



## Florence Urban Renewal Agency (FURA) Regular Meeting

In Person & Videoconference  
250 Hwy 101  
Florence, OR 97439  
541-997-3437  
[www.ci.florence.or.us](http://www.ci.florence.or.us)

- Meeting materials including information on each agenda item are published at least 24 hours prior to the meeting, and can be found of the City of Florence website at [www.ci.florence.or.us/urbanrenewal](http://www.ci.florence.or.us/urbanrenewal).
- Items distributed during the meeting and meeting minutes are posted to the City's website at [www.ci.florence.or.us/urbanrenewal](http://www.ci.florence.or.us/urbanrenewal) as soon as practicable after the meeting.
- To be notified of Urban Renewal meetings via email, please visit online at [www.ci.florence.or.us/newsletters/subscriptions](http://www.ci.florence.or.us/newsletters/subscriptions).

June 25, 2025

## AGENDA

5:30 p.m.

### FURA Directors:

Vice-Chair Dave Braley  
Susy Lacer

### Chairperson, Mike Webb

Bill Meyer  
Ron Preisler

Rob Ward  
Heather Posegate

Sally Wantz  
Alan Ercolini

With 48-hour prior notice, an interpreter and/or TTY: 541-997-3437, can be provided for the hearing impaired.

Meeting is wheelchair accessible.

Proceedings will be available after the meeting on the City's Vimeo Site.

In addition to attending in person, members of the public can listen and view the meeting through the 'GoToWebinar' platform at the following link:

<https://attendee.gotowebinar.com/register/4359761964323905888>

Citizens wishing to express their views may submit comments in writing or verbally. For more information, please see the end of this agenda.

## CALL TO ORDER – ROLL CALL– NEW MEMBER INTRODUCTION: ALAN ERCOLINI

5:30 p.m.

### 1. APPROVAL OF AGENDA

### 2. PUBLIC COMMENT

This is an opportunity for members of the public to bring to the Florence Urban Renewal Agency's attention any item not otherwise listed on the agenda. Please see the end of this agenda for methods to provide comments on items that are not on the agenda.

Mike Webb  
Chairperson

### ACTION ITEMS

Please see the end of this agenda for methods to provide comments on action items.

### 3. FLORENCE URBAN RENEWAL AGENCY 2025-2027 BIENNIAL BUDGET

#### A. PUBLIC HEARING ON 2025-2027 FURA BUDGET

Hear and consider written and oral testimony on the 2025-2027 budget.

#### B. ADOPTION OF 2025-2027 FURA BUDGET

Consider adoption of **Resolution No. 2, Series 2025**, a resolution performing the following:

- Adopting the 2025-2027 Biennial Budget
- Making appropriations for the agency
- Authorizing levy of property taxes for the agency

Megan Messmer  
AIC Admin.  
Services  
Director

### 4. APPROVAL OF MINUTES

Consider approval of the Florence Urban Renewal Agency meeting minutes of March 19, 2025.

Lindsey White  
City Recorder

## **REPORTS & UPDATES**

### **5. QUINCE STREET HOTEL DEVELOPMENT UPDATE**

Matt Braun will provide an update on the progress of the hotel development.

Megan Messmer  
*Assistant City Manager*

### **6. CITY MANAGER REPORT**

Erin Reynolds  
*City Manager*

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## **PUBLIC MEETINGS PROCEDURES**

**Expressing Views to the Agency:** Citizens wishing to express their views to the Florence Urban Renewal Agency may do so in both written and verbal formats.

1. **Written Testimony:** Citizens wishing to express their views to the Florence Urban Renewal Agency are encouraged to submit written testimony in one of the following ways:
  - a. Submit written comments via email to City Recorder at [Lindsey.white@ci.florence.or.us](mailto:Lindsey.white@ci.florence.or.us);
  - b. Mail written comments to Florence City Hall, Attn: FURA, 250 Hwy 101, Florence, OR 97439
  - c. Drop off written comments at Florence City Hall (250 Hwy 101) during regular office hours (Monday through Friday (8 a.m. – 12 p.m., 1 p.m. – 4 p.m.) or at the City of Florence drop box located at Florence City Hall to the right of the main entrance.

**\*\* Note:** Written comments received at least 2 hours prior to the meeting (June 25, 2025 at 3:30 p.m.) will be distributed to the Florence Urban Renewal Agency, posted to the City of Florence website, and made part of the record.
2. **Verbal Testimony:** Citizens wishing to express their views to the Florence Urban Renewal Agency may participate in the meeting at Florence City Hall or via GotoWebinar. To do so, please complete a speaker's card online at <https://www.ci.florence.or.us/urbanrenewal/request-address-fura-speakers-card> at least 1 hour prior to the meeting (June 25, 2025 at 4:30 p.m.). City staff will then contact the speaker to let them know the process to participate in the meeting.
  - a. **Public Comments on items not on the agenda:** General public comments (on items not on the FURA agenda) will be allowed at each Florence Urban Renewal Agency meeting during the public comment agenda item. Comments will be limited to three (3) minutes per person, with a maximum of 15 minutes for all items. In practicality, this means no more than five individuals will be allowed to comment verbally. There is no limit on written public comments.
  - b. **Public Hearing Testimony:** Testimony on public hearing items will be allowed when a public hearing is held. Verbal comments will be allowed on public hearing items after staff has given their report and have allowed time for initial Agency questions. In general (with some exceptions for Land Use hearings), comments are limited to five minutes per person with no limit on the number of speakers.
  - c. **Public Comments on Action Items:** Public Comments will be allowed on each action item on the Florence Urban Renewal Agency agenda. Verbal comments will be allowed on action items after staff has given their report and have allowed time for initial Agency questions. Comments will be limited to three (3) minutes per person, with a maximum of 15 minutes for all comments on each action item. In practicality, this means no more than five (5) individuals will be allowed to comment verbally. There is no limit on written public comments.

**For more information on the City of Florence's Public Meeting Policies, visit the City of Florence website at <https://www.ci.florence.or.us/council/rules-procedure>.**

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# Florence Urban Renewal Agency

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## Memorandum

**To:** Florence Urban Renewal Board

**From:** Megan Messmer, Assistant City Manager

**Date:** June 25, 2025

**Re:** Adoption of 2025-27 Biennial Budget, Making Appropriations, and Levying Taxes

### Background and Information:

On May 14, 2025, the FURA Budget Committee approved the proposed budget for the 2025-27 biennium totaling \$2,679,600. Oregon Budget Law stipulates that the governing body must hold a public hearing on the approved budget prior to its adoption. The public hearing has been advertised as required and scheduled for this meeting.

After the public hearing, Resolution No. 2, Series 2025 (Attachment 1) to adopt the budget, make appropriations, and declaring tax increment, consistent with the approved budget, has been prepared for your consideration.

**Fiscal Impact:** The budget totals \$2.68 million including \$990,900 in materials and services, \$300,000 in urban renewal projects, and \$921,100 for debt payments. The fund is projected to have an ending balance of \$467,600 at June 30, 2027.

**Alternatives:** The Board may make changes to the approved budget; however, those changes are limited to no more than 10% of the Agency's budget (\$267,960) or a notice of the amended budget must be published and another public hearing held.

**Recommendation:** Staff recommends adopting Resolution No. 2, Series 2025, to adopt the approved budget in the amount of \$2,679,600, make appropriations, and levy the maximum amount of revenue that may be raised by dividing the taxes under Section 1e, Article IX of the Oregon Constitution and ORS Chapter 457 for the fiscal years beginning July 1, 2025 and July 1, 2026.

### Attachments:

Attachment 1: Resolution No. 2, Series 2025

Attachment 2: 2025-27 Approved Budget

## RESOLUTION NO. 2, SERIES 2025

### RESOLUTION ADOPTING THE BIENNIAL 2025-27 BUDGET AND DECLARING TAX INCREMENT

1. The Budget Officer prepared the proposed budget for the Florence Urban Renewal Agency for the 2025-27 biennium commencing July 1, 2025.
2. The proposed budget was approved by the Florence Urban Renewal Agency Budget Committee on May 14, 2025.
3. The Florence Urban Renewal Agency Board of Directors held a public hearing for the approved budget to receive comments from citizens.
4. The Florence Urban Renewal Agency Board of Directors has considered the public testimony received.

Based on these findings,

1. BE IT RESOLVED that the Board of Directors of the Florence Urban Renewal Agency hereby adopts the biennial budget for 2023-25 in the total amount of \$2,518,000 and makes the following appropriations:

#### **General Fund**

Materials and services	\$ 990,900
Capital outlay	300,000
Debt service	921,100
Contingency	467,600

**Total** **\$ 2,679,600**

2. **DECLARING TAX INCREMENT.** The Board of Directors of the Florence Urban Renewal Agency hereby certifies to the County Assessor to levy the maximum amount of revenue that may be raised by dividing the taxes under Section 1e, Article IX, of the Oregon Constitution and ORS Chapter 457 for the fiscal years beginning July 1, 2025 and July 1, 2026 for the Florence Urban Renewal Agency Plan Area.

The above resolution statements were approved and declared adopted on the 25th day of June, 2025.

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Mike Webb, Chairperson

Attest:

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Lindsey White, City Recorder





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## Biennial Budget

FLORENCE URBAN RENEWAL AGENCY

Fiscal  
Biennium

2025-27

Approved Budget



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# Florence Urban Renewal Agency Fiscal Biennium 2025-2027 Budget

July 1, 2025 — June 30, 2027



## BUDGET COMMITTEE

The Florence Urban Renewal Agency (FURA) consists of the FURA Board and an equal number of citizen members, which includes the two City Councilors who do not serve on the FURA Board. The citizen members of the City's Budget Committee, the two City Councilors not already serving on the Florence Urban Renewal Agency Board, and two additional citizen members also serve on the FURA Budget Committee. Citizen members serve staggered terms of four years expiring May 31st.

The FURA Budget Committee received the proposed budget May 5, 2025. The committee held their public hearing on May 14th with City staff making presentations and addressing questions. The public meeting provided an opportunity for public testimony. The Budget Committee approve the budget without any changes made and forward it to the FURA Board for adoption.

The FURA Board will hold a public hearing on the approved budget June 25, 2025. After the public hearing the Board will consider adoption of the approved budget, with any changes, levy property taxes, and establish budget appropriations.

Board Members	Term Expires	Citizen Members	Term Expires
Chair Mike Webb	December 2026	Jo Beaudreau	December 2026
Vice Chair Dave Braley	May 2027	Robert Carp	December 2026
Rob Ward	Mayoral Term	Len Larson	May 2025
Sally Wantz	December 2028	Liz Diess	May 2026
Bill Meyer	May 2025	AJ Edman	May 2022
Ron Moore	May 2025	Wayne Sharpe	May 2027
Heather Posegate	May 2025	Glenna Hale	May 2028
Susy Lacer	May 2026	Debra Kelley	May 2028
Ron Preisler	May 2027	Raymond Plumery	May 2028

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# BUDGET MESSAGE



## Budget Officer's Budget Message 2025 – 2027 Biennium Budget

May 5, 2025

Florence Urban Renewal Agency Budget Committee,

As the Florence Urban Renewal Agency (FURA or Agency) Budget Officer, I am pleased to submit the Proposed Budget for the 2025-2027 Fiscal Biennium (for simplicity's sake from here on out it is referred to as the proposed budget). The Agency's proposed budget represents a financial plan for the next two fiscal years consisting of the fiscal years ending June 30, 2026 and June 30, 2027. The budget is balanced and totals \$2,679,600 for the two-year period beginning July 1, 2025 and ending June 30, 2027.

Over the last year, the Agency has completed a Five-Year Action Plan that has informed the creation of the budget that provides a two-year funding plan that is smaller in scale than the previous years. As we closed out the once-in-a-generation streetscape and gateway project for the main street corridor of Florence on Highways 101 and 126, referred to as ReVision Florence, the Agency wanted to evaluate the current financial status and the financial forecast for the near and long term. The Action Plan has helped to align the Agency's priorities, in coordination with the goals of the City of Florence, with the financial reality of available Tax Increment Financing (TIF or commonly referred to as the Property Tax Revenues). A copy of the Agency's Five-Year Action Plan has been included in this Budget Document.

The fund detail section of the budget document includes budget highlights, information on upcoming capital investments, noteworthy accomplishments from the previous biennium, and a fun "Did you know?" section. To round out the proposed budget document we have included the Agency's Five-Year Action Plan, a glossary of terms, the fiscal policies, and the budget calendar.

This budget message highlights significant resources and uses of funds that make up the balance of the proposed budget. The Agency's primary revenue source comes from property tax revenues. The proposed budget includes \$1.64 million in property tax revenues. Excluding the most current 2024-25 tax year, excess assessed value growth in the urban renewal area have had an average growth of 10.24% per year, a rate that out-paces the City's overall assessed values. The current year was relatively flat at less than 1% growth in the excess assessed values for the Agency due to two large properties coming off the tax rolls becoming publicly owned (by FURA and Homes for Good—Lane County's Housing Authority). Once those properties begin to generate income, they will be put back on the tax rolls. Therefore, property taxes have been forecasted to increase 3.5% each year of the biennium. For further information about property tax increment please reference the Property Tax Increment Schedule.



## BUDGET MESSAGE

A change from this budget over the previous biennium is an increase in Miscellaneous Income representing interest income and higher than traditional interest rates earned on cash investments. Actual interest income for the biennium to date (BTD) at March 31, 2025 is nearly \$90,000. Therefore, interest income has been budgeted at \$84,900 for the biennium. In addition, the proposed budget includes \$954,700 in beginning fund balance that reflects funds carried over that were unspent on the planned capital project during the last biennium.

These resources provide the Agency with the opportunity to work on a variety of projects including three grant programs accounted for in materials and services, as well as the ability to invest \$300,000 in capital projects.

As already stated, spending for this biennium will be less than in previous years as the Agency focuses on paying off existing debt, honoring the commitments for the hotel land sale contract, and waiting for assessed values to increase. Capital Outlay expenditures are budgeted at \$300,000 to finish the last remaining item for the ReVision Florence Project to purchase and install the Pedestrian Scale Lighting.

During the previous biennium, the FURA Board authorized a contract extension for the Development and Disposition Agreement (DDA) for the sale of the south Quince Street parcel for the long anticipated Microtel by Wyndham hotel with Braun Hospitality. The City of Florence Planning Commission approved the updated land-use application for the hotel development in 2025 and the FURA Board received regular updates on the progress Braun Hospitality made related to their private financing package for the project. Braun Hospitality is working through the requirements of the DDA for the final assignment of the agreement and the transfer of property. It is expected that the construction of the hotel will begin in year one of the biennium, therefore, this budget includes \$125,000 in expenses necessary to meet the obligations of the DDA.

