



**City of
McMinnville**

INFORMATION SERVICES

FY2022-23 Proposed Budget Information Services

May 2022 Budget Committee Meetings



Technology is the future



Technology is like an iceberg



Technology is like a knife

A tool, a hazard, a weapon



Priorities for FY2022–23

MacTown 2032

City Government Capacity

Strengthen the City's ability to prioritize and deliver municipal services with discipline and focus

- Infrastructure Improvements
- Departmental service delivery projects
- Website refresh – Branding and functionality

Priorities for FY2022–23

American Rescue Plan Act

- Audio / Visual investments for hybrid meetings
 - support City departments and committees
- Firewall Investment
 - Improved VPN performance –remote work
 - Improved Cybersecurity posture – traffic inspection
 - More crowdsourcing of threats in realtime

Priorities for FY2022-23

IS – Not funded due to Revenue Reduction

- Capital - Storage Update – putting off another year
- Capital – Virtual Server – putting off another year
- Capital – No capital account building (possibly depleting instead)

- Police (5), Fire(6) - Mobile Data Computers
 - Increased maintenance - impact on IS resources
 - Doubling need for next year's replacements

Priorities for FY2022-23

IS - City-Wide challenges

- We don't have a building, but we have plenty of infrastructure in each building.
- General fund removals impact IS:
GIS, HR, Facilities positions

Technology projects need software investment and departmental resources to address and complete.

FY2022-23 Summary

Information Systems & Svcs Fund

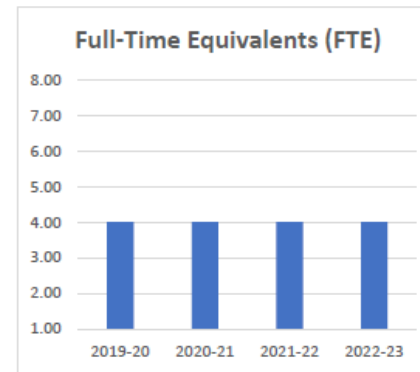
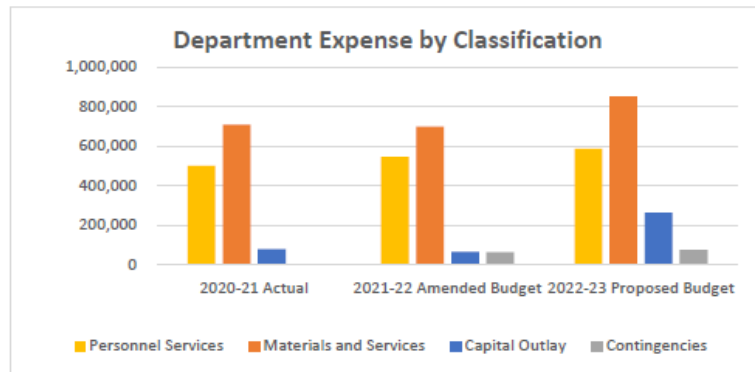
Fund Cost Summary

	2020-21 Actual	2021-22 Amended Budget	2022-23 Proposed Budget	Budget Variance
Revenue				
Beginning Fund Balance	211,772	402,010	158,192	-243,818
Charges for Services	613,597	762,310	1,033,580	271,270
Intergovernmental	152,672	0	80,000	80,000
Miscellaneous	1,332	2,000	1,200	-800
Transfers In	473,188	547,990	584,698	36,708
Revenue Total	1,452,561	1,714,310	1,857,670	143,360
Expenses				
Personnel Services	501,134	545,239	585,698	40,459
Materials and Services	707,920	698,910	851,580	152,670
Capital Outlay	78,001	63,400	262,000	198,600
Contingencies	0	61,800	75,000	13,200
Expenses Total	1,287,055	1,369,349	1,774,278	404,929
Ending Fund Balance	165,506	344,961	83,392	-261,569

ARPA funding –
Firewall
Replacement

Only 80k of ARPA money remains here

	Adopted 2019-20	Adopted 2020-21	Adopted 2021-22	Proposed 2022-23
Full-Time Equivalents (FTE)	4.00	4.00	4.00	4.00





