

CITY OF GREEN RIVER  
CITY COUNCIL WORKSHOP PROCEEDINGS  
October 11, 2011

The governing body of the City of Green River met in workshop session at 6:33 pm in the City Hall Council Chambers. Mayor Castellon called the meeting to order. The following Council Members were present: Gary Killpack, Gene Smith, Adam Coppolo, Tom McCullough, Jim Boan, and Lisa Maes. The following were present representing the City: City Administrator Barry Cook, Director of Public Works Mike Nelson, Director of Finance Jeff Nieters, Director of Human Resources Debbie Klein Robertson, Director of Community Development Laura Hansen, Interim Chief of Police Chris Steffen, Fire Chief/Emergency Services Mike Kennedy, Parks and Recreation Supervisor Allan Wilson, Parks Supervisor Eric Roosa, Recreation Supervisors Brenda Roosa, Katie Duncombe, and Kevin Sadler, Municipal Court Judge Jason Petri, Clerk of Municipal Court Lynn Birch, and Public Affairs Specialist Stephen Pyles.

### **Update on the Combined Dispatch Center**

City of Rock Springs Police Chief Mike Lowell said the Joint Powers Combined Communication Center is on schedule to be completed in November. The completion of the center is based on four phases: construction, radio installation, software package installation, and training/transfer of agencies. The total amount for the project is \$4.2 million. This is accumulated by grants and stimulus money. The staff will come from all three entities.

He introduced the Combined Communications Center Executive Director Robert Etienne.

Council Member McCullough asked if they will be on the WYOLINK system and if it is a good one.

Mr. Lowell said he believes it is a good system. There have been some reports of problems with the system inside of buildings, so they have requested a grant to help take care of them.

The Mayor welcomed Mr. Etienne to the city.

Mr. Cook said WYOLINK has been notified about some dead spots in town and they are trying to fix them.

### **Workforce Analysis**

Patrick Ibarra from the Mejorando Group said he has extensive experience in providing organizational reviews. He gave a summary of his findings and recommendations.

#### Current Practices

- Hiring Freeze
- Role of strategic plan
- Priority based budgeting process
- No capital improvement plan
- Lack of metrics provided about service levels
- 35% of the workforce is fifty years of age and older
- Developer impact study
- Building permit activity has increased
- Nuisance abatement service has increased
- Budget document
- Utility rate analysis method
- Cooperative purchasing
- Fleet maintenance costs
- Information technology services-funding & service provided
- New integrated management software system
- Hardware replacement policy
- Meter reading services

- Human resource services
- Municipal court- financial, citations & systems
- Pavement condition index score-77% of streets with score of seventy or above as of 2009
- Solid waste collection-only Rock Springs contracts out
- Three engineers
- Fleet maintenance funding
- Vehicle replacement policy
- Cooperative purchasing

### Recommendations

- Monthly or quarterly updates from each department on service levels, performance metrics
- Role of strategic plan
- Hiring freeze lifted
- Establish a capital improvement plan
- Finalize fleet replacement policy
- Explore shared services with other government jurisdictions
- Pursue priority based budgeting
- Comprehensive succession planning program
- Role of engineering in development services
- Developer impact fee study
- Nuisance abatement process
- Cooperative purchasing
- Budget document
- Cost allocation plan-fleet and information technology
- Evaluate information technology service levels
- Consider technology master plan
- Meter reading technology-service delivery
- Human resources-quarterly updates on services
- Municipal court
- Recreation user fee policy-outside study
- Police leadership development program
- Crime rate & service metrics
- Sworn officers assigned to investigations
- Commitment to street maintenance
- Fleet maintenance operations
- Cooperative purchasing

Mr. Ibarra said his recommendations could improve efficiencies, enhance productivity, increase return on investment, save on costs, and provide for an accountable government.

Council Member Coppolo asked about the amount of part-time hours.

Mr. Ibarra said there is no right amount of hours or wrong amount of hours for part-time. It all depends on the need. In some respects it is smart business to have part-time staff in place to create a contingency in the workforce. Part-time people fill in on programs that are still needed, at a cheaper cost.

The Mayor thanked him for doing a good job and said this is something that will need to be addressed by council and staff.

### **Priority Based Budgeting**

Jon Johnson and Chris Fabian presented an overview on priority based budgeting. There are five steps to successful prioritization:

1. Determine Results – accurate prioritization of programs, reflecting the city’s standard objectives, depends on the comprehensive identification of the results they are in business to achieve.

