



Special Called Budget Committee Work Session Agenda
Tuesday, October 24, 2023
6:00 p.m. – Work Session

Welcome! The public is strongly encouraged to participate remotely but there is seating at Civic Hall for those who are not able to participate remotely. However, if you are not feeling well, please stay home and take care of yourself.

*You can live broadcast the City Council Meeting on cable channels Xfinity 11 and 331,
Ziply Fiber 29 or webstream here:
www.mcm11.org/live*

*You may join online via Zoom Meeting:
<https://mcminnvilleoregon.zoom.us/j/88464780016?pwd=9fvkpHKPZzpDyPzCsmOLts3mFCZEkn.1>
Zoom ID: 884 6478 0016
Zoom Password: 243844*

*Or you can call in and listen via Zoom: 1-253- 215- 8782
ID: 884 6478 0016*

1. CALL TO ORDER
2. DOLLARS AND SENSE PRESENTATION AND DISCUSSION
3. ADJOURNMENT

STAFF REPORT for WORKSESSION

DATE: October 24, 2023
To: Budget Committee
FROM: Jeff Towery, City Manager
SUBJECT: **Dollars & Sense: Engagement Review and Evaluation
Background on FY2024-25 Budget Levy Discussion**



ENGAGEMENT & INCLUSION

Create a culture of acceptance and mutual respect that acknowledges differences and strives for equity



CITY GOVERNMENT CAPACITY

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



CIVIC LEADERSHIP

Encourage a variety of leadership development opportunities to foster a culture of civic pride and involvement

Report in Brief: Early this calendar year, the Budget Committee reviewed the results of a statistically valid poll conducted by Praxis in late December, 2022 and early January, 2023. The primary focus of the poll was to assess voter support for the McMinnville Fire District and to explore the impact of the City's property tax levy capacity on that support. While there were mixed results on questions related to if and when the city should exercise that levy authority and how much of the authority should be exercised, there was strong support for more information and engagement in the matter. The Budget Committee chose to not levy the approximate \$1.50 per \$1,000 of Assessed Valuation for the FY23-24 Budget (about \$5 million for the next fiscal year) and directed staff to prepare a community engagement strategy related to possible future levy and potential uses of the funds. That direction was described on iheartmac as:

As part of the City's commitment to voters, if the measure passes and the new district is created, the City would not collect the \$1.50 per \$1,000 of assessed property value currently used for fire protection until at least July 2024, and would engage the community to help identify residents' priorities for the funds.

The intent was to gather information that the Budget Committee and City staff would be able to use to inform the preparation of the FY24-25 Budget and in subsequent years. The Budget Committee retains its policy making authority on the amount to levy and City staff will continue to exercise professional judgement in putting together a balanced budget proposal for consideration by continuing to use Mac-Town 2032 and other policy guidance from the City Council and Budget Committee.

This additional capacity is a unique moment in City of McMinnville's financial history and provides meaningful opportunities to reevaluate our program of services and the ability to meet historic and emerging needs in the community. We feel like we are making progress

with getting new voices to weigh in on important community decisions and know we still have work to do.

Work session in brief

Objectives:

1. Share information from our community engagement activities
2. Questions from budget committee members on process and data (if can't answer will circle back at later date)
3. Budget Committee discussion on proposed levy for FY25 and beyond
4. Define next steps for Budget Committee regarding guidance related to the FY25 budget.

Dollars & Sense: Process Overview

The Dollars & Sense project officially launched on Tuesday, July 18th. Project information was housed primarily on iheartmac.org which provided a general project overview, timeline, and a survey via an interactive Prioritization tool called Balancing Act.

The project team focused the initial strategy on a social media campaign that was augmented by a series of scheduled in-person opportunities for community members to interact with the Prioritization survey via handheld iPads or QR code. All print and digital materials were provided in both English and Spanish.

City staff attended several in-person events including a Concert in the Park, Wednesday at Wortman, National Night Out, Movie in the Park, three separate Farmer's Markets, and McMinnville High School's Grizzfest. Additional iPads rotated between several of our City facilities including the Senior Center, Community Center, Aquatic Center, and Library.

During the month of September, the City hosted two focus groups facilitated by the same political consultant who also participated in framing the Fire District discussion – Praxis Political.

We concluded our engagement process with the Dollars & Sense Ideas Fair on September 27th where we provided generalized budget education, opportunities for community members to participate in a creative "picture your priorities" mural, take the Prioritization survey, and interact with the Executive Team, Budget Committee members, and City Councilors.






Here's what we learned from our community engagement activities this summer:

While the survey was not statistically valid, we gathered information online via iheartmac, Balancing Act, Focus Groups, and face-to-face conversations. All the information we gathered is useful information for the Budget Committee's consideration.

Balancing Act

The engagement strategy focused on the Prioritization survey and where the majority of our responses lie. We received 687 total responses.

Top 5 Priorities

| | Weighted ↓ | Unweighted | Project |
|---|---------------|------------|--------------------------------|
|  | 593.55 | 516 | Culture, Parks, and Recreation |
|  | 407.53 | 383 | Public Safety |
|  | 375.18 | 420 | Maintain and Repair |
|  | 363.95 | 402 | Roads, Paths, and Sidewalks |
|  | 342.43 | 325 | Housing |

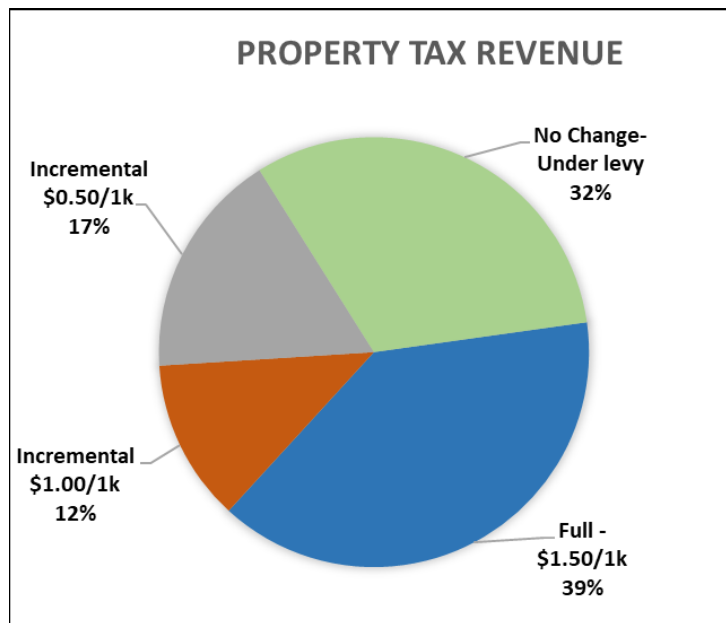
Consensus Analysis

635 voters (93.2%) saw at least 1 of their choices win.
 597 voters (87.7%) saw at least 2 of their choices win.
 504 voters (74.0%) saw at least 3 of their choices win.
 266 voters (39.1%) saw at least 4 of their choices win.
 44 voters (6.5%) saw at least 5 of their choices win.

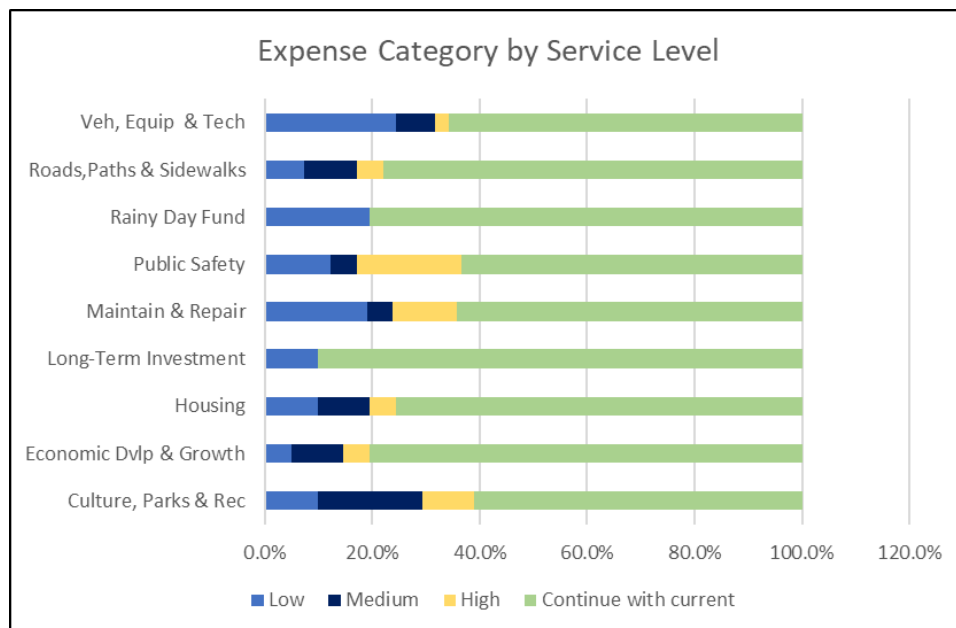
This prioritization lines up well with some themes that have come up in policy level discussions over the last two years:

- The idea of reserving property tax funding capacity to support future parks and recreation programming associated with a possible new community center
- Building public safety response capacity that adds to, not replaces, current sworn officer staffing levels that are more targeted, and less costly, for addressing current and emerging community needs
- The challenge of funding the maintenance and repair of the City's physical assets and vehicle and equipment replacement cycles which run \$2 million or more in any given year
- The erosion of the "Pavement Condition Index" over time – which as of FY23 stood at 66 out of one hundred with 57% of the city's streets in the "very good" or higher category - due to inadequate restricted funding sources for McMinnville's street and transportation funds
- Strategies to allow for investments in the housing stock from urban growth boundary planning efforts to direct support of affordable housing initiatives in combination with other local government and non-profit partners

As part of the Simulation tool, 68% said spend the funds on city services. Though the number of responses in this tool is small (42 submissions were received via the link on iheartmac), this is feedback from the community that we think is worth sharing.



