

**2017 City Council Goals and Objectives
McMinnville, Oregon**

**McMinnville Fire Department
175 NE 1st Street**

**February 4, 2017
8:00 a.m. Goal-Setting Work Session**

1. CALL TO ORDER
2. AGENDA
3. SESSION OPENING
4. DISCUSSION: FRAMEWORK FOR 2017 GOAL SETTING
5. GOALS FOR 2017-2018
6. SESSION SUMMARY
7. ADJOURNMENT



City Council Goals and Objectives

Meeting Date: 02/04/2017

Subject: Agenda Details

From: Melissa Grace, City Recorder / Legal
Assistant

Information

AGENDA ITEM:

AGENDA

BACKGROUND:

Attachments

Detailed Agenda

AGENDA

CITY OF McMINNVILLE
City Council Goal-Setting Worksession
2017- 2018

Saturday, February 4th, 2017
8am – 3pm
McMinnville Fire Department

Goal-Setting

- 8:00 Gather for coffee and light refreshments.
- 8:15 **Session Opening**
- *Mayor's Opening Remarks*
 - *Agenda Review*
 - *City Manager's Year in Review*
 - *Discussion & Q&A*
- 9:30 **Discussion: Framework for 2017 Goal-Setting**
- *Revenue parameters*
 - *Capacity parameters*
 - *Anticipated opportunities and challenges in the longer term*
 - *Opportunities unique to the 2017 – 2018 goal-setting year*
- 10:30 Break
- 10:45 *(Continuation of the 9:30 discussion item)*
- Noon **Lunch**
- 12:30 **Goals for 2017 - 2018**
- *Priorities and goals for 2017-2018 in light of the AM discussion*
- 2:30 **Session Summary**
- *Immediate next steps*
 - *Thoughts in closing*
- 3:00 **Session Closing**



City Council Goals and Objectives

Meeting Date: 02/04/2017

Subject:

From: Melissa Grace, City Recorder / Legal Assistant

Information

AGENDA ITEM:

DISCUSSION: FRAMEWORK FOR 2017 GOAL SETTING

BACKGROUND:

Attachments

Community Development
Finance
Fire Department
Information Systems
Legal (Administration & Municipal Court)
Library
Parks & Recreation
Planning
Police Department

FACILITY MAINTENANCE

- Currently we lack a comprehensive maintenance program for our buildings; each Department Head is responsible for the maintenance of their own facilities.
 - Implementation of a comprehensive maintenance program would allow us to better plan for, and fund, major facility maintenance needs (e.g. HVAC, roofing, etc).
 - We will also be better served in the long run to move to a proactive facility maintenance approach, versus the current reactive maintenance program (often run to failure).
-

PARKS MAINTENANCE

- Two Utility Worker positions included in the FY16/17 budget were not filled, resulting in a savings of ~\$140,000 for the General Fund.
 - Service level reductions implemented in 2013 have resulted in an increased deferred maintenance backlog, lower quality aesthetics system wide, and decline in the quality of many facilities (e.g. Dancer Park soccer fields).
 - There is no capacity to take on additional maintenance responsibilities. The Division will not be able to maintain the planned 4-acre park in NW McMinnville without further reducing maintenance levels at other existing facilities.
-

STREET SYSTEM

- Stable, adequate funding for ongoing street network maintenance will continue to be an issue.
 - The 2014 Transportation Bond is proving a good infusion of resources into the street network, but the condition of the street asset is still declining with time.
 - Solutions will likely need to include national, state and local sources.
-

AIRPORT

- We will need to support and fund business development planning, and provide adequate infrastructure, to support growth at the airport.
 - Success will depend on continued partnerships: City, MEDP, FBO, State, Feds.
-

BUILDING DIVISION

- Pending technology changes (we will need to upgrade our building permit system since it will no longer be supported) will be an opportunity to improve services – online permitting; credit card payments; system integration w/ MWL; etc.
 - We will need to remain nimble, and be willing to adjust staffing to meet customer demands (i.e. as development activity increases/decreases).
-

WASTEWATER SERVICES

- We need to be mindful that we are implementing a \$60-million capital, operations, and maintenance plan over the next 10-years, and it will be important to continue implementing the appropriate financial plan meeting the utility's needs without incurring additional debt (note that the WRF is now 20-years old).
 - The NPDES operating permit for the WRF expired in 2008, and has been administratively extended by DEQ since that time. Within the planning horizon, DEQ will issue a new permit that will likely have more stringent treatment requirements related to the temperature of our discharge, persistent pollutants, etc. We will need to develop and implement a plan to address those requirements.
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STORM DRAINAGE SYSTEM

- Within the planning horizon, DEQ will issue the City a mandate/permit for storm water discharge. We will need to develop and fund a storm water program to address those requirements.
- Currently we have no funding for the storm system. We are unable to address system maintenance and capacity issues – which is causing problems throughout the City (e.g. system flooding during heavy rainfall events).



ENGINEERING DEPARTMENT





General Fund – Engineering 2016 – 2017 Proposed Budget --- Budget Summary

Budget Highlights

During fiscal year 2016-17, the Engineering staff will continue to provide project management, design, construction surveying, bid document and specification development, contract administration, inspection, and other technical assistance in support of completing the City's planned capital improvements, including:

- Commencing construction of the Runway 4-22 reconstruction project at the airport (Airport Fund);
- Extending sanitary sewer lines & removing the old FBO building at the Airport (Airport Fund);
- Commencing construction of the Alpine Avenue improvements project (Transportation Bond & Urban Renewal funds);
- Finishing the design of the OR 99W & 2nd Street signals upgrade project (Transportation Bond & ODOT funds);
- Completing construction of the 5th Street corridor improvements project (Transportation Bond).
- Completing the design, and beginning construction of the Hill Road corridor improvements project (Transportation Bond);
- Constructing the Ford Street sidewalk improvements project (Transportation Bond);
- Finishing the design of the 1st & 2nd Street pedestrian improvements project (Transportation Bond);
- Commencing construction of pedestrian & safety improvement projects (Transportation Bond);
- Constructing the 2016 Contract Overlays (Transportation Bond) & 2016 Slurry Seals (State Gas Taxes) projects;
- Initiating the design of the Old Sheridan Road corridor improvements project (Transportation Bond);
- Replacing the 3-mile Ln #3 Pump Station (Wastewater Capital fund);
- Finishing construction of the Cook School area sewer rehab project (Wastewater Capital Fund); and
- Starting design of the WRF tertiary filtration system expansion project (Wastewater Capital Fund).

As in past years, the proposed fiscal year 2016-17 budget also includes funding for an Engineering Intern during the summer months (mid-May through August) to assist capital project planning, administration, and inspection; asset management data gathering; mapping; and other related activities. During the summer of 2016, the intern will participate in the McMinnville Economic Partnership's (MEDP) award winning "McMinnville Works" internship program. That program will add training, networking, and career development elements to the intern's experience.

Core Services

- Monitor public infrastructure improvements constructed as part of privately funded development projects.
- Manage the City's transportation, wastewater, storm sewer, and airport infrastructure and systems.
- Provide project management services for the City's capital improvement projects.
- Administer the City's private sewer lateral replacement program.
- Maintain and update the City's public infrastructure records, including Geographic Information System (GIS), Hansen sanitary sewer maintenance system, as-built drawings, system maps, plats, etc.
- Perform "Call Before You Dig" utility locates.

Future Challenges and Opportunities

- Develop and/or maintain adequate funding sources to implement projects in the updated infrastructure master plans, i.e., wastewater, storm drainage, and transportation.
- Build redundancy for critical functions within the department.



PARK MAINTENANCE





General Fund – Park Maintenance

2016 – 2017 Proposed Budget --- Budget Summary

Budget Highlights

- The 2016-17 Park Maintenance budget includes restored service levels relative to recent years, and is in alignment with the City's continued commitment to a quality park system. The proposal enables the Division to add back key service level elements reduced in recent years, to begin to address backlogged maintenance items, and to better position itself to assume maintenance of the new four acre park facility planned for NW McMinnville. The proposal includes two new fulltime Utility Worker I positions, and significant additional resources for materials, supplies and contract services.

The framework of the proposal is based on the same underlying priorities as in years past:

- Maintain user safety in our park facilities;
- Protect the City's investment in park assets;
- Further the City Council's, City Manager's, and Department's goals and objectives as resources allow; and
- Maintain and grow the knowledge and skill base in the staff used to care for park assets.

Service levels changes will include restoring irrigation and mowing programs at neighborhood parks, increased park services (restroom cleaning/restocking, litter removal, graffiti removal, vandalism repair/reporting), increased play equipment/court cleaning, and increased tree replacements. In addition, maintenance responsibility for landscaping maintenance at downtown parking lots has been shifted to Park Maintenance. The proposal will enable the Division to begin addressing maintenance backlogs. A few examples would include replacing aging piping in the water feature, enhanced shrub/bed maintenance efforts system wide, restroom partition/changing station replacements, picnic table repairs, sports turf maintenance projects and irrigation repairs system wide.

- Staff will continue to partner with key volunteer and inmate work groups. Examples are landscape bed maintenance at Discovery Meadows (church groups), trail maintenance (Youth Conservation Corps, local school teams, local service clubs), soccer goal area restoration (McMinnville Youth Soccer), and various labor intensive landscape cleanup projects (Yamhill County Corrections) and dog park projects. Materials, staff support, and supervisory oversight for these projects are typically provided by the City.
- Some maintenance needs will continue to be addressed through the use of independent contractors. This can be work that requires specialized licenses, equipment, or expertise. Contract forces are also used to address work for which there is no staff capacity. The work is a mix of demand and planned work. Contract services represent approximately 9% of the Division's operating budget.

These service level changes represent a conscious choice to continue to protect the "heart" of the community's park system for the future while improving services levels that will enhance our resident's experience when visiting McMinnville parks. A city's parks and open space system is a key component in a community's livability. The systems condition tells a story about the value a community places on these assets, and this budget proposal is reflective of the high value the community places on our park system.

Core Services

Maintaining the City's park asset base is the primary mission of the Park Maintenance staff. This work is accomplished in parks, public facilities, landscaped City owned parking lots, and beautification areas, with a total of 40 sites comprising over 258 acres. The primary objective of this mission is to invite our residents to enjoy these spaces and their amenities, which are a key factor in McMinnville's livability.

Park Services

Litter removal, restroom cleaning, general park upkeep, and vandalism repair occur year round. This core service will be modified to allow for increased staff visits (“rounds”) to various types of facilities. It increases services to restrooms, keeps both Wortman Park restrooms open year round, and increases services to neighborhood parks. Overall, this service level is increased approximately 30% relative to current levels.

Turf/Landscape Maintenance

- Turf stands are mowed, fertilized and edged; landscape areas are weeded; irrigation systems are maintained and operated. This core service will be restored to provide irrigation maintenance and mowing at all facilities, including neighborhood parks, with irrigated turf stands.
- Approved herbicides for weed management are applied in various city turf stands, landscapes and facilities. City staff are licensed public pesticide applicators, and all herbicide use on public facilities is recorded and tracked.
- Landscape beds in park facilities are mulched for aesthetic purposes, and to help control weeds.
- Annual flowers are planted in the spring at various City facilities.
- Trail systems are maintained in Dancer Park, Airport Park, Discovery Meadows, Tice Rotary Park, and other facilities. The proposed budget continues the practice of partnering with local tree service vendors for chip material and local user groups to spread material, resulting in reduced labor and material costs. Additional resources will also allow staff to begin to address backlogged items such as boardwalk/bridge maintenance, culvert maintenance, sign repairs, etc.
- Park Maintenance staff assists with the maintenance and operation of the irrigation systems for various Street Department assets (landscaped beautification areas). Additionally, Park Maintenance staff has been tasked with landscape and irrigation maintenance for downtown parking facilities.

Sports Turf Maintenance

- This work is primarily performed in Dancer Park in support of City recreation programs. Sports turf is irrigated, fertilized, mowed, and aerated at as high a frequency as resources allow in an effort to support a healthy turf stand that can withstand the high activity levels these programs bring. This work helps to preserve the turf, improves user safety and supports the City’s programmed recreational sports efforts. The additional resources in this budget proposal will enable the Division to re-implement important athletic turf stand maintenance practices such as deep aeration and top dressing. With the high usage levels at Dancer, these practices help to alleviate compaction issues in the turf stand. Service level costs are offset by program revenues.

Recreation Sports Program Facility Support

- This work is primarily performed in Dancer Park in support of City recreation programs. Soccer and baseball fields are set up each season and are “torn down” at the conclusion of the season. Given the location of Dancer Park, support amenities (benches, tables, garbage cans, concession stand, etc.) must be removed from the park each fall to protect them from potential winter flood damage. These costs are offset by program revenues in the Parks and Recreation budget.

Tree Maintenance

- These activities include conducting annual pruning on young trees, along with scheduled fertilizing, which promotes tree health and correct tree structure. This work also includes tree removal and replacement. This core area service level will be increased, allowing for programmed replacements each year, as well as replacements related to storm damage. This core service is a key element in the City’s annual “Tree City USA” designation.



Jeff Hendricks, left, Parks Maintenance (11 years), removing hazardous tree at the Chamber of Commerce.

Park Amenities

- Maintain courts, water feature, shelters, drinking fountains, interpretive signage, lighting, etc. The budget proposal allows for increased frequency for various court cleanings. The Discovery Meadows water feature, operated under Oregon Public Health Division's administrative rules, is cleaned and inspected on a specific schedule, and is remotely monitored via web-based telemetry. Additional resources will allow the Division to address backlogged maintenance items related to the water feature.

Park Building Maintenance

- Building lighting, security, and plumbing systems are repaired and vandalism is cleaned up as soon as possible.

Skate Park Maintenance

- Regular inspection and repairs, including replacement of coping stones, sealing concrete, repairing skate elements, and clean up of vandalism and graffiti.

Play Equipment Maintenance

- Play structures are inspected by certified staff per the National Parks and Recreation Association inspection standards.
- Play equipment is pressure washed and kept clean. Additional resources will allow cleaning cycles to move from every other year to an annual frequency.

Community Event/Volunteer support

- Prepare facilities for special community events.

Emergency Response

- Park Maintenance staff members are a key element in the City's response to various incidents, and work alongside Street Maintenance and Conveyance System field staff in this role. Activities include responding to vehicle accidents and hazardous materials spills; snow response work including deicing, sanding and snow removal; flood/high water response; sanitary sewer and storm drain problems; clearing downed trees from streets, etc. Park Maintenance staff are trained and certified to the same level as the Street Maintenance staff in this area, and function as integral team members on these first responder crews.



Kristine Reed, right, Parks Maintenance (13 years), clearing storm drain during December 2015 rains.

Future Challenges and Opportunities

Maintenance planning

- Continued utilization of computerized maintenance management to plan, schedule, and track work. Using this tool, staff continues to make use of the data to track work against service levels, identify problem trends, and identify opportunities to improve work practices.

Capital Planning

- As the park system overall continues to age, planning for and funding capital improvements will continue to be critical. Buildings, play structures, pavements, park amenities, vehicles, equipment and irrigation systems all will continue to age, and will eventually need to be replaced or removed. The challenge will be to identify those elements, develop replacement strategies, and begin to plan for those replacements in a manner that fits available resources.

Continue to develop strategies to provide acceptable maintenance levels

- Continue to monitor services levels changes to evaluate their long term impact on the City's park assets, as well as to monitor their acceptability to City residents and the City Council.
- Strategies will continue to include identifying opportunities to reduce costs through operational efficiencies, as well as to continue to review service levels offered relative to established priorities.

General Fund – Park Maintenance

2016 – 2017 Proposed Budget --- Budget Summary

Develop and implement water conservation strategies

- Staff continues to monitor water use, and evaluate technology and funding available to reduce the City’s irrigation water use, with the long-term goal of implementing a centralized irrigation control system.

Americans with Disability Act (ADA) Compliance

- Evaluate and address ADA issues within the park system; identify opportunities to remedy problems as projects are scoped and developed.

Department Cost Summary

	2014-15 Actual	2015-16 Amended Budget	2016-17 Proposed Budget	Budget Variance
Revenue	10,229	9,050	9,450	400
Personnel Services	642,333	700,883	828,471	127,588
Materials & Services	263,178	286,340	353,159	66,819
Capital Outlay	327	28,392	-	(28,392)
Total Expenditures	905,838	1,015,615	1,181,630	166,015
Net Expenditures	(895,609)	(1,006,565)	(1,172,180)	165,615

Full-Time Equivalents (FTE)

	2015-16 Adopted Budget	Change	2016-17 Proposed Budget
FTE Adopted Budget	9.07		
Senior Utility Worker		0.92	
Utility Worker II		(0.92)	
Utility Worker I		1.50	
FTE Proposed Budget		1.50	10.57



Guy Smith, Parks Maintenance (12 years), mowing at Chegwyn Farms Park.

242	Acres of developed parks
178	Benches
9	Group picnic areas
131	Acres of mowed grass
112	Picnic Tables
168	Trash cans
28	Drinking fountains
14	Play structures
41	Pet waste station
7	Restroom facilities
859	Parking spaces
631	Irrigation zones
12	Soccer fields
13	Baseball/softball fields
9.81	Miles of hard path
5	Miles of soft nature trails
2	Skate parks
1	Off leash dog park (3.8 acres)



STREET FUND



Budget Highlights

- The 2016-17 proposed budget is a status quo budget relative to funding levels. The proposal provides increased resources to put a high priority on pavement repair and maintenance activities. Increased funding has been set aside for localized pavement repair work in various locations around the city as well as for professional services work related to pavement management efforts. As with past practice, funds have been transferred to the Transportation Fund to support preservation projects.
- The budget proposal continues to allocate funding to improve traffic signage and pavement markings throughout the community. Staff utilizes condition rating systems for sign retro-reflectivity and pavement markings. Deficient signs and markings are identified and scheduled for replacement over the coming year, with the condition ratings used to establish priorities. Specific signage projects will include the annual nighttime retro-reflectivity surveys and resulting replacements, as well moving into the first phase of a five year program to upgrade residential street signage to the new federal standards.
- Storm water maintenance continues to have no direct funding source and repairs are made on an emergency basis only. The budget proposal carries over funding for a culvert repair/replacement on Edmunston Street in southwest McMinnville.
- The budget continues funding for street lighting. Last year the City partnered with McMinnville Water and Light to develop and implement street lighting standards, which will include LED fixtures as standard. Discussions continue on how best to upgrade existing street lights with LED's. Upgrades would lead to significantly lower energy consumption, but at a higher capital cost than replacing with traditional fixtures. Street lighting comprises approximately 26% of the Street Fund's Materials and Services budget.

