



# The City of McMinnville Strategic Plan Summary Report

Presented by Cory Poris Plasch  
President



# The City of McMinnville

May 3, 2023

Dear Mayor Chastain:

I am pleased to submit to you the 2023-2026 Strategic Plan and Summary Report to the City of McMinnville. This plan reflects the organization's goals, commitment to improvement, and the innovative delivery of quality services.

It has been a pleasure assisting the City of McMinnville with this important project. We particularly wish to thank the City Administrator Nolan Ming for his help and support during the process. Leadership displayed focus, effort and dedication that led to the formulation of clear, actionable Strategic Plan for the City of McMinnville.

Yours truly,

A handwritten signature in black ink that reads "Cory Poris Plasch". The signature is written in a cursive, flowing style.

Cory Poris Plasch

President

CP2 Consulting

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# Executive Summary

From February through April 2023, the city of McMinnville engaged in a strategic planning process. The process generated a strategic plan covering 2023-2026.

The plan consists of six strategic goals, identified as the issues of greatest importance to McMinnville over the next three years. With each goal is an associated outcome, key outcome indicators (measuring progress towards outcomes) and performance targets. These were determined through a facilitated process including the elected board and staff, and incorporated stakeholder feedback that included a Community Survey, an internal stakeholder Strategic Planning Survey, and six focus groups.

As part of the strategic planning process, vision, mission, and values were evaluated. The City of McMinnville chose to draft a vision statement and to update their mission and values.



A cross functional team of staff helped to further develop the strategic plan by identifying initiatives to achieve strategic goals. This team will continue to work to develop and implement project plans for each initiative and create a communication plan to ensure that all of the City of McMinnville staff understand the overall goals, as well as being able to meaningfully incorporate action steps to achieve those goals into their overall responsibilities.

Organizational culture is a key component in meeting strategic goals, and as a result of this process McMinnville will be able to employ and promote strategies to create a Learning Culture, where growth, curiosity and authenticity prevail.

# Strategic Summary

DESIRED OUTCOME	KEY OUTCOME INDICATOR (KOI)	PERFORMANCE TARGET	STRATEGIC INITIATIVES
Strategic Priority: Proactive Communications			
An Engaged and Informed Community	<ul style="list-style-type: none"><li>- # of City social media followers</li><li>- # of City staff technology users</li></ul>	<ul style="list-style-type: none"><li>- Increase social media followers by ≥10% by 12/23</li><li>- Increase City staff technology users by ≥10% by 12/24</li></ul>	<ul style="list-style-type: none"><li>a) Fully implement See Click Fix</li><li>b) Create strategy to increase online and print media presence</li><li>c) Conduct Public Trust Survey</li><li>d) Create and implement quarterly “State of the City” program</li></ul>
Increased public understanding and trust	<ul style="list-style-type: none"><li>- # of in person events</li><li>- % of positive survey results</li></ul>	<ul style="list-style-type: none"><li>- ≥3 in person events annually</li><li>- Increase of 10% in positive public trust survey results annually</li></ul>	
Strategic Priority: Workforce Recruitment and Retention			
Staff Capacity to meet Service Demands	<ul style="list-style-type: none"><li>- # of applicants</li><li>-Time to fill positions</li></ul>	<ul style="list-style-type: none"><li>- Increase # of skilled applicants by 15% by 12/25</li><li>- Decrease time to fill by 20% by 12/25</li></ul>	<ul style="list-style-type: none"><li>A) Implement Applicant Tracking system</li><li>B) Develop Stay Interview strategy</li><li>c) Establish Succession Planning Program</li><li>d) Develop leadership skills strategy</li><li>e) Create Employee Recognition Program for high performing employees</li><li>f) Establish recruitment strategy</li><li>g) Develop minimum staffing levels for each department</li><li>h) Perform annual compensation review</li></ul>
Retention of High-Capacity Employees	<ul style="list-style-type: none"><li>- Staffing ratios</li><li>- % of turnover</li></ul>	<ul style="list-style-type: none"><li>- 100% of departments conduct Standard Performance Review annually</li><li>- Staffing ratios met by 7/25</li></ul>	
Strategic Priority: Public Safety			
Capacity to meet community safety needs	<ul style="list-style-type: none"><li>- Time to fill vacancies</li><li>-# of employees</li></ul>	<ul style="list-style-type: none"><li>- 98% of budgeted public safety positions filled by 1/25</li></ul>	<ul style="list-style-type: none"><li>a) Create Public Safety Recruitment Plan</li><li>b) Develop Program to update Essential Safety Equipment</li><li>c) Establish Multi-Departmental Public Safety forums for residents</li><li>d) Update Internal Preparedness plan for City</li><li>e) Form an External Incident Preparedness Plan county-wide</li><li>f) Conduct a police department facility analysis</li><li>g) Update and implement community-based programs</li></ul>
Increased awareness of public safety presence in the community	<ul style="list-style-type: none"><li>- # of units</li><li>-# of programs</li></ul>	<ul style="list-style-type: none"><li>- Restore community-based programs to pre-pandemic levels by 7/24</li><li>- Restore number of public safety units to pre-pandemic levels by 12/24</li></ul>	
Major Incident preparedness	<ul style="list-style-type: none"><li>- # of intradepartmental training events</li></ul>	<ul style="list-style-type: none"><li>- ≥ 90% of personnel fully trained annually by 2025</li></ul>	