In terms of the small group's feedback on service area investments, most respondents recommend maintaining current service levels. The categories where 30-40% of respondents recommend additional investments roughly align with the top 5 categories from the prioritization tool.



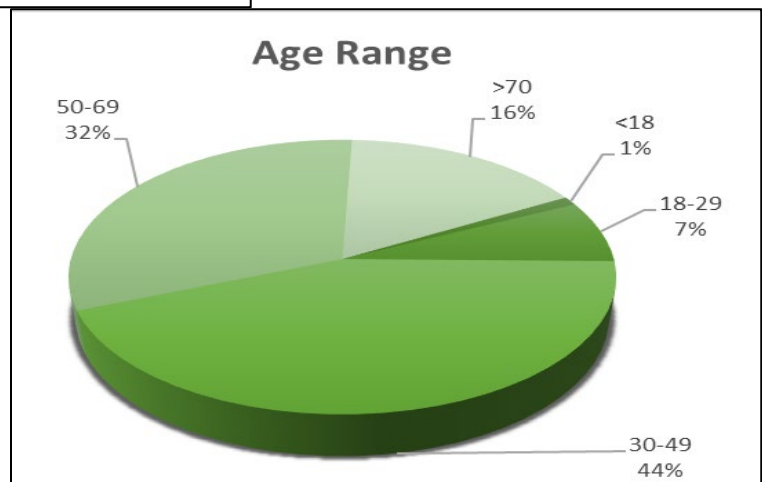
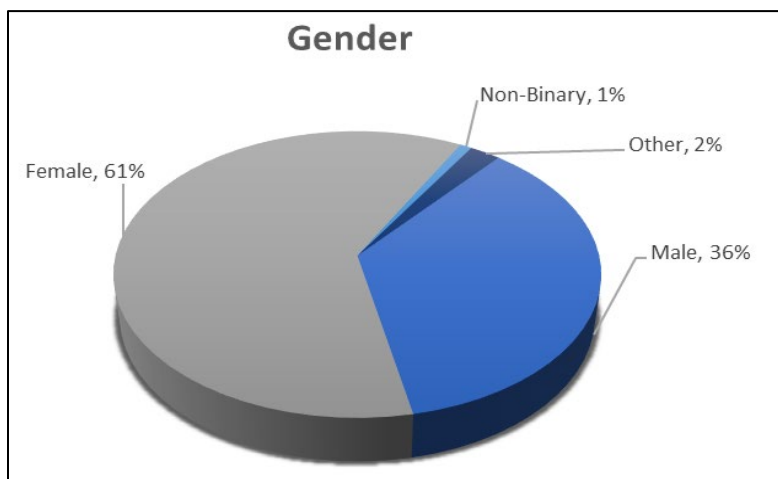
In addition to the categories provided to the public, community members had the opportunity to write in their own suggestions or comments regarding potential uses for these funds. The general theme of these open-ended comments can be summarized by the following:

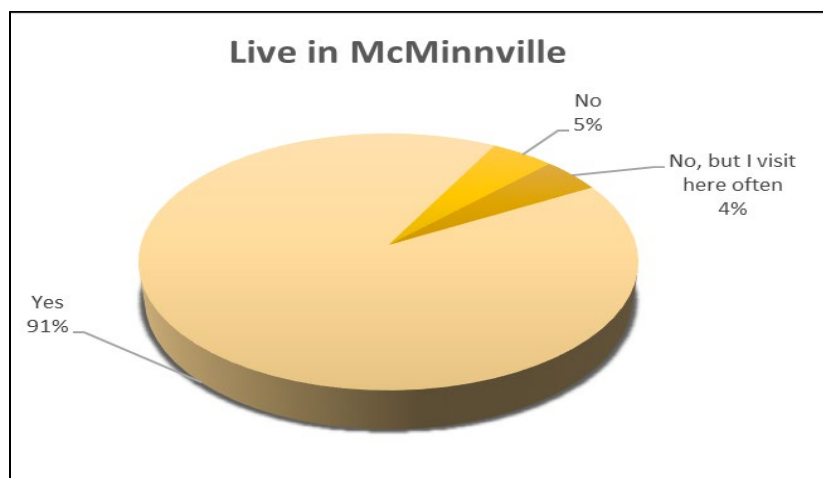
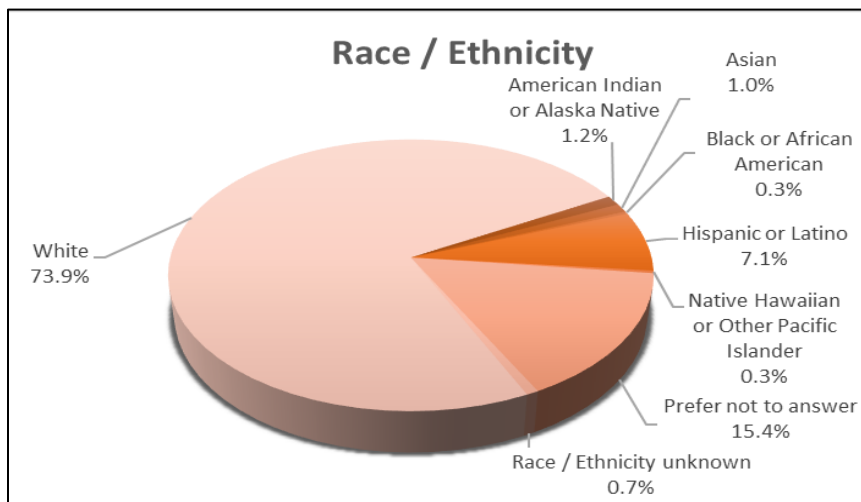
Serve the local community (over tourism) by making investments that lean into a City that is well maintained, clean and safe, walkable, and has amenities for people of all ages which are modern, thoughtful, and fit our needs.

Furthermore, the general tone of public comments revolved around the following:

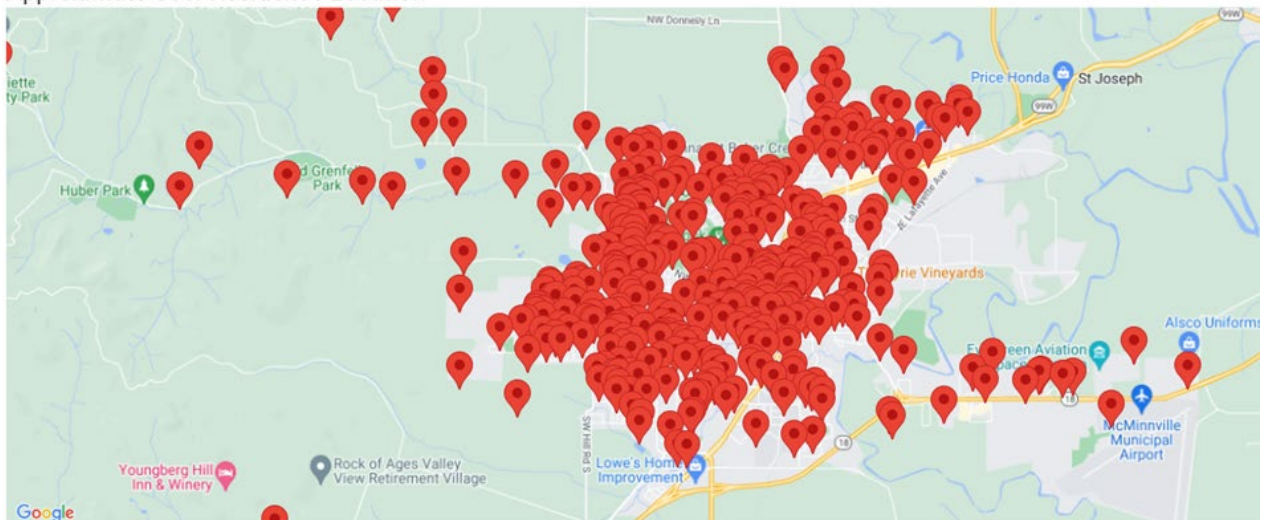
- The City lacks adequate covered outdoor recreation spaces in comparison to other Cities.
- Affordable housing for the people who work here and want to live here is highly important.
- Our community spaces (parks, pool, trails, downtown) feel unkept or unsafe and need investment.
- Homelessness and putting significant resources towards response to the houseless is a major concern.
- Investment in our police department and the tools they need to do their jobs is highly important.
- Community members desire safe dedicated spaces for pedestrians and bicyclists.
- Community members would like any additional funds returned to the voters.

**Demographics breakdown for responses from Balancing Act's Prioritization tool
(English and Spanish versions together)**





Approximate User Residence Location



Frankline Muthomi, Assistant Professor of Public Administration, Portland State University, assisted with the evaluation of the data drawn from the Balancing Act tools. Frankline adjusted the data based on completed surveys (users who selected 5 priorities) and found similar results to the above. He also recommended that if the City were to use a similar approach in a future engagement project for participatory budgeting, that the City should make a broad up-front decision about capital investments related to

increased staffing and that those assumptions should be built into the study before bringing pointed questions to the public.

Outreach Strategy & Results

To effectively gather community input, our strategy hinged on

- a) communicating what the project was about; and
- b) how the community may participate in the budget process.