Core Services

The Street Maintenance Division's primary mission is the maintenance of the City's transportation system. This includes 110 centerline miles of street, beautification areas, undeveloped rights of way, reverse frontages, and alleys. Maintenance includes regularly scheduled activities as well as demand-driven responses to weather, vehicular accidents, and special events.

Pavement Maintenance

- Preservation projects: pavement overlays and slurry seals. These projects are developed, designed, procured and managed by Engineering staff with support from Street Maintenance staff.
- Street repairs; i.e., partial and full depth, skin patches, pot hole filling and temporary cold mix repairs in inclement weather.
- Crack sealing: this is an important "first defense" maintenance tactic that is cost effective and relatively inexpensive. The City operates its own crack seal program, and places approximately 15,000 pounds of material each year on candidate streets.



Street crew paving

Pedestrian Facilities

- Curb, gutter and sidewalk repairs. Sidewalk repairs are conducted adjacent to City owned properties or in a 50/50 cost share with downtown property owners who are addressing street tree related damages. Outside of the downtown area, private property owners are responsible for sidewalks adjacent to their property. The City is responsible for curb/gutter damage, and conducts that work with both in house staff and contract forces.
- The City partners with property owners completing sidewalk repairs to install ADA compliant curb ramps at street intersections where needed.

Street (State Gas Tax) Fund

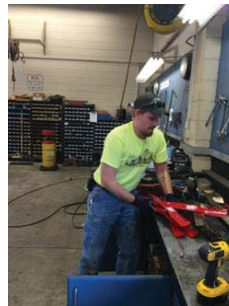
- City staff installs and maintains ADA parking spaces adjacent to private residences upon an approved request.
- City staff installs and maintains on-street ADA parking spaces in the downtown core.
- ADA ramps are installed upon request in areas where there are no ramps, or ramps or not compliant.

Storm Water

- Residential street sweeping by contract on a six-week schedule; arterials/bike lanes on a monthly basis; weekly downtown street sweeping by contract
- Catch basin cleaning with the Wastewater Collections crews
- Residential curb side leaf collection by City crews, with approximately four pickups per year

Vehicle/Equipment Maintenance

- City-owned vehicles and equipment are maintained and repaired through a work order system, with the majority of work being performed by City staff. The Public Works Division maintains 51 vehicles and 151 various pieces of equipment at the Riverside Drive facility.



Kris Quinlan, Mechanic

Right-of-Way (ROW) maintenance

- City-owned areas are maintained on scheduled basis with a combination of City personnel, contract labor, and inmate labor.

Community Event support

- Public Works staff place barricades, hang banners, and work with local groups in staging a wide variety of community events throughout the year.

Traffic Operations

- Street signs and regulatory signs are built, installed, and maintained. Signs and pavement markings are installed on a cost-recovery basis for developers. Signs are made on request for other City departments and for major city infrastructure projects.
- Traffic signals are maintained by Oregon Department of Transportation (ODOT) via an intergovernmental agreement.
- Pavement markings are inspected and replaced on a condition based basis.
- Roadway striping is performed with contract forces on an annual basis.
- Curb painting is performed on a three year cycle, with school zones and downtown areas painted annually.



Carlos Ochoa – Street Crew (5 years) – Installing new signage

Street Trees

- This program supports the Planning Department’s administration of the street tree ordinance, and is an element in the City’s “Tree City USA” designation. Site inspections and recommendations are provided on various street tree removal/planting requests. Tree related sidewalk issues are inspected in support of Engineering’s sidewalk permit program.
- Staff waters and prune City owned trees; major pruning work is by contract. This work is primarily in the downtown tree zone and in beautification areas.
- Remove hazardous or storm damaged trees, and replace as appropriate. This work is typically done with contract forces.

Street (State Gas Tax) Fund

Emergency Response

- Activities related to inclement weather, accidents, and hazardous materials spills. Tasks include anti-icing/deicing, sanding, catch basin clearing, spill clean-up, closing flooded streets, sanitary sewer/storm drainage problems, removing downed trees from rights-of-way, etc. This work is done with support from the Park Maintenance and Wastewater Conveyance System crews.

Future Challenges and Opportunities

Newberg/Dundee By-Pass Local Funding

- A portion of the City's gas tax revenue increase from the 2009 House Bill 2001 is dedicated to meet this obligation. The first loan interest payment is due January 2016; the first principal payment will be due January 2017. Principal and interest payments will be approximately \$200,000 per year over the twenty year life of the loan.

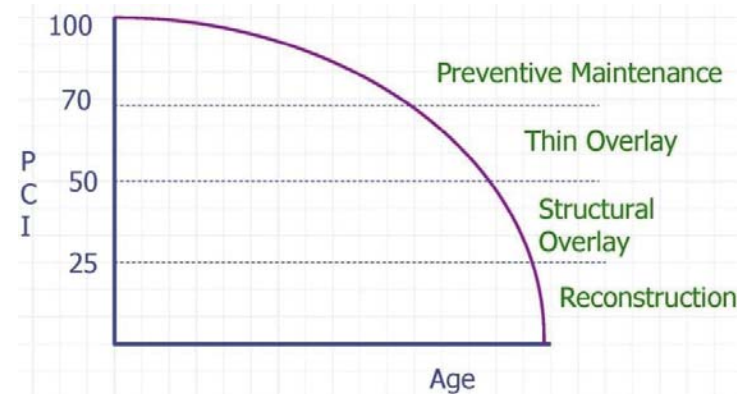
Maintenance Planning

- Continue using computerized maintenance management software to help project workloads and document maintenance activities. Utilize data to optimize street maintenance efforts.
- Continuous Improvement: As part of an on-going effort, Street Maintenance staff reviews various operations and asset maintenance activities to identify or re-affirm priorities, establish or revise condition standards and identify strong and weak performance areas.
- Continue with various partnerships, including ODOT, Yamhill County, other Yamhill County cities and local service clubs.

Pavement Management

- Continue to track network pavement conditions relative to available resources. Network conditions are expressed in a "Pavement Condition Index" (PCI). PCI ratings are from 0-100, with 0 a completely failed street and 100 a "like new" street. A

common industry standard is that \$1 spent on preventive maintenance (slurry seal) can delay and save \$3-10 on rehabilitation (overlays) and perhaps \$30 or more on reconstruction work. Streets that are in "very good" condition have a PCI of 70 or greater. At this point, about 68% of the City's network meets that threshold:



To maintain that level will require an annual investment of approximately \$1.36 million dollars. In recent years, resource availability has limited the City's annual investment to approximately \$525,000. The pending Newberg/Dundee bypass loan requirements will negatively impact that amount. While the recently passed Transportation Bond provides an infusion of approximately \$5.2 million dollars, over time, without additional resources, pavement conditions will continue to fall below the preventive maintenance threshold, leading to higher preservation costs in the future.

Storm Water Management

- As noted above there currently is no direct funding source for storm water related work. A small portion of the Wastewater Conveyance System staff's time is allocated to the Street Fund for routine cleaning and maintenance of the storm system in known problem areas. Thus there is no funding for system

Street (State Gas Tax) Fund

2016 – 2017 Proposed Budget --- Budget Summary

improvements. At this point, the City is not under a storm water quality mandate. Should this change in the future, it may become necessary to consider a dedicated funding source to address both water quality mandates as well as system improvements.

Aging Fleet

- The Street Maintenance Division's powered rolling stock includes 23 units with an estimated replacement value of \$1.5 million.

TYPE (# of units owned)	AVERAGE AGE
Street sweepers (1)	16 years
Utility trucks and vans (9)	22.4 years
Dump trucks (4)	23.8 years
Construction / maintenance equip (7) **	25.6 years

** Includes backhoes, right-of-way mower, tractors, water truck/flusher, and roller.

The challenge continues to be to identify a fiscally sustainable replacement strategy where units are replaced based on condition, usage and need, and not just age. Strategies range from equipment replacements to re-evaluating operations to determine least cost options (contracts, rentals, lease, etc.). Given the focus on other resource demands (pavement preservation, street lighting, and the bypass loan) funds have not been allocated for equipment or vehicle replacement in this budget cycle. However, as time progresses, this will become a more urgent matter in the near future.

Americans with Disabilities Act (ADA) compliance

- Continue to partner with residents and businesses during sidewalk repairs to install ADA compliant curb ramps.
- Continue to upgrade curb ramps along with street overlays as per Federal requirements.
- Continue work on an ADA Transition Plan to identify pedestrian access challenges throughout the community and in the downtown core, and address as opportunities arise.

Department Cost Summary

	2014-15 Actual	2015-16 Amended Budget	2016-17 Proposed Budget	Budget Variance
Revenue	1,898,749	1,894,250	1,932,850	38,600
Personnel Services	608,350	701,501	734,812	33,311
Materials & Services	712,467	925,185	880,046	(45,139)
Capital Outlay	420	12,304	-	(12,304)
Transfers Out	384,579	308,659	807,604	498,945
Total Expenditures	1,705,816	1,947,649	2,422,462	474,813
Net Expenditures	192,932	(53,399)	(489,612)	436,213

Full-Time Equivalent (FTE)

	2015-16 Adopted Budget	Change	2016-17 Proposed Budget
FTE Adopted Budget	8.71		
Senior Utility Worker		0.92	
Utility Worker II		(0.92)	
Extra Help - Street		0.03	
FTE Proposed Budget		0.03	8.74



Jeff York – Street Crew (1 year) –
2015 Public Works Week Touch a
Truck



AIRPORT MAINTENANCE FUND



- **Airport Layout Map**

Budget Highlights

- The 2016-17 proposed budget includes funds for the removal of the existing FBO building that is now vacant. FBO services are being provided by Konect Aviation which is working out of the B&G Hangar.
- The 2016-17 proposed budget includes Federal Aviation Administration (FAA) grant funds to begin planned rehabilitation / reconstruction of the main runway 4-22. It is anticipated that construction will occur at the end of fiscal year 2016-17 and be completed in October of 2017.

FAA will cover 90% of the design, environmental and construction costs; and the City is responsible for a 10% match.

The City applied for and was successful in securing a ConnectOregon V grant to cover the required 10% match funds.



Since 1948, the McMinnville Municipal Airport (MMV) has benefited from 24 federal grants totaling \$10.9 million dollars.

Core Services

- The airport is owned by the City of McMinnville and is included in the National Plan of Integrated Airport Systems, making it eligible for federal funding. McMinnville Municipal Airport, designated by airport code MMV, occupies approximately 461 acres of land.
- MMV is classified as a “Category II – Urban General Aviation Airport” in the 2007 Oregon Aviation Plan. As such, MMV is a significant component in the statewide transportation system, and functions to accommodate corporate aviation activities (including business jets and helicopters), and other general aviation activities.

- The adopted 2004 Airport Layout Plan (ALP) identifies the current and future airport facility needs, and the improvements necessary to maintain a safe and efficient airport.
- The adopted “Minimum Standards for Commercial Aeronautical Activities” for the airport provide guidance and standards for current and future commercial activities and leases at the airport.
- MMV is a regional airport that supports the regional economy by connecting McMinnville and Yamhill County to statewide and interstate markets.
- There are several onsite services at MMV that support corporate and general aviation activities, including fixed-wing/rotary-wing flight instruction; aircraft/avionics maintenance; aircraft storage; self-piloted business flights; corporate flights; and personal flying.
- Per the FAA’s Northwest Mountain Regional Airport Plan (2011), MMV was the third busiest (of nine) regional airports in Oregon, with an estimated 63,500 total aircraft operations during FAA fiscal year 2009.



There are 129 based aircraft at the McMinnville Municipal Airport.

- Airport Fund resources are used to maintain all facilities and equipment owned by the City. This includes hangars; the Fixed Base Operations (FBO) building; the Oregon State Police building; and airfield infrastructure, including the runway, taxiways, lighting, and grounds.

Airport Maintenance Fund

2016 – 2017 Proposed Budget --- Budget Summary

Future Challenges and Opportunities

- City owned buildings and facilities (including hangers, the FBO building, maintenance hangars, and hanger taxiways) are in need of repair and replacement. These projects are low in priority for FAA grant funding and, therefore, must be funded by City or private resources. Very little, if any, Airport Maintenance Fund revenue is available for these projects.



FBO building will be demolished in the summer of 2016

- The airport has attempted to be totally self-supporting. However, due to the limited revenue generation, the City has had to come up with creative funding sources (such as the partnership with Evergreen Aviation which funded the City's required 5% match for the 17-35 Runway/Taxiway project completed in 2010; and the successful procurement of a ConnectOregon V grant in 2014 which will fund the City's required 10% match for the runway 4-22 project). With all property tax supported funds struggling for revenues, it is more critical than ever that additional revenues are generated from other sources.
- FAA regulations continue to change. Security measures will likely increase in the future putting additional strain on Airport Maintenance Fund revenues.
- FBO needs and siting study was completed and adopted by the Airport Commission and City Council, but no funding is available to move forward with recommended plan.

Department Cost Summary

	2014-15 Actual	2015-16 Amended Budget	2016-17 Proposed Budget	Budget Variance
Revenue	437,137	901,223	3,567,783	2,666,560
Materials & Services	258,031	810,005	494,883	(315,122)
Capital Outlay	-	-	3,040,000	3,040,000
Transfers Out	70,702	73,871	75,854	1,983
Total Expenditures	328,733	883,876	3,610,737	2,726,861
Net Expenditures	108,404	17,347	(42,954)	60,301



Photo: Washington Dept. Fish & Wildlife

Threatened species such as the "Streaked Horn Lark" pose significant environmental challenges related to airport development and improvement projects.

The extremely successful, first annual Oregon Airstrip Attack roll race event was held at the Airport on August 21-22, 2015.

The 2016 Oregon Airstrip Attack is scheduled for September 10-11.





TRANSPORTATION FUND





Transportation Fund

2016 – 2017 Proposed Budget --- Budget Summary

Budget Highlights

- Planned capital improvements during fiscal year 2016-17 include:
 - Commencing construction of the Alpine Avenue improvements project (Transportation Bond & Urban Renewal funds);
 - Finishing the design of the OR 99W & 2nd Street signals upgrade project (Transportation Bond & ODOT funds);
 - Completing construction of the 5th Street corridor improvements project (Transportation Bond).
 - Completing the design, and beginning construction of the Hill Road corridor improvements project (Transportation Bond);
 - Constructing the Ford Street sidewalk improvements project (Transportation Bond);
 - Finishing the design of the 1st & 2nd Street pedestrian improvements project (Transportation Bond);
 - Commencing construction of pedestrian & safety improvement projects (Transportation Bond);
 - Constructing the 2016 Contract Overlays (Transportation Bond) & 2016 Slurry Seals (State Gas Taxes) projects;
 - Initiating the design of the Old Sheridan Road corridor improvements project (Transportation Bond);
- The 2016-17 proposed budget includes a transfer of \$600,000 from the Street Fund to help fund street preservation (non-transportation bond overlay work & slurry seal applications) work in various areas around the community.
- Also included in the 2016-17 budget proposal is the \$201,248 principal & interest payment on the ODOT loan for the City's portion of the Newberg – Dundee bypass project. The City will use a portion of our allocated Federal Surface Transportation Program (STP) funds to cover the scheduled loan payment. The remainder of the City's STP funds will be aggregated with future STP allotments and fund exchanged with ODOT in a future fiscal year to help pay for street preservation work.

Core Services

- Capital improvements to the City's transportation system that increase the system capacity.
- Contracted maintenance projects that extend the life of the City's transportation system.

Future Challenges and Opportunities

- Develop an implementation plan to address the remaining transportation capital needs identified in the updated Transportation System Plan.



During the summer of 2015, approximately four miles of City streets were repaired and repaved, at a cost of \$1.4-million. These improvements are part of the \$24-million transportation bond measure approved by the voters in 2014.

Department Cost Summary

	2014-15 Actual	2015-16 Amended Budget	2016-17 Proposed Budget	Budget Variance
Revenue	19,149,166	612,979	1,255,448	642,469
Materials & Services	180,068	1,879,150	2,130,794	251,644
Capital Outlay	492,875	3,366,850	9,452,000	6,085,150
Debt Service	-	100,000	201,248	101,248
Transfers Out	78,727	105,354	149,670	44,316
Total Expenditures	751,671	5,451,354	11,933,712	6,482,358
Net Expenditures	18,397,495	(4,838,375)	(10,678,264)	5,839,889



BUILDING FUND



Budget Highlights

- The 2016-17 proposed budget includes a placeholder for the addition of one full time Building Inspector; to be added when the Division workload / customer demand dictates. Currently, with only one full time Building Inspector, and a half-time Building Official, coverage for inspections and in-office customer service (availability for permit and code questions via phone or at the counter) remains challenging. Staff continues to do an excellent job coordinating schedules to maximize coverage and to meet our customer's expectations related to our services, but there are times during staff absences (training, vacations and/or sick leave) where we need to postpone inspections, and where other Community Development Department staff assists with providing the needed coverage.
- The City does not have staff with the code certifications necessary to perform A-level (multi-family residential, commercial, and industrial) plumbing plan reviews or inspections. We have entered into an intergovernmental agreement with Yamhill County that allows their Building personnel to perform that work for us (the reciprocal agreement will also allow us to provide inspection services and support to Yamhill County on an as needed basis). The Yamhill County Building Department staff has been excellent to work with, and they have been of great assistance to us in helping provide coverage for our inspectors on an as needed basis, often with very short notice (due to unexpected absences).
- The projected 2016-17 ending fund balance of approximately \$485,000 represents an approximate 91% annual operating reserve for the Division.



