

## City Council “Special” Work Session

8:00 AM to Noon  
Community Center, 390 N. 23<sup>rd</sup> Street, Billings, Montana  
Saturday, January 26, 2018

**ATTENDANCE:** Staff - Mike Whitaker, Kevin Ploehn, Andy Zoeller, Kevin Iffland, Wyeth Friday, Bill Rash, Dave Mumford, Rich St. John, David Watterson, Karla Stanton, Chris Kukulski, Denise Bohlman, Brent Brooks, Gavin Woltjer (8:50 arrival)

**Mayor/Council** (please check) x Cole x Cromley Yakawich x Ewalt  
x Neese x Joy x Friedel x Gibbs x Ronning x Clark x Brown

CM excused: Yakawich

Facilitator: Chuck Tooley

**ADJOURN TIME:** 12:13 p.m.

## Agenda

<b>TOPIC #1</b>	<b>Billings Future:</b> a. Anticipating Change b. Aspirations c. Challenges – present and future trends
<b>PRESENTER</b>	Chuck Tooley
<b>NOTES/OUTCOME</b>	

**8:00 AM to 8:42 AM** – Introductions of Council and Staff occurred.

Tooley: Planning for those that follow us. Gathered from staff and Council the following:

### **ASPIRATIONS:**

Mayor: safe streets

Cromley: transportation system

Kukulski: thriving downtown

Friday: street trees and landscaping

Cromley: children everywhere

Rash: adequate public safety

Whitaker: nearby public parks within 10 min.

Mumford: jobs for our children

Clark: cultural opportunities

Brooks: affordable housing

Ronning: more diversity in leadership

Gibbs: policy environment that encourages innovation and entrepreneurship

Cole: river Integrated into the City

Kukulski: thriving economy  
Ploehn: stable funding  
Friday: coordinated vision with city/county  
Neese: added "and school district"  
Watterson: sustaining successes and move them forward  
Ronning: clean energy  
Cole: national brand and reputation  
Joy: no one left behind – diversity  
Kukulski: excellent educational institutions  
Ronning: public safety funding  
Ronning: reserve of protected water  
Kukulski: thriving faith-based / charitable / non-profits  
Cole: aesthetically pleasing – attractiveness

### **CHANGES:**

Cole: aging demographics  
Rash: recruitment and retention of workforce  
Woltjer: digital workforce  
Brown/Ronning: Technology  
Kukulski: more small businesses than large businesses  
Friedel: downsizing of larger businesses  
Woltjer: technology displacement of workers  
St. John: public safety requirements  
Ronning: lifestyle changes – increased cultural entertainment and recreation  
Cromley: aging infrastructure/ Inadequate, i.e. City Hall  
Cole: cultural and racial diversity  
Rash/Gibbs: autonomous vehicles  
Whitaker: changing transportation needs -- mass transportation  
Friday: opportunities with climate change migrations  
Kukulski: changing demand of natural resources  
Cole: property tax dependency for local government funding  
Gibbs: artificial intelligence effects on jobs  
Clark: automation  
Joy: racial segregation of housing and schooling  
Cole: lack of federal resources  
Clark: lack of state resources/funding  
Kukulski: wealth inequality  
Friday: greater dependence on cities  
Neese: competition between cities  
Woltjer: opportunities for public/private partnership

Mumford: All changes may be seen as negatives, but therein lies great opportunities.  
Billings is a great place to live or else we would not all still be here.

**CHALLENGES:**

Ploehn: Homelessness

Kukulski: Crime / drugs

Mumford: Securing water sources

Cromley: Low cost housing

Rash: Public safety funding

Tooley: Funding of public services

St. John: Outside influences that cannot be controlled – Legislature

Friday: Recreation Center and Transit should have been done a long time ago

Cole: Anti-government sentiment / lack of trust

Kukulski: City relevance – power and influence

<b>TOPIC #2</b>	<b>Progress Report – 2018 Adopted Goals and Initiatives</b>
<b>PRESENTER</b>	<b>Chris Kukulski</b>
<b>NOTES/OUTCOME</b>	

**9:20 AM**

Kukulski: Reviewed high priorities on 2018 goals and achievements.

Kukulski: Healthcare network contract.

Stanton: It is well on its way to being completed.

Kukulski: Spa Ordinance drafted – will be before the Council on February 19th.

Kukulski: Public Safety District – got the most independent responses. Has not been resolved and remains a high priority.

Kukulski: Check off City Administrator – done!

