

“Learn how to see.
Realize that
everything connects
to everything else.”

Leonardo da Vinci



City of
McMinnville

PUBLIC LIBRARY

FY 2022-23

Proposed budget
Library

May 2022 Budget Committee Meetings

Budget Summary Highlights: Updated

The library budget as proposed will enable the following increased levels of service.

Core Services

Below base

- ***Maintain a safe and comfortable space***

Open 40-45 hours for FY 2022/2023 (decrease from 50 hours pre pandemic FY 2019/2020)

- ***Building maintenance and capacity***

One time ARPA funds for some HVAC upgrades

Core Services

Base Level

- **Offer library materials for borrowing**
Friends and Foundation funds utilized for core borrowing collection
- **Offer educational, cultural, and community programs**

Mid level

- **Offer access to materials from other libraries**
- **Public service and engagement**
One time ARPA funds for electric vehicle for home delivery
- **Provide early literacy programming**
- **Bridge the digital divide**
- **Planning and strategy**
Cannot always deliver plans due to limitations of staffing and space

Optimal level vision



- Story time space
- Family restrooms
- Fine motor skill toys
- Group games
- Family and Individual reading nooks
- Space for large gatherings
- Fort or other built spaces for play
- Kitchen equipment
- Tools
- Outdoor games
- Musical instruments
- Technology gadgets
- Puppets and toys
- Wifi hotspots
- Crafting equipment
- Outdoor equipment
- Video and sound equipment
- Quiet study space
- Group study space
- Meeting space for small groups
- Meeting space for large groups
- Computer lab
- Reading room
- More books and physical materials for borrowing
- Public bathrooms
- Social service staff
- Family specific space



**City of
McMinnville**

POLICE

FY2022-23 Proposed Budget Police

May 2022 Budget Committee Meetings

Priorities for FY2022–23

Emergency Communications

This budget is used to fund our City radio infrastructure as well as City dues to YCOM which provides dispatching services to police and fire

- YCOM dispatching services costs were reduced by \$116,500 this coming fiscal year (recalculations of fee structure as well as increased 911 tax revenue into YCOM)
- Debit service payments continue for the upgrade to the Police radio frequency and upgraded radio equipment FY19/20
- There are no large projects or replacements on the horizon.

Priorities for FY2022–23

Police

MacTown 2032

Community Safety & Resiliency

- Provide exceptional police services
 - We will continue to test Body Worn Cameras (BWC) in expectation of being awarded a Federal Grant to fund this project in its entirety (grant opens in June/July).
 - MPD has sought out Traffic Safety Grants for DUI, Speed, Seatbelt and Distracted Driving (total amount requested \$16,000)
 - MPD has sought a Livescan automated fingerprinting machine grant (90/10) split. This is a long overdue and will make both enforcement and the courts work much more efficient.

Priorities for FY2022-23

Core Services

- Added back one (1) FTE sworn Police Officer (held vacant FY21/22)
- Added back one (1) PT front office specialist (held vacant FY21/22)
- Added two K9's for FY 22-23. Two have passed away in the last year and a half. Unable to purchase the previous fiscal year
- Increased training for our officers which had been reduced significantly
- We have identified and are entering into an agreement with a property owner for the storage of RV's and vehicles required under ORS203.079 and MMC 8.36

Priorities for FY2022–23

Not Funded due to Revenue Reduction. Police Department Specific.

- Replacement of high mileage patrol vehicles
- Replacement of high mileage detective vehicle
- Replacement of outdated MDT's in patrol vehicles
- HVAC compressor replacement

Priorities for FY2022–23

City Wide and Police Department Challenges due to lack of revenue

- City Departments continue to struggle to recruit and retain staff, this is a consistent theme throughout the organization
- Staff consistently are working from behind and trying to put fires out versus proactively providing services or programing which was adopted through the core services discussion or the MacTown 2032 strategic plan
 - PD example/ Traffic Safety and Education. A City our size should have a dedicated traffic safety unit to address both livability and safety issues at a proactive level
 - PD example/ Crime Response Unit shuttered after a few months due to staffing shortages.
 - We are currently a 100% reactionary department.
 - Overtime costs are climbing sharply, and staff burnout is real

Priorities for FY2022–23

City Wide and Police Department Challenges due to lack of revenue

- MPD and our other City Departments challenge the policy makers of the City to continue to look for sustainable funding mechanisms to make our City a great place to live and work.
- McMinnville needs to be a sought-after destination to work. We are at a critical juncture in our City's history.



