



## **The Weekly Update – February 10, 2022**

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***Attachments:***

1. Journal of City Commission Work Session, January 18, 2022
2. Journal of Special Commission Work Session, State of the City, January 31, 2022
3. Department Monthly Update, January 31, 2022
4. City of Great Falls Pooled Investments as of December 2021

**JOURNAL OF COMMISSION WORK SESSION**  
**January 18, 2022**

City Commission Work Session  
Civic Center, Gibson Room 212

Mayor Kelly presiding

**CALL TO ORDER: 5:30 PM**

**CITY COMMISSION MEMBERS PRESENT:** Bob Kelly, Joe McKenney, Susan Wolff, Eric Hinebauch, and Rick Tryon.

**STAFF PRESENT:** . City Manager Greg Doyon and Deputy City Manager Chuck Anderson; City Attorney Jeff Hindoi; Finance Director Melissa Kinzler; Fire Marshall Mike McIntosh and Deputy Chief of Emergency Medical Services (EMS) Jeremy Virts; Police Chief Jeff Newton; and, Deputy City Clerk Darcy Dea.

**PUBLIC COMMENT**



None.

**1. NEIGHBORHOOD COUNCIL UPDATES – NEIGHBORHOOD COUNCIL # 2.**


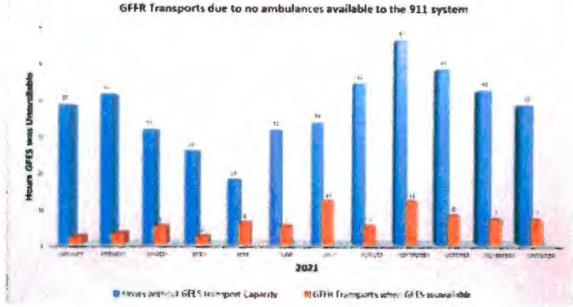

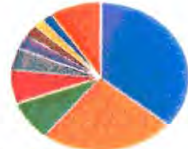
Neighborhood Council #2 Chairperson Shyla Patera was unable to present due to personal reasons.

**2. FIRE RESCUE AMBULANCE TRANSPORT COST RECOVERY.**

Deputy Chief of EMS Jeremy Virts reviewed and discussed the following PowerPoint:

<p style="text-align: center;"><b>Great Falls Fire Rescue Ambulance Transport Cost Recovery</b></p> <div style="text-align: center;"> </div>	<p style="text-align: center;"><b>GFFR EMS Transport Billing</b></p> <ul style="list-style-type: none"><li>• Currently there is no mechanism for GFFR transport cost recovery</li><li>• GFFR has a very limited budget to provide EMS services</li><li>• GFFR has seen the transport role significantly increase in six years</li><li>• 67 % of 911 call volume is EMS</li></ul> <p style="text-align: right;">2</p>
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**JOURNAL OF COMMISSION WORK SESSION**  
**January 18, 2022**