The process of developing the Five-Year Action Plan allowed the Agency's Board to evaluate and determine where their efforts would be concentrated for the purposes of planning for the Agency's next large project. Through these



discussions and evaluation of the Agency's Plan, the Five-Year Action Plan outlines two major projects to work on in the 2025-27 biennium. The first is to continue the work related to the north Quince Street lot for that property to redevelop. The second project is to begin master planning and community outreach, in partnership with the City, related to a streetscape project in Old Town. This streetscape planning of the Bay Street area will address many of the key goals outlined in the Agency's Plan, as well as move the Agency

forward in being able to initiate a project once tax increment reaches a level to fund additional project debt. These two projects are budgeted at \$350,000 within materials and services.

In addition, the Agency contracts with the City of Florence for professional services to manage and operate the activities, and serve the Board members. The cost of these professional services are included in materials and services expenditures in the amount of \$383,500 for the biennium to pay for staff services which is approximately 14% of total expenditures and 23% of Tax Increment Revenue (previous biennium \$336,000, 15% of total expenditures and 21% of Tax Increment Revenue).



## BUDGET MESSAGE

Debt Payments for the biennium are \$921,100. The debt service payments are for the 2016 and 2019 City full faith and credit obligations. The City in turn loaned the 2016 and 2019 obligations to the Agency so that the lowest cost of borrowing (2.92% and 3.35% interest rates respectively) could be realized for the Agency. It is the purpose of urban renewals to invest public dollars through tax increment debt financing with the expectation that property values will increase year over year. As determined through the Five-Year Action Plan process, the Agency Board and staff have evaluated forecasted assessed property tax value growth and have determined that by the end of the next biennium or June 30, 2029, the Agency will be ready to take out additional debt to finance the next large project.

For historical purposes the Debt Service Fund is still reported in this document. Upon recommendations from the auditor, the Debt Service Fund was closed at the end of the fiscal year ending June 30, 2021, and from that point on, all debt service expenditures are accounted for in the Agency's General Fund. To find out more about the long-term debt of the Agency please reference the Debt Schedule.

The ending fund balance or contingency amount of \$467,600 meets and exceeds the Agency's reserve policy. Thus, allowing the Agency Board to consider opportunities as they arise in the next two to Five-Years, to potentially invest in grant programs or in additional eligible small capital projects.

Before concluding I must give much appreciation to the professionals who work on behalf of FURA for their assistance in preparing and publishing the proposed budget document. In addition, please accept my personal thanks as the Agency's Executive Director and Budget Officer to each member of the Budget Committee for your service on behalf of the community and for your work on FURA's budget. I am honored and humbled to be of service to each of you, the Florence Urban Renewal Agency Board, the City Council, and the community of Florence. Thank you!



Respectfully submitted,

A handwritten signature in blue ink that reads "ERReynolds". The signature is stylized with a large "E" and "R".

Erin R. Reynolds

Florence Urban Renewal Agency Executive Director and Budget Officer  
City of Florence City Manager and Budget Officer

# FURA

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# FURA OVERVIEW

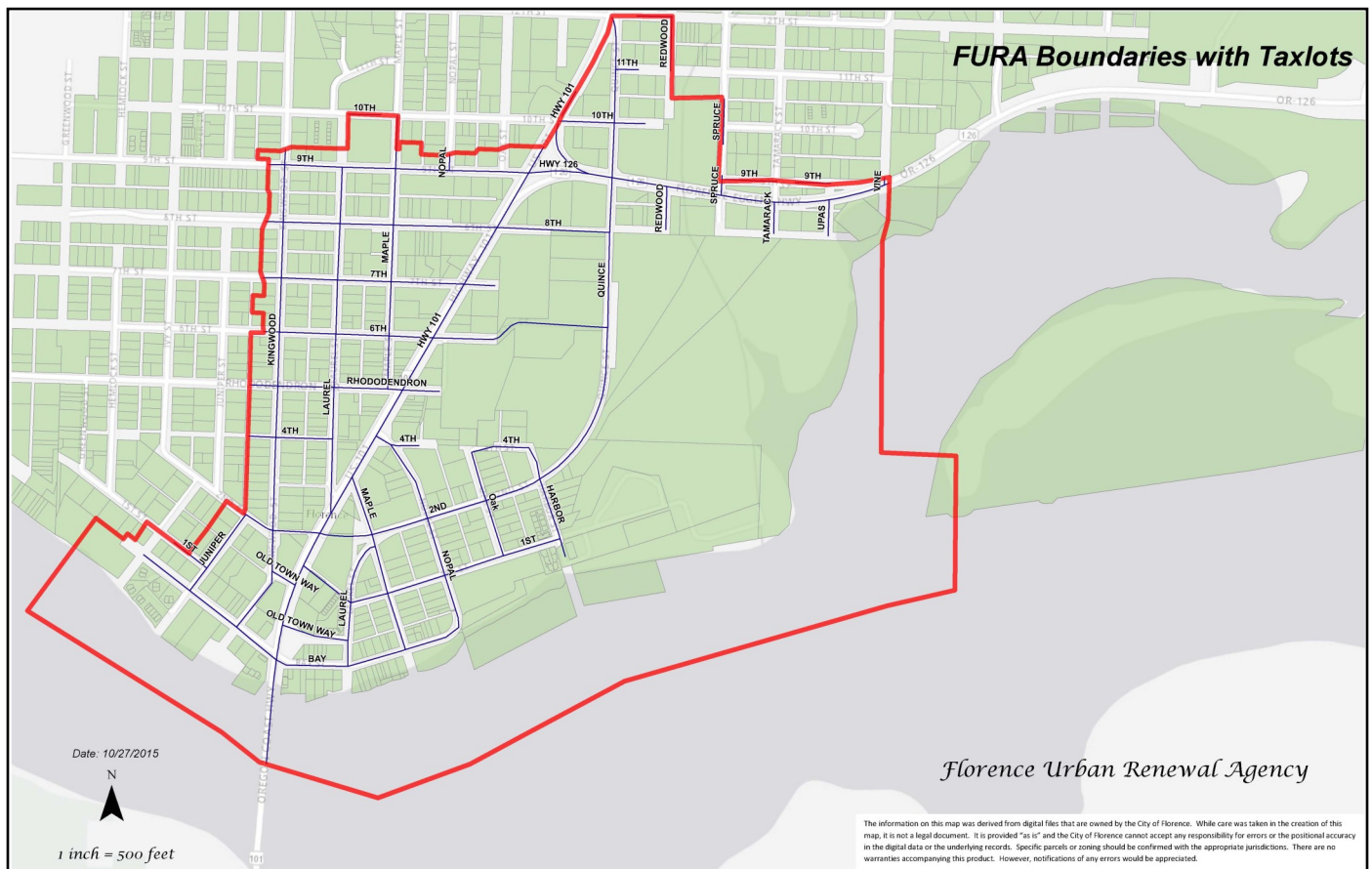
In August of 2006 Florence City Council adopted an ordinance approving the Florence Downtown Preservation and Florence voters approved the formation of the [Florence Downtown Preservation and Renewal Plan](#) (Plan) in 2007, which created the Florence Urban Renewal Agency (FURA) district. The FURA district encompasses properties along Highway 101 generally south of Highway 126, east of Kingwood, and inland of the Siuslaw River.

To fund projects within the Plan, FURA uses property tax increment financing, repaid with dedicated property taxes, to fund projects within the District to facilitate redevelopment and development.

Urban Renewal focuses on projects, such as construction and repair of public infrastructure, including parks, streets, and other public facilities; facilitation of public-private partnerships to revitalize and preserve downtown properties; promotion of mixed-use development; and rehabilitation of the waterfront for public and commercial uses. The maximum indebtedness authorized under the FURA Plan, for the projects within the Plan, is \$22,545,000. The Plan does not increase taxes that property owners pay.

In 2015 the City Council agreed to use full faith and credit obligations of the City, loaned to FURA, to fund FURA projects and refinance existing FURA debt. The policy decision increased the debt capacity of the Agency and reduced the interest cost to taxpayers.

For more information, visit [www.ci.florence.or.us/urbanrenewal](http://www.ci.florence.or.us/urbanrenewal).



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# BASICS OF BUDGETING

The Agency budgets all funds on the modified accrual basis of accounting. Items such as depreciation, amortization, property taxes and other revenues that are not expected to be received in the current period or within sixty days of fiscal year end are not included in the budget. All expenditures forecast to occur during the year, such as principal, interest payments and capital acquisitions are budgeted. Expenditures for accrual of accrued leave and other payroll costs incurred are not budgeted.

Within the Agency's audited financial statements, the General Fund and Debt Service Fund are accounted for using the modified accrual basis of accounting. The Governmental wide statements report on the full accrual method of accounting. The primary difference between the two methods of accounting, relative to the budget basis used, is depreciation, acquisition of capital assets and principal payments on debt are handled differently, i.e., depreciation is not budgeted, acquisition of capital assets and principal payments are budgeted, but are not shown as expenditures in full accrual accounting. FURA is a blended component unit and, while issuing its own set of financial statements, it is also included as funds in the City's audited financial statements.

Budget appropriations for authorized spending are provided for all of the funds in the following sections. The amount of final appropriations are as presented in the "Adopted Budget" column of the budget summaries presented for each fund.



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# FUND ACCOUNTING

For accounting purposes, a local government is not treated as a single, integral entity. Rather, a local government is viewed instead as a collection of smaller, separate entities known as “funds.” A fund is a fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances and changes, all segregated for specific activities and objectives. All of the funds used by a government must be



classified into one of seven fund types allowed. The Agency currently only uses the General Fund type, which is classified as a governmental fund.

## Governmental Funds

Many government services are financed through taxes and intergovernmental revenues. These are often called non-exchange revenues because there is not normally a direct relationship between the cost of the service provided and the amounts being paid by either individual tax payers or other government agencies. When a service is largely funded through non-exchange revenues it can be called a governmental-type activity. The accounting for a governmental-type activity focuses on available spendable resources and the near-term demands upon them.

### General Fund

The General Fund accounts for services generally supported by property taxes and other non-dedicated or restricted revenue. The FURA services provided are to implement the adopted Urban Renewal Plan. The costs of these services are at full cost, including replacement cost, thereby providing more accurate costs of providing services. Beginning in the 2021-2023 Biennium the General Fund began accounting for the repayment of the Agency's long-term debt obligations.

### Debt Service Funds

This fund type accounts for the accumulation of resources for the payment of debt principal and interest.

*Debt Service Fund* — The Debt Service Fund was established to service principal and interest payments on the Agency's short and long-term debt. This fund accounted for the repayment of City-issued full faith and credit obligations issued to finance the Agency's projects and programs. Following the advice of the City's auditors, we have moved accounting for this debt into the City's debt service fund. The FURA General Fund will make transfers to the City for the repayment of its portion of the debt. The fund was closed in the 2021-23 biennium. It is shown for historical purposes.



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# BUDGET PROCESS

A budget is defined by Oregon State Law (Oregon Revised Statutes, Chapter 294) as a financial plan containing estimates of revenue and expenditures for a given period or purpose, such as a fiscal year or biennium. The Florence Urban Renewal Agency (FURA) Board of Directors is required to adopt a balanced budget on or before June 30.

The State of Oregon defines a balanced budget as one in which total resources, including beginning balances, current resources, and debt proceeds equals total requirements of current expenditures, capital outlay, transfers, debt service payments, and reserves. The budget is a financial plan and is critical to local government entities because it requires evaluation of plans and establishment of priorities in relation to available resources. Under Oregon Revised Statutes (ORS), a legally adopted budget is necessary for a local government to levy property taxes.

The Florence Urban Renewal Agency prepares and adopts its biennial budget in accordance with the City of Florence policies and Oregon Local Budget Law (ORS 294.305-294.555, and 294.565). The Budget is presented by fund, department, and expenditure object classification. The City Manager, as the Budget Officer, has responsibility for presenting the proposed budget to the Budget Committee, management of the overall FURA budget, and maintaining budgetary control at the adopted appropriation level. Finance and the respective operation department directors perform ongoing review and monitoring of revenues and expenditures.

The Budget Committee consists of the governing body and an equal number of legal voters appointed by the Board of Directors. Accordingly, FURA has eighteen budget committee members, in which the votes of all members are equal. The first review of the budget occurs when the budget is presented to the Committee. At that time, the budget is made publicly available and the Committee begins their review. The Committee may approve the proposed budget intact, or change part or all of it prior to approval.

Oregon Local Budget Law requires the meeting at which the budget is adopted by the Board of Directors to be formally noticed and provide time for the public to comment or ask questions about the budget. The Board of



Directors may modify the approved budget, however, if expenditures are increased more than \$5,000 in any fund (or 10%, whichever is greater), a notice of a second budget hearing and a new financial summary must be published and a second hearing held before the budget can be adopted. The budget must be adopted on or prior to June 30. There is no provision in Oregon Local Budget Law to adopt a budget after June 30.

The budget is an estimate, and as such there is a provision to adjust the budget during the biennium through supplemental budgets, which may include noticing and public hearings. The Budget Committee is not convened for this process.

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# CONSOLIDATED 2025-27 BIENNIAL BUDGET SUMMARY

## FURA Budget Summary and Comparison

Fiscal Biennium 2023-25 to Fiscal Biennium 2025-27

	Fiscal Biennium 2023-25 Budget			Fiscal Biennium 2025-27 Budget		
	General Fund	Debt Service Fund	Total	General Fund	Debt Service Fund	Total
Beginning fund balance	900,000	-	900,000	954,700	-	954,700
<b>Current year resources</b>						
Property taxes	1,610,000	-	1,610,000	1,640,000	-	1,640,000
Intergovernmental	-	-	-	-	-	-
Miscellaneous	8,000	-	8,000	84,900	-	84,900
Transfers	-	-	-	-	-	-
Debt proceeds	-	-	-	-	-	-
<b>Total current year resources</b>	<b>1,618,000</b>	<b>-</b>	<b>1,618,000</b>	<b>1,724,900</b>	<b>-</b>	<b>1,724,900</b>
<b>Total resources</b>	<b>2,518,000</b>	<b>-</b>	<b>2,518,000</b>	<b>2,679,600</b>	<b>-</b>	<b>2,679,600</b>
<b>Expenditures</b>						
Materials and services	946,300	-	946,300	990,900	-	990,900
Capital outlay	240,000	-	240,000	300,000	-	300,000
Transfers	-	-	-	-	-	-
Debt services	1,079,500	-	1,079,500	921,100	-	921,100
<b>Total expenditures</b>	<b>2,265,800</b>	<b>-</b>	<b>2,265,800</b>	<b>2,212,000</b>	<b>-</b>	<b>2,212,000</b>
<b>Other requirements</b>						
Contingency	252,200	-	252,200	467,600	-	467,600
<b>Total other requirements</b>	<b>252,200</b>	<b>-</b>	<b>252,200</b>	<b>467,600</b>	<b>-</b>	<b>467,600</b>
<b>Total expenditures and other requirements</b>	<b>2,518,000</b>	<b>-</b>	<b>2,518,000</b>	<b>2,679,600</b>	<b>-</b>	<b>2,679,600</b>



Florence Urban Renewal Agency



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# GENERAL FUND

*The FURA General Fund accounts for the activities associated with the Agency's implementation of its Plan. The primary resources are property tax increment and debt proceeds (repaid with property taxes resulting from the increased, i.e., incremental, value of property within the urban renewal district over the frozen base value), grants, and developer contributions. The FURA General Fund will make transfers to the City for the repayment of its portion of the debt.*

## FY 2025-27 Budget Highlights

- ◆ Assessed value in the urban renewal area has been budgeted to increase 3% each year in the biennium.
- ◆ Continued coordination with Braun Hospitality on the hotel development through construction.
- ◆ Continued work towards development and implementation of goals and a strategy for the Quince Street Phase 2 (north) property.
- ◆ Initiate planning and design work towards development of an Old Town Redevelopment Master Plan in coordination with the City.
- ◆ Includes \$30,000 for FURA Grant Programs and \$80,000 for a Preservation & Rehabilitation Grant Program over the biennium.
- ◆ Includes \$921,000 in debt service expenditures for the Agency's long-term debt obligations (previously recorded in the Debt Service Fund).



