

CITY OF BILLINGS

CITY OF BILLINGS VISION STATEMENT:

“THE MAGIC CITY: A DIVERSE, WELCOMING COMMUNITY WHERE PEOPLE PROSPER AND BUSINESS SUCCEEDS.”

REVISED 1/24/2019

SPECIAL WORK SESSION AGENDA

**COMMUNITY CENTER
390 N. 23rd St.**

January 26, 2019 (Saturday)

**8:00 A.M.
to 12:00 Noon**

CALL TO ORDER and INTRODUCTORY COMMENTS: *(10 min.)*

- Mayor Cole
- Administrator Kukulski
- Facilitator Tooley

- 1. Introduction of All Participants** *(10 min. - 20 sec./person)*
- 2. Billings' Future:** *(60 min.)*
 - a. Anticipating Change
 - b. Aspirations
 - c. Challenges - present and future trends
- 3. Progress Report - 2018 Adopted Goals and Initiatives** *(30 min.)*

BREAK *(10 min.)*

- 4. DISCUSSION - Consolidated List of Potential Goals - 2019** *(1 hr. 45 min.)*
 - a. Existing and new items;
 - b. Prioritization of items;
 - c. Deletion of Item 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)

PUBLIC COMMENT on “AGENDA ITEMS”. **Speaker Sign-in required.** *(Restricted to ONLY items printed on this agenda. Comments are limited to 3 minutes. Please sign the roster on the supplies table located at the back of the room.)*

PUBLIC COMMENT on “NON-AGENDA ITEMS”. **Speaker Sign-in required.** *(Restricted to ONLY items not on this printed agenda. Comments are limited to 3 minutes. Please sign the roster on the supplies table located at the back of the room.)*

ADJOURN:

Note:

- This meeting is an “informal” meeting of the City Council. The content of the Agenda is subject to change at the meeting.
- In the event there is a Closed Executive Session at the end of a Work Session, the sole purpose is to discuss litigation strategy. The other parties to the case(s) discussed are not public bodies or associations as described in Section 2-3-203(1) and (2), MCA. The meeting is closed, as allowed by Section 2-3-203(4)(a), MCA, “to discuss a strategy to be followed with respect to litigation when an open meeting would have a detrimental effect on the litigating position” of the City of Billings.

Council Work Session

2.

Meeting Date: 01/26/2019

TITLE: Billings' Future

Department: City Hall Administration

Presentation: Yes

PROBLEM/ISSUE STATEMENT

Please see the attached Council Memorandum from City Administrator, Chris Kukulski. The attachments referred to in the Memorandum are attached later in this Agenda Packet under Items 3 and 4.

RECOMMENDATION

Begin a dialogue with the City's entire leadership team about the future of Billings. Commit to continuing to build a strong working relationship with your colleagues to set a clear direction to advance Billings to become one of America's great mid-size cities. Provide clear direction on the priorities you, as a policy body, are identifying for 2019.

No motions will be made during the work session, however it is anticipated that the identified priorities list will be brought back to the City Council for a formal vote of adoption.

Attachments

Council Memorandum from Chris Kukulski



CITY OF BILLINGS

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Council Memorandum

REPORT TO: Honorable Mayor and City Council

FROM: Chris Kukulski, City Administrator

SUBJECT: City Council priority work session and futures discussion

MEETING DATE: January 26, 2019

AGENDA ITEM TYPE: Work session discussion

RECOMMENDATION: Begin a dialogue with the City's entire leadership team (City Council, administrators and directors) about the future of Billings. Commit to continuing to build a strong working relationship with your colleagues to set a clear direction to advance Billings to become one of America's great mid-size cities. Provide clear direction on the priorities you, as a policy body, are identifying for 2019.

No motions will be made during the work session, however it is anticipated that the identified priorities list will be brought back to the city council for a formal vote of adoption.

BACKGROUND: Enclosed in your council packet for the January 26 priority session was the 2018 Work Plan, Council Initiatives list and the City Council's Consolidated List of Potential Goals – 2019. Enclosed are my thoughts for your consideration as we discuss Billings' future and set priorities for 2019.

