



City of Florence  
A City in Motion

## City of Florence Council Regular Session

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 on the City of Florence website at [www.ci.florence.or.us/council](http://www.ci.florence.or.us/council).
- Items distributed during the meeting, meeting minutes, and a link to the meeting video are posted to the City's website at [www.ci.florence.or.us/council](http://www.ci.florence.or.us/council) after the meeting.
- To be notified of City Council meetings via email, please visit the City's website at <http://www.ci.florence.or.us/newsletter/subscriptions>.

May 2, 2022

## AGENDA

5:30 p.m.

Councillors:

Joe Henry, Mayor

Woody Woodbury, Council President     Sally Wantz, Council Vice-President  
Bill Meyer, Councilor     Rob Ward, Councilor

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 shown live and for rebroadcast 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) and will be available after the meeting on the City's Vimeo Site.

### The Florence City Council meeting will be held in person at Florence City Hall.

In addition, members of the public can listen and view the meeting through the 'GoToWebinar' platform at the following link: <https://attendee.gotowebinar.com/register/7013428854471101199>.

Meetings are also shown live on Cable Channel 191 and online at <https://www.ci.florence.or.us/citymanager/public-meetings-live>.

Citizens wishing to express their views may submit comments in writing or verbally. For more information, please see the end of this agenda or visit the City of Florence website at [www.ci.florence.or.us/council/request-address-city-council-speakers-card](http://www.ci.florence.or.us/council/request-address-city-council-speakers-card).

### CALL TO ORDER – ROLL CALL – PLEDGE OF ALLEGIANCE

#### PRESENTATIONS & ANNOUNCEMENTS

- 2022 Rhododendron Festival Month Proclamation & Introduction of 2022 Rhododendron Court
- Senior Center Report
- National Drinking Water Week Proclamation
- Economic Development Week Proclamation and Annual Report Presentation

Lindsey  
White  
City Recorder

#### 1. PUBLIC COMMENTS

This is an opportunity for members of the public to bring to the Council'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.*

#### PUBLIC HEARING & ACTION ITEMS

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

#### 2. AMENDMENTS TO FLORENCE CITY CODE AND FISCAL POLICIES

##### A. PUBLIC HEARING

Hear and consider written and oral testimony regarding moving, and increasing, the City Manager and Department Director's contractual limits from Florence City Code Section 1-8-3 to Florence Fiscal Policies and removing Section 1-14-2.

Anne Baker  
Admin. Svs.  
Director

##### B. FLORENCE CITY CODE AMENDMENTS

Consider approval of Ordinance No. 4, Series 2022, an Ordinance moving the contractual limits of the City Manager and Department Directors from Florence City Code Section 1-8-3 to the Florence Fiscal Policies and removing Section 1-14-2.

**2. AMENDMENTS TO FLORENCE CITY CODE AND FISCAL POLICIES** *CONTINUED*

**C. FISCAL POLICIES AMENDMENTS**

Consider approval of Resolution No. 15, Series 2022, a Resolution adding the contractual limits of the City Manager and Department Directors to the Florence Fiscal Policies and increasing the limits of the City Manager and Department Directors from \$30,000 to \$75,000 and \$10,000 to \$25,000, respectively.

Anne Baker  
*Admin. Svs.  
Director*

**3. CITY MANAGER EMPLOYMENT AGREEMENT AMENDMENTS**

Discuss and consider amendments to the City Manager employment contract.

City Council

**CONSENT AGENDA**

**4. OREGON PARKS AND RECREATION DEPARTMENT'S RECREATIONAL TRAILS PROGRAM (RTP) GRANT ACCEPTANCE FOR CONSTRUCTION OF THE SIUSLAW ESTUARY TRAIL PHASE 1**

Consider approval of Resolution No. 16, Series 2022, a Resolution authorizing the City of Florence, Oregon to accept a Recreational Trails Program Grant from the Oregon Parks and Recreation Department in the amount of \$115,000 for the Siuslaw Estuary Trail, Phase 1 Project.

Mike Miller  
*Public Works  
Director*

**REPORT & DISCUSSION ITEMS**

**5. DEPARTMENT DIRECTOR UPDATES**

Management  
Team

**6. CITY MANAGER REPORT & DISCUSSION ITEM**

Erin  
Reynolds  
*City Manager*

**7. CITY COUNCIL REPORTS & DISCUSSION ITEMS**

City Council

**COUNCIL CALENDAR**

*All meetings are held in person with a virtual option unless otherwise indicated*

<b>Date</b>	<b>Time</b>	<b>Description</b>
May 9, 2022	10:30 a.m.	City Council Special Work Session
May 16, 2022	10:30 a.m.	City Council Work Session
	5:30 p.m.	City Council Meeting
June 6, 2022	10:30 a.m.	City Council Work Session
	5:30 p.m.	City Council Meeting
June 20, 2022	10:30 a.m.	City Council Work Session
	5:30 p.m.	City Council Meeting

## UPDATED PUBLIC MEETINGS PROCEDURES

The May 2, 2022 City Council meeting will be held in person, with the option to view / listen to the meeting virtually through the GotoWebinar platform.

**Expressing Views to the City Council:** Citizens wishing to express their views to the City Council may do so in both written and verbal formats.

1. Written Testimony: Citizens wishing to express their views to the City Council are encouraged to submit written testimony in one of the following ways:
  - a. Submit written comments via email to City Recorder at [cityrecorder@ci.florence.or.us](mailto:cityrecorder@ci.florence.or.us);
  - b. Mail written comments to Florence City Hall, Attn: City Council, 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. – Noon and 1:00 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 (May 2, 2022 at 3:30 p.m.) will be distributed to the City Council, posted to the City of Florence website, and made part of the record.
2. Verbal Testimony: Citizens wishing to express their views to the City Council may participate in the meeting at the Florence Events Center or via GoToWebinar. To do so, please complete a speaker's card online at [www.ci.florence.or.us/council/request-address-city-council-speakers-card](http://www.ci.florence.or.us/council/request-address-city-council-speakers-card) at least 1 hour prior to the meeting (May 2, 2022 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 City Council agenda) will be allowed at each City Council 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 Council 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 City Council agenda. Verbal comments will be allowed on action items after staff has given their report and have allowed time for initial Council 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>.**



# PROCLAMATION

Office of the Mayor, City of Florence

## ***RHODODENDRON FESTIVAL MONTH MAY 2022***

**WHEREAS**, the very first Rhododendron Festival took place in 1908, it is the second oldest flower festival in Oregon, third oldest on the West Coast, and is just one year younger than the Portland Rose Festival; and

**WHEREAS**, the very first Rhododendron Parade was held on the Siuslaw River; and

**WHEREAS**, the first Rhododendron Festival had approximately 1,000 people and today we have over 30,000; and

**WHEREAS**, the 68<sup>th</sup> Rhododendron Festival's newest attraction was a slug and snail race on Bay Street and an award for the most attractive.... went to a snail; and

**WHEREAS**, in 1974 Queen Rhododendra was awarded a scholarship for \$50, and this year both Queen Rhododendra and King of the Coast will be awarded a scholarship for \$1,500; and

**WHEREAS**, in 1932 a new ferry propelled by two 45 horse power diesel engines took festival go'ers back and forth between Florence and Glenada; and

**WHEREAS**, the first Rhododendron Festival Queen, Laura Johnson, was given a key to the city that was carved out of Rhododendron wood; and

**WHEREAS**, the Siuslaw Pioneer Museum houses photos and memorabilia from many of the past Rhododendron Courts; and

**WHEREAS**, in 1977 the Rhododendron Festival had our very first Rhody Run; and

**WHEREAS**, the early pioneers felt that the rhododendron was a sign that summer was not far off and that the wind and rain of winter would give way to warmer, kinder weather;

**NOW, THEREFORE, BE IT RESOLVED**, that I, Joe Henry, Mayor of the City of Florence, do hereby formally declare May "Rhododendron Festival Month." Let the preparation, anticipation, and festivities begin! Be it further resolved that you are personally invited to join us for the Coronation on Thursday, May 19th at 6:30 at the Florence Event Center.



Joe Henry, Mayor





## FLORENCE SENIOR CENTER

PO Box 2047  
1570 Kingwood  
Florence, Oregon 97439

Phone: (541) 997-8844  
Website: [florenceseniorcenter.org](http://florenceseniorcenter.org)

March 30, 2022

City of Florence  
Lindsey White  
250 Highway 101  
Florence, OR 97439

Dear Ms. White:

As required by our Management Agreement, I have attached our report to the City of Florence.

Please let me know if you have any comments or questions.

Sincerely,

Norm Leeling, President  
Florence Senior Center  
Board of Directors

CC:Erin Reynolds, City Manager  
Megan Messmer, Assistant City Manager  
Florence City Council

Attachments: Senior Center Report and Financials

FLORENCE SENIOR CENTER  
Report to the City of Florence  
January 2021 through December 2021

This annual report to the City of Florence covers the period of January 2021 through December 2021. This report reflects the activity and financial status as a result of re-opening of the Center in July.

#### FINANCIAL STATUS

Our financial status continues to show improvement after the re-opening. Activity levels for the games and classes improved during the year and should soon reach prior levels. With the increase in activity levels and improvement in rentals, we should not be required to use some of our reserves to cover our basic costs. The addition of a new kitchen manager has increased the attendance for our Tuesday and Thursday lunches.