Over the course of three months, we used four different methods:

1. Events | Somewhat successful

We took our efforts to the streets by focusing engagement on those face-to-face opportunities. Part of this strategy included a marked attempt to talk with community members and answer question as we passed out information.

- 8 events attended with high attendance (100+)
- 134 people reached iheartmac.org via the QR code on event handouts and flyers (this is far less than who visited from the link)
- 20 applications received for the focus groups from the Farmers Market compared to the 40 we received after posting about it on Facebook

2. Mail | Moderately successful

Sent weekly e-newsletters to 1,786 people and physical mailers to all community members which reside within city limits.

- Over the course of the project our email click rate increased by 27% - moderate to low engagement with the Dollars & Sense links via the weekly e-newsletters
- The community accessed iheartmac.org almost equally on mobile and desktop devices. Desktop access indicates that participants were accessing from email or search as well as via social media links.

3. Social Media | Very Successful

Project related information was cross-posted 26 times to our combined 4,130 followers on Instagram and Facebook.

- People need to see marketing a minimum of 7 times to remember it. (We tripled that for this project.)
- The educational videos received the most engagement on Instagram (likes, comments, shares) and mirrored our survey results (Parks & Culture, Public Safety, Housing in that order)
- Short and snazzy videos got us the most reach on Instagram
- Photos and police content performed better on Facebook

4. Focus Groups | Very Successful

In September 2023, Praxis, in collaboration with City Staff, conducted two focus groups of McMinnville residents to assess attitudes around taxation and funding priorities for general funds that have come available. The focus groups were conducted in person and ranged from 12-15 participants. Participants were recruited through an online form, a direct mail invitation to their house, and through local community partner organizations and compensated \$50 for their time.

- Many participants shared they enjoyed the parks and community activities available in McMinnville, but are worried for the safety of themselves and their family due to a growing unhoused population and the belief that it negatively impacts public safety.
- Most participants emphasized the importance of the City focusing on outcomes and how the allocation of funds would translate into meaningful improvements in homelessness, public safety, housing, and other priorities.
- Several were unfamiliar of the circumstances by which this taxing authority became available for reallocation among city services.
- Several participants expressed skepticism about the overall exercise, emphasizing their overall distrust of City government and a desire to comprehensively review the full City budget. They expressed concerns about the lack of transparency in City government finances.
- Participants expressed a desire for more comprehensive engagement by the City's leaders and staff around the existing City budget, where money is being allocated and why, and the debt status of the overall budget.

Recommendations for future engagement

- We should anticipate that social media will generate community input and be sure to post consistently and in line with what the community wants to see. As people tend to share their priorities in the comment sections.
- We should consider using the poll feature for simple questions we'd like to ask the public.
- Meta likes short videos and simple photos, our followers like seeing people they recognize – let that inform the content we make.
- Expand our print materials to further reach offline audiences – since print materials are somewhat successful in McMinnville
- Continue to utilize the paper, large banners in conspicuous places, and yard signs, in addition to flyers and mailers
- Attend community events within various demographics where can we talk with the Latinx community, younger generations, and the less-advantaged
- Continue our efforts to partner with city services/community organizations to reach their audiences on and offline (e.g. Summer Fun, Unidos)

Recommendations | Lessons Learned

We often use the phrase 'robust' community engagement without always knowing what it costs to carry out a process that is both satisfactory in the way it collects *input* while also capturing the *needs* of our community and their desire for participatory decision making. Spending for this project included: Additional staffing needs (2 Reg/Part Time), Professional Services, and printing/materials.

Total YTD: \$35,776.60

We saw increased awareness overall of the City's engagement platform – iheartmac – with 98 new registrations since mid-July and 80% of those being new visitors to the platform meaning they were visiting for the first time when they created a free account.

We see that a concerted effort towards utilizing social media is an effective method our residents are comfortable with. Our videos were highly effective and if we use Balancing Act in the future for broad community feedback regarding the budget, we should prioritize education and instructions videos via the platform and social media.

Getting folks to the project page is only half the battle. Our communication channels *directed* people to the survey tool on iheartmac by using a consistent unified voice and a large media funnel. This effort resulted in 4,704 page visits, but the *completion* rate of 687 surveys may tell us that while our communication strategy got them to the information (and survey tool) we can't say what prevented folks from completing the survey.

We saw that those who took the survey in Spanish, had a slightly different set of priorities, making it difficult to integrate those responses into the overall data. In the future, the Spanish itself should be integrated into one version versus two.

At the Ideas Fair, we saw a large success with the paper version of the Prioritization survey. Providing access to a paper survey throughout the course of our community engagement period and during our in-person events without relying solely on QR codes or technological access, which was widely rejected by the community.

Further, *effective* community engagement, which is really what we mean when we say the word 'robust' will *vary* with each project we bring to the community based on 1) the project and 2) external factors out of our control.

As our decisions ride the current of our financial situation, so does the way the public reacts to or perceives the information we're sending based on the political climate. The uncertainty surrounding public safety and homelessness has a marked effect on resident's perceptions about their relationship with community spaces, and economic factors like rising costs have made many in our community feeling apprehensive about their own budgets.

FY2024-25 Levy and Budget Guidance Next Steps

Staff needs levy guidance ideally by end of November as departments have initial budget process deadlines on personnel costs in mid-December.

Based on work session discussion evening of 10/24/2023 and possible ways to approach the levy and big picture resource allocation, propose to send out a survey to Budget Committee members on those options and related questions later that week.

We propose scheduling a short budget committee meeting either 11/14 or 11/28 to discuss the two or three levy approaches most favored by group so that the Budget Committee can provide guidance to staff for FY25 budget cycle and financial planning work further into the future.

In the survey, staff will include a question about availability for the two November meeting options.

Fiscal Impact

The ultimate policy guidance from the budget committee on levy level and investment prioritization will feature heavily into the budgeting work for next year.

It will also provide the basis for being able to share back out with the community what they can expect in terms of the city's property tax levy in FY25 and into the future.

Documents:

1. Balancing Act - Prioritization Graphical Analytics
2. Balancing Act - Simulation Graphical Analytics
3. Praxis - Focus Group Report

City of McMinnville

Balancing Act Prioritization Analytical Results (Oct 2023)

Individuals were given option of 5 selections and asked to rank them 1-5 in priority (1 being the highest)

| | English | Spanish |
|------------------------|---------|---------|
| Submissions | 681 | 6 |
| Submission Rate | 14% | 1% |
| Page Views | 4,704 | 954 |






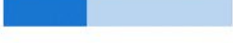

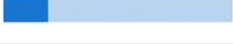
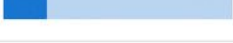
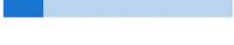
Prioritization - English

Vote Totals (Weighted)

Weighted by rank using the formula $0.5 + 1/\text{rank}$. So, each user's first choice counts as $0.5 + 1/1 = 1.5$, their second choice counts as $0.5 + 1/2 = 1$, and so on.

Consensus Analysis

635 voters (93.2%) saw at least 1 of their choices win.
 597 voters (87.7%) saw at least 2 of their choices win.
 504 voters (74.0%) saw at least 3 of their choices win.
 266 voters (39.1%) saw at least 4 of their choices win.
 44 voters (6.5%) saw at least 5 of their choices win.

| | Weighted ↓ | Unweighted | Project | Amount | Selection |
|---|---------------|------------|--|--------|-------------------------------------|
|  | 593.55 | 516 | Culture, Parks, and Recreation | \$1 | <input checked="" type="checkbox"/> |
|  | 407.53 | 383 | Public Safety | \$1 | <input checked="" type="checkbox"/> |
|  | 375.18 | 420 | Maintain and Repair | \$1 | <input checked="" type="checkbox"/> |
|  | 363.95 | 402 | Roads, Paths, and Sidewalks | \$1 | <input checked="" type="checkbox"/> |
|  | 342.43 | 325 | Housing | \$1 | <input checked="" type="checkbox"/> |
|  | 246.41 | 281 | Economic Development and Growth Management | \$1 | <input type="checkbox"/> |
|  | 175.38 | 144 | Your Suggestion | \$0 | <input type="checkbox"/> |
|  | 131.50 | 152 | Rainy Day Fund | \$1 | <input type="checkbox"/> |
|  | 128.32 | 158 | Vehicles, Equipment, and Technology | \$1 | <input type="checkbox"/> |
|  | 117.02 | 144 | Long Term Investment Savings | \$1 | <input type="checkbox"/> |

City of McMinnville
Balancing Act Prioritization Analytical Results (Oct 2023)










Votes by Rank

| Project | Rank 1 | Rank 2 | Rank 3 | Rank 4 | Rank 5 | Rank 6 |
|--|--------|--------|--------|--------|--------|--------|
| Maintain and Repair | 41 | 96 | 107 | 107 | 68 | 1 |
| Rainy Day Fund | 19 | 16 | 24 | 38 | 55 | 0 |
| Long Term Investment Savings | 6 | 23 | 24 | 27 | 63 | 1 |
| Vehicles, Equipment, and Technology | 7 | 17 | 35 | 47 | 52 | 0 |
| Roads, Paths, and Sidewalks | 36 | 119 | 105 | 81 | 61 | 0 |
| Culture, Parks, and Recreation | 236 | 102 | 75 | 59 | 44 | 0 |
| Your Suggestion | 81 | 26 | 11 | 13 | 9 | 4 |
| Economic Development and Growth Management | 29 | 43 | 77 | 67 | 65 | 0 |
| Housing | 100 | 80 | 64 | 48 | 33 | 0 |
| Public Safety | 122 | 98 | 73 | 54 | 36 | 0 |