# Strategic Summary (cont.)

DESIRED OUTCOME	KEY OUTCOME INDICATOR (KOI)	PERFORMANCE TARGET	STRATEGIC INITIATIVES
Strategic Priority: Reliable Infrastructure			
Improved Streets	-- Pavement Condition Rating  - # of streets paved	- Pavement Condition Rating increased by 20% by 2026  - ≥ 3 miles of streets paved annually	a) Integrate water line projects and paving plans b) Develop a sewer line TV Inspection Plan c) Develop Stormwater Flood Reduction Program d) Update PCI Strategy
Improved Stormwater Management	- # of problem area studies	- No major stormwater flooding issues by 2026	
Improved Water/Sewer	- # of Water line breaks  - # of Sewer overflow events	- Water line replacements on 4 streets annually  - 20% of sewer lines inspected by TV camera annually	
Strategic Priority: Financial Security			
Minimum Financial Ratios Maintained	- Budget Policy Ratios	- Budget Policy & Ratios established by 12/23	a) Develop and adopt a comprehensive financial policy based on GFOA guidelines b) Establish a comprehensive capital and asset management, replacement, and retirement strategy c) Develop a financial reporting strategy for internal and external audiences
Finances transparent internally and externally	- # of Departmental Fund Reports established	- All Departmental Fund Reports in place by 12/23	
Strategic Priority: Economic Growth and Development			
Land use regulations updated	- # of regulations revised  - # of Commission Benchmarks achieved	- Land use regulations revised by 4/24	a) Create a Public Input Strategy for Land Use Regulations b) Educational outreach plan for new land use regulations c) Establish a joint BOMA and Planning Commission Task Force d) Create system to integrate multiple software platforms e) Create a Land Use Development Plan f) Create a Land Use Redevelopment Plan g) Develop Economic Development Marketing Strategy h) Create Tourism Marketing Plan
Identified Commercial/Industrial sites repurposed	- # of sites identified  - # of sited repurposed	- Repurposed sites increased by 10 % by 12/25	

# Vision, Mission, Values

## **VISION**

McMinnville is a safe and fiscally sound community that balances small town friendliness with opportunities for all. With superior services delivered in an attractive community with beautiful natural amenities, our community is the place where people want to be.