## Upcoming Capital Investments

- ◆ ReVision Florence Pedestrian Scale Lighting Arms

## Noteworthy Accomplishments Fiscal Biennium 2023-2025

- ✓ Provided funding for the initial round of Art Exposed: Florence's Rotating Outdoor Art Gallery in the ReVision Florence corridor.
- ✓ Supported the development and completion of the Siuslaw Estuary Trail.
- ✓ Participated in the City's Transportation System Plan Update process with a FURA representative on the stakeholder committee.
- ✓ Creation of ad-hoc committee to develop goals and a strategy for the Quince Street Phase 2 (north) property.
- ✓ Creation of ad-hoc committee to review potential areas of consideration related to City Code and recommendation to address development in the urban renewal area.
- ✓ Initiated and completed an Urban Renewal Agency Plan Review and Financial Analysis, resulting in the FURA Five-Year Action Plan, adopted April 23, 2025.
- ✓ Final payment made in 2023 on the 2019 5-year debt obligation from Banner Bank.
- ✓ Quince Street Hotel Property Project:
  - Authorized an extension of the Disposition and Development Agreement (DDA), including public-private partnership elements, with Braun Hospitality for an 86-room, four-story, "Microtel by Wyndham" hotel.
  - Worked with Braun Hospitality through the updated land-use application process.
  - Initiated the assignment of the DDA and transfer of the Quince Street property to Braun Hospitality.

GENERAL FUND

## GENERAL FUND SUMMARY

### Budget:

	2019-21	2021-23	2023-25	2023-25	2025-27	2025-27	2025-27
	Actual	Actual	Budget	BTD 3/31/25	Proposed	Approved	Adopted
Beginning fund balance	3,920,260	692,018	900,000	914,840	954,700	954,700	
<b>Current year resources</b>							
Taxes	1,128,775	1,382,435	1,610,000	1,521,587	1,640,000	1,640,000	
Intergovernmental	540,036	435,693	-	-	-	-	
Miscellaneous	53,015	26,895	8,000	87,391	84,900	84,900	
Debt proceeds	-	-	-	-	-	-	
Transfers	80,640	-	-	-	-	-	
<b>Total current year resources</b>	<b>1,802,466</b>	<b>1,845,023</b>	<b>1,618,000</b>	<b>1,608,978</b>	<b>1,724,900</b>	<b>1,724,900</b>	<b>-</b>
<b>Total resources</b>	<b>5,722,726</b>	<b>2,537,041</b>	<b>2,518,000</b>	<b>2,523,818</b>	<b>2,679,600</b>	<b>2,679,600</b>	<b>-</b>
<b>Expenditures</b>							
Materials and services	589,169	483,665	946,300	398,271	990,900	990,900	
Capital outlay	3,325,985	201,629	240,000	-	300,000	300,000	
Debt service	-	936,908	1,079,500	725,591	921,100	921,100	
Transfers	1,115,554	-	-	-	-	-	
<b>Total expenditures</b>	<b>5,030,708</b>	<b>1,622,202</b>	<b>2,265,800</b>	<b>1,123,862</b>	<b>2,212,000</b>	<b>2,212,000</b>	<b>-</b>
<b>Other requirements</b>							
Contingency	-	-	252,200	-	467,600	467,600	
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>252,200</b>	<b>-</b>	<b>467,600</b>	<b>467,600</b>	<b>-</b>
<b>Total expenditures and other requirements</b>	<b>5,030,708</b>	<b>1,622,202</b>	<b>2,518,000</b>	<b>1,123,862</b>	<b>2,679,600</b>	<b>2,679,600</b>	<b>-</b>

### Financial Summary and Fund Balance Analysis:

<b>Financial Summary</b>	2019-21	2021-23	2023-25	2023-25	2025-27	2025-27	2025-27
	Actual	Actual	Budget	BTD 3/31/25	Proposed	Approved	Adopted
Resources over (under) expenditures	(3,228,242)	222,821	(647,800)	485,116	(487,100)	(487,100)	-
Beginning fund balance	3,920,260	692,018	900,000	914,840	954,700	954,700	-
<b>Ending fund balance</b>	<b>692,019</b>	<b>914,839</b>	<b>252,200</b>	<b>1,399,956</b>	<b>467,600</b>	<b>467,600</b>	<b>-</b>
<b>Fund Balance Analysis</b>							
	2019-21	2021-23	2023-25	2023-25	2025-27	2025-27	2025-27
	Actual	Actual	Budget	BTD 3/31/25	Proposed	Approved	Adopted
Desired minimum fund balance - 5 months Operating Costs	122,700	100,800	197,100	83,000	206,400	206,400	-
Debt Reserve (1/2 annual P&I)	278,889	234,227	269,875	181,398	230,275	230,275	-
<b>Fund balance above/(below)</b>	<b>290,431</b>	<b>579,812</b>	<b>(214,775)</b>	<b>1,135,558</b>	<b>30,925</b>	<b>30,925</b>	<b>-</b>
Fund balance within policy	Y	Y	N	Y	Y	Y	

## Staffing:

Staffing for FURA activity is provided by the City. Payments to the City's General Fund and the Public Works Administration Fund are budgeted to reimburse the City for staff related costs based on FURA projects and work during the biennium. The cost of these professional services are included in materials and services expenditures in the amount of \$383,500 for the biennium to pay for staff services which is approximately 14% of total expenditures and 23% of Tax Increment Revenue (previous biennium \$336,000, 15% of total expenditures and 21% of Tax Increment Revenue).

## Capital Outlay:

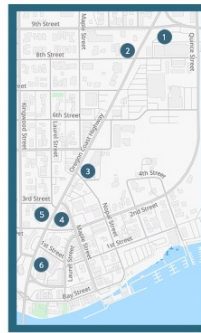
### FURA General Fund

Description	Funding Source	Year 1 Amount	Year 2 Amount	Impact on Operating Costs
Pedestrian Scale Lighting	Tax Increment	300,000	-	Uses existing tax increment funds
<b>FURA General Fund Total</b>		<b>300,000</b>	<b>-</b>	

# ART EXPOSED

## CITY OF FLORENCE

### ReVision Florence 2024-2026

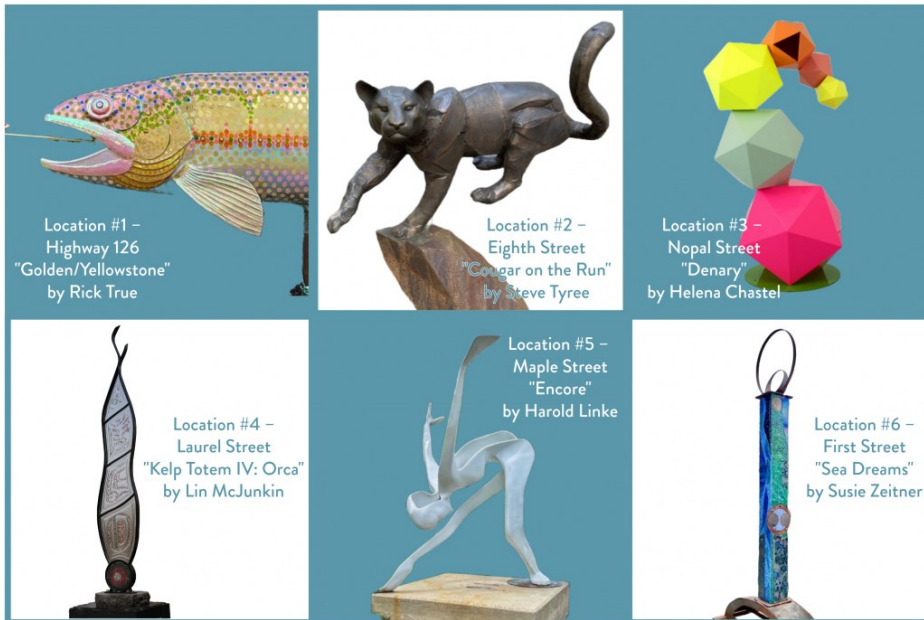


### Did you know?

*Art Exposed ReVision Florence expanded the City's Rotating Outdoor Art Gallery up to Highway 101 in 2024.*

*Through a Call for Art at the end of 2023, the Florence Urban Renewal Agency and City of Florence Public Arts Committee placed six pieces along the Oregon Coast Highway as part of Art Exposed ReVision Florence 2024-2026.*

*Art Exposed ReVision Florence was named the Urban Renewal Project of the Year during Oregon Economic Development Association's 2024 Awards of Excellence in Economic Development.*



# FURA

FLORENCE URBAN  
RENEWAL AGENCY  
OREGON



## FURA DEBT SERVICE FUND

*This fund accounted for the repayment of City-issued full faith and credit obligations issued to finance the Agency's projects and programs. Following the advice of the City's auditors, we have moved accounting for this debt into the City's debt service fund. The FURA General Fund will make transfers to the City for the repayment of its portion of the debt. The fund is being presented to show its closing and for historical purposes.*

### FY 2025-27 Budget Highlights

- ◆ The fund was closed during the 2021-23 biennium with a transfer to the General Fund.
- ◆ The General Fund accounts for the debt service payments to the City per the Financing IGA.
- ◆ Accounting for the Agency's debt occurs in the City's Debt Service Fund.



## FURA DEBT SERVICE SUMMARY

### Budget:

	2019-21	2021-23	2023-25	2023-25	2025-27	2025-27	2025-27
	Actual	Actual	Budget	BTD 3/31/25	Proposed	Approved	Adopted
Beginning fund balance	(346,643)	-	-	-	-	-	-
<b>Current year resources</b>							
Taxes	-	-	-	-	-	-	-
Transfers	647,100	-	-	-	-	-	-
<b>Total current year resources</b>	647,100	-	-	-	-	-	-
<b>Total resources</b>	300,457	-	-	-	-	-	-
<b>Expenditures</b>							
Transfers	80,640	-	-	-	-	-	-
Debt service	219,817	-	-	-	-	-	-
<b>Total expenditures</b>	300,457	-	-	-	-	-	-
<b>Other requirements</b>							
Contingency	-	-	-	-	-	-	-
<b>Total other requirements</b>	-	-	-	-	-	-	-
<b>Total expenditures and other requirements</b>	300,457	-	-	-	-	-	-

# FURA

FLORENCE URBAN  
RENEWAL AGENCY  
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# TAX INCREMENT INFORMATION

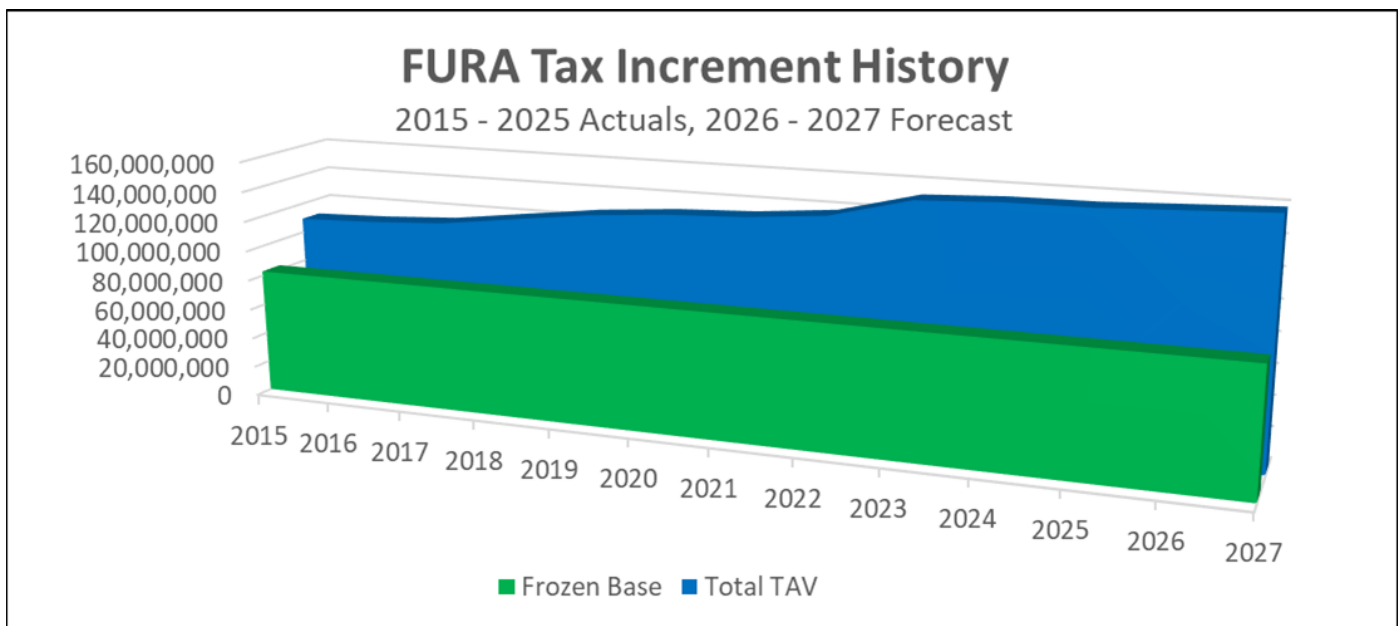
In 2006, with the formation of the urban renewal district, the tax base was frozen at \$82,903,810. As projects are completed, the assessed value of the district increases. The tax increment, or the increase in the total assessed value over the value of the frozen base (excess total assessed value), is used to calculate the amount of property tax due the district.

It is estimated that the excess total assessed value for the district will be \$73,759,000 and \$75,972,000 for fiscal years 2025-26 and 2026-27 respectively, yielding a total of \$1,707,000 in property tax collected for the District for the biennium.

## Schedule of Taxable Assessed Value, Tax Rates, and Levies

Fiscal Years 2015 through 2027

(Actual through fiscal year 2025, forecasts fiscal years thereafter.)