Kukulski: Project Recode – Wants this done before major change in Councilmembers occurs this fall.

Kukulski: Franchise fees – Nearing a settlement – no longer charging these.

Kukulski: 3 new collective bargaining agreements accomplished.

Kukulski: 2019 Legislature – excellent team, very engaged – it will get easier as the funnel narrows.

Kukulski: Health Plan Third Party Administrator Selection – completed.

Kukulski: Fire Service and Implementation plan is coming to the Council May 18<sup>th</sup> for Council approval. It is critical amendments, etc. be made before adoption so staff can be off and running. Important to have priorities and timelines in the plan. Gives clear direction to staff.

Kukulski: Water usage – moving billings appropriately from Enterprise Fund to General fund concerning Parks Department water usage – it had been declined by the Council as a priority.

### **9:30 AM**

Kukulski: Reviewed Initiatives form 2016-2018.

Kukulski: Second Municipal Judge – costs, etc. have been determined and will coming before Council soon.

Kukulski: RFP – New City Hall, deferred to Iffland for status report.

Iffland: Working with Saree Couture and brought Master Facilities Plan to Council. In the process of revising the Master Facilities plan, based on Council's guidance. Will develop an RFP after this session if Council wishes to move forward.

Kukulski: Concerned that public safety funding and City office space funding would go to the public for a vote.

Kukulski: Specific parks funding – remains a challenge. Some progress has been made toward Centennial Park. Remains on the list.

Kukulski: Ordinance addressing tree ownership and damages?

Brooks: Gave memo to Council on August 6, 2018 and if Council wants to revisit it, they can.

Brown: Believe has been completed and can be removed from initiatives list.

Kukulski: Nuisance ordinance is completed.

Kukulski: In progress is the updating of the City Code. Municode has provided their birds-eye view of the code and made suggestions. The Legal Department is spearheading with assistance from City Clerk's office and respective departments are going through their portions of the code.

Kukulski: Public Works to lead the Police Department, etc. to propose improvements to downtown intersections to increase pedestrian and vehicle safety. An effort to eliminate one-ways. In progress.

Kukulski: ROW in Inner Belt Loop easements – Done! Waiting on gas tax funding for the road.

**Mumford**: We are ready as soon as the road is ready to be built.

Clark: Believed the Public Safety District was not complete and in progress.

Cole: Creation of a city-wide public safety district. Went over like a lead balloon when talking about assessing non-profits.

Kukulski: So there has been no resolution and it should remain on the list.

Clark: Charter states finding innovative ways for funding; that is why there is a mill levy cap.

Kukulski: Cost-causers should be the cost-payers. Tax structure is inadequate to the economy.

Friedel: There is an initiative remaining that the Legal department directly report to te Council.

Tooley: Asked the Council to review the initiatives and goals. Explained the exercise that would follow the break.

**Recess: 9:50 AM**

**Reconvene: 10:00 AM**

<b>TOPIC #3</b>	<b>DISCUSSION – Consolidated List of Potential Goals – 2019</b> a. Existing and new items; b. Prioritization of items; c. Deletion of items with low priority designation; d. Clarification of prioritized list – what are the conditions that create a need for each item. (what, where and why before allocating resources)
<b>PRESENTER</b>	<b>Chuck Tooley</b>
<b>NOTES/OUTCOME</b>	

**10:00 AM**

Tooley: Reviewed Council’s Potential Goals for 2019. As the list was reviewed, Mr. Tooley asked Council to identify the problems that the solution/goal would resolve, starting with a Public Information Officer.

Joy: Public information officer re garbages -- to get clear information. All of the Councilmembers were trying to advise constituents, but were providing misinformation. Public safety – people getting info from Facebook – it’s a problem.

Gibbs: Consistent narrative from all departments is needed.

Ronning: Social media affects information. Departments’ staff needs social media policy and may need specific staff dedicated to social media.

Neese: Get info to the public about good things.

David Watterson: Social media has transitioned quickly. Need someone to look at website as a whole. Presently each department is responsible for their web pages, etc. Concerned about security. IT does not have anyone that overlooks all of this. Perhaps a PIO is the answer.

Ronning: Stated she was removing Non-Discrimination Ordinance from the goals.

Joy: What are the implications of Council decisions? Are they data driven? Values a cost of services analysis.

Friday: Bring back an RFP to hire someone to do it.

Cole: Strategic planning - get it in the budget to get a new strategic plan.

Stanton: City worker reclassification – compensation study slated for 2020.