## **MISSION**

The City of McMinnville provides reliable and cost-effective services that support our community's safety and enhance quality of life. We continually improve McMinnville by fostering an atmosphere of integrity, innovation, and collaboration.

## **Core Values**

### **Integrity**

*We are honest in our endeavors and ethical in our actions.*

### **Innovation**

*We strive to always learn so we can meet challenges with creative solutions.*

### **Financially Responsible**

*We take pride in what we do and in our care of public resources.*

### **Teamwork**

*We find ways to work together within our city and in the extended community.*

### **Fair and Consistent**

*We serve the community, seeking to fulfill our duties reliably, effectively, and efficiently.*

### **Respectful and Welcoming**

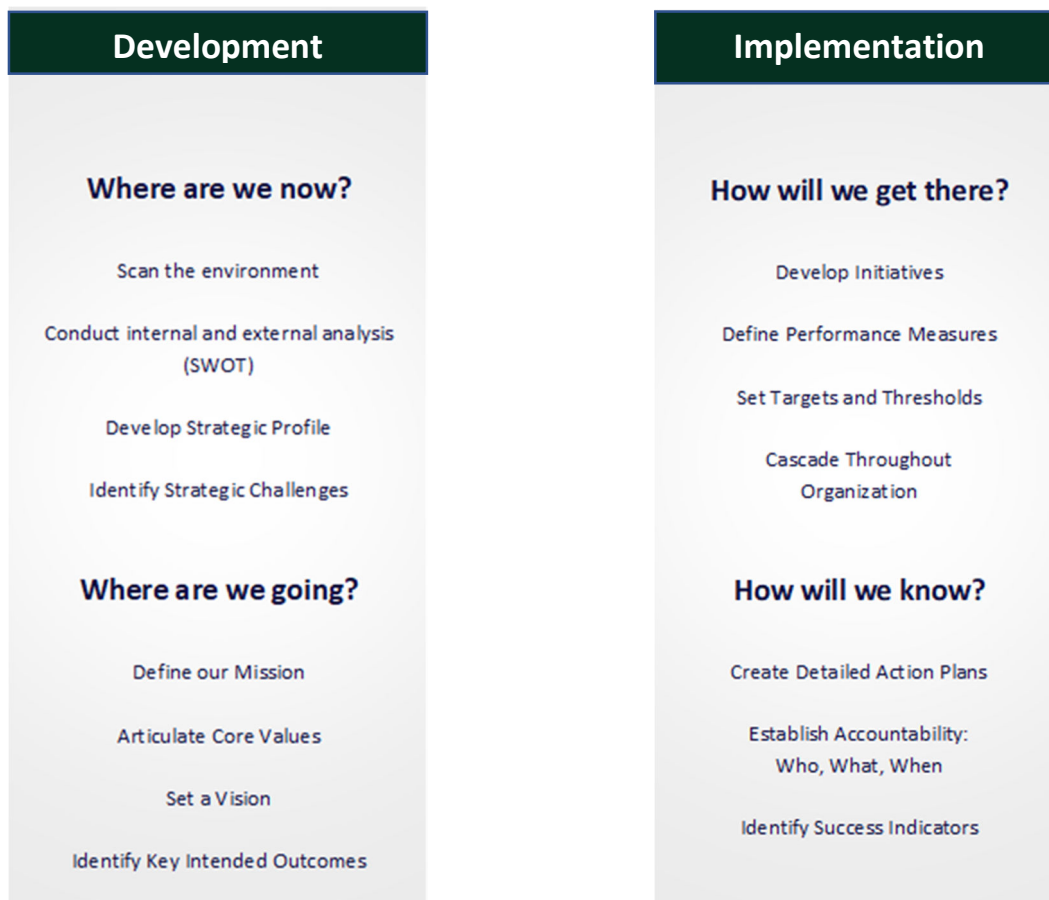
*We strive to make everyone feel like they have a place in McMinnville.*

# The Strategic Planning Process

## The Strategic Planning Process

The Strategic Planning Process seeks to answer five questions:

- Where are we right now? (Plan Development)
- Where do we want to be? (Plan Development)
- How do we get there from here? (Plan Implementation)
- How will we know when we get there? (Plan Implementation)
- Are there changes in the future external environment that we need to consider?