After the introductory comments from the Mayor, myself and facilitator Tooley, each of us will be asked to briefly answer two questions to break the ice. (20 – 30 seconds each)

1. In addition to your name, business or employer and position, tell us something most people do not know about you.
2. Tell us one thought that guides you in your life.

The first half of the morning will be focused on the future of Billings. How will our decisions affect the community 25, 50 even 100 years from now? Most of us are comfortable discussing the opportunities and challenges that are immediately before us however, as leaders, we are entrusted to make Billings a great City well after most will even recognize our names.

Does our organization strive towards a clear vision? Is the organization built on core values that our 963 employees and elected leaders are focused on? What opportunities and challenges do we see



with our changing economy, demographics and sense of community? What aspirations do we have for our children, grandchildren, future generations and ourselves? What challenges do we see retaining and recruiting future citizens who choose Billings, over other cities, to receive their education, start a business, work and raise families? We won't have time to answer each of these questions but I hope they stimulate your thoughts as you prepare for the following questions facilitator Tooley will be asking.

1. Aspirations. Imagine Billings 25 years in the future. What do you hope it will be like?
2. Change. What trends do you see (international, national, local) that could affect Billings in a positive way? Which trends might affect us in a negative way?
3. Challenges. What challenges is the City facing right now that must be addressed or they will get worse in the future?

Most thriving communities today, and into the foreseeable future, provide a quality of life that people deliberately choose to be a part of. Most jobs now follow where people want to be rather than the other way around. All of us want a safe, clean, vibrant community to call home no matter what our educational attainment or socioeconomic standing. My hope is that this is the first of several discussions focused on setting a bright future for our City in the upcoming years.

The second half of the morning will focus on setting priorities for 2019. One of the items we hope to accomplish during the priority session is an agreement among the Council that we no longer retain a separate Work Plan/priority list and Council Initiatives list. The two lists require resource allocation and prioritization and should become one.

All of the directors, Kevin and I will be present during the work session to engage in the discussion and share our thoughts. The following are my thoughts after working with the team over my first ten weeks. In addition to these items, each department has extremely important work they are focused on. If that work is not in conflict with the City Council's priorities, we should not feel the necessity to list every important item the organization is working on. However, your time as the policy making body is limited and your priorities should reflect your focus. Therefore, I suggest the following priorities for your discussion.

1. Improve the capabilities and effectiveness of law enforcement. Some of the top issues include:
 - a. Lack of jail space
 - b. Illegal drugs
 - c. Violent crime (includes human trafficking)
 - d. Property crime
 - e. Transient issues
 - f. Traffic
 - g. Funding

2. Improve the “built” environment
 - a. One Big Sky District
 - b. Project recode
 - c. Code enforcement
 - d. Airport expansion
 - e. Complete streets (minimal lane widths, bike lanes on bike routes, parking, boulevard trees, detached sidewalks/multiuse paths)

3. Improve existing and expand parks, trails, open spaces and the urban forest
 - a. Project completions
 - b. Project development
 - c. Funding

4. Develop and enhance leadership teams - City Council; Director Team; High Performance Organization Team (HPO); Departments
 - a. 2019 - The Advantage by Patrick Lencioni, Good to Great by Jim Collins
 - b. Core Values confirmation/identification
 - c. Lean Six Sigma

UNRESOLVED ISSUES: Not applicable to this discussion.

ALTERNATIVES: The Council could wait to formalize priorities until later in 2019 when the Council and administration has had more time to understand the opportunities and challenges facing Billings. Several elected officials have less than 13 months on the council and the City’s top two administrators have less than eight months of experience in their current positions.

FISCAL EFFECTS: I do not have an estimate of costs; however, failing to set a clear direction and prioritize issues facing the community has a tremendous cost. Whether wasted dollars or lost opportunity costs, both have real implications. The City is entrusted to manage over \$300 million in annual revenue and owns and maintains billions of dollars of assets.

Attachments: 2018 Work Plan; Council Initiatives list; and the City Council’s Consolidated List of Potential Goals – 2019.

Report compiled on: January 24, 2019

Council Work Session

3.