Fiscal Year	Frozen Base	Excess TAV	Total TAV	Dollar Change	Percentage Change			
					Total AV	Excess AV	Levy Amount	Consolidated Tax Rate
2015	82,903,810	26,557,328	109,461,138	2,172,223	2.0%	8.9%	325,784	12.2672
2016	82,903,810	28,220,985	111,124,795	1,663,657	1.5%	6.3%	343,379	12.1675
2017	82,903,810	31,068,716	113,972,526	2,847,731	2.6%	10.1%	375,444	12.0843
2018	82,903,810	37,714,545	120,618,355	6,645,829	5.8%	21.4%	455,226	12.0703
2019	82,903,810	44,215,774	127,119,584	6,501,229	5.4%	17.2%	531,898	12.0296
2020	82,903,810	48,395,956	131,299,766	4,180,182	3.3%	9.5%	559,631	11.5636
2021	82,903,810	50,620,781	133,524,591	2,224,825	1.7%	4.6%	585,065	11.5578
2022	82,903,810	55,354,336	138,258,146	4,733,555	3.5%	9.4%	637,272	11.5126
2023	82,903,810	68,826,226	151,730,036	13,471,890	9.7%	24.3%	784,660	11.4006
2024	82,903,810	71,210,572	154,114,382	2,384,346	1.6%	3.5%	811,843	11.4006
2025	82,903,810	71,610,853	154,514,663	400,281	0.3%	0.6%	816,407	11.4006
2026	82,903,810	73,759,000	156,662,810	2,148,147	1.4%	3.0%	840,900	11.4006
2027	82,903,810	75,972,000	158,875,810	2,213,000	1.4%	3.0%	866,100	11.4003

# FURA

FLORENCE URBAN  
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# DEBT SCHEDULE

The debt schedules below reflect total outstanding debt of the Florence Urban Renewal Agency as of June 30, 2022 and projected through June 30, 2030.

The Florence Urban Renewal Agency has two debt obligations outstanding at the beginning of the 2025-27 fiscal biennium. In 2015, the Florence City Council agreed to use full faith and credit obligations of the City to take out debt and, in turn, loan to FURA. This policy decision increased the debt capacity of the Agency and reduced interest costs. The 2016 Banner Bank loan to the City was loaned to the Agency to refinance the existing 2010 loan for the Old Town Infrastructure Project and to enable the Agency to pay for the design concept and the architectural & engineering services for the ReVision Florence Streetscape Project. The 2019 Banner Bank loan to the City was loaned to the Agency to finance the purchase of the Quince Street Property and to fund the ReVision Florence Streetscape Project construction phase. The General Fund accounts for the repayment of City issued full faith and credit obligations issued to finance the Agency's projects and programs. The Agency's primary revenue sources to repay the obligation are property taxes and funding commitments from other agencies. Details of the 2016 and 2019 debt issuances are shared in the table below:

## Summary of Existing Debt Issued and Balance June 30, 2025

Description Existing Obligations	Original Amount	Interest Rate	Balance June 30, 2025	Payment FY 2026	Payment FY 2027
FFCO 2016 (20 yr) - Banner	3,700,000	2.92%	2,384,856	246,200	246,200
Banner Bank (20 yr) - Tax Exempt BQ	3,150,000	3.30%	2,386,870	214,300	214,300
<b>Total FURA Debt</b>	<b>6,850,000</b>		<b>4,771,726</b>	<b>460,500</b>	<b>460,500</b>

## Summary of Existing Debt and Proposed Debt: Fiscal Years 2025-2030

Outstanding Balance June 30,						
Description						
Existing Obligations	2025	2026	2027	2028	2029	2030
FFCO 2016 (20 yr) - Banner	2,384,856	2,207,935	2,025,738	1,838,263	1,645,040	1,446,054
Banner Bank (20 yr) - Tax Exempt BQ	2,386,870	2,250,245	2,109,073	1,963,204	1,812,482	1,656,746
Total FURA Debt	4,771,726	4,458,180	4,134,811	3,801,467	3,457,522	3,102,800
Proposed Debt	-	-	-	-	-	-
Total Debt Outstanding	4,771,726	4,458,180	4,134,811	3,801,467	3,457,522	3,102,800

# FURA

FLORENCE URBAN  
RENEWAL AGENCY  
OREGON



# FURA WORK PLAN



**Five-Year Action Plan**  
**FY 2025/26 to FY 2029/30**



# FURA WORK PLAN

## **Five-Year Urban Renewal Action Plan Florence Downtown Preservation and Renewal Plan FY 2025/26 to FY 2029/30**

**Adopted by Resolution No. 1 Series 2025 on April 23, 2025**

### **Purpose**

A Five-Year Urban Renewal Action Plan is a non-binding framework presenting strategic priorities and forecasted expenditures for fiscal years 2025-26 through 2030-31. The Five-Year Action Plan for the Florence Downtown Preservation and Renewal Plan (Plan) will help guide completing the Florence Urban Renewal Agency's (Agency) annual budgeting process and allocating resources to projects. Many of the projects take long-term Agency commitments and staffing, so knowing a plan for the next five years allows staff to confidently focus on and implement the Agency's priorities. This Five-Year Action Plan was prepared by Elaine Howard Consulting LLC and Tiberius Solutions LLC.

### **Executive Summary**

There is approximately \$1.3 million available in the next five years to allocate to project activity. This does not include \$761 thousand allocated to projects in the FYE 2025 budget.

### **Revenue Forecast**

Over the next five years the Agency anticipates an average annual tax increment revenue stream of about \$1 million dollars. This revenue will pay for administration of the urban renewal area, debt requirements and future projects. The administration and debt service obligations are:

- Administration: The materials and services budget for the Agency includes \$84,100 per year, inflated by 3% annually throughout the life of the Plan and Internal Service of the URA is projected to be \$171,800 per year (2025\$), inflated each year by 3%.
- Debt Service: There are two outstanding loans. Figure 1. Outstanding Debt Service shows the committed payments for debt service.
- The assessed value growth is projected to be 3.5% per year. This is the average of the assessed value growth in the last two years.
- The assessed value growth does not include assumptions of new development in the Area. The projections for assessed value growth do not include the projected Quince Street Hotel Project nor any other new development in the urban renewal area. The Quince Street Hotel Project is anticipated to be completed in approximately 2 years. The project has a 3-year tax exemption commitment on the improvements. Once developed and after the tax exemption expires, this assessed value will come on the property tax rolls. This will increase the tax revenues at that time.
- Financial commitment to the Quince Street Hotel Project of \$115,000 in FYE 2025 and an additional \$625,000 between FY 2026 and FY 2035 for Quince Street Contribution and System Development Charges.



FURA WORK PLAN

Figure 1. Outstanding Debt Service

Loan	Final Payment	Total Payments
FFCO 2016 20-year	FYE 2037	\$ 3,077,871
2019A FFCE Banner Bank	FYE 2039	\$ 3,214,471

Source: Tiberius Solutions and City of Florence

Figure 2. Projected Amounts for Projects indicates the amounts available annually for projects in constant 2024\$ (not accounting for future inflation). If any of these funds are not spent, they will carry forward to future years.

Figure 2. Projected Amounts for Projects (\$2024)

	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030
Projects	(\$761,502)	(\$173,301)	(\$220,643)	(\$266,911)	(\$312,101)	(\$356,259)

Source: Tiberius Solutions



Highway 101 Improvements

## FURA WORK PLAN

Figure 3. Revenues and Expenditures FYE 2025 – 2030 shows the full table of revenues and expenditures from FYE 2025 through FYE 2030 including debt service, administration and allocations to projects shown in year of expenditure dollars, so the amounts are a bit larger than in Figure 2. The future TIF revenues are based on a 3.5% assessed value growth rate which is the historical growth rate in the URA and a 3% inflation rate for projects. There is a commitment of \$62,500 each year from FYE 2026 for ten years for the Quince Street Hotel Project. This would come out of the “Projects” line item under expenditures.

Figure 3. Revenues and Expenditures FYE 2025 – 2030 (inflated \$)

	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030
<b>TAX INCREMENT FUND</b>						
<b>Resources</b>						
Beginning Balance	419,129	-	-	-	-	-
Interest Earnings	2,096	-	-	-	-	-
TIF: Current Year	829,671	890,136	952,717	1,017,489	1,084,527	1,153,912
TIF: Prior Years	11,569	12,445	13,352	14,291	15,262	16,268
<b>Total Resources</b>	1,262,465	902,581	966,069	1,031,779	1,099,789	1,170,180
<b>Expenditures</b>						
<i>Debt Service</i>						
Scheduled Payments						
FFCO 2016 20 year	(246,229)	(246,229)	(246,229)	(246,229)	(246,229)	(246,229)
2019A FFCO Banner	(214,274)	(214,274)	(214,274)	(214,274)	(214,274)	(214,274)
<b>Resources</b>						
Beginning Balance	516,359					
Interest Earnings	2,582					
Transfer from TIF Fund	801,961	442,077	505,565	571,275	639,285	709,676
Other	4,000					
<b>Total Resources</b>	1,324,902	442,077	505,565	571,275	639,285	709,676
<b>Expenditures (YOE \$)</b>						
Materials and Services	(84,100)	(86,623)	(89,222)	(91,896)	(94,655)	(97,497)
Grant Requirements	(187,500)					
Capital Outlay	(120,000)					
Internal Service	(171,800)	(176,954)	(182,263)	(187,726)	(193,361)	(199,168)
Projects	(761,502)	(178,500)	(234,080)	(291,653)	(351,269)	(413,011)
Financing Fees						
<b>Total Expenditures</b>	(1,324,902)	(442,077)	(505,565)	(571,275)	(639,285)	(709,676)

Source: Tiberius Solutions

## FURA WORK PLAN

### Future Spending/Debt

The TIF forecast did not contemplate future debt. Spending by the Agency must be through a debt instrument, but that does not have to be long term debt. Debt can also be through contracts (pay as you go) and short term “du jour” debt (borrowing for a short time frame and paid back with annual tax increment proceeds). At this time, there are not sufficient revenues to incur additional long-term debt.

Project Priorities Figure 4. Project List is the full project list in the initial Plan. It shows which projects have been completed as indicated in the 2013 Plan Update and this 2025 Plan Update. Figure 5. Projects Not Completed From Original List separates out the projects which have not been completed from the original list. Figure 6. Project Priorities 2025 indicates those projects recommended by the Agency for the future spending in the Area and includes the projects from Figure 5. The Quince Street Hotel Project has legal commitments, so is the first priority. The other projects are not prioritized.

The limitations on project spending are:

- There is \$761,502 allocated for project activities in the FYE 2025 budget.
- There is approximately \$1.3 million of constant FY 2024 dollars that can be allocated to projects between FYE 2026 and FYE 2030, see Figure 2. Projected Amounts for Projects (FYE 2025 is not included in this number).
- There is additional future revenue of approximately \$5.328 million that can be allocated to projects after FYE 2030 until the maximum indebtedness is reached.
- There is a commitment to the Quince Street Hotel Project of \$ 740,000. \$115,000 is expected to be used in FYE 2025. An additional \$625,000 is committed over the next ten years with equal annual payments of \$62,500.



Highway 101 Improvements

## FURA WORK PLAN

Figure 4. Project List

	<u>Status</u>	
<u>Project Activity</u>	<b>2013 update</b>	<b>2025 update</b>
<b>Development and Redevelopment</b>		
Complete interpretative site (North)		Completed
Develop estuary trail (Hwy 126 to Bridge)		Completed
Financial & tech assistance to bring properties into compliance w/ Downtown Plan		TO DO
Create financial incentives to provide "workforce housing"		TO DO
Incent development of public parking		Parking update
<b>Infrastructure</b>		
Facilitate development of old middle school property/Quince Street Development		TO DO
Upgrade water delivery system	Completed	
Stormwater abatement in downtown	Completed	
<b>Pedestrian Safety</b>		
Stripe Hwy 101 for parking		Completed
Construct bulb outs with planters		Completed
Install Traffic Light at 2 <sup>nd</sup> and Hwy 101	Completed	
Install emergency vehicle control of traffic lights		Completed
Sidewalk improvements including accessibility & visibility		TO DO
<b>Public Facilities</b>		
Install Old Town restrooms		TO DO
Visitor's Center, Chamber	Completed	
Mini-Park Development & Enhancement including Veterans Park		TO DO
Facilitate the development of new senior center	Completed	
<b>Preservation and Rehabilitation</b>		
Repair/replace dilapidated public fishing dock	Completed	
Replace dilapidated Maple St. public boat dock	Completed	
Facilitate rebuild of commercial wharf (Mo's ICM)/add ice machine facility	Completed	
<b>Streetscape Projects</b>		
Complete downtown antique lighting project		TO DO
Install benches, waste receptacles, planters, bike racks, trees		TO DO
Underground existing overhead wires		TO DO

Source: Florence Urban Renewal Agency



FURA WORK PLAN

Figure 5. Projects Not Completed from Original List

<b>Project Activity</b>
<b>Development and Redevelopment</b>
Financial & tech assistance to bring properties into compliance w/ Downtown Plan
Create financial incentives to provide "workforce housing"
Incent development of public parking
<b>Infrastructure</b>
Facilitate development of old middle school property/Quince Street Development
Pedestrian Safety
Sidewalk improvements including accessibility & visibility
<b>Public Facilities</b>
Install Old Town restrooms
Mini-Park Development & Enhancement including Veterans Park
Streetscape Projects
Complete downtown antique lighting project
Install benches, waste receptacles, planters, bike racks, trees
Underground existing overhead wires

Source: Florence Urban Renewal Agency



Entrance to Old Town



## FURA WORK PLAN

Figure 6. Project Priorities 2025

Project	Estimated Cost	Notes
Facilitate development of old middle school property/Quince Street Hotel Project Development	\$740,000*	Includes DDA Obligations Oils/Geotech, closing costs, building permit fees, Quince Street contribution and System Development Charges
Financial and Technical Assistance to bring Old Town Properties into compliance with Downtown Streetscape Plan	TBD	Grant programs and Old Town Bay Street Streetscape
Old Town Master Plan and Implementation Undergrounding utilities Traffic pattern update Parking update Antique lighting Landscaping Amenities Sidewalks Bringing the area up to City and ADA code Wayfinding plan Additional restrooms Open space/park space Community outreach	TBD	
Workforce housing/childcare**	TBD	

Source: Florence Urban Renewal Agency from Jan 22, 2025 FURA meeting

Notes: Figure 6. Project Priorities 2025 indicates those projects prioritized by the Agency for the future spending in the Area and includes the projects from Figure 5. The Quince Street Hotel Project has legal commitments through a development agreement, so is the first priority. The other projects are not prioritized.

\*This includes funding allocated to projects in FYE 2025. The FYE amount is projected at \$115,000.

\*\*Childcare should be included as a component of a future workforce housing project. This can be accomplished through various methods including funding by the private developer. This will be determined in the future when this project is initiated.

## FURA WORK PLAN

### Maximum Indebtedness

Figure 7 illustrates the maximum indebtedness. The points below explain the table.