**FY2022-23
Proposed Budget
PLANNING
DEPARTMENT**

May 2022 Budget Committee

The longer you put it off the bigger the problem becomes



● For Sale

\$215,000

3 bed 2 bath 1,512 sqft

The longer you put it off the bigger the problem becomes



● Pending

\$399,000

3 bed 2 bath 1,446 sqft 6,970 sqft lot

The longer you put it off the bigger the problem becomes



● Pending

\$439,999

3 bed 2 bath 1,456 sqft 0.23 acre lot

The longer you put it off the bigger the problem becomes



● Contingent

\$749,900

4 bed 3.5 bath 2,866 sqft 6,970 sqft lot

The longer you put it off the bigger the problem becomes



● For Sale

\$869,000

4 bed 3 bath 3,187 sqft 8,712 sqft lot

Current Planning

Long Range Planning

Urban Renewal

Building

Code Compliance

Economic Development

Affordable Housing

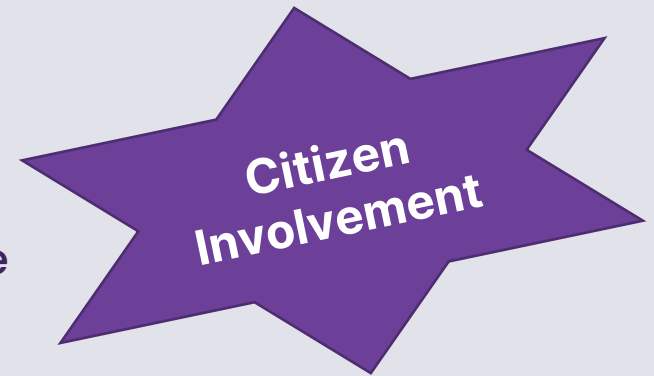
**PLANNING
DEPARTMENT
IS NOT JUST
ABOUT
PLANNING
ANymore!**

PLANNING

5.1 FTE dedicated to Planning (Current/Long Range/Urban Renewal/Affordable Housing)

Support 5 Standing Committees (79 volunteers that meet monthly):

- Planning Commission
- Historic Landmarks Committee
- Affordable Housing Committee
- Economic Vitality Leadership Council
- Landscape Review Committee
- McMinnville Urban Renewal Advisory Committee



Diversifying Revenue Sources:

- Fee Structure (100% Cost Recovery) \$23,000 in 2016 - \$150,000 in 2021
- Grants: \$6,000 in 2016 to \$107,000 in 2021 for long range planning

Created three separate sub-funds in 2020 to identify true costs for fee schedules.

- Current Planning = 100% Fee Supported
- Long Range Planning = General Fund and Grants
- Administration = Mixture of Fees and General Fund

PLANNING

Challenges:

- Understaffed (Norm is 1 planner per 5,000 people)
- Workload is Daunting
 - Behind in planning (required and strategic)
 - State Mandates and Reporting
 - Affordable Housing
- Burn Out (3 out of 4.83 planners resigned last year)
- No time for strategic planning

2022/23 Budget Projects:

- HB 2001 Residential Design Review – timeliness
- Entitling land supply for housing
 - Updating public facility plans (already behind)
 - Area Plans (one per year – already behind)
- Respond to HB 2003 State Mandate
 - Update Housing Needs Analysis
 - Update Economic Opportunity Analysis

PLANNING

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 - Update Economic Opportunity Analysis

2022/23 Priorities

- **Public Engagement**
- **Changing the tone of dialogue in McMinnville about planning**
- **DEI Planning**
- **Sustainability Planning**
- **Rebuilding the Program**

Core Services Investments – Base Level

- Staffing to support programs and planning (not included)
- GIS – planning data and staff support (not included)



Base Level	Mid Level	Optimal Level
5.0 FTEs \$325,000 Professional Services	6.50 FTEs \$325,000 Professional Services	8.0 FTEs \$400,000 Professional Services
Current Level of service.	Add 1.5 FTE <i>Associate Planner</i> <i>0.50 GIS Planner</i>	Add 3.0 FTEs plus \$50,000 professional services. <i>Planning Manager</i> <i>Associate Planner</i> <i>GIS Planner</i>



Core Services Investments – Base Level

- Staffing to support programs and planning (not included)
- GIS – planning data and staff support (not included)

MacTown 2032

- Housing
- Economic Development
- Growth Planning
- Voluntary Code Compliance

American Rescue Plan Act

- Economic Development Fund
- Affordable Housing Fund

Core Services Investments – Base Level

- Staffing to support programs and planning (not included)
- GIS – planning data and staff support (not included)

MacTown 2032

- Housing
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American Rescue Plan Act

- Economic Development Fund
- Affordable Housing Fund

Due to staffing capacity and workload, our heads are down and we are grinding - there is very little opportunity for looking up and strategic planning. We are reactionary and not proactive which is a counterintuitive place to be for planning.