Permits were issued for 120
new residential housing
units in 2015

Core Services

Building Division

- Hold pre-application meetings to identify and clarify issues particular to a commercial project prior to submittal of construction documents. These meetings are also attended by various other City departments as well as those interested parties on the applicant side of the project.
- Provide plan review services for residential, commercial and industrial projects prior to permit issuance.
- Conduct inspections in the field at various job sites during the construction process of the projects.
- Respond to code interpretation inquiries.
- Respond to contractors, design professionals, and citizens regarding questions and inquiries as needed.

Future Challenges and Opportunities

- Staffing levels may continue to impact the Division's ability to provide the state mandated and approved services related to building code enforcement and will impact the timing of inspection and plan review services provided to customers.
- Pending technology changes (we will need to upgrade our building permit system since it will no longer be supported) will be an opportunity to improve services – e.g. online permitting; credit card payments; system integration with McMinnville Water & Light; etc.



WASTEWATER SERVICES



<u>Organization Set – Departments</u>	<u>Organization Set #</u>
• Administration	75-01
• Plant	75-72
• Environmental Services	75-74
• Conveyance Systems	75-78
• Non-Departmental	75-99

Budget Highlights

- The 2016-17 proposed budget continues the City's commitment to meet and exceed environmental requirements; to protect water resources; and to guard public health while providing vital utilities at reasonable rates.
- The Water Reclamation Facility (WRF) is now in its 21st year of operation and the water quality regulatory environment is changing. Some of the highlights of these changes are as follows:
 - New Toxics Regulations implemented by the Oregon Department of Environmental Quality (DEQ) are the most stringent in the country. These new standards will require increased sampling and evaluation to stay in compliance. They could also lead to additional permit limitations.
 - DEQ continues to work on a modified Total Maximum Daily Load (TMDL) strategy for the Yamhill River which could lead to additional regulations related to effluent discharge temperature and nutrient removal.
- Per the approved 2015 Updated Wastewater Services Financial Plan, the 2016-17 proposed budget includes a \$6,238,346 Transfer Out to Wastewater Capital Fund to cover planned capital improvements, including significant repair, rehabilitation and replacement of aging sewer lines; replacement of the 3-Mile Lane #3 Pump Station; and design work related to the expansion of the WRF tertiary filtration system.

The tertiary treatment system removes phosphorus. Chemicals are added to combine with particles, which settle and are pumped through filters.



- New Programs, Projects, or Equipment:
 - Modification of digester foam cutters to mitigate degradation due to submersion.
 - Replacing aging variable speed drives (VFD) and sewage pumps at the Cozine pump station & the Raw Sewage Pump Station (RSPS).

Core Services

Administration

- Provide organization, planning and support to meet the needs of all of Wastewater Services sections.
- Ensure the reporting requirements to Environmental Protection Agency (EPA), DEQ and other regulatory agencies are achieved.

Plant / Pump Stations

- Provide stable and cost effective operation of the WRF necessary to achieve National Pollution Discharge Elimination System (NPDES) permit requirements and protect the environment.
- Provide 24-hour per day alarm monitoring and response for the WRF and pump stations.
- Perform predictive, preventative, and corrective maintenance required to keep equipment operational and extend the useful life of the WRF and pump station equipment.
- Land application of exceptional quality biosolids.



Class A, exceptional quality biosolids is applied as fertilizer to local farm crops.

Environmental Services

- Provide the public and local industries information and education on pretreatment programs and goals.
- Issue permits to industrial dischargers, and perform required sampling and monitoring.
- Provide protection for the sewer system and WRF to prevent illicit discharges and harmful wastes that impact the treatment processes, environment or may be harmful to employees working in the collection system.
- Perform required laboratory analysis per the NPDES permit.
- Maintain precision and accuracy through extensive quality assurance and quality control measures.
- Provide technical assistance in evaluating plant processes and preparing for coming regulations.

Conveyance Systems

- Maintain the sanitary sewer system to protect health and prevent property and environmental damage due to system failure.
- Select sewer project repairs to be performed by staff, including replacing sanitary sewer laterals from the sewer mainline to property line as needed.
- Continue to maintain the stormwater system as a cooperative effort with the Public Works Division to remove pollutants before they are discharged to the streams and rivers.
- Coordinate sewer rehabilitation and replacement projects.
- Clean sanitary sewer mainlines and TV inspect the majority of lines every two to three years to identify defects that could cause blockages or allow inflow and infiltration (I&I) into the system.
- Utilize an asset management system to record sewer maintenance and condition and prioritize repairs.

Future Challenges and Opportunities

Administration

- NPDES Permit Renewal is ongoing. The current permit has been administratively extended. Issues over mixing zones, mercury and silver limits, and new toxics regulations are likely to need attention.
- Participation in South Yamhill River Total Maximum Daily Load (TMDL) process with DEQ.
- Develop priority planning to address recommendations from the revised Sanitary Sewer Master Plan.

Plant / Pump Stations

- Planning for new discharge permit with its contingent monitoring and compliance challenges.
- Continued focus on sustainability goals and opportunities for improvements through energy conservation projects.
- Monitoring for progress with I&I issues and other improvements to the collections system.
- Increased reliability of systems to minimize the potential for sanitary sewer overflows.
- Increased focus on preventative maintenance and corrosion abatement on the aging WRF equipment and processes.



Replacement of biofilter wood chips. Odors are removed by microorganisms in the wood chips that consume odor causing compounds as odorous air is piped into air chambers underneath and filter up through the wood chips.

Environmental Services

- Continue to develop and update Standard Operating Procedures and testing methods in expectation of National Environmental Laboratory Accreditation.
- Continue to work cooperatively with the Greater Yamhill Watershed Council on projects that affect the Yamhill River watershed.
- Maintain compliance record with the Environmental Protection Agency (EPA) quality assurance program by continuing to score 100% on all test parameters.
- Continue Wastewater Services Laboratory internship program with Linfield College for the 12th year.

Over 6,000 analyses are performed in the lab each year.
– pictured Jason Hight, Lab Tech



- Continue employee development of Environmental Services staff.
- Educate staff and prepare for the new procedures related to new Oregon toxics regulations.
- Continue follow up on survey results of all nonresidential users to characterize their wastewater discharge.
- Public outreach and education related to wastewater issues, which include distribution of information regarding keeping wipes and other items out of the sewer system to reduce clogs.
- Reduce the amount of fats, oils and grease (FOG) in conveyance system with public outreach and inspection of commercial kitchen grease intercepters.
- Continue to place markers identifying stormwater catch basins that drain to river.

Conveyance Systems

- Prioritization of conveyance video and cleaning work.
- Utilization of newest equipment for more efficient conveyance system maintenance and inspection.
- Determine the effectiveness of ongoing I&I projects and the priority for further rehabilitation and improvement.
- Maintain the sanitary sewer collection system in compliance with the National Pollutant Discharge Elimination System (NPDES) permit.
- Evaluate sanitary sewer cleaning and video inspection schedule and adjust to maintain appropriate level of service.
- Plan for stormwater system management in cooperation with Engineering, Public Works and Wastewater Services Pretreatment.
- Continue to improve sewer maintenance procedures to comply with expected Capacity, Management, Operations and Maintenance (CMOM) requirements.
- Continue to develop in-house sewer rehabilitation capabilities through lining projects.



City Conveyance System crew performing maintenance on a sewer line on NE 4th Street.
– pictured Utility Worker II Randy Clow & Sr Utility Worker Matt Bernards



WASTEWATER CAPITAL FUND



Budget Highlights

- \$2,125,000 – Complete construction of the Cook School Sanitary Sewer Rehabilitation Project which is our continuing effort to curb infiltration and inflow (I&I) into the collections system. Based on findings in the master planning effort, I&I related rehabilitation projects are still a vital component in controlling overflows and help limit the size and scope of needed capacity improvements at the treatment plant.
- \$491,950 – Begin engineering of the tertiary filtration system expansion project at the Water Reclamation Facilities (WRF) per the updated Water Reclamation Facilities Master Plan.
- \$6,238,346 – Transfer in from Wastewater Services Fund to cover the ratepayer contribution for capital needs per the 2015 Updated Wastewater Services Financial Plan.



The construction of the WRF Expansion project was completed in 2016. The final project cost of ~\$13-million was approximately **\$2.5-million less** than the project estimate included in the adopted 2010 Wastewater Treatment Facilities master plan.

Core Services

- Capital improvement planning and construction for the City's wastewater collection system and Water Reclamation Facility (WRF) to meet needs of increased growth of community and ever-changing regulatory climate.
- Continue projects to reduce the infiltration and inflow of ground water and rain into the City's sanitary collection system.

Future Challenges and Opportunities

- Continued prudent and timely review of the Wastewater Financial Plan, and corresponding implementation of rate adjustments necessary to meet the operations, maintenance, and capital construction needs identified in the updated Conveyance System and Water Reclamation Facilities Master Plans.
- Future Wastewater Financial Plan efforts should include a review of policy options related to rates for low income/senior users.



In 2015, the City continued efforts to remove rainwater and groundwater from the public sanitary sewer system. Projects to repair and/or replace over three miles of sewer lines, at a cost of approximately \$1-million, were completed in the downtown and the area near the fairgrounds.

Department Cost Summary

	2014-15 Actual	2015-16 Amended Budget	2016-17 Proposed Budget	Budget Variance
Revenue	5,790,892	6,686,840	6,631,796	(55,044)
Materials & Services	682,634	990,401	790,450	(199,951)
Capital Outlay	8,588,262	5,750,000	2,905,000	(2,845,000)
Debt Service	-	-	-	-
Transfers Out	220,750	230,222	203,526	(26,696)
Total Expenditures	9,491,645	6,970,623	3,898,976	(3,071,647)
Net Expenditures	(3,700,754)	(283,783)	2,732,820	(3,016,603)

Finance Department (Accounting and Ambulance Billing)
Council Goal Setting – February 4, 2017

Finance Department Strengths:

- Dedicated employees, working very hard to carry heavy workloads
- Committed to excellence
- Outstanding teamwork
- Normal operational workload is manageable and essential support services are provided to other City departments and citizens
- Employees are cross-trained and able to cover when coworkers are absent or in transition

Finance Department Challenges:

- Needs exceed resources
- Limited opportunities to achieve excellence in services provided
- Limited ability to complete projects; working on required projects, such as ACA reporting, causes significant backlog of essential/daily tasks
- Limited time for strategic thinking and long-term planning for the Finance Department core services; tasks and projects are not reviewed for efficiencies, process improvement, etc.
- Training is limited; employees do not have opportunities to enhance their skills

Finance Department Achievements:

- Issued \$24M in GO bonds in April 2015
- In October 2016, executed bank loan of \$3.5M to pay off PERS debt and \$2.1M for UR project
- Completed transient lodging tax audits
- “Kept the ship afloat” during several months when staffing level was 4.0 FTE compared to budgeted 7.75 FTE

Issues that need to be addressed:

- Immediate need for prioritizing City services paid for with General Fund resources and adopting a budget based on those priorities
- Meeting the challenge of hiring quality general services employees, given existing pay structure and benefits
- Lack of long-range strategic and financial planning, including exploration of additional revenues; evaluation of service levels demanded by the community and resources needed to fund those service levels; funding for capital replacement and deferred maintenance



Budget Highlights

Accounting Section

The Finance Department provides vital services to the City Council, City management team and operating Departments, and to the citizens of McMinnville. Finance's duties include budgeting and accounting for all financial transactions of the City; preparing accurate and timely reports, in accordance with governmental accounting standards; and promoting responsible management of the City's financial resources. These activities demonstrate the City's commitment to accountability and transparency in all aspects of the City's operations.

For the 2016-17 proposed budget, full time positions in Accounting remain at 5.0 full-time equivalent (FTE) consistent with 2015-16. The Proposed Budget also includes an Extra Help-Temporary Finance II position, budgeted at 0.05 FTE. The employee in this position typically works from August through November and focuses primarily on preparation of the City's Comprehensive Annual Financial Report (CAFR).

Ambulance Billing Section

Ambulance Billing staff contribute significantly to the ability of the City to provide emergency medical services to residents of the McMinnville area. In fiscal year 2014-15, over 4,500 transports were billed, totaling approximately \$3.0 million in billable charges. This revenue is the most significant funding source for the City's Fire and Ambulance activities.

Staffing level of 1.75 FTE for the Ambulance Billing Section remains consistent with 2015-16.

Core Services

Accounting Section

- Providing accounting services for all City financial operations, including payroll, accounts payable, accounts receivable, and general ledger accounting
- Coordinating the annual audit of City financial statements, preparing the Comprehensive Annual Financial Report (CAFR), and maintaining unmodified audit opinions
- Preparing the City's annual budget and providing on-going monitoring of the budget throughout the year
- Developing long term fiscal forecasts, providing valuable information for budgeting and decision making
- Administering property and liability insurance claims
- Issuing and managing the City's debt, including general obligation bonds, revenue bonds, and financing agreements
- Administering the collection of Transient Lodging Taxes
- Managing the City's financial software system
- Investing public funds and ensuring efficient banking services for all City operations
- Assisting City departments, as needed, on various financial issues, including internal control development and compliance

Ambulance Billing Section

- Providing accurate and timely ambulance billing and collection services
- Working with Fire Department Management Team to implement billing system changes, coordinate new procedures, and ensure compliance with State and Federal requirements

General Fund – Finance

2016 – 2017 Proposed Budget --- Budget Summary

Future Challenges and Opportunities

Accounting Section

- o Continue to provide excellent financial and accounting services to City Council, management, and operating departments, while assuming additional duties related to Transient Lodging Tax, Urban Renewal Agency accounting, debt issuance, etc.
- o Continue working with the City Manager, Planning Director, and consultants to manage Urban Renewal accounting and financing, as tax increment funds increase and related projects expand over the next several years
- o Implement eSuite, a Logos module which will enable employees to access payroll information remotely
- o Explore options for managing future increases in PERS employer contribution rates
- o Continue partnering with departments to provide financial system training, identify opportunities to maximize operating efficiencies, and promote internal controls and compliance

Ambulance Billing

- o Implement ESO ambulance billing software, increasing billing efficiencies
- o Remain informed regarding changing billing procedures and rulings at the State and Federal level, including provisions of health care reform such as new ICD-10 billing codes; integrate these changes into the City's ambulance billing process
- o Meet the challenges of coordinating Medicare and Medicaid billing as well as working with a wide variety of payment processing systems

Department Cost Summary

	2014-15 Actual	2015-16 Amended Budget	2016-17 Proposed Budget	Budget Variance
Revenue	26,129	25,500	28,000	2,500
Personnel Services	601,729	644,340	673,785	29,445
Materials & Services	67,736	78,996	78,069	(927)
Capital Outlay	840	1,008	-	(1,008)
Total Expenditures	670,305	724,344	751,854	27,510
Net Expenditures	(644,177)	(698,844)	(723,854)	25,010

Full-Time Equivalents (FTE)

	2015-16 Adopted Budget	Change	2016-17 Proposed Budget
FTE Adopted Budget	6.81		
Extra Help - Ambulance Billing		(0.01)	
FTE Proposed Budget		(0.01)	6.80

Fire / Ambulance Summary 2016/17

This budget year the Fire Department eliminated the Assistant Chief (AC) Position to fund operational projects. The three projects funded by the AC position budget were: the Amity Partnership, the restructuring of Operations including a Battalion Chief on Shift, and the Part Time Emergency Management Coordinator position.

We established a contract with the Amity Fire Department to deploy a peak activity unit from the Amity Fire Station M-F from 8-5. This position was funded with \$60,000 from the Assistant Chief Position, \$10,000 from the Amity Fire Department, rent and utilities provided by Amity Fire Department, and the projected capture of 91 billable ambulance calls for the year. This unit has transported 151 patients through January 23rd, 2017. We are recommending the continuation of this partnership into the next budget cycle.

Operations were restructured to include a Battalion Chief in a separate response vehicle and full time dedicated drivers to reduce risk during emergency operations.

The City Council authorized the hiring of one floater in July and two more floaters in September. This staffing addition was due to vacancies and FMLA staffing shortages. It was estimated the combination of the three floaters would need to cover 150 shifts of overtime for the remaining fiscal year in order to cover their costs. Through January the floaters have covered 101 shifts. There should be no problem covering their costs by the end of the fiscal year.

Ambulance revenues help to offset the cost of the Fire Department personnel that respond to fires. We are working with Finance to restructure a more realistic budget that acknowledges the benefit of the ambulance service funds to augment our fire responses. Without ambulance revenue our fire response would be with volunteers only.

Continuing challenges as we move forward include:

- Staffing shortage to the Fire Marshal's Office creating risk to businesses and community.
 - In 2012 staffing was reduced by 1 code enforcement FTE in the Fire Marshal's Office.
 - Fire Department had to drop exemption from State due to inability to meet enforcement requirements.
 - Increasing plan review and inspection requirements cannot be met by one employee.
- Call volume continues to rise to 8114 in 2016, an increase of 576 calls.
- Fire Station Remodel remains a critical need. Health and Safety reasons for the remodel of living spaces continue due to mold.
 - FY 16/17 funds for engineering released to cover cost of newly acquired PD officers. The funds were not available for the construction project.
- No Vehicle Replacement Plan or funding in place.
- Need to develop Funding Strategies to meet current service demand and plan for future growth.
- Continue to pursue partnerships that improve service and prepare us for the future, including options for creation of a district.
- Continue to support legislation that moves to reimburse ambulance service for Medicaid calls.

FIRE Budget Highlights

- The Prevention Division has been understaffed since the layoff in 2012. The department has discontinued its' "Exempt" status with the State due to our inability to maintain required inspections on high hazard facilities. The City has 1700 facilities that require some level of fire inspections. Last year we conducted just fewer than 500 inspections, and most of those were in low hazard occupancies. In order to meet the safety needs of the community we must increase our capacity for fire safety inspections and plan review.

The plan is to combine the funds from the existing Fire Prevention Educator and Emergency Management positions to hire a Deputy Fire Marshal. This will impact some of our other programs.

