



MAYOR
Geno Martini

CITY COUNCIL
Julia Ratti, Ward I
Ed Lawson, Ward II
Ron Smith, Ward III
Mike Carrigan, Ward IV
Ron Schmitt, Ward V

CITY ATTORNEY
Chet Adams

CITY COUNCIL WORKSHOP MINUTES
8:30 A.M., Monday, October 20, 2014
Truckee Meadows Water Reclamation Facility, Training Room
8500 Clean Water Way, Sparks, NV

1. Call to Order (Time: 8:33 a.m.)

The workshop of the Sparks City Council was called to order by Mayor Geno Martini at 8:33 a.m.

2. Roll Call (Time: 8:33 a.m.)

Mayor Geno Martini, Council Members Julia Ratti, Ed Lawson, Ron Smith, Mike Carrigan, Ron Schmitt, City Manager Steve Driscoll, City Attorney Shirle Eiting and Acting City Clerk Donna DiCarlo, PRESENT.

ABSENT: None

Staff Present: Michael Drinkwater, Adam Mayberry, Tom Garrison, Tracy Domingues, Chris Syverson, Jeff Cronk, Neil Krutz, Stacie Hemmerling, Brian Allen, Kathy Clewett, John Martini, Armando Ornelas, Brian Miller, Cyndi Boggan, Andy Koski, Jim Reid.

Comments from the Public (Time: 8:33 a.m.) None

3. Presentation, discussion and possible action on the Budget in Brief and the City of Sparks Financial Review (For Possible Action) (Time: 8:33 a.m.)

Finance Services Director Jeff Cronk distributed a packet and discussed some of its highlights:

- Review of budget 2015; start of 2016 budget process. January 2016 Council Workshop will address more of the 2016 budget.
- For the first time in several years, the City is realizing a revenue gain.
- Workers Compensation Fund will once again indicate a negative fund balance; has long-term liabilities ... and claims continue to come, mainly in the heart/lung sectors ... and is now likely the biggest threat to the budget.
- Health insurance costs will likely continue to require contribution rate increases.
- Some bargaining group contracts will likely affect next year's budget, but the timing of the completion of the city's budget may not provide the ability to forecast potential increases by budget time. City Manager Steve Driscoll said he will try to get a quick start on negotiations.
- Staff is currently involved in region-wide economic modeling in light of Tesla and other industry issues.
- General fund levels will be greater than, or equal to expenditures and transfers out.

- Strategizing for 2016 and beyond is critical at this juncture, especially in the Workman's Compensation arena.
- Counsel previously agreed it didn't want to get lower than 5.5% in the general fund balance or higher than 8.3%. From fiscal management standpoint, Mr. Cronk said he needs about 12.5% to manage cash flow.
- Contingency fund may need to kick in for police radios
- Health insurance budget may need a 25% increase, which would amount to approximately \$1M to the general fund.

4. **Presentation, discussion and possible action on the Cascading Fives, and Environmental Scan** (For Possible Action) (Time: 9:33 a.m.)

Department leaders reported on their top five accomplishments of the past year:

- City Manager Steve Driscoll commented on the City Manager's Office and Management Services functions: the transition from retiring manager to current manager; Innovations Academy; large amount of City purchases made through Sparks or northern Nevada businesses; digitized many aspects of the Clerk's office; launched Wellness Program in 2013. Coming is the Customer Service Ocella Program; infrastructure failures; technology issues and WIGs; succession planning; Waste Management and single stream recycling. External opportunities will include EDawn; Tesla; volunteer opportunities; shared services; consolidation discussion on the fire service side; legislative unfunded mandates. Continuing challenges will be health care costs; training and succession planning.
- City Attorney Shirle Eiting commented for the City Attorney's office: budget cuts and the loss of two attorneys; conviction numbers are up; prosecution numbers are up, even with just two prosecutors; growing population will lead to increased crime. The department has cut out personal service on domestics because of high costs, but trying to bring them back on board. People are moving less and it's been easier to find witnesses.
- Community Services Manager Neil Krutz said it was a good year for the department. He commented on the completed zoning code overhaul work; the Truckee River Drain Realignment project; capital improvements management; purchase of the brine equipment; and the Ameresco energy savings agreement. Emerging issues include coming out of the recession, possibly selling some City land and the fiscal impact going forward; franchise fees for infrastructure reinvestment; TMWRF and nitrogen levels; retirement bubble within the department and succession planning. Moving forward is the computerized system for community services; seeking out new customers for Sparks. Concerns are keeping TMWRF compliant; continuation of the threat to consolidate services and potential loss of control for some of those services; Truckee River water quality; investment decisions.