City of McMinnville Balancing Act Prioritization Analytical Results (Oct 2023)

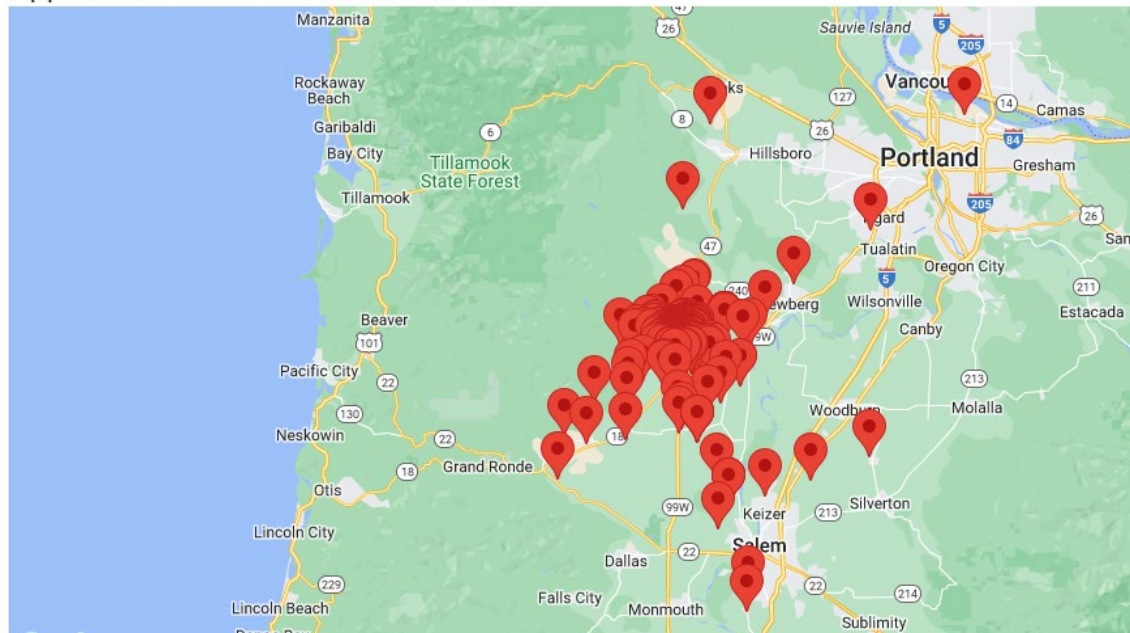
Condorcet

The [Condorcet method](#) of tabulating ranked votes involves a round-robin-style series of head-to-head match-ups. For each possible combination of two items, the winner is determined by comparing vote counts (submitters who selected both projects only have the higher-ranked choice counted). This tabulation method can be especially useful when there's a close decision between about which of two projects will be funded. The Condorcet results can help you determine which option voters would prefer in a head-to-head match-up between them.

| | Head-to-head Wins | Project | Comparisons | Selection |
|---|-------------------|--|---|--------------------------|
|  | 9 | Culture, Parks, and Recreation | Favored by voters over: Housing, Maintain and Repair, Economic Development and Growth Management, Public Safety, Roads, Paths, and Sidewalks, Long Term Investment Savings, Your Suggestion, Vehicles, Equipment, and Technology, Rainy Day Fund. | <input type="checkbox"/> |
|  | 8 | Public Safety | Favored by voters over: Housing, Maintain and Repair, Economic Development and Growth Management, Roads, Paths, and Sidewalks, Long Term Investment Savings, Your Suggestion, Vehicles, Equipment, and Technology, Rainy Day Fund. | <input type="checkbox"/> |
|  | 7 | Roads, Paths, and Sidewalks | Favored by voters over: Housing, Maintain and Repair, Economic Development and Growth Management, Long Term Investment Savings, Your Suggestion, Vehicles, Equipment, and Technology, Rainy Day Fund. | <input type="checkbox"/> |
|  | 6 | Maintain and Repair | Favored by voters over: Housing, Economic Development and Growth Management, Long Term Investment Savings, Your Suggestion, Vehicles, Equipment, and Technology, Rainy Day Fund. | <input type="checkbox"/> |
|  | 5 | Housing | Favored by voters over: Economic Development and Growth Management, Long Term Investment Savings, Your Suggestion, Vehicles, Equipment, and Technology, Rainy Day Fund. | <input type="checkbox"/> |
|  | 4 | Economic Development and Growth Management | Favored by voters over: Long Term Investment Savings, Your Suggestion, Vehicles, Equipment, and Technology, Rainy Day Fund. | <input type="checkbox"/> |
|  | 3 | Vehicles, Equipment, and Technology | Favored by voters over: Long Term Investment Savings, Your Suggestion, Rainy Day Fund. | <input type="checkbox"/> |
|  | 2 | Rainy Day Fund | Favored by voters over: Long Term Investment Savings, Your Suggestion. | <input type="checkbox"/> |
|  | 1 | Your Suggestion | Favored by voters over: Long Term Investment Savings. | <input type="checkbox"/> |

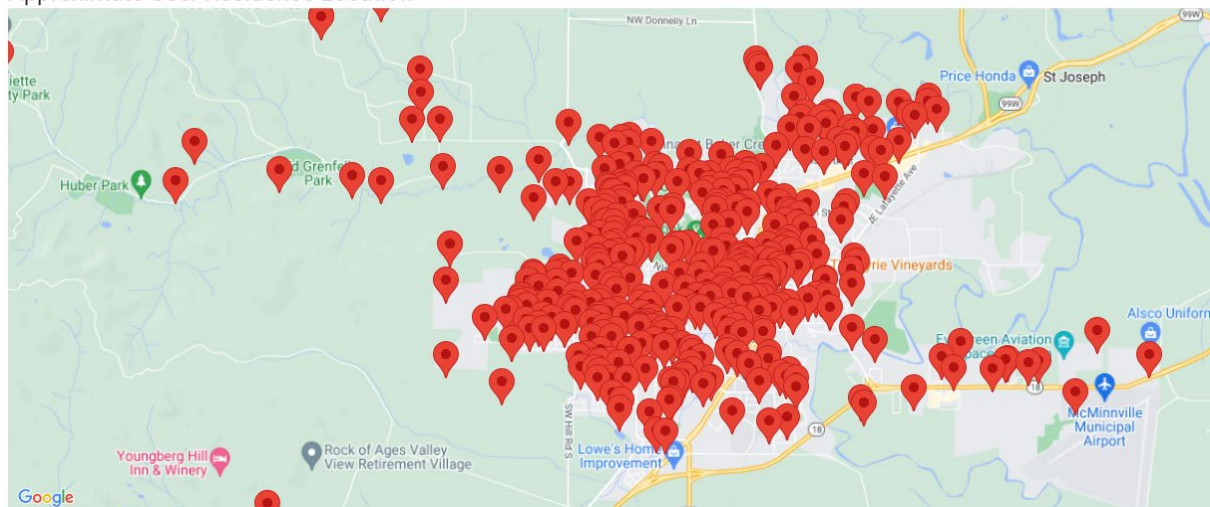
Balancing Act Prioritization Analytical Results (Oct 2023)

Approximate User Residence Location



Zoomed in closer to city limits:

Approximate User Residence Location



City of McMinnville

Balancing Act Prioritization Analytical Results (Oct 2023)






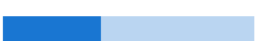


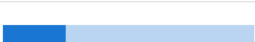
Prioritization - Spanish

Vote Totals (Weighted)

Weighted by rank using the formula $0.5 + 1/\text{rank}$. So, each user's first choice counts as $0.5 + 1/1 = 1.5$, their second choice counts as $0.5 + 1/2 = 1$, and so on.

Consensus Analysis

6 voters (100.0%) saw at least 3 of their choices win.
3 voters (50.0%) saw at least 4 of their choices win.

| | Weighted ↓ | Unweighted | Project | Amount | Selection |
|---|---------------|------------|---|--------|-------------------------------------|
|  | 6.08 | 6 | Vivienda | \$1 | <input checked="" type="checkbox"/> |
|  | 4.73 | 5 | Mantenimiento y reparación | \$1 | <input checked="" type="checkbox"/> |
|  | 3.95 | 4 | Ahorros para inversión a largo plazo | \$1 | <input checked="" type="checkbox"/> |
|  | 3.70 | 3 | Seguridad Pública | \$1 | <input checked="" type="checkbox"/> |
|  | 2.90 | 3 | Desarrollo económico y manejo del crecimiento | \$1 | <input checked="" type="checkbox"/> |
|  | 2.33 | 3 | Cultura, Parques y Recreación | \$1 | <input type="checkbox"/> |
|  | 1.83 | 2 | Fondo de emergencia | \$1 | <input type="checkbox"/> |
|  | 1.67 | 2 | Vehículos, Equipos o Tecnología | \$1 | <input type="checkbox"/> |
|  | 1.50 | 2 | Rutas, aceras y caminos | \$1 | <input type="checkbox"/> |

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City of McMinnville
Balancing Act Prioritization Analytical Results (Oct 2023)