- No in-school Fire Safety Education Program
- No Fire Extinguisher Training Programs
- Emergency Management functions will be reassigned to another Chief Officer.
- Planning for the Fire Station Remodel Funding is a high priority.

The facility was designed for all volunteer department in 1986 and finished construction in 1988.

The current challenges due to the original design include:

- Not designed to house female members
- Only 2 showers working in the men's gang showers
- Plumbing leaks that have caused mold development in floors and walls
- No doors on sleeping rooms
- Staff laundry in the women's shower area
- No locker rooms

- Size of living space not adequate to accommodate the number of 24 /7 employees
 - i. Kitchen
 - ii. Day room
- All crews wake up to all calls causing sleep deprivation.

Core Services

Fire Operations

- Respond to Fire and Emergency Medical Services (EMS) related emergencies within the City of McMinnville and the surrounding Rural Fire District
- Provide training opportunities to all personnel within the Operations Division
- Provide response to hazardous materials incidents throughout the Rural Fire District
- Provide incident management functions within the City of McMinnville Emergency Operations Plan

Fire & Life Safety

- Implement a fee schedule to assist with enforcement of the fire codes
- Maintain fire and life safety code enforcement
- Maintain or improve partnerships within local and State organizations
- Review plans for new building construction
- Complete on-site fire inspections of commercial property
- Investigate fires for cause and origin
- Investigate fires involving juvenile fire setters
- Provide for delivery of public fire education courses

Future Challenges and Opportunities

- Develop funding strategies to meet service demands.

2016 – 2017 Proposed Budget --- Budget Summary

- The City Council has adopted response time standards for the Fire Department. The next step would be to start planning for future fire sub-stations to meet these response standards.
- Establish partnerships with external agencies that will improve efficiencies and reduce costs
- Improve ability to provide quality training for emergency personnel
- Identify future staffing needs to accommodate the increasing response volume



Department Cost Summary

	2014-15 Actual	2015-16 Amended Budget	2016-17 Proposed Budget	Budget Variance
Revenue	386,385	365,158	399,829	34,671
Personnel Services	1,897,122	2,117,747	2,180,823	63,076
Materials & Services	452,416	481,909	564,135	82,226
Capital Outlay	1,335,170	100,619	45,000	(55,619)
Debt Service	115,291	115,295	115,295	-
Total Expenditures	3,800,000	2,815,570	2,905,253	89,683
Net Expenditures	(3,413,615)	(2,450,412)	(2,505,424)	55,012

CALL TYPE	SUB-TYPE	2014	2015	2016	Percentage of Calls
FIRE	Structural	53	66	80	
	Brush/ Wildland	38	82	18	
	Vehicle	15	21	21	
	Other	708	720	747	
	Fire Sub-Total	814	889	866	11.7%
EMS	All EMS Calls	6034	6649	7248	88.3 %
Total		6848	7538	8114	100%

2016 – 2017 Proposed Budget --- Budget Summary

Full-Time Equivalents (FTE)

	2015-16		2016-17
	Adopted		Proposed
	Budget	Change	Budget
FTE Adopted Budget	14.75		
Assistant Fire Chief		(0.50)	
Fire Marshall		1.00	
Fire Battalion Chief		1.05	
Firefighter		8.75	
Firefighter / Paramedic		(6.05)	
Firefighter / EMT		(1.85)	
Emergency Management Coordinator		0.48	
Extra Help - Fire		0.14	
Extra Help - Fire Prevention		0.05	
FTE Proposed Budget		3.07	17.82

Ambulance Budget Highlights

This year we experienced another 600 EMS call increase. In addition to increasing staffing to compensate for these increases, the Fire Department is looking to readjust the response zones of our Ambulance Service Area to reduce the length of time we are out of service due to long distance transports. We are looking to transfer the Yamhill Fire District into ASA 1 or Newberg's response zone. While this only consists of 90 ambulance transports annually, most of those transports are to Portland which increases our out of service time immensely. TVF&R, Yamhill RFPD and McMinnville Fire Department all support this move. The Ambulance Service Area Committee is expected to make its recommendation to the County Commissioners on this change in May.

Last year Council authorized the purchase of three used Portland Fire Department Ambulances to prolong our current fleet. This year we will not be purchasing a new ambulance due to this purchase.

- The impact of inadequate Medicare and Medicaid reimbursements is significant because approximately 83% of the City's total transports are Medicare or Medicaid accounts. Last year we saw an increase in Medicaid due to the Affordable Care Act, uncertainty around this remaining consistent due to political issues. Commercial insurance payers generally reimburse the City for about 84% of the total amount charged. The City will continue to discuss funding strategies.
- There is legislation enacted that will create an additional revenue source for Medicaid calls. This will continue moving forward since it has no ties to the Affordable Care Act. It is expected that this legislation will be in place within the next year and could recover as much as \$400 per Medicaid call, which last year was almost 22% of our transports.
- This year's budget continues to include a partnership with Amity. The peak unit has responded to the total annual projected calls within the first 6 months of deployment. The funds allocated for the City portion of the contract are from the unfilled Assistant Chief vacancy. The peak unit will provide for an improved service to the entire Ambulance Service Area (ASA) with a Monday - Friday ambulance stationed in Amity.
- This year we will be beta testing an ambulance in Lafayette. The City of Lafayette has offered to allow us to use their facility to deploy an ambulance. This will be done for response time data collection to ensure the computer models are accurate. It is the first step in a long range partnership with the Lafayette Fire Department.

Core Services

- Provide Advanced Life Support Care to City's 450 square mile Ambulance Service Area
- Provide Advanced & Basic Life Support training to all department Emergency Medical Services personnel

2016 – 2017 Proposed Budget --- Budget Summary

- Provide training to City partner rescue companies within Ambulance Service Area
- Ensure that the City meets the requirements of the Yamhill County Ambulance Service Area plan
- Provide for a Quality Assurance Program to continue to improve the ambulance delivery system
- Continue and improve partnerships with physician advisor and Willamette Valley Medical Center



- Evaluate response needs of entire Ambulance Service Area
- Continue to improve partnerships with outlying rescue agencies
- Develop partnerships to meet and maintain requirements of the McMinnville Ambulance Service

Department Cost Summary

	2014-15 Actual	2015-16 Amended Budget	2016-17 Proposed Budget	Budget Variance
Revenue	3,949,752	4,423,750	4,611,700	187,950
Personnel Services	2,880,073	3,071,748	3,209,373	137,625
Materials & Services	847,121	854,937	901,082	46,145
Capital Outlay	210,802	181,903	35,000	(146,903)
Transfers Out	293,259	312,834	326,357	13,523
Total Expenditures	4,231,255	4,421,422	4,471,812	50,390
Net Expenditures	(281,503)	2,328	139,888	(137,560)

Full-Time Equivalent (FTE)

	2015-16 Adopted Budget	Change	2016-17 Proposed Budget
FTE Adopted Budget	22.95		
Assistant Fire Chief		(0.50)	
Emergency Medical Services Chief		1.00	
Emergency Medical Services Division Chief		(1.00)	
Fire Battalion Chief		1.95	
Fire Captain		(1.95)	
Firefighter		16.25	
Firefighter / Paramedic		(11.24)	
Firefighter / EMT		(3.44)	
Mechanic		(0.30)	
FTE Proposed Budget		0.77	23.72

Future Challenges and Opportunities

- Address the challenge of the sustainability of the ambulance service given that user fee revenue does not cover the cost of providing ambulance service
- Develop funding strategies for operation of the ambulance service that reduce reliance on General Fund support
- Improve Department public service to both internal and external customers
- Attempt to meet the requirements of the Yamhill County Ambulance Service Agreement
- Implement goals and objectives of Self Assessment
- Identify future staffing needs to accommodate increasing call volume

Snapshot of McMinnville Information Systems – 1/30/2017

Strengths / Accomplishments

At our core, IS currently has a strong, experienced and cohesive team that works well together to respond to City needs, both long and short term. The current infrastructure is stable and robust– virtual server resources are well positioned for growth, and recent firewall upgrades in 2016 provide a strong base for network security. This general stability is a major accomplishment as IS has experienced turnover at every position in the last fiscal year, while implementing major upgrades for Public Safety mobile computing support, wifi upgrades in several buildings, virtual server backbone replacements, and updating the City’s website. The IS department is developing a culture that values documentation, information sharing and cross-training, enabling our department to function smoothly and efficiently.

Challenges:

IS can develop better tools and processes to become more efficient and provide faster, better service.

Network security is a constantly evolving threat and will require increased attention and investment in years to come.

The City would benefit from planning communications with IT involved – ideas like centralized social media accounts and website communication strategy.

Short term needs:

Disk Storage Space is currently very strained and is the next major item to be addressed in IS. Present storage hardware is over 7 years old and will no longer be supported by the manufacturer after October 2017. The current plan calls for a two stage implementation - \$45k to be spent from current fiscal year savings, and another \$45k from capital spending in FY 2017/18 to complete the expansion. This will roughly double the City’s storage space and allow for future growth for another 4-8 years.

Major Software Replacements on the Horizon – there are several City software packages that have not had much attention in 10-15 years. They are running into technical limitations and need upgrades – which in each case, would help departments function more efficiently and provide more service and communication to citizens. The main 3 software package targeted for upgrade are:

- Accela – Planning/Building department
- Hansen – Public Works, Engineering
- Caselle – Municipal Court

Long term needs:

Personnel needs are tied to City led planning and the speed of change desired. If the City decides to pursue a major project such as a document management system or phone system, additional staff resources may be needed to support and maintain those projects. Otherwise IS staffing is adequate and we will continue to pursue and revisit goals in the strategic plan.



Information Systems & Services Fund

2016 – 2017 Proposed Budget --- Budget Summary

Budget Highlights

- The 2016-17 proposed budget includes the addition of the IS Director position, filled from the IS Analyst III network administrator position. FTE remains stable at 4.0, while reorganization savings are channeled into professional services, giving IS greater flexibility to provide complex and timely support services to other departments and support City IS projects.

New Programs, Projects, or Equipment:

- Continuation of virtual server philosophy. Reduces hardware and associated costs overall; 92% of all servers are now virtual machines.
- Exploration and extension into cloud based and hosted processing – following industry trends as web based software continues to grow along with service security and reliability.
- Continued support of ERP financial system advanced features, including electronic forms, hardware, network, systems analysis, and other technical services as needed.
- Budget developed with the following priority items:
 - System and network security.
 - License compliance, and maintenance of compliance.
 - Continuity of Operations (COOP), restoration of service interruption.
- Continue long-range strategic planning. Ensure that Information Systems (IS) Department is positioned to support the missions of operating departments.

- Continued planning for video storage requirements and ongoing demand for video camera coverage, both in city facilities and police operations.
- Continue initiative for redundancy and continuity of operations for our computer systems. By utilizing computer room facilities in the Public Safety Building and the Community Center, we are able to create “failover” systems which will ensure continued City operations in the event of a disaster.
- In this coming fiscal year, we will be evaluating several older city software packages as they complete their original product lifecycles and begin to prudently plan for replacement.
- The IS Department is an internal service fund which is reimbursed by the operating departments for all services, equipment, software, and hardware costs that are either specific to the department or shared citywide. The IS Department is reimbursed by operating departments for actual IS costs.

Core Services

- Provide business partnerships with City departments as they define processes to fulfill their individual missions.
- Provide network support, security, maintenance and capacity necessary for the City to conduct its business tasks.
- Provide software acquisition, support, and maintenance necessary for the City to conduct its business.
- Provide hardware resources and support – both servers and desktop – for the City to conduct its business tasks.
- Regularly conduct research and consult with departments in those areas where technology can provide better service to citizens.

Information Systems & Services Fund

2016 – 2017 Proposed Budget --- Budget Summary

Future Challenges and Opportunities

- Partner with the Finance Department for advanced feature implementation of the ERP financial system, as well as expanding the functionality of the system throughout the City.
- Continue to train and equip the IS staff in the use of technology, tools and equipment to enable the maximum use of IS human resources and continue to challenge the IS staff.
- Enhance and expand the City website to provide services and information for citizens. Investigate opportunities for online payments, electronic form submission and social media communication.
- Continue to leverage cloud technologies as appropriate for City information processing needs – long term backup strategies, scalable processing, keeping security and total cost impact in mind.
- Evaluate all paper-based processes for improvement opportunities – electronic form submission, digital document management, and cloud based solutions for document archival and storage.

Full-Time Equivalents (FTE)

	2015-16		2016-17	
	Adopted Budget	Change	Proposed Budget	
FTE Adopted Budget	4.00			
Information Systems Director		1.00		
Information Systems Analyst III		(1.00)		
FTE Proposed Budget		-		4.00

Department Cost Summary

	2014-15 Actual	2015-16 Amended Budget	2016-17 Proposed Budget	Budget Variance
Revenue	884,457	1,093,323	1,050,684	(42,639)
Personnel Services	323,361	414,196	424,050	9,854
Materials & Services	524,405	657,827	610,170	(47,657)
Capital Outlay	33,230	30,000	41,664	11,664
Total Expenditures	880,997	1,102,023	1,075,884	(26,139)
Net Expenditures	3,460	(8,700)	(25,200)	16,500

GENERAL COUNSEL

- The City Attorney's Office is staffed with one full-time attorney. This is the same staffing level that existed when the office was created in 1971. The City Attorney provides advice to all City departments on a variety of legal matters on a reactive basis, giving priority to matters deemed urgent due to project schedules, external deadlines (regulatory, contract, etc.), and Council priorities.
 - In 2016, the City Attorney's Office opened 160 files related to public contracting, labor relations and discipline, ordinance drafting and review, land use, code enforcement, public records requests, tort claims and other matters.
 - Not all legal matters are attended to in a timely manner and proactive risk management, policy development, and code enforcement is not being adequately addressed.
 - GOAL: Create a full-time Assistant City Attorney position that would be funded 50/50 between Administration and Municipal Court through an internal reallocation of resources.
 - GOAL: Improve workflow tracking and management through software to improve internal service delivery.
-

CITY PROSECUTOR

- The City currently employs a 0.38 FTE City Prosecutor, who prosecutes municipal code violations and misdemeanor crimes committed within the City of McMinnville. Over the past 3 years, the City has reviewed and/or prosecuted an average of 542 violations and crimes per year (average 10 new referrals per week).
 - The current part-time City Prosecutor also works as a defense attorney in private practice. The City Prosecutor primarily works part of one day preparing for court, and most of a second day in court. Due to their other work commitments, the City Prosecutor is available on a limited basis for meetings with the City Attorney, Court staff, and/or the Police Chief to provide advice regarding Court operations or law enforcement matters.
 - The City Prosecutor is ethically barred from prosecuting defendants whom they have represented in the past, and the City Attorney is required to be in court approximately twice each month to handle such matters.
 - GOAL: Eliminate the part-time City Prosecutor and transfer prosecution duties to the new full-time Assistant City Attorney.
-

MUNICIPAL COURT

- In addition to the part-time City Prosecutor, the City also employs a part-time Judge, 3 full-time court clerks and one part time court clerk. In addition to municipal code violations and misdemeanors, the Court also oversees the administration of traffic violations and parking tickets. All violations and misdemeanor citations, as well as parking tickets, are referred to the Court by the McMinnville Police Department.
 - During the past 3 years, the Court has handled an average of 1607 traffic citations/year (31/week), which has produced average net revenues to the City of approximately \$106,000/year. This is down from an average of 3021 traffic citations/year (57/week) from 2006-2013, when the Court produced average net revenues to the City of approximately \$342,000/year.
 - GOAL: Work with Police Department to identify opportunities to enhance enforcement of traffic safety laws.
 - GOAL: Evaluate and modify Court programs related to improving driver behavior and reducing local accident rates.
 - GOAL: Improve collection of fines and fees assessed by the Court to restore lost net revenues to the City.
-

HUMAN RESOURCES

- Many human resource functions have traditionally been decentralized within the City. Administrative and professional support is provided by the City Attorney, City Recorder/Legal Assistant, and Administrative Assistant in the areas of: Hiring/recruitment, worker's compensation claims, drug testing, maintenance of personnel files (non-finance), labor negotiations, employee grievances and complaints, discipline and discharge, and risk management. In addition, oversight is provided for contract administration of compensation surveys, as needed.
 - GOAL: Eliminate dedicated full-time HR Generalist position, and distribute functions among existing staff.
-

RECORDER/PUBLIC RECORDS

- The Recorder's Office provides direct support for the City Council, and indirect support for the City's other boards and commissions. The Recorder oversees the management of the City's public records system, including the municipal code, resolutions and policy documents, personnel files and public contracts.
- GOAL: Facilitate the comprehensive review, update and online posting of the City's Municipal Code by 2017-18.
- GOAL: Create improved process for making City records available to the public.



ADMINISTRATION DEPARTMENT



Organization Set – Sections

- **City Manager's Office**
- **City Hall & City Property**
- **Mayor & City Council**
- **Legal**
- **Community Services**
- **Human Resources**

Organization Set #

01-01-002
01-01-003
01-01-005
01-01-008
01-01-011
01-01-012



General Fund – Administration

2016 – 2017 Proposed Budget --- Budget Summary

Budget Highlights

The Administration Department consists of six sections as listed below. These sections define the Administration Department for operating and budget adoption purposes.

City Manager's Office

- Includes the City Manager and 0.10 FTE of the City Recorder / Legal Assistant.

City Hall & City Property

- Includes maintenance expenditures for City Hall, Civic Hall, and City owned property not otherwise assigned to a specific fund or department such as the Chamber of Commerce building.

Mayor & City Council

- Includes 0.40 FTE of City Recorder / Legal Assistant who is responsible for preparing City Council packets and minutes and performing other support functions for the Mayor and City Councilors. Also included 0.20 FTE of the Administrative Specialist I. Includes \$30,000 for Community Outreach programs such as the National Citizen Survey.

Legal

- Includes 0.90 FTE of the City Attorney, 0.50 FTE of the City Recorder / Legal Assistant and 0.20 FTE of the Administrative Specialist I.

