

CITY OF BILLINGS

CITY OF BILLINGS VISION STATEMENT:

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

SPECIAL WORK SESSION AGENDA

COUNCIL CHAMBERS

Saturday, February 1, 2020

8:00 A.M. - 1:00 P.M.

CALL TO ORDER and INTRODUCTORY COMMENTS:

- Mayor Cole
- City Administrator Kukulski
- Facilitator Reg Gibbs

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 at the cart located at the back of the Council chambers or at the podium.)*

1. **Progress Report - 2019 Adopted Goals and Council Initiatives**
2. **DISCUSSION: Council Strategies, Priorities and Goals Setting**

PUBLIC COMMENT. Speaker Sign-in required. *(Restricted to items NOT on this printed agenda. Comments are limited to 3 minutes. Please sign the roster at the cart located at the back of the Council chambers or at the podium.)*

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 Special Work Session

1.

Meeting Date: 02/01/2020

TITLE: 2019 Adopted Goals and Initiatives - Progress Report

Department: City Hall Administration

Presentation: Yes

PROBLEM/ISSUE STATEMENT

A brief review will be given of the 2019 City Council goals and initiatives.

RECOMMENDATION

No staff recommendation.

Attachments

2019 City Council Priorities

2019/2020 City Council Priorities

Quarterly Progress Report January 20, 2020

Adopted March 11, 2019

HIGH

- ✚ **Improve the safety of Billings** – *City Council work sessions were held on August 26, October 7, November 4 and December 2 in preparation for a 2020 public safety mill levy and/or public safety district creation. The December 2019 proposed scope is a scaled back version of the immediate needs and 5 year anticipated needs. Additionally, Public Forums were held in the library community room over the lunch hour January 9th and during the evening January 16. Combined, 152 citizens attended the two Forums and many provided feedback that will be provided to the Council prior to our next public safety levy discussion scheduled for February 3. Each of the departments/divisions that provide public safety services (PD, Code Enforcement, Prosecution, Courts, FD and 911 Communications) including personnel, equipment and facility space needs were included in each of the proposals. We also separated the anticipated facility costs to make it more easily identified.*
- 1) Improve law enforcement capabilities (define the goal/set a standard)
Changed service delivery model to improve coverage and response time (Zones). Working with private sector to enhance policing services (EBURD/Clinic). Targeted street crimes and created Street Crimes Unit (SCU). Fully staffed traffic unit, to include K9 augmentation, to address traffic and drug issues.
 - a. Improve safety ranking among MT and peer cities as defined by FBI stats
Aggressively targeting violent criminal and drug activity through collaboration (Project Safe Neighborhood).
 - b. Improve sense of safety in neighborhoods, the downtown, and parks as measured by our National Citizen Survey results
Continued implementation of Crime Prevention Through Environmental Design (CPTED) in 2019. Augment downtown officers with extra bike officer presence and augmented park officer presence. Accepted fiduciary responsibilities for Yellowstone Connect with a goal to divert people to social services first, before employing enforcement. Attempting to increase presence in neighborhoods with directed patrol. Billings Public Library is continuing to explore how Police and Fire can partner with us for outreach and/or grant opportunities.
 - c. Expand partnership with addiction and mental health service providers
The Police Department is actively involved with Yellowstone Substance Abuse Connect Coalition. Billings Public Library has created partnerships with local agencies to expand awareness, offer outlets for discourse, and is currently working on compiling a list of agencies for patrons looking for resources.
 - d. Resolve over-crowding issues with incarceration
Working with social services providers to divert individuals away from the justice system first. Active and consistent dialogue with Sheriff on balancing public safety needs v YCDF population.
 - e. Adopt spa/message parlor business license ordinance – *The ordinance has been drafted and we have held two open meetings to discuss the draft ordinance with business owners. We need to determine when the draft ordinance will be brought to the Council for 1st reading. The Police Department is a partner in discussion.*
 - 2) Improve fire capabilities - Adopt and Implement long range fire master plan – *the plan was presented to the Council on February 19, 2019. The implementation of the plan is the foundation of the fire department's public safety levy requests. The Fire Department's Long Range Master Plan was not approved by City Council. The Fire Department has been included in*

on-going discussions related to a possible 2020 Public Safety Mill Levy to sustain or enhance Fire-Rescue services.