# Assessing the Current Environment

The strategic planning process began with City Aldermen interviews conducted by the consultant. The interviews revealed perspectives on the state of the community, city operations, current challenges, and opportunities for the future. This was followed by a meeting of the consultant and the McMinnville senior staff on March 1<sup>st</sup>, 2023. The meeting included a review of strategic planning principles, a discussion of organizational value proposition, the status of vision and mission statements, a tutorial on preparing an environmental scan and discussion on community outreach.



The session concluded with group acknowledgement of current conditions, a timeline for the planning process, assignments for preparation of the environmental scan, and a process for conducting the stakeholder and community outreach.

# Operating Review, Stakeholder Engagement

To answer the question “Where are we now?”, the strategic planning process began with a detailed examination of the operating environment. This was done early in the process to provide useful information to the Board so that informed choices could be made during the strategic planning retreat.

Assessing the environment included:

- Environmental scanning
- Internal Survey
- Community Survey
- Focus Groups

Environmental scanning was conducted by staff in collaboration with the consultant. The consultants facilitated the focus groups, and the Community Survey was administered by the consultant, with postcards sent to every household and community outreach through social media, print media, and radio.

The purpose behind these activities was to support strategic decision-making. As a result, the focus groups were limited in scope. Each focus group discussed what residents and business owners saw as strengths of the community along with opportunities for change. The survey administered by Survey Monkey measured resident satisfaction through benchmark questions and then compared responses to other similar communities. The questions for both the survey and the focus groups centered on city services and quality of life within the community—the central responsibilities of the city and the focus of strategic planning.

The results of these efforts were presented to the Board at the first strategic planning session on March 21<sup>st</sup>, 2023. They are summarized below along with links to the complete results.

# Environmental Scan

The Environmental Scan is a description and analysis of the City of McMinnville, its demographics, environment, and community. The environmental scan is the exploration phase of the strategic planning process. It provides the framework for understanding the city, its attributes, and relevant issues in planning its future.

The staff presented a detailed review of internal operations and current challenges facing the organization. Topics included an overview of community demographics, internal structure, a financial overview, and a personnel overview. An analysis of external factors and trends included covering changes in demographics, housing, and diversity.

## Key Takeaways:

- A primary takeaway for this Environmental Scan was combatting personnel shortage and increasing retention rate for existing personnel. Despite excellent benefits, compensation for personnel was lacking. However, upon implementing a new structure within their budget by increasing the percentage designated for essential workers, McMinnville is seeing vast improvement of not only obtaining staff but retaining them as well.
- In the past, PPE for Police and Fire personnel was lacking, however priority has been placed on these departments in effort to ensure safety of these workers. A large percentage of the tax dollar continues to be directed to these departments, in pursuit of continuing to strengthen these departments further.
- Overall, fiscal health of the city is an agreed upon priority presently, and it is desired that wise financial decisions remain consistent into the future of McMinnville.

# Internal Survey Results

## Internal Survey Results

A survey of internal stakeholders was conducted from February 6<sup>th</sup>- March 8<sup>th</sup>, 2023, as part of the strategic planning process.

### Key Takeaways:

- Most of the respondents were staff (90.14%), followed by Advisory Board (5.63%)
- 87.5% identified the quality of services in McMinnville as Excellent or Good, and 88.88% identified the overall quality of life in McMinnville as Excellent or Good.
- Respondents identified high and medium priorities for McMinnville for the next three years. Responses included public safety (97.2%), infrastructure (94.45%), financial sustainability (95.83%), economic development (93.05%), recruitment of city staff (95.83%) improving resident trust (93.06%), and affordability (87.5%).
- Respondents were very positive about working for the City of McMinnville, with 90.91% stating they were very or somewhat likely to stay another year. 87.88% stated they would apply again, and 90.91% stated they would recommend working at McMinnville to a friend.