We had established a budget for the year and will retain that budget for the coming year until our income stream improves.

#### MAINTENANCE

Our part-time janitor continues to follow the sanitization procedures adopted during COVID-19 restriction, as the facility is used by Lane Council of Governments weekly. Kitchen inspection is completed every six months as required.

#### RENTALS

Lane Council of Governments has continued to rent the kitchen area to provide their meal services. It is anticipated that they will once again re-open Café 60 to provide low cost lunches three days per week.

The Memory Respite Center has re-opened and a new rental agreement is being negotiated which will include sharing office space. They are currently open one day per week but soon anticipate being open two days per week.

Rental usage has been increasing and we anticipate that once again we will have another regular source of income.

## CENTER EXPANSION

We continue to receive contributions toward our expansion efforts though we need to increase the use of the Center before we consider any grant-writing efforts. All fund raising efforts for any expansion projects will be put on hold until we see a considerable increase in activities and overall usage.

## VOLUNTEERS

We have almost a complete set of volunteers to sit at the front desk and greet attendees and other visitors as well as answer the phone calls that come in during the day.

We currently have seven volunteer Board Members and are striving to fill the vacancy and hope to have a full Board in place for the coming year.


We have logged 945 hours for volunteers at the front desk, 924.5 hours from our Board members and 294 hours from the kitchen staff.

## ACTIVITIES

Currently we have Bingo, Cribbage, Poker, Pinochle, Triple Play, Five Crown, Yoga, Chair Exercise, Pool, Line Dance, TOPS. We are looking forward to prior groups coming back – the MS Support Group, etc.

We hope to offer Zumba Gold, Tai Chi, Flu Shots, Blood Pressure Checks and more in the coming year.

We are more than simply a Senior Center – we are a Senior Activity Center.

  
BOARD PRESIDENT

  
DATE



**Florence Senior Center**  
**Profit & Loss**  
 January through December 2021

	Jan - Dec 21
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
<b>Daily/Weekly Income</b>	
<b>Classes</b>	
Ballroom Dance	60.00
Chairs	268.79
Line Dance	307.00
Prep for Zoom	2.00
TOPS	165.00
Van Fans	33.00
Yoga	565.00
<b>Total Classes</b>	1,400.79
<b>Games</b>	
3x (Triple Play)	61.00
5 Crown	70.00
Bingo	504.00
Chess	2.00
Cribbage	37.00
Dominos	7.00
Hearts	3.00
Pinochle	165.00
Poker	179.00
Pool	61.00
<b>Total Games</b>	1,089.00
<b>Total Daily/Weekly Income</b>	2,489.79
<b>Direct Public Support</b>	
Corporate Contributions	236.24
Individ, Business Contributions	1,425.41
<b>Direct Public Support - Other</b>	17.00
<b>Total Direct Public Support</b>	1,678.65
<b>Indirect Public Support</b>	9.56
<b>Investments</b>	
Interest-Savings, Short-term CD	42.18
<b>Total Investments</b>	42.18
<b>Program Income</b>	
Lane County Community Developme	7,500.00
<b>Total Program Income</b>	7,500.00
<b>Rental</b>	
Band Practice	11.00
Card Room	2,730.00
LCOG	6,000.00
Main Room	3,449.00
Memory Loss Respite	1,800.00
Rental - Other	774.00
<b>Total Rental</b>	14,764.00
<b>Singing Pines</b>	
Friday Lunch	521.00
Thursday Lunch	2,121.00
Tuesday Lunch	2,760.00
Singing Pines - Other	290.60
<b>Total Singing Pines</b>	5,692.60

**Florence Senior Center**  
**Profit & Loss**  
 January through December 2021

	Jan - Dec 21
<b>Special Events Income</b>	
Book Sale	12.40
Garage Sale	395.00
<b>Total Special Events Income</b>	407.40
<b>Total Income</b>	32,584.18
<b>Gross Profit</b>	32,584.18
<b>Expense</b>	
Advertising	325.50
Business Expenses	205.00
Contract Services	
Accounting Fees	685.00
Administrative Assistant	4,320.00
Janitorial Services	2,587.50
Singing Pines	
Food	3,790.30
Manager	4,400.00
Non-Food	298.91
<b>Total Singing Pines</b>	8,489.21
State of Oregon Department of E	76.28
<b>Total Contract Services</b>	16,157.99
<b>Facilities and Equipment</b>	
Building Security	295.99
Deposit Refunds	1,130.00
Rental Refunds	250.00
Repairs&Maintenance	
Landscaping Maintenance	90.00
Repairs&Maintenance - Other	2,091.98
<b>Total Repairs&amp;Maintenance</b>	2,181.98
Utilities	
Electric	2,454.17
Propane	4,106.38
Telephone, Telecommunications	501.96
Trash Service	1,019.48
<b>Total Utilities</b>	8,081.99
Facilities and Equipment - Other	177.99
<b>Total Facilities and Equipment</b>	12,117.95
<b>Insurance</b>	
Liability and Hazard Insurance	1,250.00
Officer and Director Insurance	850.00
<b>Total Insurance</b>	2,100.00
<b>Operations</b>	
Chamber of Commerce Membership	125.00
Coffee	558.09
Office Expenses	
Janitorial Products & Supplies	908.70
Postage, Mailing Service	147.00
Printing and Copying	463.53
Office Expenses - Other	13.79
<b>Total Office Expenses</b>	1,533.02

11:17 AM

Q3/21/22

Accrual Basis

**Florence Senior Center**  
**Profit & Loss**  
January through December 2021

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	Jan - Dec 21
Operating Supplies&Small Assets	221.16
Other Costs	135.00
Total Operations	2,572.27
Oregon Form CT-12 Fee	27.00
Total Expense	33,505.71
Net Ordinary Income	-921.53
Net Income	-921.53



Florence Senior Center  
**Balance Sheet**  
As of December 31, 2021

	<u>Dec 31, 21</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
Checking/Savings	
Building Expansion Fund	25,452.09
Business Money Market	31,152.35
Florence Senior Center	10,243.00
<b>Total Checking/Savings</b>	<u>66,847.44</u>
<b>Total Current Assets</b>	66,847.44
<b>Fixed Assets</b>	
Furniture and Equipment	3,146.00
<b>Total Fixed Assets</b>	<u>3,146.00</u>
<b>TOTAL ASSETS</b>	<u><u>69,993.44</u></u>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Equity</b>	
Opening Balance Equity	63,324.25
Unrestricted Net Assets	7,591.52
Net Income	-922.33
<b>Total Equity</b>	<u>69,993.44</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>69,993.44</u></u>

# PROCLAMATION

Office of the Mayor, City of Florence



**DrinkingWaterWeek<sup>22</sup>**

*There When You Need It*

May 1-7, 2022



***NATIONAL DRINKING WATER WEEK***

***MAY 1-7, 2022***

**WHEREAS**, water is our most valuable natural resource; and

**WHEREAS**, drinking water serves a vital role in daily life, serving an essential purpose to health, hydration and hygiene needs for the quality of life our citizens enjoy; and

**WHEREAS**, tap water delivers public health protection, fire protection, support for our economy and the quality of life we enjoy; and

**WHEREAS**, the hard work performed by the entire water sector, designing capital projects, operators ensuring the safety and quality of drinking water or a member of a pipe crew maintaining the infrastructure communities rely on to transport high quality drinking water from its source to consumers' taps; and

**WHEREAS**, the national health emergency has shone a light on the importance of drinking water for health, hydration and hygiene needs; and

**WHEREAS**, we are all stewards of the water infrastructure upon which current and future generations depend; and

**WHEREAS**, the citizens of our city are called upon to help protect our source waters from pollution, practice water conservation and get involved with their water by familiarizing themselves with it;

**NOW, THEREFORE, BE IT RESOLVED** that I, Joe Henry, Mayor of the City of Florence, do hereby proclaim May 1-7, 2022, as Drinking Water Week.

\_\_\_\_\_  
Joe Henry, Mayor



## PROCLAMATION

Office of the Mayor, City of Florence



INTERNATIONAL  
ECONOMIC DEVELOPMENT  
COUNCIL

### ***ECONOMIC DEVELOPMENT WEEK MAY 9 - 13, 2022***

**WHEREAS**, the International Economic Development Council is the largest professional economic development organization dedicated to serving economic developers; and

**WHEREAS**, economic developers promote economic well-being and quality of life for their communities by creating, retaining, and expanding jobs that facilitate growth, enhance wealth, and provide a stable tax base; and

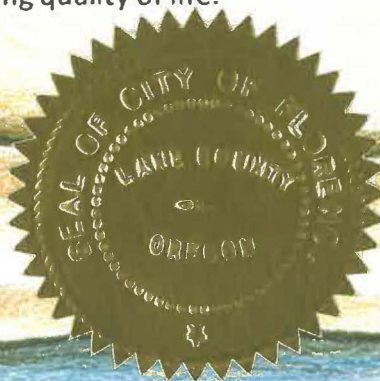
**WHEREAS**, economic developers stimulate and incubate entrepreneurship in order to help establish the next generation of new businesses, which is the hallmark of the American economy; and

**WHEREAS**, economic developers are engaged in a wide variety of settings including rural and urban, local, state, provincial, and federal governments, public-private partnerships, chambers of commerce, universities, and a variety of other institutions; and

**WHEREAS**, economic developers attract and retain high-quality jobs, develop vibrant communities, and improve the quality of life in their regions; and

**WHEREAS**, economic developers live and work in the City of Florence, within the State of Oregon; and

**NOW, THEREFORE, BE IT RESOLVED** that I, Joe Henry, Mayor of the City of Florence, do hereby recognize May 9-15, 2022 as "National Economic Development Week" in the City of Florence and remind individuals of the importance of this community celebration which supports expanding career opportunities and improving quality of life.