- Public Engagement
- DEI Planning
- Climate Change Planning
- Quality of Life Planning
- Neighborhood Revitalization

BUILDING

Moved from the Community Development Department to Planning in 2017

- 4.00 FTEs (0.25% of Planning Director)
- 100% Fee Supported Program



BUILDING

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- 4.00 FTEs (0.25% of Planning Director)
- 100% Fee Supported Program

Challenges

- Future reduced permitting levels
- Redundancy
- Specialty Inspections
- Building Official



CODE COMPLIANCE

Moved from the Police Department to Planning in 2018:

- 2 FTEs moved from the Police Department to Planning
- Moved from penal program to administrative program



CASELOAD

359
Cases

98%
Voluntary Compliance

Community Relations

Economic Development Fund – NEW!

Revenue:

\$ 750,000 Noble Grant (State ARPA Funds)
\$ 250,000 Innovation Center (ARPA Funds)
\$ 500,000 Third Street Project (ARPA Funds)

\$1,500,000 TOTAL (All ARPA Grant Funds)

Expenses:

1 FTE – ED Special Projects Coordinator
Project Implementation

Economic Development Fund – NEW!

Noble Grant:

Business Community Issue #1 (Immediate): Lack of workforce for businesses that depend on, on site employees, resulting in businesses limiting their operational hours.

Program	Amount	Compliance
Business Assistance Grants for Workforce Recruitment and Retention	\$190,000	2. Address negative economic impacts
Purchase and Distribute COVID products to Businesses	\$10,000	1. Supporting the public health response
Projects for Issue #1 TOTAL:	\$200,000	

Business Community Issue #2 (Long-Term): Pipeline of trained workforce to support local businesses.

Program	Amount	Compliance
Hire a Workforce Development Coordinator to Develop Local Workforce Programs (2 Year FTE)	\$200,000	2. Address negative economic impacts
Collect Data to Understand Business Needs	\$50,000	2. Address negative economic impacts
Develop an Apprenticeship Program with Chemeteka Community College	\$50,000	2. Address negative economic impacts
Projects for Issue #2 TOTAL:	\$300,000	

Business Community Issue #3 (Near-Term and Long-Term): After the instability of the COVID pandemic, businesses are struggling with how to adapt and pivot to changing needs.

Program	Amount	Compliance
Develop a 40/60 Loan Forgiveness Program with MESO	\$200,000	2. Address negative economic impacts
Develop Bilingual Business Training / Mentorship	\$50,000	2. Address negative economic impacts
Projects for Issue #3 TOTAL:	250,000	
TOTAL PROGRAM COSTS	\$750,000	

Economic Development Fund – NEW!

Revenue:

\$ 750,000 Noble Grant (State ARPA Funds)
\$ 250,000 Innovation Center (ARPA Funds)
\$ 500,000 Third Street Project (ARPA Funds)

\$1,500,000 TOTAL (All ARPA Grant Funds)

Expenses:

**1 FTE – ED Special Projects Coordinator
Project Implementation**

**No impact on
the General Fund**

Affordable Housing Fund – NEW!

Revenue:

\$1,200,000 2021 State Grant (Navigation Center)

\$1,500,000 2022 State Grant (Navigation Center)

\$ 500,000 City ARPA Funds (Navigation Center)

\$ 300,000 City ARPA Funds (Stratus Village)

\$ 600,000 CET Revenue



Expenses:

\$3,500,000 ARPA Projects

\$ 600,000 Affordable Housing Programs

Affordable Housing Fund – NEW!

Revenue:

\$1,200,000 2021 State Grant (Navigation Center)

\$1,500,000 2022 State Grant (Navigation Center)

\$ 500,000 City ARPA Funds (Navigation Center)

\$ 300,000 City ARPA Funds (Stratus Village)

\$ 600,000 CET Revenue



Expenses:

\$3,500,000 ARPA Projects

\$ 600,000 Affordable Housing Programs

**No impact on
the General Fund**

LOOKING FORWARD

Lack of investment in strategic long-range planning impacts the future foundation of the community.

- **Housing = Lack of Supply = Rising Prices = Gentrification = Changing Demographics**
- **Quality of Life = reactionary and not proactive (cohesive planning, transportation, parks, open space, natural feature preservation, climate change planning, creative master planning, etc.)**
- **Economic Development = Bedroom community**

