



**Journal of Commission Work Session
2 Park Drive South, Great Falls, MT
Civic Center Gibson Room 212
November 20, 2018**

1. Call to Order - 5:30 p.m.

CITY COMMISSION MEMBERS PRESENT: Bob Kelly, Bill Bronson, and Owen Robinson. Commissioner Tracy Houck arrived at 5:32 p.m. Commissioner Mary Sheehy Moe was excused.

STAFF PRESENT: City Manager Greg Doyon and Deputy City Manager Chuck Anderson; Finance Director Melissa Kinzler; City Attorney Sara Sexe; Planning and Community Development Director Craig Raymond; Public Works Director Jim Rearden; Fire Chief Steve Hester and Assistant Fire Chief Jeremy Jones; Park and Recreation Director Steve Herrig; and, City Clerk Lisa Kunz.

2. Public Comment.

Shyla Patera, 1013 7th Avenue NW, thanked the City for its work on accessibility in the community on behalf of Great Falls citizens with disabilities.

3. Introductions & Updates from Neighborhood Council #2.

Shyla Patera, NC 2 Vice-Chairperson, reported that the council is recruiting for one seat on the council. She announced that the council boundaries are: the northern boundary is the Northwest Bypass, the southern is the Sun River, the eastern is the Missouri River, and the western is the City limit line. During the school year, the council holds its regular meetings on the second Wednesday of each month at 7:00 p.m. in the West Elementary School library.

Current issues the council is focused on are public safety, nuisance properties, and traffic/safety concerns on 6th Street SW by the Boys and Girls Club. She also discussed concerns expressed by CMR students regarding littering/garbage control and loitering/parking lot safety.

4. Children's Museum Lease and Update - Greg Doyon and Morgan Mitchell.

City Manager Greg Doyon reported that the Commission will be considering a revised lease agreement with the Children's Museum of Montana (CMOM) at its next Commission meeting. CMOM currently occupies the City-owned building to the northwest of the Civic Center. This building was leased to CMOM about 15 years ago for \$1 per year. Staff will be recommending that the Commission renew the lease for \$1 per year for a five-year period.

Manager Doyon pointed out that several things have changed over the course of 15 years. One being space needs in the Civic Center for the legal department and Municipal Court. There is not usable space left in the Civic Center for offices.

Looking towards the future, he wants to be responsible and thoughtful about using existing resources that the City has. The renewal of the lease for five years will give CMOM adequate time to plan for the future, and allow the City to utilize space that it owns.

Morgan Mitchell, Children's Museum of Montana Executive Director, reviewed and discussed the attached PowerPoint presentation covering CMOM demographics, active play, and campaign efforts. By year five, CMOM's hope is to have purchased a new building that will allow them to expand their scope of services offered. If a purchase doesn't happen, CMOM will look at downtown areas that could suit their needs.

Sarah Lautenschlager, President of the Children's Museum Board of Directors, discussed the diversity on the Board of Directors. She expressed appreciation to the City for sticking with the \$1 per year fee for five years. The Board is looking forward to reaching out more in the community.

Mitchell clarified that CMOM is a 501(c)(3) organization.

Mayor Kelly expressed kudos for CMOM's 22 year sustainability. He encouraged Ms. Mitchell to reach out to the Commission to help educate the public about its fundraising efforts to purchase a new building, and to publicize and promote this valuable asset to the community.

5. EMS Contract Update - Steve Hester / Jeremy Jones.

Fire Chief Steve Hester reported that Great Falls Fire Rescue (GFFR) worked with the community, county, and Great Falls Emergency Services (GFES) to develop a comprehensive Emergency Medical Services (EMS) system and performance contract that was originally approved by the City Commission in 2008. The contract was reviewed and edited in 2013, and is up for review and revision in May of 2019. Chief Hester commented that much has changed since 2008. He noted that he included reference in a PowerPoint slide that GFFR recommends putting the performance contract out for bid. However, there is an automatic five year renewal clause in the current contract that he will be discussing with GFES. This is specifically about 911 emergencies, and the presentation today is to discuss the current situation and to provide a basic outline of GFFR's proposed changes to the contract based on the needs of the community.

Fire Chief Hester and Assistant Fire Chief Jeremy Jones reviewed and discussed the attached PowerPoint pertaining to the City's EMS system and transport contract with GFES. Chief Hester provided copies of the Official Code of the City of Great Falls (OCCGF) that defines the roles and responsibilities of GFFR and GFES, allows for the orderly and lawful operation of the EMS system, and allows for adequate 911 emergency ambulance services and establishes ambulance service rates for the City's contracted ambulance service with GFES.

