Approve annual committee meeting calendar
February / March	• Review Council goals & work plan • Begin creation of commission / committee work plan & prior year activities report
April / May	• Committee approval of proposed work plan & prior year activities report • Committee work plan & prior year activities report submitted to City Manager & City Council for approval
October / November	• Work session with City Council to: o Review work performed thus far o Receive Committee recommendations for overall City work plan & budget

Reports & Recommendations to Council
With the exception of the annual Council work session with representatives of the committee, all reports and recommendations presented to Council shall be documented in the committees approved work plan.

All reports & recommendations submitted to Council shall be presented by the Committee chair and/or authorized committee representative(s). The reports shall be prepared in such a way that the Council fully understands the issue and what action, if any, it is to take. A report should include a clear recommendation, the reason for the recommendation, the facts on which it is based, points of disagreement within the commission or committee, and a minority recommendation, if any.

Quality commission reports and recommendations consider the Council's necessity to view an issue as broadly as possible. The Council must fully understand the relevant background and implications, including costs, of each action it is asked to take.

Submission of quality reports will enable the Council to act knowledgeably and expeditiously on reports and will reduce the likelihood of the Council referring the report back to the commission or committee for clarification.

Commissions and committees are to transmit their written findings and recommendations to the Council through the Council agenda packet. Staff representatives are responsible for scheduling committee reports for action by the Council. Please contact the City Recorder's office for details and timelines.

In some cases, a commission or committee may need direction from the Council in order to accomplish a task. This type of instruction can come from a Council work session. City staff can place the committee or commission's item on the Council agenda by working with the City Recorder.

Monthly Committee and Commission Reports
It is the responsibility of the chairperson of each committee to coordinate with their committee or commissions to provide complete, concise, and accurate reports to the Council on a monthly basis. These documents should be prepared in such a manner that the Council fully understands the issues before each committee and what action, if any, has occurred at the committee level, as well as what action may be necessary at the Council level. Reports for the month prior are due to the City Recorder by 5 p.m. on the first Friday of every month.

City of Florence

A City in Motion

Exhibit A

City of Florence
Planning Commission
Committee Work Plan
July 2019 – June 2021

Planning Commission Overview:

The Planning Commission is the City of Florence's planning body and Citizen Involvement Advisory Committee (per ORS 197.160) with the authority to take actions considering specific land development proposals and propose policy and legislation to the City Council. The Planning Commission conducts hearings, reviews applications, recommends amendments, and performs other duties related to community planning and development at the request of the City Council.

The objective of this document is to create priorities for the 2019 and 2021 biennial cycle. These work plan priorities generally relate to long-term planning efforts to be considered, which include, but are not limited to the following:

- Housing Code Update
- FEMA Floodplain Map & Code Updates
- Transportation Systems Plan Update
- Various Code and Comprehensive Plan Updates

Planning Commission Members:		
John Murphey; Chairperson	Sandi Young; Vice-Chairperson	Ron Miller
Brian Jagoe	Eric Hauptman	Andrew Miller
Phil Tarvin		

City Staff and Ex-Officio Members:	
Wendy FarleyCampbell, Planning Director; Ex Officio Member- City Staff	Glen Southerland, AICP, Associate Planner; Ex-Officio Member- City Staff
Dylan Huber-Heidorn, Planning Technician; City Support Staff	Vevie McPherren, Planning Administrative Assistant; City Support Staff

Committee Priorities:

Housing Code Update:

The City Council has made housing their top priority for the 2019 – 2020 biennial. The Planning Commission is committed to implementing the City Council's goals by working with City staff to adopt new residential housing codes that are more progressive and allow for a wider range of housing stock in the Florence area as well as other initiatives as they arise.

The next steps regarding housing for the Planning Commission are...

- Hold joint work session(s) with the City Council regarding housing code updates.
- Begin the adoption process and hold public hearings on the proposed updates.
- Take public feedback and implement suggestions where appropriate.
- Work with City Staff to assist with the implementation process as needed.
- Communicate and promote housing code changes to the community.

FEMA Floodplain Map & Code Updates:

FEMA and the Oregon Department of Geology and Mineral Industries (DOGAMI) began Floodplain Insurance Rate Map (FIRM) updates for coastal Lane County in 2018. These maps had not been previously updated since 1999. The Planning Commission will have the responsibility of reviewing and adopting Code and Comprehensive Plan updates to ensure that Florence maintains compliance with the National Flood Insurance Program and protects our residents and visitors.

The Planning Commission's next steps regarding floodplain amendments are...

- Update Titles 4 and 10 of Florence City Code.
- Update the Florence Comprehensive Plan in support of FIRM updates.
- Champion and communicate city efforts regarding flood protection efforts.