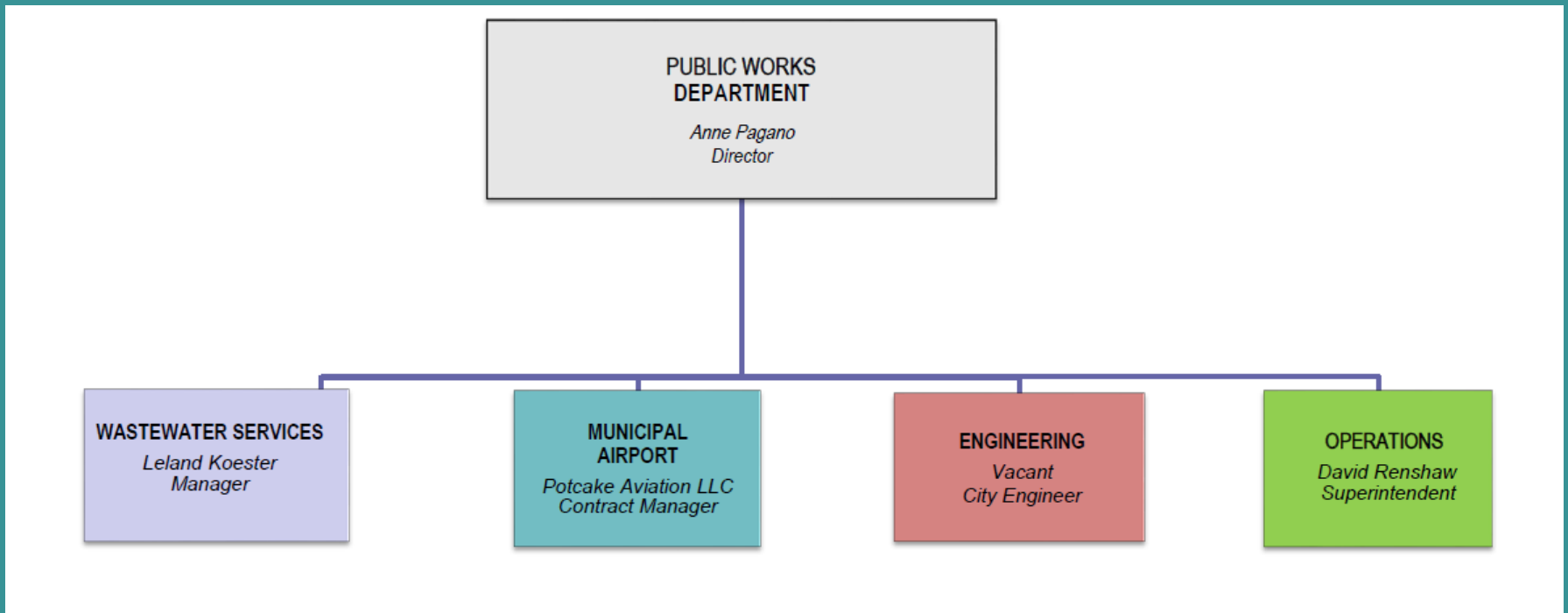


Public Works

FY2022-23 Proposed Budget Public Works

May 2022 Budget Committee Meetings

PUBLIC WORKS ORGANIZATION



MAC-TOWN 2032 STRATEGIC PLAN

GOAL

Proactively plan for and responsibly maintain a safe and resilient community

OBJECTIVES

1. Build a community culture of safety (consider safety best practices)
2. Develop resiliency targets for critical infrastructure
3. Lead and plan for emergency preparedness
4. Provide exceptional police, municipal court, fire, emergency medical services (EMS), utility services and public works

- Master Planning
 - Transportation
 - Stormwater
 - Wastewater

- Striving for “exceptional” Public Works



FY2022-23 Proposed Budget Engineering



May 2022 Budget Committee Meetings

Priorities for FY2022-23

Core Services

Manage City's transportation, wastewater, stormwater, airport infrastructure

- Begin Design of Sewer Rehab Phase 3 Project
- Baker Creek/Meadow Dr. Rapid Flashing Beacon Crosswalk
- Management and support for Master Plan Updates (Future CIP)
- Start design of 3rd Street Streetscape Improvements
- 2023 Slurry Project
- Wastewater Projects
- Mercury Total Maximum Daily Load (TMDL) Plan and Implementation
- Review and inspect public infrastructure improvements as part of private developments
- Sidewalk, ROW, construction permits
- Manage procurement and contracts for all Public Works projects and City maintenance contracts (i.e. Janitorial, HVAC, Elevator)
- Maintain City's public infrastructure records in GIS

American Rescue Plan Act

- Manage and Implement projects funded by ARPA as resources allow

Challenges

- Staff Transitions/Short-staffed for over a year
 - City Engineer
 - Engineering Technician
 - Engineering work is overflowing to Wastewater and Operations
- Lack of Support Staff(unfunded add packages)
 - Contract/Procurement Specialist
 - HR
 - Facilities Maintenance (Buildings)
 - Pulls engineering staff away from primary duties
- Project Delays due to Staff Shortages and Workload
 - Projects delays = Increased costs



FY2022-23 Proposed Budget Airport



Priorities for FY2022-23

- Begin Update to Airport Master Plan (Airport Layout Plan)
- Update Airport Minimum Standards (Rules)
- Ongoing Airport Maintenance
- Hire Airport Administrator



PARK MAINTENANCE

FY2022-23 Proposed Budget Park Maintenance

"Do what you can, with what you have, where you are."