Meeting Date: 01/26/2019

TITLE: Progress Report - 2018 Adopted Goals and Initiatives

Department: City Hall Administration

Presentation: Yes

PROBLEM/ISSUE STATEMENT

Council will review the progress of the 2018 adopted goals and initiatives.

RECOMMENDATION

Staff recommends Council consider whether to move forward with, or remove any remaining 2018 goals and initiatives, and whether to re-priorize those goals and initiatives.

Attachments

2018 Council Work Plan
Council Initiatives

2018 Work Plan

CM	Topic	Details	Category	Priority	Timing QTR/Year	Notes
Joy/Cole	311 Program	How to implement? Info on city services/direct calls appropriately	Govt/Process Improvements	Medium	Not Started	Report to Council 3rd/4th Qtr 2018
Stanton	Healthcare network, EAP, occupational health	Current healthcare network contract with St. V/RMHN expires and will be re-bid (2019)	Govt/Process Improvements	High	On-Hold	Re-bid 2019
Joy/Cole	PIO	Add part time press officer, Review public information process	Govt/Process Improvements	Low	On-Hold	Revisit w/new city manager
McCandless	Strategic planning	FY 19 budget for City Council/senior staff strategic plan	Council Policy/Direction	Low	On-Hold	Revisit w/new city manager
Friday	City Worker Position Class and Comp Update	Classification and compensation plan is outdated and cannot be effectively used to classify new positions, job changes over time, internal inequality,	Govt/Process Improvements	Low	On Hold	Revisit w/new city manager
Ploehn	MET funding	Continuing or enhanced funding for MET	Council Policy/Direction	Low	On-Hold	No movement due to need and improvement
Cole	Trails Funding	Development and Maintenance	Council Policy/Direction	Budget	Started	Report to Council on 10/01/2018
Mumford	Cost of services study/Impact fees	standardize developer contribution to growth	Govt/Process Improvements	Budget	Started	Report to Council 4th Qtr 2018
Ronning/Yakawich	Spa ordinance	Eliminate illicit spas by City ordinance	Council Policy/Direction	Budget	Started	City legal department reviewing code amendment
Rash	Fire station condition analysis	Identify facilities' maintenance needs and prioritize them	City Infrastructure	High	Started	Fire Station roofing started, working with facilities services
Clark/Ronning/St. John	Public Safety District/levy/staffing	How to fund city services through PSD, tax levy, staffing levels for a growing city.	Public Safety	High	Started	09/17/2018 Work Session
Cole/McCandless	Recruit City Administrator	Develop matrix of comparable city compensation, prepare draft contract, identify search firm options, decide when to re-start recruiting	Council Policy/Direction	High	Started	Expected Completion 10/2018
Cole	Appointments to Boards and Commissions	Council approval, mayoral selection, timing	Council Policy/Direction	Medium	Started	Process is being examined and modified as needed
Brewster	Casinos	Move to appropriate zoning area; from CC to HC?	Council Policy/Direction	Medium	Started	09/17/2018 Work Session
Cole	Downtown development	Negotiate Hammes Co. agreement, fund master plan, develop oversight group	Council Policy/Direction	Medium	Started	Started Design & Master Planning
Cole/Brewster	TIF districts	Standardize financial/project reporting, clarify downtown TIF resources, trends; move into city admin?	Council Policy/Direction	Medium	Started	Working on standardizing MOU among Districts
Ronning/Cole	Energy cost savings	City resolution committing to energy conservation and appoint an Energy and Conservation Task Force or Ad-hoc committee	City Infrastructure	Medium	Started	Meeting w/Yellowstone Valley Citizens Council
St. John	High crime areas	Discussed at work session, no action, BPD staffed a Street Crime Reduction Unit 1/15/17	Public Safety	Budget	On-going	Street Crimes Unit / Parks Officer / School Resource Officers added
McCandless	Facilities Master Plan	Begin implementing the 2016 plan that prioritizes evidence building expansion, City service/contact single location (City Hall), BOC expansion and satellite operating centers	City Infrastructure	Budget	Ongoing	Council Work Session 08/2018
St. John	Dogs in parks	Monitor compliance, complaints and enforcement	Public Safety	Budget	Ongoing	Addition of Parks officer for enforcement and education
St. John	Human trafficking	On-going research and develop options	Public Safety	Budget	Ongoing	Training on Sex Trafficking and Prosecution 5/2017