Joe Henry, Mayor



# City of Florence Economic Development Annual Report 2021 - 2022



*City of Florence*  
**A City in Motion**



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# A Letter from Mayor Joe Henry:

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## Friends and Business Leaders,

As we reflect on 2021, we are reminded of the resilience of our business community through continuously changing environments. Through resilience, adaptability and dedication to the Florence community and our visitors, our business community overcame obstacles related to the Pandemic, while also expanding to new heights. In turn, the City of Florence has responded to the needs of the business community, while also focusing on the future of the Florence economy.

Though there were hardships, there were bright spots in the last year, which are highlighted in this report, including grants, innovative projects, and coordination between local and regional community partners to support our Florence businesses.

A healthy economy cannot not rely on one person or business,



but must be part of a whole ecosystem of community partners, business leaders, and supportive agencies. City leadership have worked hard to build relationships with supportive agency partners who help grow our business community step by step.

As we begin a new year, the City of Florence is committed to remaining your resource and growing the business landscape in Florence. I am confident that the next year will bring new opportunities for success, that together we will achieve.

Sincerely,

Handwritten signature of Joe Henry in blue ink.

Joe Henry, Mayor

# A Year in Review:

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In celebration of Economic Development Week, the City of Florence publishes an Annual Report that celebrates the economic development initiatives and investments that the City of Florence has made in the economy and the business community in 2021 and 2022. When reviewing the projects, there were five clear themes in the projects undertaken by the City since May 2021:

- Housing Efforts**
- Travel & Tourism**
- Business Attraction & Development**
- Communication & Coordination**
- Innovative Projects**

The projects completed took a team of dedicated staff, volunteers and partner organizations. Throughout the last two years, communities across the world changed as a result of the COVID-19 pandemic, creating widespread negative economic effects to supply changes, workforce availability, and regulatory disruptions. Businesses had to pivot and get creative with not only how they were going to handle hard times, but also how they plan for the future. The City of Florence pivoted with businesses in order to support them and meet them where they were at.



Economic Development Week is a week sponsored by the International Economic Development Council to increase awareness of local programs that create jobs, advance career development opportunities, and improve the quality of life in communities everywhere.



# Housing Efforts:

## Housing Rehabilitation Program:

The City of Florence, in coordination with St. Vincent de Paul of Lane County, received a \$400,000 grant from Business Oregon through the Community Development Block Grant (CDBG) Program to support locals make necessary rehabilitation to their homes. Homeowners who make less than 80% of the area median income may be able to receive a loan to make important repairs including roof and foundation repairs, plumbing and electrical updates and accessibility changes, to make bathrooms upgrades or fix mobility issues. Loans are offered at 3% interest with no monthly payment until the home is sold or transfers ownerships.

**More information is on the City of Florence website:**

<https://www.ci.florence.or.us/economicdevelopment/housing-rehabilitation-program>



**Building Better Neighborhoods**



Household Size:	Max. Income:
1	\$39,900
2	\$45,600
3	\$51,300
4	\$56,950
5	\$61,550
6	\$66,100
7	\$70,650
8	\$75,200

## Spruce Street Property Sale:

In April 2022, the City of Florence City Council voted unanimously to sell a City-owned property to a private housing developer, Coastal Development Partners. The property is 7.61 acres and at the north end of the developed Spruce Street, off of Munsel Lake Road. The Developers plan is to develop 30 two-story townhomes and 20 single family residences throughout five phases. Additionally, they are planning to include green spaces, play structures and sport courts to encourage community and foster relationships among neighbors.

The City of Florence has set out milestone rebates based upon development milestones during construction. These are intended to incentivize the buyer to develop the property quickly.





# Housing Efforts:

## Multi-Unit Property Tax Exemption (MUPTe) Program:

In December 2021, the City of Florence City Council approved a Multi-Unit Property Tax Exemption program. The MUPTe program is a state-enabled housing incentive program that allows for Cities across Oregon to exempt property tax on residential improvements of approved multi-unit properties for up to ten years. Although the State of Oregon enables this program, each municipality has the opportunity to shape the program to meet its own goal by controlling program requirements, criteria and program caps. Additionally, the City is required to receive a resolution of support from over 51% of the local taxing rate in order to implement the program.

### The overview of Florence's MUPTe program eligibility:

- *Project must be fiscally infeasible without the MUPTe*
- *Project must be within one-quarter (¼) of a mile of a fixed-transit route*
- *Minimum of three (3) or More Units*
- *No Short-Term Housing or Transient Housing*
- *New Construction Only*
- *Public Good Benefits: To receive a MUPTe, a developer must show that their development meets three or more designated "public benefits."*



In addition to adopting the MUPTe program, the City Council received resolutions of support from over 94% of the taxing district rate to implement the program, which the City was grateful for and showed the overall need for housing in all levels of our city.

In March 2022, the City of Florence approved two MUPTe Applications, approving over 92 units of housing to be build without the financial burden of residential property tax for the first ten years. These units of housing are expected to be completed before the end of 2023.



**More information is on the City of Florence website:**

<https://www.ci.florence.or.us/economicdevelopment/multi-unit-property-tax-exemption-mupte-program>

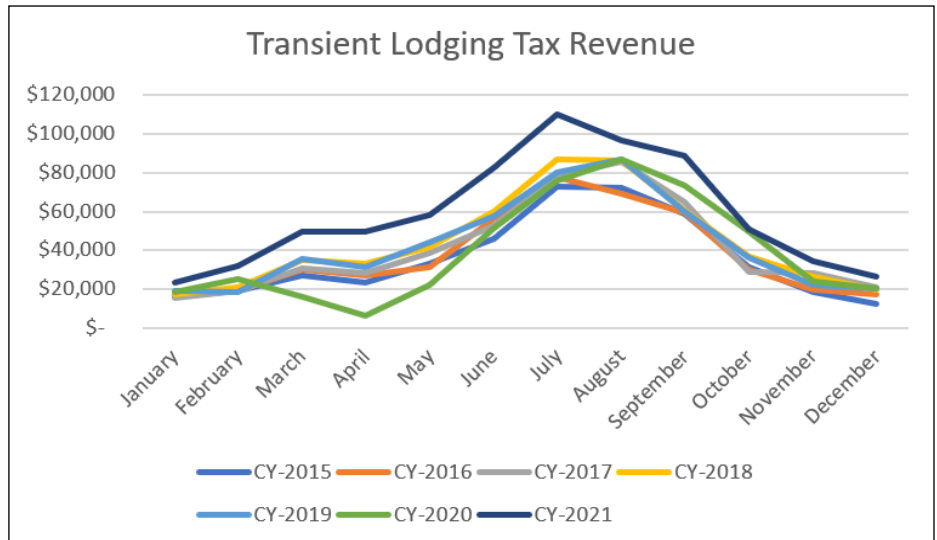
# Travel & Tourism

## Transient Lodging Tax (TLT) on the Rise:

The City of Florence collects a 4% tax on all short-term lodging accommodations. This money goes to directly support the Florence Events Center, the Florence Visitors Center and annual events like the Rhododendron Festival, the Florence Wine & Chowder Festival, and the Fourth of July celebrations.

Over the last two years, the City has seen an increase in collection rate, which has been used to

support or local businesses and community during the COVID Pandemic. The TLT numbers were back to a normal year, by June 2020. By September 2020, we were seeing unprecedented growth in our TRT numbers, which can be directly correlated with the growth in the number of visitors in the Florence area in 2020 through 2021. Because of this growth in visitors, many of the City's outreach program were focused in supporting our Tourism economy through the ups and downs of COVID.



## Outdoor Furniture Upgrades on Bay Street:



In 2021, the City of Florence received a \$44,000 grant from Travel Oregon, the State's Tourism Commission through their Destination Ready Phase One grant program. This program was designed to support shovel ready projects that were COVID-19 appropriate, aid in economic recovery, enhance local livability and provide access to a diversity of explorers. The City applied for funding to purchase Outdoor Furniture to upgrade old furniture on the Siuslaw River boardwalk as well as along Bay Street.

By May 2021, new picnic tables, benches and bike racks had been installed in Old Town, as well as more secure garbage containers to keep out the elements and wildlife. Community members and visitors alike have raved about the upgraded area to enjoy the scenery of the Siuslaw River and Old Town.

# Travel & Tourism

## Destination Ready Grant Program:

The Florence Area Chamber of Commerce was the recipient of a grant from Travel Oregon through the Destination Ready, Phase Two program. This program allowed members of the Florence area that are involved in the tourism industry to work together to develop a destination assessment that identified key visitor experiences and projects that bolster assets central to that experience. Travel Oregon also produced a high-level baseline report to support the process, while also providing a consultant who created funding proposals to support the completion of the destination projects based on the assessment results.



