



**Special Work Session Meeting Agenda  
2 Park Drive South, Great Falls, MT  
Virtual Meeting by Zoom  
January 28, 2021  
1:00 PM**

Due to the COVID-19 health concerns, the format of the City Commission meeting will be held in a virtual video-conferencing environment. City Commission members and City staff will attend the meeting via a remote location, using a virtual meeting method.

In order to honor the Right of Participation and the Right to Know (Article II, Sections 8 and 9 of the Montana Constitution), modifications have also been made for public participation. Public participation is welcome in the following ways:

- Attend the virtual meeting utilizing Zoom Webinar. Attendees must register in advance for the Commission Meeting: [https://us02web.zoom.us/webinar/register/WN\\_l4Qpl0ixRseUYrfu7TKT5Q](https://us02web.zoom.us/webinar/register/WN_l4Qpl0ixRseUYrfu7TKT5Q). After registering, you will receive a confirmation email containing information about joining the webinar by Zoom.
- Participate by phone. Attendees must register in advance for the Commission Meeting using the link above. After registering, you will receive a confirmation email containing information about joining the webinar by phone. If you do not have internet access you may contact the Great Falls Public Library prior to the meeting at 453-9706 and they can assist with registration. The Mayor will provide direction during the meeting on how to alert staff that you have comments for the agenda item.
- Attend in person. The City will be following the Current Governor's Directives and the Public Health Officer Orders regarding public meetings conducted by, staffed by or held in the facilities of the city. Masks will be required, social distancing will be enforced, and the total number of persons in the meeting room will be limited to a maximum of 25. Public following these directives may view and participate in the meeting from the Gibson Room. Please refrain from attending in person if you are not feeling well.
- Provide public comments in writing. Comments may be sent via mail to City Clerk, PO Box 5021, Great Falls MT 59403 or by email to: [commission@greatfallsmt.net](mailto:commission@greatfallsmt.net). Include the agenda item or agenda item number in the subject line, and include the name of the commenter and either an address or whether the commenter is a city resident. Please ensure that comments arrive before 10:00 AM on Thursday, January 28, 2021. Due to tracking and dissemination requirements, written communication must be received by that time in order to be shared with the City Commission and appropriate City staff for consideration during the agenda item and will be so noted in the official record of the meeting.

## **CALL TO ORDER**

## **PUBLIC COMMENT**

*(Public comment on agenda items or any matter that is within the jurisdiction of the City Commission. Please keep your remarks to a maximum of five (5) minutes. Speak into the microphone, and state your name and either your address or whether you are a city resident for the record.)*

## **WORK SESSION ITEMS**

1. Commission priorities for 2021.

## **ADJOURNMENT**

*City Commission Work Sessions are televised on cable channel 190 and streamed live at <https://greatfallsmt.net>. This Special Work Session meeting will be re-aired on cable channel 190 Friday, January 29, 2021 at 1:00 p.m. and Thursday February 4, 2021 at 1:00 p.m.*

## City Manager 2021 Draft Work Plan

### Specific Commission Direction

- To be determined

### COVID Response

With no end to the virus spread in sight, COVID-19 continues to dominate local government operations both in terms being a responsible employer and keeping employees safe to serve the public.

- Continue to keep a healthy employee base to sustain citywide operations
  - Continue Employee education relating to hygiene and responsibility
  - Allow employees to remote work when possible or rotate in/out office to lessen exposure possibility.
  - Utilize remote meetings whenever possible
  - Adjust business hours or close offices to the public when appropriate and necessary
    - Monitor community and Commission feedback for performance
- Track hours, time, and expenditures for reimbursement as applicable
- Remain flexible with regard to utility late payments (financial hardships), business impacts, and parking.
- Revisit Emergency Manager position again – communication and coordination gap with County.

### Operations

**Department Head Transition** - Both the Fire Chief and Public Works Director positions were appointed recently. As a result, department operations and cultures will naturally shift. Both new department heads will require coaching/mentoring and frequent communication during their first year to be successful for the long-haul.

Another prominent department head will retire in April 2021.

**2021 Legislative Session** - Closely monitor proposed/approved legislative actions and impact on local government. Participate, as appropriate with the MLCT legislative efforts.

**Budget and Finance** - In conjunction with the Montana Legislative session and COVID, closely monitor the city's budget performance for FY's 21-23. Continue to apprise the City Commission on budget development, changes, and strategic use of COVID reimbursement for FY22.

**Community Relations** - Continue to work with community groups to cultivate better representation and local government education as started in 2020.