<p><b>Progression of GFFR Ambulance Transports from 2015-2021</b></p> <p align="center">Great Falls Fire Rescue patient transports</p>  <p align="right">5</p>	<p align="center">GFFR Transports due to no ambulances available to the 911 system</p>  <p align="right">6</p>																																				
<p align="center"><b>EMS Transport Billing Administration</b></p> <ul style="list-style-type: none"> <li>• EMS transport billing requires knowledge and expertise in Medicare, Medicaid, and Insurance</li> <li>• Requires employees dedicated to perform billing functions</li> <li>• Knowledgeable in Montana Fire Based EMS transport departments</li> <li>• GFFR recommends entering a Professional Services Agreement with Pintler Billing &amp; Administrative Solutions</li> </ul>  <p align="right">5</p>	<p align="center">Claim Volume Top Ten Payers</p>  <table border="1"> <thead> <tr> <th>Payer</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Medicare Montana</td> <td>417</td> <td>30.0%</td> </tr> <tr> <td>Medicaid Montana</td> <td>735</td> <td>24.7%</td> </tr> <tr> <td>Humana</td> <td>56</td> <td>5.0%</td> </tr> <tr> <td>Blue Cross of Montana</td> <td>15</td> <td>2.2%</td> </tr> <tr> <td>United Health Care</td> <td>52</td> <td>4.8%</td> </tr> <tr> <td>Blue Cross of Montana Administrative Services</td> <td>22</td> <td>3.3%</td> </tr> <tr> <td>United Health Care</td> <td>27</td> <td>2.4%</td> </tr> <tr> <td>Allegiance Health Plan - Management</td> <td>44</td> <td>2.0%</td> </tr> <tr> <td>North Star Health</td> <td>21</td> <td>1.6%</td> </tr> <tr> <td>Other</td> <td>176</td> <td>9.1%</td> </tr> <tr> <td><b>Total</b></td> <td><b>1,394</b></td> <td><b>100%</b></td> </tr> </tbody> </table> <p align="right">6</p>	Payer	Count	Percentage	Medicare Montana	417	30.0%	Medicaid Montana	735	24.7%	Humana	56	5.0%	Blue Cross of Montana	15	2.2%	United Health Care	52	4.8%	Blue Cross of Montana Administrative Services	22	3.3%	United Health Care	27	2.4%	Allegiance Health Plan - Management	44	2.0%	North Star Health	21	1.6%	Other	176	9.1%	<b>Total</b>	<b>1,394</b>	<b>100%</b>
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City Manager Doyon reported that the City is contracted with the Great Falls Emergency Services (GFES) for transport services.

Commissioner Tryon received clarification that the increase of GFFR patient transports in 2021 was more than likely caused by COVID-19. He further received clarification that a contract with Pintler Billing Services would include paying Pintler a minimum of \$6,000 per year or by the amount of transports.

Mayor Kelly received clarification that Pintler Billing Service has approximately 41 clients in Montana that include private and public EMS services. He further received clarification that patients who are transported would receive a bill to submit to their insurance company.

Commissioner Wolff commented that recovering EMS transport costs is important and she expressed support of pursuing an agreement with Pintler Billing Service.

Commissioner McKenney received clarification that GFES is a small, private business with limited staff, and that the GFFR may need additional staff and ambulances in the future.

Deputy Chief of EMS Virts added that the GFFR also relies on grant funds to assist with transport cost recovery.

It was the consensus of the Commission that GFFR pursue an agreement with Pintler Billing Service and to provide the Commission with a cash flow chart.



**JOURNAL OF COMMISSION WORK SESSION**  
**January 18, 2022**

**3. AMERICAN RESCUE PLAN ACT (ARPA) FUNDING – APPLICATION PROCESS.**

Finance Director Melissa Kinzler provided and discussed a Draft American Recovery Plan Act Application with edits, suggested changes, as well as grammatical corrections from Commissioner Wolff.

Finance Director Kinzler reviewed the following updates to the Draft Application:

- Set July 15, 2022 as the due date
- Page 3, Available Funds category, the word “bases” will be corrected to “basis”
- Page 5, C4, “funds may not be used as federal match dollars for other grant opportunities” language will be clarified
- Page 5, D4, add a time limit to programs that have not received funding from other sources
- The minimum grant request is \$40,000 and it has not been determined if the City would have an administrative fee for the grant request. The City would monitor the performance of Grant recipients, as well as sub-recipients
- Page 6, 3C, replace the word “encouraged” with “required”
- Page 9, sub-recipients would be required to collect and track data with regard to income and health impacts
- Page 15, 3, add “describe Federal Grant Management experience”

Mayor Kelly expressed concern with regard to excluding programs that have not received funding from other sources. He received clarification that in order to be considered eligible, expenses must be incurred between March 31, 2021 and September 30, 2024, and all project funds must be expended by September 30, 2026.

Commissioner Wolff expressed concern with regard to leaving things vague in the application and she added that being more specific now will save City staff time.

City Manager Doyon explained that City staff is providing a definitive due date for applications because it will be harder for the Commission to allocate the ARPA funding without knowing the amount of applications that will be received from the public.

Mayor Kelly expressed support with regard to utilizing established groups, such as the Community Development Block Grant (CDBG) Review Team, that would review and score applications.