## Oregon22 - Getting Prepared for the World Athletics Championships:

In July 2022, Lane County will host the World Athletics Championships (more commonly known as Oregon22). This 10-Day Event will bring the world competition to the United States for the very first time. It is the second largest sporting event being held in 2022, after the World Cup and before the Winter Olympics.

Many teams that are participating are hosting pre-event training camps in cities and towns across the State in order for their athletes to do some last minute training, adjust to the time difference, and enjoy the Oregon experience. The City of Florence has hosted two teams who are looking to stay in Florence for their pre-event training camp. These teams would stay in local hotels, eat at local restaurants, and spend money at local shops, while also training at Siuslaw High School.





# Business Attraction & Development

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## Enterprise Zone Renewal:



In 2021, the City of Florence renewed their Enterprise Zone designation with Business Oregon, the Economic Development Agency for the State of Oregon. Enterprise Zones allow qualifying businesses to receive 3-5 years of property tax exemption on sites and building improvements. The Enterprise Zone freezes businesses tax rate at the level it was before the property's value was increased with improvements. Both new and existing businesses can qualify for Enterprise Zone benefits. In exchange for tax exemption, qualified businesses are expected to increase employment and, for a five year exemption, compensate new hires at a higher wage than the County average rate.

***More information is on the City of Florence website:***

<https://www.ci.florence.or.us/economicdevelopment/florence-enterprise-zone>

## Pacific View Business Park Sales:

The City of Florence successfully sold two lots in the Pacific View Business Park in 2021. The Pacific View Business Park provides space for offices, service businesses, light manufacturing, research and development facilities, assembly, packaging, warehousing, and supportive uses. The goal of the Business Park is by selling the high-quality land with utilities in and ready for development, the City will attract family-wage jobs that will serve the families of the community.

***More information is on the City of Florence website:***

<https://www.ci.florence.or.us/economicdevelopment/pacific-view-business-park>



# Business Attraction & Development

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## Quince Street Site Redevelopment Project

Since September 2021, the Florence Urban Renewal Agency (FURA) has been working with a Hotel Developer, Braun Development to develop a 81-Room, 4 Story Microtel Moda by Wyndham on the south side of the property.



In 2018, the Florence Urban Renewal Agency purchased the property as an opportunity to gain control of the property and its future development opportunities. The goal of the ownership and eventual development of the site has always been to support the City-owned, Florence Events Center and the needs of the Events Center to host larger, more regional events and conferences.

In addition to the Hotel development, the City has recently received a Recreational Trails Grant from the State of Oregon for \$115,000 to develop a portion of the Siuslaw Estuary Trail and a Parking area off of Highway 126. This project is part of a larger plan to create a Siuslaw Estuary Trail throughout the whole Estuary, starting at the Quince Street property and making its way throughout Old Town ending at the Exploding Whale Memorial Park on Rhododendron Way.

***More Information on the***

***Florence Urban Renewal Agency's website:***

<https://www.ci.florence.or.us/urbanrenewal/quince-street-property-development>





# Communication & Coordination:

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## Florence Four: Business License Newsletter

The City of Florence has published an email newsletter since the beginning of the COVID 19 pandemic, which includes four resources, pieces of important information, or events for local businesses to grow their business, support their employees, and learn more about our community. The newsletter has always had an avid readership but readership has been up since Spring of 2021.

**Over 62%**

Percentage of subscribers that are **moderately** or **highly** engaged with weekly editions  
(up 10% since 2020)

*More Information on the  
City of Florence's website:*

<https://www.ci.florence.or.us/economicdevelopment/subscribe-florence-four-weekly-business-newsletter>

**330+**

Resources Shared

**83**

Issues

**950**

Subscribers

## Florence Economic Development Task Force:

Since March 2020, economic development partners from across the region have met on a bi-weekly basis to coordinate economic efforts and work towards mutual goals. The Task Force is comprised of twelve different agencies that are involved in different aspects of Florence's economic success.

In 2020, with assistance from Rural Development Initiatives' Business Retention and Expansion program, the Task Force was able to identify three main concerns in the business community that the Task Force will continue to collaborate on solutions for. These three concerns are; business financial literacy and tech challenges, business communication and outreach, and workforce development & education.

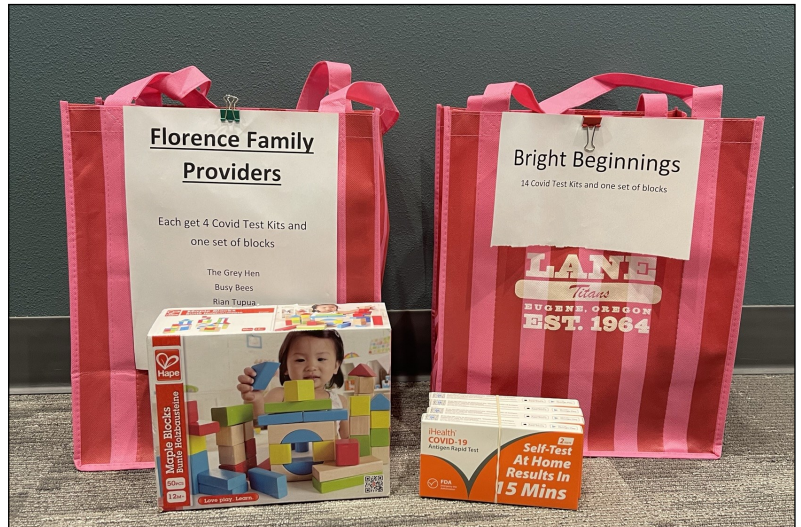


# Innovative Projects:

## Rapid COVID Test Distribution for Childcare Providers:

In February 2022, City of Florence staff coordinated with Lane Community College and Lane Quality Care Connections to provide childcare providers in Florence access to Rapid COVID tests provided to them by the State of Oregon. These tests allowed Childcare providers to stay open while also following safety protocols if children or staff became sick.

These tests were provided to the State through the Federal government's testing program that was launched in December 2021.



## Childcare Equipment & Supplies Grant Program

The City of Florence partnered with the City of Florence to grant \$10,000 in funds from Cascades West Economic Development District (CWEDD) to childcare providers in the Florence Area. Awards were granted to assist providers with purchases of equipment, materials, and supplies necessary to serve more children, as COVID-19 requirements loosened and allowable group sizes were returning to pre-pandemic levels.

“We cannot thank the donors enough for choosing our school. This not only benefited the students but also the staff during these difficult times. Reopening during a pandemic was stressful to say the least. We did not want the circumstances of the world to have a negative impact on the learning of our students. With the purchase of new material and playground equipment we are able to help provide a safe, fun, positive and nurturing environment that any family would feel confident and comfortable sending their child to.”

**- Childcare Provider**

Grants of \$1,400 to \$2,500 were awarded to five childcare providers within the City of Florence boundaries. Grant funds were used for a myriad of materials to update, expand or enhance their programming including classroom supplies, furniture, outdoor play equipment, gardening supplies, bark chips, contactless thermal scanners, and rapid COVID test kits for staff and children.

Grants served over 180 children, two providers accepted Employment Related Day Care (ERDC) to support 6 children, and overall 50% of the children in the providers' care were from families that are low-income or navigating poverty.

# Innovative Projects:

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## PPE Distribution to Local Businesses:



The City of Florence, in partnership with Business Oregon and Lane County, distributed PPE to Florence-area small businesses in June and September 2021, and January 2022. Businesses signed up on the City's website and received an allotment at every distribution date.

Over 250 small businesses received PPE in the Florence-area. Overall, over 1,600 employees benefited from these rounds of PPE distribution, with the average company having 8.9 employees. The City also supported local non-profits, which was able to benefit over 450 routine volunteers.

The distributions included over 45,000 masks, over 150 boxes of gloves, over 250 containers of aerosol spray, and over 100 gallons of hand sanitizer.

## Outdoor Restaurant Café Seating:

Since Spring 2020, the City of Florence has allowed restaurants to expand their outdoor seating into the parking right-of-way, as well as restaurants allocated parking spaces to accommodate for COVID-19 seating restrictions. This program was free and open to all Florence restaurants with an up-to-date business license. This program was well received by restauranteurs and members of the public.

The City Council has approved the parking café program for the 2022 season, running between May to October. City Council also directed City Staff to work on a long term program for café seating in the right-of-way for restaurants to partake in in future years.