Votes by Rank










| Project | Rank 1 | Rank 2 | Rank 3 | Rank 4 | Rank 5 | Selection |
|---|--------|--------|--------|--------|--------|--------------------------|
| Seguridad Pública | 2 | 0 | 0 | 0 | 1 | <input type="checkbox"/> |
| Vivienda | 1 | 3 | 1 | 1 | 0 | <input type="checkbox"/> |
| Desarrollo económico y manejo del crecimiento | 1 | 0 | 0 | 0 | 2 | <input type="checkbox"/> |
| Mantenimiento y reparación | 1 | 1 | 1 | 0 | 2 | <input type="checkbox"/> |
| Cultura, Parques y Recreación | 0 | 0 | 1 | 2 | 0 | <input type="checkbox"/> |
| Fondo de emergencia | 0 | 1 | 1 | 0 | 0 | <input type="checkbox"/> |
| Ahorros para inversión a largo plazo | 1 | 1 | 0 | 1 | 1 | <input type="checkbox"/> |
| Vehículos, Equipos o Tecnología | 0 | 0 | 2 | 0 | 0 | <input type="checkbox"/> |
| Rutas, aceras y caminos | 0 | 0 | 0 | 2 | 0 | <input type="checkbox"/> |

City of McMinnville

Balancing Act Prioritization Analytical Results (Oct 2023)

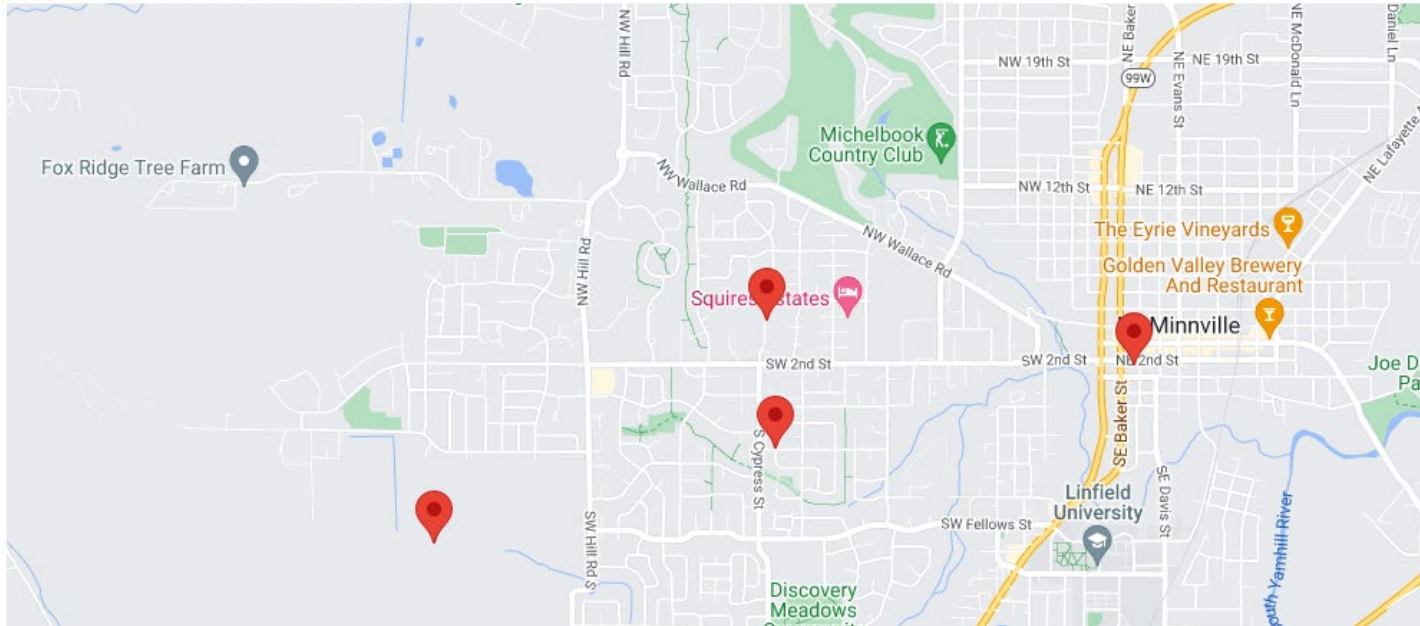
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| | Head-to-head Wins | Project | Comparisons | Selection |
|---|-------------------|---|--|--------------------------|
|  | 9 | Vivienda | Favored by voters over: Mantenimiento y reparación, Ahorros para inversión a largo plazo, Cultura, Parques y Recreación, Desarrollo económico y manejo del crecimiento, Seguridad Pública, Tu sugerencia, Fondo de emergencia, Vehículos, Equipos o Tecnología, Rutas, aceras y caminos. | <input type="checkbox"/> |
|  | 8 | Mantenimiento y reparación | Favored by voters over: Ahorros para inversión a largo plazo, Cultura, Parques y Recreación, Desarrollo económico y manejo del crecimiento, Seguridad Pública, Tu sugerencia, Fondo de emergencia, Vehículos, Equipos o Tecnología, Rutas, aceras y caminos. | <input type="checkbox"/> |
|  | 6 | Ahorros para inversión a largo plazo | Favored by voters over: Cultura, Parques y Recreación, Desarrollo económico y manejo del crecimiento, Tu sugerencia, Fondo de emergencia, Vehículos, Equipos o Tecnología, Rutas, aceras y caminos. | <input type="checkbox"/> |
|  | 6 | Seguridad Pública | Favored by voters over: Ahorros para inversión a largo plazo, Desarrollo económico y manejo del crecimiento, Tu sugerencia, Fondo de emergencia, Vehículos, Equipos o Tecnología, Rutas, aceras y caminos. | <input type="checkbox"/> |
|  | 5 | Desarrollo económico y manejo del crecimiento | Favored by voters over: Cultura, Parques y Recreación, Tu sugerencia, Fondo de emergencia, Vehículos, Equipos o Tecnología, Rutas, aceras y caminos. | <input type="checkbox"/> |
|  | 5 | Cultura, Parques y Recreación | Favored by voters over: Seguridad Pública, Tu sugerencia, Fondo de emergencia, Vehículos, Equipos o Tecnología, Rutas, aceras y caminos. | <input type="checkbox"/> |
|  | 3 | Fondo de emergencia | Favored by voters over: Tu sugerencia, Vehículos, Equipos o Tecnología, Rutas, aceras y caminos. | <input type="checkbox"/> |
|  | 2 | Vehículos, Equipos o Tecnología | Favored by voters over: Tu sugerencia, Rutas, aceras y caminos. | <input type="checkbox"/> |
|  | 1 | Rutas, aceras y caminos | Favored by voters over: Tu sugerencia. | <input type="checkbox"/> |

City of McMinnville
Balancing Act Prioritization Analytical Results (Oct 2023)

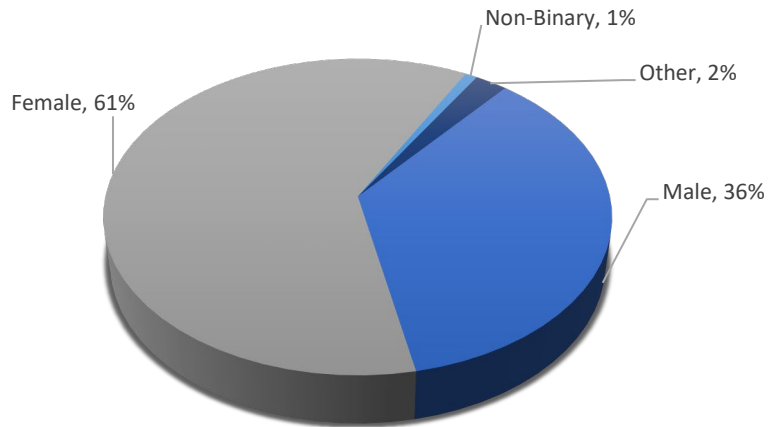
Approximate User Residence Location



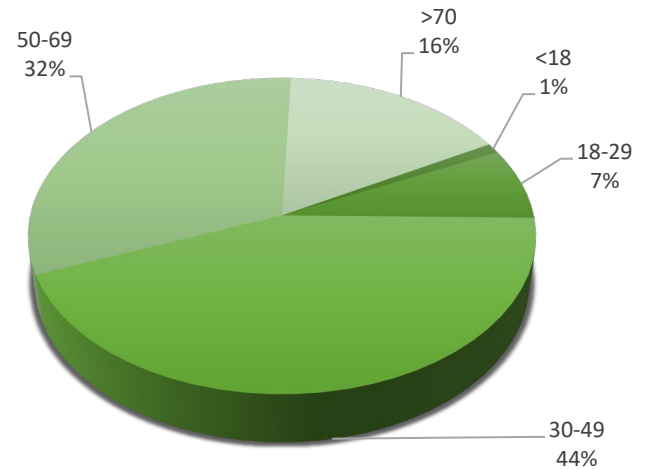
City of McMinnville
Balancing Act Prioritization Analytical Results (Oct 2023)

Demographics: (English & Spanish together)