Commissioner Wolff also suggested that City staff provide the Commission with a scoring rubric with regard to how the applications would be reviewed.

Finance Director Kinzler responded that page 7 of the application already includes a rubric with regard to the review process and scoring; however, it could be refined and have more details.

City Manager Doyon suggested that page 8H of the application needs to be clear, stating that any award would be subject to all federal requirements.



**JOURNAL OF COMMISSION WORK SESSION**  
**January 18, 2022**

Commissioner McKenney inquired about the process for monitoring the performance of grant recipients to ensure that ARPA funds are used appropriately.

Finance Director Kinzler responded that the Finance Department oversees all City Departments with regard to the process of collecting invoices of grants that are spent, providing a quarterly reporting to the federal government, making sure that all expenses meet the requirements of the ARPA funding and paying out the funds to the appropriate recipients.

Commissioner Wolff added that the City needs to be cognizant of utilizing staff time for monitoring the performance of grant recipients and that the Federal government may possibly change the reporting requirements.

Finance Director Kinzler responded that additional reporting and audit requirements were required for CARES funds. She added that the September 30, 2026 due date would allow enough time for final audits and reporting.

Commissioner Tryon expressed support with regard to utilizing all funds for public safety and infrastructure needs within the City. He inquired if City Departments would go through the same review process as community partners.

City Manager Doyon responded that City staff will prioritize, based on community needs, the list of projects that was submitted prior to the Treasury's Final Rule. He added that there would need to be a commitment, with regard to the use of the funds, either through the budget process or by Commission approval.

Commissioner Tryon expressed concern that the July 15, 2022 due date is too soon, as well as the application process for community partners and sub-recipients.

Mayor Kelly responded that determining a specific amount to make available to community partners for their projects would make them aware of the balance between City needs and their needs. Community partners would have focused projects that will have an effect on the problems that COVID-19 has created. There are reporting requirements in the application that requires those agencies to monitor the allocation of funds for projects and the City would monitor the validity of the project.

Commissioner Hinebauch inquired about the time frame for determining an amount to allocate to community partners.

Mayor Kelly replied that the time frame should be determined after consideration of the budget, CARES and ARPA funds as a whole.

Commissioner Hinebauch expressed support of determining the City's needs, as well as a specific amount to be allocated for community partners, prior to the July 15, 2022 application due date.

Commissioner Tryon expressed support of sending out the application, with the understanding that there may not be any money available for community partners.



**JOURNAL OF COMMISSION WORK SESSION**  
**January 18, 2022**

Commissioner Wolff commented that the focus should be evaluating City Departments and community partners' progress, and applications based on measurable outcomes. The process needs to be "outcomes-based" to ensure that the City is utilizing the funds wisely.

Commissioner McKenney expressed support of determining a percentage of the \$19 million that would be allocated to community partners.

Mayor Kelly reiterated that the Treasury's Final Rule allows \$10 million for other government services and he requested that City Manager Doyon review the projects that were not considered prior to the Rule. He added that this is an opportunity to be creative with ways to solve some of the City's issues, including public safety and extending infrastructure.

Finance Director Kinzler added that some of the restrictions may still apply with regard to extending infrastructure and that City staff will look into it.

Commissioner Tryon explained that the City has an opportunity to utilize \$19 million for public safety and infrastructure needs in the City and that community partners receive Community Development Block Grant (CDBG) funding yearly.

After further discussion, City Manager Doyon concluded that the prior projects list would be updated and the application would be revised to provide more clarity, specifically with regard to sub-recipients.

**DISCUSSION OF POTENTIAL UPCOMING WORK SESSION TOPICS**

City Manager Greg Doyon reported that the February 1, 2022 work session includes a Quarterly Budget Review and an update about Adoption of the Permitting section of the International Fire Code.

Mayor Kelly suggested suspending Neighborhood Council updates until the beginning of April, due to the full work session topic list.

Commissioner Tryon suggested that an update about the recommendations from the Crime Task Force (CTF) be added to an upcoming work session.