***More Information on the  
City of Florence's website:***

[https://www.ci.florence.or.us/economicdevelopment/  
restaurant-cafe-seating-program](https://www.ci.florence.or.us/economicdevelopment/restaurant-cafe-seating-program)



# Connect with Us!

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[EconomicDevelopment@ci.florence.or.us](mailto:EconomicDevelopment@ci.florence.or.us)



[www.ci.Florence.or.us/economicdevelopment](http://www.ci.Florence.or.us/economicdevelopment)



**Subscribe to the Florence Four:**

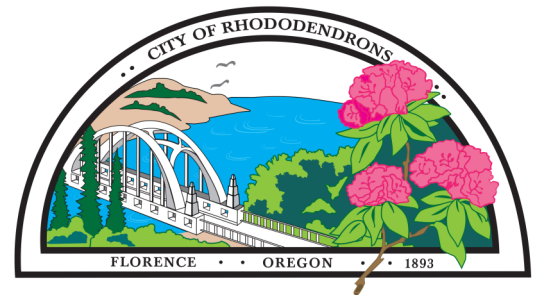
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*City of Florence*  
**A City in Motion**



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**AGENDA ITEM SUMMARY**  
**FLORENCE CITY COUNCIL**

**ITEM NO:** 1  
Meeting Date: May 2, 2022  
Department: Mayor & Council

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**ITEM TITLE:** PUBLIC COMMENTS – *Items Not on the Agenda*

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**DISCUSSION/ISSUE:**

This is an opportunity for members of the audience to bring to the Council's attention any item not otherwise listed on the Agenda. *Please see end of the agenda for methods to provide comments on items not on the City Council agenda.*

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**AGENDA ITEM SUMMARY**  
**FLORENCE CITY COUNCIL**

**ITEM NO:** 2B  
Meeting Date: May 2, 2022  
Department: Admin Svs Dept.

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**ITEM TITLE:** Amendments to Florence City Code and Fiscal Policies  
- Florence City Code Amendments

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**DISCUSSION/ISSUE:**

Florence City Code (FCC) Title 1, Chapter 8 governs the City's public contracting authority and makes certain delegations to staff for the procurement process, including the signing of contracts up to certain dollar values. FCC 1-8-3 governs the contract signing authority for City Staff.

It is recommended the procurement limits found in FCC 1-8-3 be moved to the City of Florence's Fiscal Policy in order to facilitate changes in a more flexible and efficient manner going forward. By approving this change to the FCC, Council does not give up any oversight to these limits. All changes to the staff contracting authority in the Fiscal policy must be approved by Council resolution. If Ordinance No. 4, Series 2022, is approved, the City Council will consider amendments to the City Fiscal Policies as presented in Agenda Item 2C.

In addition, this ordinance will remove section 1-14-2 of the FCC, which established certain accounts payable procedures, one of which required the City Manager to provide Council with a monthly list of bills and claims paid. These procedures are outdated and are no longer an effective means for Council oversight of the City's financial matters.

Certain aspects of FCC 1-14-2, which are still relevant, are proposed to be added to FCC 1-8-3-B. These points reference the duties of each department in regards to operating within budgets, purchase planning, and making purchases in accordance with ordinances, state laws, and policies and procedures.

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**FISCAL IMPACT:** Staff time preparing the AIS and working with Legal Counsel on amending the code.

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**RELEVANCE TO ADOPTED CITY WORK PLAN:**

- 1) Financial & Organizational Sustainability

Changes recommended to the City Code as outlined are the result of staff reviewing City Code, policies, and procedures to ensure they are up to date and reflect the most efficient and effective way of doing business.

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**ALTERNATIVES:**

1. Adopt Ordinance No. 4, Series 2022, amending FCC Section 1-8-3 and removing Section 1-14-2, or;
2. Not adopt Ordinance No. 4, Series 2022 amending FCC Section 1-8-3 and removing Section 1-14-2, and provide direction to staff.

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**RECOMMENDATION:**

Staff recommends adopting Ordinance No. 4, Series 2022, an ordinance amending the Florence City Code Section 1-8-3 and removing Section 1-14-2 regarding the City's Fiscal Policies.

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**AIS PREPARED BY:** Anne Baker, Administrative Services Department Director

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**CITY MANAGER'S  
RECOMMENDATION:**

Approve                       Disapprove                       Other

Comments:

*ER Reynolds*

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**ITEM'S ATTACHED:**

**Attachment 1:** Ordinance No. 4, Series 2022

- Exhibit A, Amended FCC 1-8-3
- Exhibit B, Amended FCC 1-14-2

**Attachment 2:** FCC 1-8-3 Clean Copy

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**CITY OF FLORENCE  
ORDINANCE NO. 4, SERIES 2022**

**AN ORDINANCE AMENDING THE FLORENCE CITY CODE  
SECTION 1-8-3 AND REMOVING SECTION 1-14-2 REGARDING THE CITY'S  
FISCAL POLICIES**

**RECITALS:**

1. Florence City Code Title 1, Chapter 8 governs the City's public contracting authority and makes certain delegations to staff for the procurement process, including the signing of contracts up to certain dollar values. In particular, FCC 1-8-3 governs the contract signing authority for City staff.
2. The City Council sees a benefit in the greater flexibility of using City Council adopted resolutions to set the specific dollar amounts for City staff contracting authority. Setting dollar limits via Council resolution does not reduce the Council's oversight of these activities, but does allow the Council to act quicker to adjust the limits should the need arise from time to time in the future.
3. As part of the budget process, the City Council reviews the City's fiscal policies (Florence Fiscal Policies). As part of this Code update, these policies will be adopted by Council resolution and will include the procurement limits that are currently found in FCC 1-8-3.
4. Florence City Code Title 1, Chapter 14 establishes certain accounts payable procedures. In particular, FCC 1-14-2 provides that the City Manager is to provide the City Council a monthly list of bills and claims paid. This procedure is outdated and is no longer an effective means for Council oversight of the City's financial management.

Based on these findings,

**THE CITY COUNCIL OF THE CITY OF FLORENCE ORDAINS AS FOLLOWS:**

1. Florence City Code Section 1-8-3 is hereby amended as shown in Exhibit A. New wording is shown with underlining and deleted wording is shown with strikethrough.
2. Florence City Code Section 1-14-2 is hereby removed from the Code in its entirety as shown in Exhibit B. Deleted wording is shown with strikethrough.
3. In accordance with the Florence Charter, this ordinance will take effect thirty days after adoption.



4. The City Recorder is authorized to administratively correct any reference errors contained herein or in other provisions of the Florence City Code to the provisions added, amended, or repealed herein.

ADOPTION:

First Reading on the \_\_ day of \_\_\_\_\_, 2022.

Second Reading on the \_\_ day of \_\_\_\_\_, 2022.

This Ordinance is passed and adopted on the \_\_ day of \_\_\_\_\_, 2022.

Councilors: Wantz, Woodbury, Ward, Meyer, Mayor Henry.

AYES:           —  
NAYS:           —  
ABSTAIN       —  
ABSENT         —

\_\_\_\_\_  
Joe Henry, Mayor

Attest:

\_\_\_\_\_  
Lindsey White, City Recorder

# Exhibit A

## Title 1 CHAPTER 8 CITY CONTRACTS

**1-8-3: ADMINISTRATIVE STAFF AUTHORITY:** Administrative staff and departments have contracting authority and responsibilities as follows:

A. The City Manager or City Manager's designee is authorized to:

1. Enter into City contracts not to exceed the dollar amount set by City Council resolution~~\$30,000~~ without additional authorization of the Contract Review Board.
2. Recommend that the Contract Review Board approve or disapprove contract awards in excess of the dollar amount set by City Council resolution~~\$30,000~~.
3. Enter into contracts or permits for local concessions and street vendors (pursuant to applicable City policy) where the annual amount to be paid to or by the City is not expected to exceed the dollar amount set by City Council resolution ~~\$30,000~~ per year.
4. Approval of purchases of goods from City employees shall require authorization of the City Council and shall be in accordance with the City personnel policies and other applicable law.
5. Approve departmental purchases that are in excess of the dollar amount set by City Council resolution~~\$10,000~~. ~~The~~ Department Managers and the Chief of Police ~~is~~are authorized to make purchases up to the dollar amount set by City Council resolution~~\$10,000~~ if the purchase is within an approved budgeted line item. All contracting by departments shall be according to approved City purchasing procedures adopted by the Contracting Agency or the Contract Review Board.

AB. Each Department shall:

1. Operate within its budget, or seek supplemental budgetary authority from City Council with respect to the contract.
2. Plan the purchase of goods and equipment sufficiently in advance, whenever possible and practical so that orders can be placed in economical quantities.
3. Process requisition forms and negotiate purchases on the most favorable terms in accordance with adopted ordinances, state laws, policies and procedures.

# Exhibit B

## TITLE 1 CHAPTER 14

### PAYMENT OF BILLS AND CLAIMS

#### SECTION:

1-14-1: Authorization to Issue Checks

~~1-14-2: List of Paid Bills and Claims~~

#### **1-14-1 : AUTHORIZATION TO ISSUE CHECKS:**

Provided that expenditures do not exceed the adopted appropriation and are for purposes approved in the adopted budget, the City Manager or the Manager's designee may issue checks drawn on City bank accounts to pay City bills and claims.

#### ~~1-14-2 : LIST OF PAID BILLS AND CLAIMS:~~

~~Once each month the City Manager shall provide the Council a list of all bills and claims paid under the authority of this Chapter in the previous thirty (30) days. (Ord. 8 Series 1988 effective May 10, 1988).~~

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Changed from Chapter 13 to  
Chapter 14 administratively 3/00



## **Title 1 CHAPTER 8 CITY CONTRACTS**

**1-8-3: ADMINISTRATIVE STAFF AUTHORITY:** Administrative staff and departments have contracting authority and responsibilities as follows:

A. The City Manager or City Manager's designee is authorized to:

1. Enter into City contracts not to exceed the dollar amount set by City Council resolution without additional authorization of the Contract Review Board.
2. Recommend that the Contract Review Board approve or disapprove contract awards in excess of the dollar amount set by City Council resolution.
3. Enter into contracts or permits for local concessions and street vendors (pursuant to applicable City policy) where the annual amount to be paid to or by the City is not expected to exceed the dollar amount set by City Council resolution per year.
4. Approval of purchases of goods from City employees shall require authorization of the City Council and shall be in accordance with the City personnel policies and other applicable law.
5. Approve departmental purchases that are in excess of the dollar amount set by City Council resolution. Department Managers and the Chief of Police are authorized to make purchases up to the dollar amount set by City Council resolution if the purchase is within an approved budgeted line item. All contracting by departments shall be according to approved City purchasing procedures adopted by the Contracting Agency or the Contract Review Board.