Cole	Project re-code	Develop reporting schedule for committees and educational plan for Council, develop quarterly feedback schedule	Council Policy/Direction	High	On-going	Underway and updates will be provided as needed
Brewster	Franchise Fees	Determine policy/appropriate use	Council Policy/Direction	High	On-going	03/19 Work Session, City legal and outside council in litigation
Stanton	3 collective bargaining agreements (Fire, Police, Teamsters)	Mandatory bargaining with unions representing XXX City employees	Council Policy/Direction	High	Partially Complete	Teamsters contract not settled
McCandless	2019 Legislature	Determine lobbying method, select lobbyist, establish priorities, partnerships,	Council Policy/Direction	High	Completed	RFP due 08/03/2018, Council 08/27/2018
Brewster	Tree ownership and damages	Ordinance addressing tree ownership, damaged or diseased trees and damage to adjacent properties	Council Policy/Direction	Medium	Completed	Report to CM Brewster
Mumford	West end reservoir and water treatment plant	Per January 2, 2018 work session presentation	City Infrastructure	Budget	Completed	CIP
Mumford	Reconstruct Zimmerman Trail/32nd	relieve traffic congestion	Transportation	Budget	Completed	CIP, Project in construction
Mumford	CNG Fueling station expansion	Allows entire fleet to be converted to CNG	City Infrastructure	Budget	Completed	CIP
Mumford	Methane collection and processing at water reclamation facility (WWTP)		City Infrastructure	Budget	Completed	CIP
Ploehn	Terminal building renovation design	Design in 2018, consider construction manager at risk construction method	City Infrastructure	Budget	Completed	CIP, Presentation 07/16/18
St. John	Aggressive anti-graffiti program	Strategy discussion	Public Safety	Budget	Completed	BPD Training 05/2018 & New Graffiti Tracking Program
Brewster/Cole	Inner Belt Loop	Make sure IBL is in CIP and uses gas tax for completion.	Transportation	Budget	Completed	CIP, March 5th, adopted as a part of the 3/26 meeting, and included in Public Works budget as needed.
Friday	Innoprise Archiving and Cloud Storage for records retention, customer/staff access, long term permanent record security	A City-wide solution to how records are stored and retained to meet local and state records retention requirements is needed. Some City Departments have begun their own solutions.	Govt/Process Improvements	Budget	Completed	SBR approved
Whitaker/Clark/Cole	Community park development/Funding plan	Strategy & funding to develop community parks (Centennial, Cottonwood, etc.)	City Infrastructure	Budget	Completed	Following Comprehensive Plan, Council approved funding 06/2018
Friday	Census 2020	Census Bureau is opening a regional office in Billings for the 2020 Census and the City is expected to develop a Complete Count Committee for the Census in Billings. Some limited funding may be needed for local committee efforts and outreach	Govt/Process Improvements	Budget	Completed	SBR Approved 06/2018
Yakawich	Additional Park Ranger/Police officer		Public Safety	Budget	Completed	2018
Stanton	Health Plan third party administrator selection	Claims processor, advisor, Rx benefits manager for self-funded health plan contract expires and will be re-bid	Govt/Process Improvements	High	Completed	Expected Completion 08/01/2018
Rash	Fire service strategic plan implementation	Plan presentation to Council on XXX, start on implementation in FY 19 and beyond	City Infrastructure	High	Completed	CIP, Presentation 2/2018
Mumford	Coordinate ownership and maint. for streets and storm drains with MDT		Govt/Process Improvements	Medium	Completed	
Joy	Affordable Housing	Study demand, availability, and options	Council Policy/Direction	Low	Completed	Study completed 2018
Brewster	Water Usage	Move billing appropriately from Enterprise Fund to General Fund	Council Policy/Direction	High	Declined	
Friedel	Pay as you throw program	Solid waste service fees dependent on the volume of waste generated by household or business	Council Policy/Direction	Low	Declined	Cost feasibility