- The authorized maximum indebtedness (MI) of the Plan is \$22,545,000. Maximum Indebtedness is the total amount of tax increment revenues that may be spent on projects, programs and administration over the life of the Plan.
- The maximum indebtedness used to FYE 2024 is \$8,463,015. This does not include future development agreement commitments to the Quince Street Hotel Project of \$740,000.
- The remaining MI at FYE 2024 is \$14,081,985.

*Figure 7. Maximum Indebtedness Analysis*

Original Maximum Indebtedness	\$22,545,000
Maximum Indebtedness Used to FYE 2024	\$8,463,015
Maximum Indebtedness Remaining	\$14,081,985

Source: Tiberius Solutions

Figure 8 breaks out the maximum indebtedness to the amounts that are available for projects in incremental five-year periods. The points below explain the table.

- Net Tax Increment Funds (from FYE 2024 to end of Plan) include the amounts paid for interest and principal on debt and the amounts used for administration and project activities. The amount of tax increment funds that are expected to be needed to reach the MI and pay the debt service payments is \$20,000,000. This includes interest on debt, which, by statutory definition, is not included in the MI accounting.
- The difference between the net tax increment funds of \$20,000,000 and the Capacity of \$11,700,000 (2024\$) is removing the debt service payments and discounting the remaining funds to 2024\$ using a 3% inflation factor.
- The difference between Capacity of \$11,700,000 and Capacity for Projects of \$7,400,000 is the cost of materials and services and administration. There is approximately \$7,400,000 of constant FY 2024 \$ to be spent on projects over the remaining life of the Plan. The Capacity for Projects (2024\$) is over the full life of the Plan until it reaches its maximum indebtedness. This amount is not available at this time. It does not include the funding budgeted in FYE 2025.
- The amounts available in the five-year increments include amounts needed for all expenditures including administration, debt service and project activities (\$11,700,000).

*Figure 8. Break out of Maximum Indebtedness Remaining – Capacity for Spending*

<b>Net Tax Increment Funds (from FYE 2024 to end)</b>	<b>\$20,000,000</b>
<b>Capacity (2024\$) (discounts for inflation)</b>	<b>\$11,700,000</b>
Years 1-5	\$3,300,000
Years 6-10	\$3,500,000
Years 11-15	\$4,800,000
Year 16	\$100,000

Source: Tiberius Solutions

## FURA WORK PLAN

Figure 9 shows the Capacity for Projects (2024\$), or projected project funding available, over the full life of the Plan until it reaches its maximum indebtedness. This amount of funding is not available at this time. It includes the funding budgeted for projects of approximately \$760,000 in FYE 2025. The timeframe for spending on projects could be moved forward if a borrowing (loan) is undertaken by the Agency.

*Figure 9. Capacity for Spending on Projects*

<b>Capacity (2024\$) For Projects</b>	<b>\$7,400,000</b>
<b>FYE 2025</b>	\$760,000
Years 1-5 (FYE 2026 – FYE 2030)	\$1,300,000
Years 6-10 (FYE 2031 -	\$2,400,000
Years 11-15	\$2,900,000

Source: Tiberius Solutions

# NOTICES & PUBLICATIONS

## NOTICE OF FLORENCE URBAN RENEWAL AGENCY (FURA) BUDGET COMMITTEE MEETING

Public meetings of the Budget Committee of the City of Florence Urban Renewal Agency, Lane County, State of Oregon, on the budget for the biennium years July 1, 2025, to June 30, 2027, will be held at Florence Events Center, 715 Quince Street, Florence, Oregon. Interested citizens may attend in person or listen and view the meeting through the 'GoToWebinar' platform. For access to a link to the meeting, visit the City of Florence websites shown for each of the meetings below.

Meetings are also shown live or on replay on Cable Channel 191 and online at [www.ci.florence.or.us/citymanager/public-meetings-live](http://www.ci.florence.or.us/citymanager/public-meetings-live). Those without access to the internet or Charter Cable may listen to the meeting live via phone conference line or GoToWebinar. To do so, contact City Recorder Lindsey White at 541-997-3437.

On **May 14, 2025, at 5:30 pm**, at the Florence Events Center, the Budget Message will be read; a public hearing will be conducted to receive public comments on the proposed budget; with deliberations to follow.

Any person may appear at the meeting to ask questions or provide comments by filling out a speaker's card per the instructions below. Written comments may be submitted prior to 3:30 pm on May 14, 2025, to the Administrative Services Director's Office, 250 Highway 101, Florence, OR 97439.

Meeting Details at [www.ci.florence.or.us/bc-bc/fura-budget-committee-meeting-4](http://www.ci.florence.or.us/bc-bc/fura-budget-committee-meeting-4)

The Proposed Budget will be available on the City's website at [www.ci.florence.or.us](http://www.ci.florence.or.us); or a copy may be inspected or obtained on May 5<sup>th</sup>, or anytime thereafter, at Florence City Hall.

Persons wishing to address the Budget Committee may submit comments in writing or may provide verbal comments.

Written testimony may be submitted by:

1. Email to the Administrative Services Director at [cityrecorder@ci.florence.or.us](mailto:cityrecorder@ci.florence.or.us);
2. Mail to Florence City Hall; Attn: Budget Committee, 250 Hwy 101, Florence, OR 97439;
3. Drop off at City of Florence drop box located at Florence City Hall (250 Hwy 101) to the right of the main entrance.

**\*\* Note:** Written comments must be received at least 2 hours prior to the start of the meeting to be distributed to the Budget Committee and made part of the record.

Citizens may provide verbal comments/testimony at the meeting. In order to participate verbally at the meeting, citizens are required to complete a speaker's card at least 1 hour prior to the start of the meeting. Speaker's cards are available online at the links for each meeting, or by contacting City Recorder Lindsey White via email at [cityrecorder@ci.florence.or.us](mailto:cityrecorder@ci.florence.or.us) or by phone at 541-997-3437.

If you have any questions about the meetings or need more information, please contact Megan Messmer, City of Florence Acting Administrative Services Director, at [cityrecorder@ci.florence.or.us](mailto:cityrecorder@ci.florence.or.us) or (541) 997-3437.

This notice is given in accordance with provisions of the Oregon Revised Statutes 294.426, and is posted for reference on the City's website at <http://www.ci.florence.or.us/news>.

DATED THIS 30<sup>TH</sup> DAY OF APRIL 2025

Megan Messmer  
Acting Administrative Services Director

*Anyone requiring special accommodations please call (541) 997-3437 at least 48 hours prior to the hearing.*

**PUBLISH ON APRIL 30, 2025**

## Place Holder for Newspaper Affidavit



# NOTICES & PUBLICATIONS


4/29/25, 8:48 AM

NOTICE OF FLORENCE URBAN RENEWAL AGENCY (FURA) BUDGET COMMITTEE MEETING | City of Florence Oregon



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## NOTICE OF FLORENCE URBAN RENEWAL AGENCY (FURA) BUDGET COMMITTEE MEETING



CITY OF FLORENCE  
NOTICE OF  
BUDGET  
COMMITTEE  
MEETING

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This notice is given in accordance with provisions of the Oregon Revised Statutes 294.426, and is posted for reference on the City's website at <http://www.ci.florence.or.us/news>.

DATED THIS 17<sup>TH</sup> DAY OF APRIL 2025

Megan Messmer  
Acting Administrative Services Director

*Anyone requiring special accommodations please call (541) 997-3437 at least 48 hours prior to the hearing.*

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<https://www.ci.florence.or.us/urbanrenewal/notice-florence-urban-renewal-agency-fura-budget-committee-meeting>

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## NOTICES & PUBLICATIONS

### FORM UR-1

### NOTICE OF BUDGET HEARING

A public meeting of the Florence Urban Renewal Agency will be held on June 25, 2025 at 5:30 pm at City Hall, 250 Hwy 101, Florence, Oregon. The purpose of this meeting is to discuss the budget for the biennium beginning July 1, 2025 as approved by the Florence Urban Renewal Agency Budget Committee. A summary of the budget is presented below. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at City Hall, between the hours of 8 am and 4 pm or online at [www.ci.florence.or.us/urbanrenewal](http://www.ci.florence.or.us/urbanrenewal). This budget is for the 2025-27 biennium. This budget was prepared using the same basis of accounting as the preceding biennium.

Contact:	Telephone:	Email:
Megan Messmer, Assistant City Manager	541-997-3437	<a href="mailto:info@ci.florence.or.us">info@ci.florence.or.us</a>

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Amount Prior Biennium 2021-2023	Adopted Budget This Biennium 2023-2025	Approved Budget Next Biennium 2025-2027
Beginning Fund Balance/Net Working Capital	692,018	900,000	954,700
Federal, State and All Other Grants	435,693	-	-
Revenue from Bonds and Other Debt	-	-	-
Interfund Transfers	-	-	-
All Other Resources Except Division of Tax & Special Levy	26,895	8,000	84,900
Revenue from Division of Tax	1,382,435	1,610,000	1,640,000
Revenue from Special Levy	-	-	-
<b>Total Resources</b>	<b>2,537,041</b>	<b>2,518,000</b>	<b>2,679,600</b>

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	-	-	-
Materials and Services	483,665	946,300	990,900
Capital Outlay	201,629	240,000	300,000
Debt Service	936,908	1,079,500	921,100
Interfund Transfers	-	-	-
Contingencies	-	252,200	467,600
All Other Expenditures and Requirements	-	-	-
Unappropriated Ending Fund Balance	-	-	-
<b>Total Requirements</b>	<b>1,622,202</b>	<b>2,518,000</b>	<b>2,679,600</b>

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *	
The FURA Debt Service Fund was closed in the 2021-22 fiscal year. All debt service is now accounted for in the FURA General	

STATEMENT OF INDEBTEDNESS		
LONG TERM DEBT	Estimated Debt Outstanding July 1	Estimated Debt Authorized, But Not Incurred on July 1
General Obligation Bonds	\$ -	\$ -
Other Bonds	-	-
Other Borrowings	4,771,726	-
<b>Total</b>	<b>\$ 4,771,726</b>	<b>\$ -</b>

Dated this 18th day of June 2025

Megan Messmer  
Assistant City Manager, City of Florence

\*\*\*\*


Publish on June 18, 2025  
Siuslaw News

## Place Holder for Newspaper Affidavit

## NOTICES & PUBLICATIONS

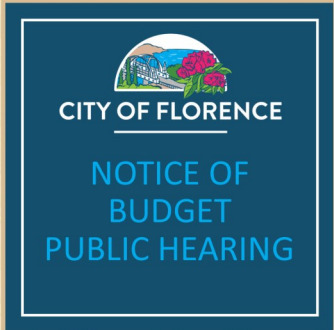
5/30/25, 3:29 PM

NOTICE OF FLORENCE URBAN RENEWAL AGENCY (FURA) PUBLIC HEARING FOR THE BIENNIUM BUDGET BEGINNING J...



Home » NOTICE OF FLORENCE URBAN RENEWAL AGENCY (FURA) PUBLIC HEARING FOR THE BIENNIUM BUDGET BEGINNING JULY 1, 2025

# NOTICE OF FLORENCE URBAN RENEWAL AGENCY (FURA) PUBLIC HEARING FOR THE BIENNIUM BUDGET BEGINNING JULY 1, 2025



#### FORM UR-1

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Contact: Megan Messmer, Assistant City Manager Telephone: 541-997-3437 Email: [info@ci.florence.or.us](mailto:info@ci.florence.or.us)

#### FINANCIAL SUMMARY - RESOURCES

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Other Borrowings	4,771,726	-
<b>Total</b>	<b>\$ 4,771,726</b>	<b>\$ -</b>

Dated this 18th day of June 2025

Megan Messmer  
Assistant City Manager, City of Florence

\*\*\*\*  
Publish on June 18, 2025  
Siuslaw News

<https://www.ci.florence.or.us/urbanrenewal/notice-florence-urban-renewal-agency-fura-public-hearing-biennium-budget-beginning-july>

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## NOTICES & PUBLICATIONS

5/30/25, 3:29 PM NOTICE OF FLORENCE URBAN RENEWAL AGENCY (FURA) PUBLIC HEARING FOR THE BIENNIUM BUDGET BEGINNING J...

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This notice is given in accordance with provisions of the Oregon Revised Statutes 294.426, and is posted for reference on the City's website at <http://www.ci.florence.or.us/news>.

DATED THIS 30<sup>TH</sup> DAY OF MAY 2025

Megan Messmer  
Acting Administrative Services Director

*Anyone requiring special accommodations please call (541) 997-3437 at least 48 hours prior to the hearing.*

### Supporting Documents

[FURA - Budget Adoption Notice - 2025-2027 \(140 KB\)](#)

### Web Links

[FURA 2025-2027 Budget Information](#)

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+	FURA Programs
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# FURA

FLORENCE URBAN  
RENEWAL AGENCY  
OREGON

## **RESOLUTION NO. X, SERIES 2025**

Place Holder for  
Adopting Budget &  
Declaring Tax Increment

# FURA

FLORENCE URBAN  
RENEWAL AGENCY  
OREGON

# BUDGET CALENDAR

## 2025 - 2027 Budget Calendar

City Council Work Plan related meetings will be held in person on the dates indicated below in **orange**.

Internal staff meetings and deadlines indicated below in **green**.

Budget Committee & City Council meetings will be held in person beginning at 5:30 pm on the dates indicated below in **blue**.

**City Budget Committee:** City Council (5) & City Budget Committee Members (5).

**FURA Budget Committee:** FURA Board Members (9), Additional City Councilors (2), City Budget Committee Members (5), & FURA Budget Committee Members (2).

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

### JAN Work Plan Development

1/10 - City Council Work Plan Session

1/23 - City Council Work Plan Session

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

### APR Proposed Budget Finalization

4/1 - City & FURA Budget Committee Training, 5:30 pm

4/18 - Send Budget Committee Notices to Newspapers

4/30 - Print Proposed Budget Document

4/30 - Publish Proposed Budget Document to Website

Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

### FEB Work Plan Development

2/18 - Work Plan Final Draft to City Council

2/20 - City Council Work Plan Work Session

2/24 - City Council Work Plan Adoption

2/28 - Personnel & Administrative Charges Due

Staff will develop the proposed budget throughout

the months of February and March.

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

### MAY Budget Committee Meetings

5/5 - City Budget Committee Budget Message, 5:30 pm

5/12 - City Budget Committee Meeting, 5:30 pm

5/14 - FURA Budget Committee Meeting, 5:30 pm

5/14 - City Budget Committee Meeting, after FURA meeting

5/15 - City Budget Committee Meeting (if needed), 5:30 pm

5/16 - Send Public Hearing Notices to Newspapers

Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

### MAR Year End & Budget Preparation

3/4 - City Director Budget Meetings

3/5 - City Director Budget Meetings

3/6 - City Director Budget Meetings

3/28 - Department Budgets Due to Finance

Staff will develop the proposed budget throughout

the months of February and March.