City Manager Doyon responded that Neighborhood Council members could provide updates during the miscellaneous reports and announcements from Neighborhood Councils portion of the City Commission meetings. He further responded that Police Chief Jeff Newton was working on a draft document with regard to CTF recommendations and it would be presented at an upcoming work session.

Commissioner McKenney suggested that the CTF recommendations draft document contain three sections, including:

- Recommendations that the City could do something about now
- Moderate (affordable) recommendations
- Recommendations that may require a levy

**JOURNAL OF COMMISSION WORK SESSION**  
**January 18, 2022**

Mayor Kelly announced that a Board, Commission and Council training will be on January 27, 2022 and a State of the City Presentation will be on January 31, 2022.

**ADJOURN**

There being no further discussion, Mayor Kelly adjourned the informal work session of January 18, 2022 at 6:51 p.m.

**JOURNAL OF SPECIAL COMMISSION WORK SESSION**  
**January 31, 2022**

Special City Commission Work Session  
Civic Center, Gibson Room 212

Mayor Kelly presiding

**CALL TO ORDER:** 1:00 PM

**CITY COMISSION MEMBERS PRESENT:** Bob Kelly, Eric Hinebauch, Joe McKenney, Rick Tryon, and Susan Wolff.

**STAFF PRESENT:** City Manager Greg Doyon and Deputy City Manager Chuck Anderson, City Attorney Jeff Hindoien, Human Resources Director Gaye McInerney, Finance Director Melissa Kinzler, Library Director Susie McIntyre, Planning and Community Development Director Craig Raymond, Housing Authority Executive Director Greg Sukut, Public Works Director Paul Skubinna, Park and Recreation Director Steve Herrig, Police Chief Jeff Newton, Fire Chief Jeremy Jones, and City Clerk Lisa Kunz.

**PUBLIC COMMENT**

**Shyla Patera**, 1013 7<sup>th</sup> Avenue NW, urged the Commission to keep people with disabilities in mind, including housing, transportation, parking, sidewalk access and snow removal, as the City moves forward with preparation of the budget. She looks forward to hearing how the City is going to maintain, grow, and use opportunities in the budget process with Covid monies to expand opportunities for neighborhoods and the City.

**1. STATE OF THE CITY.**

City Manager Greg Doyon provided opening remarks. He reported that this is an opportunity for department heads to engage the City Commission, and to continue a conversation of old, current and future issues for the Commission and the community. The goal is to set the City Commission up for success by adding more depth to their knowledge about the organization and the challenges before it. His hope is that the Commission will use the material that is heard today to develop a work plan for him and the Commission, as the Commission heads into budget discussions, and as it pertains to the use of ARPA/CARES funds.

He asked each department head to keep their presentation high level and brief, as more information will be provided in time. He requested each department head to cover their accomplishments over the past year, as well as any issues, challenges, problems or concerns that have persisted over the past several years.

Opportunities include the ARPA/CARES funds, public safety, community momentum and preparation for growth. Challenges include Covid impacts. The ongoing pandemic has impacted morale, recruitment and retention. Staff will continue to prioritize ARPA/CARES eligible projects, work through the concerns of the public application process, determine the most impactive projects and explain that prioritization to the community, and then work it into the budget.



**JOURNAL OF SPECIAL COMMISSION WORK SESSION**  
**January 31, 2022**

City departments have a lot on their plates managing projects. Departments will be stretched to make all of the ARPA/CARES funds work as effectively as possible over the next several years; including a \$20 million dollar Indoor Aquatic/Recreation facility to construct that will take up one department's time and likely take up the time of the City Manager's Office as well.

Department heads reviewed and discussed their respective slides on the attached PowerPoint.

Responses to questions are summarized as follows:

Human Resources: The City had 34 work comp cases. There were 63 incidents that are a combination of work comp and liability claims.

Self-funded health care does increase the risk to the City. However, when the City was under MMIA and a pooled effort, the City never clearly or fully understood what the City's impact was. Things are playing out as her department anticipated and it is a positive that the City has moved back to a self-funded plan. The City also has stop loss insurance in place for claims in excess of \$150,000.