B. Each Department shall:

1. Operate within its budget, or seek supplemental budgetary authority from City Council with respect to the contract.
2. Plan the purchase of goods and equipment sufficiently in advance, whenever possible and practical so that orders can be placed in economical quantities.
3. Process requisition forms and negotiate purchases on the most favorable terms in accordance with adopted ordinances, state laws, policies and procedures.

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**AGENDA ITEM SUMMARY**  
**FLORENCE CITY COUNCIL**

**ITEM NO:** 2C  
Meeting Date: May 2, 2022  
Department: Admin Svs Dept.

---

**ITEM TITLE:** Amendments to Florence City Code and Fiscal Policies  
- Fiscal Policy Amendments

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**DISCUSSION/ISSUE:**

The Work Plan for FY 2016 included establishing comprehensive fiscal policies to provide a framework for the operations and decisions of the City. The Mayor appointed an ad hoc finance committee to draft recommendations. City Council approved those recommendations at its May 2, 2016 meeting formally creating a comprehensive City of Florence Fiscal Policies document. Currently these policies are reviewed and re-adopted in conjunction with the City's budget planning and adoption and are included in the City's budget document.

Should Council elect to amend Florence City Code (FCC) Section 1-8-3 by Ordinance No. 4, Series 2022, which moves contracting authority limits to the Fiscal Policies, amendments to the Fiscal Policies need to be made so that they contain the Council-approved limits (Section 4 in the proposed amended policy). Current contracting limits give the City Manager authority to enter into contracts up to \$30,000 without additional authorization from the Contract Review Board (the Contract Review Board is the current City Council as designated in FCC Section 1-8-1). Department Directors and the Chief of Police are authorized to make purchases up to \$10,000 without additional approval from the City Manager or Contracting Review Board if the purchase is within an approved, budgeted line item and conducted within City purchasing procedures that have been adopted by the Contracting Agency (City Manager) or the Contract Review Board.

In addition to Council's consideration to move these authorizations from code, staff would like Council to also consider increasing the authority amounts granted to both the City Manager, Department Directors, and the Chief of Police. It has been nearly twenty years since the current amounts have been approved, and many items that were able to be purchased under the \$10,000 and \$30,000 limits must now get Council approval to purchase. Staff understands oversight of Council in regards to the City's fiscal transactions is important, however, requiring too many purchasing transactions receive Council approval can create a bottleneck in providing efficient and effective services to the City. Staff suggests that Council consider approving increases to the City Manager's and Department Director's and the Chief of Police's contracting authority to \$75,000 and \$25,000 respectively. With these limit increases, staff believes that Council's intent at the time the current limits were put into place will be more in conformity with the costs of materials and services today.

Three years ago, the Finance Department was reorganized to include an Administrative Services Department, which is comprised of Finance, Human Resources, Information Technology, and Municipal Court. Because of this change, all references to the Finance Department and Finance Director in the policies have been changed to Administrative Services

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Department and Administrative Services Director. Other suggested amendments to the Fiscal policies include changing references to an annual budget to a biennial budget and housekeeping items such as spelling and grammar corrections and proper use of acronyms.

- 
- FISCAL IMPACT:**
- Staff time preparing the AIS and suggested revisions, and;
  - To enable the City to achieve and maintain a long-term stable and positive financial condition

---

**RELEVANCE TO ADOPTED CITY WORK PLAN:**

Changes recommended in the City’s Fiscal Policies are in alignment with:

- 1) Financial & Organizational Sustainability by reviewing City Code, policies, and procedures to ensure they are up to date and reflect the most efficient and effective way of doing business.

---

**ALTERNATIVES:**

1. Adopt Resolution No. 15, Series 2022, amending the City of Florence Fiscal Policies as presented in Exhibit A, or;
2. Adopt Resolution No. 15, Series 2022 amending the City of Florence Fiscal Policies with changes recommended by Council, or;
3. Not adopt Resolution No. 15, Series 2022 amending Florence Fiscal Policies, and provide direction to staff.

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**RECOMMENDATION:**

Staff recommends adopting Resolution No. 15, Series 2022 amending the City of Florence Fiscal Policies as presented by staff in Exhibit A.

---

**AIS PREPARED BY:** Anne Baker, Administrative Services Department Director

---

**CITY MANAGER’S RECOMMENDATION:**  Approve  Disapprove  Other  
Comments: *ER Reynolds*

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**ITEM’S ATTACHED:** **Attachment 1:** Resolution No. 15, Series 2022  
○ Exhibit A, Amended City of Florence Fiscal Policies  
**Attachment 2:** Clean version of proposed changes

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**CITY OF FLORENCE  
RESOLUTION NO. 15, SERIES 2022**

**A RESOLUTION ADOPTING THE CITY OF FLORENCE'S FISCAL POLICIES**

RECITALS:

1. The work plan for FY 2016 included establishing comprehensive fiscal policies to provide a framework for the operations and decisions of the City.
2. The Mayor appointed an Ad Hoc Finance Committee to recommend fiscal policies to the City Council for consideration.
3. Council approved the recommended fiscal policies at their May 2, 2016 meeting adopting formally the City of Florence Fiscal Policies document.
4. Approval of Ordinance No. 4, Series 2022 moved administrative purchasing limits from Florence City Code to Florence's Fiscal Policies.
5. Administrative limits on purchasing and contracting have not been reviewed and adjusted in several years.

Based on these findings,

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

1. To adopt the City of Florence Fiscal Policies as presented in Exhibit A. New wording is shown with underlining and deleted wording is shown with strikethrough.
2. This Resolution takes effect 30 days after adoption.
3. The City Recorder is authorized to administratively correct any reference errors contained herein or in other provisions of the Fiscal Policies to the provisions added, amended, or repealed herein.

ADOPTION:

This Resolution is passed and adopted on the 2<sup>nd</sup> day of May, 2022.

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Joe Henry, Mayor

Attest:

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Lindsey White, City Recorder



Exhibit A

**City of Florence**  
**Fiscal Policies**

## 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 Government 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, ~~the Finance Committee~~, and City Council, and amended as necessary, ~~as part of the budget process 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 ~~5~~**five**-year capital equipment and improvement plans for all major equipment and infrastructure systems provided and maintained by the City.
- **Accounting and financial reporting**, which relates to accounting and reporting financial transactions and preparing 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 (SDC's), 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 every five years).

1.3.1. The Council will determine what amount of SDC's 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 ~~insure~~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 ~~2016~~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 ~~a greater percentage of~~ costs associated with performing planning related activities. As of fiscal year ~~2016~~2022, the estimated cost recovery for planning related activities is approximately ~~19~~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 services.

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 the 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 ~~deligently~~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 o 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 ~~Government Finance Officers Association~~GFOA.

## 2. Operating Budget Policies

2.1. The City will prepare ~~an annual~~ 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 ~~Government Finance Officers Association (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 (OAR's) 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.

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, ~~previously developed,~~ 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 ~~at the for each~~ fund, at the department 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, ~~department~~organizational unit, or program, or activity shall start each year's 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 ~~Government Finance Officers Association (GFOA)~~ to obtain the Award for Distinguished Budget Presentation~~Distinguished Budget Presentation Award~~.

2.10. A budget calendar will be prepared ~~detailing the key elements in the development of the budget at the beginning of each budget cycle.~~ (Please see exhibit 1).

## 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 his/her~~the~~ department organizational unit or program budget. This includes accomplishing the goals and objectives



incorporated into the budget and monitoring each ~~department/organizational unit/ or division-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 ~~a~~-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 ~~that will reduce~~ 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.~~

#### 4.5. Capital Improvement Policies

4.1-5.1. ~~Annually~~Biennially, the City will approve a ~~five~~-year Capital Improvement Plan (CIP), congruent with the adoption of its ~~annual-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 ~~and~~, b) the expected results if the project is approved and implemented, ~~and~~ c) future annual costs of the project.

#### 5.6. Accounting and Financial Reporting Policies

5-1-6.1. 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 ~~Government Finance Officers Association (GFOA)~~ and Government Accounting Standards Board (GASB).

5-2-6.2. 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.

5-3-6.3. Full disclosure shall be provided in the financial statements and bond representations.

5-3-1-6.3.1. Upon request, all departments will provide notice of all significant events and financial and relate matters to the Finance 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~~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 Finance 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.

5-4-6.4. 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.

~~5-5-6.5.~~ Up-to-date accounting and budgeting information is available online to all management and authorized support staff. Quarterly ~~actual-to-budget~~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.

## **6-7. Financial Planning Policies**

~~6-1-7.1.~~ The ~~Finance—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, ~~except the water, wastewater, and stormwater funds, which shall include twenty-year financial plans.~~

~~6-2-7.2.~~ 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.

