

JOURNAL OF COMMISSION WORK SESSION
January 3, 2017

City Commission Work Session
Civic Center, Gibson Room 212

Mayor Kelly presiding

CALL TO ORDER: 5:30 p.m.

CITY COMMISSION MEMBERS PRESENT: Bob Kelly, Bill Bronson, Bob Jones, Tracy Houck and Fred Burow.

STAFF PRESENT: City Manager; City Attorney; Directors of Fiscal Services, Planning and Community Development, and Public Works; Police Chief; Mansfield Center Supervisor; and, the Deputy City Clerk.

**** Action Minutes of the Great Falls City Commission. Please refer to the audio/video recording of this meeting for additional detail. ****

1. PUBLIC COMMENT

Ron Gessaman, 1006 36th Avenue NE, commented that the street light by Calumet is working and that it is a dramatic improvement. Mr. Gessaman further reported that Calumet employees are using the crosswalk.

2. NEIGHBORHOOD COUNCIL #9 UPDATES

Mayor Kelly reported that NC 9's boundaries are: the northern boundary is Central Avenue, the southern boundary is 10th Avenue South, the eastern boundary is 36th Street South, and the western is 10th Street South from 10th Avenue South to 7th Avenue South, then east to 12th Street South, and then north to Central Avenue.

Chairman Joe Leggett commented that there will be upgrades done to Kranz Park. He further reported that there is progression with regard to the Martha Apartments. He noted that NC 9 had a good meeting with Mr. Madill and that he is going to try to make some improvements to the apartments. Chairman Leggett reported that there have not been as many complaints with regard to speeding, littering, loitering and smoking at Great Falls High School.

On behalf of NC 9, Chairman Leggett expressed support with regard to the Electronic Communication Device Ordinance.

Mayor Kelly commented that NC 9 will be impacted with regard to the construction in that area. He suggested that Chairman Leggett keep in contact with the City in order to make the transition easier.

Other members of NC 9 are Scott Miranti, Jered Kuno, Barney Danishefsky and Jeff Lauver. Mayor Kelly thanked them for their service.

Commissioner Houck reported that Neighborhood Council 7 board member, James Super

recently passed away and expressed condolences to his family.

4. SANITATION DIVISION UPDATE

Public Works Director Jim Rearden reviewed and discussed the attached PowerPoint presentation.

Mayor Kelly received clarification with regard to the landfill costs & tonnage 3% rate increase as well as the 5% increase in personnel services.

Commissioner Houck received clarification with regard to the landfill tonnage being comparable to other cities the size of Great Falls.

3. OFFICE RENOVATIONS IN THE CIVIC CENTER

City Manager Greg Doyon provided and discussed the attached PowerPoint presentation regarding office renovations in the Civic Center.

City Manager Greg Doyon commented that using existing Civic Center space has the least amount of impact.

With regard to the whole second floor, Architect Ryan Smith reported that the Mansfield Theatre is the most used portion of the Civic Center. He commented that having it dead center limits what can be done to the periphery. He pointed out that historically the Gibson room was once utilized as office space for the legal department.

City Attorney Sara Sexe commented that it is dysfunctional trying to supervise the prosecutor's office since it is separated from the civil department. She further commented that it would be helpful to have a well functioning department all under one roof. City Attorney Sexe reported that once Marsy's law becomes effective it will enhance the level of involvement between the two departments. She noted that the Assistant City Attorney is currently utilizing the Human Resource Director's office space.

City Manager Greg Doyon reported that the impact of Marsy's Law will fundamentally change the operation of the legal department. Manager Doyon further commented that utilizing the Assistant City Attorney to assist the Prosecutor's office is a good resource; however the long term for that position is to support the City Attorney.

Commissioner Houck expressed concern with regard to the legal department continuing to grow after renovations are made.

City Attorney Sara Sexe commented that it would not be practical to split the legal department if they were to move off site.

Manager Doyon responded that there would be a space in the current prosecution area that could be utilized.

Commissioner Houck received clarification with regard to security in the municipal court's rooms.

Mansfield Supervisor Dona Hughes reported that there are several conferences and events that require the utilization of the Gibson room. The Mansfield Center is working towards being a more competitive City as far as attracting midsize conferences. The Gibson room serves as a second lobby when there are Broadway performances. She further noted that the Gibson Room is key to the regional conferences and events that come to the City. Mansfield Supervisor Hughes expressed concern that the Montana Performing Arts Consortium could choose to take their conference to Fort Benton if the Gibson Room is not available. She further noted that the impact would be a loss in rental fees, lodging, gas, shopping and dining.

Mansfield Supervisor Hughes commented that the Gibson room is a nice space for a lot of different uses for audience development projects. The Mansfield Foundation needs the shareholders who will be their donors. She commented that Miss Linda's School of Dance utilizes the Gibson room for its spring concert and that it is one of the highest revenue generators for the Mansfield Center. The layout of the Civic Center is a huge asset to the Mansfield Center.

She reported that the revenue earnings for utilizing the Gibson room from the Montana Performing Arts Consortium, Miss Linda's School of Dance, Western Planner's Conference, All State Music Festival and the Great Falls School District is a \$24,000 rental package. The total economic impact to the community from the regional travelers is estimated at \$269,000. She concluded that the loss of the Gibson room would make it difficult for the Mansfield Center to compete for midsize conferences.

City Manager Greg Doyon inquired about the impact to the Mansfield Center if the Missouri room was renovated to office space instead of the Gibson room.