-Theodore Roosevelt, 26th US President

May 2022 Budget Committee Meetings

Priorities for FY2022-23

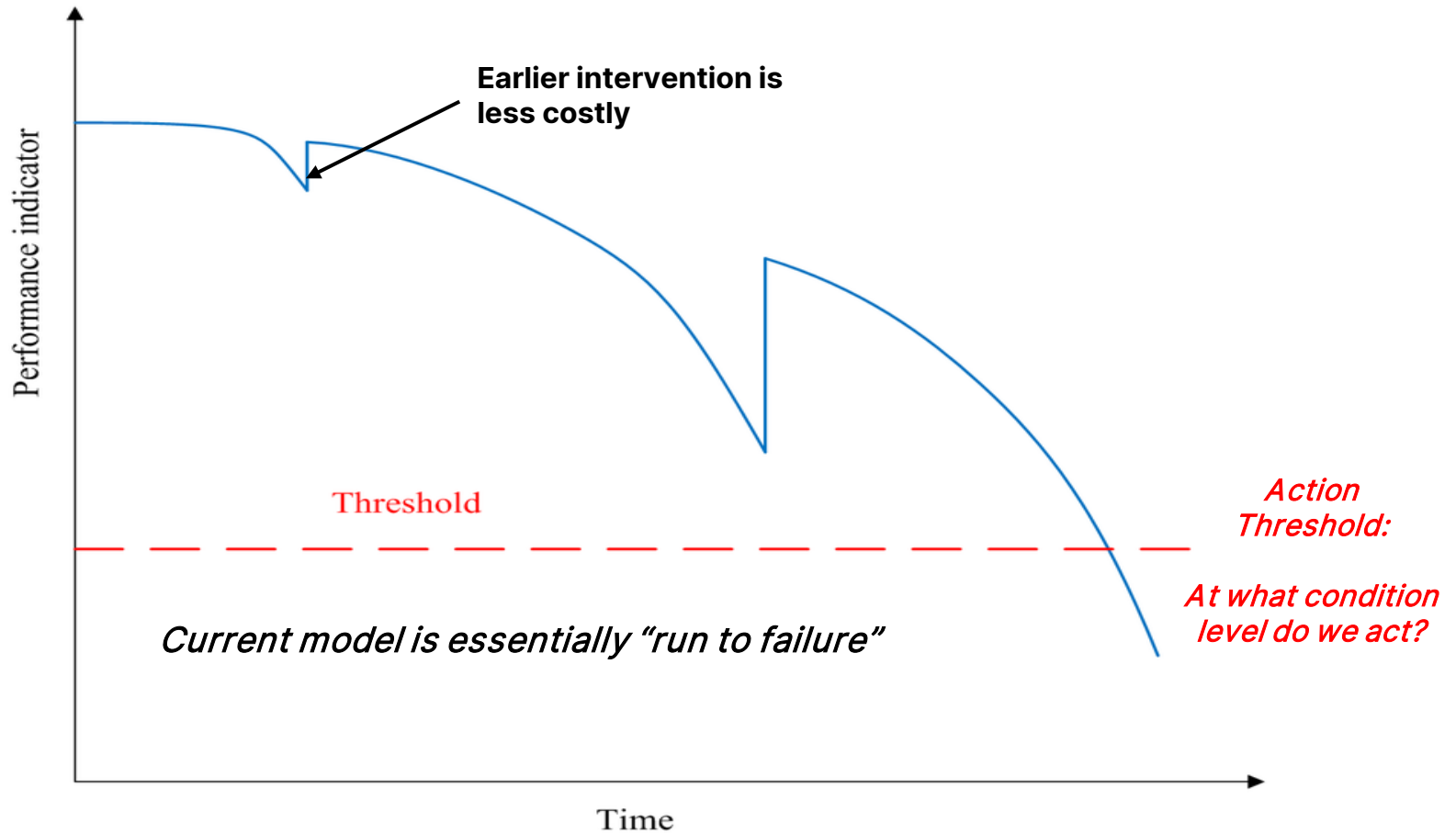
Maintain service levels as resources allow

- Service Levels will be largely status quo-below base
- Begin park tree replacements as funding constraints allow
- No General Fund capital resources allocated

American Rescue Plan Act

- Funded through a FY 2022-23 Supplemental Budget
- Fleet and Equipment upgrades: \$400,000
- System Wide Irrigation renovations: \$264,000
- Staff capacity to manage ARPA projects a concern

Asset Management: Everything has a useful life...