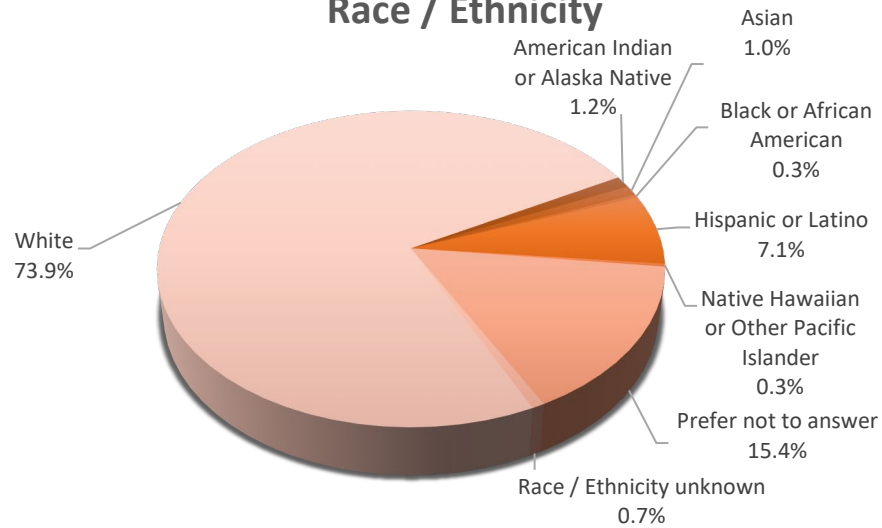
Gender



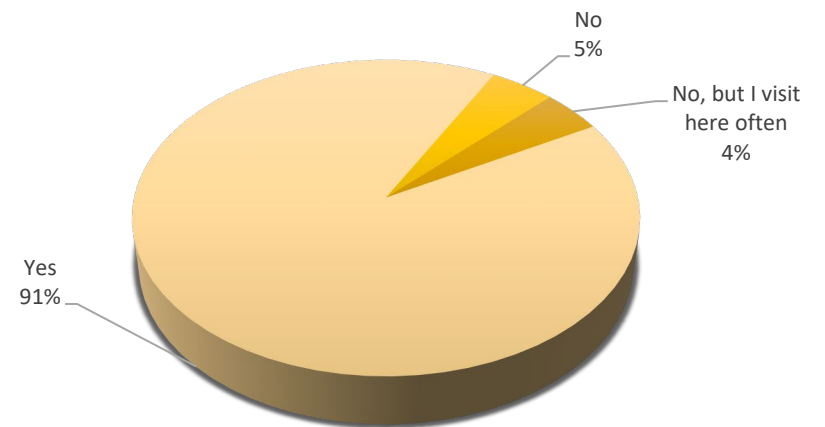
Age Range



Race / Ethnicity



Live in McMinnville



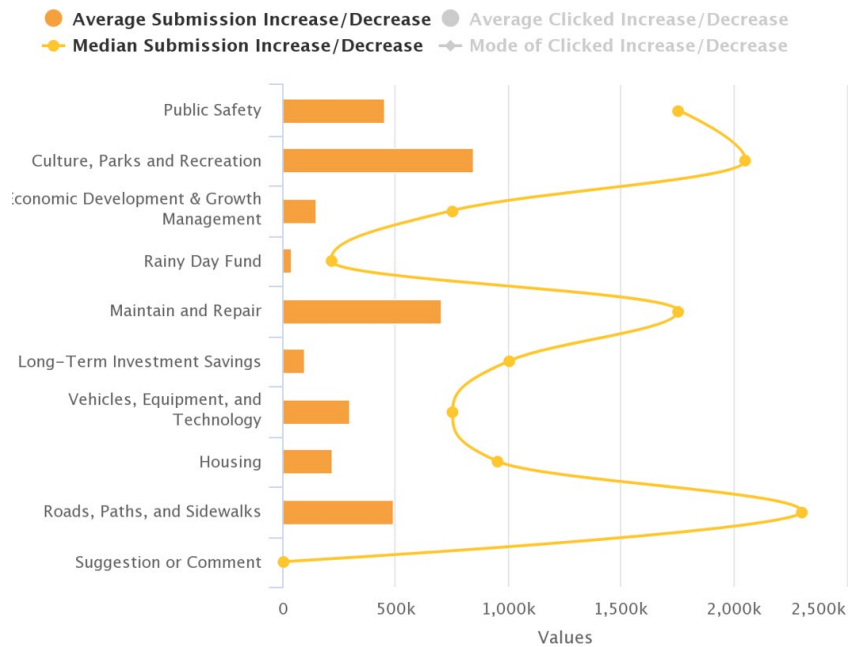
City of McMinnville Balancing Act Simulation Analytical Results (Oct 2023)

| | Total Pageviews | Avg Time on Site | Total Time on Site | Total Simulation Submissions |
|--------------------------------|--------------------|---------------------|-----------------------|------------------------------------|
| Simulation-English | 366 | 6m 04s | 37h 0m | 41 |
| Simulation-Spanish | 26 | 3m 40s | 1h 35m | 1 |
| Simulation Focus Group-English | 300 | 10m 07s | 50h 35m | 31 |
| Simulation Focus Group-Spanish | 691 | 2m 34s | 29h 33m | 0 |
| Total | 1,383 | | | 73 |

Simulation – English

Expenses Budget Comparison

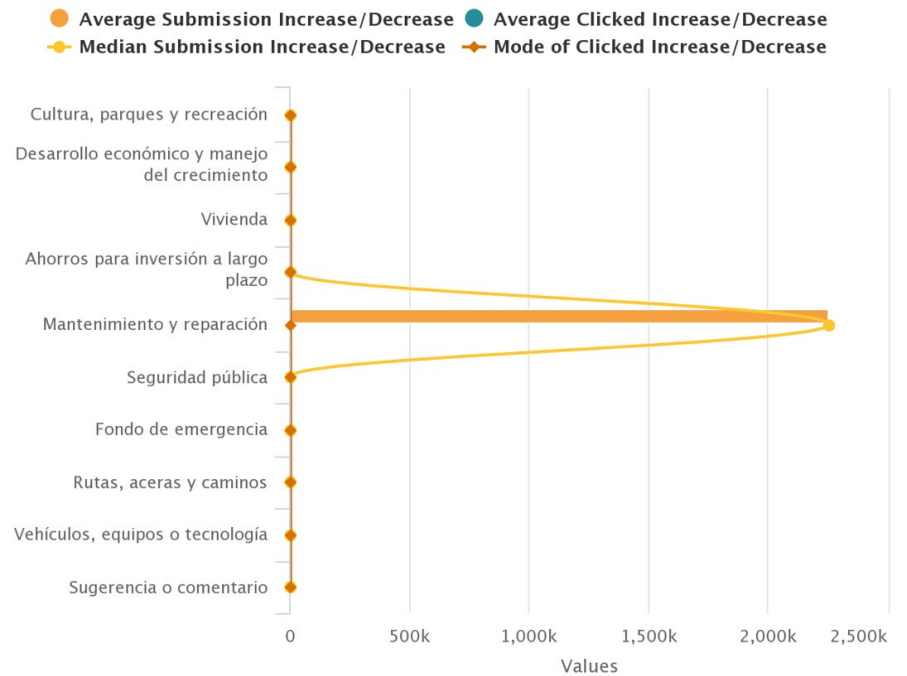
Decreases vs. Increases (Click to hide)



Simulation – Spanish

Expenses Budget Comparison

Decreases vs. Increases (Click to hide)

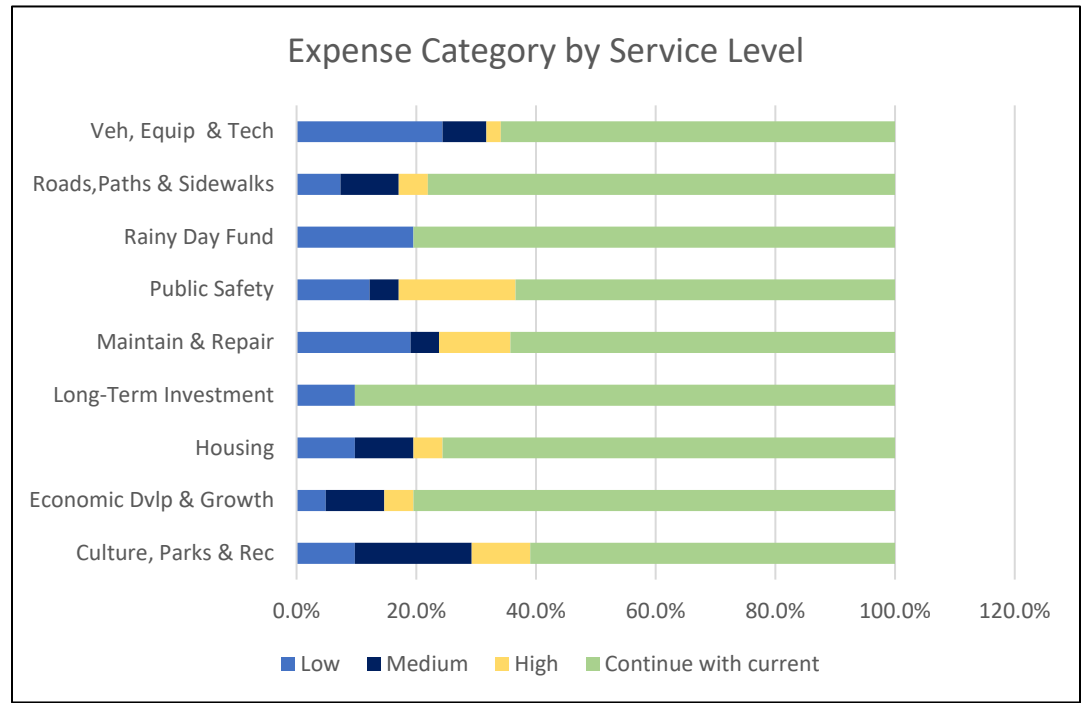
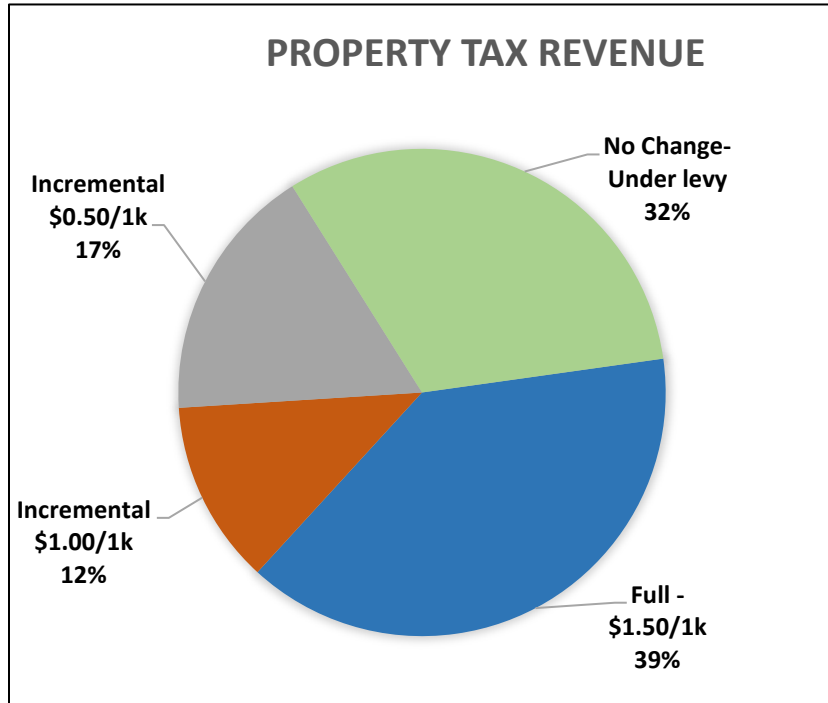