Transportation Systems Plan Update:

The City Council has identified the need to update and correct the City's Transportation System Plan in order to provide the most accurate information for development and identify projects to be included in the TSP. This process will involve...

- Working with staff to prepare and review updates to the TSP.
- Working with the Transportation Committee to audit the existing TSP and correct errors.
- Preparing updates to Florence City Code, Capital Improvement Plan, and Comprehensive Plan.
- Determining appropriate public outreach methods on the amendments.
- Hosting joint public hearings with the City Council.

Miscellaneous:

Other opportunities exist, not only for additional code and comprehensive plan housekeeping updates, but for general process changes by the Planning Commission. Those include...

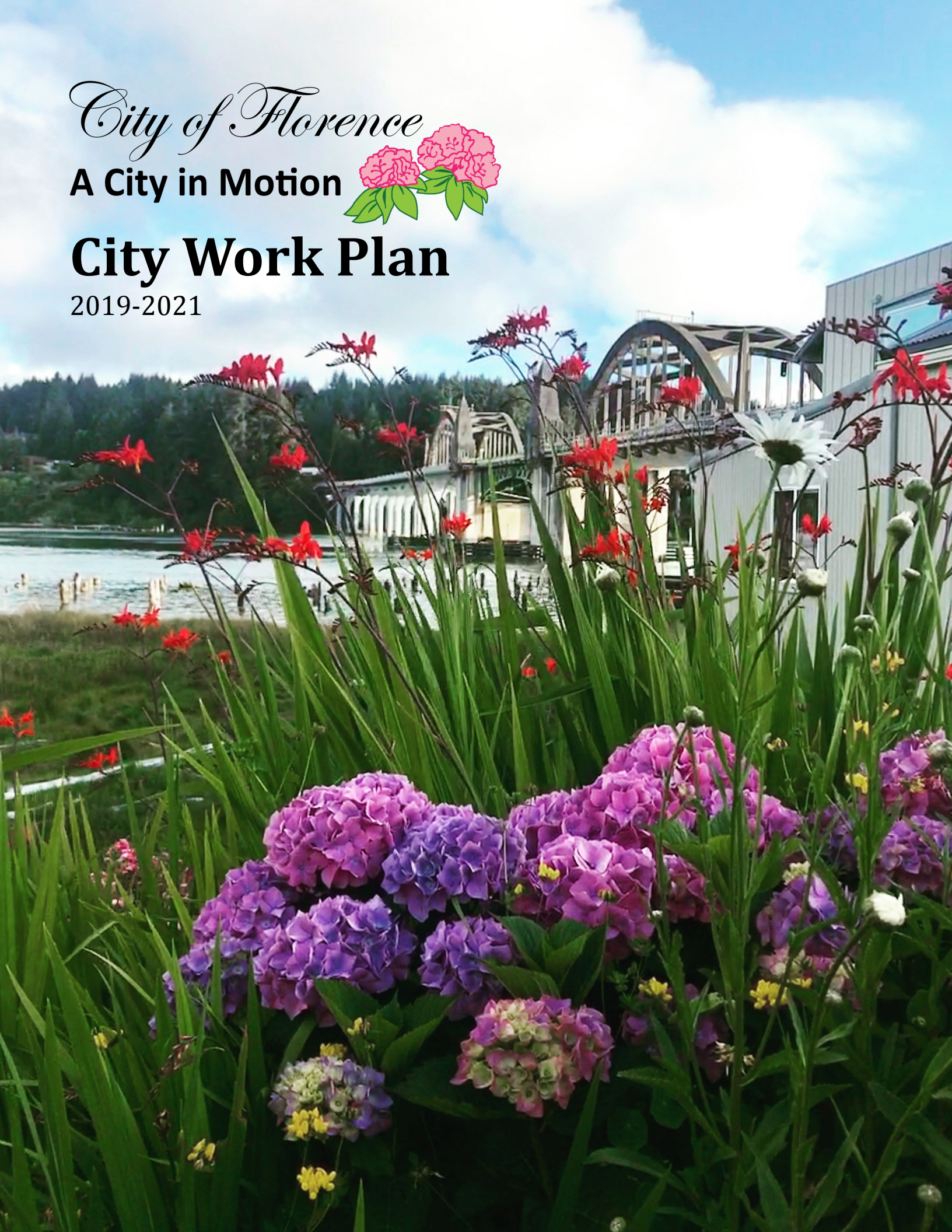
- Researching and revising parking lot lighting standards and revising lighting code to reflect those standards.
- Complete mural code revisions after completing a joint work session with the City Council.
- Perform general housekeeping updates to Titles 10 and 11 not covered by other code update processes.
- Update the Florence Realization 2020 Comprehensive Plan in order to meet state requirements and community needs.
- Convert Planning Commission meeting materials to digital delivery systems.