The HRIS challenge is due to the Tyler Technologies/Munis software and the frustration is due to their lack of understanding of the complexity of the City's issues. Staff is not 100% confident in the software and is in the midst of determining if the system can run a payroll.

Administration: Flyers on doors are an effective communication tool in certain instances. The challenges that were identified could be addressed directly with ARPA or CARES funding.

Finance: Remodeling was a benefit to the department. The new layout provided for a more efficient and cohesive work environment even though it is a smaller space. There isn't a lot of flexibility in this building as it is configured to meet some of the office space needs.

Library: Events at the Library include book clubs, story time, summer music, summer reading, author talks, Big River Ruckus, and Juneteenth. Prior to Covid, the Library also hosted educational events.

The Great Falls Public Library has over 30,000 eBooks and eAudiobooks available 24/7 through MontanaLibrary2go.org and the Libby app. Recently expanded, patrons can now also access SAT and ACT test preparation materials via Method Test Prep made available for free through ARPA funding.

Mayor Kelly called for a recess at 2:08 PM and called the meeting back to order at 2:16 PM.

Planning and Community Development: The last time there was a major update to the Growth Policy it was close to a two-year project for one full-time dedicated employee. A Long Range Comprehensive Plan should be included in the update to the Growth Policy. There are statutory requirements to revise the plan, and most communities will hire a consultant to do the bulk of the scope of work involved in a Growth Policy Update.

Reimbursements or obligations pertain to property developments. A property developer pays the costs to extend water and sewer along the frontage of their property up front, but it may be 10 or 20 years later before someone else ties into that water and sewer main and will benefit from the work done by the original developer. The terms of the annexation or subdivision agreements include reimbursement to that original developer.

**JOURNAL OF SPECIAL COMMISSION WORK SESSION**  
**January 31, 2022**

Housing Authority (HA): The income qualification for housing assistance is 60-80% median income or below, and the applicant also has to pass a police background check and reference checks to be able to be placed on a waiting list. The waiting lists include one bedrooms – six to eight months; two bedrooms – three to four months; three bedrooms – four to six months; and four bedrooms – eight months to a year. The Section 8 Voucher Program, where applicants can get a voucher to rent in the private market, is about two to three years out to get to the top of the list.

A majority of people waiting to get housing are living with other family members or looking to relocate. The HA works closely with the Continuum of Care (COC). There are a few people on the COC list that also are on the HA waiting list. The HA is also working with NeighborWorks. HA will project base 24 vouchers to assist with the Baatz Building supportive housing program. That will help down the road with some of the issues being dealt with in the City by providing that temporary supportive housing so they can get the services that they need to be successful and then they can move on from there into permanent housing.

Commissioner Wolff stepped out at 3:08 PM and returned at 3:13 PM.

Police Department: The 911 Center is responsible for the entire county. If the Center were to go down, dispatch would try to provide some continuity from Malmstrom Air Force Base. In part, due to the difference in radio systems, it's less than an ideal set up. It's been an ongoing problem to try to find funding to bring the necessary resources together in order to provide a proper backup for the county.

Grant Administrator Tom Hazen is researching whether the backup 911 system could qualify for ARPA funds.

There is a financial penalty if the City were to move the 911 Center prior to the 2049 expiration date of the lease agreement with the Great Falls Airport Authority.

The department's emphasis is to fill the staffing vacancies because it comes down to the service of the community, rather than using the payroll savings on equipment or other things. All of the available positions are budgeted to be fully funded for the entire year. However, if there are critical equipment needs at the end of the year, the City Manager has authorized expenditures, but that is contingent on how the general fund is performing as well as the undesignated fund balance.

Mayor Kelly stepped out at 3:30 PM and returned at 3:33 PM. Commissioner Tryon stepped out at 3:34 PM and returned at 3:37 PM.

Great Falls Fire Rescue (GFFR): The current four stations were all built in 1968-1969 and came on line in 1970, as well as the training center. With today's technologies and the way the City is growing north and south of town, GFFR can pick where those two additional stations need to be located to meet potential future development within our community without abandoning the current four stations.