Mansfield Supervisor Hughes responded that the Mansfield utilizes the Missouri room as well as the Gibson room for its events.

Manager Doyon further inquired about the Mansfield utilizing the Commission Chambers for some of its events.

Mansfield Supervisor Hughes responded that Miss Linda's School of Dance would be the only one that could possibly utilize the Commission Chambers. She further commented that the Commission Chambers works well for meetings.

With regard to the Gibson room being renovated into office space, Mansfield Advisory Board Member Keern Haslem commented that the auspicious view of Great Falls would be lost when the public passes through during performances and events.

Planning and Community Development Director Craig Raymond commented that renovating the Gibson room into office space is the least cost method of addressing the problem at this moment. He expressed concern with regard to the long term needs and issues.

Commissioner Houck received clarification with regard to the impact that renovating the Gibson room into office space would have on the Mansfield Center losing contracts.

City Manager Greg Doyon requested that the Commission contemplate what was discussed and that they could request any additional information if needed. City Manager Doyon commented that he could talk to Ryan Smith with regard to putting together a bid spec and putting it out to bid to see what the cost would be to make sure the City could cover that cost.

Commissioner Jones commented that the Commission Chambers is not utilized enough and that area could be explored.

Commissioner Bronson concurred with Commissioner Jones with regard to exploring other possibilities of utilization of the Commission Chambers. With regard to space utilization, Commissioner Bronson commented that he would like more information and data. He expressed opposition with regard to doing additions to the Civic Centers, and utilizing the Children's Museum. He expressed support with regard to maintaining a campus environment. Commissioner Bronson commented that all alternatives need to be looked at by the Mansfield Center for utilizing other aspects of the Civic Center. He requested more information before making a final decision.

Commissioner Burow commented that something needs to be done; however, with the information provided tonight, he is not prepared to make a decision.

Referring to office renovations, Commissioner Houck expressed concern that City Departments will continue to grow and that there still wouldn't be enough space. She further expressed concern with regard to evacuating the public from the Mansfield Theatre safely if the walkway in the Gibson room is changed.

Mayor Kelly commented that the Commission values the Civic Center, its events, employees and the impact.

5. DISCUSSION OF POTENTIAL UPCOMING WORK SESSION TOPICS

Mayor Kelly announced that the next work session will include a street division update and CDBG funding priorities.

ADJOURN

There being no further discussion, Mayor Kelly adjourned the informal work session of January 3, 2017 at 6:49 p.m.