City of Florence

A City in Motion

City Work Plan

2019-2021



City of Florence

A City in Motion

City of Florence

A City in Motion

2019-2021 Work Plan

TABLE OF CONTENTS

Introduction, Mission, Goals, & City Services 5

City Council Work Plan Priorities 9

2019-2021 Work Plan

- Priority 1: Housing Efforts & Initiatives 11
- Priority 2: Family Wage jobs & Workforce Development 13
- Priority 3: ReVision Florence 16
- Priority 4: Development of Quince Street Property 16
- Priority 5: Parks & Park Improvements 17
- Priority 6: Infrastructure & Capital Improvements 18
- Additional Objectives 20

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

City of Florence

A City in Motion

2019-2021 City of Florence
Work Plan Introduction

Florence City Council

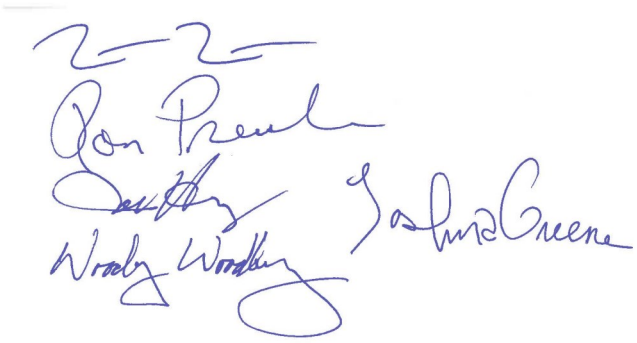
Mayor Joe Henry

Council President Woody Woodbury

Council Vice-President Ron Preisler

Councilor Joshua Greene

Councilor Geraldine Lucio



Management Team

Erin Reynolds, City Manager

Anne Baker, Administrative Services Director

Megan Messmer, City Project Manager

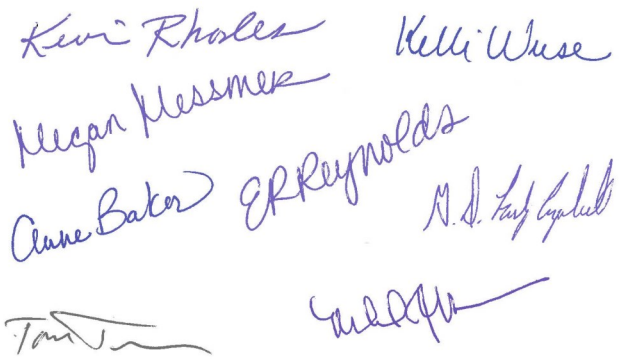
Kelli Weese, City Recorder/Economic Dev. Coord.

Kevin Rhodes, Florence Events Center Director

Wendy FarleyCampbell, Planning Director

Tom Turner, Police Chief

Mike Miller, Public Works Director



About the Work Plan

The City of Florence 2019-2021 Work Plan is governed by the City's mission and goals (see page 6). These goals represent the City's areas of focus for the City moving forward toward the City's mission and were ratified by the City Council in early 2019.

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

The Work Plan outlines the City's strategy toward the achievement of the City Council priorities and the five City Council goals through objectives and tasks. The Work Plan serves as the foundation for preparing the biennial budget. The goals, priorities, and objectives outlined reflect the City's commitment to the vision of Florence as Oregon's Premier Coastal Community.