Asset Management: The beginning...



Asset Management: Time, weather & use impacts



Core Service Update for FY2022-23

Core Services Status

- Without additional resources, core services will remain below base
 - Service levels are based on 2008/2013 staff review, using NRPA service level framework
- The primary drivers are constrained resources and competing priorities:
 - Competing priorities have taken priority in resource allocation
 - Park system asset renewal: City has constructed new facilities, but has not been able to fund significant system asset renewal
 - Resource constraints don't allow for staffing levels to support desired service levels & meet community expectations
 - Unable to fund M&S resources to keep up with inflationary impacts, asset decline and comping impacts

Core Service Update for FY2022-23

Unfunded Add Package Elements

- 1 full time UW II, I FTE of seasonal positions: 3,600 labor hours
 - Adds needed staff capacity for increases maintenance cycles and small projects and repairs
- Additional Repairs & Maintenance resources: \$60,000
 - Improves capacity to address repair and material needs
- Additional Contract Services resources: \$132,500
 - Improves capacity with additional resources to engage contractors for work that staff does not have the capacity, licensing or equipment to tackle, allows for turf renovation work at Dancer Park
- Restroom Partitions Replacement-Discovery Meadows, Wortman, City: \$35,000
- Discovery Meadows Playground renovation: \$400,000- *possible future ARPA project*



**City of
McMinnville**

OPERATIONS

FY2022-23 Proposed Budget Street Fund & Transportation Fund

"Do what you can, with what you have, where you are."

-Theodore Roosevelt, 26th US President

May 2022 Budget Committee Meetings

Priorities for FY2022–23: Street Fund

Street Fund Core Services

- Local pavement repairs, pedestrian facilities, crack sealing program
- Traffic operations: signage, markings, striping (Marion Co.), signals (ODOT), traffic control requests/recommendatons
- Storm Water maintenance (with WWS), storm water quality facilities
- Fleet: 63 vehicles, 165 pieces of equipment: equipment age and condition stretch currently allocated 1 FTE to keep up with maintenance needs
- Emergency Response: weather events, haz mat response with WWS, Park Maintenance
- Right of Way maintenance: beautification areas, undeveloped ROW: camping related responses create demand on staff capacity and require additional funding to clean up
- Revenue Sources: primary source is Oregon Gas tax
 - Gas taxes must be used construction, repair, maintenance and operation of public roads8

Highlights

- ODOT projections are for flattening revenues; staff monitors revenue and adjusts spending as necessary
- ODOT COVID Relief Funding
 - \$509,000, one time revenue
 - Programmed as a funding source for fleet/equipment renewal
- Expansion of driver feedback signage program: 2 additional signs for problem corridors
 - Staff developing a database to identify the effectiveness of these signs in their designated locations