City of Great Falls

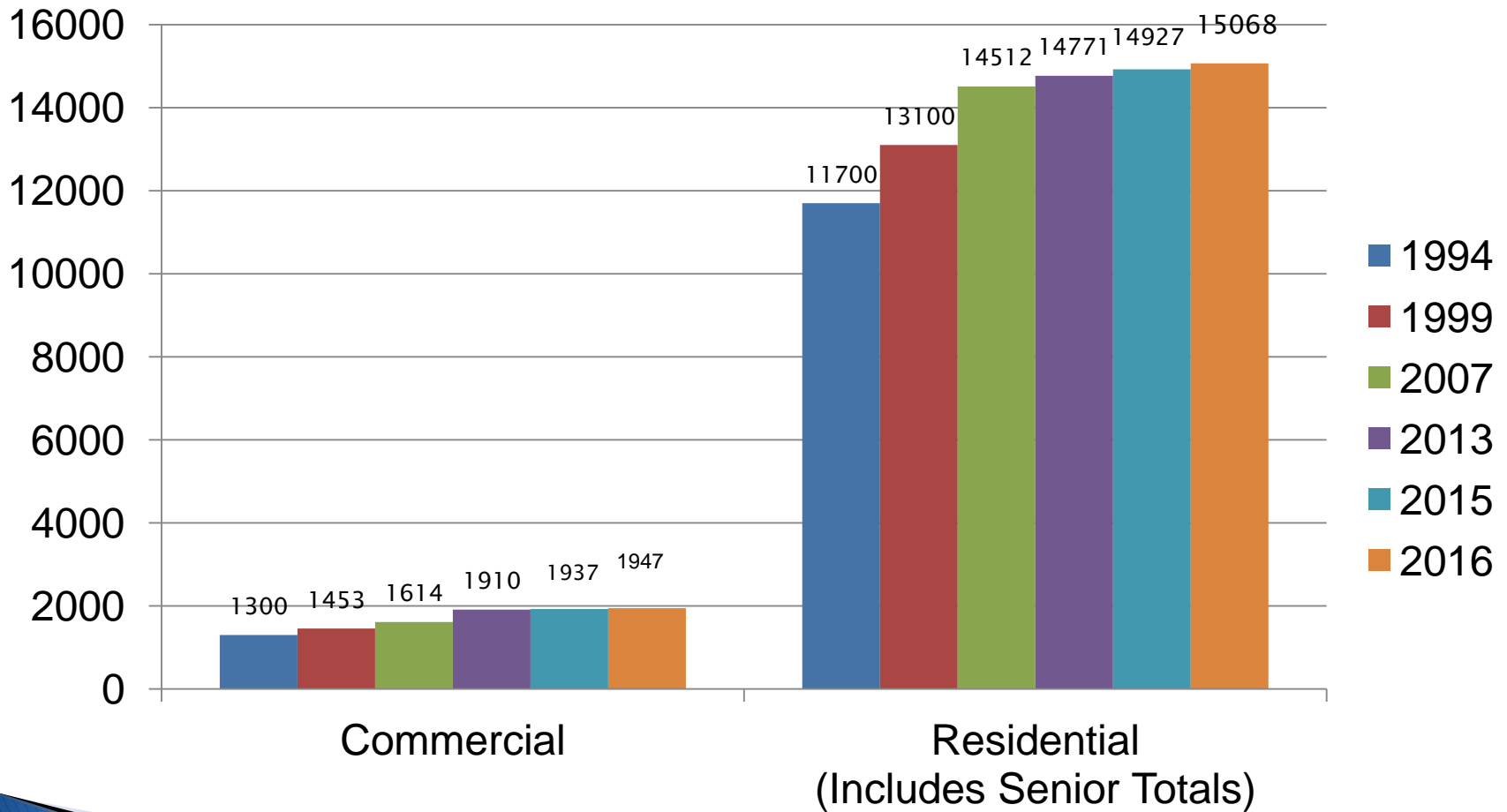
2017 Sanitation Division

Presented at the January 3, 2017
City Commission Work Session

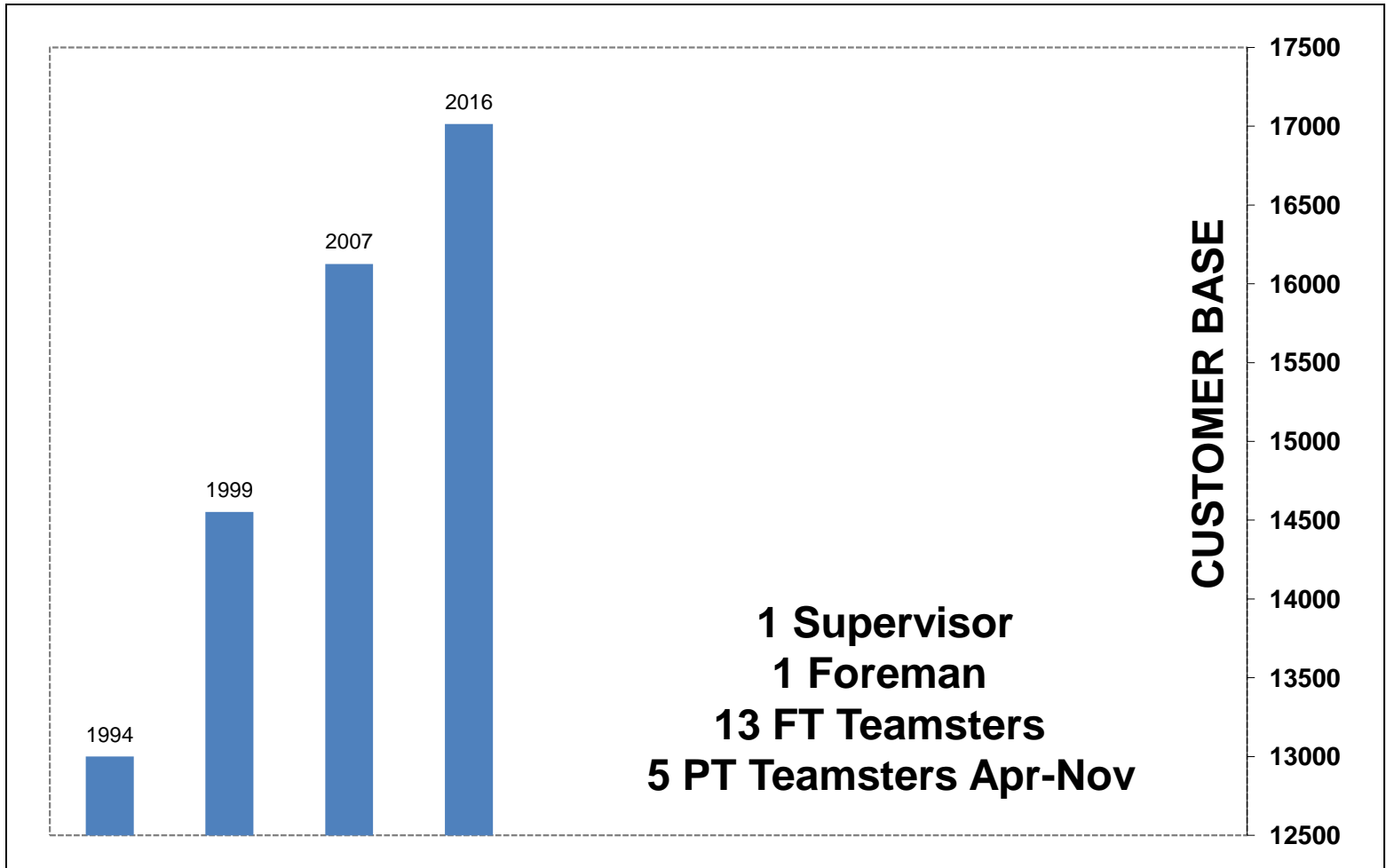
City Sanitation Customer Base

City Utility Customer Base FY 2016	22,607	100%
City SN Residential Customers	15,068	
City SN Commercial Customers	1,947	
Total City	17,015	75%
Montana Waste Systems		
Residential & Commercial	5,592	
Total MWS	5,592	25%

City Sanitation Customer Base



Collection Systems Staffing



15.7 15.7 17.7 18.7 FTE'S

828 926 911 909 CUSTOMER'S/FTE

PERSONNEL CHANGES OVER THE YEARS

YEAR	PERSONNEL
2013	1 – Supervisor 12 – Full Time 1 – Foreman 6 – Part Time
2014	1 – Supervisor 12 – Full Time 1 – Foreman 6 – Part Time *Part Timers Eligible for Health Insurance (0)
2015	1 – Supervisor 13 – Full Time 1 – Foreman 5 – Part Time *Part Timers Eligible for Health Insurance (2)
2016	1 – Supervisor 13 – Full Time 1 – Foreman 5 – Part Time *Part Timers Eligible for Health Insurance (3)
2017 Adopted	1 – Supervisor 13 – Full Time 1 – Foreman 5 – Part Time *Part Timers Eligible for Health Insurance (3)

*Insurance requirements may make it beneficial to convert more part time to full time.