Neese: Add Medicine Crow School to Safe Route to Schools. Prioritize ROW acquisition on Inner Belt Loop.

Mumford: Inner Belt Loop – ROW cannot be purchased from Morledges now, only at the time of construction. Construction to start in 2021.

Kukulski: Seller is concerned about control of land after sale. Perhaps City can purchase and lease back to Morledges until construction starts.

Rash: Heights fire station in public safety funding – a priority?

Kukulski: Can separate police and fire safety needs for funding or combine. Station 8 is top priority per plan.

Friedel: Need to include all budgetary impacts for the Inner Belt Loop – public safety and infrastructure. Full financial impacts. Holistic approach.

Brown: Cell towers leases in Parks?

Kukulski: Working on that. Need a policy. Want to do what makes the most sense.

Clark: Wants to scratch out Heights fire station from public safety because need to look at public safety as a whole. All needs. The fire station will be included as a priority, along with all other public safety needs.

Cole: Are casinos being addressed?

Kukulski/Friday: It will be addressed during Project Recode.

Friedel: Give quarterly progress report on Project Recode.

Friday: Task force / City relationship and administration. We need some direction.

Clark: TIF Districts?

Kukulski: MOUs are coming on the 4<sup>th</sup> of Feb.

Joy: Lead pipelines update?

Mumford: Additional funding moved on that – a couple of years the replacement should be concluded that the City has. Working with property owners on replacement. Top priority for PW. League did not support bill to remove lead piping in schools – private and public. League did not see that private kindergartens (homes) could get assistance.

Clark: Wasn't supported because it was inequitable to those that would have contributed. Rural schools that have not contributed would benefit, while schools in larger cities have already taken care of replacement costs and would get no benefit at this point.

Kukulski: Wants team development of City staff – does Council want to invest in developing their team.

Neese: Supports to help with communication and understanding. Encourages it.

Ronning: Supports, but cannot take a lot of additional time.

Kukulski: If Council wants that then add to your list.

Gibbs: Agreed with Brown that Council changes and so do the dynamics – teambuilding would have to be on a continuous.

Cole: Explains budget data – need a big picture of our financial trends. Detailed charter amendments – look for technical changes and get the process started before election. Council Compensation changes – current compensation is not sustainable for most citizens who may consider being on Council. May need to look at reducing Councilmembers.

Brown: Medical Marijuana Tax – regulating will be required – should those businesses pay for that? Not going away.

Brent: Would need legislative authorization to impose a sales tax. Referred to current ordinance prohibiting anything that is illegal per federal or state laws. Cannot swing that because Marijuana is federally considered a Schedule 1 prohibited drug. May need to change the ordinance. Could look to Bozeman’s processes for recouping the costs of regulation and inspections.

Gibbs: Hire a full time position for Chief Innovation Officer to find ways to save the City money. Would pay for itself and then some.

**10:53 AM** Begin prioritizing exercise.

Tooley: Reviews the results. Determines priorities in the table below.

Orange – High  
Green – Med.  
Red -- Low

Priority Item	Council’s Vote	Staff’s Vote	Total Votes
Public Safety Funding	7	11	18
Public Information Officer	5	8	13
City Website	3	7	10
Park Funding Plan	5	4	9
South Billings Aquatics and Rec Facility	4	4	8
One Big Sky District	3	5	8
Trails	3	4	7
Budget Data – graphs, tables, etc.	3	3	6



Westend Water Treatment Plant and Reservoir	3	2	5
Cost of Services Analysis	1	4	5
Compensation Study	0	5	5
Continue Project Re-Code	1	4	5
Inner Belt Loop	2	3	5
Code Enforcement Director	2	2	4
Public Safety Downtown	3	1	4
Molt Road/Highway 3 Connector	3	1	4
New City Hall Building	0	3	3
Meeting Length	0	3	3
Safer Billings	1	2	3
Chief Innovation Officer	2	1	3
Housing Affordability and Racial Segregation	2	1	3
Spa Ordinance	0	3	3
Budget – One time use for General Fund Reserves	2	0	2
Strategic Planning	1	1	2
Safe Routes to Schools / Medicine Crow	1	1	2
Task Force / City Support	0	1	1
Meeting Structure	0	1	1
Second Municipal Court	1	0	1
Ward Boundaries – Splitting 5 wards into 10	1	0	1
Council Compensation	0	0	0
\$15K Donation to USS Billings Commissioning	0	0	0
Medical Marijuana Tax	0	0	0
Energy Cost Savings/Conservation Commission	0	0	0
Grand Avenue Redevelopment	0	0	0

General discussion about the findings.