**City of
McMinnville**

FIRE DEPARTMENT

FY2022-23 Proposed Budget Fire and EMS

May 2022 Budget Committee Meetings

Priorities for FY2022–23

MacTown 2032

City Government Capacity

- *Develop and Foster local and regional partnerships continues to be the theme with regards to the Fire Department.*
 - Strive for a May election for new fire district
 - Community Engagement
 - Education
 - *Identify and Focus on the City's Core Services*
 - Core Services work done by Staff
 - Call volume continues to increase
 - Fire and Ambulance identified as below base
 - Ambulance improvements authorized

Priorities for FY2022–23

Core Services Investments

- Increase EMS Service from below base by adding one 24-hour ambulance to the system (GEMT funds)
 - Improve recruitment and retention
 - Maintain the 6 FF/EMS positions added mid-year in FY2021–22 with GEMT funds. \$688,470
 - Refurbish 1 ambulance with GEMT funds \$200,000
 - 1 new ambulance with ARPA funds \$250,000
 - M&S increases for fuel cost, drug cost, and training due to high turnover rates.

Priorities for FY2022–23

Not Funded due to Revenue Reduction
Fire Department Specific

- Command Staff Vehicle
- CPR Devices
- Training Tower Pavement Repairs
- MCT's for vehicles

Priorities for FY2022–23

City Wide Challenges due to lack of revenue

- Recruitment and Retention

- Retention

- Employee losses continue
 - Work-Load due to vacant positions or insufficient staffing
 - Uncertainty around City Revenue encouraging employee resignations
 - Furloughs to existing staff
 - No definitive plan for sustainable revenue
 - These issues also impact recruitment

Priorities for FY2022–23

- Challenges due to lack of revenue
- Recruitment and Retention Cont'd
 - Recruitment
 - Uncertain City revenue makes advertising and recruiting professional positions almost impossible
 - Lack of HR staff support restricts number of recruitments that can be accomplished
 - FD alone ran 14 recruitments in the last year
 - Professional positions with little or no interest
 - Planning
 - Engineering
 - Attorney

Recruitment & Retention

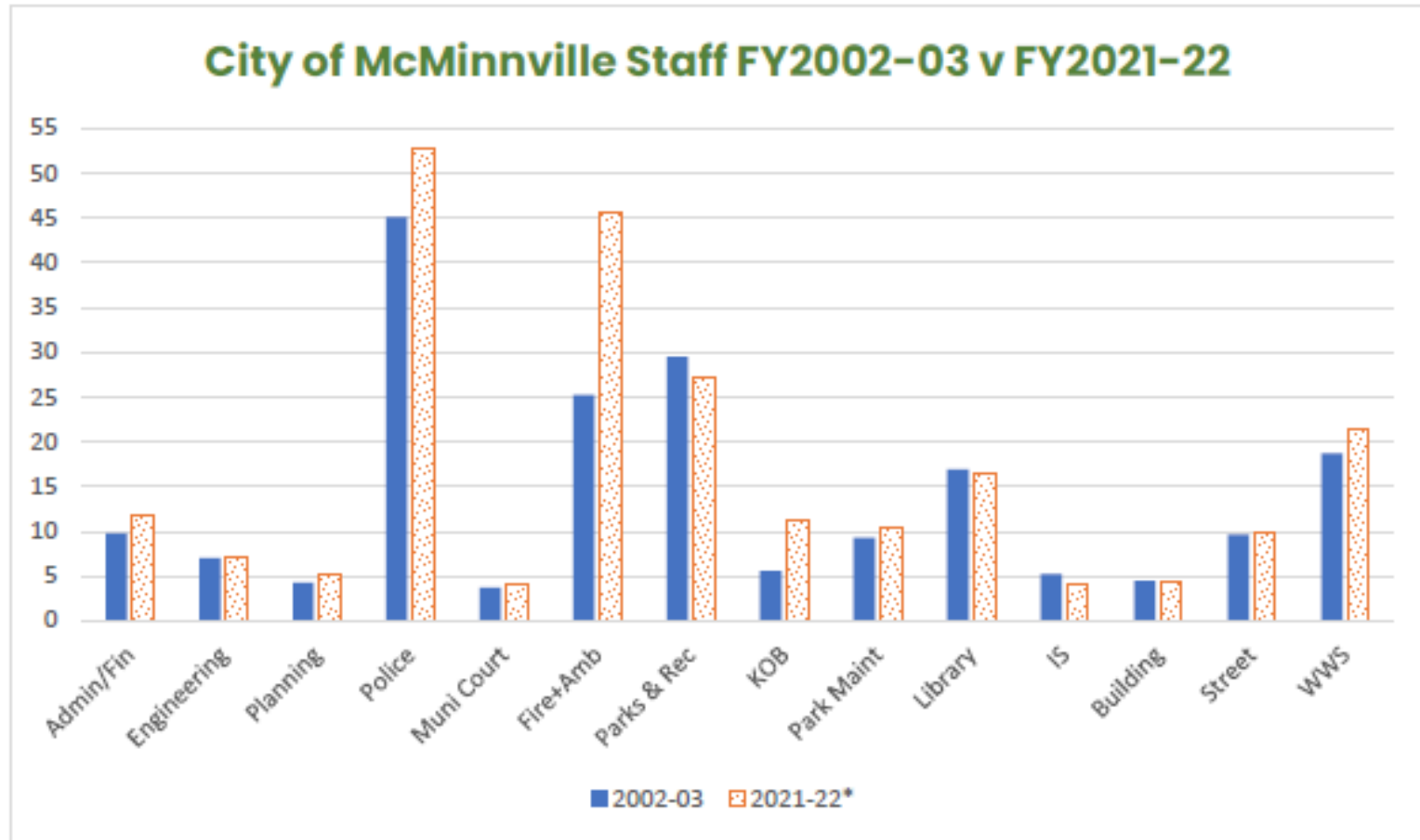
FY2019/20: 20 regularly budgeted positions