Personnel FT vs. PT

▶ Currently:

- 5 PT all of whom are eligible for 11 months of health insurance.
- \$275,377.21

▶ Propose:

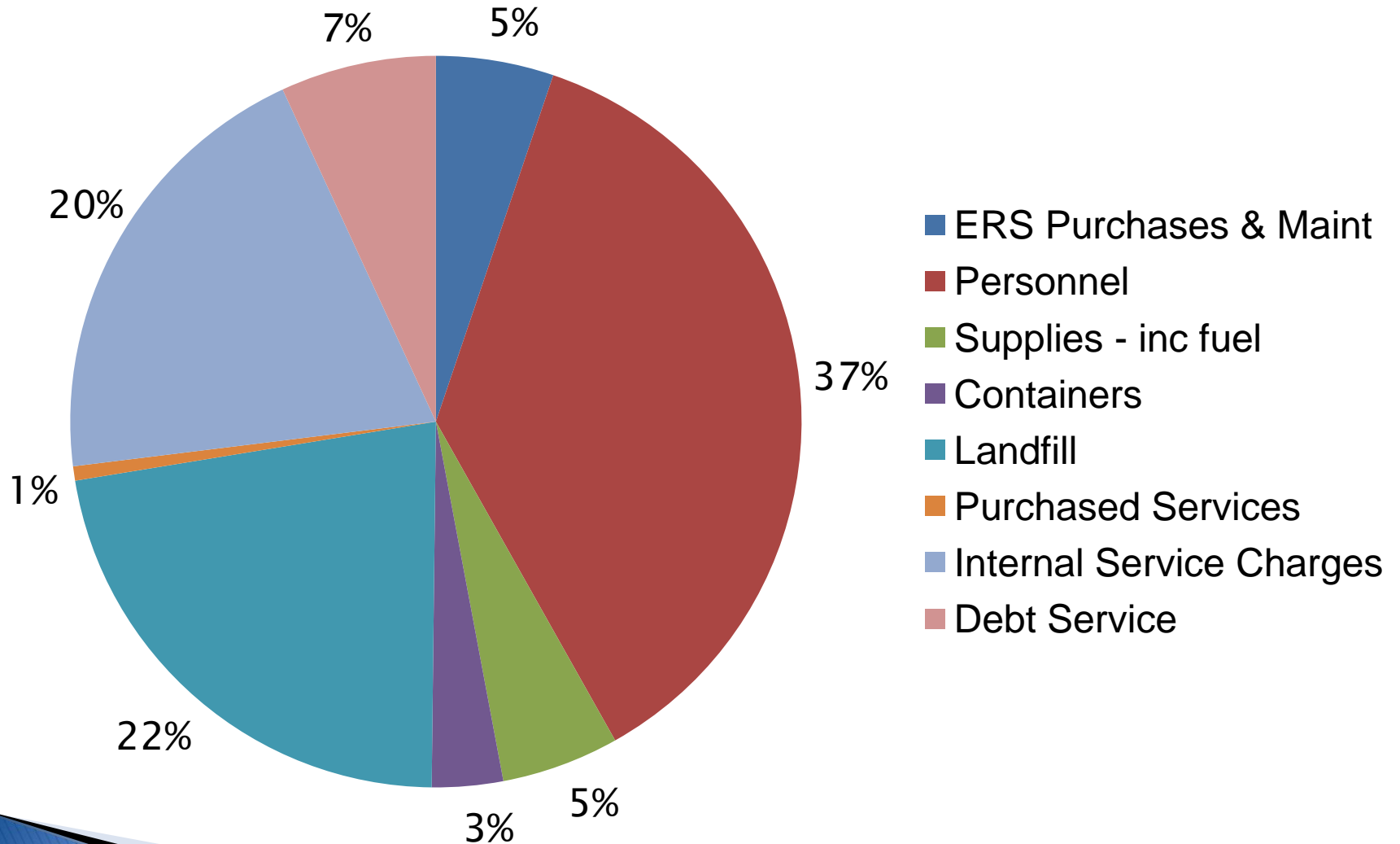
- Moving 2 PT to FT, coverage for all vacations and sick leave.
- \$138,637.88
- Keeping 3 PT April – November and 1 week in December.
- \$104,522.65

\$275,377.21

\$243,160.53

A savings of \$32,216.68

Sanitation Operating Costs Adopted FY 2016-2017



Landfill Costs & Tonnage

Year	LANDFILL RATE/TON	Rate Increase CPI	Landfill Tonnage	Landfill Costs
2005	\$19.61	2.25%	32,184.19	\$631,132
2006	\$20.33	3.70%	32,803.65	\$666,898
2007	\$20.98	3.25%	33,634.14	\$705,644
2008	\$21.39	2.00%	35,373.28	\$756,634
2009	\$22.32	4.35%	34,950.92	\$780,105
2010	\$22.52	0.90%	34,946.38	\$786,992
2011	\$22.88	1.60%	34,757.38	\$795,249
2012	\$23.05	0.75%	34,392.16	\$792,739
2013	\$23.82	3.35%	33,725.63	\$803,345
2014	\$24.20	1.60%	33,643.57	\$814,174
2015	\$24.78	1.25%	33,795.07	\$837,442
2016	\$24.86	0.32%	34,540.57	\$855,641
2017	\$25.61	3.00%	34,019.40	\$871,237