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

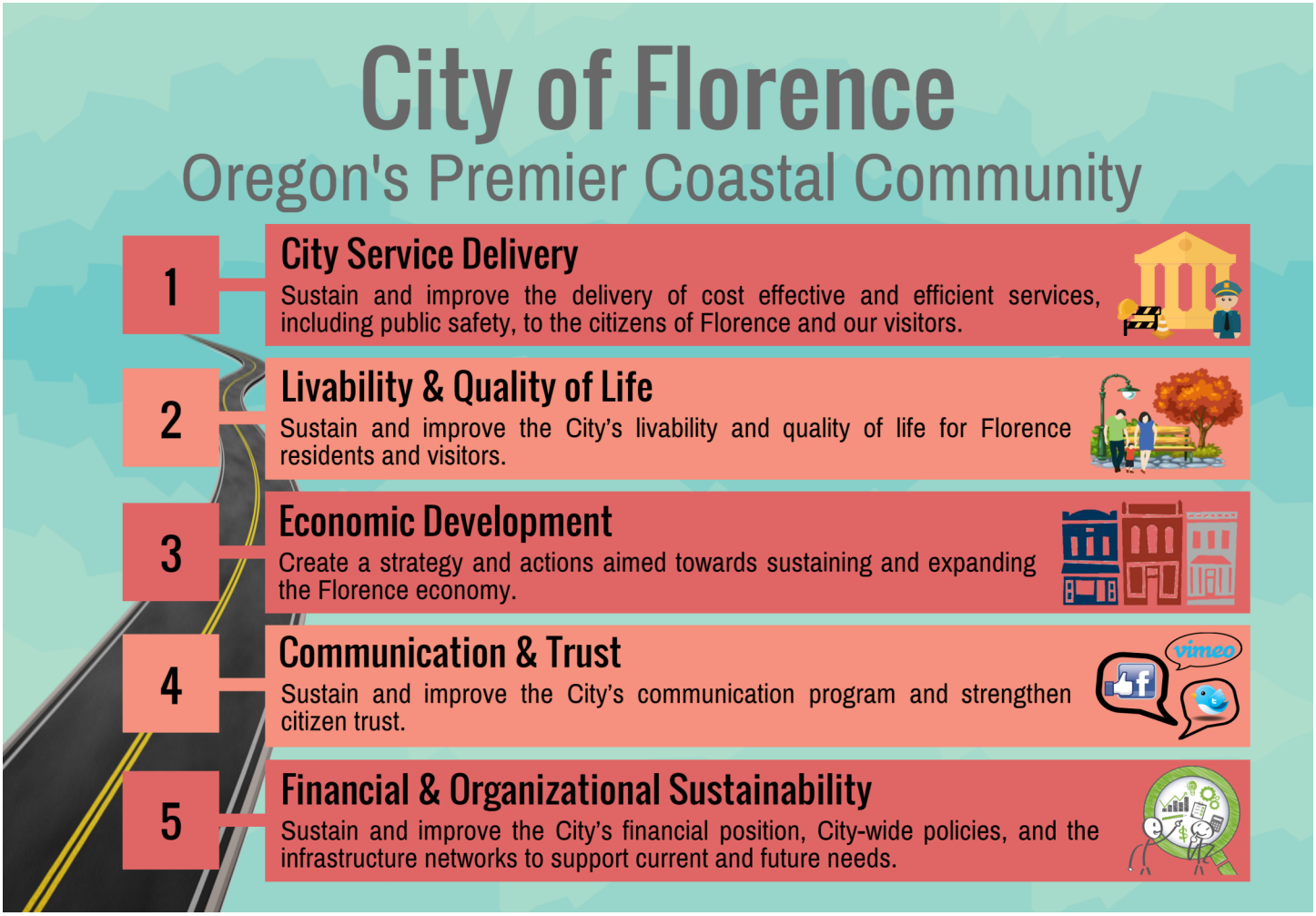
The City also carries out general day to day operations in providing City services to residents. Those items are not necessarily outlined in the Work Plan, but are a large part of the work performed by City staff.

The City Services Organizational Chart is available on page 7.