~~6-3-7.3.~~ Long term projections of revenues and expenditures will be based upon disclosed assumptions, and prepared consistent with the best practices established by the ~~Government Finance Officers Association~~GFOA.

~~6-4-7.4.~~ Long-term financial plans will be integral to the development of the ~~annual~~biennial budget.

## **7-8. Debt Policy**

~~7-1-8.1.~~ 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.

~~7-2-8.2.~~ 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.

~~7-3-8.3.~~ 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.

~~7-4-8.4.~~ The ~~Finance-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.

~~7-5-8.5.~~ 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 ~~Finance-Administrative Services~~ Director shall prepare an analysis of the source of repayment prior to issuance of any debt.

~~7-6-8.6.~~ 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.

~~7-7-8.7.~~ 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.

~~7-8-8.8.~~ When issuing long-term debt, the City will ensure that the debt is soundly financed by:

~~7-8-1-8.8.1.~~ Incurring debt only when necessary for capital improvements too large to be financed from current available resources,

~~7-8-2-8.8.2.~~ InsuringEnsuring that capital projects financed through long-term debt shall be financed for a period not to exceed the useful life of the project,

~~7.8.3.8.8.3.~~ Determining that the benefits of the project financed exceed the cost of financing including interest costs, and

~~7.8.4.8.8.4.~~ 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.

~~7.9.8.9.~~ All bond issuances, promissory notes, and capital leases will be authorized by resolution of the City Council.

~~7.10.8.10.~~ 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.

### **8.9. Pension Policies**

~~8.1.9.1.~~ The City participates in the State of Oregon Public Employees Retirement System (PERS) ~~and is a member of the State and Local Government Rate Pool.~~ The City will fund its required pension contribution requirements timely.

### **9.10. Reserve Policies**

~~9.1.10.1.~~ The City shall maintain adequate working capital reserves in all funds.

~~9.1.1.10.1.1.~~ 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.

~~9.1.2.10.1.2.~~ 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.

~~9.1.3.10.1.3.~~ 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.

~~9.1.4.10.1.4.~~ The City's debt service funds shall maintain adequate working capital to pay required debt service without borrowing and fund required debt service reserves.

~~9.1.5.10.1.5.~~ 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.

~~9.1.6.10.1.6.~~ 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, trust and agency, capital projects, serial levy, temporary or certain special purpose funds.

~~9.2.10.2.~~ The City may use reserves on a one-time 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.

### **10.11. Management of Fiscal Policy**

~~10.1.11.1.~~ 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 ~~after a public hearing is held (the approval may be inclusive of the annual budget adoption process and the associated resolutions to that process).~~

~~10.1.1.11.1.1.~~ 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 ~~or~~ finances.

~~10.1.2.11.1.2.~~ The Audit Committee shall review the City's fiscal policies annually.

~~10.2.11.2.~~ The City Manager shall implement fiscal policies and monitor compliance.

~~10.2.1.11.2.1.~~ 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.

~~10.2.2.11.2.2.~~ 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.



## Definition of Terms

*Appropriation* – Provides the local government with legal spending authority throughout the budgeting period. ORS 294.456(3)

*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.

*Budget Committee* – is a committee consisting of the City Council (Mayor and four City Councilors) and an equal number of citizen members appointed by the City Council.

*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.

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

*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.

*City Council* – The legislative body of a city.

*Contingency* – An expenditure category in an operating fund for the purpose of items that cannot be specifically identified at the time the budget was prepared.

*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.

*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.

*Expenditures* – Decreases in current financial resources.

*Fund* – Fiscal accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on specific activities or attaining certain objectives.

*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.

*Internal Controls* – Integrated set of policies and procedures designed to assist management in providing the continuous assessment of risk.

*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.

*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).

*Program* – A group of related activities aimed at accomplishing a major service or function. Programs could include services such as public safety, streets, water and wastewater.

*Reserves* – An amount set aside for “future expenditure”, usually for expenses anticipated in a future budget period.

*Revenue* – Resources of a fund obtained through charges for services, grants, etc.

*System Development Charges (SDC's)* – One-time fees charged to help pay for facilities (street and sewer systems) required to meet growth-related needs of the City. SDC's are paid at the time a development permit is issued.

*Transfers* – A transfer of funds from one fund to another.

*Unappropriated Ending Fund Balance* – Used to provide a cash or working capital balance to start the next fiscal period following the one being budgeted. This amount is generally unavailable to spend in the budget period for which it is budgeted.

*Working Capital* – Funds available to meet obligations.

# City of Florence Fiscal Policies

## 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 Government 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 five-year capital equipment and improvement plans for all major equipment and infrastructure systems provided and maintained by the City.
- **Accounting and financial reporting**, which relates to accounting and reporting financial transactions and preparing 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 (SDC's), 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 every five years).

1.3.1. The Council will determine what amount of SDC's 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 services.

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 the 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 o 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.

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revenues by an objective, analytical process using best practices as defined by the GFOA.

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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 (OAR's) 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.

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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, or 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.

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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.

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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 relate 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.

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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.

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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.

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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 ongoing 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,

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 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 expenditure estimates for the fiscal year. This policy does not apply to debt 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 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.

## Definition of Terms

*Appropriation* – Provides the local government with legal spending authority throughout the budgeting period. ORS 294.456(3)

*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.

*Budget Committee* – is a committee consisting of the City Council (Mayor and four City Councilors) and an equal number of citizen members appointed by the City Council.

*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.

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

*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.

*City Council* – The legislative body of a city.

*Contingency* – An expenditure category in an operating fund for the purpose of items that cannot be specifically identified at the time the budget was prepared.

*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.

*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.

*Expenditures* – Decreases in current financial resources.

*Fund* – Fiscal accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on specific activities or attaining certain objectives.

*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.

*Internal Controls* – Integrated set of policies and procedures designed to assist management in providing the continuous assessment of risk.

*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.

*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).

*Program* – A group of related activities aimed at accomplishing a major service or function. Programs could include services such as public safety, streets, water and wastewater.

*Reserves* – An amount set aside for “future expenditure”, usually for expenses anticipated in a future budget period.

*Revenue* – Resources of a fund obtained through charges for services, grants, etc.

*System Development Charges (SDC's)* – One-time fees charged to help pay for facilities (street and sewer systems) required to meet growth-related needs of the City. SDC's are paid at the time a development permit is issued.

*Transfers* – A transfer of funds from one fund to another.

*Unappropriated Ending Fund Balance* – Used to provide a cash or working capital balance to start the next fiscal period following the one being budgeted. This amount is generally unavailable to spend in the budget period for which it is budgeted.

*Working Capital* – Funds available to meet obligations.

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**AGENDA ITEM SUMMARY**  
**FLORENCE CITY COUNCIL**

**ITEM NO:** 3  
Meeting Date: May 2, 2022  
Department: Mayor & Council

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**ITEM TITLE:** City Manager Employment Agreement Amendments

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**DISCUSSION/ISSUE:**

This meeting provides the City Council the opportunity to discuss and consider amendments to the City Manager employment contract.

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**FISCAL IMPACT:** None

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**RELEVANCE TO ADOPTED CITY WORK PLAN:**

All Goals within City work plan are affected.

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**ALTERNATIVES:**

1. Approve the proposed amendments to the City Manager employment contract.
  2. Do not approve the proposed amendments to the City Manager employment contract.
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**RECOMMENDATION:**

Staff recommends approving the proposed amendments to the City Manager employment contract.

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**AIS PREPARED BY:** Lindsey White, City Recorder on behalf of the City Council

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**CITY MANAGER'S RECOMMENDATION:**

Approve                       Disapprove                       Other

Comments: *ER Reynolds*

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**ITEM'S ATTACHED:** None

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**AGENDA ITEM SUMMARY**  
**FLORENCE CITY COUNCIL**

**ITEM NO:** 4  
Meeting Date: May 2, 2022  
Department: Public Works

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**ITEM TITLE:** Oregon Parks and Recreation Department 2021 Recreational Trails Program (RTP) grant acceptance for construction of the Siuslaw Estuary Trail, Phase1

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**DISCUSSION/ISSUE:**

On April 26, 2022 the City received the Recreational Trails Program (RTP) grant agreement from Oregon Parks and Recreation Department (OPRD). Our project, "Siuslaw Estuary Trail, Phase 1", was selected as one of the 13 projects from a field of 28 to be funded during this highly competitive grant program. The grant provides up to \$115,000 in grant funding towards the \$208,700 project.

In May 2021, City Council authorized staff to submit a grant application with a due date of September 2021. Public Works Director Mike Miller gave a presentation to the RTP grant advisory committee on October 26, 2021 and on November 17, 2021 the OPRD Commission approved the recommendations from the RTP grant advisory committee. Since that time OPRD submitted our project to State Historic Preservation Office (SHPO) for their review. SHPO had 30 days to respond. Once they responded or the 30 days passes with no comment, Federal Highways Administration (FHWA) initiated a tribal consultation. This information is included in this report to illustrate the length of time acquired to not only develop a grant application, but the length of time for agency review after the initial selection to receive grant funding.

The RTP grant from OPRD has a minimum match of 44.9% which is \$93,700. The match will be in the form of "cash match". As the name implies, "cash match" is actual funds provided by the City that are reasonable, necessary and directly related to the project. For our project "cash match" will include construction costs. Since we have already completed the design and engineering work, part of our match will be those earlier expenditures. The City match will come from the Streets fund under our multi-modal program.