AVERAGE ANNUAL COST INCREASE – 2.93%
AVERAGE ANNUAL RATE INCREASE – 2.17%
AVERAGE ANNUAL TONNAGE INCREASE – 0.44%

Current Statewide Landfill Rates

PUBLIC	RESIDENTIAL RATE	COMPETITION	LANDFILL FEE	OWN LANDFILL
Billings	\$10.40	NO	\$17.14	YES
Great Falls	\$11.51	YES	\$25.61	NO
Helena	\$14.98	NO	\$30.25	NO
Havre	\$15.38	NO	\$37.04	NO
Kalispell	\$15.97	YES	\$31.05	NO
Bozeman	\$23.98	YES	\$27.00	NO
PRIVATE	RESIDENTIAL RATE	COMPETITION	LANDFILL FEE	OWN LANDFILL
MWS GF	\$10.46	YES	\$28.75	YES
MWS County	\$11.23 Black Eagle \$23.86 Belt	NO	\$28.75	YES
Evergreen Kalispell	\$15.95	YES	\$31.05	NO
Allied/Republic Bozeman (2011)	\$16.98	YES	\$29.70	NO
Allied/Republic Missoula (2011)	\$23.55	NO	\$62.96	NO

Landfill Agreement with MWS

- The City of Great Falls Landfill closed December 31, 1991. The City has had a Solid Waste Disposal Agreement with Montana Waste Systems since 1992. Increases are determined by the November CPI (Consumer Price Index) each year.
- The previous Agreement with MWS expired December 31, 2016 and was for 5 years with (2) five year optional extensions. Both extended term options were renewed.
- The current Agreement went into effect January 1, 2017. It is for 8 years with (2) five year optional extensions. This Agreement was approved by the City Commission on December 20, 2016.
 - 2017 includes a 3% increase with no CPI added.
 - 2018 includes a 2.5% increase with CPI maximum of 1.5%.
 - The remaining 6 years of the Agreement will follow the November CPI increases.

Container Costs

<u>2010</u> 300 GALLON CONTAINERS 96 GALLON CONTAINERS COMMERCIAL CONTAINERS	\$279.00 EACH \$49.50 EACH N/A	TOTAL FOR THE YEAR \$104,514
<u>2011</u> 300 GALLON CONTAINERS 96 GALLON CONTAINERS COMMERCIAL CONTAINERS	\$292.00 EACH \$53.95 EACH N/A	\$106,921
<u>2012</u> 300 GALLON CONTAINERS 96 GALLON CONTAINERS COMMERCIAL CONTAINERS	\$294.00 EACH \$52.96 EACH \$612 - \$825 EACH	\$131,427
<u>2013</u> 300 GALLON CONTAINERS 96 GALLON CONTAINERS COMMERCIAL CONTAINERS	\$313.05 EACH \$54.57 EACH N/A	\$94,836
<u>2014</u> 300 GALLON CONTAINERS 96 GALLON CONTAINERS COMMERCIAL CONTAINERS	\$317.00 EACH \$52.90 EACH \$538 - \$1,052 EACH	\$125,095
<u>2015</u> 300 GALLON CONTAINERS 96 GALLON CONTAINERS COMMERCIAL CONTAINERS	\$317.57 EACH \$52.15 EACH \$534 - \$4,567 EACH	\$103,769
<u>2016</u> 300 GALLON CONTAINERS 96 GALLON CONTAINERS COMMERCIAL CONTAINERS	\$317.57 EACH \$52.15 EACH \$428 - \$745 EACH	\$115,282

300 Gallon – 2.1% annual increase 96 Gallon – .8% annual increase

Sanitation Truck Replacement Plan

Old Units	Unit Description	Maint. 1/14-12/14	Maint. 1/15-8/15	New Units	Cost of new units Since in-service July – Sept depending on unit
920	98 Volvo WG64, Pac-Mor	\$ 20,061.97	\$ 4,217.93	909	\$ 3,023.33
921	00 Volvo WG64, Leach 2R11	\$ 23,538.53	\$ 27,939.08	921	\$ 3,108.33
912	03 VolvoWXR64, Heil 7000	\$ 30,186.64	\$ 19,888.37	912	\$ 3,115.00
911	07 Condor, Wayne Curbtender	\$ 22,861.47	\$ 22,543.97	919	\$ 3,419.25
904	03 Autocar, WX64	\$ 12,157.01	\$ 4,148.82	916	\$ 2,592.37
913	07 Condor, Wayne Curbtender	\$ 22,021.17	\$ 42,516.27	918	\$ 4,142.30
	Total Cost	\$130,826.79	\$121,254.44		\$ 19,400.58

- Annual increment put into ERS \$ 206,036.00
- Estimated savings in repairs with new units \$ 111,426.21
- Cash available for Intercap Loan \$ 317,462.21

- Replacement cost for six units listed \$1,400,000.00
- Current interest rate of Intercap Loan 1.25%
- Payment calculated for six years \$ 242,314.20
- Cash leftover \$ 75,148.01

- With this program the entire frontline fleet would be replaced in 5 years.
- New units have a 2 year warranty.