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

### JUN Budget Finalization & Adoption

6/2 - City Council Budget Public Hearing, 5:30 pm

6/25 - FURA Budget Public Hearing, 5:30 pm

Adoption of FY 2025-27 Budgets by June 30, 2025.

# FURA

FLORENCE URBAN  
RENEWAL AGENCY  
OREGON



# FISCAL POLICIES

*The Florence Urban Renewal Agency (FURA) contracts with the City of Florence for professional staffing and fiscal management services. Through this partnership, the fiscal management of FURA follows the City of Florence Fiscal Policies presented below.*

## Purpose

The City of Florence is committed to responsible fiscal management through financial integrity, prudent stewardship of public assets, planning, accountability and full disclosure. The broad purpose of the Fiscal Policies is to enable the City to achieve and maintain a long-term stable and positive financial condition. These policies are adopted by the City Council as the basic framework for overall financial management of the City, to guide day-to-day and long-range fiscal planning and decision making, and to achieve the following general financial goals:

1. Provide an adequate financial base to sustain the desired level of municipal services to maintain the social wellbeing and physical conditions of the City.
2. Deliver cost effective and efficient services to citizens.
3. Provide and maintain essential public facilities, utilities, and capital equipment.
4. Protect and enhance the City's credit rating so as to obtain the lowest cost of borrowing and assure taxpayers and the financial community that the City is well managed and financially sound.
5. Provide the financial stability needed to navigate through economic downturns, adjust to changes in the service requirements of the community and respond to other changes as they affect the City's residents and businesses.
6. Adhere to the highest standards of financial management and reporting practices as set by the Government Finance Officers Association (GFOA), the Governmental Accounting Standards Board (GASB) and other professional standards.
7. Fully comply with finance related legal mandates, laws and regulations.

To achieve these goals, fiscal policies generally cover areas of revenue management, operating and capital budgeting, financial planning and forecasting, investment and asset management, debt management, pension funding, accounting and financial reporting, reserves and internal controls. These policies are reviewed annually by management, and City Council and amended as necessary, by resolution.

Policies are addressed in ten areas:

- ⇒ **Revenue**, which deals with taxes, user fees and other revenues by which the city generates income to fund programs and services.
- ⇒ **Operating expenditures**, which relates to budgeting guidelines.
- ⇒ **Expenditure control**, which addresses the City's efforts to ensure spending is consistent with the City's fiscal plans.
- ⇒ **Capital equipment and improvements**, which relates to establishing a five-year capital equipment and improvement plans for all major equipment and infrastructure systems provided and maintained by the City.

## FISCAL POLICIES

- ⇒ **Accounting and financial reporting**, which relates to accounting and reporting financial transactions and preparing financial reports.
- ⇒ **Financial planning**, addresses longer term financial forecasting to help inform decisions.
- ⇒ **Debt**, which addresses long-term financing of the city's capital needs and maintaining its bond rating.
- ⇒ **Pension funding**, addresses the funding policies of the City's pension obligations.
- ⇒ **Reserves**, establishes minimum working capital balances, required reserves and operating contingency as needed for routine cash flow and responding to unexpected expenditures or increases in service delivery costs.
- ⇒ **Management of fiscal policy**, sets forth the administration of fiscal policies on a continuing basis.

### 1. Revenue Policies

- 1.1. The City will strive for and maintain diversified and stable revenue sources to prevent undue or unbalanced reliance on any one source of funds. Revenue diversity will also reduce risk to the City from short-term fluctuations in any one revenue source.
- 1.2. Significant one-time and or temporary revenues will not be used to fund continuing programs and services, but rather to fund one-time expenditures or to fund reserves.
- 1.3. The maximum allowable system development charges (SDCs), for each of the public infrastructure systems the City operates and is allowed by state law to impose, shall be determined on a periodic basis (approximately each five years).
  - 1.3.1. The Council will determine what amount of SDCs to impose.
- 1.4. The City will promote the use of users' charges in lieu of property taxes and subsidies from other non-obligated (i.e., generally available) City funds, for services that can be identified and where costs are directly related to the level of service provided.
  - 1.4.1. Charges for providing utility services shall be sufficient to finance all operating, capital outlay and debt service expenses of the City's utility funds, including operating contingency, reserve requirements, and capital replacement. Consideration will be given to return on investment and existing and or anticipated debt to ensure debt coverage ratios are sufficient to meet or exceed requirements of lenders and rating agencies to maintain desired credit rating.
  - 1.4.2. It is the City's intent to recover a greater percentage of costs associated with performing building permit and inspection activities. As of fiscal year 2022, fees and charges for these services are insufficient to fully fund costs for these activities. City staff will evaluate the delivery of these services to identify cost savings. Results of these efforts will be presented to the City Council prior to consideration of potential fee and charge increases.

It is the City's intent to fully recover costs associated with performing planning related activities. As of fiscal year 2022, the estimated cost recovery for planning related activities is approximately 100%. City staff will evaluate and implement changes to land use processes to gain efficiencies, measure results and report findings to the City Council prior to consideration of potential increases to fees and charges for planning related activities.

## FISCAL POLICIES

- 1.4.3. Other reimbursable work performed by the City (full labor costs, overhead, contracted services, equipment and other indirect expenses) shall be billed at total actual or estimated total actual cost.
- 1.4.4. Charges for services shall accurately reflect the total actual or estimated total cost of providing a specific service. The cost of providing specific services shall be recalculated periodically, and the fee adjusted accordingly. City staff shall create and maintain a schedule of current fees, indicating when the fees were last reviewed and/or recalculated.
- 1.5. The City shall diligently pursue collection of delinquent accounts. When necessary, discontinuing service, small claims court, collection agencies, foreclosure, liens and other methods of collection, such as imposing interest, penalties, collection and late charges, may be used.
- 1.6. All potential grants that require matching funds, on-going resource requirements, or include new or additional continuing compliance requirements shall be evaluated and considered before submittal of the application. Grant applications will be approved as follows prior to their submittal: a. By the City Manager for grants that require matching funds up to the amount of the City Manager's spending authority, and b. By the City Council for grants with matching requirements above the City Manager's spending authority. The City Council will be provided the evaluation with the request for their acceptance of the grant.
- 1.7. Revenues will be estimated realistically and prudently. Revenues of a volatile nature will be estimated conservatively. The City will estimate its revenues by an objective, analytical process using best practices as defined by the GFOA.

## 2. Operating Budget Policies

- 2.1. The City will prepare a biennial budget guided by City Council goals and work plan to accomplish those goals. Budget development will be coordinated with all departments and will incorporate GFOA recommendations relative to budgeting for results and outcomes.
  - 2.1.1. The amount of funding available will be determined for each fund. The budget will be built on expected revenues. This includes base revenues, any new revenue sources, and the potential use of existing resources.
  - 2.1.2. Conduct analysis to determine what strategies, programs, and activities will best achieve desired results.
  - 2.1.3. Budget available dollars to the most significant programs and activities. The objective is to maximize the benefit of the available resources.
- 2.2. The City shall maintain an automated accounting system to monitor expenditures and revenues, relative to budget, on a monthly basis, with a thorough analysis and adjustment (if required) no less than quarterly.
- 2.3. All budgetary procedures will conform to existing state regulations. Oregon budget law requires each local government to prepare a balanced budget and Oregon Administrative Rules (OARs) state: 1) the budget must be constructed in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund, and 2) the total of all resources of the entity must equal the total of all expenditures and all requirements for the entity.

## FISCAL POLICIES

- 2.4. The budget process will be coordinated so that major policy issues and department goals and objectives are identified and incorporated into the budget.
- 2.5. The cost allocation plan will be reviewed and updated annually and serve as the basis for distributing general government and internal service costs to other funds and capital projects.
- 2.6. The City Council shall adopt the budget for each fund, at the organizational unit or program level as a total dollar amount for all appropriations except transfers, contingency, unappropriated ending fund balance, and reserves, which shall be stated separately.
- 2.7. Long-term debt or bond financing may be used for the acquisition of land, capital improvements, vehicles, and equipment with a cost greater than \$100,000, if current and or existing resources are insufficient. Long-term debt or bond financing shall not be used to finance current operating expenditures.
- 2.8. Every City fund, organizational unit, program, or activity shall start each biennium's budget cycle with no predetermined appropriation amount. Budget appropriation decisions and the allocation of resources shall be based on direction provided by the City Council and implementation of that direction by the City Manager.
- 2.9. The City will submit the Adopted Budget Document to the GFOA to obtain the Distinguished Budget Presentation Award.
- 2.10. A budget calendar will be prepared at the beginning of each budget cycle.

### **3. Expenditure Control Policies**

- 3.1. Expenditures will be controlled through appropriate internal controls and procedures. Management must ensure expenditures comply with the legally adopted budget. Each Department or Division Manager or Director will be responsible for the administration of their organizational unit or program budget. This includes accomplishing the goals and objectives incorporated into the budget and monitoring each organizational unit or program budget for compliance with spending limitations.
- 3.2. The City Manager is to administer budgetary expenditure control at the appropriation level. Any increase in budget appropriation requires City Council approval.
- 3.3. All purchases of goods and services must comply with the City's Purchasing Policies, guidelines and procedures and with State laws and regulations.
- 3.4. All compensation planning and collective bargaining will include analyses of total cost of compensation, which includes analysis of salary increases, health benefits, pension contributions, and other fringe benefits. City management will only propose operating personnel costs that can be supported by continuing operating revenues.
- 3.5. City staff shall make every effort to control expenditures to ensure City services and programs provided to its citizens and taxpayers are cost effective and efficient. Expenditures reducing future costs will be encouraged.

#### **4. Purchase Authority Policies**

- 4.1. The City Manager or the City Manager's designee may enter into purchase agreements or contracts not exceeding \$75,000 without additional authorization of the City Council or Contract Review Board.
- 4.2. Department directors and managers are authorized to make purchases up to \$25,000.

#### **5. Capital Improvement Policies**

- 5.1. Biennially, the City will approve a five-year Capital Improvement Plan (CIP), congruent with the adoption of its biennial budget. The CIP shall provide details on each capital project: its estimated costs, sources of financing and a description, including a statement identifying: (a) the needs, conditions and circumstances that have caused the project's creation, (b) the expected results if the project is approved and implemented, and (c) future annual costs of the project.

#### **6. Accounting and Financial Reporting Policies**

- 6.1. The City shall establish and maintain its accounting systems according to generally accepted accounting practices and shall adhere to generally accepted accounting principles and standards promulgated by the GFOA and GASB.
- 6.2. An annual audit shall be performed by an independent public accounting firm, duly authorized by the State of Oregon to practice as such, which will issue an opinion on the annual financial statements, along with a management letter identifying areas needing improvement, if necessary.
- 6.3. Full disclosure shall be provided in the financial statements and bond representations.
  - 6.3.1. Upon request, all departments will provide notice of all significant events and financial and related matters to the Administrative Services Director for the City's annual disclosures to the municipal markets as required by SEC Regulation 15-C-2-12. Full disclosure will be provided in the financial statements and bond representations. Significant events include delinquencies and defaults related to the City's bonds, adverse tax opinions or events affecting the tax-exempt status of bonds, the release, substitutions or sale of property securing repayment of bonds and other events having a significant impact on the City's finances and outstanding bonds. The Administrative Services Director will notify all Nationally Recognized Municipal Securities Information Repositories of these significant events.
  - 6.3.2. The City's asset capitalization policy is to capitalize and depreciate assets greater than \$10,000 with a useful life beyond one year. Capital assets costing less than \$10,000 or having a useful life of one year or less will be treated as operating expenditures.
- 6.4. In conjunction with the annual audit, an Annual Comprehensive Financial Report (ACFR) will be prepared and submitted to the GFOA for consideration of its Award for Excellence in Financial Reporting.
- 6.5. Up-to-date accounting and budgeting information is available online to all management and authorized support staff. Quarterly budget to actual reports showing the current status of revenues and expenditures shall be prepared and distributed to appropriate legislative, staff and management personnel in a timely manner and made available for public inspection.

## 7. Financial Planning Policies

- 7.1. The Administrative Services Department, collaborating with other departments, will prepare a long-term financial plan for each fund to promote responsible planning for the use of resources. The long-term financial plans will include projected revenues, expenditures and reserve balances for the next five years for all funds.
- 7.2. The City's financial plans should be strategic, reflecting the City Council and community priorities for service while providing resources that fund desired service levels.
- 7.3. Long-term projections of revenues and expenditures will be based upon disclosed assumptions, and prepared consistent with best practices established by the GFOA.
- 7.4. The long-term financial plans will be integral to the development of the biennial budget.

## 8. Debt Policy

- 8.1. The City may use debt proceeds to finance costs associated with capital infrastructure, equipment, vehicles and other purposes that provide long-term benefits to the community, i.e., benefits that extend more than one year.
- 8.2. Capital projects financed through the issuance of bonds shall not be financed for a period which (a) exceeds the expected useful life of the project or (b) is less than five years.
- 8.3. Financing for non-capital purposes shall not extend beyond the amortization period available for the respective type of obligation, e.g., retirement unfunded liabilities include an amortization period of twenty-five years.
- 8.4. The Administrative Services Director will structure all debt issuances and oversee the on-going management of all City debt. Debt includes general obligation bonds, lease purchase obligations, revenue bonds, special assessment obligations, promissory notes, equipment financing agreements and any other contractual arrangements that obligate the City to make future principal and interest payments.
- 8.5. No debt shall be issued for which the City has not identified specific revenue sources sufficient for repayment. Such revenue sources can include internal sources, such as charges to personnel costs, that are transferred to a debt service fund for debt repayment. The Administrative Services Director shall prepare an analysis of the source of repayment prior to issuance of any debt.
- 8.6. The City will not use long-term debt to fund current operations, to balance the budget or to fund projects that can be funded from current resources, unless the use of debt is otherwise determined to be in the best interest of the City.
- 8.7. The City may utilize short-term debt or inter-fund loans as permitted, to cover temporary cash flow deficiencies due to timing of cash flows, such as may result from delay in receipting grant proceeds or other revenues and delay in issuance of long-term debt.
- 8.8. When issuing long-term debt, the City will ensure that the debt is soundly financed by:
  - 8.8.1. Incurring debt only when necessary for capital improvements too large to be financed from current available resources,



## FISCAL POLICIES

- 8.8.2. Ensuring that capital projects financed through long-term debt shall be financed for a period not to exceed the useful life of the project,
- 8.8.3. Determining that the benefits of the project financed exceed the cost of financing including interest costs, and
- 8.8.4. Analyzing the source of repayment, debt coverage ratios and the impact of debt service on annual fixed costs prior to issuance of long-term debt.
- 8.9. All bond issuances, promissory notes, and capital leases will be authorized by resolution of the City Council.
- 8.10. The City shall maintain its bond rating at the highest level fiscally prudent, so that future borrowing costs are minimized and access to the credit market is preserved.

### 9. Pension Funding Policies

- 9.1. The City participates in the State of Oregon Public Employees Retirement System (PERS). The City will fund its required pension contribution requirements timely.