Chief Hester noted he is the oversight for the EMS contract and his job is to make sure the City is getting the best service for the best price. He noted that the transport provider GFES has nine minutes to get to a need. GFFR tries to get there

in four minutes. That difference of three or four minutes makes a big difference in the outcome of the patient.

Assistant Fire Chief Jones discussed the changing community demographic, increased EMS calls for service, and GFFR and GFES staffing. He reported that, in the past 19 months community partners, including Great Falls Clinic Emergency Department, Benefis Mercy Flight, and Malmstrom AFB, have asked GFFR to provide private transport service. Due to already limited staffing, GFFR is unable to fulfill these requests and maintain 911 service uninterrupted.

An Addendum to the Performance Contract sets forth a fine schedule for instances when GFES doesn't meet the requirements of the performance contract. The monthly damages GFES has been getting assessed over the past couple of years has gone from about \$3,200 - \$3,500 per month to almost \$13,000 per month. During this time GFFR transport demand has increased exponentially. GFFR provides transport during times when GFES doesn't have an ambulance available. A recent Memorandum of Understanding (MOU) also provides that GFFR will provide paramedic coverage due to GFES staffing shortages.

In conclusion, GFFR is proposing changes to the performance contract to ensure a healthy pre-hospital EMS system in the community.

Manager Doyon summarized that there is a contract with a renewal period, GFFR has identified concerns pertaining to the ordinance and performance contract, GFFR has explained its concerns regarding how it affects and impacts the residents being served in the community.

Mayor Kelly asked if the Commissioners had any questions of staff.

Commissioner Bronson asked if GFFR had a sense of why there was such a dramatic increase in ALS calls for service, and if GFFR believes the trend will continue to rise.

Assistant Chief Jones and Chief Hester responded in the affirmative that, noting that it is due to Great Falls being an older community, more people calling 911 for just about anything, the opioid crises, and other addiction problems.

Commissioner Houck noted the presence of GFFR more and more for home assists.

Chief Hester responded that GFFR is getting closer to being more involved in home health care.

It was noted that for-profit home health care providers are keeping costs low by relying on the 911 system that is an issue that needs to be addressed on a national level.

Dave Kuhn, 1070 Riverwalk Dr., Idaho Falls, Idaho, and **Justin Grohs**, Great Falls Emergency Services, 514 9th Avenue South, commented it has been a good experience working with the City, and believe the issues can be worked out. Mr.

Kuhn commented that there are always cost restrictions, and that is something they have to push back on.

Mr. Grohs reported that GFES is a healthy, vibrant organization that has served the community for the past 20 years. GFES employs 50 people, 17 of which are full-time. GFES response times have been 95% - 96% under nine minutes. Mr. Kuhn added that is the national indicator used to determine if there is enough staffing and ambulances on the road. Mr. Grohs continued that GFES is getting ready to purchase a new ambulance, and is taking a serious look at expansion of its facilities.

Mr. Grohs referred to a prior contract amendment and suggested that it remain in place since about half of GFES calls are at Basic Life Support (BLS) level versus Advanced Life Support (ALS) with the requirement of an EMT and Paramedic. If the City decides it wants to maintain a 100% paramedic level of response, GFES will be able to go back to that scenario, if necessary, before the contract renewal date in May. Mr. Kuhn explained that the amendment request was due to a change in shift schedules - 12 versus 24 hour shifts.

Mr. Kuhn discussed a utilization report and concern GFES has about using the blanket coverage. He noted that GFES self governs, and it would cost \$150,000 if there was a change in the system.

Chief Hester commented that the City's involvement with transport is going up and needs to be addressed.

Manager Doyon summarized that GFES indicated that the language of the current ordinance will not work for them going into the future. He inquired what resources the Commission needed to provide staff what it needs when negotiations begin.

Mr. Kuhn responded that the current ordinance will work for GFES as soon as it gets its staffing level back up.

Mayor Kelly requested the Commission be provided the ordinance that is in place, and information about the EMS advisory board.

Commissioner Robinson commented that fire and rescue response is very important to the citizens of Great Falls. He supports a partnership that works both ways as long as it is good for the people that the City serves.

Mr. Kuhn concluded that, going forward, if the City decided not to include the evergreen or automatic renewal clause in the contract, he would like to know that up front. He noted it is hard to plan for five years and not know what is going to happen after that.