FY2021/22: 45 regularly budgeted positions

Challenges: Compensation, financial challenges, lack of resources, lean staffing levels, geographic location, distaste for government work, paid family leave, childcare, etc.

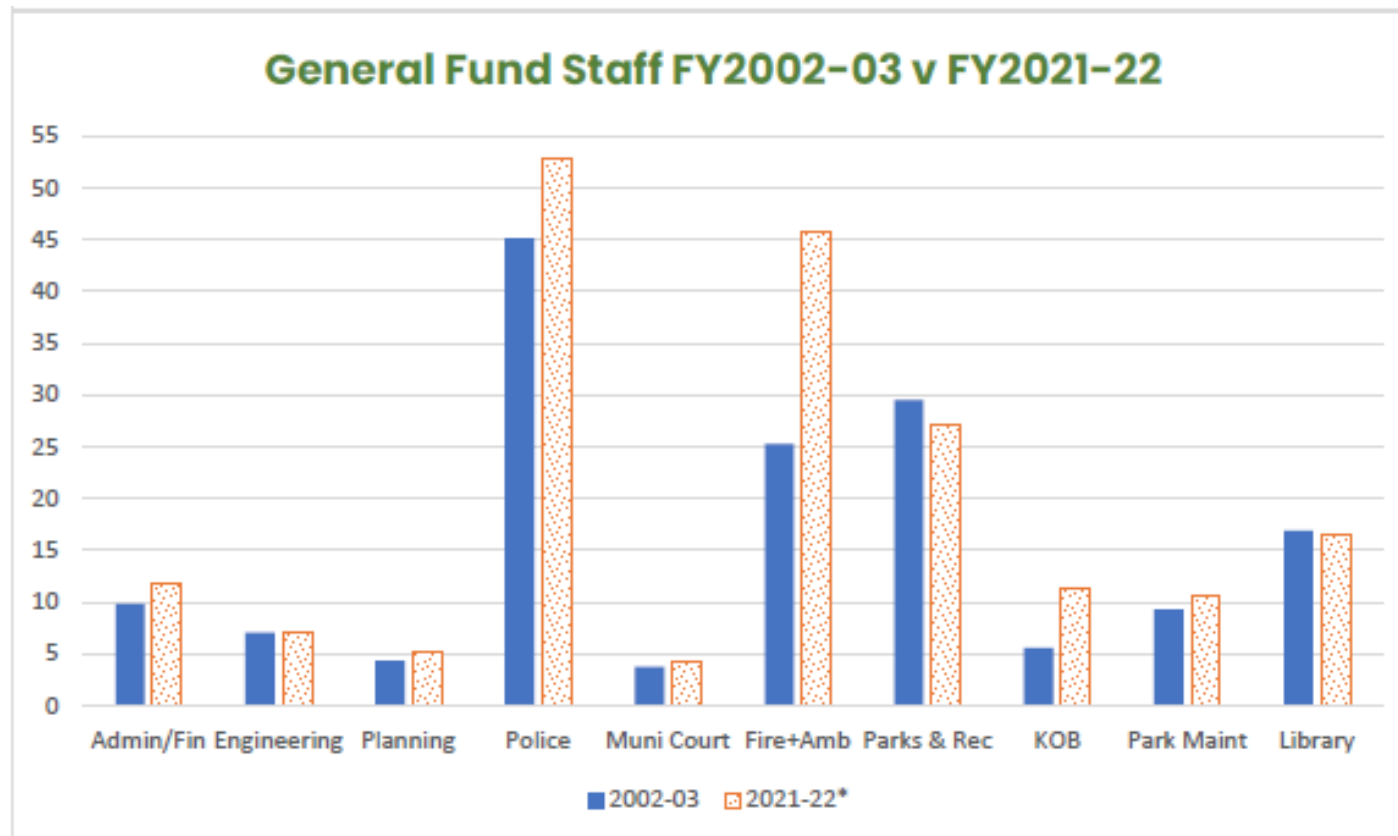
Recruitments involve significant time and effort: crafting announcements, interview questions, reviewing applications, interviewing, checking references, onboarding/orientation, training, etc.