- 3) *Improve safe routes to schools – Medicine Crow – During the August 19, 2019 City Council work session, the engineering division presented several programs related to safe transportation routes including: safe routes to schools; residential traffic calming; how street design impacts traffic speed and safety. Pedestrian signals are planned for Shiloh Road, Rimrock/Arvin, Lake Elmo/Milton and Barrett Road trail crossing. We will also add one on Wicks Lane with the road widening project next summer.*
- 4) *Continue focus on code enforcement – Our team continues to push hard to resolve code violations throughout the City on a complaint-driven basis. The dirty dozen program has been helpful in drawing attention to the City’s worst violators. We have had some success in our municipal court with our most challenging cases and are working to coordinate case processing with Court staff and Legal staff to be successful. A big thank you to the Attorney General’s office for helping resolve a series of property ownership issues that have been slowing us down for years.*
- 5) *Investigate adding a 2nd full time judge – Staff presented a report to the City Council March 4, 2019 outlining the impacts of adding a 2nd full time judge. The 2nd full time judge is anticipated in approx. 2023.*

✚ Implement the One Big Sky Plan (see City Contribution/Fiscal Gain estimates). - *The Strategy Partners have held several meetings to strategize on how best to move forward. Billings’ hosted Lisa Clarke, CEO of Destination Medical Center (DMC) Rochester, July 16 and 17, 2019. Several community meetings, and private meetings were held with Lisa, local developers, Billings Clinic and St. Vincent’s to understand how the DMC project has strengthened their local economy. The discussions provided great insight on how to implement our One Big Sky Plan.*

- 1) *Succeed at adopting “Value Capture” legislation (LC1182) – the 406 Impact legislation failed in committee by one vote. The committee vote was followed by a “blast motion” on the senate floor that also failed by one vote.*

✚ Successful 2019 Legislative Session (see adopted legislative agenda) - *the City Council was presented with the legislative wrap-up report on May 28, 2019.*

✚ Advance West-End Reservoir and Water Treatment Plant Projects

- 1) *Complete reservoir 2023 - the reservoir design is proceeding. The buy/sell agreements for most of the land acquisition parcels was approved October 15th. We are on schedule to complete in 2023.*
- 2) *Complete water plant 2024 – the design consultant was selected and approved by the Council in August. On schedule for completion in 2024.*

✚ Complete Project Re-Code - *For two and a half years City staff along with the Steering Committee, four working groups and a consultant team have been diligently at work updating both the City and County Zoning Regulations. The effort is nearing completion and entering the final draft review, public hearing, and adoption stages in early 2020. All materials are available by visiting www.project-recode.com. The City Council is being briefed at both January 2020 Work Sessions on major elements of the new code. Public hearings with the Zoning Commission are expected to begin in March /April with recommendations to the City Council to follow in April/May.*

- 1) *Adopt in phases – The public hearing process at the Zoning Commission will be conducted in multiple hearings on major code topics. Council adoption will be consolidated to ensure the entire code is approved and goes into effect at the same time.*

- 2) Improve impact of casinos through site development - *Proposed new commercial zoning districts rolled out in June 2019 partly address this issue. Modifications to the districts where alcohol and gaming are allowed and where they are subject to strict separation distances from other uses or subject to a Special Review, as well as new signage regulations are being developed to address this issue and will be reviewed by the Council in January 2020.*
- 3) Include commercial corridor redevelopment standards - *The new proposed commercial zoning districts for the arterial corridors are designed to address redevelopment that better orients buildings to the street frontages, moves parking to the side or rear of the buildings and incorporates other elements to change commercial corridors over time to increase property values.*
- 4) Improve housing affordability & racial segregation - *The new proposed residential zoning districts provide a much greater opportunity for housing choices across most districts, with more units allowed in more districts, mixed use options for neighborhoods and accessory dwelling units as a new option to provide choices that cover a wider span of housing costs.*

MEDIUM

Improve Communication with our citizens

- 1) Overhaul City Website – *The project is on target for completion in the summer 2020. Over the past 8-9 months departments throughout the city have been improving their web content. The new website will be modeled after the best city web sites in the country. We recently added Pay by Phone module for Parking and Police Department On-Line Reporting. Several more new modules will be added over the next six months. Departments and steering committee members have been working on many improvements for the website since last spring including the official redesign of the website which began in October 2019.*
 Representative on Website committee. PD operates and manages Twitter and Facebook account
 - a) Billings Public Library is currently helping with the redesign of the City website; overhauling the Library website; and leveraging its social media for other City departments.
- 2) KTVQ Q2 Scripps Communications Contract – *Public Works signed a one year contract with Q2 Scripps to provide communication services (the contract can be used by other departments at the contracted rates). Over the next year we will provide information and education to the public about our services and projects, you will see this on TV, our website and social media. We will increase our efforts to share knowledge, expertise and to be transparent and accessible for the community through our own social media, YouTube channel and an improved website.*
 PD has representatives attend all TF meetings. Reports, stats, and Q&A. Special presentations upon request.
- 3) Improve support and engagement with Neighborhood Task Forces - *The Planning and Community Services Department (PCSD) continues to provide support and administer the general fund budget for the task forces. The Police Department has representatives attend all Task Force meetings to report stats and Q&A. The Library Director attended each Neighborhood Task Force to solicit feedback for the current Library strategic plan. Our staff also provides special presentations upon request and utilizes the task force meetings to share information and get feedback. Future visits are currently being planned to share the final document and to solicit more information regarding what services, programs, and resources are needed to meet citizen demands. PCSD staff would like further direction from Council in 2020 on the City and Task Force relationship to ensure both entities are getting what they want and need from each other. Billings Public Library's Director went to all the Neighborhood Task Forces to solicit feedback for the current Library strategic plan.*