Community Services

- Includes City funded support of various community programs, including Holiday Lighting, Downtown Public Art, Yamhill County public transportation, and McMinnville Economic Development Partnership.

Human Resources

- Includes 1.0 FTE for the Human Resources Director for Personnel Matters

Core Services

City Manager's Office

- Provides leadership and management support to City government operations and the City Council.
- Coordinates the accomplishment of City Council goals.
- Provides information, support, recommendations, and advice to the Mayor and City Council.
- Represents the City, Mayor, and Council before various public and private groups.
- Responds to citizen requests and complaints on behalf of the Mayor and City Council.
- Oversees Risk Management for the City.

City Attorney's Office

- Provides legal advice to the Mayor, City Council, City Manager, Department Heads, and City employees concerning City business.
- Provides representation of the City in court proceedings, administrative matters, and other forums.
- Drafts City's legal documents and reviews all legal documents submitted to the City.
- Manages the City's Municipal Court.





MUNICIPAL COURT



Organization Set – Sections

- Court**
- Parking Tickets**

Organization Set #

01-13-060
01-13-063

General Fund – Administration

2016 – 2017 Proposed Budget --- Budget Summary

Future Challenges and Opportunities

Administration - City Manager's Office

- The ability to finance growing operational and capital needs, with relatively flat revenues. Additional discussion of long-term issues is included in the City Manager's Budget Message.
- Maintain and enhance the City's human resources policies, programs, and practices in order to recruit the highest quality work force and ensure its long term well being.

Administration - City Attorney's Office

- Update and maintain the City of McMinnville Municipal Code.
- Work with Human Resources and Finance to update and maintain Employee Handbook
- Ability to provide timely legal advice and legal representation for the Mayor, City Council, City Manager, Department Heads, and City employees.

Department Cost Summary

	2014-15 Actual	2015-16 Amended Budget	2016-17 Proposed Budget	Budget Variance
Revenue	26,494	46,100	47,000	900
Personnel Services	491,713	493,243	592,097	98,854
Materials & Services	374,679	390,053	502,763	112,710
Capital Outlay	7,850	2,015	-	(2,015)
Total Expenditures	874,242	885,311	1,094,860	209,549
Net Expenditures	(847,749)	(839,211)	(1,047,860)	208,649

Full-Time Equivalents (FTE)

	2015-16 Adopted Budget	Change	2016-17 Proposed Budget
FTE Adopted Budget	3.30		
Human Resources Director		1.00	
City Recorder / Legal Assistant		1.00	
Admin Assistant / HR Analyst		(1.00)	
FTE Proposed Budget		1.00	4.30



General Fund – Municipal Court

2016 – 2017 Proposed Budget --- Budget Summary

Budget Highlights

- Continue to provide increasingly better customer service, increased efficiencies, lower costs for the City, and improved ways to work with our clients while holding them accountable.
- Continue to bring innovative alternative sentencing programs to Municipal Court clients. Circuit and Juvenile Courts are participating in Municipal Court's diversion programs.
- Continue an "early resolution" program for eligible defendants, reducing court appointed attorney fees and ensuring swift adjudication.
- Continue to explore flexible payment plans that meet the needs of our clients while also meeting the goals of the Court.
- Continue to provide programs that enable people to have their drivers' licenses reinstated at the earliest possible time.
- Continue to improve all processes and procedures to ensure that the Court operates as smoothly and efficiently as possible.
- Capitalize on the benefits of e-ticketing, including no longer being required to manually enter each citation into the Court's software system, improved tracking, and ability to work with the state to include McMinnville in risk management assessments.
- Implement cash receipting to improve customer service, enhance our record keeping processes, and add financial safeguards.

Core Services

Provide education and information to the public through the provision of quality judicial services:

- Swift access to the Court
- Opportunity for a hearing or trial before a neutral decision maker
- Sentences tailor made to fit not only the act but the actor
- Alternative programs which teach rather than punish
- Accessible, responsive, education-oriented Court staff

Future Challenges and Opportunities

- Work with Information Services to ensure that the new cash receipting program is as efficient and helpful as possible to both Court staff and customers
- Coordinate processes with Finance as cash receipting is implemented
- Partnership with community services providers that are designed to reduce recidivism, at affordable costs to participants.
- Be prepared for the increasing number of trials being requested, and maintain a jury pool at all times.
- Continue to cross train all employees for maximum efficiency
- Improve the courts process when verifying if an indigent citizen is qualified for court appointed counsel.
- Assigning community service with non-profit agencies in order to benefit the community.
- Continue to keep up with changes in the law.
- Maintain and increase statistical reporting.
- Maintain professionalism through education and volunteerism.

2015 Statistics

- ❖ 42 citizens over the age of 50 attended a driving refresher course sponsored by AARP.
- ❖ 24 DUII convictions and 45 DUII diversions were ordered.
- ❖ 387 accounts were reinstated through the courts reinstatement program to allow citizens to obtain their drivers license.
- ❖ 21 juveniles assigned to BUSTED, the under-age substance abuse class
- ❖ 323 people participated in the online driving refresher course
- ❖ 502 people used the courts "Fix It" Ticket
- ❖ 120 defendants who were assigned court-appointed attorneys were ordered to pay the court appointed attorney fees
- ❖ 242 files were sent to collections

General Fund – Municipal Court

2016 – 2017 Proposed Budget --- Budget Summary

Department Cost Summary

	2014-15 Actual	2015-16 Amended Budget	2016-17 Proposed Budget	Budget Variance
Revenue	483,902	523,750	531,350	7,600
Personnel Services	271,487	296,552	378,488	81,936
Materials & Services	143,134	169,171	86,515	(82,656)
Capital Outlay	933	1,008	-	(1,008)
Total Expenditures	415,555	466,731	465,003	(1,728)
Net Expenditures	68,347	57,019	66,347	(9,328)

Full-Time Equivalents (FTE)

	2015-16		2016-17
	Adopted Budget	Change	Proposed Budget
FTE Adopted Budget	3.80		
Judge		0.20	
City Prosecutor		0.38	
FTE Proposed Budget		0.58	4.38

McMinnville Public Library
Council Goal Setting Summary - January, 2017

Challenges

- Library is below “Essential” standards for open hours based on the Oregon Library Association Public Library Division Standards
 - Increased open hours included in 2016-17 budget were not added
 - Additional staff hours were not filled, which resulted in a savings of approximately \$28,000
 - Library was not able to open to the public on Saturday morning as planned
- Aging equipment
 - Ongoing issues with elevator require an elevator modernization – estimated to cost \$75,000
 - HVAC system is reaching its end of life – regular maintenance is needed on this 35 year old system and parts get harder and harder to find

Strengths

- Support from Friends of the Library - \$80,000 in 2016-17 for library materials for the public, shelving and other furniture, ADA doors, programming
- Support from Library Foundation - \$20,000 in 2017 budget for materials and programming for the public
- Library Services Technology Act grant - \$56,000 in 2016-17 for early literacy kits for Polk, Yamhill, and Marion Counties
- Contract out bookmobile services – Summer, 2017
- Radio Frequency Identification (RFID) is here. This circulation and inventory system will change workflow for staff. We hope to utilize more patron driven practices with self-pickup of holds and checkout kiosks for easy self-checkout of library materials. The Friends of the Library have agreed to support a lobby redesign to improve workflow.

Short term goals

- Redesign of Teen Escape, entrance, lobby and more with funds provided by Friends of the Library
- Increase downloadable ebook and audio book collection
- Continue success of Book Buddies bookmobile program through fundraising and grants
- Distribute 13,000 early literacy kits in three county area
- Contract bookmobile services out to Newberg Public Library

Long term goals

- Plan for library remodel and possible increase in square footage
- Less reliance on Friends and Foundation for capital needs

Accomplishments, 2016

- Increased Book Buddies program from 1 to 4 locations while continuing its popularity and success with a grant from Oregon Community Foundation
- Finished Plaza redesign with funding from Library Foundation, donations and grants
- Increased Latino programming and outreach
- Managed staff absences due to two maternity leaves and one long term illness

Highlighted text indicates top issues/priorities for 2017



Budget Highlights

Increased open hours

This budget includes an increase in Personnel Services to add back three open hours on Saturday mornings at the Library starting in the fall of 2016 in an effort to regain some of the services reduced in 2012. The addition of hours in 2016 will be contingent on favorable economic indicators for 2016-17 and the financial status of the General Fund.

- Additional staff for Saturday morning hours will increase library personnel services budget by 2.6%
- Saturday morning additional hours will require 0.61 FTE, which is a 4% increase in FTE
- Adding 3 hours on Saturday morning will increase the open hours by 6.6%, from 45 to 48 open hours per week.
- Oregon Library Association Public Library Division Standards offer the following measurements for open hours:

Population Served	Essential	Enhanced	Exemplary
0—4,999	20	35	50
5,000—9,999	30	45	60
10,000—24,999	40	55	70
25,000 and above	50	60	75

Personnel Costs

Last year’s salary survey resulted in an increase in range for 86% of library staff, with a 2.5% salary increase for these staff members. This year approximately 77% of staff will see another range increase. In addition, 60% of library staff will earn step increases of 5% this year. While all well deserved and appreciated, these increases will show a bump in personnel costs, even if FTE is not changed.

Computer Charges

As library services continue to change with the times, technology becomes an ever increasing need for patrons. Additions to the number of staff and patron technology devices are reflected in an increase to the M & S Computer Charges. Public computers are used frequently, and the library wireless internet service has become a necessity. In the 2016-17 fiscal year the library will have 66 PCs, 8 laptops, and 9 tablets for patron and staff use.

Future Challenges and Opportunities

Challenges

Library patrons, volunteers, and staff have been negatively affected by aging elevator and HVAC equipment. This aging equipment becomes more and more complicated to repair, with parts difficult or impossible to find. A modernization of the elevator is under investigation. The HVAC will continue to be repaired, with hope for an overhaul in 2-3 years.

Opportunities

With far reaching fiscal and volunteer support, the Library Plaza enhancement project was recently completed. The project brought together many individuals and community groups to leave a literary legacy through pavers engraved with book titles, harnessing enthusiasm for reading and the library. The opportunity to continue this excitement and support will be explored through collecting stories about the paver title choices, reading challenges, and more.

The library is planning to build on the success of the Book Buddies Bookmobile Program and weekly Teen Game Night through grants and volunteers. Grant applications have been submitted to the Oregon Community Foundation and the Library Services and Technology Act to increase services to teens and Latino families.

Through the Chemeketa Cooperative Regional Library Service (CCRLS) the library will be implementing RFID (radio frequency identification) of library materials. Basic costs associated with the implementation and operation of RFID will covered by CCRLS. RFID offers:

- More rapid checkout
- Greater efficiency with self-check lines leading to less repetitive strain injuries for staff
- Reduction of time spent on circulation procedures, freeing staff for enhanced service
- Greater efficiency with inventory and ability to find lost or misshelved items

The library will be looking into supplies and technology to further harness the capabilities of RFID in the future.

Core Services

Reference and Information Services

- Provide residents with the information they need with timeliness, sensitivity and privacy so that they may improve their lives.
- Teach patrons how to locate and evaluate information so that they are more self-sufficient and empowered to engage in lifelong learning.
- Ensure that the library's information resources have depth and scope, reflect new and emerging information needs, and effectively provide our community access to diverse ideas to educate and engage.
- Provide technology access and training to connect people with community and ideas to enhance and improve their lives.
- Provide engaging and enriching resources and programming to support lifelong learning and information literacy.
- Foster a friendly and welcoming environment which inspires people to connect with each other, the community, and ideas.
- Collaborate with community partners to meet individual and community education, literacy, recreation, and technology needs so that residents may improve their lives.
- Foster community awareness of resources available for individuals to improve their lives.

Children's Services

- Provide programs for families to engage and educate.
- Connect with children and families to promote ideas, imagination, play, curiosity, and hope.
- Create a literate well-informed group of citizens who are able to make decisions that will take our country into a positive future.
- Encourage children to enjoy and value the richness of our language, culture, and history through literature.
- Enhance and supplement the curriculum of our local education community through available and readily accessible information.
- Meet the needs of children whose parents do not/cannot provide age appropriate books and technology.

- Offer year-round programs to keep children engaged with reading and learning through fun experiences.
- Provide a place of safe intellectual discovery where all children feel welcomed and their interests are valued.
- Provide parents with tools and skills to foster early literacy to encourage lifelong learning.

Circulation Services

- Circulate library materials accurately and efficiently so as to provide patrons access to library materials to enhance their lives.
- Collaborate with volunteers to create meaningful connections with individuals and the community for engagement and success.
- Manage patron accounts and communicate effectively to ensure the communities' access to diverse ideas.
- Provide information that allows patron access to materials to ignite their imagination

Technical Services

- Maintain a rich, diverse, and well cared for collection of materials.
- Update collections to meet the changing needs of the community.
- Acquire and catalog materials used to support literacy, imagination and access to diverse ideas.
- Accept donations of materials from community members to enhance the library collection and support the Friends of the Library book sale.

General Fund – Library

2016 – 2017 Proposed Budget --- Budget Summary

Department Cost Summary

	2014-15 Actual	2015-16 Amended Budget	2016-17 Proposed Budget	Budget Variance
Revenue	198,122	199,694	198,143	(1,551)
Personnel Services	962,689	1,054,026	1,131,735	77,709
Materials & Services	310,267	360,373	342,535	(17,838)
Capital Outlay	5,414	41,717	-	(41,717)
Total Expenditures	1,278,370	1,456,116	1,474,270	18,154
Net Expenditures	(1,080,247)	(1,256,422)	(1,276,127)	19,705

Full-Time Equivalent (FTE)

	2015-16		2016-17
	Adopted Budget	Change	Proposed Budget
FTE Adopted Budget	15.45		
Librarian II - Reference		(0.32)	
Librarian I - Reference		0.13	
Library Tech Assistant - Circulation		0.97	
Library Assistant - Childrens		0.38	
Library Assistant - Circulation		0.01	
Library Page		(0.76)	
FTE Proposed Budget		0.41	15.86

City of McMinnville
PARKS AND RECREATION DEPARTMENT
2016 accomplishments - urgent circumstances – other considerations

Park Development

Accomplishments: NW Neighborhood Park Project Grants/Donations: Received grants in the amount of \$60,000 from The Collins Foundation (Portland, Oregon) and \$25,000 from The Ford Family Foundation (Roseburg, Oregon). Received a donation from McMinnville Kiwanis in the amount of \$124,830; Received checks totaling \$7,500 from the Sunrise Rotary Club and Sunrise Rotary Foundation; received \$1,500 private individual donation. When coupled with the previously awarded \$275,000 from State Parks Local Govt. Grant Program a total **\$493,830 non-City funds** are dedicated and available to support the new NW Neighborhood Park. Current grant deadlines require that a majority of these funds are expended in the current calendar year (the park is targeted for construction in summer/fall 2017.)

As required by Oregon State Parks, the City Council, in March of 2015, passed Resolution 2015-14 supporting the City's application for a State Parks Local Government Grant. In that resolution, the Council also promised to provide adequate funding for ongoing maintenance of the new NW Neighborhood Park, for which grant dollars were awarded. In part, the resolution language states:

WHEREAS, the City of McMinnville has the necessary funds to provide the grant match related to the grant application; and

WHEREAS, the City of McMinnville will provide adequate funding for on-going operations and maintenance of this park and recreation facility in perpetuity, should the grant funds be awarded;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF MCMINNVILLE, as follows:

1. The City Council supports the staff efforts to secure new funding sources supporting the development of the new four-acre neighborhood park in NW McMinnville; and
2. The City Council authorizes staff to apply for Local Government Grant assistance through the State of Oregon Parks and Recreation Department; and

Each grant application submitted asked the same question (and the City responded similarly) regarding ongoing maintenance of either the park or the barrier free, inclusive playground toward which foundations and others were asked to contribute.

Urgent Circumstances: In recent months, two budgeted Park Maintenance utility worker positions (\$140,000) approved in the FY 2016/17 Park Maintenance budget, intended to build back overall park maintenance capacity and address maintenance needs for the new NW Neighborhood Park have been cancelled, with even further Park Maintenance cuts proposed. Such drastic action does not meet the City's commitment to our grant providers (and other donors) nor our obligation to the community.

Other considerations: Ongoing work with Pickle Ball advocates to renovate City Park Tennis courts to accommodate pickleball; courts are badly in need of repair. Met with Sunrise Rotary Club to initiate efforts to build two new bocce courts at Discovery Meadows Community Park that would serve local Special Olympics athletes (Club will fund the project and provide near term maintenance) and others. Funding, in 2018-19 a comprehensive, community-wide study to update McMinnville's 18 year old Parks, Recreation and Open Space Master Plan.

Parks and Recreation Department, cont:

Aquatic Center

Accomplishments: Starting 2016, the Aquatic Center began offering comprehensive Membership packages that included all fitness class, swim program or weight room use. Single day drop-in admissions, and discounted punch cards, were similarly packaged and included unlimited daily re-admission. Total revenue increased by \$50,000.00 from the previous fiscal year. 1,236 total memberships were sold-235 more than the previous fiscal year.

The Aquatic Center entered into a contractual agreement with SilverSneakers offering reimbursed memberships to senior citizens whose health plans offer this program. First year enrollment was approximately 200 members. As of January 2017 the Aquatic Center also has a contractual agreement with Silver&Fit to offer a similar program.

Through the power of Community Partnership we are able to continue hosting some fantastic programs including: McMinnville High School Swim Team: A 50+ year partnership (90 student athletes are participating); McMinnville Swim Club: A 50+ years partnership (100+ participants); Chemeketa Community College: 10 year partner - Students earn college credit for working out; Ron Kam Survival Swimming Program: A 35+ year partnership with School District #40: Approximately 600 third grade participants annually (dozens of parental volunteers who help conduct the program)

Urgent Circumstances: The main roof of the building has begun leaking – deterioration of roofing materials has been discovered and is currently being studied to determine cause and extent of conditions; pool deck surfacing has become slick and in need of repainting with slip resistant applications; extensive dry-rot of east exterior wall is evident and awaiting repair; metal siding has deteriorated (rust holes have been patched in some cases; further examination is required to determine scope of repair/replacement); main pool drains and pool gutter structures are rusted through and deteriorated. An ADA compliant pool lift is required for the AC spa.