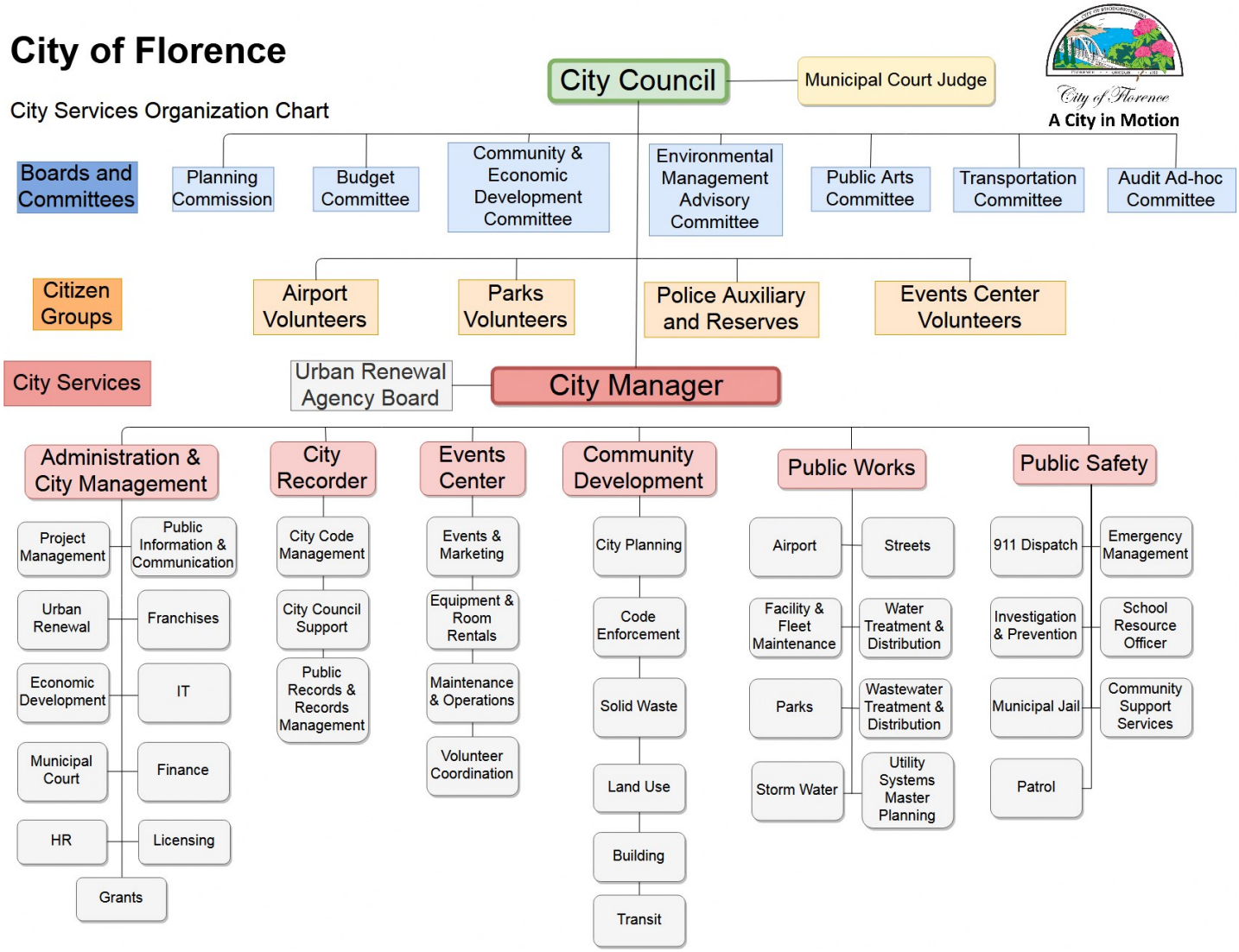
City of Florence Mission

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

City of Florence Vision & Goals



City of Florence City Services Organizational Chart



About the City Services Organizational Chart

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

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

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

City of Florence

A City in Motion

2019-2021 City of Florence Work Plan Priorities

About the Priorities

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

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

Determining Priorities

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

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

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

	Priorities	Goal(s) Addressed
1	**Housing Efforts & Initiatives** *(Development, Regulations, Workforce / Affordable Projects & Support, Homelessness & Incentives)*	• *Goal 2: Livability & Quality of Life* • *Goal 3: Economic Development* • *Goal 5: Financial & Org. Sustain*
2	**Family Wage Jobs & Workforce Development** *(Retention, Expansion, Marketing, Infrastructure & Incentives)*	• *Goal 2: Livability & Quality of Life* • *Goal 3: Economic Development*
3	**ReVision Florence Community Outreach** *(Hwy 101 / 126 Streetscape & Paving)*	• *Goal 2: Livability & Quality of Life* • *Goal 3: Economic Development*
4	**Development of Quince Street Property** *(Hotel/Mixed-Use/Housing, Trail, Infrastructure & Incentives)*	• Goal 3: Economic Development • Goal 5: Financial & Org. Sustain.
5	**Parks & Park Improvements** *(Gallagher, River & Miller Parks and Estuary Trail)*	• *Goal 2: Livability & Quality of Life* • *Goal 3: Economic Development*
6	**Infrastructure & Capital Improvements** *(Water, Sewer, Stormwater & Streets)*	• *Goal 1: City Service Delivery* • *Goal 2: Livability & Quality of Life*

CITY OF FLORENCE
RESOLUTION NO. 6, SERIES 2019

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

RECITALS:

1. The City Council periodically establishes goals to guide its actions in carrying out the business of the City.

2. The City Council considered and identified its goals during its annual planning sessions in 2015-2016 and reaffirmed its goals for the 2017-18 City of Florence work plan.

3. The City Council agreed at it's January 14, 2019 work session that the City Goals adopted in 2017 still met the values of the City of Florence for 2019 – 2021 and thus should be continued.

4. The City Council has worked with staff to prioritize the objectives and tasks to be worked on during the July 1, 2019 – June 30, 2021 time period.

5. The City Council has indicated its intent to utilize the July 1, 2019 – June 30, 2021 work plan priorities in the creation of the upcoming budget.