**Software Transition** – The City currently has four major software upgrades underway. The transition has been very difficult for staff in terms of conversation issues, company representations, and on-site vendor access because of COVID. The transition has been so rough, I am considering freezing any further major upgrades for a couple of years.

*Quick Status Summary:*

- Munis
  - Finance is live as of 7/1/2020
  - Utility Implementation live October 20, 2020
  - HR Implementation delayed to Spring 2021
- Tyler Cashiering
  - Partially implemented – waiting on Energov to transition PCD and PW and then remaining departments will follow. Early 2021.
- Energov
  - Citizen Support System – Online Customer Self Service - delayed to Spring 2021
- Duo
  - Multifactor authentication for Safety Services needs to be implemented by end of year

**Public Safety** – Follow-up with the community forum in March 2020.

**Animal Shelter** – Find a path forward with MCAAC to transition adoption services.

**Collective bargaining Agreements** – All CBA's will be renegotiated in 2021.

**Capital Needs/Planning**

There are numerous capital projects in 2021.

**Civic Center Office Space Renovation** - “The Big Shuffle” will start in December 2020 and will last for about four-five months. The project will hopefully temporarily reset office space to address immediate operational and span of control issues faced by city departments for many years.

**Civic Center Façade** – Will likely occur in spring 2021. Both interior and exterior renovations will impact operations but are much needed.

**Recreation Facility/Indoor Pool – DCIP Grant** – The grant is in early development and already taking significant staff time. The grant reporting requirements are significant!

Despite the challenges, staff is excited for the new community amenity. Direct staff involvement will lessen as design advances, and bids are open for construction in about 8 months.

**Fire Stations** – Hoping to wrap up interior repairs of Station #4 by February 2021. There was a huge learning curve for all involved with this project. The other three stations also need significant capital repairs. The long-term approach has been to fix the City's existing fire infrastructure before asking for additional public funding for personnel, equipment, and another fire station. It may be a strategic use of COVID reimbursement to address remaining station deficiencies. It will be a challenge to come up with an estimated \$3 million to address other station repairs.

## City Commission Retreat

January 27, 2020

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### Year in Review – Very Brief Highlights (Calendar Year 2019)

- **Public Library**
  - Strategic Plan Completion
  - HVAC Replacement
  - Boiler Replacement
  - Monday openings
  - Basement flooding
- **Fire Rescue**
  - Paramedic Class (reached goal of 21)
  - Firefighter Jason Baker passing
  - Initiated Community Risk Reduction Plan
- **Parks and Recreation**
  - Private Golf Management
  - Mustang Pool Agreement
  - Gibson Park entrance completion
  - Various PMD#1 projected completed; Move to year 2 projects
- **Public Works**
  - Water line crossing project - Missouri and Sun River
  - New Water Treatment Process online
  - Gore Hill Water Tower
  - 100 Block of chip seal
  - Addressing HAA5 water treatment
  - DEQ Stormwater Permitting
  - Warm storage equipment barn fire and replacement
- **Planning and Community Development**
  - Full staff
  - Development Process updates
    - New landscape/parking standards – increased flexibility
    - Software integration
    - Community Development Engineers
  - PMD – Electric City Water Park Bathhouse

- **Police**
  - 911 Dispatch Software change
  - Police Radio Testing and study
  - Active shooter training- CCSO and GFFR
  - Recruitment/retention challenges
  - # Officer involved shootings
- **City Manager (including DCM and Divisions)**
  - Office redesign
  - Appointment of Housing Authority Director and Library Director
  - All Collective Bargaining Contracts Negotiated
    - Affinity with GFFR
  - Charter Franchise Agreement negotiation
  - City 190 Camera/Mic system
  - Cattery Construction
  - Addition of Communication Specialist
  - Information Technology
    - Significant Software Changes – IT, P&CD, Finance
    - Telephone conversion
    - Cyber Security
- **Legal**
  - General civil/criminal caseload
  - Involved with numerous code changes, successful litigation, risk management
  - Court Coordination
- **Finance**
  - Completed critical budget, CAFR and audit processes
  - Implementing new fund accounting software
  - Key positions in Finance to be filled
- **Housing Authority**
  - Housing Authority over \$1 million in capital
  - New director, new board, new internal promotions
- **Human Resources**
  - Updating dated policies, practices, procedures
  - Implementing HRIS

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### On the Horizon (Calendar Year 2020 and beyond)

#### **Community**

- Response to Development Review Changes
  - Shifting conversation from City at fault to community deterrents and market force education
- Soil Policy for residential construction
- Ensuring a solid foundation for potential growth
- Potential GBSD Impact
- River Development
- TIF Requests
- Building on Downtown redevelopment (transportation, parking, use of TIF)
- Animal Services (RFP due Feb 24)
- Perceptions about Public Safety