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**FISCAL IMPACT:**

The Siuslaw Estuary Trail Phase 1 project is valued at \$208,700. The RTP grant will provide up to \$115,000 in funding towards the project. The City's match requirement of \$93,700 will be provided through our Street capital improvement funds. Specifically, the match will be provided from our multi-modal program funds. Funding for this project was anticipated and included in the FY2021-23 biennium budget.

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**RELEVANCE TO ADOPTED COUNCIL GOALS:**

The OPRD RTP grant meets the 2022 Council Goals of:

- City Service Delivery – improving the delivery of cost effective and efficient services by leveraging grant proceeds to provide accessible multi-use trail facilities to the community.
- Livability & Quality of Life – by being responsive to our community’s needs and improving the City’s park development while improving the City curb appeal.
- Economic Development – by creating a multi-use trail from Hwy 126 to Old Town, the City will provide residents an alternate method of transportation which will also attract additional uses from the region which may increase tourism and dollars spent within the community.
- Communication & Trust – strengthening citizen trust by cooperatively working with established community recreational associations for the common good of the community.
- Financial & Organizational Sustainability – leveraging local funds and taking advantage of grant programs to fully realize our vision for the Siuslaw Estuary Trail.

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**ALTERNATIVES:**

1. Accept the RTP grant for the Siuslaw Estuary Trail, Phase 1 project.
2. Reject the RTP grant offer.

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**RECOMMENDATION:**

Staff recommends that the City Council accept the grant; approve Resolution 16, Series 2022; and authorize the City Manager to enter into the RTP grant offer for the construction of a trailhead, parking area, and a multi-use path along the alignment of the Siuslaw Estuary Trail.

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**AIS PREPARED BY:** Mike Miller, Public Works Director

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**CITY MANAGER’S  
RECOMMENDATION:**

Approve                       Disapprove                       Other

Comments: *ER Reynolds*

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**ITEMS ATTACHED:**

**Attachment 1** - Resolution No. 16, Series 2022  
**Attachment 2** - Map of Siuslaw Estuary Trail location

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**CITY OF FLORENCE  
RESOLUTION NO. 16, SERIES 2022**

**A RESOLUTION AUTHORIZING THE CITY OF FLORENCE, OREGON TO ACCEPT A RECREATIONAL TRAILS PROGRAM GRANT IN THE AMOUNT OF \$115,00 FROM THE OREGON PARKS AND RECREATION DEPARTMENT FOR THE SIUSLAW ESTUARY TRAIL, PHASE 1 PROJECT.**

RECITALS:

1. The Oregon Parks and Recreation Department is awarding the City of Florence a Recreational Trails Program grant.
2. The City of Florence desires to accept this grant to provide needed multi-use (pedestrian and bicycle) trail improvements for the Siuslaw Estuary Trail.
3. The Siuslaw Estuary Trail Visioning project was completed as part of the Siuslaw Estuary Partnership, a collaborative effort by the City of Florence and its federal, state, and local partners to protect and improve water quality and fish and wildlife habitat in the lower Siuslaw River Watershed.
4. City Council and staff members identified the Siuslaw Estuary Trail as a priority need in the 2012 Florence Transportation System Plan; 1999 Florence Downtown Plan; Parks and Recreation Master Plan; and the Comprehensive Plan
5. The City of Florence has available local matching funds in the amount of \$93,700 (44.9% of the total project cost) to fulfill its share of obligation related to this grant award.
6. The City of Florence will provide adequate funding for on-going operations and maintenance of this park and recreation facility.

Based on these findings,

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

1. Authorizes the City Manager to accept the Recreational Trails Program grant from Oregon Park and Recreation Department to construct and develop a trailhead and parking area; multi-use path; and connection to Quince Street as part of the Siuslaw Estuary Trail.
2. This Resolution takes effect immediately upon adoption.

ADOPTION:

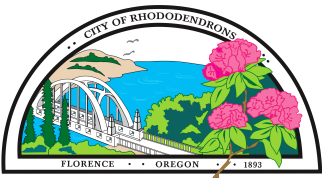
This Resolution is passed and adopted on the 2nd day of May, 2022.

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Joe Henry, Mayor

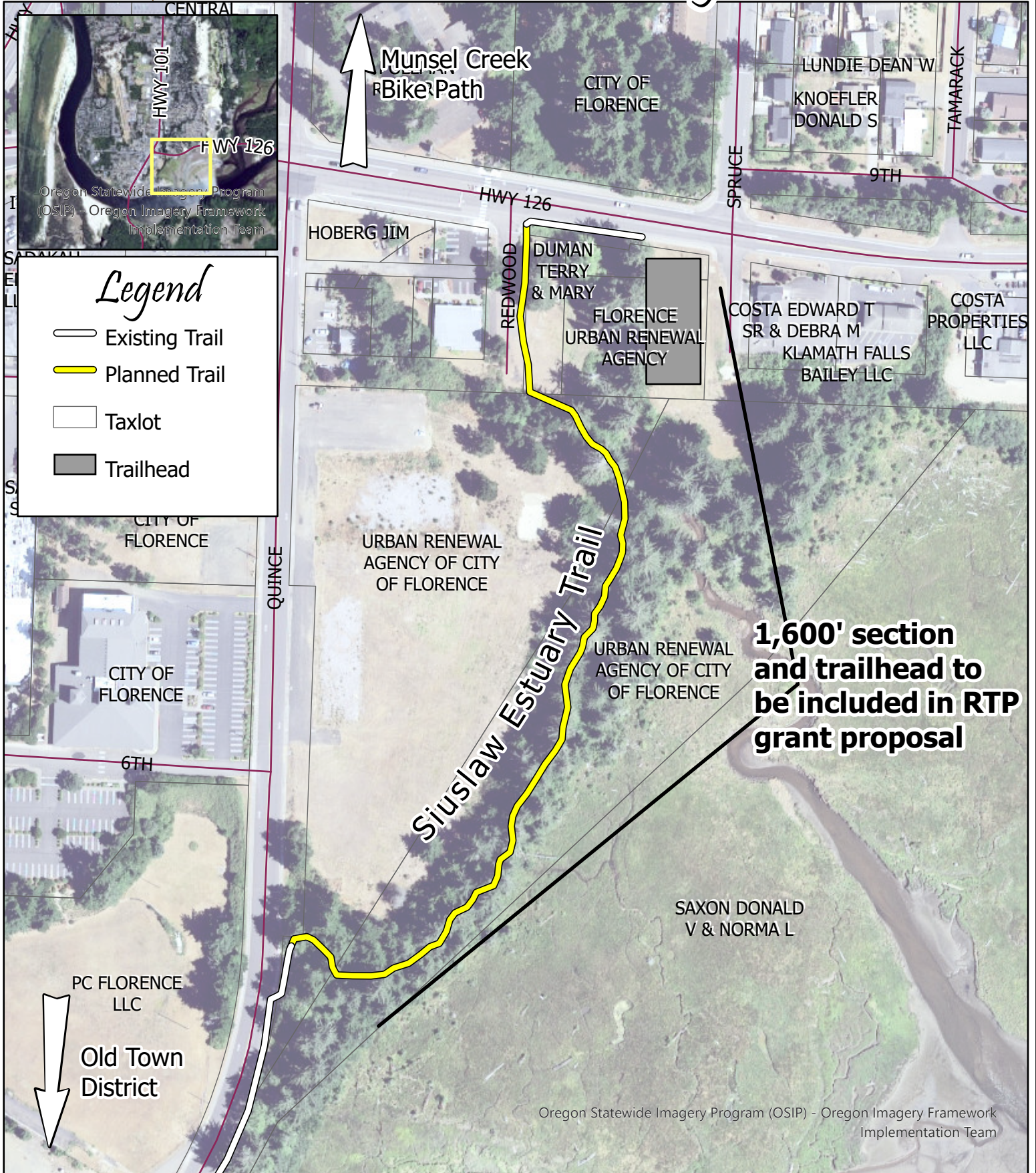
Attest:

\_\_\_\_\_  
Lindsey White, City Recorder





# City of Florence Siuslaw Estuary Trail



### Legend

- Existing Trail (white line)
- Planned Trail (yellow line)
- Taxlot (white outline)
- Trailhead (grey rectangle)

**1,600' section and trailhead to be included in RTP grant proposal**



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**AGENDA ITEM SUMMARY**  
**FLORENCE CITY COUNCIL**

**ITEM NO:** 5  
Meeting Date: May 2, 2022  
Department: City Manager

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**ITEM TITLE:** DEPARTMENT DIRECTOR UPDATES

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**AGENDA ITEM SUMMARY**  
**FLORENCE CITY COUNCIL**

**ITEM NO:** 6  
Meeting Date: May 2, 2022  
Department: City Manager

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**ITEM TITLE:** CITY MANAGER REPORT & DISCUSSION ITEMS

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**AGENDA ITEM SUMMARY**  
**FLORENCE CITY COUNCIL**

**ITEM NO:** 7  
Meeting Date: May 2, 2022  
Department: City Council

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**ITEM TITLE:** CITY COUNCIL REPORTS & DISCUSSION ITEMS

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