Workforce Trends FY03 v FY22



Part of October 14, 2021, Sustainable Resources packet

Workforce Trends FY03 v FY22



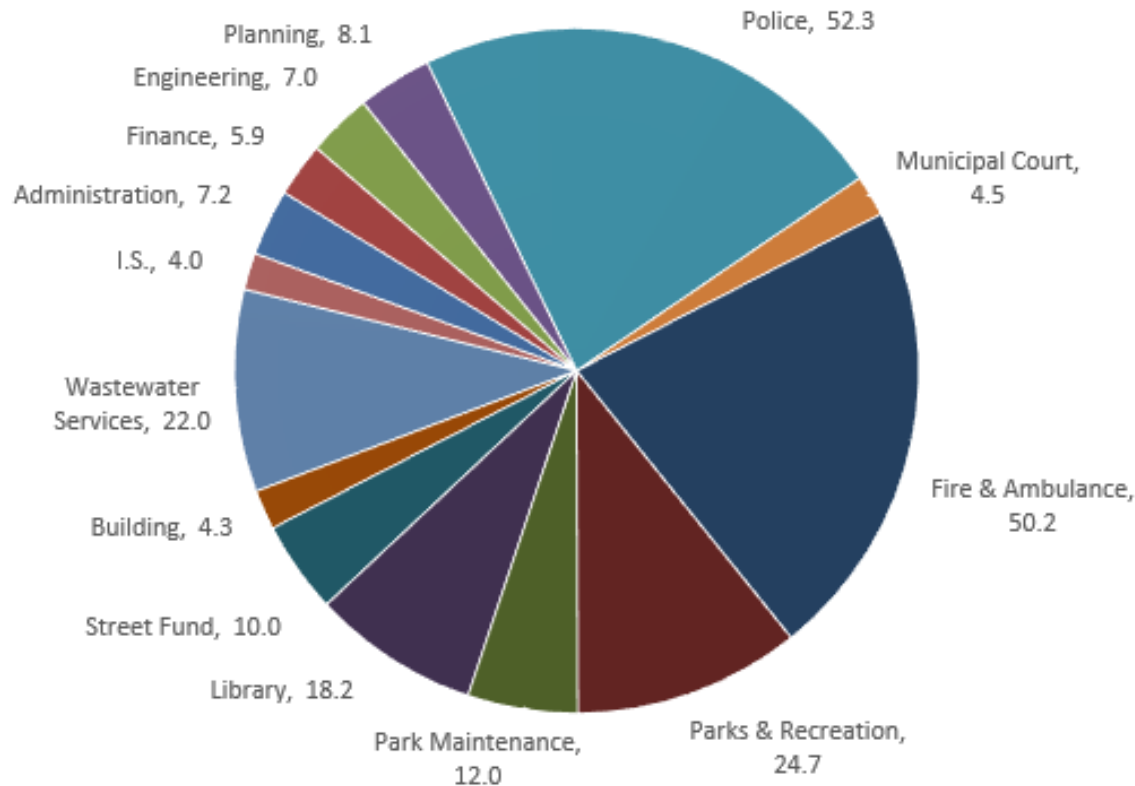
* FY2021-22 data is adjusted to better reflect departmental comparison of staffing investment over time. Two re-organizations affect department level FTEs but do not represent an investment in new services: FY2018-19 reorganization (moving 2 code compliance FTE from MPD to Planning and moving park ranger 1.7 FTE from P&R to MPD) and FY2019-20 outsource of ambulance billing (reduced Admin/Fin by 1.8 FTE)