Council Member Ratti asked about getting the Reno City Council on board with greater knowledge of the function of TMWRF, of which both Sparks and Reno share responsibility. Shirle Eiting said the cities are still operating under some old agreements, some of which overlap each other.

- Financial Services Manager Jeff Cronk said software purchases have helped streamline his department's function.
- Fire Chief Tom Garrison spoke about the Fire Department. Current status is stable and favorable, with all stations remaining open; response times remain good; looking into apparatus replacement; retained ISO rating of Class 2; mutual automatic aid agreements with

other fire agencies in the region; emergency management; CAD to CAD dispatch efforts; Marijuana Task Force and Project SAFE. Challenges include fire prevention staffing; increased need for service; potential new Station 6; consolidation efforts moving more toward Automatic Aid, which Sparks is already actively engaged in; and succession planning.

- Parks and Recreation Manager Tracy Domingues: department had an exceptional 80% cost recovery; the comprehensive plan, adopted last year, has many recommendations already in place; parks upgrades have been completed; several new programs, including online day-care registration; Golden Eagle continues to advance local economy, by \$20.9M last year. Emerging issues include resources for a safe park environment; determining what the department offers versus other community programs that now offer similar programs; the Alf pool is still closed and will remain closed until January, with a hit to swim teams who have nowhere to go during the pool closure. Opportunities include recruiting groups for room rentals in the community centers; supporting organizations like KTMB. Threats from external forces include balancing with Washoe County school calendars; and event producers' ability to secure community sponsorships.
- Police Chief Brian Allen on the Police Department: Highlights included accomplishments in technology advancement without tapping into the general fund; creation of secure WiFi hot spots in each police car; paperless ticket system now in place; in-car camera video systems. Emerging issues include medical marijuana and the unknown impacts to the city; staffing; growing militia mentality against law enforcement. Threats from external entities include being billed for County services and possibly not being able to negotiate with new office; providing supervisory roles in regional situations without funds for staffing.

5. **Presentation, discussion and possible action on the Strategic Plan (For Possible Action)** (Time 10:54 am)

Presentation of the draft plan including a review of the strategic goals and the proposed FY 16/21 Objectives – City Manager Driscoll and Department Heads

- Community Services Manager Neil Krutz discussed “vision.” What does it mean to be the “city of choice”. The team suggested:
 1. Well-run city ... efficient cost-effective services, bringing financial stability to the city.
 2. High quality public health and safety services, including fire and crime suppression; a community where people feel safe; one that is prepared for emergencies; safe and efficient transportation facilities with good roads; centralized treatment of sewage; a direct correlation to public health
 3. Quality growth to foster investment in our community; encourage entrepreneurs to set up business in Sparks; consider generational differences that are becoming apparent with millennials; healthy living; public transportation.
- Parks and Recreation Manager Tracy Domingues
 4. Quality park system; quality park maintenance; safety, programs for children and elderly; protect current parks investment; build larger / fewer parks; continue to build special events and tournaments, which are economic drivers in the community.

Council Member Julia Ratti commented on recreational facilities such as trail systems and asked if that was part of the Parks strategies. She also commented on recognizing hard truths about attracting millennials and that Sparks has no mid-town momentum,

as Reno does, and that Sparks is headed toward being Reno's bedroom community, providing housing for all the business in Reno. Ms. Ratti said if that is a vision, we need to change the residential versus business balance in our community and asked if it is clearly articulated in our vision that we desire business in our community, over housing.

Council Member Mike Carrigan said Sparks is not an easy city in which to do business. Mayor Geno Martini said the city is easy to do business with and he doesn't want an automatic yes to every proposal. Mayor Martini said City employees should say "yes" to proposals and let the council be the "bad guys" if a "no" needs to be delivered. Mr. Krutz said if that's the policy the council wishes, his department will surely comply. Ms. Ratti suggested a quality improvement process to better define "easy to work with" and to better define our policy. Council Member Ed Lawson provided an example of finding a way to say "yes." Council Member Ron Smith said the City works within restrictions for logical guidelines.