Kukulski: Will provide a breakdown on Council / Staff vote outcomes on the various priorities. Will bring to another work session within next 30 days to tweak before bringing to Council for adoption. Needs 2 hours of dedicated Council time at a work session.

Cole: Numbers could be falsely suggestive and just because something rated high, does not mean it should not be a priority, i.e. budget on low priority, but has everything to do with everything so should be a high priority.

Ewalt: Missed the dialogue from staff about subjects during the meeting. Need to schedule a time that staff can provide input. May change how Council views things.

Friedel: Wants a dedicated time for a special work session.

Kukulski: On a Monday night, another night or another Saturday morning?

Cole: This format works in the Community Center – Council Chambers won't work due to space restrictions.

Brown: Supports another meeting, just not till midnight.

Gibbs: Do not work past 9:00 PM – bad decisions tend to happen. Rather do Saturday mornings, fresh and informal.

Kukulski: Will present options at Monday night's regular business meeting.

**11:50 AM - Public comment on "Agenda Items".**

Chuck Barrett, 314 Calhoun Lane, Billings, MT, a member of SBURA and gave 6 priorities: water reserve, water is more important than gasoline; OBSD, if it raises everyone's tax base, then he is against it; Inner Belt Loop, very important as heavy equipment cannot travel Zimmerman Trail well in the winter; South Billings Aquatic Center, places are needed for recreation; Public Safety Downtown, people need to feel safe when they are in the downtown areas at night; lead piping needs to be addressed. Against raising taxes for any of the items listed.

Connie Wardell, P.O. Box 21432, Billings, MT, stated it did not appear Council had a clear vision. She shared a story about why people relocated to Billings and stated it was due to the value system of the community. Encouraged Council to attend 15-year class reunions because that's about when people consider returning to Billings. She also encouraged Council to speak to contractors about ideas to draw qualified talent from other states to here.

Kristi Drake, Executive Director TrailNet, 2416 Avalon Road, Billings, MT, thanks Council for putting trails as priority.

Kevin Nelson, 4235 Bruce Avenue, Billings, MT, identified inefficiencies in following areas: sidewalk near Hunter Place (Little Horn State Bank), sidewalk by T&E equipment, road on Crist Drive, intersections on Main and 6<sup>th</sup> Avenue, King Avenue East and 24<sup>th</sup> Street West (concrete boulevard blocks traffic). Need to coordinate projects between departments. Identify funding source and finish little projects that were never finished. The appearance of Billings is important.

Ed Gullick, Chair of Bicycle and Pedestrian Advisory Committee, 3015 10<sup>th</sup> Avenue North, Billings, MT, trail funding should be a priority.

Lyle Gabrian, Chair of Rimrock Neighborhood Task Force, 3142 Zimmerman Place, Billings, MT, recommended the old 2004 Molt Road/Highway 3 Collector Road Planning Feasibility Study be updated and be made a City priority. That route will be necessary in the future. Manage increased traffic on Zimmerman Trail. Discouraged changes that would increase traffic on Zimmerman Trail. Encouraged developing alternate routes. Create safe transportation corridors based on locations. Stated that the City in the future could be re-described as South Billings everything south of Rimrocks, and North Billings could be everything north of the Rimrocks, etc.

Tom Rupsis, Chair - Parks & Recreation Board, 105 Legends Way, Billings, MT, encouraged Council to think of parks and trails as cohesive unit. Autonomous cars way of the future. Estimated that up to 40% of cars will not be used and that would change the look and feel of Billings. Recommend Council set up committee to study issues.

Danny Choriki, 20 Marshall Drive, Billings, MT, encouraged Council to think about how the economy will be disrupted in future. City needs to think outside of the box in order to survive. Gas, petroleum and coal will not be driving economy. Billings needs to think of itself as a regional hub and strive for a diverse economy and be proactive.

Jerry Kessler, Chair - Pioneer Park Neighborhood Task Force, 237 Avenue B, Billings, MT, would like an emphasis on trails.

**12:00 PM - Public comment on “Non-Agenda Items”.**

Connie Wardell, P.O. Box 21432, Billings, MT, stated the City should adopt an audit policy so each department was audited 1 by 1 on a variety of criteria, i.e. public response, staff satisfaction, Council issues, etc. She had witnessed in other organizations where it had been done and it had been effective in improving areas such as customer service.

**Adjourn: 12:13 PM**