Part of October 14, 2021, Sustainable Resources packet

May 2022 Budget Committee Meetings

FY23 Proposed Budget Staffing

Full Time Equivalent (FTE)



The updated budget has fewer general fund staffers as it eliminated core services add packages in HR, Parks Maintenance and the Library

P. 46 in Proposed Budget Book



FY2022-23 Proposed Budget Municipal Court

May 2022 Budget Committee Meetings

Priorities for FY2022–23

Core Services

- New year will be first full year with new Judge and Court Supervisor, creating a hybrid court experience and court process improvements
- Reopening of City Hall to Municipal Court customers
- Commitment to strengthening relationships with other city departments, legal community and local non-profits to better support persons who come before the court that face substance abuse or mental health challenges to get the help they need

Priorities for FY2022–23

Challenges due to lack of sustainable resources

- Changes in Oregon law which limits driver license suspensions – the right thing to do for many reasons – mean fine revenue declining
- Best practice in municipal finance is not to budget fine revenue as a programmatic revenue source because it can create very bad incentive structures that disproportionately affect the poor
- Funding the Municipal Court on its own merits as a vital contributor for delivering on community safety and resiliency – future may want to move fine revenue to non-departmental

MacTown 2032

- Continue to advance Diversity, Equity and Inclusion plan

American Rescue Plan Act

- Reduce backlog of cases, open receivables due
- Remodel work in City Hall still in process

FY2022-23 Summary

General Fund - Municipal Court

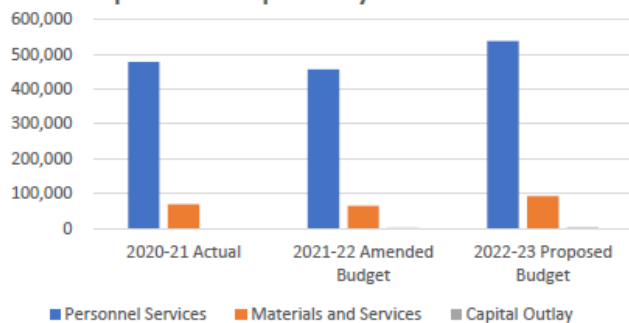
Department Cost Summary

| | 2020-21 Actual | 2021-22 Amended Budget | 2022-23 Proposed Budget | Budget Variance |
|------------------------------------|------------------------|------------------------|-------------------------|-------------------------|
| Revenue | | | | |
| Fines and Forfeitures | 357,691 | 407,800 | 381,600 | -26,200 |
| Intergovernmental | 0 | 0 | 48,000 | 48,000 |
| Miscellaneous | 6,305 | 600 | 300 | -300 |
| Revenue Total | 363,996 | 408,400 | 429,900 | 21,500 |
| Expenses | | | | |
| Personnel Services | 478,025 | 456,774 | 539,144 | 82,370 |
| Materials and Services | 68,903 | 64,366 | 92,921 | 28,555 |
| Capital Outlay | 0 | 1,272 | 2,470 | 1,198 |
| Expenses Total | 546,928 | 522,412 | 634,535 | 112,123 |
| Unrestricted Resources Required | 182,932 | 114,012 | 204,635 | 90,623 |
| | Adopted 2019-20 | Adopted 2020-21 | Adopted 2021-22 | Proposed 2022-23 |
| Full-Time Equivalents (FTE) | 4.67 | 4.78 | 4.15 | 4.46 |