11 Year Internal Maintenance Charges With Both Plans

Year	Actual/ Projected	Plan with no changes 7% increase per year	Plan with Intercap Loan 6 new trucks 2016 6 new trucks 2021
2013	Actual	\$ 380,137.00	\$ 380,137.00
2014	Actual	\$ 397,455.00	\$ 397,455.00
2015	Actual	\$ 432,530.00	\$ 432,530.00
2016	Actual	\$ 462,807.10	\$ 459,543.00
2017	Projected	\$ 495,203.60	\$ 486,760.00 *
2018	Projected	\$ 529,867.85	\$ 496,495.20 *
2019	Projected	\$ 566,958.60	\$ 506,425.10 *
2020	Projected	\$ 606,645.70	\$ 516,553.61 *
2021	Projected	\$ 649,110.90	\$ 526,884.68 *
2022	Projected	\$ 694,548.66	\$ 537,422.37
2023	Projected	\$ 743,167.07	\$ 548,170.82
Total 11 Year Cost		\$5,958,431.47	\$5,288,376.78

Expected Savings With New Units \$670,054.69

*With Building Improvements Added \$22,500

CURRENT MONTHLY RATES

RESIDENTIAL

Regular 65 Gallon

CURRENT

\$ 9.63

Regular 96 Gallon

\$ 11.51

Senior Citizen

\$ 8.01

COMMERCIAL

96 Gallon

\$ 21.25

300 Gallon (shared)

\$ 29.17

1.5 yard

\$ 34.19

2 yard

\$ 40.89

3 yard

\$ 58.67

4 yard

\$ 78.08

6 yard

\$ 116.22

Previous Residential Rate Increases

Year	Residential Rate	Dollar Increase	Percentage Increase
2004	\$8.46/mo.	\$0.25/mo.	2.9%
2005	\$8.71/mo.	0%	0%
2006	\$8.71/mo.	\$0.26/mo.	2.9%
2007	\$8.97/mo.	\$0.27/mo.	3.0%
2008	\$9.24/mo.	\$0.42/mo.	4.5%
2009	\$9.66/mo.	0%	0%
2010	\$9.66/mo.	\$0.30/mo.	3.1%
2011	\$9.96/mo.	0%	0%
2012	\$9.96/mo.	0%	0%
2013	\$10.96/mo.	\$1.00/mo.	9.1%
2014	\$10.96/mo.	0%	0%
2015	\$11.51/mo.	\$0.55/mo.	4.7%
2016	\$11.51/mo.	0%	0%

Average Annual Increase 2.52%

Current Statewide Residential Rates

PUBLIC	RESIDENTIAL RATE	COMPETITION	LANDFILL FEE	OWN LANDFILL
Billings	\$10.40	NO	\$17.14	YES
Great Falls	\$11.51	YES	\$24.86	NO
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Total Sanitation Fund Cash Flow with Capital Outlay without Depreciation

		Actuals FY 2015	Actuals FY 2016	Budgeted FY 2017	Projected FY 2018 5% Revenue Increase	Projected FY 2019 7% Revenue Increase	Projected FY 2020 6% Revenue Increase	Projected FY 2021 6% Revenue Increase	Projected FY 2022 0% Revenue Increase
Beginning Cash Balance		\$315,605	\$552,346	\$664,604	\$381,926	\$242,611	\$287,308	\$334,571	\$490,656
Revenues									
Miscellaneous		\$8,826	\$14,988	\$8,625	\$8,625	\$8,625	\$8,625	\$8,625	\$8,625
Commercial utility		\$1,038,132	\$1,249,459	\$1,421,407	\$1,492,477	\$1,596,951	\$1,692,768	\$1,794,334	\$1,794,334
Utility Equipment Rentals		\$201,332	\$20,153	\$0	\$0	\$0	\$0	\$0	\$0
City Sanitation Charges				\$0	\$0	\$0	\$0	\$0	\$0
Cardboard		\$5,647	\$7,752	\$5,000	\$5,000	\$5,000	\$5,500	\$5,775	\$5,775
Sanitation Liens				\$0	\$0	\$0	\$0	\$0	\$0
Interest		\$4,232	\$4,945	\$0	\$0	\$0	\$0	\$0	\$0
Residential		\$2,218,450	\$2,175,103	\$2,123,560	\$2,229,738	\$2,385,820	\$2,528,969	\$2,680,707	\$2,680,707
Sr Citizens Serv		\$0		\$0	\$0	\$0	\$0	\$0	\$0
Sale of Scrap & Surplus		\$1,912	\$1,204	\$1,000	\$1,000	\$1,000	\$1,100	\$1,155	\$1,155
Interacap Loan			\$404,981						
Sale of Machinery, Equipment & Land									
Total Revenue		\$3,478,529	\$3,878,585	\$3,559,592	\$3,736,840	\$3,997,395	\$4,236,962	\$4,490,596	\$4,490,596
Expenses*									
Personal Services		\$1,247,915	\$1,281,464	\$1,367,816	\$1,403,990	\$1,474,190	\$1,547,899	\$1,625,294	\$1,706,559
Supplies & Material		\$311,998	\$307,095	\$311,400	\$326,970	\$343,319	\$360,484	\$378,509	\$397,434
Other Purchased Services		\$20,186	\$21,711	\$23,575	\$24,754	\$25,991	\$27,291	\$28,656	\$30,088
Landfill Costs		\$833,152	\$855,641	\$862,750 *	\$893,010 **	\$917,348 **	\$931,108	\$945,075	\$959,251
Travel		\$0	\$280	\$0	\$0	\$0	\$0	\$0	\$0
Internal Serv Chrgs- Vehicle & Equip Maintenan		\$397,455	\$432,530	\$459,543	\$486,760	\$496,495	\$506,425	\$516,554	\$526,885
Internal Serv Chrgs - Other		\$256,175	\$273,706	\$289,616	\$304,097	\$319,302	\$335,267	\$352,030	\$369,632
Debt Service		\$0	\$0	\$257,000	\$242,314	\$242,314	\$242,314	\$242,314	\$242,314
Capital Outlay		\$508,300	\$405,276	\$270,570	\$194,260	\$133,740	\$238,910	\$246,080	\$246,080
Transfer Out									
Total Expenses		\$3,575,181	\$3,577,703	\$3,842,270	\$3,876,155	\$3,952,698	\$4,189,699	\$4,334,511	\$4,478,242
Revenues Over (Under) Expenses		(\$96,653)	\$300,882	(\$282,678)	(\$139,314)	\$44,697	\$47,263	\$156,085	\$12,353
Adjustment to receivables / payables		\$333,393	(\$188,624)	\$0	\$0	\$0	\$0	\$0	\$0
Ending Cash Balance		\$552,346	\$664,604	\$381,926	\$242,611	\$287,308	\$334,571	\$490,656	\$503,010
*Expenses increased 5% starting in FY 2018, exception internal serv chrgs- Vehicle & Equipment Maintenance									
8% of operating expenses		\$245,351	\$253,794	\$285,736	\$294,552	\$305,517	\$316,063	\$327,074	\$338,573
17% of operating expenses		\$521,370	\$539,313	\$607,189	\$625,922	\$649,223	\$671,634	\$695,033	\$719,468
*Increased projected budget to \$850,000 plus (3%) increase as of 1/1/2017, 1/2 year \$12,750.									
**Increased 4% as of 1/2018, \$862,750+12,750+17,510.									
***Increased 1.5% as of 1/2019, \$893,010+17,510+6,828.									
		Full year	Full year		1/2 year				
	3% increase	\$850,000.00	\$25,500.00	\$875,500.00	\$12,750.00				
	4% increase	\$875,500.00	\$35,020.00	\$910,520.00	\$17,510.00				
	1.5% increase	\$910,520.00	\$13,657.80	\$924,177.80	\$6,828.90				