Other Considerations: Interior lighting (and some ballasts) need to be fully replaced; Pool blanket is beginning to fail; small slide has been removed and may not be replaced; Exterior and Interior painting is long overdue and becoming a noticeable distraction for customers; interior metal doors and window frames that have rusted need to be replaced, weight room flooring is in poor shape.

Community Center & Special Interest Recreational Classes and Programs

Accomplishments: The Community Center continues to act as “The People Place” offering a variety of user options from recreation programs to private meeting places to special community-wide events to School District sponsored fundraisers and other programs annually. Parks and Recreation Department classes and programs are growing to meet community interests. New Teen Council, teen dances, two new fun-runs and Sunday basketball (off-site) have all added to expanded recreation opportunities in 2016.

Urgent Circumstances: The main (major) water heater for the facility is failing and has leaked significantly this year (on and off). It is about to fail. We are investigating the cost of this unanticipated replacement; we

Parks and Recreation Department, cont:

will be replacing leaking shower room heads and controller valves, we have been replacing more and more HVAC piping and controllers, pumps and boiler components due to failures (the heating/cooling systems are failing more frequently (old building); both flat roofs on the building are leaking and have been temporarily patched (need to re-roof flat sections of facility). Wooden gym and racquetball flooring needs to be refinished if not sanded and refinished (long overdue) before bare wood is exposed and damaged. Exterior stucco walls and applications need to be repairs and repainted.

Other considerations: All interior spaces need new paint. This has become a point of concern as patrons are taking notice. Several interior doors and frames need to be repaired or replaced.

Kids on the Block

Accomplishments: Expanded opportunities for new enrichment experiences for all age groups within the program. Continued serving approximately 450 children, 70% of whom require financial assistance to attend the program. Continued and sustained our successful Partnerships with Linfield College, KOB, Incorporated, McMinnville School District, and other community enrichment providers, all of whom contribute to this award winning after-school enrichment program. Successfully incorporated about a dozen behaviorally challenged children into the program and continued supporting homeless children within the program throughout the year.

Other considerations: Staff turnover at the end of this year will significantly reduce the level of experienced on-site staff and leadership team. Over 75 site director and leadership staff are needed annually. Re-assess the Mayor's Charity Ball partnership and determine on-going funding sustainability plan of action. Re-build the Kids on the Block, Inc. advisory board or alternate to support the program long-term.

Youth and Adult Sports

Accomplishments: Introduced new recreation opportunities for adult recreation with varying success – Coed Soccer/Ultimate Frisbee (trying to expand services and meet needs of Millennials). Continued providing our very successful youth sports programs and standard (and popular) adult sports efforts (over 1500 games and matches scheduled at Dancer Park) Another 200 basketball games (at school facilities) for youth and adults scheduled during the year.

Urgent Circumstances: Sport field maintenance at Dancer Park has been a challenge. The quality rhythm of seasonal and annual turf improvements and applications has been diminished over the years due to budget reductions. Such changes and resulting field conditions are showing more prominently now. Recreational Sports staff is working with Park Maintenance staff to find ways of potentially recovering dollars to support the re-introduction of "good practices" that for so long kept our venues in top notch condition. The challenge is to find dollars while keeping programs affordable.

Other considerations: Batting cage replacement nets and cabling and other related improvements are necessary .

Parks and Recreation Department, cont:

Senior Center

Accomplishments: Started the new Wortman Park Café, a twice a week fresh salad, soup, bread and dessert bar that has proven incredibly successful. Attendance at the Café in 2016 exceeded 5800 with a record one day attendance of 93. This new opportunity provides affordable healthy food choices for seniors and develops new overall revenue source to help off-set costs of overall program and facility operations.

Received two estate gifts totaling just under \$15,000 to support projects at the Senior Center.

The Friends of McMinnville Senior Center continued their great support by donating nearly \$10,000 for new commercial refrigerator, freezer and work table for the SC kitchen, new lobby tables and furniture and refrigerated salad bar for the Wortman Park Café. The "friends" are an integral part of the Senior Center success.

Continued the rapid growth of special interest recreational classes and programs including a four week Tuesday evening concert series supported by the Music Performance Trust Fund.

Urgent Circumstances: The Senior Center roof needs replacing. Through building fund donations and estate gifts, the Center has accumulated approximately \$45,000 to support this project. General Fund dollars may be necessary to complete the project, estimated to be \$60,000. Updated estimates are being sought at this time. Having promoted the fundraising for the roof (and provided the initial donation of \$20,000), The Friends of McMinnville Senior Center are anxious to see this project completed.

Recent inspections have indicated the need/requirement to replace fire line sprinkler heads within and without the building. While this can be accomplished in phases, replacing all sprinkler heads will cost in the approximately \$17,500.

Other Considerations: The Senior Center exterior needs to be re-stained.



General Fund – Parks & Recreation

- Administration

2016 – 2017 Proposed Budget --- Budget Summary

Budget Highlights

- Our three recreation centers (Aquatic, Community and Senior), open a combined 177.5 hours per week, are often filled with various recreation classes and programs as well as other community uses. Our many classes and events offer thousands of special interest program hours that directly serve the interests of families and individuals in McMinnville and surrounding communities. Along with our daily Kids on the Block (KOB) after school enrichment program, our year-round youth/adult sports leagues as well as the unlimited hours of un-programmed park experiences offered along our many trails, atop our skate parks, or within our many playgrounds, picnic sites and open space, the benefits of our budget investments outlined here-in impact our community far beyond the numbers; Parks and Recreation services and facilities significantly enrich the lives of our citizens and fundamentally support the quality of life in McMinnville.
- The overall Parks and Recreation Department budget for 2016-17 represents a self-supporting level of about 58.7%, with anticipated revenues of \$1,474,133 (and a general fund support of \$1,035,632). On the expenditure side, the budget includes part-time wage adjustments throughout the Department totaling approximately \$22,000 (including fringe benefits) to accommodate state mandated minimum wage increases and sick leave allowance for part-time, temporary staff beginning in July 2016. This initial minimum wage bump of .50 cents (\$9.25 to \$9.75) is the first of six increases that will eventually establish our new regional minimum wage at \$13.50/hr.

The Parks and Recreation Department schedules about 52,500 hours of part-time staff hours annually. Approximately 80% of our part-time staff will be impacted by this initial wage increase. Subsequent annual adjustments will eventually increase all current part-time wages and the annual financial cost impact will be more significant. In 2016-17, increased costs related to sick leave and minimum wage increases are scheduled to be off-set

by increases in program fees, facility rental fees and other related cost recovery adjustments. Further discussion about expenditures is provided in the various sub-department budget summaries to follow. Overall, the Department budget remains generally conservative.

- In the Parks and Recreation Administration budget, there is an increase in the Travel and Education expenditure line. This reflects a consolidation of typically unused funds that were previously budgeted within our respective sub-departments. These funds will remain available to all staff throughout the Department who may wish to attend a professional conference or training workshop. Overall Department costs for Travel and Education have remained the same from previous years.

Core Services

- Department oversight and management
- Park system planning and development
- Community advocacy, collaboration, and coordination
- Resource development
- Management of park improvement projects

General Fund – Parks & Recreation -Administration

2016 – 2017 Proposed Budget --- Budget Summary

Future Challenges and Opportunities

- McMinnville's Park, Recreation and Open Space Master Plan, adopted in 1999, is scheduled to be updated in 2017-18. McMinnville residents value their many parks and greenways, recreation centers and the many City sponsored recreation programs and services that enrich their lives. We realize the community is changing, the Aquatic and Community Centers are aging and less flexible today than in the past to meet indoor recreation needs, and our parks and park amenities must continue to evolve to stay relevant in providing for our residents. Engaging our citizens in this review will identify community-wide recreation program and facility development priorities, determine citizen's willingness to pay to implement those priorities and further address critical park system funding. The City sponsored National Citizens Survey planned in the coming year and other informal patron surveys throughout our Department will help shape the substance of our Master Plan initiative and process in 2017-18.

Park Development and Improvement Issues

- Final design and engineering and construction documents for the NW Neighborhood Park will be completed by the fall of 2016. It is anticipated that the construction bid process for the new park will be initiated in January of 2017 with construction taking place from March through June 2017 (park open, summer 2017).

Department Cost Summary

	2014-15 Actual	2015-16 Amended Budget	2016-17 Proposed Budget	Budget Variance
Revenue	19,636	28,500	28,500	-
Personnel Services	192,764	209,581	220,399	10,818
Materials & Services	55,784	53,840	58,337	4,497
Capital Outlay	93	224	-	(224)
Total Expenditures	248,641	263,645	278,736	15,091
Net Expenditures	(229,006)	(235,145)	(250,236)	15,091

Full-Time Equivalents (FTE)

	2015-16 Adopted Budget	Change	2016-17 Proposed Budget
FTE Adopted Budget	2.70		
Rec Leadership - Park Ranger		0.01	
FTE Proposed Budget			2.71



General Fund – Parks & Recreation - Aquatic Center

2016 – 2017 Proposed Budget --- Budget Summary

Budget Highlights

- The Aquatic Center (AC) budget in 2016-17 is 60% self-supporting with anticipated revenues of \$444,425. Anticipated General Fund support for the AC is \$289,931, which is \$42,105 less than budgeted last year, due to a combination of completed, one time maintenance/building improvements and increased revenues. The 60% cost recovery is a very good achievement and reflects our Aquatic staff's strategic attention to price setting and growing opportunities for patrons.
- Increased revenues in AC memberships are significant and reflect the success of "value added" pricing and program structure; as of last July, AC memberships include participation in all fitness classes at the Center without the previous additional fitness class cost to member participants. Our member revenue and participation has increased as a result. New revenues also reflect the new Healthways Insurance Network partnership which allows qualifying senior participants whose health insurance falls within the Healthways network umbrella to participate free in AC fitness programs and services. Healthways tracks participation and pays the AC an agreed upon fee for their member visits. This partnership has inspired new levels of participation. We anticipate that revenues will continue to grow in the coming year. Slight fee increases across the board will help defray costs associated with mandated sick leave and minimum wage adjustments for part-time, temporary staff.
- Repairs and Maintenance: In addition to annual licenses and general day-to-day repairs, the proposed budget carries one project forward from 2015-16 (weight room floor mats) and continues our annual door replacement of deteriorated interior doors resulting from previous exposure to high chloramine levels, conditions that were corrected several years ago.

- Materials and Supplies – Equipment: Includes \$4,000 to replace an aging ab/back machine in the weight room, as needed; \$800 for office chairs or tables as needed; and miscellaneous computer equipment items.

Core Services

- Lifeguard training and safety management
- Community fitness programs
- Public recreation; swim lessons; general aquatic programming
- Community/high school swim teams; agency programs; facility rentals
- Maintenance and repairs

Future Challenges and Opportunities

- Sustain quality programs while creatively maximizing pool hours
- Continue strong membership retention efforts
- Effectively manage impacts of program growth to sustain patron satisfaction
- Investigate feasibility of enclosing patio area and expanding weight room and cardio-fitness equipment and related programs to sustain success and meet rapidly growing demand. Expanded program opportunities in this area will generate new revenues to support operations.



Use of the Aquatic Center weight room is included with annual passes. As part of the City's employee wellness program, the Aquatic Center and weight room are available to all City employees as an employee benefit.

General Fund – Parks & Recreation -Aquatic Center

2016 – 2017 Proposed Budget --- Budget Summary

Department Cost Summary

	2014-15 Actual	2015-16 Amended Budget	2016-17 Proposed Budget	Budget Variance
Revenue	404,815	418,750	444,425	25,675
Personnel Services	497,538	508,649	517,647	8,998
Materials & Services	231,111	241,577	212,709	(28,868)
Capital Outlay	37,743	560	4,000	3,440
Total Expenditures	766,392	750,786	734,356	(16,430)
Net Expenditures	(361,577)	(332,036)	(289,931)	(42,105)

Full-Time Equivalent (FTE)

	2015-16 Adopted Budget	Change	2016-17 Proposed Budget
FTE Adopted Budget	11.07		
Extra Help - Aquatics I, II, III (Lifeguard)		0.22	
Extra Help - Aquatics I, II, III (Office)		0.02	
Extra Help - Aquatics I, II, III (Swim Lessons)		(0.04)	
Extra Help - Aquatics I, II, III (Fitness Classes)		0.07	
FTE Proposed Budget		0.27	11.34



Ron Kam Survival Swimming Program

Partnership Program for over 35 Years!

Over 35 years ago, a youngster tragically drowned in a Perrydale farm pond. Each year since, McMinnville 3rd graders learn an important life skill: how to swim on their backs with clothes on. They spend a week at the pool learning to swim to safety in the event of a water accident. All six elementary schools bring students to the pool for hour-long swim & safety lessons originally developed by past Aquatic Manager, Ron Kam. For some students, it's a first exposure to water. For others, it's a chance to practice skills and enjoy the pool. The program is conducted by School District and pool staff.



Mac High Swim Team (Grizzlies)

Partner Program for over 50 Years!



Chemeketa Community College

Partner Program for 7 Years!

Partners for a "More Fit Tomorrow".



General Fund – Parks & Recreation - Comm. Ctr & Rec Programs

2016 – 2017 Proposed Budget --- Budget Summary

Budget Highlights

- The 2016-17 proposed budget for the Community Center (CC) provides for a cost recovery level of approximately 52.9% with anticipated revenues of \$261,050. Anticipated General Fund support for the CC is \$232,136. The Center is open to the public 57 hours per week, Tuesdays through Saturdays and available for public or private facility rentals during “off-hours”. The overall Community Center budget remains fairly steady, with a few exceptions noted in the following bullet points.
- The 2016-17 budget includes a request for a 400 hr. increase of part-time temporary hours so the CC Recreation Program Supervisor can reduce her front desk time about 8 hours/week to concentrate more effectively on recreation program development and provide more flexibility to visit program partners in the community. Since her arrival in September, recreation programs are growing and our program revenues from anticipated growth in recreation classes and programs reflects those continued increases in 2016-17.
- Materials & Services - Equipment includes \$2,400 for 16 new round banquet tables and two table carts.
- Repairs and Maintenance includes \$2,800 and \$2,500 for one window replacement and one door repair respectively.

Core Services

- General recreation and enrichment programs for adults and children
- Public/private events, facility rentals and community events
- Maintenance/repairs of Community Center facilities

Future Challenges and Opportunities

- The Community Center, still known as “The People Place”, remains very busy as a great venue for receptions, meetings and community events. Recreation programming is increasing and recreational opportunities will continue to be expanded to meet community interests and respond to public input as expressed through recent surveys. Yet, with an aging, 35 year old facility with limited parking and limited programming flexibility, community programs and needs may outgrow the facilities’ capacity. Some “re-purposing” of center spaces is being studied and may be prudent in the future.



This is the 5th year that we have offered gymnastics classes at the Community Center. Participants who have been with our program for 5 years were invited to go to an OSU gymnastics meet in January. The Gymnastics program held a Gymnastics Showcase in October and we had 35 kids show off their skills for their parents and families.

General Fund – Parks & Recreation - Community Center

2016 – 2017 Proposed Budget --- Budget Summary

Department Cost Summary

	2014-15 Actual	2015-16 Amended Budget	2016-17 Proposed Budget	Budget Variance
Revenue	220,362	238,825	261,050	22,225
Personnel Services	225,501	247,323	276,647	29,324
Materials & Services	209,175	223,930	216,539	(7,391)
Capital Outlay	373	448	-	(448)
Total Expenditures	435,050	471,701	493,186	21,485
Net Expenditures	(214,688)	(232,876)	(232,136)	(740)



Full-Time Equivalent (FTE)

	2015-16		2016-17
	Adopted	Change	Proposed
	Budget		Budget
FTE Adopted Budget	5.74		
Recreation Program Supervisor		1.00	
Recreation Program Coordinator I		(1.00)	
Extra Help - Community Center		0.31	
Extra Help - Community Center Security		(0.01)	
Classes & Programs Labor - CC		0.15	
Assistant Site Director - STARS		0.13	
Recreation Leadership - Summer STARS		(0.10)	
FTE Proposed Budget		0.48	6.22



Our goal is to offer a wide variety of youth and adult classes and special events including art classes, OMSI/Lego classes, fitness classes and Parent's Night Out events.



General Fund – Parks & Recreation

- Kids on the Block

2016 – 2017 Proposed Budget --- Budget Summary

Budget Highlights

- Kids on the Block (KOB) is offered for 1st through 5th grade elementary school boys and girls from 2:30 pm to 5:30 pm, Monday through Friday (when school is in session) for approximately 135 program days throughout the school year. Overall, approximately 405 program hours are planned and scheduled to provide a variety of recreational activities and other special enrichment experiences including fun, age appropriate science, technology, engineering, and math (S.T.E.M.) activities, music lessons and experiences, OMSI science traveling workshops, hands-on cooking and nutrition, as well as homework assistance. We help build successful kids in a safe, exciting, supervised, and above all, fun, recreational and positive environment during these after-school hours.
- The 2016-17 KOB budget is 91.1% self-supporting; anticipated general fund support for 2016-17 is only \$35,000 (an additional \$10,000 of indirect City staff and related costs also support the program.) Other financial support comes from Linfield College work study funds that pay three-quarters of the staff wages for qualifying students who work in the program (approximately \$28,000 annually). McMinnville School District #40 provides bus transportation as well daily afternoon meals for KOB participants. Kids on the Block, Inc, the supportive citizen advisory committee, also works to raise funds via the Mayor's Ball and other means; KOB, Inc's reserve fund, accumulated during years when federal grants funded a great portion of past programs, provides over \$100,000 to help fund KOB. Current reserves are scheduled to last for the next 7 years unless Mayor's Ball and other donations are raised in significant amounts to keep reserve funds healthy, and the KOB program sustainable in the future.
- Increase in staff budget reflects adjustments for minimum wage and sick leave mandates, increase in staff training hours, as well as a consolidation of Site Director I and II positions to the higher Site Director II part-time wage scale to keep these critical

positions competitive with like opportunities in the School District and community (fee increases will off-set these specific increases).

