

From: [Greg Doyon](#)
To: [Bob Kelly](#); [Mary Sheehy Moe](#); [Owen Robinson](#); [Rick Tryon](#); [Tracy Houck](#)
Cc: [Charles Anderson](#); [Craig Raymond](#); [Dave Bowen](#); [Gaye McInerney](#); [Greg Sukut](#); [Jeremy Jones](#); [Krista Artis](#); [Melissa Kinzler](#); [Mike Judge](#); [Morgan M. Medvec](#); [Paul Skubinna](#); [Sara Sexe](#); [Steve Bolstad](#); [Steve Herring](#); [Susie McIntyre](#)
Subject: RE: Department Responses
Date: Thursday, January 28, 2021 12:46:13 PM

Legal has been added for review. - Gtd

From: Greg Doyon
Sent: Thursday, January 28, 2021 11:34 AM
To: Bob Kelly <bkelly@greatfallsmt.net>; Mary Sheehy Moe <msheehymoe@greatfallsmt.net>; Owen Robinson <orobinson@greatfallsmt.net>; Rick Tryon <rtryon@greatfallsmt.net>; Tracy Houck <thouck@greatfallsmt.net>
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Subject: Department Responses

Mayor Kelly and Commissioners:

In response to Mayor Kelly's inquiry, please see below (raw and direct from staff). I'll forward Police and HR later.

Housing

- Remote learning and electronic reporting required for HUD review.
- Supplies and appliance shortages. Manufacture and delivery dates extended due to workforce.
- Had some staff turnover this past year.

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Fire

- Need to address areas needing attention in emergency management, health coordinator in times of pandemic/flu etc, and interaction with community in preparedness for emergencies.
- Although a plan has been made to address new hire staffing, if consortium is cancelled in April/May we will have to deviate from the normal hiring practice to fill vacancies. Even if our current plan for recruit and hire happen, the earliest they will be available to work in the field is July.
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Prioritizing the types of 911 calls we are able to respond to with the staffing and resources we have currently available to us.

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Library

CHALLENGES:

- Developing new procedures/protocols to provide service while protecting the staff and the public from the COVID pandemic. This was especially challenging in the early days of the pandemic when information was changing rapidly and guidance often seemed unclear.
- Executing plans to protect the staff and public when the pandemic response became so politicized. This was most acute in dealing with repeated problems in enforcing our policy to require masks while using the Library.
- Providing consistent service while COVID impacted staffing levels. We provided accommodations for vulnerable staff who couldn't work with the public; we required staff who didn't feel well to stay home (either telecommuting or taking leave); we required staff to quarantine and self-isolate as directed by the CCHD. This often required management staff to spend much of their time providing front-line service.

WHAT THE YEAR WILL BRING:

- We will need to continue to adapt service models to the pandemic. Deciding when and how to provide more service and lift safety restrictions will be difficult especially as the pandemic response continues to be politicized.
- We will continue to face staffing issues. Our staffing levels are well below other Libraries of our size in Montana . We will work to provide the maximum level of service within our budget while protecting the safety of staff and patrons.
- We will continue to address Library building infrastructure issues.

Planning and Community Development

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- Software implementation failures
 - Filling Development Review Engineer positions and transition of duties into a new process
 - Filling Historic Preservation Officer position
 - Parking program collapse due to COVID and old meter technology failure

We are still working through all of these issues still and will continue to do so.

- We are now working with Sara in regards to the Tyler Technologies shortfall which will hopefully result in one of two things. Either it gets fixed or we get out and move on to a different product that will work.
- Solutions to the parking problem have been identified and we are now beginning implementation of these solutions.
 - New contractor contract after RFP process

- Central Ave pay stations have been purchased and we are in the process of planning installation and public outreach campaign
- New enforcement software and LPR technology is in the process of being installed, configured and implemented. April is the hopeful target date for “go-live”

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Finance

- Software changes are/ were a major challenge for both the Accounting and Utilities Divisions. We are in the process of working through these challenges, and still have some software to completely move over to Munis such as General Billing, Fixed Assets, and Tyler Cashiering.
- Key positions in the Finance Department need to be filled. Finance/ Accounting currently have two accounting positions open.
- The Finance Department is currently going through an office “reshuffle”. Completing that project will be accomplished in calendar year 2021.
- Starting and completing training for City Departments on the new adopted purchasing policy and new software will be accomplished in calendar year 2021.

Parks and Recreation

- Having to offer programs with limited capacities, but needing full staffing for covid measures. Going into this year planning for normal, but not sure how things will change.
- The late hiring of seasonal staff due to covid, played catch-up all summer. Hopeful that hiring will be normal in the coming year.
- Not being able to get seasonal staff up to full capacity possibly due to unemployment benefits. Hopeful that we can get to full staff this summer.

Deputy City Manager

- Hiring challenges and turnover in personnel...
- Increasing IT support; COVID related, software implementation, and increasing security/cyber needs. Outside entities (State) for Multi factor authentication for PD) driving timelines.
- Increasing reliance on City Clerk’s functions; more involved citizenry and info requests, increase meeting workloads due to COVID and virtual meetings
- Events office and phasing in of capacity requirements to operations returning to pre-COVID
- Balancing continuing Neighborhood Council support and need/desire to increase communications to the public

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Public Works

- Challenge 1: We experienced a notable increase in solid waste disposal costs across all utilities, sanitation, water treatment, wastewater treatment, and streets.
 - How we see the year unfolding 1: We will be evaluating whether to pursue studying other options available for solid waste management.
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Challenge 2: This probably fits into the Dept. Head transition topic but I think it is broader than that. With retirements we had a significant amount of institutional knowledge exodus with limited Department succession planning mechanisms in place.

- How we see the year unfolding 2: This year will continue to be a challenge as we start to rebuild institutional knowledge but I think a close evaluation of the PW Department's structure may help mitigate this issue with more important retirements coming in the next 1-5 years.

Court

- The Court has seen an impact financially from COVID, especially during times of being closed.
- Court cases being continued due to cases not being resolved.
- The Court now has to utilize the Commission Chambers for every Jury Trial due to the inability to socially distance in the current Court room.

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Legal

- Continuing to provide quality legal advice and service to a community of Great Falls' size with a significantly undersized Legal Department. (To try to keep up with the workload, the lawyers in the Legal Department have logged 9,557 total hours since April 1. For that same time, 8,340 hours would be expected for a standard 40 work week.) The pressure of being short-staffed is becoming more and apparent, increasing the risk of burnout and employee turnover;
- The workload of the Legal Department is enhanced by increased and delayed workload in Municipal Court caused by multiple continuances, collection and enforcement of fines and forfeitures, and COVID delays.
- Necessary reassignment of lawyers to cover Municipal Court proceedings, causing disruption and delays in provision of Civil Department's service to the City;
- Increased sophistication and number of claims against the City and issues requiring legal advice;
- Increased workload by Legal Department's taking on tasks from other departments or agencies, such as evidence production, and collaborating on cases with the County Attorney's office; and
- Increased duties required in following legislative processes and effect of new legislation on City services.
- Moving Civil Division offices to new location.

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-Gtd

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