Community results:

- Used to differentiate programs offered to the community
- Not all programs achieve these results
- Programs that achieve many results, with a high degree of influence, demonstrates a high degree of relevance

Quality Service Results:

- Every program should achieve these results (though not every program does)
- Not used to differentiate the relevance of programs in prioritization

Governance Results:

- Used to differentiate programs designed to support governance

2. Clarify Result Definitions – precision in prioritization results from the articulation of the cause and effect relationship between a program and result. With clearly defined result maps, detailing the factor that influences the results we are in business to achieve, we can seek to minimize subjectivity in the process of linking programs with results.

3. Identify Programs and Services – differentiating programs and services we offer, as opposed to comparing the departments who provide those services allows for better prioritization.

- Departments develop their own program inventories
- When defining programs it is important to be clear on the objectives of what inventory will be used for
- Not too big, not too small, just right. Measure relative size based on costs, people associated with programs, departments and divisions are too big, tasks are too small.

4. Value Programs Based on Results – with the right results and with clear definitions of those results, we can more accurately place a value on a program relative to its influence on achieving results.

- Mandated to provide the service – is it mandated by state statutes
- Reliance on the city to provide the service – is it offered anywhere else in the community
- Self-sustainability – program revenue
- Change in demand for service

After departments score their programs there is a peer review process. This compares the importance of the programs from another perspective.

5. Allocate Resources Based on Priorities – using “resource alignment diagnostic tool.

### **Update on Parks and Recreation Projects**

Director of Parks and Recreation Allan Wilson updated council on Parks and Recreation Projects:

- Chain Link Fencing – awarded tonight
- Rodeo Arena restroom/concession - awarded tonight
- Vault restroom is ordered for the shooting range for \$29,433.29
- Parking lot across from rodeo arena – in process \$34,770

The shooting range will be closed from October 17<sup>th</sup>, 2011 for ten to fourteen days for concrete work. As of today, the amount that has been spent is \$241,726.17 out of the \$424,979.

Staff has met with local groups to discuss the improvements that they would like to see done to the rodeo arena. The plan is to get some improvements done on the arena with the \$183,252.83 that is left.

- Russian Olive/Tamarisk abatement project is going to be put off until the spring due to the weather.
- Energy Efficiency Project – is being put out for bid
- Pavilion parking lot – was paved today
- Pavilion Shelter for Railroad Avenue – there are a lot of unknown utilities running underground in this area. There are fiber lines that run there too. Staff has looked at different areas to decide where to put the shelter. The first option is to locate the building in the parking lot across from JLT building or move it to the west. He is concerned that if someone buys the JLT building their parking will be limited. He would like council's direction on where they would like it to be located.

Council Member Boan said it is not going to matter where it is located; it will take up parking spaces. He asked why the building is shown being built with bricks. He said this is going to triple the cost of the building. Originally, it was supposed to be an open area pavilion and now it is looking to be a permanent structure.

Mr. Wilson said it will match the existing buildings in the area. The Mayor and Council Member Smith had made the suggestion when they did a walkthrough the area. It does increase the cost, but this is just an option, it is the council's decision.

Council Member Boan asked if it could be moved down in the area that is in front of the Brewery.

Mr. Wilson said that is not an option because of the utility lines. The Union Pacific land has so many unknown items in the ground that it is never a for sure thing to place anything anywhere down there.

Council Member Boan asked why the fencing was moved. They could have moved it onto the edge of the concrete.

Mr. Wilson said they could not have done that because there is no solid ground under there. It is gravel.

Council Member McCullough said he will not vote for placing any building in front of a business and taking their parking spaces. It has to go past the area by the Brewery.

Council Member Smith said he will support the building being put as far as they can to the east. The parking spots are owned by the city, they don't belong to the businesses. The building needs to serve the purposes that it was being built for in the first place. He will not support the building being built to the west.

Council Member Maes said building to the west end will be right by residential homes. The blue canopy study said it should be placed where the viaduct and main businesses are.

Mr. Wilson said it's up to council, what the building will look like and where it is located. There are a lot of options.

Council Member Maes said the businesses might be really happy to have it there because they could offer more events.

Mr. Wilson said there is time to think about this since they will not be building anything now due to the weather.

Council Member Coppolo asked if the grassy area could be used.

Mr. Wilson said he is trying to stay away from the grassy area because it is one of the only level areas and is used for many events.

Council Member Killpack asked if it is put in the grassy area then is there any problems with utilities being in the way.

Mr. Wilson said there is fiber under the grassy area.

The Mayor said parking is an issue but it can be resolved. He does not want to use the grassy area. There needs to be a building down there to use for events.