#### **Organization**

- Department Head Retirements
- Wage compression
- Drug Testing Policy – Court Action
- 911 Radio/Dispatch System hardware/software
- Transition of payroll to HR
- Communication Specialist – role, responsibilities
- Public Works
  - Stormwater requirements
  - City Engineer recruitment
- Aquatics sustainability – Mustang Pool
  - Facility plan for future
- Fire station sewer repair/replacement

#### **Finance Highlights**

- Calumet Appeal
- Parking Management Proposal
- Engineering Fund – Fees
- Golf Fund – Expecting results
- Swimming Plan B for Mustang
- Civic Center – External repairs; internal repairs



**CITY COMMISSION BUDGET PRIORITY FLASHBACK FY2009 – FY2019****FY 2008 – 2009**

- Supporting Economic Development
- Balancing Annexation and Service Demand
- City Park Maintenance and Expansion
- Capital Improvement – Facilities
- Parking Facilities
- Animal Shelter
- Public Safety Levy
- ECP

**FY 2009 – 2010**

- Housing Bubble
- Public Safety Levy
- General Fund Subsidies
- Golf Course and Animal Shelter Operations
- ECP Consultant

**FY 2010 – 2011**

- Full recession impact
- Capping General Funding Subsidies
- Natatorium Status
- GFFR Aerial Platform and Rescue Boat
- F-15 Mission = MANG uncertainty
- ECP exit plan discussed

**FY 2011 – 2012**

- Economy poor – recession lingering
- Four new officers (COPS Grant)
- General Fund Subsidy Caps
- Nat Engineering Assessment
- Civic Center Engineering Report
- ECP Litigation
- Outside agency allocations reduced

## CITY COMMISSION BUDGET PRIORITY FLASHBACK FY2009 – FY2019

### FY 2012 – 2013

- Commission Priorities
  - Infrastructure, Community Image, MAFB/MANG Support, Public Safety, Oil development CIP Planning ECP Resolution
- Level funded General Fund Subsidies
- Capital Funding Concerns
  - Pools, Fire Station, PD Space, 911 Center
- ECP litigation stayed; Southern Bankruptcy Filed

### FY 2013 – 2014

- Commission's prior goals same, but included
  - Citizen participation, Financial Position, and Employee recruitment/retention
- Southern Bankruptcy - Reorganization; City Bankruptcy warning – Settlement
- Full COPS Grant Impact (\$325k)
- Montana Retirement Increase
- Quarterly Budget Review
  - Fee review, Fund Reviews, Capital Plan outline

### FY 2014 – 2015

- Same broad Commission Goals
- Fund Balance
  - Goal to maintain Moody Bond Rating
- Full fee, capital, ICSC, Fund reviews
- Address some Capital needs

### FY 2015-2016 (From Manager's Transmittal)

- Long Term Investment in Infrastructure to attract Economic Development
- Promote a Positive Community Image
- Total Commitment to Supporting MAFB/MANG
- Commitment to Public Safety
- Encourage and foster citizen participation
- Improve the city's fiscal position
- Attract and retain quality employees

## CITY COMMISSION BUDGET PRIORITY FLASHBACK FY2009 – FY2019

### FY 2016-2017

- Public Safety
  - Adopt revised 911 Center Interlocal Agreement
  - Monitor and if necessary, address equipment, training, and personnel needs
- Park and Recreation
  - Review Park Master Plan recommendations (including aquatics)
  - Explore adoption of Park Maintenance District
- Civic Center
  - Consider office space needs
  - Determine finding process for façade
- Library
  - Work with Library Board to develop sustainable business
  - Evaluate future financing options
- Support the City Manager and Department Heads
  - Prioritize key community issues
  - Provide clear policy guidance

### FY 2017- 2018

- Implement 2016 Park Master Plan by pursuing a Park District
- Develop financing and bid specifications for Civic Center Façade and Roof projects.
- Address office space needs by utilizing existing city property
- Focus on Public Safety needs including capital, operations, training, and equipment replacement
- Refine the Boards and Commissions appointment process
- Re-establish a Historic Preservation Officer
- Explore options to retire Golf Fund debt from the General Fund
- Renovate Animal Shelter using a grant

### FY 2018-2019

- ADA accessible public facilities
- Police and Fire Rescue have the resources they need
- Affordable access to culture and recreation
- Health and safety infrastructure
- Better communication - Commission to community
- Committed to our downtown
- The health of our community - mental, drug use, abuse, crime;
- Economic diversification and growth;
- Better engagement with Neighborhood Councils