Based on these findings,

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

1. The City of Florence approves the City Goals as set forth in Exhibit A.

2. The City of Florence approves the July 1, 2019 – June 30, 2021 Work Plan as set forth in Exhibit B.

3. The City Recorder is authorized to administratively correct any grammatical errors contained herein and to reformat the City Work Plan provided no substantive changes in content shall occur.

4. This Resolution shall become effective immediately upon adoption.

ADOPTION:

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

Joe Henry, Mayor

Attest:

Kelli Weese, City Recorder

2019-2021 City of Florence
Work Plan

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

Development Regulations

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

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

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

Task 3: Evaluate proposed code amendments for viability.

Task 4: Host public open house.

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

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

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

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

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

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

Housing Development

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

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

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

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

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

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

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

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

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

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

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

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

Old Town/ Main Street Development

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

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

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

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

Financial Incentives

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

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

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

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

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

Infrastructure

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

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

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

Task 3: Complete Hwy 126 Water & Sewer Extension.

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

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

Business Retention & Expansion

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

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

Task 1: Develop and implement annual business survey.

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

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

Task 1: Continue management of the predevelopment grant program.

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

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

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

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

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

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

Marketing & Recruitment

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

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

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

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

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

Task 1: Update Available properties map quarterly.

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

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

Tourism Promotion

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

Task 1: Support efforts of tourism marketing agencies including but not limited to Travel Oregon, Travel Lane County, Oregon Coast Visitor's Association, and the Florence Area Chamber of Commerce.

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

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

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

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

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

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

Entrepreneurship & Innovation

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

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

Task 2: Assist in marketing entrepreneurship events and trainings.

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

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

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

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

Education & Workforce

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

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

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

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

Economic Development Community Outreach & Program Structure

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

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

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

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

Task 4: Prepare quarterly reports to Council.

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

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

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

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

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

Objective 1: Public Outreach and Agency Coordination.

Task 1: Coordination with ODOT through project construction.

Task 2: Public outreach and communication during construction.

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

Task 1: Purchase and installation of pedestrian amenities.

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

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

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

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

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

Objective 1: Concept plan for property.

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

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

Objective 2: Marketing & Development.

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

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

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

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

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

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

- Task 1: Public outreach on what type of park amenities are desired for Gallagher park.
- Task 2: Create a master plan for the development of Gallagher Park over the next 2-5 years.
- Task 3: Design for new amenities and cost estimates.
- Task 4: Seek and obtain grant funding for park development.
- Task 5: Bid process for construction of new park facilities.
- Task 6: Construction of Gallagher Park expansion.

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

- Task 1: Implement vision that was developed for the General Ben King Memorial Airport Gateway.
- Task 2: Work with school district and community volunteers to develop new soccer fields at middle school site.
- Task 3: Work with Siuslaw Baseball Association, Siuslaw Youth Soccer, and other community partners to rehabilitate and expand sport/ fitness opportunities at Miller Park.

Objective 5: Improve parks, trails, and walkability.

- Task 1: Develop trail brochure and update City webpage.
- Task 2: Complete major trail maintenance & repaving.
- Task 3: Expand park amenities in Old Town.
- Task 4: Expand pickleball opportunities at Rolling Dunes Park or Gallagher Park.
- Task 5: Relocate community gardens to Rolling Dunes Park.

Objective 6: Complete Park Master Plan Update.

- Task 1: Complete Park Master Plan update with specific projects and costs.
- Task 2: Seek long term financing plan to improve parks, trails and walkability.

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

City Facilities

Objective 1: City Hall Remodel and Expansion Completion.

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

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

Task 3: Development and completion of City Hall landscaping.

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

Objective 2: Deconstruction of Old Public Works.

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

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

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

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

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

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

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

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

Task 4: Pave out parking lot.

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

Transportation

Objective 1: Complete Safe Routes to School Project.

Objective 2: Complete annual Chip/ Fog Seal Program.

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

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

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

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

Objective 7: Fix Spruce Street Culvert Failure.

Task 1: Develop Plan.

Task 2: Seek grant opportunities as available.

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

Task 1: Prepare updates to the Transportation Systems Plan.

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

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

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

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

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

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

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

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

Stormwater

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

Objective 2: Complete 2nd Street Stormwater Project.

Objective 3: Complete Stormwater Master Plan Update.

Objective 4: Complete Pine Court Stormwater Project.

Water

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

Objective 2: Update Water Management and Conservation Plan.

Wastewater

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

Task 1: Select consultant and develop scope.

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

Objective 2: Develop plan for providing sewer to North Urban Growth Boundary.