- Wrought iron fence has been started
- Visitor Center landscaping has been started
- Visitor Center basement – will be started in the winter
- Oversight committee – Child Development Center Building
- Installation of park benches along Uinta Drive and the greenbelt - completed
- Staining of the boardwalk - completed
- Staining of the cedar fence throughout the city – completed
- Installation of artwork throughout the city – completed
- Winterization of the irrigation system – started on 10-10-11
- Mosquito control – completed for the season

Council Member Smith asked if the amount budgeted for the Visitor Center basement is adequate.

Mr. Wilson said it should be ok, but close. He said there was around \$30,000 for the landscaping and the basement.

### **City Administrator's Report**

Mr. Cook had nothing to report.

### **Mayor and Council Reports**

Council Member Killpack had nothing to report.

Council Member Boan said he will not be here for the next council meeting. He appreciated the Police crime report. He said he would like more information on the Workers' Comp claims.

He was under the impression that staff would go and take out those obstructions in the gutters as soon as the council approved the ordinance and now he is being told staff will not be doing so. If not, he cannot see the point of voting for the ordinance, because staff would not be able to tell if someone already had one or if it was new.

Director of Public Works Mike Nelson said staff is currently doing an inventory of the obstructions that are in now. This way they know if it is a new or old obstruction.

Council Member Maes warned people of the construction areas in town. She suggested people slow down and be cautious when driving through them.

Council Member Coppolo had nothing to report.

Council Member McCullough said the billboards are up and look good.

Council Member Smith had nothing to report.

The Mayor said there will be a finance committee meeting on October 25, 2011.

The crime report has been on the website since 2008. It has been moved to the front page of the website for better access.

He said there are some proposals regarding the Tomahawk. Futures will have a decision that will have to be made on October 17, 2011.

Council Member McCullough said the proposal is: Futures will deed the building over to the URA, they would have an office in the building free of rent for five years, the maintenance and rent would be taken care of by Futures. A dollar amount would have to be agreed upon for Futures to be the property manager, and any money collected over that amount will have to go into an escrow account, and after five years the money will be split with 50% going to both parties. After five years the building would be sold and Futures would get 30% of the sale and the URA would receive 70% of the sale.

Council Member Killpack said it needs to be clear to Futures. They need to know that they will not get all of the money.

Council Member McCullough said legal counsel can draft something up and everyone can sign it if they agree. This will keep the project going.

Council Member Smith asked about the utilities coming out of Futures' rent/property manager amount.

Council Member McCullough said they would have to pay the utilities. All of this is negotiable, but he wants both parties to take part in the agreement.

Council Member Boan asked why all the money is not going to go into an account for the maintenance of the building that the URA will be responsible for. He thinks it should be a 100% URA building or a 100% Futures building. The money needs to go into one account until the building is sold.

Council Member Killpack said if the URA owns the building until it is sold, it will be their responsibility to maintain it even if something goes wrong.

The Mayor said the building will be deeded over to the URA; otherwise, it will not happen. There has to be a written agreement. The Mayor asked if the current agreement they have on the Tomahawk building would be null and void when the new agreement is signed.

Mr. Cook said the cleanest thing to do is to take the existing development agreement and amend it based on the discussion tonight. When the URA is in place and the plan is accepted, they will take over the ownership of the Tomahawk, but until then the city would own it. All of this can be listed in the new agreement.

Council Member McCullough asked what about the project contractor. If the city waits to sign the contract with Futures then the prices can go up for construction.

Mr. Cook said council has until the end of October to decide.

Council Member Boan said he sees the city being pushed into making decisions that are going to hurt us in the long run.

Council Member Killpack said the council is not being rushed into anything. They simply need to decide what to do with the building. The contractor needs to know if the project is a go or not.

Mr. Cook said the contractor will guarantee the \$1.8 million for the project.

The Mayor said Futures wanted a fee to be the property manager.

Council Member Killpack said Futures would receive free rent for a certain amount of time. There will be a total amount that Futures can receive for rent and keep before it is sold.

The Mayor said it has be decided, how much will be distributed to Futures.

Council Member Boan said if the URA ends up with the building, why would they agree to have Futures be the property manager.

Council Member Killpack said it would be up to the URA to keep them or not. This could cause a problem for the URA if the agreement is signed.

Council Member McCullough said this would get the project finished and help the URA and Futures.

Council Member Smith asked where the equity is for Futures, if it is agreed upon for Futures to receive \$2,000 in rent, which they can keep for managing the property, and the building fills up does that amount stay the same.

Council Member Killpack said all of this can be decided at a later date.

The Mayor said the risk is greater for the city and the URA. The risk needs to be shared. He would hate to see the grant money sent back and not used on the building.

### **Adjournment**

The meeting adjourned at 10:03 pm.

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H. Castillon, Mayor

ATTEST:

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Jeffrey V. Nieters, City Clerk