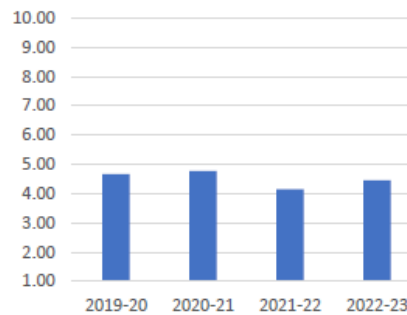
ARPA funding to address court backlog

Training increase, new communications applications (text/emails) to help reduce failures to appear and resulting fines and fees for these people needing to appear before the court

Department Expense by Classification



Full-Time Equivalents (FTE)





We're here to help!



**City of
McMinnville**

FINANCE

FY2022-23 Proposed Budget Finance

May 2022 Budget Committee Meetings

Priorities for FY2022–23

MacTown 2032 and Core Services

- Internal duties shift to build out more analytic capacity to serve organization
- Continue to add efficiencies and strengthen internal controls by leaning more on existing software capabilities and paperless workflow options

American Rescue Plan Act

- Grant Project Manager on board
- Support projects getting off the ground
- Lead second round of funding choices in FY23
- Impact of utilizing \$1.8M in ARPA for general operations

Priorities for FY2022–23

Challenges due to lack of sustainable resources

- Finance is functioning at base level which means
 - Basic work is pushed (for ex monthly close) to address more pressing issues (such as sustainable resources effort) or unanticipated needs (managing covid and the grant programs associated with it)
 - Supporting financial analysis needs for departments is limited
 - Transparency efforts for Council and community is in “nice to have” category and as a practical matter don’t move forward
- Departments need to lean on support services more when they are funded at base or below base core services delivery levels but our capacity to help is limited

FY2022-23 Summary

General Fund - Finance

Department Cost Summary

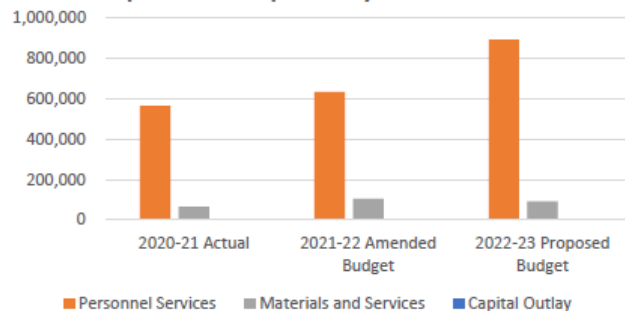
| | 2020-21 Actual | 2021-22 Amended Budget | 2022-23 Proposed Budget | Budget Variance |
|------------------------------------|------------------------|------------------------|-------------------------|-------------------------|
| Revenue | | | | |
| Charges for Services | 27,234 | 26,400 | 25,000 | (1,400) |
| Intergovernmental | 0 | 0 | 158,304 | 158,304 |
| Miscellaneous | 1 | 100 | 0 | (100) |
| Revenue Total | 27,234 | 26,500 | 183,304 | 156,804 |
| Expenses | | | | |
| Personnel Services | 562,937 | 632,267 | 890,368 | 258,101 |
| Materials and Services | 65,013 | 103,976 | 91,101 | (12,875) |
| Capital Outlay | 0 | 1,130 | 2,160 | 1,030 |
| Expenses Total | 627,950 | 737,373 | 983,629 | 246,256 |
| Unrestricted Resources Required | 600,715 | 710,873 | 800,325 | 89,452 |
| | Adopted 2019-20 | Adopted 2020-21 | Adopted 2021-22 | Proposed 2022-23 |
| Full-Time Equivalents (FTE) | 5.00 | 4.85 | 4.85 | 5.90 |

Increase due to new position, more Fin Dir time and hire Analyst to replace Accountant role