Task 1: Select consultant.

Task 2: Develop 'master plan' for providing sewer to North UGB.

Task 3: Explore and obtain grants to construct new gravity sewers in North UGB.

Airport

Objective 1: Complete Airport Runway/ Taxiway seal coat and lighting project.

Objective 2: Implement Airport Improvements according to Airport Master Plan.

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

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

Police, Dispatch, Jail

Objective 1: Develop permanent funding for School Resource Officer

Objective 2: Expand community support through National Night Out.

Objective 3: Continue to implement proven best practices for public safety agencies regarding homelessness, drug usage, mental illness, and other social concerns and support non-profit and government partners in community driven approaches.

Objective 4: Complete patrol squad room remodel / upgrade.

Objective 5: Complete 911 System and Dispatch Center Upgrade.

Task 1: Communications Center Remodel.

Task 2: Train Communications Officers on new system.

Objective 6: Maintain Compliance with Criminal Justice Information Services (CJIS) and Federal Crime Reporting.

Task 1: Complete computer aided dispatch update with justice connect.

Task 2: Complete Oregon national incident-based reporting system (ONIBRS).

Objective 7: Implement eCitations program.

Objective 8: Develop policies and procedures for Jail.

Task 1: Continue to attend pertinent trainings.

Task 2: Implement written polices

Court

Objective 1: Implementation of the e-conviction program for processing DMV convictions electronically.

Objective 2: Program implementation for collection of fines and fees through the Department of Revenue.

Objective 3: Continued implementation of process improvement and modernization.

Emergency Management

Objective 1: Continue to participate and lead efforts of the West Lane Emergency Operations Group (WLEOG).

Task 1: Coordinate efforts to update and maintain the Emergency Operations Plan.

Task 2: Develop departmental procedural checklists for City supported functions of the Emergency Operations Plan.

Task 3: Assist in the coordination of and participate in local and regional emergency exercises.

Objective 2: Continue to develop and implement City emergency preparedness policies.

Task 1: Develop a continuity of operations plan for the City.

Task 2: Develop internal departmental procedures, policies, and checklists for emergency response.

Task 3: Continue to ensure that all employees receive ICS 100, 200, 700, and 800 training.

Task 4: Continue to coordinate specific ICS trainings for identified employee roles.

Code Enforcement

Objective 1: Update City's nuisance codes to remove inconsistencies, improve clarity, and address unaddressed issues.

Objective 2: Implement code violation and citation tracking software to improve Code Enforcement workflow and communication among departments and to the public.

Objective 3: Create code enforcement operations manual to create the opportunity for professional volunteer assistance.

Objective	Goal(s) Addressed
Community Beautification & Aesthetics	*Goal 2: Livability & Quality of Life* *Goal 3: Economic Development*

Community Gateway Signage

Objective 1: Develop welcoming gateway signage (N,S,E).

Task 1: Identify locations.

Task 2: Develop concepts for gateways.

Task 3: Construct gateways.

Landscaping & Lighting

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

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

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

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

Public Art Program

Objective 1: Discuss and consider amendments to the process for acquisition of public art and the role & responsibilities of the Public Arts Committee through review of the Public Art Guidelines (Resolution No. 4, Series 2016) and the Public Arts Committee duties per FCC 2-4.

Objective 2: Central Lincoln PUD Mural Installation.

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

Task 2: Complete City Council Hearing per Mural Code.

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

Objective 3: Siuslaw Bridge Steps Art Installation.

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

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

Objective 4: Art Exposed Program.

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

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

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

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

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

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

Task 2: Develop public art donation program.

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

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

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

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

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

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

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

Task 1: Review potential options for Mural Code Amendments.

Task 2: Prepare code amendments.

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

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

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

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

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

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

Objective	Goal(s) Addressed
Sustainability & Conservation	*Goal 2: Livability & Quality of Life* *Goal 3: Economic Development*

City Bio-Solids Program

Objective 1: Expand biosolids composting facility.

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

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

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

Recycling & Litter Reduction

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

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

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

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

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

Task 5: Implement Five "R" Restaurant rating program recognizing, awarding and educating sustainable environmental practices.

Task 6: Support local community business endeavors that seek to recycle plastic, including but not limited to the 'Precious Plastics' program.

Task 7: Develop informational materials to educate the community on best practices for recycling and materials that can be recycled locally including but not limited to a video, brochure, website, and social media releases.

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

Flood Insurance Rate Map Amendments

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

Land Use Housekeeping Amendments

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

Objective 2: Work with State of Oregon to identify and pursue a path to update the Florence Realization 2020 Comprehensive Plan consistent with state requirements and community needs.