Potential Cost Savings

- 2017 - hire on 2 more FT employees and only have 3 PT work 9 months – would be a savings of \$32,216.68
- Develop a program to collect compost separate from normal trash. (15% of MSW, Approx. 5000 Tons/Year)
 - Compost yard (Potential - \$125,000)
 - Separate compost to landfill (Potential - \$49,000)
- LiquiTube - Permanent Premium Tire Sealant
 - Helps maintain air pressure
 - Extends tire life
 - Seals all forms of air loss
- Synthetic Oil
 - Prolongs the life of an oil change from every 200 hours to every 500 hours
 - 2 - 3 less oil changes a year saving money in labor cost and downtime.



Update: Civic Center Office Space
January 3, 2017

Office Space Challenge

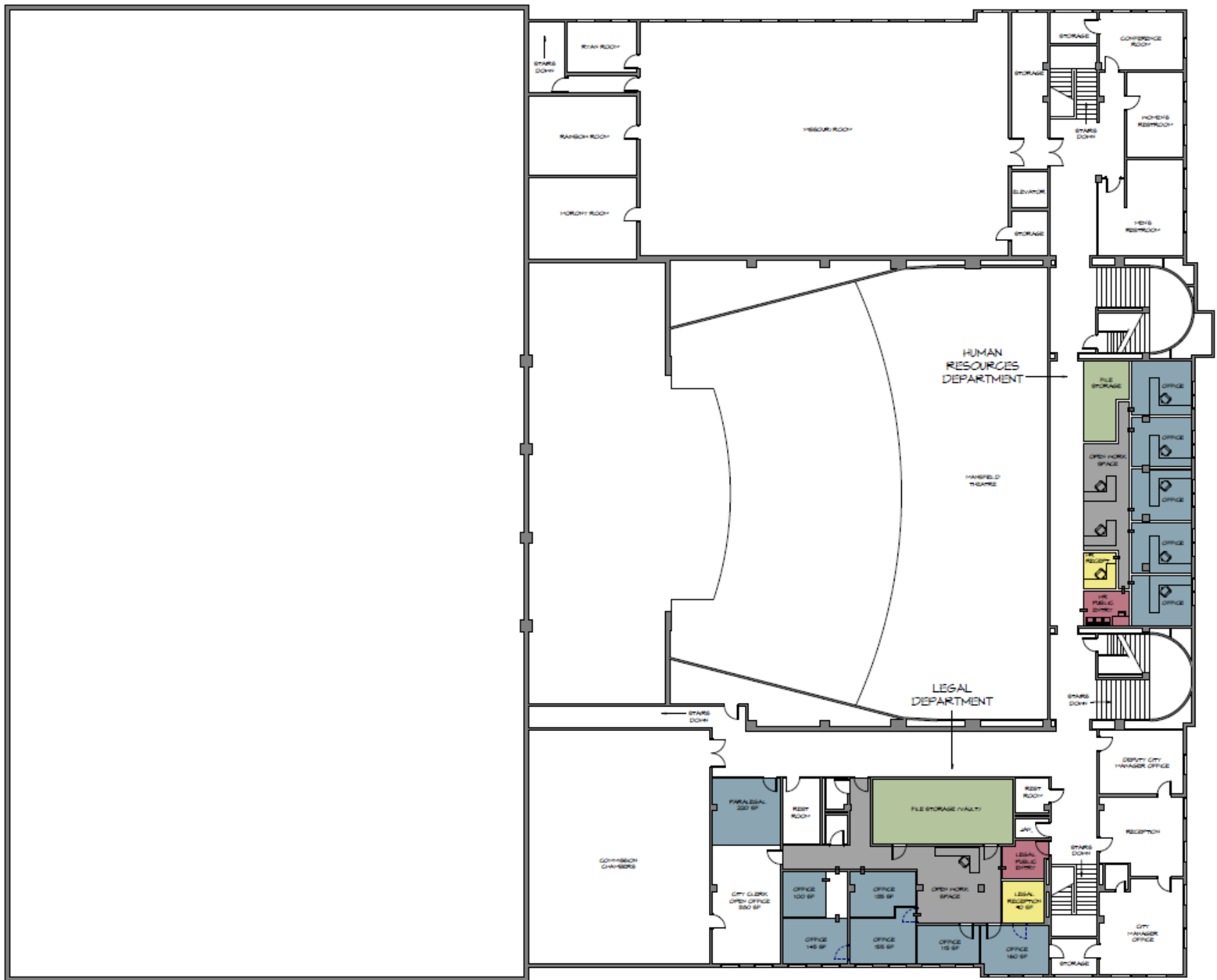
- New Personnel
 - Assistant City Attorney
 - Benefits Specialist
 - HR Director
- Operational Needs/Concerns
 - Mansfield impact
 - Legal in one space
 - Risk Management
 - Court Space