# Community Survey Results

## Community Survey Results

A community survey was conducted February 6<sup>th</sup> through March 8<sup>th</sup>, 2023, as part of the strategic planning process. The survey questions explored quality of city services, quality of life in McMinnville, opportunities for improvement, and priorities for the future.

### Key Takeaways:

- The residents of McMinnville believe the following are very or somewhat important to their quality of life: Public safety (97.10%), Affordability/cost of living (96.45%), Local stores and shopping (91.27%), Neighborhood appearance (88.71%), Housing (type/quality) (87.18%), Parks and recreation areas (86.79%).
- Residents of McMinnville listed the following as the top five aspects they like best about the city: Grew up here/family in the area (56.96%), affordability/cost of living (46.40%), parks and recreation areas (30.08%), peaceful community (29.92%), and location (29.76%).
- Residents are very happy with the quality of life in McMinnville, with 82.58 % stating they were very or somewhat satisfied with this aspect of living in the city.
- Residents agree that city roads need work, with 44% stating that they were dissatisfied with road quality.
- Many desire for the future of McMinnville to be a safe, affordable place to raise a family, with a safe community (90.15%), a good place to raise a family (82.61%), affordable city services (79.19%), high quality schools (76.08%), a broad range of employment opportunities (68.70%), housing affordability (62.16%), and a well maintained community (61.94%) all being deemed as very important for the city's future.

Overall, residents of McMinnville are satisfied with their quality of life, with many emphasizing the importance of maintaining the safety and appearance of the community, as well as focusing on affordability, employment opportunities and high standards for schools as high priorities.

# Focus Group Results

## Focus Group Results

As part of the City of McMinnville's strategic planning process, focus groups were conducted on February 22<sup>nd</sup> through February 24<sup>th</sup>, 2023. Participants were recruited by City Staff.

McMinnville's focus groups discussed the subject of the city's strengths and challenges. Each meeting ran for approximately 90 minutes.

A focus group is a small-group discussion guided by a trained facilitator. It is used to gather in-depth information about a community's thoughts and opinions about a designated topic. The interaction enables participants to ask questions of each other, as well as to re-evaluate and reconsider their own understandings of their specific experiences. The facilitator's role is to gather information in an impartial and confidential manner, manage the pace of the discussion, and ensure that everyone has a chance to participate. The process included a set of questions and follow-up discussion within the small group.

### Key Takeaways:

- Public Safety was a vital theme throughout every focus group, with many mentions concerning drug use, mental health, domestic abuse, and safe spaces for kids to congregate.
- Infrastructure was also heavily discussed, with roads and sidewalks being a frequently discussed topic. Many residents would like more ADA compliant equipment, walkable sidewalks, improvements of water and sewer services, road configuration and additional green spaces.
- Another priority focused on was development. Many participants emphasized a need for housing expansion, as many of the city's young adults are leaving due to the lack of places to live within the city. Development of Phase 3 was also a major theme among this category.
- A desire for better communication between the city and its residents is also strongly desired.

# Understanding the Environment

## Understanding the Environment and Setting Strategic Goals

An important part of the strategic planning process is a review of the current operating environment and an evaluation of the challenges confronting the community. This was accomplished via a SWOT analysis—a process that examines the organization’s internal strengths and weaknesses, as well as the opportunities and threats in the external environment. To facilitate this, a SWOT questionnaire was distributed to the board and senior staff in advance of the planning session. Using the SWOT data, a small group review process revealed the most frequently mentioned characteristics in each area.