Priorities for FY2022-23-Transportation Fund

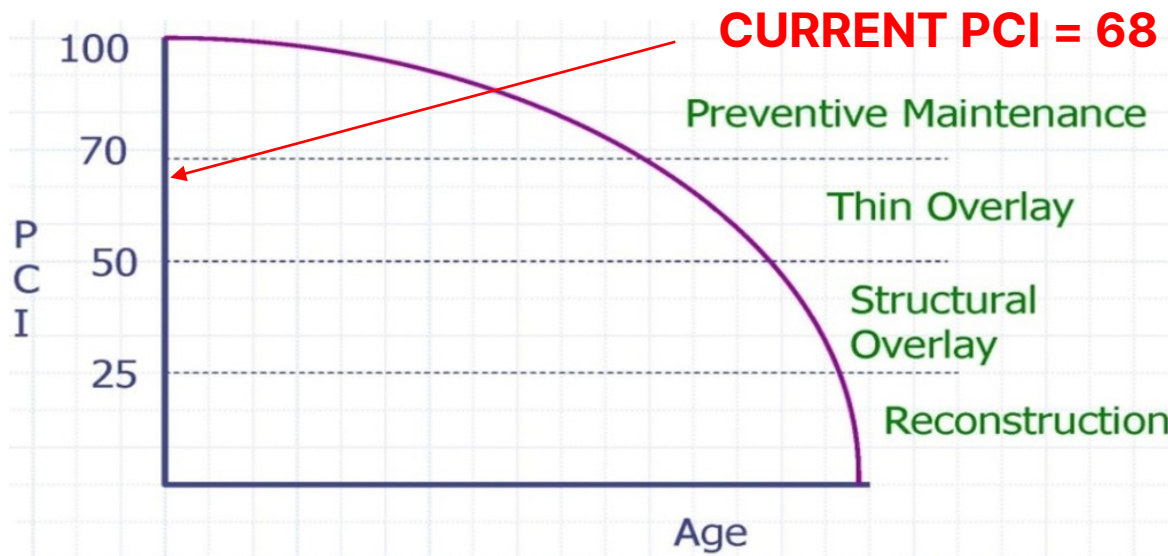
Transportation Fund Core Services

- Capital improvements, contracted preventative maintenance, system planning & engineering
- Revenue sources: Oregon Gas Tax revenues (from Street Fund), Systems Development Charges (development), Surface Transportation Block Grant Fund Exchange
 - SDC Revenue use limited to capacity enhancing projects
 - STBG Funding is typically used for rehabilitation/overlay work
 - Gas Tax support for fund expenses not eligible for SDC or STBG

HIGHLIGHTS

- **Final 2014 bond preservation project: \$120,000-NE 18th, Hembree to McDonald**
- **Rapid rectangular flashing beacon crosswalk: \$200,000-NW Baker Creek RD and NW Meadows**
- **Transportation System Plan update: \$400,000-project starting in FY 22-23**
- **Pavement Preservation: \$300,000 Slurry seal-will be deferred due to staff capacity**
- **Pavement Engineering: \$100,000-pre-design engineering for projects along major corridors**
- **ODOT By-Pass Loan: \$201,248-annual loan payment**
- **Yamhill Parkway Committee: \$18,500-50% of total City support**

Pavement Preservation



INCREASING COSTS

PCI	CONDITION	PERCENTAGE
70-100	VERY GOOD	56%
50-69	GOOD	30%
25-49	POOR	8%
0-25	FAILED	6%



STREET RECONSTRUCTION



SLURRY SEAL APPLICATION

COST & IMPACT

HIGH



LOW

ISSUES & CHALLENGES

- **Recruitment and retention:** Street Maintenance currently has 2 full time positions open, and 5 of 6 seasonal positions remain unfilled. Division staff participate fully in all recruitments.
- **Storm Water:** currently no direct funding source. City (WWS) is currently working the TMDL Implementation Plan process; with the likely need to develop a direct funding source for storm water related activities
- **Pavement Preservation:** to maintain current PCI would require an annual investment of approx. \$1.5 million; current resources limit the city to about \$525,000 annually.
- **Primary drivers:** increasing project costs , competing demands for available resources (by-pass loan, Transportation Fund support, streetlighting, indirect support costs, camping, stormwater,etc.)

Facility Management

Inventory

- 56 structures at 28 locations
- 362,915 square feet
- Replacement value (2018): \$116,600,000
- Use includes office space, public meeting space, recreational space, aquatics, storage, wastewater treatment operations/administration, vehicle/equipment shops, aircraft maintenance/storage, public safety (PD/Fire), library, public restrooms
- Facility ages range from 1924 (Community Center) to 2019 (Jay Pearson Park restroom)

Current Maintenance Approach

- Decentralized approach, with each building “owner” (i.e. department) being responsible for maintenance & management
- Public Safety Building only facility with designated facility maintenance staff
- Existing service contracts for HVAC, janitorial and elevator maintenance.
- Support is provided from Engineering, PD & Operations:
 - Contract procurement, capital project management, R&M project management, repairs, building operations issues, electrical, contractor management

Current Gaps

- No comprehensive preventative maintenance program
 - Reactive v. Proactive approach, no ability to prioritize on a system wide basis; little standardization
- Lack of technical knowledge among assigned staff
 - As an ancillary duty for staff, responses divert capacity away from primary duties
 - “Learning curve” slows down responses
- No centralized building security program
 - Out of date key/access systems
 - No comprehensive approach to lighting/camera systems
- No capital planning for facilities or systems on a Citywide basis
 - Limited City-wide capital planning process to identify priorities
 - Capital planning would require funding replacement reserves
 - Current maintenance backlog is > \$2.8 million
 - Annual funding need for the 20-year period is about \$2 million/year
 - Essentially a run to failure model

Facilities Maintenance Add Package

Approach to Add Packages

- For FY 22-23 approach included 1 full time staff member and seasonal help, with additional contract services resources and support elements (vehicle, computer, etc.)
- Intent was to move forward in implementing the program in an incremental manner as a section of the Operations Division in Public Works
- Approach did not attempt to fund either current backlog or annual capital funding need
- Capital needs would be addressed as resources allow via current capital budget process