✚ Improve city parks and trails system (quality and quantity)

- 1) Complete - Centennial Park improvements Phase I – *Due to early snowstorms (over 6 storms between October 1 and December 31) and cold temperatures, construction was delayed and is now suspended until spring. The goal is still to be substantially complete with construction spring of 2020 depending upon weather. After substantial completion, there will be a period of time for the grass seed to germinate and grow into a turf stand sufficiently strong to withstand activity on it. It is anticipated the park will be ready for use summer of 2020, again weather dependent.*
- 2) Complete - Coulson Park Master Plan – *The Coulson Park Master Plan project team hosted three picnic in the park community feedback sessions and attended several community events to share the draft plan concepts and receive feedback throughout the summer. The final draft master plan will be presented in a community meeting planned for the end of January. After that, it will be presented to the Parks, Recreation and Cemetery Board for their recommendation to the Council. It is anticipated the plan will then be presented to Council at a work session and then at a Council Business Meeting for consideration and adoption in February or March.*
- 3) Complete Castlerock Park improvements – *Funding for a Castlerock Park Master Plan update and a destination playground was approved in the CIP for FY21. We are still interested in working with SD2 on a potential land swap that would add approximately six acres to the park.*
- 4) Increase trails investments – *Riverfront Park will be receiving trail upgrades as a result of the Exxon/Mobile oil spill settlement. TrailNet held a ribbon-cutting event in late summer to kickoff Skyline Trail improvements.*
- 5) Increase park investments (taxes/fees) – *Ponderosa Park Playground Replacement, Rose Park Playground Replacement, Amend Park Synthetic Turf Field, Annafeld Park Development.*
 - a) Investigate private revenue ideas (cell towers/vender sales/restaurants etc.) *An agreement was signed with Verizon to locate a cell tower at the fire station in Terry Park. A portion of the revenue from this agreement will go towards purchasing a picnic shelter for Terry Park. Partnering with Landon’s Legacy to develop Poly Vista Park including a Miracle League and inclusive playground. Working with the Friends of Billings Dog Parks Committee to fundraise for additional amenities in the Dog Park at Centennial Park.*

✚ Advance Airport Expansion Project – completion target 2023 – *The Terminal Expansion Project ground breaking ceremony took place on September 23, 2019. Phase 1 construction includes a new stairwell on the west end, roof support columns and a skylight above the new screening que line and refurbishment of the basement space below concourse B. Phase 2 will begin around April 2020. The phase 2 portion that includes the new A concourse, the new Concession spaces, the Great Room and the new Security Screening area will be bid in late February or early March 2020.*

Billings Airport received two more Airport Improvement Program (AIP) grants totaling \$2,442,526 that we will apply towards the Phase 1 Terminal Concourse Expansion project estimated to cost \$3,300,000. Total grant revenues secured by the Airport this year are \$6,558,431, more than double that of a regular year.

✚ Determine scope of the South Billings Recreation Center - *The Master Plan and Feasibility Study was presented to the City Council in September 2019. The PRPL Board at its December 2019 meeting recommended the City Council adopt the study. The study will be brought before the City Council for action in February 2020. The next steps in completing the recreation center is to form a project oversight finance and design committee, secure professional assistance, and move into the*

specific recreation elements and public and private funding sources to complete the project.