Manager Doyon inquired what the impact has been with the agreement amendment in place so far as the service provision cost to the City.

Chief Hester responded the impact has been about \$10,000 in overtime costs to the community.

6. Discussion of Potential Upcoming Work Session Topics.

Manager Doyon commented that topics for the next work session include updates regarding the Development Review Process and the Parking Program recommendations from the Parking Commission.

Mayor Kelly suggested an annual work session with Malmstrom Air Force and the Montana Air National Guard.

Mayor Kelly noted that he paid for the Future of the Falls meeting expenses, other than the room itself. He will bring it up during the Commission meeting for the Commissioners to consider utilizing the Commission budget for those expenses going forward.

7. Adjourn.

There being no further discussion, Mayor Kelly adjourned the informal work session of November 20, 2018, at 6:50 p.m.

Children's Museum of Montana



Children's Museum of Montana

- For over 22 years, Children's Museum of Montana (CMOM) has ignited a lifelong passion for learning through hands-on exploration of science, math, and culture.
- CMOM serves as an educational and community resource dedicated to the notion that children learn best by doing.
- CMOM provides children with the opportunity to learn through hands-on exploration of science, math and culture.



CMOM Demographics

- 54% of children served are under 10; 38% are 5 and under
- 41% of our families have multiple children
- 75% of our families report a household income below \$100,000 annually, with 56% under \$75,000, and 12% under \$30,000
- 85% report having 1-3 children in the household
- HHS FPL for 2018 for a family of 4 is \$25,100, family of 5 is \$29,420



CMOM & Active Play

- CMOM supports and encourages active imaginative play through our diverse exhibits
- Active plays helps children
 - Develop problem-solving skills
 - Develop an ability to think flexibly
 - Process their emotions
 - Face their fears
 - Try new things without fear of mistake



CMOM & Active Play

- Children discover their own interests and passions through play.
 - A child may find they have a love for a specific activity.
 - Playtime will encourage them to continue exploring their interests and build skills they will use in the future.
- Children who engage in pretend play have more sophisticated levels of interaction with others. (Bergen, D 2002)



CMOM & Active Play

- Connection between cognitive ability and pretend play.
- If children are deprived of play, their long-term capabilities for problem solving, social skills, and academics could be lessened.



Home for Good Campaign \$3.5 million over 5 years

Year 1 | Community Relationships

- Focus on building a better presence in the community
- Making introductions to businesses in the community
- Fundraising efforts with new businesses



Home for Good Campaign \$3.5 million over 5 years

Year 2 | Growth & Grants

- Partnerships and Fundraising Grants
- Audit
- Apply for applicable grants
- Add a 2nd Signature event



Home for Good Campaign \$3.5 million over 5 years

Year 3 | Outreach

- Leverage community relationships
- Work with new partners to secure large-scale donations



Home for Good Campaign \$3.5 million over 5 years

Year 4 | Continued Growth

- Add another signature event



Home for Good Campaign \$3.5 million over 5 years

Year 5 | Secure location!

- The Home For Good campaign will allow us to purchase a permanent location
- The new location will allow for continued growth through more space, more exhibits, and more educational programs