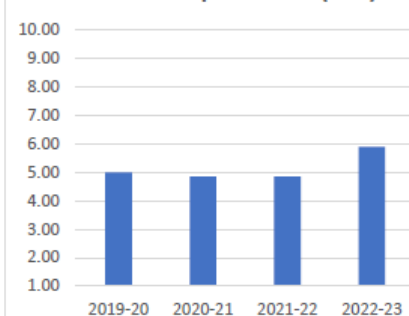
Less due to one-time consultancy on city services charge in FY22 offset by higher training budget

ARPA Grant Manager

Department Expense by Classification



Full-Time Equivalents (FTE)





**City of
McMinnville**



**City of
McMinnville**

FY2022-23 Proposed Budget Various Funds

May 2022 Budget Committee Meetings

Grant and Special Assessment Fund

MacTown 2032 and Core Services

- Downtown Economic Improvement District (DEID) supports sustainable growth activities in the downtown core with the leadership of the McMinnville Downtown Association

American Rescue Plan Act

- Fund holds grant funds until operating department carrying out Council approved projects are ready to move forward
- We anticipate supplemental budget actions will take place in FY23 as staff is able to bring projects online

P. 332 in Proposed
Budget Book

Grant and Special Assessment Fund

Updated FY23 Proposed Budget

| <u>Fund, Dept and Budget Category</u> | <u>Proposed Budget Book</u> | <u>Changes</u> | <u>Updated Proposal</u> |
|--|-----------------------------|--------------------|-------------------------|
| Grant and Special Assessment Fund | | | |
| Program | 5,260,000 | (2,800,000) | 2,460,000 |
| Transfers | 9,470 | 0 | 9,470 |
| Contingency | 0 | 0 | 0 |
| Special Assessment Total | 5,269,470 | (2,800,000) | 2,469,470 |

- Opioid Settlement resources have been added - \$400,000 in FY22 and FY23
- Navigation Center grant has been moved to the new Affordable Housing Fund
- Two ARPA projects have been moved to the new Affordable Housing fund – operational support for the Navigation Center and a contribution for Stratus Village affordable housing project being led by the Housing Authority of Yamhill County

Transient Lodging Tax Fund

FY2022-23 Budget Summary

(Unchanged in FY23 proposed update)

| | 2020-21 Actual | 2021-22 Amended Budget | 2022-23 Proposed Budget | Budget Variance |
|------------------------|------------------|------------------------|-------------------------|-----------------|
| Revenue | | | | |
| Beginning Fund Balance | 0 | 0 | 0 | 0 |
| Licenses and Permits | 1,125,340 | 1,197,000 | 1,680,000 | 483,000 |
| Miscellaneous | 69 | 2,200 | 200 | -2,000 |
| Revenue Total | 1,125,410 | 1,199,200 | 1,680,200 | 481,000 |
| Expenses | | | | |
| Materials and Services | 763,806 | 817,615 | 1,154,267 | 336,652 |
| Transfers Out | 361,365 | 381,585 | 525,933 | 144,348 |
| Contingencies | 0 | 0 | 0 | 0 |
| Expenses Total | 1,125,171 | 1,199,200 | 1,680,200 | 481,000 |
| Ending Fund Balance | 239 | 0 | 0 | 0 |

P. 341 in
Proposed
Budget
Book

MacTown 2032 and Core Services

- The program activities supported by TLT and executed by the City's partner, Visit McMinnville, are another effort in function of sustainable economic growth taking place in town
- The 10% lodging tax's 30% portion that supports the General Fund is estimated to be over \$500,000 next year

Telecommunications Fund

FY2022-23 Budget Summary

(Unchanged in FY23 proposed update)

| | 2020-21 Actual | 2021-22 Amended Budget | 2022-23 Proposed Budget | Budget Variance |
|------------------------|----------------|------------------------|-------------------------|-----------------|
| Revenue | | | | |
| Beginning Fund Balance | 1,933 | 1,947 | 1,975 | 28 |
| Licenses and Permits | 246,057 | 248,000 | 252,200 | 4,200 |
| Miscellaneous | 22 | 20 | 25 | 5 |
| Revenue Total | 248,012 | 249,967 | 254,200 | 4,233 |
| Expenses | | | | |
| Materials and Services | 246,057 | 248,000 | 252,200 | 4,200 |
| Transfers Out | 0 | 0 | 0 | 0 |
| Contingencies | 0 | 1,500 | 1,500 | 0 |
| Expenses Total | 246,057 | 249,500 | 253,700 | 4,200 |
| Ending Fund Balance | 1,955 | 467 | 500 | 33 |