# SWOT Analysis

After reviewing and discussing the survey data, the leadership team then reviewed the qualitative data gathered from the SWOT analysis. They were divided into four small groups to discuss the data and identified the following themes:

Strengths	Weakness	Opportunities	Threats
<ul style="list-style-type: none"><li>-Strong finances</li><li>-Experienced staff</li><li>-Good leadership</li><li>-Teamwork</li><li>-Knowledgeable staff</li><li>-Good relationships</li></ul>	<ul style="list-style-type: none"><li>-Outdated codes</li><li>-Failing infrastructure</li><li>-Housing Opportunities</li><li>-Internal communications</li></ul>	<ul style="list-style-type: none"><li>-New technology</li><li>-Improving infrastructure</li><li>-Economic development</li><li>-Collaboration w/ other governments</li><li>-City growth</li></ul>	<ul style="list-style-type: none"><li>-Employee loss</li><li>-Economic concerns</li><li>-Public perception of government</li><li>-Declining public safety</li><li>-Inability to expand city</li><li>-Changing regulations</li></ul>

The Strengths and Opportunities groups then combined to discuss how organizational strengths could positively impact opportunities. The Weaknesses and Threats groups combined to discuss how organizational weaknesses could be exacerbated by threats.

Finally, the Strengths/Opportunities group and the Weaknesses/Threats group combined, and all participants reviewed the key themes. Through this analysis, six Strategic Priorities were identified: Proactive Communications, Workforce Recruitment and Retention, Public Safety, Reliable Infrastructure, Financial Security, and Economic Growth and Development.

Participants then were divided into cross-functional groups. They determined desired Outcomes (what success looks like), Key Outcome Indicators (how to measure progress towards success), and Targets (a measurable goal achieved by a defined date) for each Strategic Priority.



# Targets by Strategic Goal

## Strategic Priorities

### Proactive Communications

- Outcome: An Engaged and Informed Community
  - KOI: # of City social media followers
  - KOI: # of City staff technology users
    - Target: Increase social media followers by  $\geq 10\%$  by 12/23
    - Target: Increase City staff technology users by  $\geq 10\%$  by 12/24
- Outcome: Increased public understanding and trust
  - KOI: # of in person events
  - KOI: % of positive survey results
    - Target:  $\geq 3$  in person events annually
    - Target: Increase of 10% in positive public trust survey results annually

### Workforce Recruitment and Retention

- Staff Capacity to Meet Service Demands
  - KOI: # of applicants
  - KOI: Time to fill positions
    - Target: Increase # of skilled applicants by 15% by 12/25
    - Target: Decrease time to fill by 20% by 12/25
- Retention of High-Capacity Employees
  - KOI: Staffing ratios
  - KOI: % of turnover
    - Target: 100% of departments conduct Standard Performance Review annually
    - Target: Staffing ratios met by 7/25

## **Public Safety**

- Capacity to meet community safety needs
  - KOI: Time to fill vacancies as determined in conjunction with HR minimum staffing levels
  - KOI: # of employees
    - Target: 98% of budgeted public safety positions filled
- Increased awareness of public safety presence in the community
  - KOI: # of units
  - KOI: # of programs
    - Target: Restore community-based programs to pre-pandemic levels by 7/24
    - Target: Restore number of public safety units to pre-pandemic levels by 12/24
- Major Incident preparedness
  - KOI: # of intradepartmental training events
    - Target: ≥ 90% of personnel fully trained annually by 2025

## **Reliable Infrastructure**

- Improved Streets
  - KOI: Pavement Condition Rating
  - KOI: # of streets paved
    - Target: Pavement Condition Rating increased by 20% by 2026
    - Target: ≥ 3 miles of streets paved annually
- Improved Stormwater Management
  - KOI: # of problem area studies
    - Target: No major flooding issues by 2026
- Improved Water/Sewer
  - KOI: # of Water line breaks

- KOI: # of Sewer overflow events
  - Target: Water line replacements on 4 streets annually
  - Target: 20% of sewer lines inspected by TV camera annually