Civic Center Options

- City Manager Concerns:
 - Security, safety, operational sense
 - Cost effectiveness/sustainable
 - Address potential growth needs
 - Least impact to current operations
- Architect Ryan Smith retained to help evaluate space and options

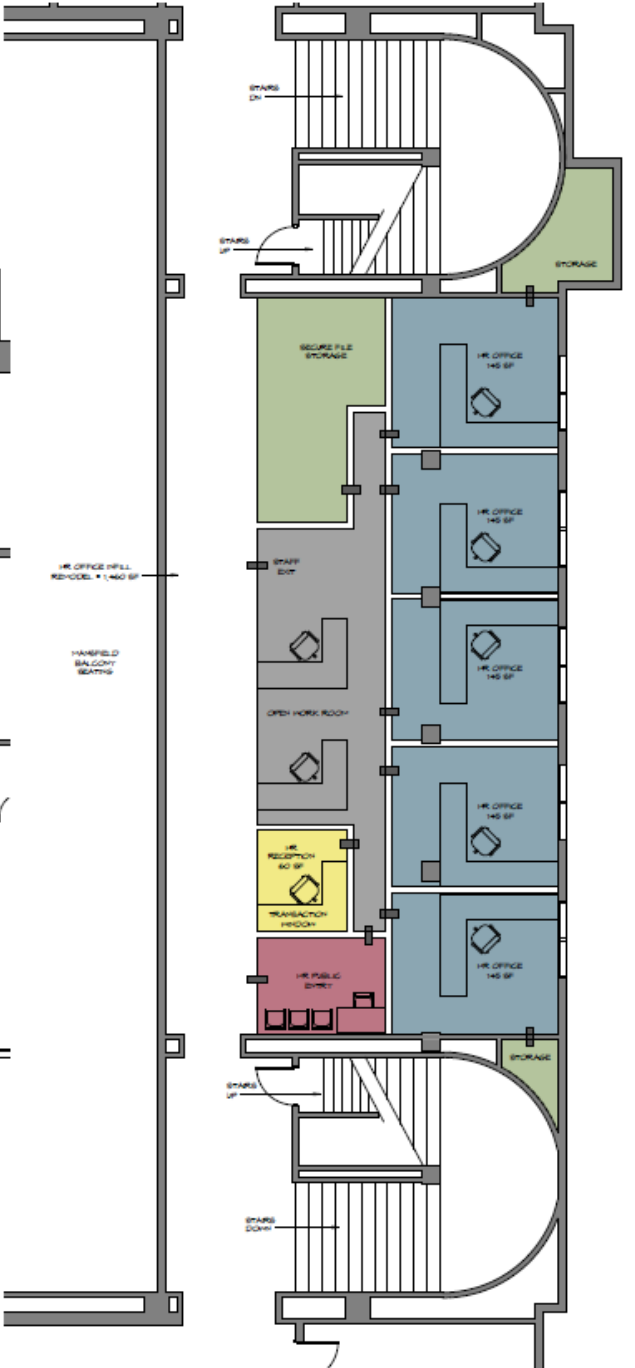
Areas Explored

- Civic Center addition
 - Expense (in addition...to façade repair)
- Lease office space “off campus”
 - Logistics (IT, Management, parking, department selection)
 - Well Fargo office space for example
- Use existing City property
 - Children’s Museum (“on campus” but would be costly)
- Use existing Civic Center space
 - Renovate Convention Center, Missouri Room, or Gibson Room





2 LEGAL OFFICE REMODEL FLOOR PLAN
 1/4" = 1'-0"



1 PROPOSED HUMAN RESOURCES DEPARTMENT RELOCATION
 1/4" = 1'-0"