City Licensing

Objective 1: Reassess and update the City's various licensing where appropriate.

Task 1: Street Closure.

Task 2: Business Licenses.

Task 3: Special Events & Parades.

Task 4: Liquor Licenses.

Task 5: Taxi Codes.

Elections

Objective 1: Update elections ordinance to clarify city deadlines.

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

Florence Urban Renewal Agency (FURA)

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

City Committees & Commission Coordination

Objective 1: Implement updated City Committee & Commission policy manual.

Task 1: Ensure committee/ commission volunteers are appointed and trained for posts for city processes, public meetings law and Oregon government ethics laws.

Task 2: Improve communication between City Council and committees via monthly reports, ex-officio memberships, committee work plan approvals, and committee work sessions for input into the City work plan.

Task 3: Convert Planning Commission meeting materials to digital delivery system and train members on usage.

Objective 2: Ensure Committee & Commission effectiveness in supporting Council Goals & Work Plan.

Task 1: Evaluate Committee's work plans in context of overall City work plan objectives.

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

Customer Service

Objective 1: Implement customer service updates at the remodeled City Hall.

Objective 2: Evaluate potential amendments to City Hall office hours.

Human Resources

Objective 1: Complete Administrative Services Department Restructure.

Objective 2: Complete negotiations with the Florence Police Association for contract ending 2020.

Objective 3: Implement City intranet system for all employees to use.

Objective 4: Ensure staff are trained for their positions and in applicable state laws including ethics, public records, harassment etc.

Task 1: Ensure new staff are trained during on-boarding process and all other staff are trained every two years.

Objective 5: Develop system to track employee trainings.

Objective 6: Improve employee safety and risk management.

Task 1: Adopt updated safety manual and continue work towards safety committee, volunteer policies, and learning center trainings.

Objective 7: Improve employee experience and improve employee retention.

Task 1: Update City personnel handbook and other policies.

Task 2: Update City's performance evaluation/ reviews procedure.

Task 3: Participate in 3rd party trainings as appropriate.

Task 4: Complete salary survey.

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

Objective 8: Analyze building department organizational structure and hire Building Official position and hire and/or contract for provision of building and electrical plan review and inspection services.

Records Management

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

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

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

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

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

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

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

Task 7: Research and potentially implement records retention software.

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

Communication Guidelines

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

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

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

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

Task 4: Employee training on new procedures.

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

Contracting Rules

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

Financial Sustainability

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

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

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

Objective 2: Prepare biennial budget consistent with adopted work plan.

Task 1: Prepare biennial budget incorporating five-year financial forecasts, identify goals and objectives and/ or funded, and those that remain unfunded and/ or require action by Council or others.

Objective 3: Ensure timely financial reporting.

Task 1: Prepare quarterly reports that include financial, operational or capital performance and status

Task 2: Adjust budgets timely to reflect changes in budgeted resources and/ or expenditures to achieve work plan objectives.

Task 3: Secure clean opinion on audited financial statements.

Objective 4: Continue processing and negotiating franchise agreement with current and future telecommunications providers.

Objective 5: Review and update building and planning permitting fees to recuperate costs in accordance with state statutes and city policy.

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

Objective 1: Create sustainable funding options.

Task 1: Increase number of conferences & events.

Task 2: Develop and implement an endowment program.

Task 3: Consider booking bigger name acts with consideration to risk vs. benefit.

Objective 2: Development of North property.

Task 1: Establish plan for increased parking & storage.

Task 2: Implementation.

Objective 3: Improve Marketing Efforts.

Task 1: Revaluate marketing plan and increase marketing efforts.

Task 2: Increase marketing budget.

Objective 4: Improve Florence Events Center Facility and Operations.

Task 1: Increase east parking lot lighting.

Task 2: Increase interior storage/ mezzanine expansion.

Task 3: Review and update FEC policies and procedures.

Task 4: Research and implement booking software solution.

Task 5: Upgrade fire panel and sensors.

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

Task 1: Improve volunteer procurement and management.

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

Objective	Goal(s) Addressed
Community Outreach	*Goal 1: City Service Delivery* *Goal 4: Communication & Trust*

News & Media

Objective 1: Monthly distribution of City Newsletter.

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

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

Task 2: Continue project specific outreach to media outlets.

Task 3: Continue educational public service announcements.

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

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

Objective 5: Develop Communications Policy

Website

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

Task 1: Implement the City Staff directory.

Task 2: Continue to enhance the City project pages.

Citizen Participation

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

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

Community Designations & Awards

Objective 1: Tree City USA Designation.

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

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

Objective 2: Coast Guard City.

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