### 10. Reserve Policies

- 10.1. The City shall maintain adequate working capital reserves in all funds.
  - 10.1.1. The general fund shall maintain sufficient working capital to allow the City to adequately fund operations until property taxes are received in November of each year, without borrowing.
  - 10.1.2. The City's utility funds shall maintain at a minimum working capital balance sufficient for sixty days operating expenses, together with an adequate emergency repair reserve and required debt service reserves.
  - 10.1.3. The City's internal service funds shall maintain at a minimum working capital balance sufficient for thirty days operating expenses and any required debt service reserves.
  - 10.1.4. The City's debt service funds shall maintain adequate working capital to pay required debt service without borrowing and fund required debt service reserves.
  - 10.1.5. The City's other operating funds shall maintain a minimum working capital balance sufficient for sixty days operating expenses and any required debt service reserves.
  - 10.1.6. The City shall establish a contingency budget to provide for unanticipated expenditures of a nonrecurring nature. The contingency shall be a minimum of five percent (5%) of a fund's operating and capital expenditure estimates for the fiscal year. This policy does not apply to debt service, internal service, trust and agency, capital projects, serial levy, temporary or certain special purpose funds.
- 10.2. The City may use reserves on a one-time or temporary basis for purposes described above. In the event that reserve funds are presently or decrease to levels below the levels desired by this policy, City management will develop a plan to restore reserves to the desired levels.

## 11. Management of Fiscal Policy

- 11.1. Fiscal policies shall be reviewed biennially (in alignment with the budgeting process) by the City Council and adopted by resolution. Changes in policies shall be approved by the City Council and adopted by resolution.
  - 11.1.1. The City Manager or designee shall prepare a report explaining the substantive impact of all recommendations and their impact on the City's operations, service levels, and finances.
  - 11.1.2. The Audit Committee shall review the City's fiscal policies annually.
- 11.2. The City Manager shall implement fiscal policies and monitor compliance.
  - 11.2.1. If the City Manager discovers a material deviation from policy, he/she shall report it in writing to the City Council in a timely manner.
  - 11.2.2. As a part of the City's annual budget document, the City Manager's budget message shall identify: (a) all major changes in policy since the previous budget year and (b) any material variations from policy in the ensuing year's budget.

# GLOSSARY

## **Actual**

Actual, as used in the fund summaries, revenue summaries, and department and division summaries within the budget document, represents the actual costs results of operations. This category is presented on a budgetary basis, and thus excludes depreciation and amortization, and includes principal payments on debt.

## **Ad Valorem Tax**

A tax based on the assessed value of a property.

## **Adopted Budget**

Adopted, as used in the fund summaries and department and division summaries within the budget document, represents the final budget *adopted* by the Board of Directors. The adopted budget becomes effective July 1. Subsequent to adoption; the Board of Directors may make changes throughout the year.

## **American Rescue Plan Act of 2021 (ARPA)**

The American Rescue Plan Act of 2021 (ARPA), also called the COVID-19 Stimulus Package or American Rescue Plan, is a \$1.9 trillion economic stimulus bill passed by the 117th United States Congress and signed into law by the President on March 11, 2021.

## **Annual Comprehensive Financial Report (ACFR)**

The annual audited results of the Agency's financial position and activity.

## **Approved Budget**

Approved, as used in the fund summaries and revenue summaries, represents the proposed budget with changes made by the Budget Committee, if any.

## **Appropriations**

Legal authorization granted by the Board of Directors to spend public funds. Appropriations within each program may not be exceeded.

## **Assessed Valuation**

The value set on taxable property as a basis for levying property taxes. A tax initiative passed in 1997 that reduced assessed value (AV) below real market value and set a three percent maximum annual growth rate in the taxable assessed value (TAV), exclusive of certain improvements.

## **Assets**

Resources having a monetary value and that are owned or held by an entity.

## **Audit**

A report prepared by an external auditor. As a rule, the audit shall contain a statement of the scope of the audit, explanatory comments concerning exceptions of the auditor as to the applicant on generally accepted auditing standards, explanatory comments concerning verification procedures, financial statements and schedules, and sometime statistical tables, supplemental comments and recommendations.

## **Audit Committee**

Group of individuals assigned specific responsibility for addressing issues related to the independent audit of the financial statements on behalf of the entity under audit.

## **Balanced Budget**

A budget where resources equal requirements in every fund.

## GLOSSARY

### **Base Budget**

Cost of continuing the existing levels of service in the current budget year. Base budget is also referred to as a status quo budget.

### **Beginning Fund Balance**

The beginning balance is the residual non-restricted funds brought forward from the previous financial year (ending balance).

### **Biennial Budget**

A biennial budget is for a two-year period, commencing on July 1.

### **Bond or Bond Issue**

Bonds are debt instruments that require repayment of a specified principal amount on a certain date (maturity date), together with interest at a stated rate or according to a formula for determining the interest rate.

### **Bond Funds**

Established to account for bond proceeds to be used only for approved bond projects.

### **Budget**

A budget is a plan of financial operation embodying an estimate of proposed expenditures and the means of financing them. Used without any modifier, the term usually indicates a financial plan for a fiscal year. In practice, the term budget is used in two ways. Sometimes it designates the financial plan presented for adoption and other times it designates the plan finally approved. It is usually necessary to specify whether the budget under consideration is preliminary and tentative, or whether the appropriating body has approved it.

### **Budget Calendar**

A schedule of key dates followed by a government in the preparation and adoption of the budget.

### **Budget Committee**

A group comprised of the elected officials plus an equal number of concerned citizens for the purpose of reviewing the proposed budget and recommending changes leading to an approved budget.

### **Budget Document**

A written report that shows a government's comprehensive financial plan for a specified period, usually one year, that includes both the capital and the operating budgets.

### **Budget Message**

Written explanation of the budget and the Agency's financial priorities for the next fiscal year; prepared by the city manager.

### **Budget Officer**

The Budget Officer is appointed by the governing body or designated by charter. The Budget Officer must prepare and present a balanced budget to the Budget Committee.

### **Budgetary Basis**

Budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP), with the exception that neither depreciation nor amortization are budgeted for proprietary funds, and bond principal in the enterprise funds is subject to appropriation.

### **Capital**

Anything that confers value or benefit to its owner, such as land, equipment, buildings, or financial assets.

## GLOSSARY

### **Capital Budget**

The Agency's budget for projects, major repairs, improvements, and additions to the City's fixed assets (streets, sidewalks, roads, sewers, storm water, parks, and buildings).

### **Capital Improvement**

A term defined in the ORS 310.410 (10) to include land, structures, facilities, machinery, equipment, or furnishings having a useful life of longer than one year.

### **Capital Improvement Plan (CIP)**

The CIP is a schedule of capital projects including estimated cost and timing. There is a separate CIP for each major infrastructure system in the City, e.g., water, streets, sidewalks, storm water, wastewater, information technology, city facilities, and vehicles.

### **Capital Improvement Project**

Any project having assets of significant value and having a useful life of five years or more. Capital projects include the purchase of land, design, engineering and construction of buildings, and infrastructure items such as parks, streets, bridges, drainage, street lighting, water and sewer systems, and master planning.

### **Capital Outlay**

Includes the purchase of land, the purchase and/or construction of buildings, structures and facilities of all types, in addition to machinery and equipment. It includes expenditures that result in the acquisition or addition of a fixed asset or increase the capacity, efficiency, span of life, or economy of operating as an existing fixed asset. For an item to qualify as a capital outlay expenditure it must meet all of the following requirements: (1) have an estimated useful life of more than one year; (2) typically have a unit cost of \$5,000 or more; and (3) be a betterment or improvement. Replacement of a capital item is classified as capital outlay under the same code as the original purchase. Replacement or repair parts are classified under materials and services.

### **Capital Projects**

Major repairs, improvements or additions to the City's fixed assets (streets, sidewalks, roads, sewers, storm water, parks, and buildings).

### **CARES Act**

The Coronavirus Aid, Relief, and Economic Security (CARES) Act (2020) and the Coronavirus Response and Consolidated Appropriations Act (2021) provided fast and direct economic assistance for American workers, families, small businesses, and industries. The CARES Act was passed by Congress on March 25, 2020 and signed into law on March 27, 2020.

### **Cash Management**

Management of cash necessary to pay for government services, while investing temporary cash excesses in order to earn interest income. Cash management refers to the activities of forecasting inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest return available for temporary cash balances.

### **Charges for Service**

Includes a wide variety of fees charged for services provided to the public and other agencies.

### **City Council**

The legislative body of a city.

## GLOSSARY

### **Comprehensive Plan**

An official statement of the goals, objectives and physical plan for the development of the city. Contains a narrative of goals, objectives, and policies that describe the desired form, nature, and rate of city development.

### **Consumer Price Index**

A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

### **Contingency**

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted. Contingency may be appropriated for a specific purpose by the Board of Directors upon the approval of a resolution. The Agency separates contingencies into those that are designated for specific purposes and undesignated.

### **Contract Review Board**

The Florence City Council is designated as the “Local Contract Review Board” under the State of Oregon Public Contracting Code per Florence City Code Section 1-8-1.

### **Cost Allocation**

Various administrative services including city management, finance, human resources, public works staffing, and their related costs are allocated to the various funds that receive the benefit of these services via a cost allocation methodology.

### **Cost Center**

An organizational budget/operating unit within each city division or department.

### **Debt Coverage Ratio**

Represents the ratio of “net revenues” available to pay scheduled debt service. A ratio of 1.0 reflects “net revenues” equal to scheduled debt service. A ratio greater than 1.0 reflects “net revenues” in excess of scheduled debt service, and a ratio less than 1.0 indicates “net revenues” is less than scheduled debt service.

### **Debt Service**

Interest and principal on outstanding bonds due and payable during the fiscal year.

### **Debt Service Fund**

A fund established to account for the accumulation of resources and for the payment of general long-term debt principle and interest that are not services by the Enterprise Funds. It does not include contractual obligations accounted for in the individual funds.

### **Designated Contingency**

Amounts set aside for anticipated non-recurring cash flow needs. This includes items such as moving and remodeling, major building repairs, emergency management, and capital project or equipment purchases.

### **Encumbrance**

Amount of money committed and set aside, but not yet expended, for the purchases of specific goods or services.

### **Ending Fund Balance**

The residual, non-restricted funds that are spendable or available for appropriation at the end of the fiscal year.

### **Estimated**

A projection of the revenue or expenditure, as appropriate, to be recognized during the current fiscal period.



## GLOSSARY

### **Expenditures**

Represents decreases in net financial resources. They include current operating expenses, which require the current or future use of net current assets, debt services, and capital outlays.

### **Fees**

Charges for specific services levied by local government in connection with providing a service, permitting an activity, or imposing a fine or penalty.

### **Fiscal Management**

A government's directive with respect to revenues, spending, reserves, and debt management as these relate to governmental services, programs and capital investment. Financial policy provides an agreed upon set of principles for the planning and programming of governmental budgets and its funding.

### **Fiscal Year**

A 12-month period designated as the operating year for accounting and budgeting purposes in an organization. The City of Florence's fiscal year is July 1 through June 30.

### **Five-Year Financial Plan**

An estimation of revenues and expenses of the City's operations for the next five-year period.

### **Fixed Assets**

Includes equipment, vehicles, furniture and fixtures, and computer hardware and software with a cost basis in excess of \$5,000.

### **Full-Time Equivalent**

A calculation used to convert part-time hours to equivalent full-time positions. Full-time employee salaries are based on 2,080 hours per year. The full-time equivalent of a part-time employee is calculated by dividing the number of hours budgeted by 2,080.

### **Fund**

A fiscal and accounting entity with a self-balancing set of accounts. Records cash and other financial resources together with all related liabilities and residual equities, or balances and changes therein. These are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

### **Fund Balance**

The balance of net financial resources that is spendable or available for appropriation.

### **General Fund**

This is the primary operating fund of the Agency. It exists to account for the resources devoted to finance the services traditionally associated with local government.

### **Goal**

The result or achievement toward which effort is directed; aim; end.

### **Government Accounting Standards Board (GASB)**

Ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

### **Government Finance Officers Association (GFOA)**

An association of public finance professionals whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

## GLOSSARY

### **Grant**

A contribution that is made by one government unit to another. The contribution is usually made to aid in the support of a specified function (i.e., library, transit, or capital projects).

### **Infrastructure**

Public domain fixed assets such as roads, bridges, streets, sidewalks, and similar assets that are immovable.

### **Intergovernmental Revenues**

Levied by one government, but shared on a predetermined basis with another government or class of governments.

### **Levy**

Gross amount of property taxes imposed on taxable property. The net amount received by a government will be less than the gross levy as a result of delinquent or uncollectible payments or early payment discounts. Budgets are developed on the basis of the projected amount of property taxes receivable.

### **Line Item Budget**

The traditional form of budget, where proposed appropriations are based on individual objects of expense within a department or program. Local Budget Law Oregon Revised Statutes (ORS) dictates local budgeting practices. ORS Chapter 294 contains Local Budget Law provisions.

### **Local Improvement District**

Consists of property owners desiring improvements to their property. Bonds are issued to finance these improvements, which are repaid by assessments on their property. Local Improvement District debt is paid for by a compulsory levy (special assessment) made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

### **Local Option Levy**

Under Measure 50, local governments and special districts were given the ability to ask voters for temporary authority to increase taxes through approval of a local option levy. The maximum length of time for a local option levy is 5 years, and up to 10 years, if the levy is for capital purposes. A local option levy must be approved by a majority of voters at a general election or an election with a 50 percent voter turnout.

### **Materials and Services**

Expendable items purchased for delivery and Agency services. This classification includes supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature.

### **Measure 5**

In November 1990, State of Oregon voters passed a constitutional limit on property taxes. The law sets a maximum \$10 tax rate on individual properties for the aggregate of all non-education taxing jurisdictions. The maximum tax rate for education jurisdictions is limited to \$5.

### **Measure 50**

A 1997 voter approved initiative which rolled back assessed values to 90 percent of their levels in fiscal year 1995-96 and limits future annual increases to three percent, except for major improvements. Tax rates are now fixed and not subject to change. Voters may approve local initiatives above the fixed rates provided a majority approves at either (1) a general election in an even numbered year; or (2) at any other election in which at least 50 percent of registered voters cast a ballot.

## GLOSSARY

### **Mission**

Defines the primary purpose of the Agency and is intended to guide all organizational decisions, policies and activities (internal and external) on a daily basis.

### **Non-Operating Budget**

Part of the budget composed of the following items: reserves, contingencies, capital projects, and debt service payments.

### **Objective**

A target to be accomplished in specific, well defined and measurable terms, and that is achievable within a specific time frame.

### **Object Classification**

Within each organizational unit or program, the estimates of line-item expenditures must be detailed by the following classifications: personnel services, materials and services, and capital outlay, special payments, debt service, transfers, contingency, reserves, and unappropriated fund balances.

### **Operating Budget**

The plan for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled.