- Approximately 70% of KOB participants qualify for and receive financial assistance to attend the KOB program. Program staff, in partnership with KOB, Inc. Board of Directors and the Mayor's Charity Ball Advisory Board will continue to monitor the KOB program needs and continue developing financial resources to keep this essential program successfully sustainable beyond current projections.

Core Services

- Provision of a high quality, safe, affordable and sustainable after school enrichment and recreation program for elementary school boys and girls in McMinnville and Lafayette.
- Strategic, community-wide funding and resource development including strong working partnerships with KOB, Inc. Board of Directors, the Mayors Charity Ball Advisory Board and McMinnville's business community; sustaining current and growing new, effective interagency partnerships with McMinnville School District #40, Linfield College and others (e.g., Delphian School) to support and enhance the KOB Program.

Future Challenges and Opportunities

- Registration revenues are growing and moderate fee increases in 2016-17 will further help reduce the level of reserve funding needed to balance the KOB program budget. Still, it is imperative that a long-term strategic plan be implemented in 2016-17 to ensure that current funding sources are renewed and strengthened and new funding support secured for a sustainable program future. It's all about the kids, our most precious resource. Anyone wanting to join this effort and help meet this challenge, should contact KOB Program Manager, Janet Adams.

General Fund – Parks & Recreation - Kids on the Block

2016 – 2017 Proposed Budget --- Budget Summary

Department Cost Summary

	2014-15 Actual	2015-16 Amended Budget	2016-17 Proposed Budget	Budget Variance
Revenue	297,578	341,523	361,966	20,443
Personnel Services	277,395	297,809	318,049	20,240
Materials & Services	55,089	78,490	78,917	427
Capital Outlay	93	224	-	(224)
Total Expenditures	332,578	376,523	396,966	20,443
Net Expenditures	(35,000)	(35,000)	(35,000)	-



This year, KOB After-School Enrichment added STEM & Strategy as a regular daily activity to help KOB Kids learn more about science, technology, engineering, math, and problem solving. In addition to close encounters with a variety of a mammals and reptiles, KOB Kids also enjoyed hands-on chemistry experiments and building projects.

Full-Time Equivalents (FTE)

	2015-16		2016-17
	Adopted Budget	Change	Proposed Budget
FTE Adopted Budget	8.81		
Extra Help - Management Assistant		0.18	
Site Director II		0.88	
Site Director		(1.68)	
Assistant Site Director		(0.23)	
Recreation Leadership		1.13	
FTE Proposed Budget		0.28	9.09



Linfield College continues to support the KOB After-School Enrichment program by dedicating more than \$28,000 of their federal work-study funding to help pay the hourly wages of many of our KOB Recreation Leaders each semester.



General Fund – Parks & Recreation - Recreational Sports

2016 – 2017 Proposed Budget --- Budget Summary

Budget Highlights

- The 2016-17 proposed budget for the Recreational Sports (RS) division of the Parks and Recreation Department is expected to achieve a 75.2% cost recovery level with anticipated overall revenues (registration fees, field rentals, donations, concessions and sponsorships) of \$219,792. Anticipated General Fund support for our Recreational Sports division for 2016-17 is \$72,455.
- Increased costs due to mandated sick leave and minimum wage increases in 2016-17 will be recovered through slight program fee increases in the coming year. All individual sports within Youth and Adults Sports areas recover more than 100% of their basic program costs including half of the overall division administrative costs to manage these programs. Overall, the RS proposed budget is about the same as last year.
- There are 3,500 registered participants in the 20 youth and adult sports programs offered annually. This translates to nearly 100,000 “participant hours” during which players are recreating in these programs each year.
- Approximately 1,900 youth and adult recreation sports league games or matches are scheduled each year (1,500 at Dancer Park). New programs include adult coed soccer, adult dodgeball, and youth dodgeball.
- About 120 youth and adult sport games/matches (field rentals) are also scheduled at Dancer Park for “independent” teams annually.
- The community livability values of these programs and opportunities for both youth and adults remains significant.



Core Services

- Youth and Adult sports programs
- Volunteer training and supervision
- Intra- and inter-departmental planning and coordination
- Scheduling and coordinating community facilities
- Coordinating and assisting independent community programs
- Resource development; sponsorships and donations
- Field preparation, maintenance and repair assistance within outdoor sport venues

Future Challenges and Opportunities

- Reduced professional staffing resulting from budget reductions in the 2012-13 fiscal year will continue to require that our program manager focus on sustaining quality services and outcomes within existing programs before extending slowly to other program areas. Coed adult sports will see some added programming in the coming year.
- Maximize public use of facilities while protecting facilities from over-use and damage.



General Fund – Parks & Recreation - Recreational Sports

2016 – 2017 Proposed Budget --- Budget Summary

Department Cost Summary

	2014-15 Actual	2015-16 Amended Budget	2016-17 Proposed Budget	Budget Variance
Revenue	230,992	215,700	219,792	4,092
Personnel Services	169,117	204,064	206,855	2,791
Materials & Services	88,620	91,890	85,392	(6,498)
Capital Outlay	187	224	-	(224)
Total Expenditures	257,924	296,178	292,247	(3,931)
Net Expenditures	(26,932)	(80,478)	(72,455)	(8,023)

Full-Time Equivalents (FTE)

	2015-16 Adopted Budget	Change	2016-17 Proposed Budget
FTE Adopted Budget	4.28		
Extra Help - Management Assistant		(0.18)	
Extra Help - Office		(0.01)	
Program Assistant		0.20	
Rec Program Labor - Adult Sports		0.04	
Rec Program Labor - Youth Soccer		0.03	
Rec Program Labor - Youth Basketball		(0.03)	
Rec Program Labor - Youth Baseball/Softball		(0.07)	
FTE Proposed Budget		(0.02)	4.26



825-865 soccer participants for each of two seasons, with 80 teams per season, including teams from Sheridan, Willamina, Amity, Dayton, & Carlton.



First youth sports program to alter games from halves to 3 periods, in order to increase participation. In the 2015-16 season, we had a volunteer coach run weekly skills session for the girl's teams.



General Fund – Parks & Recreation - Senior Center

2016 – 2017 Proposed Budget --- Budget Summary

Budget Highlights

- In 2016-17, the Senior Center will continue to be open to the public 42 hours/week, with operating hours Mondays and Thursdays from 9:00 am to 9:00 pm, Tuesdays and Wednesdays from 9:00 am to 4:00 pm, and Fridays from 9:00 am to 1:00 pm (the Center may be rented during “off-hours.”) Two annual, one-week closures will occur in August and December. In 2016-17, the overall Senior Center budget is projected to achieve a 50.4% self-support level (first time in many years above 50%) with planned revenues of \$158,400. Anticipated General Fund support in 2016-17 is \$155,874.
- Revenues from donations are shown in three separate line items: 6420-45 Donations P&R Seniors (\$4,000); 6420-46 Donation P&R Fry Family Trust (\$10,000); and 6420-60 Donations P&R Building Improvements (\$20,000). At this time, we anticipate spending only the \$4,000 from 6420-45 and these expenditures are accounted for in expense line items 7680 M&S Donation (\$2,500); 7720-24 R&M Donations Seniors (\$500); and 7810 M&S Equipment Donations (\$1,000). However, the balance of the unused funds from the Fry Family Trust and Building Fund donations totaling \$30,000 is also included as a placeholder for yet-to-be-determined future expenditures in line item 7720-24 R&M Donations Seniors; that expenditure line item shows a total of \$30,500 (as mentioned, only \$500 is planned at this time, for expenditure from this fund in 2016-17) Unexpended funds will carry forward to 2017-18.
- Proposed increase in Temporary Wages (7000-15) reflects minimum wage and sick leave adjustments as well as 400 hours for part-time hours to allow Recreation Program Coordinator to spend less registration desk time and more program planning and coordination time for special interests classes and workshops and events. Additionally, the added hours will also provide room set-up assistance (80 hrs/year). It is anticipated

that program growth and subsequent revenue growth will help achieve improved programming and improved cost recovery levels overall.

- The Wortman Café, a new Tuesday/Thursday lunch program started in January of 2016 at the SC will continue. Revenues from the program, will be shown in line item 5410-05 Sales-Wortman Café; Expenses shown in 7660-37 M&S-Wortman Café. This popular program will replace the past food service program managed by the North West Senior and Disability Services, an intergovernmental organization formed in Clatsop, Marion, Polk, Tillamook, and Yamhill Counties. NWSDS will continue to manage the kitchen and food preparation for the Café on Tuesday and Thursdays, but will serve only meals on wheels Mondays and Wednesdays (no Friday meal service). The net revenue gained from the Café will off-set the slight reduction of monthly rental payments to the SC from NWSDS (as shown in line item 5380-50 Facility rentals – Meal Site.) The popular Wortman Café has averaged about 60-65 lunch participants each day since it opened.

Core Services

- Enrichment classes and programs for senior adults
- Senior support services: health, fitness, legal, etc.
- Regional meal site including Meals on Wheels
- Facility rentals and community events
- Facility maintenance and repairs

General Fund – Parks & Recreation - Senior Center

2016 – 2017 Proposed Budget --- Budget Summary

Future Challenges and Opportunities

- Maximize facility use through expanded programs and rentals that serve public interests and generate revenues to support operations
- Continue to assess program effectiveness in addressing changing adult interests and needs within McMinnville

Department Cost Summary

	2014-15 Actual	2015-16 Amended Budget	2016-17 Proposed Budget	Budget Variance
Revenue	120,456	137,588	158,400	20,812
Personnel Services	144,458	151,986	162,327	10,341
Materials & Services	119,435	139,004	151,947	12,943
Capital Outlay	280	336	-	(336)
Total Expenditures	264,174	291,326	314,274	22,948
Net Expenditures	(143,718)	(153,738)	(155,874)	2,136

Full-Time Equivalents (FTE)

	2015-16 Adopted Budget	Change	2016-17 Proposed Budget
FTE Adopted Budget	2.33		
Extra Help - Senior Center		0.22	
Classes & Programs Labor - SC		(0.03)	
Extra Help - Senior Center - Day Tours		(0.02)	
FTE Proposed Budget		0.17	2.50



Wortman Park Café opened January 5, 2016 and served over 1,000 patrons in the first two months



Fitness class attendance for fiscal year 2014-2015 was 1,829. Fitness class attendance for the first 8 months of fiscal year 2015-2016 was 1,885.

Budget Highlights

- The 2016-17 proposed budget estimate for park systems development charge (SDC's) revenue is based on approximately 130 single family residential permits generating a total of \$275,340. This estimate does not include any new multi-family complexes that would increase SDC revenue should such development occur, in addition to reaching the 130 new single family residential permit as mentioned.
- Acquisition of the new NW Neighborhood Park site was completed in late 2014. Park master planning processes were completed in the spring of 2015. Final design/engineering plans including construction documents will be completed in the summer/fall of 2016 and a construction bid process planned for January 2017. The budget reflects Professional Services expenditures to help with construction management of this park project; it also reflects anticipated construction costs for the park and adjacent street improvements. These expenditures are shown included in both the Professional Services - NW Neighborhood Park, and the Park Construction - NW Neighborhood Park line items. The park should be completed in the summer of 2017.
- New revenue and expenditure line items also show grant dollars that have been committed to the NW Neighborhood Park including Local Government Grant from Oregon State Parks (\$250,000), The Collins Foundation grant (\$60,000) and the McMinnville Kiwanis Club Foundation donation (\$128,000.) It is anticipated that other grant dollars will also be received by the end of 2016 to support construction of the park and barrier free, inclusive playground.
- The 2016-17 proposed budget includes a \$100,000 transfer to the Debt Service Fund, reducing the amount of the tax levy needed for debt service payments for the Park Improvement Bond passed by voters in November 2000.



Future Challenges and Opportunities

- With the strong support of citizens, the City is developing a progressive system of parks and open spaces that complement and enhance McMinnville's quality of life. Our park system is highly valued in our community as 89% of McMinnville citizen's use McMinnville parks. The City should remain determined to meet the challenge of improving and sustaining park maintenance staffing/funding levels (as it will in 2016-17) at levels commensurate with the facilities and park functions that serve our growing community in the future.
- Continue to communicate with citizens regarding park project status and park development opportunities and continue to accept public input, leadership, and assistance for ongoing park development success in the future.
- Continue working throughout 2016-17 with the McMinnville Kiwanis Club to promote the new NW Neighborhood Park and particularly, the "barrier-free" playground to directly serve children with cognitive and physical challenges. Kiwanis has raised \$128,000 for the project to date. Overall, the Kiwanis Club continues to be great partners and community advocates for this important playground project. Their assistance has been both critical for our success and much appreciated.
- Park SDC's alone will not support the continued growth of McMinnville's Park System as the community grows and new facilities are needed. The completion of the NW Neighborhood Park in 2017 will essentially end the City's financial capacity to expand our park system at any relevant level without additional resources. While we have created a great park system foundation to serve our existing population, we will be hard pressed to "keep up" with a growing and changing community in the future unless we can successfully secure the same variety of funding opportunities we have enjoyed in the past. Community discussions and goal setting about how to fund future park acquisitions and development projects should be a key component of our Parks, Recreation and Open Space update process that is planned to occur in 2017-18.

Park Development Fund

2016 – 2017 Proposed Budget --- Budget Summary

Department Cost Summary

	2014-15 Actual	2015-16 Amended Budget	2016-17 Proposed Budget	Budget Variance
Revenue	386,444	392,162	927,660	535,498
Materials & Services	45,168	184,830	172,358	(12,472)
Capital Outlay	368,346	252,300	1,701,725	1,449,425
Transfers Out	151,320	152,236	155,112	2,876
Total Expenditures	564,834	589,366	2,029,195	1,439,829
Net Expenditures	(178,390)	(197,204)	(1,101,535)	904,331



Joe Dancer Park



City Park

Planning Department (Current, Long-Range and Economic Development)
Council Goal Setting – February 4, 2017



Planning Department Strengths:

- Excellent, dedicated and committed staff comprised of those with institutional knowledge and new staff with new perspectives.
- Long-standing tradition of excellent customer service.
- Engaged community.
- Strong local partnerships.
- Robust volunteer committee structure.

Planning Department Challenges:

- Sustained underfunding has led to a nearly non-existent long range planning program and a backlog of long range planning needs putting the city, in some cases, into a non-compliant state with Oregon Revised Statutes and federal regulations.
- Due to a 40% reduction in staffing in the past five years (5.50 FTEs to 3.50 FTEs), current staffing levels are half of comparable cities, resulting in capacity challenges to strategically address long-range planning issues and to maintain updated planning databases critical for proper evaluation and decision-making.
- Foundational documents (comprehensive plan, zoning ordinance and strategic plans) are outdated.
- Filing systems are inadequate, inefficient and mostly hard copy archives with a very limited electronic database.
- The department is responsible for city economic development activities but due to resource challenges, the economic development program is reactionary and not strategic.
- Code enforcement program is reactionary and not strategic.
- Employees have not been able to access annual training opportunities leading to reduced innovative practices and programs, and a limited professional network.

Planning Department Achievements:

- Successfully hired a new Planning Director after the retirement of the long-term Planning Director of over 20 years.
- Restructured existing FTEs to eliminate open Executive Secretary position and hire an Associate Planner.
- Restructured staffing support for five standing volunteer committees to achieve a higher-level of standardization, transparency, public engagement and productivity.
- Completed department evaluation and assessment as a collective team and developed a five-year strategic plan.

Planning Department Needs:

- Long Range Planning Program: Identify resources available (for two additional planning FTEs and contractual services) to reinvigorate a long-range planning program that is both responsive to state mandates and strategic for McMinnville. Current backlog is identified as approximately \$1,700,000 in long-range planning efforts.
- Public Outreach and Engagement Program: Identify and utilize the tools available to expand community engagement in long-range planning discussions that is broad in scope and engages a demographic profile representative of the community.
- Strategic Economic Development: Develop a long-term economic development strategy that is comprehensive, proactive and collaborative with city partners.
- Code Enforcement: Develop a code enforcement program that is strategic and based upon a voluntary compliance performance metric of 80%.
- Internal Efficiencies: Develop an internal electronic filing database for both internal and external efficiencies.

Department Mission: *Providing excellent customer service, public engagement, and proactive planning programs to promote McMinnville as the most livable and prosperous city in the state of Oregon now and into the future.*

Budget Highlights

The Planning Department's 2016-17 proposed budget will allow the Department to:

- Provide timely response to current planning responsibilities;
- Provide support and guidance to McMinnville's Urban Renewal program, Council directed goals, various committees (e.g., Planning Commission, Historic Landmarks Committee, Landscape Review Committee, and McMinnville Urban Renewal Advisory Committee); and
- Support the McMinnville Economic Development Partnership (MEDP) and the City's economic development program.

To partially address the increasing workload in the Planning Department, the 2016-17 Proposed Budget includes \$57,600 in professional services for hiring a consultant to assist with Planning Department projects. However, staffing remains at a level that may cause work on currently assigned long-range planning and related Council directed goals (e.g., urban renewal, economic development) to occasionally be delayed in order to ensure timely response to current planning demands (i.e., processing land use applications, providing assistance to the public, etc.). The department's ability to take on additional projects will need to be closely monitored, especially as development activity in the community continues to regain strength. In light of this, the proposed budget includes funding for the new Director to lead the department through a "strategic" planning session to help identify staffing alternatives that can best meet current and future long range planning needs for McMinnville.

In recent years, development and economic activity have shown consistent and steady signs of improvement from the recent nationwide economic downturn. While we remain hopeful that this trend will continue and the local economy improves, for purposes of this budget, revenues are projected to be only slightly higher than this past year.

- Historically, the General Fund supports approximately 90 percent of the Department's budget, with the remaining ten percent from land-use fees. No adjustments in the fee structure are proposed.

- Long-range planning activities (e.g., comprehensive planning, ordinance reviews, special projects) are General Fund and/or grant supported.