### **Financial Security**

- Minimum Financial Ratios Maintained
- KOI: Budget Policy & Ratios
  - Target: Budget Policy and Ratios established by 12/23
- Finances transparent internally and externally
- KOI: # of Departmental Fund Reports established
  - Target: All Departmental Fund Reports in place by 12/23

### **Economic Growth and Development**

- Land use regulations updated
- KOI: # of regulations revised
- KOI: # of Commission Benchmarks achieved
  - Target: Land use regulations revised by 4/24
- Identified Commercial/Industrial sites to be repurposed
- KOI: # of sites identified
- KOI: # of sited repurposed
  - Target: Repurposed sites increased by 10% by 12/25

# Strategic Plan Implementation

## **Workforce Recruitment and Retention**

- Reduce time to fill open positions
- Increase number of skilled applicants
- Implement Applicant Tracking System
- Implement Performance Management
- Develop Stay Interview Strategy
- Establish a Succession Planning Program
- Develop Leadership Skills Strategy
- Perform Annual Compensation Review
- Create Employee Recognition Program for high performing employees
- Establish Recruitment Strategy
- Develop Minimum Staffing Levels for each department

## **Public Safety**

- Create Public Safety Recruitment Plan
- Develop Program to update Essential Safety Equipment
- Establish Multi-Departmental Public Safety forums for residents
- Update Internal Preparedness plan for City
- Build External Incident Plan county-wide
- Conduct a police department facility space analysis
- Update and implement community-based programs

## **Proactive Communications**

- Fully implement See Click Fix

- Create strategy to increase online and print media presence
- Conduct Public Trust Survey
- Create and implement quarterly “State of the City” program

### **Financial Security**

- Develop and adopt a comprehensive financial policy based on GFOA guidelines
- Establish a comprehensive capital and asset management/replacement/retirement strategy
- Develop a financial reporting strategy for internal and external audiences to create increased transparency

### **Economic Growth and Development**

- Create a Public Input Strategy for Land Use Regulations
- Educational outreach plan for land use regulations
- Establish a joint BOMA and Planning Commission Task Force
- Create system to integrate multiple software platforms
- Create Land Use Development Plan
- Create Land Use Redevelopment Plan
- Develop Economic Development Strategy
- Develop Tourism Marketing Strategy

### **Reliable Infrastructure**

- Integrate water line projects and paving plans
- Develop a sewer line TV inspection plan
- Develop stormwater flood reduction program
- Update Pavement Condition Index (PCI) strategy

# Strategic Plan Participants

The City of McMinnville Strategic Plan was developed with the hard work of many individuals. The Mayor and Aldermen focused time and attention to the process of understanding key data, confirming the vision and mission for the city, and then working collaboratively to determine the strategic priorities and resulting outcomes that are most important to their community stakeholders.

The City's senior staff supported the City's elected officials and offered an operations perspective as well as their professional subject matter expertise. All participants were enthusiastic about the process and committed to creative and innovative thinking to establish the outcomes that most benefit McMinnville.

## **McMinnville Elected Officials**

Ryle Chastain, Mayor  
Steve Harvey, Alderman  
Keri Morton, Alderman  
Rachel Kirby, Alderman  
Stacey Harvey, Alderman  
Sally Brock, Alderman  
Deitra Dunlap, Alderman

## **McMinnville City Staff**

Nolan Ming, City Administrator  
Frank Southard, Public Works Director  
Samantha Moore, Finance Director  
Ricky Morton, Water and Wastewater Director  
Kendall Mayfield, Fire Chief  
Scotty Lawson, IT Director  
Nichole Mosley, Police Chief  
Justin Scott, Parks and Recreation Director  
Libby Rutledge, HR Director  
Sean Garrett, Community Development Director

Respectfully Submitted,

Cory Poris Plasch  
President  
CP<sup>2</sup> Consulting, Inc.