### **Operating Revenue**

Funding received by the government as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services, capital outlay, and debt service.

### **Ordinance**

A formal legislative decree enacted by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or a constitutional provision, it has the full force and effect of the law within the boundaries of the municipality to which it applies.

### **Oregon Administrative Rules (OAR)**

The official compilation of rules and regulation, having the force of law in the State of Oregon. It is the regulatory and administrative corollary to the Oregon Revised Statutes.

### **Oregon Budget Law**

Found in Oregon Revised Statutes 294.565, governs local government's budgetary processes and preparation in Oregon.

### **Oregon Revised Statutes (ORS)**

Codified laws of the State of Oregon incorporating all laws and rules of civil procedure enacted by the Legislative Assembly.

### **Organizational Unit**

Administrative subdivision of the local government which is responsible for specific services, functions, or activities. They are usually identified as departments, divisions, or offices (e.g., Police, Administrative Services, or Public Works).

### **Outstanding Debt**

The balance due at any given time which resulted from the borrowing of money or from the purchase of goods and services.

## GLOSSARY

### **Performance Measure**

Data collected to determine how effective or efficient a program is in achieving its objectives.

### **Permanent Tax Rate**

Under Measure 50, each school district, local government, and special district was assigned a permanent tax rate limit in fiscal year 1998. This permanent rate applies to property taxes for operations.

### **Personnel Services**

The salaries and wages paid to employees, in addition to the City's contribution for fringe benefits such as retirement, social security, and health and workers' compensation insurance.

### **Property Tax**

Based according to assessed value of property and is used as the source of monies to pay general obligation debt and to support the services provided by the City.

### **Project Manager**

An individual that is responsible for budgeting and managing projects to their completion.

### **Proposed Budget**

A financial document that combines operating, non-operating and resource estimates prepared by the Budget Officer, which is submitted to the public, Budget Committee, and Board of Directors for review and approval.

### **Reserves**

An amount set aside for "future expenditure", usually for expenses anticipated in a future budget period.

### **Resolution**

A special or temporary order of a legislative body requiring Board of Director action.

### **Resources**

Includes revenue, inter-fund transfers, borrowing proceeds, and beginning fund balance.

### **Revenue**

Funds received by the Agency from either tax or non-tax sources.

### **Revenue Bonds**

Bonds payable from a specific source of revenue, which does not pledge the taxing authority of the issuer. Pledged revenues may be derived from operation of the financed project, grants, excise, or other specified non-property tax.

### **Special Assessment**

A compulsory levy made against certain properties to defray part of the cost of a capital improvement or service deemed to be beneficial primarily to those properties. (Also see Local Improvement District.)

### **Special Assessment Bond**

A bond issue payable from the payments on special assessments imposed against properties that have been specially benefited by the construction of public improvements such as sidewalks, roads, or sewer systems.

### **Special Revenue Funds**

A fund established to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

**Supplemental Budget**

Appropriations established to meet needs not anticipated at the time the budget was originally adopted. A supplemental budget cannot increase the tax levy.

**System Development Charges**

Charges paid by developers and builders to fund expansion of infrastructure systems necessary due to increased usage. Such charges are collected for water, sewer, storm drains, streets, and parks and are paid by developers and builders as part of the permit process.

**Taxes**

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges, such as water service.

**Tax Levy**

The total amount of property taxes needed to pay for General Fund operations and for principal and interest on bonds.

**Tax Rate**

The amount of tax levied for each \$1,000 of assessed valuation.

**Tax Revenue**

Includes property taxes, hotel, and transient/motel/hotel room tax.

**Tax Roll**

The official list showing the amount of taxes levied against each property.

**Transfers**

Appropriation category used in the Agency's budget, which includes amounts distributed from one fund to pay for services provided by another fund. The general fund may also transfer funds to any other fund if desired by the Board of Directors.

**Trust Funds**

A fund established to administer resources received and held by the Agency as the trustee or agent for others. Uses of these funds facilitate the discharge of responsibility placed upon the Agency by virtue of law or other similar authority.

**Unappropriated Ending Fund Balance**

An account which records a portion of the fund balance. It must be segregated for future use and is not available for current appropriation or expenditure.

**Unreserved Fund Balance**

The portion of a fund's balance that is not restricted for a specific purpose. It is available for general appropriation.

**User Fees**

The fee charged for services to the party or parties who directly benefits. They are also referred to as Charges for Service.

**Working Capital**

Funds available to meet obligations.

# FURA

FLORENCE URBAN  
RENEWAL AGENCY  
OREGON



*This document is supplemented by agenda packet materials, meeting materials distributed and electronic audio / video recordings of the meeting and may be reviewed upon request to the City Recorder.*

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**Florence Urban Renewal Agency Meeting  
Florence City Hall  
250 Hwy 101  
Final Action Minutes  
March 19, 2025**

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**CALL TO ORDER - ROLL CALL**

Meeting called to order at 5:30 p.m.

Directors Present: Chairperson Mike Webb, Vice-Chair Dave Braley, Directors Rob Ward, Sally Wantz, Ron Moore, Susy Lacer, Ron Preisler, Bill Meyer and Heather Posegate.

Directors Absent: None

Staff Present: City Manager Erin Reynolds, City Recorder Lindsey White, Assistant City Manager Megan Messmer, and Economic Development and Communications Analyst Chantelle Meyer.

Guests Present: Elaine Howard, Elaine Howard Consulting, Guest Presenter Harlen Springer

**1. APPROVAL OF THE AGENDA**

Start Time: 5:31 p.m.

Action: Approval of the March 19, 2025 meeting agenda as presented.

Motion: Director Moore

Second: Director Ward  
– Unanimous Consent–

**2. PUBLIC COMMENT**

This is an opportunity for members of the public to bring to the Florence Urban Renewal Agency's attention any item not otherwise listed on the Agenda.

Comments will be limited to three (3) minutes per person, with a maximum time of 15 minutes for all items.

Start Time: 5:31 p.m.

Public Comment: Jack Steven

Chairperson Mike Webb noted that no members of the public had signed up in advance to speak. However, as no other public comments were scheduled, he allowed time for an unscheduled commenter.

Discussion: Jack Steven, a resident of Greentrees Village and contributing writer for its newsletter, spoke about his efforts to engage the approximately 1,000 residents of the community—roughly one-tenth of Florence’s population—in city affairs. His goal is to increase awareness of City Council agendas and minutes among Greentrees residents, many of whom are retirees with diverse professional backgrounds. He expressed support for the proposed hotel project across the street, noting his own professional experience in opening hotels and resorts in various locations. He shared that those he’s spoken with in the community are optimistic and enthusiastic about the project and the potential to improve accommodations in Florence.

#### **FURA APPOINTMENT ANNOUNCEMENT**

\* Chairperson Webb noted that the FURA Appointment Update had been skipped earlier in the meeting and asked City Manager Erin Reynolds to provide the information.

City Manager Reynolds reported on recent changes to the Urban Renewal Agency board. The board remains at nine members, but two have shifted roles. Former City Councilor Bill Meyer retired from the Council but expressed interest in continuing with the Agency. After a recruitment process with 11 applicants, the City Council appointed Mike Webb to the Council in early March. Consequently, Webb stepped down from his at-large Agency position.

To maintain continuity, the Council and Mayor supported a role exchange: Mike Webb was appointed to the Councilor-designated seat on the Agency, and Bill Meyer was reappointed to the at-large seat. These changes were formalized at the March 17 City Council meeting.

CM Reynolds also noted that the terms of Bill Meyer (in his new role), Ron Moore, and Heather Posegate will expire in May. Recruitment for these positions, as well as others on the Planning Commission and various committees, will open in April. Incumbents were encouraged to reapply for new three-year terms.

### **3. AMERICANS SPEAK OUT ABOUT THE ARTS- HARLEN SPRINGER**

Combining data from Americans for the Arts' nationwide public opinion study, "Americans Speak Out About the Arts," with the economic impact of the arts from the AEP6 study in Florence, Guest Presenter Harlen Springer will talk about how the arts matter to the Florence community.

Start Time: 5:41 p.m.

Discussion: Harlen Springer presented on how the arts matter to the Florence Community. He highlighted their economic impact, ability to enrich public spaces, and power to bring people together.

Ec. Dev. And Communications Analyst Chantelle Meyer provided a brief update on the final Art Exposed piece installation in Old Town.

### **ACTION ITEMS**

#### **4. APPROVAL OF THE MINUTES**

Consider approval of the Florence Urban Renewal Agency meeting minutes of January 22, 2025.

Start Time: 5:59 p.m.

Action: Approval of the January 22, 2025 FURA meeting minutes as presented.

Motion: Director Ward

Second: Director Meyer

Motion passes 'Unanimously.'

### **REPORTS & UPDATES**

#### **5. URBAN RENEWAL AGENCY PLAN REVIEW & FINANCIAL ANALYSIS**

Elaine Howard from Elaine Howard Consulting, LLC will provide an update on the review she conducted, focusing on preparing for the future of the Agency and its long-term strategic goals.

Start Time: 6:00 p.m.

Discussion: Elaine Howard presented an update on the Urban Renewal Agency's financials and project priorities. She reviewed completed and proposed projects, explained the remaining maximum indebtedness (\$14M), and shared a five-year forecast for project spending. About \$7.4M in project capacity remains over the life of the plan. Howard emphasized aligning project goals with available funding, noting ongoing commitments to administration and debt service through 2039. She also noted a correction needed on

page 2 of the report: the projected project spending for FY 2026 should be \$173,301 and for FY 2027 should be \$220,643. Howard will correct noted figures and provide an updated draft action plan by next Monday for potential adoption at the next meeting. No amendment to the plan is currently needed.

Handouts: Presentation

Discussion: The Florence Urban Renewal Agency discussed...

- Director Moore corrected a financial figure: \$1,329,215.
- Director Braley raised concern about the discrepancy between the \$14M maximum indebtedness and the ~\$7.4M usable for projects. Staff confirmed the \$20M shown includes financing sources that do not count against the cap.
  - Emphasized importance of advancing projects early to maximize impact.
  - Questioned the \$84K “materials and services” budget, especially ~\$1M in internal service costs.
  - CM Reynolds clarified that only \$23K has been spent to date, with ~\$15K more expected, and that internal services cover ~1.3 FTEs and ongoing work like the hotel contract.
- Director Moore requested clarification on:
  - Interest rate used to project \$20M debt from \$11.7M in project costs.
  - Inconsistencies in project totals between pages.
  - TIF revenue increases and contributions from new development.
  - Whether hotel-related obligations are on budget and feasible within current projections.
  - Howard confirmed calculations used the current loan rate and 3% inflation. Figure 3 is most accurate.
  - CM Reynolds and Howard noted new TIF revenue won't occur until development is on the tax roll.
  - Financial outlook indicates no large projects until FY 2028; near-term focus is on smaller efforts.
  - \$1M in Figure 6 reflects long-term hotel-related commitments; \$761K is currently budgeted, though delays may push some costs into next biennium.
- Director Braley cautioned that early spending could delay saving for large capital projects.
  - Howard acknowledged the tradeoff but noted smaller priority projects may reduce long-term costs.
  - CM Reynolds emphasized that preparatory work (e.g., design, outreach) is needed in FY 26–27 for the FY 28 Bay Street/Old Town Streetscape project.
  - Stated this upfront investment supports—not delays—major project readiness.
- Chairperson Webb asked if the \$7.4M projection includes hotel obligations.
  - Staff confirmed it does, though a breakdown is pending.
  - After accounting for hotel, ~\$6M remains for future projects.

- Clarified that most of the \$20M revenue will go toward debt service and administration. Interest does not count toward the maximum indebtedness.
- Director Lacer asked:
  - If any new debt is projected—Howard confirmed none is yet; financial planning (e.g., via Tiberius) will come later.
  - Whether numbered projects are ranked—Howard clarified numbering is for identification, not priority.
  - CM Reynolds noted focus areas are not ranked; plan presentation will be improved for clarity.
- Director Moore asked if the City could bypass urban renewal by using full faith and credit bonds.
  - CM Reynolds explained the City lacks reserves to carry early debt service, and that current intergovernmental agreements secure better rates.
  - Moore asked about expanding the tax base. Staff clarified boundaries are fixed and require a substantial amendment to expand—limited to a 20% acreage increase.

## 6. **QUINCE STREET HOTEL DEVELOPMENT UPDATE**

Staff will provide an update on the progress of the Quince Street hotel development.

Start Time: 7:01 p.m.

Discussion: Assistant City Manager Megan Messmer provided an update on the hotel development.

Handouts: Hotel Development Update Presentation

Discussion: The Florence Urban Renewal Agency discussed...

- Chairperson Webb questioned the design of the north driveway on Quince Street, specifically traffic flow and one-way exit limitations.
  - ACM Messmer explained the design supports future Event Center access and meets traffic safety standards.
  - CM Reynolds added that city standards require proper alignment or spacing between driveways.
  - The hotel's north driveway is 50 feet from the Event Center's and misaligned, creating safety concerns.
  - As a result, it will function as a right-out only exit.
  - The south driveway will remain two-way to allow full access and accommodate large vehicles.
  - Future street improvements may allow traffic flow reassessment.
- Director Moore requested updates on three key items from Mr. Braun's last briefing:
  - Land use permits – progressing.
  - Contractor selection – still in progress.

- Financing status – no update provided at this meeting. Asked if financing is secured.
- ACM Messmer clarified the city is not party to the private financing; Mr. Braun is finalizing the holding company and partners, required for the DDA assignment.
- The board will review the assignment once complete.
- CM Reynolds stated that Mr. Braun would not proceed with building permits or land use finalization without financing in place. He remains confident in meeting deadlines.
- Mr. Braun, absent due to personal reasons, is expected to provide a full financing update at the April meeting.

## **7. CITY MANAGER REPORT**

Start Time: 7:11 p.m.

Discussion: CM Reynolds discussed...

- Budget Committee recruitment successful with new appointments by Mayor Ward.
- Urban Renewal Agency now has 9 board members matched by 9 citizen budget committee members.
- New citizen members include Glenna Hale and Liz Diess.
- Budget committee training scheduled for April 1 at 5:30 PM, Florence Events Center.
- Peighton Allen staffing budget committees this year; members encouraged to review last biennium Urban Renewal budget.
- April 23 meeting at 5:30 PM to review and adopt financial plan; Matt Braun to provide updates.
- May 14 joint meeting of all 18 Urban Renewal and City Budget Committee members at Florence Events Center.
- Budget documents distributed about a week before May meeting (available in print or email).
- June 25 meeting scheduled for budget adoption, with deadline June 30.
- Regular meetings typically fourth Wednesday at 5:30 PM; schedule changes possible later in year.
- Thank you to all members for attending and supporting the Siuslaw Estuary Trail grand opening. Urban Renewal played a significant role in the trail's success.

Comments: All Directors present.



Meeting adjourned at 7:16 p.m.

**ATTEST:**

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Mike Webb, Chairperson

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Lindsey White, City Recorder

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