Next Steps

Upcoming Exhibits at the Museum

- Working with the Base on Space themed exhibit
- Sensory Area



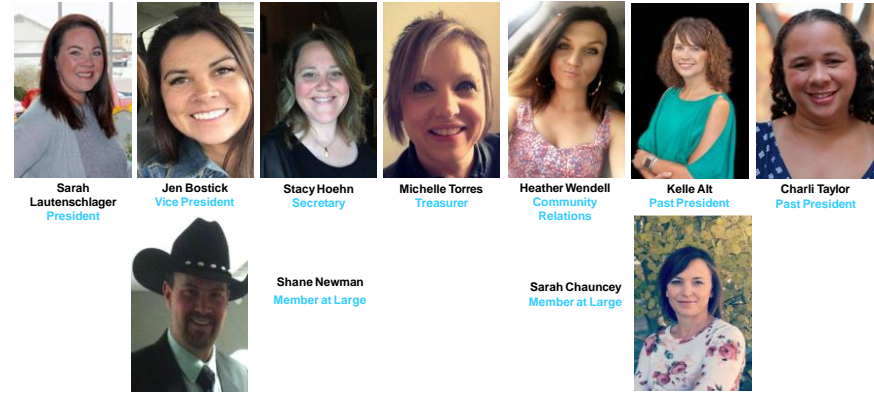
CMOM Board of Directors

Diverse Board with Diverse Talent

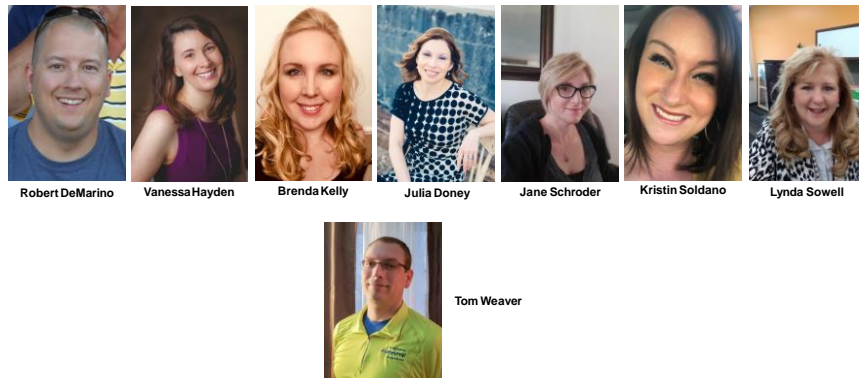
- Various backgrounds, knowledge, and experience
- All Board members are passionate about the mission and vision of the Museum
- All Board members serve on this board because they believe in the mission and vision of CMOM and want to provide all children with a world-class museum



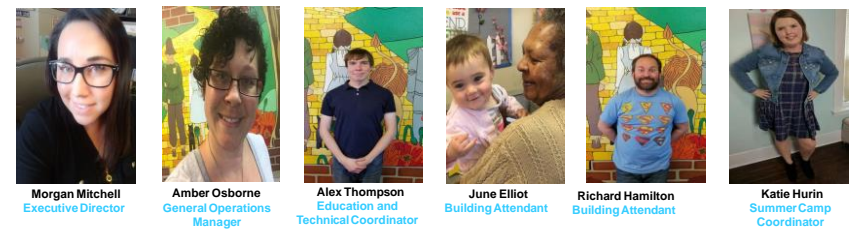
CMOM Executive Board



CMOM Board of Directors



CMOM Staff



Testimonials

"Great Falls is Montana's Basecamp for Art & Adventure. As a community designed for independent, outdoor adventurers we have an impressive collection of arts, culture, and history, as well. One premiere selling point of Great Falls is that we are Montana's Museum Capital, with 10 diverse museums. The Children's Museum is the only museum in our community's collection that is wholly geared toward children with a mix of education and fun. As Great Falls Montana Tourism focuses on promoting Great Falls as a preferred destination for travelers to experience, The Children's Museum, among other features, meets the needs of our family traveler."

Rebecca Engum, Great Falls Montana Tourism

"Children's Museum of Montana is a valuable resource in our community. Visits to the museum have been an important opportunity we provide for the children in our care. We offer care and learning opportunities to a variety of ages, and the museum allows us to enrich those activities with a visit that provides materials to engage several age groups in interesting activities, either at the same time or on days that are convenient. Museum membership has been an item of value added to our center that has encouraged enrollment in our facility."

Debbie Lee, Wee Disciples



Testimonials

"The hands-on learning and discovery the Children's Museum offers is invaluable. As our society recognizes the significant impact early childhood education provides, it cannot go without saying the Children's Museum plays an integral part. All children should be able to access and enjoy the Children's Museum!"

Carrie Doty, St Thomas Child & Family Center

"Hands-on learning is one of the most effective ways that children learn new skills and research has found that it is particularly important in the early years. Hands-on play helps children develop and plays a crucial role in mathematics and physics. Hands-on learning is how young children are programmed to learn -- they learn through observing, copying, watching and experimenting with their hands. As children grow, play continues to be the most important way of learning new skills. And we know that children learn, grow and develop important skills faster when it is fun! Allowing children to participate in fun events such as the Children's Museum offers takes away many of the difficulties or struggles children seem to have when learning with more traditional methods, such as classroom paper and pencils. When they have fun, the learning has more of an impact and sticks with them longer."