✚ Transportation System Improvements

- 1) Billings Bypass Interchange project - *The MPO included a North Bypass Corridor Study in the Council-adopted FY20 Transportation Planning Work Program that will look at a through c (listed below).*
 - a) Zoning of adjacent land
 - b) Annexation -
 - c) Utility extension plan
- 2) Inner Belt Loop – *A draft of the Inner Belt Loop Corridor Study was released in January 2020 and a second public meeting will be held in February. The study is expected to be completed this spring. A community team helped prepare and submit an \$18 million BUILD Grant application to the US Department of Transportation in July 2019. A contingent also traveled to Washington, DC in October 2019 to support the BUILD Grant Application. Unfortunately, the grant was not awarded to Billings. The IBL continues to be programmed for funding and construction in the City's Adopted CIP. The City must decide in early 2020 whether to apply for the BUILD grant again.*
 - a) Zoning of adjacent land - Land uses are being evaluated as part of the *Inner Belt Loop Corridor Study*
 - b) Right of Way acquisition – *discussions continue with property owners on land acquisition. Project funding for Phase 1 will be available to start the construction in FY 2022 and Phase 2 in FY 2024.*
 - c) Annexation - Annexation is contingent on the availability of utilities and the City's ability to provide all services to property along the IBL corridor.
 - d) Utility extension plan – preliminary utility layout and design study is complete.
- 3) Molt Road/Highway 3 connector - *Staff has determined it is premature to move forward with an update to the existing feasibility study for this project at this time given other priorities (like the North Bypass Corridor Study) and the 5+ years remaining before significant federal or local transportation project funding will be available for any large community road projects.*
 - a) Zoning of adjacent land
 - b) Right of Way acquisition
 - c) Annexation
 - d) Utility extension plan

LOW

✚ Propose long-term solutions to City Hall space issues – *The city received six proposals from our RFP process. The Committee expects to finish their review later this month to make a recommendation to the City Council. Information and alternatives provided to ACA for consideration.*

✚ Research options to creating a Public Information Officer (PIO) type position – *A full time PIO covering the entire City was not included in the proposed 2020 due to budget constraints. We are exploring contracts for service arrangements to help improve communication. PD has own PIO.*

Ongoing administrative topics

- Franchise fee litigation – *We have had four face-to-face meetings with the litigants in an attempt to settle the dispute over the past several months.*

- Improve financial data analysis – *We introduced several new graphics into the FY 2020 budget to help everyone better understand the city’s current and anticipated financial position. Our 4th Quarter Financial Report (as well as several of the department quarterly reports) are testing more effective ways to show the city’s financial position, workloads and accomplishments.*
- Lean 6 Sigma/cost of service analysis – *We interviewed four firms from the eight proposals we received earlier this week. We are conducting reference checks on three of the entities before we make a decision. The adopted 2020 budget included \$55,000 to complete the service analysis.*
- Request for proposals healthcare/wellness – *The City received excellent competitive proposals from both Billings Clinic and Rocky Mountain Health Network. We expect to have the contract completed to remain with Rocky Mountain Health Network (St. Vincent) within the next month. We also have a contract for wellness services with Healthy Is. We made several changes to our wellness program in 2019 to continue to improve the health of our members and families.*
- Tax Increment Finance administrative budgets – *Each of the TIF budgets were reviewed and adopted with the FY 2020 budget process.*
- Classification and Compensation Study – *A classification and compensation study will be conducted in the 2nd and 3rd quarter of the fiscal year.*

Ongoing City Council topics

- Franchise fee litigation - *We have had four face-to-face meetings with the litigants in an attempt to settle the dispute over the past several months.*
- USS Billings – *Mayor Cole and Deputy Mayor Yakawich worked tirelessly to raise funding for the USS Billings Commissioning that took place on August 3, 2019. Billings Public Library is in conversation with Councilmember Yakawich about creating a USS Billings “Honor Wall” displaying information about the USS Billings and her crew. Pursuant to CM request, have provided PD paraphernalia for USS Billings.*
- Meeting length/meeting structure – *In August the Council will review the “order of business” process that is currently specified in Ordinance. Changes to the ordinance will be made later this year or in early 2020.*
- Energy Conservation Commission (ECC) – *We reestablished the ECC on May 13, 2019. The Council made appointments to the board in September 2019.*
- Tax Increment Finance administrative budget - *Each of the TIF budgets were reviewed and adopted with the FY 2020 budget process.*
- Council compensation – *Ordinance 19-5723 was adopted by the Council on May 28, 2019. Adjusting the compensation for the Mayor and Councilmembers effective December 31, 2021.*
- Ward boundaries – *I’m not aware of any movement on this issue.*

Council Special Work Session

2.

Meeting Date: 02/01/2020

TITLE: City Council Strategic Goal Setting

Department: City Hall Administration

Presentation: Yes

PROBLEM/ISSUE STATEMENT

City Council will be discussing their strategies, priorities and goals for 2020. Councilmembers have individually submitted their strategies, priorities and goals to be discussed. Facilitator Reg Gibbs will be working through the process of prioritizing the strategies and goals of the City Council for Year 2020.

RECOMMENDATION

No staff recommendation.