Friedel/Whitaker	Co-located satellite facilities-	Satellite operations centers that can be shared by PRPL, PW, Fire, PD, etc.	Govt/Process-Improvements	Delete		
Joy	HRC	Appointments to HRC seats.	Council-Policy/Direction	Delete		
Joy	Traffic Study—Mullowney	Study alternate exit/entrance to housing/subdv on Mullowney using Songbird	Transportation	Delete		
Joy	SID-Curbs/Gutters/SLMD	South of Central—Foster thru Rhea	Transportation	Delete		
Joy	Renters Rights	Look at Renters rights across Montana cities and compare comp renters costs	Council-Policy/Direction	Delete		
Joy	Grand Redevelopment	Study problems of empty buildings/code issues on Grand Ave between downtown and 17th	Economic-Development	Delete		
Joy	SBURA Street Paving	What is left to finish paving in district; data to determine.	Transportation	Delete		
McCandless	Charter Commission	Council ordinance or Charter Commission. Election required for any changes	Council-Policy/Direction	Delete		
Ronning	Prohibit discrimination ordinance	City ordinance to prohibit discrimination based on sexual orientation or gender identity in employment, housing, public accomodations, commerce	Council-Policy/Direction	Delete		
Friedel	Special review for certain pet animals	Special review or permit process that would allow residents to keep certain, unusual pets in the city.	Council-Policy/Direction	Delete		
Yakawich	Parks Map	Work with civic groups to consolidate information on public/city/etc parks.	Govt/Process-Improvements	Delete		
Yakawich	Master Planning process/staff	Add staff to bring process in house	Council-Policy/Direction	Delete		

**COUNCIL INITIATIVES
APPROVED SINCE OCTOBER 15, 2018**

Date	Sponsor/Initiative	Action	Resolved	Assigned To
02/12/07	COUNCILMEMBER BREWSTER: Moved to direct Staff to begin buying right-of-way (ROW) for the Inner Belt Loop to be completed in five (5) years, and beginning with the next budget cycle. APPROVED.	Phase 1 (Wicks to Alkali Creek) is complete. Public Works evaluated alternative route in CIP Amendment, report made 11/7/16. Phase II funded through Gas Tax increase.	Phase I Completed. Complete – waiting for New Gas Tax funding	Dave Mumford
12/14/15	COUNCILMEMBER PITMAN: Directed staff to begin discussions regarding the right of way purchase with the Morledge family and to bring a recommendation back to Council at a later date, seconded by Councilmember Yakawich. APPROVED.	Public Works evaluated routes under CIP Amendment approved 4/11/16. Discussions complete with the State, waiting for funding.	Complete – waiting for New Gas Tax funding	Dave Mumford
1/11/16	COUNCILMEMBER CLARK: Moved to direct staff to present information by the first work session in March on establishing a public safety district, seconded by Councilmember Sullivan. APPROVED.	Presentation made at 3/7/16 work session. Further research being conducted. Discussed at the 8/21/17 work session. Discussed at 9/17/18 work session. Additional work pending Council direction to staff.	Complete	Andy Zoeller
2/8/16	COUNCILMEMBER SULLIVAN: Made a motion to instruct Public Works to lead the Police Department, downtown businesses and the Traffic Control Board to propose improvements to downtown intersections to increase pedestrian and vehicle safety; the group shall discuss and suggest improvements to signage, signals, enforcement and traffic flow and bring forth an implementable plan to Council, seconded by Councilmember Brewster. APPROVED.	The first meeting of the Project Advisory Committee for the Downtown Area Traffic Circulation and Safety Study has met twice in September and December 2018. Coordination is also occurring with the OBSD Work Plan. The study is expected to finish in late spring. Police has enforcement underway.	In Progress	Dave Mumford Wyeth Friday