Laura Vukasin, Great Falls Public Schools



City of Great Falls Emergency Medical Service (EMS) Transport Contract

PRESENTING FUTURE OF EMS IN OUR COMMUNITY

CHIEF STEVE HESTER

ASSISTANT CHIEF JEREMY JONES



The City's Emergency Medical Service System

- ▶ City Ordinance Chapter 5, Section 8 (hand-out)
 - ▶ Defines the roles and responsibilities for the City of Great Falls and Ambulance Transport Service Providers
 - ▶ The City has full responsibility to ensure the EMS system (specifically 911 emergencies) offers safe, reliable and competent EMS Services.
 - ▶ EMS is considered a critical emergency service and is no different then other 911 emergency services like Police and Fire, which the City has provided since its creation.
- ▶ City of Great Falls was one of the first Cities in Montana to see the importance in Advanced Life Support EMS.
- ▶ The other Class I and Class II Montana Cities also respond to and provide EMS. Billings, Missoula, Helena, Kalispell, and Bozeman either have or are working to provide full time ALS services by their Fire Departments.



The EMS Contract

3

- ▶ 2006 the first performance contract was created for 911 ambulance transport services
- ▶ 2008 the performance contract was approved by the Commission
 - ▶ Worked with the Community, County, and Great Falls Emergency Services (GFES) to develop a comprehensive EMS system that established standards and performance measures to ensure the highest level of medical service for the citizens of Great Falls
 - ▶ 2013 – contract was reviewed, edited, and awarded to GFES
- ▶ May 2019 – the EMS Transport contract with GFES is up for revision both parties have agreed to open the contract



Future of Great Falls EMS

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- ▶ GFFR has recommended contract changes
 - ▶ Future of EMS considerations to meet service demand
 - ▶ Performance improvements directed more toward outcome
 - ▶ City oversight and management
 - ▶ Improvements in right resourcing incidents and greater reliance on Emergency Medical Dispatch
- ▶ The community demographic has changed
 - ▶ Examples – Park Manor and the Rainbow Assisted Living downtown
 - ▶ Hospitals and the City Medical Corridor
 - ▶ Aging population, City of Great Falls has an older population than other Class I cities in Montana.



GFFR-EMS Staffing model

- ▶ ALS Engine Companies (4)
- ▶ Rescue 1 (GFFR Ambulance) cross staffed with Engine 4
- ▶ Rescue provides surge capacity transport during times when the contracted transport provider has no ambulances available
- ▶ Recent MOU with GFES for GFFR to provide paramedic coverage due to GFES staffing shortages



911 EMS Calls for service in The City of Great Falls

2012

4297

2015

5009

2017

5624



GFES Staffing for 911 calls, county calls, inter-facility transfers and private calls.

7

Ambulance 1

24 hours/7 days a week

Ambulance 2

24 hours/7 days a week

Ambulance 3

Sunday-Thursday

on call 0700-0800

on duty 0800-2200

on call 2200-0700

Friday-Saturday

on call 0700-0800

on duty 0800-0000

on call 0000-0700



Using the following proposed unit hour matrix, the number of 24/7 ambulances to handle CoGF 911 only calls is as follows:

8

-Unit hour analysis referenced from Aurora Fire Rescue-

a. A minimum staffing pattern of (3) 24 hour dedicated ambulances will be provided based on 5300 EMS calls for service. Additional dedicated ambulances will be provided based upon the following annual transport volume:

Transports: Unit hours to be added per 24 hour day in addition to minimum 72 (3 ambulances x 24 hours)

| | |
|--------------------------------|--------------------|
| > 7000 EMS calls for service | 96 unit hours/day |
| > 8300 EMS calls for service | 120 unit hours/day |
| > 10,000 EMS calls for service | 144 unit hours/day |
| > 11,700 EMS calls for service | 168 unit hours/day |

b. A minimum of 2 ALS ambulances will be fully staffed 24/7 with ambulances in addition to this requirement being staffed at a BLS level. Ambulance staffing above 96 unit hours/day will be 1 to 1. For every ALS, a BLS ambulance can be placed into service.



Partners in community requesting that GFFR provide transport service

- ▶ Great Falls Clinic ED
- ▶ Benefis Mercy Flight
- ▶ Malmstrom AFB
- ▶ Due to our already limited staffing, we are unable to fulfill these requests and maintain 911 service uninterrupted



As noted, GFFR has proposed changes to the Performance Contract to ensure a healthy pre--hospital EMS system in the City of Great Falls and our community.

TO ASSURE CHANGES ARE ACCEPTABLE BY VENDORS, WE RECOMMEND PUTTING THE PERFORMANCE CONTRACT OUT FOR BID