Core Services

Current Planning

- Direct and administer the day-to-day land use, development, and zoning related activities of the City.
- Respond to citizen issues regarding alleged land-use offenses.

Long-Range Planning

- Maintain and update the comprehensive plan; analyze and forecast economic and growth related trends; and, assist in the preparation of utility master plans (i.e., transportation, sanitary, storm sewer, and parks) as per local, state, or federal dictates.
- Inform the City Council on matters of land use policy that affect McMinnville.

Economic Development

- Advise and assist public, business and industry, and other agencies directly or indirectly involved in McMinnville's economic development.
- Serve as partner with McMinnville Industrial Promotions (MIP), McMinnville Area Chamber of Commerce, MEDP, and the McMinnville Downtown Association (MDA).



In 2015, The American Planning Association awarded McMinnville's Third Street as one of only five "Great Streets in America." This award recognizes places of exemplary character, quality, and planning.

General Fund – Planning

2016 – 2017 Proposed Budget --- Budget Summary

Future Challenges and Opportunities

- Provide funding for the department adequate to support an active and effective long-range planning program.
- Provide adequate training and support to the department's various committees – Historic Landmark Committee, Landscape Review Committee, McMinnville Urban Renewal Advisory Committee, McMinnville Urban Area Management Commission, Citizens' Advisory Committee, and Planning Commission.
- Continue to participate actively with the McMinnville Economic Development Partnership in matters of economic development.
- Continue to support and implement the Urban Renewal Plan.
- Provide on-going training to staff and elected and appointed officials regarding land use.
- Support activities and plans as may be directed by the City Council.

Department Cost Summary

	2014-15 Actual	2015-16 Amended Budget	2016-17 Proposed Budget	Budget Variance
Revenue	88,878	84,675	42,700	(41,975)
Personnel Services	377,994	401,224	412,686	11,462
Materials & Services	37,004	68,770	135,366	66,596
Capital Outlay	498	485	-	(485)
Total Expenditures	415,495	470,479	548,052	77,573
Net Expenditures	(326,617)	(385,804)	(505,352)	119,548

Full-Time Equivalents (FTE)

	2015-16 Adopted Budget	Change	2016-17 Proposed Budget
FTE Adopted Budget	3.65		
No change		-	
FTE Proposed Budget		-	3.65



Working alongside the City's Urban Renewal Agency Board, advisory committee, and Engineering and Finance Department staffs, the Planning Department will continue to assist in advancing the design and construction of Alpine Avenue this coming year.



Budget Highlights

The Planning Department's 2017-18 proposed budget will allow the Department to:

- Provide timely response to current planning responsibilities;
- Provide support and guidance to McMinnville's Urban Renewal program, Council directed goals, various committees (e.g., Planning Commission, Historic Landmarks Committee, Landscape Review Committee, and McMinnville Urban Renewal Advisory Committee); and
- Support the McMinnville Economic Development Partnership (MEDP) and the City's economic development program.

What it does not allow the department to do is undertake the backlog of long-range planning needs for the city and the community. Staffing was reduced in recent years from 5.50 FTEs to 3.50 FTES due to budget constraints causing work on long-range planning and related Council directed goals (e.g., economic development and affordable housing) to be delayed in order to ensure timely response to current planning demands (processing land use applications, providing assistance to the public, etc.).

In the 2016-2017 planning budget funds were allocated for the department to undertake a strategic operational review and assessment. This effort led to an evaluation of long-range planning needs and a five-year strategic plan to address those needs. Two additional FTEs and approximately \$1,700,000 were identified as the resources needed to bring the long-range planning program up-to-date and in a strategic position for McMinnville.

Understanding that those resources are not currently available, the department is doing what it can to prepare a foundation for a future long-range planning program with existing resources. The FTE that was historically devoted to an Executive Secretary position was reclassified as an Associate Planner. Administrative processes have been evaluated for efficiencies and lean measures were identified to undertake as resources allowed.

In the meantime, the department's ability to take on additional projects will need to be closely monitored, especially as development activity in the community continues to regain strength. In recent years, development and economic activity have shown consistent and steady signs of improvement from the recent nation-wide economic downturn, however permitting levels and land-use application activities are still not at a full recovery. While we remain hopeful, for purposes of this budget, revenues are projected to be only slightly higher than this past year.

- Currently, the General Fund supports approximately 90 percent of the Department's budget, with the remaining ten percent generated from current planning land-use fees. Most of the activity in the Planning Department at this time is current planning activities, thus the General Fund is primarily funding a current planning program.
- Long-range planning activities (e.g., comprehensive planning, ordinance reviews, special projects) are typically funded by the General Fund and/or grant supported, but due to budget constraints have not been funded fully since 2005-2006.

Core Services

Current Planning

- Direct and administer the day-to-day land use, development, and zoning related activities of the City.
- Respond to citizen issues regarding alleged land-use offenses.

Long-Range Planning

- Maintain and update the comprehensive plan; analyze and forecast economic and growth related trends; and, assist in the preparation of utility master plans (i.e., transportation, sanitary, storm sewer, and parks) as per local, state, or federal dictates.
- Inform the City Council on matters of land use policy that affect McMinnville.

General Fund – Planning

2017 – 2018 Proposed Budget --- Budget Summary

Economic Development

- o Advise and assist public, business and industry, and other agencies directly or indirectly involved in McMinnville’s economic development.
- o Serve as partner with McMinnville Industrial Promotions (MIP), McMinnville Area Chamber of Commerce, MEDP, and the McMinnville Downtown Association (MDA).
- o Staff the McMinnville Urban Renewal Agency.

Future Challenges and Opportunities

- o Provide funding for the department adequate to support an active and strategic long-range planning program.
- o Lead a community visioning project in preparation for the 150th Sesquicentennial in 2032.
- o Update the McMinnville Comprehensive Plan and Zoning Ordinance to reflect the values of the community and to ensure that future growth is enhancing what is unique about McMinnville.
- o Provide adequate training and support for planning staff.
- o Provide adequate training and support to the department’s various committees – Historic Landmark Committee, Landscape Review Committee, McMinnville Urban Renewal Advisory Committee, McMinnville Urban Area Management Commission, and Planning Commission.
- o Continue to participate actively with the McMinnville Economic Development Partnership in matters of economic development.
- o Continue to support and implement the Urban Renewal Plan.
- o Provide on-going training to staff and elected and appointed officials regarding land use.
- o Support activities and plans as may be directed by the City Council.
- o Develop a regional and state agency network of planning resources.

Department Cost Summary

	2014-15 Actual	2015-16 Amended Budget	2016-17 Proposed Budget	Budget Variance
Revenue	88,878	84,675	42,700	(41,975)
Personnel Services	377,994	401,224	412,686	11,462
Materials & Services	37,004	68,770	135,366	66,596
Capital Outlay	498	485	-	(485)
Total Expenditures	415,495	470,479	548,052	77,573
Net Expenditures	(326,617)	(385,804)	(505,352)	119,548

Full-Time Equivalent (FTE)

	2015-16 Adopted Budget	Change	2016-17 Proposed Budget
FTE Adopted Budget	3.65		
No change		-	
FTE Proposed Budget		-	3.65



McMinnville

Police Department

Matt Scales, Chief of Police • 121 SW Adams St. • McMinnville, Oregon 97128-4997 • (503)434-7307 • Fax (503)434-2335

Police Department Summary 2016/17

Challenges:

The Police Department continued to provide services to our City and citizens during a difficult time in policing across our nation. The intense media scrutiny within our profession makes policing more complex than in years past, and I do not see this trend changing in the foreseeable future.

With staffing shortages, work load increases, and two employees resigning to take work elsewhere, the police department adjusted staffing to ensure the core functions of the police department remain as strong as possible under the circumstances. We pulled our narcotics detective from YCINT to bolster the patrol division and moved a patrol officer up to detectives to help assist with the workload. Our investigations section has seen a 100% increase in cases over the last three years, while our calls for service (CFS) have seen a 12% increase over the last five years.

The increase in workload, coupled with no additional staff to offset these increase, has affected our ability to serve our community in the following areas:

- a. Decreased ability to effectively respond to calls and conduct follow-up by our patrol officers;
- b. Eliminated our ability to maintain a traffic enforcement team or even officer to help maintain the safety of our driving community;
- c. Detective staff undermanned, causing us to delay or fail to complete serious felony investigations;
- d. Our single School Resource Officer is covering three large schools and a daily population of almost 4000 students and staff;
- e. It has prevented us from participating in the local drug enforcement team (YCINT), weakening our ability to investigate and prosecute major drug dealers and their networks;
- f. Parking and code enforcement staff are running behind on dealing with neighborhood issues, which has caused citizens to bring complaints to the city council.

In November of 2016 the City Council authorized the additional hiring of three officers to help provide some assistance so that we may have the capacity to be more responsive to our city and

citizen needs. It will take a number of months to train these officers, however these additional resources will allow us to provide a better service.

Strengths:

Without a doubt our biggest strength is the police department employees. They are intelligent, thoughtful, and dedicated to providing the best service possible to our citizens. Our staff is among the best and brightest in our state, and we are continually looking to improve the services we provide. We continue to have a great relationship with our citizens, which is a strength that not all law enforcement agencies have. As importantly, we have a good relationship with our City Council which again is not always the case.

Accomplishments

In 2016 we were reaccredited by the Oregon Accreditation Alliance (OAA). The OAA exists to improve the quality of law enforcement and 911 agencies in the State of Oregon and ultimately the quality of services provided to the citizens we serve. The rigorous reaccreditation process affirmed that MPD's policies and procedures are in line with best practices, and we have proved this through an onsite inspection of our facility and daily operations.

In 2016 we hosted several successful community outreach programs. Of note; Coffee with a Cop was introduced which allowed our citizens and officers to meet and discuss topics of concern. In addition, we hosted National Night Out with the MFD and the turnout was outstanding. Lastly, we continue our community outreach with the Latino population of McMinnville through community forums and purposeful meetings with UNIDOS to exchange ideas. We were able to translate numerous commonly used citizen forms into Spanish with the assistance of a Linfield intern, and information from our website can be found in Spanish as well.

Short and Long term needs

Staffing

Throughout 2016, the police department attempted to emphasize the need for additional staffing in order to maintain a minimum level of service. This included multiple discussions between the command staff of the department, the City Manager, and the City Council. This culminated in the authorization to hire three additional officers in November. When we get these new officers trained we will be assigning one to detectives, one to the county's interagency narcotics enforcement team (YCINT), and one to patrol working dedicated traffic enforcement (specifically education and enforcement).

Proactive Policing Capabilities

If we can resolve the basic operational needs of the department, we need to increase our staffing and capabilities in order to provide proactive policing services to this community to reduce crime and improve the perception of community safety. McMinnville PD needs to increase our staffing in most sections of the department or add new sections. This includes

- a. Increasing patrol staffing to allow for more proactive activity by officers (doing more field interviews (FI's), traffic stops, foot patrols, community contacts, and problem solving efforts);
- b. Increased traffic team assignments in order to reduce crashes and enforce traffic safety laws – historically, this has made a significant reduction in traffic crashes and driving compliance (via surveys) for the area;
- c. Addition of one or two detectives to handle serial property crime investigations and the addition of a crime analysis function within detectives – helps with serial crime investigations, crime projections and targeted enforcement;
- d. Increasing support staff (records, evidence, and code enforcement) to provide effective proactive assistance in maintaining the quality of life our city is known for.

Fleet deterioration

Our need to maintain vehicles for longer life service (lack of capitol purchases authority) is costing us significant difficulties in increased maintenance costs, vehicle down time for repairs and maintenance, and vehicle reliability. Furthermore, since we have been forced to focus our vehicle purchases on patrol vehicles just to prevent further aging, we have had to short vehicles assigned to other functions (investigations, code and parking enforcement, administration, etc) meaning that these vehicle categories are seeing significant increases in maintenance costs for vehicles that probably should not be maintained any longer. Ideally the city will work to come up with a long term capital outlay funding source for a vehicle replacement plan.



Budget Highlights

The Police Department (PD) is committed to the safety and livability of our community. The 2016-17 proposed budget reflects our best efforts to ensure community safety, the investigation of criminal activity, and solving community livability issues.



Core Services

Field Operations

- o Emergency and non-emergency calls-for-service response
- o Initial and follow-up investigation of misdemeanor crimes and violations
- o Initial investigation of felony crimes
- o Traffic enforcement
- o Serious injury crash investigations.
- o Special event coverage
- o Participation in multi-agency accident investigation team
- o Subpoena service

Investigations and Support Division

- o Investigation of mandated and serious felony crimes; i.e., homicide, rape, child abuse, etc.
- o Investigation of all serious person and property crimes
- o High School Resource Officer (SRO)
- o Participation in multi-agency narcotics investigation team (YCINT)
- o Public Information
- o Emergency Management
- o Liaison to State and Federal agencies
- o Code and Parking enforcement
- o Evidence and found property management and disposal
- o Professional standards and Accreditation

Administrative

- o Budget, Accounts Payable, Payroll
- o Police records management and reporting required by law
- o Records requests; i.e., information, police report copies, etc.
- o Community Relations
- o Facilitate community safety and educational events; i.e., National Night Out, Kids’ Bicycle and Safety Fair, Parent-aid Drug Awareness Program, Citizens’ Police Academy, and Senior Citizen Safety and Awareness programs

Future Challenges and Opportunities

Professional Standards

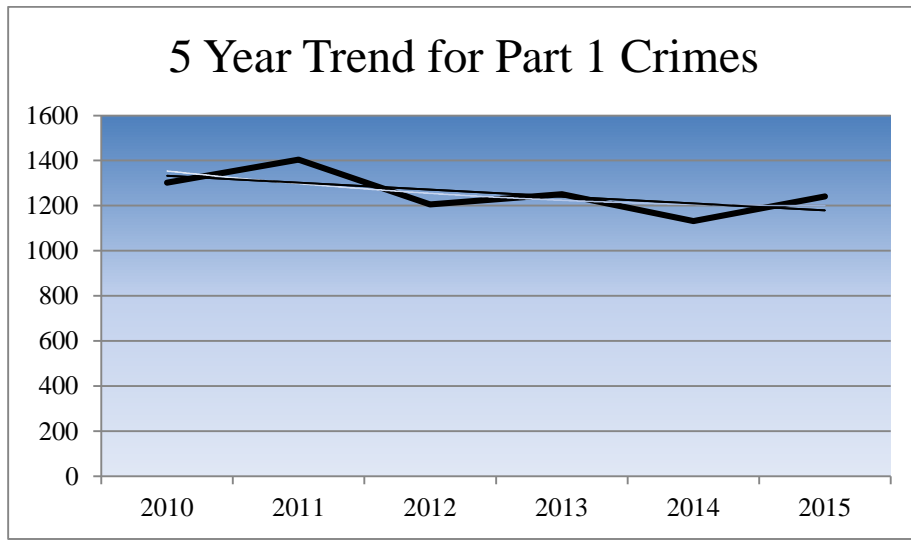
To ensure the highest standards and to ensure best practices in law enforcement, the McMinnville Police Department maintains Accreditation through the Oregon Accreditation Alliance (OAA). Accreditation through the Alliance helps to ensure that the department’s policies and practices are consistent with Oregon and Federal law, as well as state and national standards. In the spring of 2016 the Police Department was reaccredited through the OAA

Organizational Structure

- | | |
|---------------------------|--------------------------------|
| 1 Chief of Police | 1 Support Services Manager |
| 2 Captains | 3 Records Specialists |
| 5 Patrol Sergeants | 1 Community Support Coord |
| 21 Police Officers | 1 Evidence/Property Tech |
| 1 Detective Sergeant | 1 Parking Enforcement Officer |
| 5 Detectives | 1 Clerical Assistant (P/T) |
| 1 Narcotics Detective | 1 Facilities Maintenance (P/T) |
| 1 School Resource Officer | |

Crime Trends in McMinnville

In 2015 preliminary Uniform Crime Report data showed a 4.2% increase in crime from 2014. Crime data indicated that Part 1 Crimes (serious person/property crimes) increased 9% while Part 3 Crimes (behavioral crimes/personal conduct crimes) increased almost 6%. Part 2 Crimes (less serious person/property crimes) remained relatively flat.



Source FBI UCR data

2015 Traffic Data in McMinnville

In 2015 McMinnville Police officers conducted 6,396 traffic stops. From those stops officers

- Issued 6,188 total warnings from the stops
- Issued 2,650 total citations from the stops

Officers arrested 94 DUI's 87 of which were alcohol related and 7 were found to be drug related.

Lastly, officers responded to 284 traffic crashes in McMinnville.

How Busy was McMinnville PD in 2015

MPD officers responded to 31,047 Calls for service and average of 87 calls per day, an increase of 4.1% from 2014.

Officers arrested 1,550 adults and 260 juveniles for crimes committed.



Canine Tucker

General Fund – Police

2016 – 2017 Proposed Budget --- Budget Summary

Department Cost Summary

	2014-15 Actual	2015-16 Amended Budget	2016-17 Proposed Budget	Budget Variance
Revenue	135,206	118,455	140,660	22,205
Personnel Services	5,992,836	6,399,761	6,618,780	219,019
Materials & Services	795,428	954,526	891,331	(63,195)
Capital Outlay	130,788	83,976	104,044	20,068
Total Expenditures	6,919,051	7,438,263	7,614,155	175,892
Net Expenditures	(6,783,845)	(7,319,808)	(7,473,495)	153,687



MPD hosting a Latino Law Enforcement Forum

Full-Time Equivalent (FTE)

	2015-16 Adopted Budget	Change	2016-17 Proposed Budget
FTE Adopted Budget	45.93		
Police Officer - Patrol		(1.00)	
Police Officer - Investigations		1.00	
Facilities Maintenance Specialist II - Police		(0.80)	
Facilities Maintenance Tech - PD & Civic Hall		0.80	
Extra Help - Investigations		0.01	
Extra Help - Training Facility		<u>(0.38)</u>	
FTE Proposed Budget		<u>(0.37)</u>	45.56



MPD Patrol Team