Date	Sponsor/Initiative	Action	Resolved	Assigned To
2/8/16	COUNCILMEMBER SULLIVAN: Made a motion to review all ordinances over four years with the opportunity to fast track any ordinances to match citizen/council needs, seconded by Councilmember McFadden. APPROVED.	Departments are reviewing Municode comments, questions, and recommendations and adding those of their own.	In Progress	Brent Brooks Denise Bohlman
4/25/16	COUNCILMEMBER YAKAWICH: Moved to direct staff to look into a minimal standard ordinance for Billings and to seek guidance from lobbyist Ed Bartlett, seconded by Councilmember Cimmino. APPROVED	Staff brought drafts of the Nuisance Ordinance to two work sessions in 2017 and two work sessions in 2018, the last on 8/6/18. A council working group met again on 8/29/18 to make final edits before bringing the code to a Regular meeting in November. Council adopted the amendments on first and second reading in December and January. New Code takes effect 2/14/19.	Complete	Bruce McCandless Wyeth Friday Brent Brooks
10/24/16	COUNCILMEMBER BREWSTER: Moved to direct staff to draft an ordinance for Council consideration concerning tree ownership to address damage to neighboring property owners, seconded by Councilmember Sullivan. APPROVED.	Memo by Assistant City Attorney Gina Dahl completed and emailed to Council. Memo may impact request for Ordinance.	In Progress	Dave Mumford Brent Brooks Mike Whitaker
11/14/16	COUNCILMEMBER FRIEDEL: Moved to direct staff to research placing on the next ballot changing the Charter to allow City Council to separate the legal department from administration to make the department independent of administration, seconded by Councilmember Brewster. APPROVED.	Was discussed at 9/5/17 work session. Pending direction from Council.	In Progress	Brent Brooks
07/24/17	COUNCILMEMBER CLARK: Moved to direct staff to provide Council with financing options for Centennial, Castle Rock and Optimist Parks toward completion of their projects at a work session prior to January pre-budgeting sessions, seconded by Councilmember Friedel. APPROVED.	\$2.46 million in FY19 budget for Phase I Centennial Park, currently in design and construction spring 2019. The FY19 budget also included amounts for improvements at Optimist Park. Additional	In Progress	Mike Whitaker Andy Zoeller

Date	Sponsor/Initiative	Action	Resolved	Assigned To
		phases and Centennial Park will be considered in future budget deliberations.		
11/27/17	COUNCILMEMBER SULLIVAN: Directed staff to research developing an ordinance eliminating spas and massage parlors that contribute to human trafficking, seconded by Councilmember Yakawich. APPROVED.	Staff is currently reviewing ordinances from cities across the country and will prepare a draft ordinance using the best practices of these ordinances.	In Progress	Brent Brooks Rich St. John
11/27/17	COUNCILMEMBER FRIEDEL: Directed staff to review the entire Special Review process and provide recommended improvements to the process at a future work session, seconded by Councilmember Sullivan. APPROVED.	Staff provided in depth information on local and state gambling and liquor license regulation at the 9/17/18 work session. Staff provided further information to the Council at its 11/23/18 work session. Council directed staff to address possible regulatory changes through project re: Code in 2019.	Complete	Wyeth Friday
12/10/18	COUNCILMEMBER YAKAWICH: Asked staff to solicit RFP's within the next six months, for building space to house the Administration, Finance, Planning and Public Works Departments and receive clarification from staff on how to proceed, seconded by Councilmember Cromley. APPROVED.			Chris Kukulski Kevin Iffland
12/10/18	COUNCILMEMBER CLARK: Directed staff to research options, as soon as possible, to amend the ordinance to acquire two Municipal judges instead of one, seconded by Councilmember Friedel. APPROVED.			Brent Brooks

Date	Sponsor/Initiative	Action	Resolved	Assigned To

Council Work Session

4.

Meeting Date: 01/26/2019

TITLE: DISCUSSION - Consolidated List of Potential Goals

Department: City Hall Administration

Presentation: Yes

PROBLEM/ISSUE STATEMENT

Council will discuss potential goals submitted by City Council and Administration:

1. Existing and new items;
2. Prioritization of items;
3. Deletion of Item with low priority designation;
4. Clarification of prioritized list - what are the conditions that create a need for each item.
(what, where and why before allocating resources)

RECOMMENDATION

Staff recommends Council follow the outline in the statement above to create the 2019 goals and initiatives.