NOTE: Each category had a different amount for Low, Medium, High service levels, so the bar chart graphic represents those varied amts.

City of McMinnville

Balancing Act Simulation Analytical Results (Oct 2023)

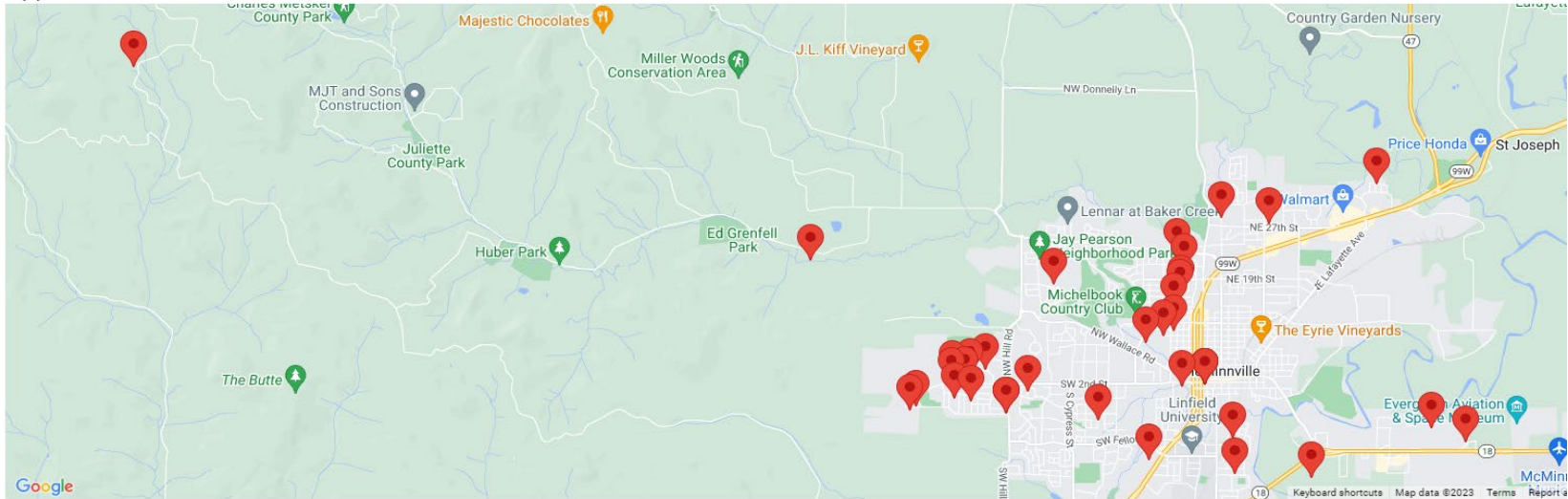
Of 42 Simulation Respondents: (does not include focus group results)



| Level of Service | Culture, Parks & Rec | Economic Dvlp & Growth | Housing | Long-Term Investment | Maintain & Repair | Public Safety | Rainy Day Fund | Roads, Paths & Sidewalks | Veh, Equip & Tech |
|-----------------------|----------------------|------------------------|---------|----------------------|-------------------|---------------|----------------|--------------------------|-------------------|
| Low | 9.8% | 4.9% | 9.8% | 9.8% | 19.0% | 12.2% | 19.5% | 7.3% | 24.4% |
| Medium | 19.5% | 9.8% | 9.8% | 0.0% | 4.8% | 4.9% | 0.0% | 9.8% | 7.3% |
| High | 9.8% | 4.9% | 4.9% | 0.0% | 11.9% | 19.5% | 0.0% | 4.9% | 2.4% |
| Continue with current | 61.0% | 80.5% | 75.6% | 90.2% | 64.3% | 63.4% | 80.5% | 78.1% | 65.9% |

City of McMinnville Balancing Act Simulation Analytical Results (Oct 2023)

Approximate User Residence Location



Dollars & Sense 2023 Focus Groups
Report Prepared by Praxis
October 3, 2023

Summary

In September 2023, Praxis, in collaboration with City Staff, conducted two focus groups of McMinnville residents to assess attitudes around taxation and funding priorities for general funds that have come available. The focus groups were conducted in person and ranged from 12-15 participants. Participants were recruited through an online form, a direct mail invitation to their house, and through local community partner organizations.

Goals of Focus Group

In line with the mission of the Dollars & Sense project, the goal of the two focus groups was to understand attitudes around whether or not there is support for the City to use the \$1.50 of their taxing authority that has become available due to the creation of the McMinnville Fire District, and if so, what priorities residents have for that money.

Key Takeaways

While the two groups differed in their approach to providing feedback, a few key themes emerged across both groups. It is also worth noting that because the participants self-selected to participate in these groups by signing up, it is not surprising that those with some of the strongest views about the City and its financing were well represented.

- Many participants shared they enjoyed the parks and community activities available in McMinnville, but are worried for the safety of themselves and their family due to a growing unhoused population and the belief that it negatively impacts public safety.
- Most participants emphasized the importance of the City focusing on outcomes and how the allocation of funds would translate into meaningful improvements in homelessness, public safety, housing, and other priorities.
- Several were unfamiliar or critical of the circumstances by which this taxing authority became available for reallocation among city services.
- Several participants expressed skepticism about the overall exercise, emphasizing their overall distrust of City government and a desire to comprehensively review the full City budget. They expressed concerns about the lack of transparency in City government finances. Participants expressed a desire for more comprehensive engagement by the City's leaders and staff around the existing City budget, where money is being allocated and why, and the debt status of the overall budget.

Focus Group 1 Participant Demographics

Total # of Participants: 12

Gender

| | | |
|--------|---|-----|
| Male | 7 | 58% |
| Female | 5 | 42% |

Race

| | | |
|--------|----|------|
| White | 12 | 100% |
| Latinx | 0 | 0% |
| Asian | 0 | 0% |

Ward

| | | |
|---------------------|---|-----|
| Ward 1 | 2 | 17% |
| Ward 2 | 7 | 58% |
| Ward 3 | 2 | 17% |
| Outside City Limits | 1 | 8% |

Age

| | | |
|-------|---|-----|
| 20-35 | 0 | 0% |
| 36-50 | 7 | 58% |
| 51-65 | 2 | 17% |
| 66+ | 3 | 25% |

Focus Group 2 Participant Demographics

Total # of Participants: 15

Gender

| | | |
|--------|----|-----|
| Male | 5 | 33% |
| Female | 10 | 67% |

Race

| | | |
|--------|---|-----|
| White | 9 | 60% |
| Latinx | 5 | 33% |
| Asian | 1 | 7% |

Ward

| | | |
|---------------------|---|-----|
| Ward 1 | 2 | 17% |
| Ward 2 | 7 | 58% |
| Ward 3 | 2 | 17% |
| Outside City Limits | 1 | 8% |

Age

| | | |
|-------|---|-----|
| 20-35 | 5 | 33% |
| 36-50 | 5 | 33% |
| 51-65 | 3 | 20% |
| 66+ | 2 | 14% |

Discussion Item 1: Should the City use some or all of their \$1.50 taxing authority beginning July 2024?

There was sentiment shared that participants do not want their taxes to, as they view it, increase with the City using their \$1.50 taxing authority on top of the \$2.00 being assessed by the Fire District, and a sense that participants did not have a full picture of what the City was doing with current funds and why more funds were needed. A few participants expressed support for the use of the \$1.50 to be determined by voters through a ballot measure. However, there was also feedback shared that there are places participants would like to see improvements and areas the City could be doing better in.

Example Responses:

"I wonder if it would be possible to build in some sort of taper...start at .50 cents and that funds this, and then in a year or two it goes up to \$1.00 so that people aren't getting whacked with the \$2.00 and then whacked with another \$1.50 so then that builds resentment and we might lose people in the community instead of building which is what we're trying to do."

"Where do we want to see some things cut, versus where should we spend our money. Where is that mentality of like... if we only have \$100, then let's spend no more than \$100. I would like

some feedback that the City Councilors can hear: how can we reduce, how can we not focus on growth.”

“I like zero base budgeting where you don’t just start where you always spend money and see how well you can spend more. You see what have we been spending it on, are we spending beyond our means, I mean, do you always spend more when you get more? That’s not what we do in our home budgets... The only things we see is what we want the City to do something about: homeless people, potholes, and crime, I would say mostly, or maybe traffic management... My gut is the \$1.50 should be decided by the citizens in an election and not spent.”