City Manager Steve Driscoll then addressed the mission ... the thought process between the vision and the goals and objectives. He said the old plan had two city-wide goals and was surrounded by five prioritized goals. Based on vision as "the city of choice," the team's perception of counsel's direction was presented as the new strategic plan.

Goal 1: Fiscal Stability

Fiscal Stability was presented by Financial Services Director Jeff Cronk. Goal #1 is to obtain and maintain a positive cash balance in all funds. Goal #2 is balanced spending, with no more than 80% to personnel costs. Goal #3 is a decision to fund – or not fund – OPEd and the need for a strategy for that issue. All the issues tie in with the City's financial goals and present a view of the high-level big pieces that are defined in the six financial policies that determine the line item budget.

- Council Member Schmitt suggested a model be developed to get to 100% cost recovery for city services.

Goal 2: Employee Relations

Employee and Customer Relations Manager Chris Syverson spoke on the suggested goals for Employee Relations:

1. Provide a successfully efficient work environment to include an effective performance measurement system incorporating career development and specific training
2. Succession planning to include training and certification needs
3. Develop an interactive communication system and determine what that communication can do for employees

Goal 3: Infrastructure and Technology

Community Services Manager Neil Krutz discussed vision and where we want to go in the city.

1. Comprehensive plan for funding a community outreach program with additional resources to help tie up the plan by FY17.
2. Address the nitrogen program at TMWRF and address the funding issues to keep our system viable. Discussion with City of Reno is paramount to this issue.
3. Acknowledge and address the information technology issues and needs in every department.

- 3.4 Develop a city-wide asset management inventory by 2020 to know and understand the condition of the city's infrastructure and to recommend spending priorities to the counsel.
- 3.5 Tracy Domingues addressed the proposal to tie in the Parks and Recreation comprehensive plan into the strategic plan.

Council Member Lawson said the information technology issue should be the top goal. It may also be a way to absorb employees and attract the millennials. He suggested that technology needs to be a hefty investment for the city. Mr. Lawson also said Parks and Recreation could look into money-generating avenues for Golden Eagle Park.

Discussion ensued about potential project development including an RV park near GERP.

Goal 4: Public Safety

Police Chief Brian Allen addressed public safety goals including:

1. Evaluate the future needs to maintain service and response standards, primarily police and fire.
2. Prevention ... fire and crime through patrol, records, dispatch, support and core service
3. Flood project
4. Safety for businesses in the flood zone.

Council Member Ratti asked where code enforcement lives within the plan. Council Member Schmitt said he wants the Flood Project to remain at the top of the list.

Goal 5: Economic Development and Special Events

City Planner Armando Ornelas discussed the top issues including the Asset Preservation Fund, revitalizing Victorian Square and keeping it looking good; commercial and industrial development promotion; redevelopment, including flood project in the older industrial area; offer incentives in Redevelopment Area 2.

Council Member Schmitt asked how the city will address county issues and what they approve, pointing to 395 at Red Rock and the impact that will have on the region.

Council Member Ratti asked what incentives the city can use to encourage economic development in the region. Mr. Ornelas said the best incentives may lie in Redevelopment Area 2.

Wording was changed to better identify the goal for economic development.

Goal 6: Citizen Engagement (Time: 1:18 p.m.)

City Manager Steve Driscoll spoke on past successes and future challenges.

1. Actively seek out community stakeholders and determine ways to enact with them.
 2. Define customer service standards.
 3. Explain what State and Federal agencies are doing and how they partner with the city to provide services to bring in new projects.
- Council Member Ron Smith suggested highlighting 39 North in a future Spotlight on Sparks.
 - Council Member Ratti said she believed the city should identify and then work strategically with specific groups to whatever extent possible.

- Council Member Smith said Council should re-start the visiting businesses program.

Next steps: City Manager Steve Driscoll will take modifications and notes and bring the document for formal approval by Council on November 10, 2014. Mr. Driscoll will continue to work with senior staff on milestones and will report to Council quarterly. Mr. Driscoll said another goal he has is that for everyone in the City to know and understand the City's vision and mission.

6. Comments

4.1 Comments from the Public (Time: 1:37 p.m.) - None

4.2 Comments from City Council and City Manager (Time: 1:37 p.m.) - None

5. Adjournment (Time: 1:37 p.m.)

Council was adjourned at 1:37 p.m.

GENO R. MARTINI, Mayor

ATTEST:

Teresa Gardner, City Clerk

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