Attachments

2019 Council's Consolidated Potential Goals

Consolidated List of Potential Goals - 2019

CM	Topic	Details
Ronning/Brown/Friedel/Joy/Clark	Public Safety Funding	Prioritize funding mechanism for Public Safety; determine need and establish plan. Develop strategic plan for Heights fire station and policing for sprawl.
Ronning/Neese/Clark/Gibbs/Cole	Inner Belt Loop	Purchase ROW for alternative to Zimmerman Trail being sole connector road. Make sure IBL is in CIP and uses gas tax for completion. Stay on track for completion.
Clark/Ewalt/Neese/Cole	Park funding plan	Develop strategy for funding completion of large community parks and smaller neighborhood parks. Incentivize private donations
Ronning/Joy/Gibbs	Public Information Officer	Determine if budget would support position. Create funding source for needed position.
Clark/Friedel/Yakawich	2nd Municipal Court	Determine cost of 2nd court to city; create ballot initiative for a 2nd court.
Ronning/Joy/Cole	One Big Sky District	Prioritize direction to keep strategy partners on a timely course.
Ewalt/Neese	Safe route to schools	Require infrastructure to be in place before building and identify areas that need improvement
Ronning/Ewalt	Westend water treatment plant and resevoir	Set up time table for development and completion.
Brown/Ronning	Medical marijuana tax	Research revenue source and legality for possible implementation.
Clark/Ewalt	Budget	Use General Fund reserves for one time spending only, not for personnel costs. Separate General Fund from Enterprise budget for better understanding.
Ronning/Clark	Energy cost savings/conservation	Re-establish Commission on Energy Savings and Conservation. Develop ways to conserve energy and save funds

Gibbs/Ronning	City website	Upgrade city website to make it more user/public friendly. Keep information up to date.
Ronning/Yakawich	Spa Ordinance	Complete and implement ordinance addressing illicit massage parlors.
Joy/Ronning	South Billings Aquatics and Recreation Facilities	Prioritize direction for completion of concept and design plan and start fundraising plan.
Joy/Ronning	Housing affordability and racial segregation	Develop method to create more affordable housing and prevent racial segregation.
Joy/Cole	Trails	Work toward completion of Marathon Loop and bring forward funding mechanism for
Gibbs/Cole	Meeting structure	Investigate and implement methods to make meetings more structured
Cole	Molt Road-Highway 3 connector	Prepare staff report on land ownership, options for ROW acquisition, and schedule for updating existing corridor study
Cole	Budget Data	Develop understandable graphs/tables to annually summarize key "30K feet" financial data and trends, including (a) revenue by category; (b) expenses by category; (c) overall tax burden; (d) reserves; (e) projected surplus/deficit over 5 year horizon; (f) tax burden relative to other cities, etc.
Cole	Charter amendments	Develop list of technical charter amendments for eventual submission to voters for approval pursuant to state statute.
Cole	Council compensation	Prepare report on history of council compensation, impact of inflation, practices in other cities, etc.
Cole	Public Safety Downtown	Develop partners and strategies for reducing transiency, aggressive panhandling, drunkenness, etc

Yakawich	Nuisance Ordinance	Complete ordinance.
Yakawich	Code Enforcement	Hire Code Enforcement Director.
Yakawich	City Hall	Bring forward recommendation/RFP for new city hall building.
Yakawich	\$15K Donation to USS Billings Commissioning	Spend \$15k from Council Contingency Fund for USS Billings Commissioning
Ewalt	Safer Billings	Pedestrian/bicyclist travel education
Joy	Grand Avenue	Redevelopment
Friedel	Ward Boundaries	Research splitting the current 5 city wards into 10.
Gibbs	Meeting length	Investigate and implement methods to make meetings more efficient. to maximize information provided to council.
Gibbs	Chief Innovation Officer	Determine if city would benefit from CIO to assist with making city more efficient and effective
Ronning	Non Discrimination Ordinance	Adopt city ordinance to prohibit discrimination based on sexual orientation or gender identity in employment, housing, public accommodations, and commerce.