“I think it’s important that the City gives an explanation of what those services are [that would be cut without the \$1.50 being assessed], and why haven’t they been able to work within the budget, and why have they been working in the red for the last eight years... My opinion is the City is coming to its citizens left and right, wanting a tax on water and light, we’re going to be seeing a new watershed tax, wastewater management tax, that’s going to be coming next. And to me, I say no change, I want to see what those services are that they’re saying they’re going to cut. Because I feel like they’ve already made the decision on where that \$1.50 is going to be spent. And why isn’t it going to be sunset? I mean three years, sunset it.”

Example Comments left in Balancing Act:

“I’m fine with the full tax being levied and permanently. But I don’t think I can give you an accurate representation of where I would spend this funding without seeing info on the city’s existing budget deficits, an assessment of department budgets and comparison of funding/staffing to other representative cities. I appreciate trying to ask for general feelings of how money could be spent, but it doesn’t provide enough context about the overall budget of the city.”

“Citizens need data on current budget spending and surplus/deficit over the last decade in order to decide if we continue to tax citizens \$1.50. Then, and only then, can a focus group effectively agree to and distribute revenue.”

Discussion Item 2: If the City uses some or all of the funds, where would you like to see them directed?

The primary issue raised was the impact homelessness is having on parks and recreation, the downtown experience, local businesses, and participant’s ability to feel safe or that their children are safe enjoying these aspects of the City. There was sentiment shared that addressing mental health was an important component, and questions around shelters and the City’s collaboration with local nonprofits addressing this issue. At its core, the need for parks and other public spaces to be clean and safe was a repeated priority that came up across both focus groups. Participants seemed to see less of a connection between

the City's current purview on housing and addressing the immediate safety concerns they have, though they did raise concerns about rising housing and rental costs.

Example Responses:

"The homeless situation in our community, to me, is absolutely sickening on one hundred different levels, from their trash to their RVS everywhere, to transients walking in a space that I personally don't feel safe in, I think it's absolutely sickening. And I mean no disrespect to those that end up in those circumstances, people from all walks of life get out there so I don't, again, mean any disrespect... but enough is enough. You can't get access to buildings, businesses. If you own a business you can't access your own parking; if you've been downtown, and you're trying to go to the farmers market, or any of the lovely shops and things we have in here, you've got people chasing you down, you've got people blocking doors, that's unacceptable. No one wants to come and enjoy time with their family, young or old, when you're encountering that mess."

Re: Five & six year olds experiencing harassment from unhoused people during a summer camp at Joe Dancer park—

"It's just disappointing, you know, I just wish we could utilize the parks that we have in the way that we want them with our children, and I do appreciate that the City is trying, but that is something that seems to still be a problem."

"I live right behind the greenway and I can't begin to tell you the problems that have developed in the last three years. It's an older neighborhood, older people, folks 65 and older, and it's just an endless stream of police being out there, hauling people out of the greenway, having your trash gone through, it's just on and on and on, and you can't call the cops every five minutes, to me that's a waste of public safety time and money. I don't know what the solution is to that but there has to be something that we can do."

"There are some parks I can't take my kid to, but at the same time, I think those people need serious help and we should probably focus on mental health."

"Should public safety even involve a conversation about unhoused folks if that is not even something they can address?"

"My idea just about public safety and providing mental health services... like putting that into whatever budget there is. Like having police be able to respond but then... my idea was to add some more actual mental health response because that's very much needed."

"Our parks staff has been doing two to three hundred acres of management in current years with the same level of equipment, vehicles, and staffing that they've had since what, like, 1990, late 90s. So big kudos to our parks folks for doing like three times as much work with almost, arguably, the same amount of resources. If we're looking for, you know, if there is some sliding

scale of how we're moving money around or something, they'd be pretty hard pressed to be more efficient with their funding."

Example Comments left in Balancing Act:

"Our community needs a new Community and Rec center, but we do not currently have enough staff to maintain our park/Rec system so I have concern about the city's ability to adequately fund this in the future."

"We need affordable and low-income housing to address the homeless issue, but just building houses doesn't solve it alone. Our community continues to grow and we need to rework our existing budget to keep and grow services."

"We must have enough officers to enforce city codes and ordinances in order to keep our community clean and safe. A clean and safe community invites growth and consequently revenue."

General Budget Approach Feedback

In addition to specific feedback about the budget or priorities, participants offered a variety of feedback on how the City could be approaching the budget differently or their perspectives on alternatives.

Example Responses:

"We have a budgetary approach where each City, each County, each Metropolitan area, each state, is being asked to address things that are global concerns. Homelessness didn't arise in McMinnville. We are impacted by it, but what are the underlying causes? Is it something we can even address as a community?... We have this slice and dice approach to government. Maybe the answer is Yamhill County overall so instead of a series of little cities, there are larger entities to deal with larger problems."

"Do you keep putting a small bandaid on this and this and that category, or do we really focus on one or two that might have a ripple effect?"

"The core thing is, you know, we have to protect our citizens and our community. We have to care for ourselves so that small business owners and people can welcome other people in. And that should be the first priority for our budget: the sustainment of the individuals who live here, and then we talk about now how do we bring more people who want to experience this, and help build our businesses, and help us pay our tax dollars, that is secondary to me. And so I'm curious to know and to participate in how we're focusing on that as our primary thing and how we're spending our money as a City."

“If we upgrade services, how are we looking at ways to make that more efficient and effective, because just throwing more money at it because inflation goes up year after year is not going to help us. Most public companies have the responsibility to become more efficient... it’d be nice to see how some of this money could be spent to generate money instead of just adding to output.”

“If the City and the City Council wants citizen input, then you have elections where you give the citizens facts and they let you know if they support it or not. The way they’re doing it and the way they’ve been doing it is not the right direction.”

Example Comments left in Balancing Act:

“Taxes and future levies from Mac and related governmental agencies are being presented as isolated events rather than a holistic impact on the individual taxpayer. Feels like a “divide and conquer” approach rather than an organized budgetary planning effort that impacts the ultimate revenue generator, the individual taxpayer.”

“The city should present the true costs for each service to all citizens, and detail the hard facts of increased expenses. Statistics re: crime rates, ratings on poor road conditions, even the number and types of homeless such as untreated mental health issues, untreated addictions, number of new homeless from out of state who came here because it sounded good for them here, or couch surfing, or willingness to be treated. I think if it’s presented right we might get an election to increase it all. What is truly causing shortfalls? More knowledge will help us help!”

Balancing Act Simulation Results

In addition to participating in a group discussion, both focus groups were asked to complete the Balancing Act Simulation tool. Across both groups, public safety was the top priority, which was reflected in the group discussions. The top five priorities as identified in the tool were as follows, and a full ranking and affiliated cost assigned are below:

1. Culture, Parks and Recreation
2. Public Safety
3. Maintain and Repair
4. Roads, Paths, and Sidewalks
5. Housing

| Category | Group 1 | Group 2 | Total |
|-------------------------------|-------------|-------------|-------------|
| Culture, Parks and Recreation | \$1,300,000 | \$1,100,000 | \$2,400,000 |
| Public Safety | \$1,200,000 | \$923,214 | \$2,123,214 |
| Maintain and Repair | \$571,429 | \$1,100,000 | \$1,671,429 |
| Roads, Paths, and Sidewalks | \$780,000 | \$707,692 | \$1,487,692 |

| | | | |
|--|-----------|-----------|-------------|
| Housing | \$714,286 | \$700,000 | \$1,414,286 |
| Long-Term Investment Savings | \$500,000 | \$542,857 | \$1,042,857 |
| Vehicles, Equipment, and Technology | \$300,000 | \$616,667 | \$916,667 |
| Rainy Day Fund | \$368,333 | \$427,143 | \$795,476 |
| Economic Development and Growth Management | \$200,000 | \$275,000 | \$475,000 |

From: [Claudia Cisneros](#)
To: [Claudia Cisneros](#)
Subject: Councilor Chenoweth Comments for this evening
Date: Tuesday, October 24, 2023 5:53:45 PM
Attachments: [image001.png](#)
Importance: High

Good evening Budget Committee (by blind copy),

Councilor Chenoweth is absent this evening but wanted me to pass along his comments for the work session and will be made part of the record and added to the amended packet tomorrow.

Budget Meeting: -

I want to say thank you for all the effort to engage voters.

That being said, I believe all of this missed the mark IF the goal was to get an accurate representation of what the citizens of McMinnville actually want. By far and away the #1 comment I got was there is no way to tell the city I do not want them to spend any of the \$1.50. When Newberg agreed to join TVF&R there was such concern on this point they had an initiative petition on the same ballot that was passed preventing the city from spending the freed tax authority. More voted in favor of that initiative petition than voted for joining TVF&R.

The sentiments I hear in McMinnville are similar and would personally entertain such an initiative if that is the only way to bring moderation to this discussion.

At the very least, I would ask my fellow Budget Committee members to reconsider the need and continuation of the City Service Charge over the next few years and further would ask them to direct staff to work out a phase out of this fee commensurate with any spending of the \$1.50 per thousand.

Thank you,
Claudia



City of McMinnville

Claudia Cisneros, CMC

City Recorder/City Elections Officer

503-435-5702 (desk)

230 NE Second Street

McMinnville, OR 97128

Monday – Thursday 7:00 a.m. – 5:30 p.m.

Website: <http://www.mcminnvilleoregon.gov> | [Recorder Page](#) |

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