Facilities Maintenance Add Package

Unfunded Add Package Elements

- 1 FTE Supervisor, 1FTE seasonal help: *approximately 3,600 labor hours to provide capacity for project management, repairs, operational requests etc.*
- 1 FTE Mechanic's Assistant: approximately 1,780 labor hours to provide additional capacity for both facility and fleet maintenance
- Additional contract services resources: \$125,000- *provides additional resources for contracted repairs, small equipment replacements, etc.*
- Vehicle: \$50,000- *utility vehicle with/utility box to provide mobile tools and equipment for staff*



FY2022-23 Proposed Budget Wastewater

May 2022 Budget Committee Meetings

Priorities for FY2022–23

- We plan to meet or exceed all the requirements of our National Pollution Discharge Elimination System Permit (NPDES Permit # 101062)
 - Chemicals – Biosolids – Supplies – Fuel
- Work with DEQ for renewal of our NPDES permit which has been administratively extended since 2008
 - Contract Lab Services
- Solids Capacity Improvement Project – Construction of new facilities to expand and improve our biosolids handling
- Master Plan Updates – We will be updating our master plans and financial plan for the Water Reclamation Facility and the Conveyance System
- Administration Space Needs Analysis and old STP Demolition plans development
- Install standby generator at the Cozine Pump Station



City of McMinnville

PARKS & RECREATION

FY2022-23

Proposed Budget
Parks and Recreation
and
Park Development

MacTown 2032

Removing Barriers



Partnerships



Tourism & Events



Training & offerings



Opportunity

Core Services

Recreational swim

Adult Fitness Classes

DANCE CLASSES

Volunteers

Health & Personal Services

ADAPTIVE RECREATION

YOUTH SPORTS CLINICS

Park Reservations

Support Groups

PARK DEVELOPMENT

Play | Explore | Grow | Connect

Wortman Cafe

Tiny Tots

Summer Camps

Community Social Events

Youth Art/craft/STEM

Swim Lessons

ADULT EDUCATION CLASSES

Youth Sports Leagues

Drop in fitness

Private lessons

Water Fitness

Adult Sports Leagues

FACILITY RENTALS

Summer Fun

P&R

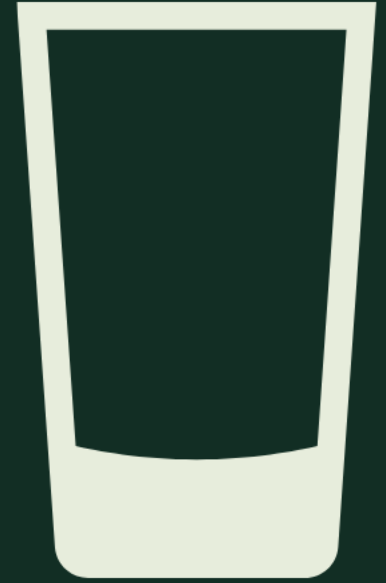
What we are doing



- Removing Barriers
- Partnerships
- Buildings & Parks
- Employees

P&R

What we aren't able to do



- Buildings and Parks
- Revenues
- Resources
- Employees

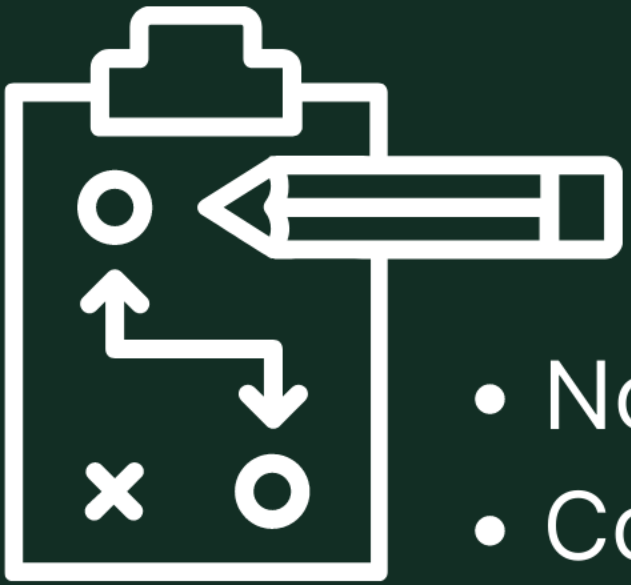
+ Add Packages

- MacPAC continuation (core services, safety, capacity)
- Summer Fun (inclusion)
- Parks Maintenance (capacity)

(Didn't make the cut)

Adaptive recreation coordinator (inclusion)

Volunteer program (core services)



Master Planning

- Not an 'either or'
- Community participation
- Incorporates operational, maintenance and capital replacement funding
- Modern plans based on sufficient funding and grounded in equity
- Leverages our resources