P. 348 in
Proposed
Budget Book

MacTown 2032

The program activities supported a portion of cable television subscribers' franchise fees that are carried out by the City's partner, McMinnvillie Community Media, are a component of the City's engagement and inclusion priority in its strategic plan

Debt Service Fund

FY2022-23 Budget Summary

(Unchanged in FY23 proposed update)

P. 421 in
Proposed
Budget Book

| | 2020-21 Actual | 2021-22 Amended Budget | 2022-23 Proposed Budget | Budget Variance |
|------------------------|------------------|---------------------------|----------------------------|-----------------|
| Revenue | | | | |
| Beginning Fund Balance | 1,356,234 | 1,302,284 | 510,198 | -792,086 |
| Intergovernmental | 4,220 | 0 | 0 | 0 |
| Miscellaneous | 16,870 | 14,000 | 16,000 | 2,000 |
| Property Taxes | 3,653,723 | 2,767,000 | 2,859,800 | 92,800 |
| Transfers In | 0 | 0 | 0 | 0 |
| Revenue Total | 5,031,047 | 4,083,284 | 3,385,998 | -697,286 |
| Expenses | | | | |
| Materials and Services | 0 | 0 | 0 | 0 |
| Debt Service | 3,734,950 | 3,634,900 | 3,002,150 | -632,750 |
| Expenses Total | 3,734,950 | 3,634,900 | 3,002,150 | -632,750 |
| Ending Fund Balance | 1,296,097 | 448,384 | 383,848 | -64,536 |

MacTown 2032 and Core Services

Voter approved bonds to support investments in the City's street system as well as the construction of the Police Department and Civic Hall buildings support the City's government capacity and Community Safety and Resilience priorities of its strategic plan as well as core services provided by the Police Department, Street Department, Municipal Court and City Council

Insurance Services Fund

FY2022-23 Budget Summary

(Largely unchanged in FY23 proposed update)

| | 2020-21 Actual | 2021-22 Amended Budget | 2022-23 Proposed Budget | Budget Variance |
|------------------------|----------------|------------------------|-------------------------|-----------------|
| Revenue | | | | |
| Beginning Fund Balance | 1,465,769 | 922,845 | 616,472 | -306,373 |
| Charges for Services | 1,162,739 | 1,291,691 | 1,327,200 | 35,509 |
| Miscellaneous | 118,824 | 139,500 | 98,000 | -41,500 |
| Revenue Total | 2,747,331 | 2,354,036 | 2,041,672 | -312,364 |
| Expenses | | | | |
| Materials and Services | 1,086,125 | 1,449,600 | 1,422,630 | -26,970 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| Transfers Out | 694,426 | 210,533 | 238,242 | 27,709 |
| Contingencies | 0 | 241,907 | 150,000 | -91,907 |
| Expenses Total | 1,780,551 | 1,902,040 | 1,810,872 | -91,168 |
| Ending Fund Balance | 966,780 | 451,996 | 230,800 | -221,196 |

Transfers Out budget reduced by \$3,467 due to removing HR analyst

P. 517 in Proposed Budget Book

MacTown 2032 and Core Services

Property, general liability and workers comp insurance costs are budgeted in this internal service fund; basic risk management instruments that support the strategic plan's priority of strengthening government capacity as well as all of the City's core services that staff work on each year



Community Plate



The woods just outside of McMinnville (photo: Natalie Starr)

Photos from Visit McMinnville website



**City of
McMinnville**

ADMINISTRATION

FY2022-23 Proposed Budget Administration

May 2022 Budget Committee Meetings

Priorities for FY2022–23

Core Services Investments

To balance the budget, investments in human resources and community engagement activities were removed

\$144,000 reduction in facilities maintenance spending is also a part of the updated FY23 proposed budget

Funds to support the downtown art program, Yamhill County Transit Authority, and McMinnville Economic Development Partnership were not reduced from their original proposed levels

Priorities for FY2022–23

MacTown 2032

The City Manager's office and Admin department staffers will continue to work with Council to find sustainable funding mechanisms to move forward out City's strategic plan and vision

American Rescue Plan Act

Projects included in FY23 are translation and non-English language community relations and support of DEI activities