GFFR apparatus and infrastructure qualifies for ARPA funding.



**JOURNAL OF SPECIAL COMMISSION WORK SESSION**  
**January 31, 2022**

Mayor Kelly concluded that the Commission is proud of and supports the work of the entire department head team. Today was a great opportunity for the Commission members to absorb information the department heads have put in front of them, the things that are needed, and where each department is currently. It was a perfect primer for the budget discussions. Because of this overview, the Commission has a much better holistic understanding of the organic needs that each department has in order to do more and do better.

Manager Doyon concluded that, despite Covid, the City is really in a very strong position. He has a great team. There is a new Commission, new energy, maybe some new focus areas, and a great opportunity to do some big things. The hard part is prioritizing and working through them and coming to agreement.

A planning retreat will be scheduled with the Commission. He requested the Commission provide him direction regarding how they would like that set up, and to let him know if they need supplemental information on any of the topics covered.

The Grant Administrator has provided him with a revised list of ARPA eligible projects. After his review, he will provide same to the Commission. Chief Newton also has a revised Crime Task Force prioritized list.

After the retreat, Manager Doyon will start working on the budget presentation for next year.

**ADJOURN**

There being no further discussion, Mayor Kelly adjourned the informal special work session of January 31, 2022 at 3:52 p.m.



## State of the City

City Manager Introduction  
January 31, 2022



## Opportunities

- ARPA/CARES
- Public Safety
- Community Momentum
- Prepare for Growth



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## Challenges

- COVID Impacts
- Prioritizing ARPA/CARE Projects
  - Capital Facility Maintenance
  - Budget
- Managing Capital Projects/Operations



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## CITY ATTORNEY'S OFFICE

State of the City

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## Departmental Accomplishments

- Adaptation to the loss of 4 staff members in 2021 (Paralegal and 3 experienced attorneys (Deputy Prosecutor, Deputy City Attorney, and City Attorney)), with a relatively seamless integration of 3 new staff members (Paralegal, Prosecutor, and City Attorney).
- Participation as a member of the City of Great Falls Crime Task Force to assist in the community effort to identify and address a host of issues relating to crime and law enforcement.
- Revised and modification of internal processes to improve operational efficiency, including processes for (1) responding to records requests; (2) improving witness contacts and education regarding criminal trial processes and anticipated testimony; (3) tracking deferred prosecution status; and (4) tracking code enforcement complaint status.

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## Undersized Criminal Division Staffing

- Issue for past 6+ years (presented as early as May 2015 Work Session)
- Size (6.0 FTE) has not changed since before 2015
- Structure reallocated from 4 support / 2 prosecutor to 3 support / 3 prosecutor

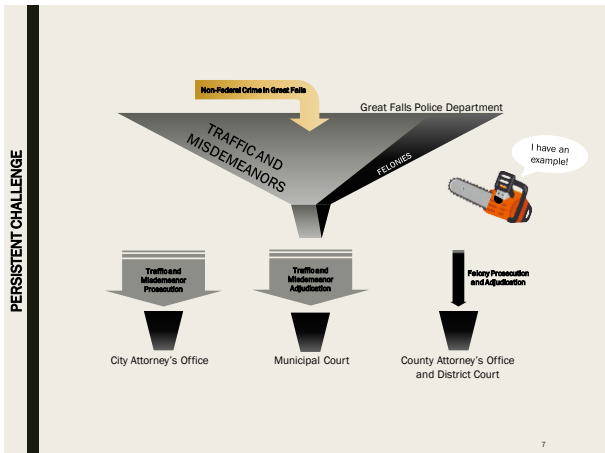
**PERSISTENT CHALLENGE**

**COMPARISON**

- Great Falls has consistently operated with:
  - Fewer Prosecutors
  - Fewer Support Staff
- Per # of citations written into Municipal Court than any other large municipality in Montana.
- Citations per prosecutor still remains higher than any other large city in Montana.
- Billings, the municipality with the next closest "load" per prosecutor, will be hiring 3 new prosecutors attendant to the passage of its public safety levy, only further increasing the City of Great Falls' staffing gap on the criminal side.

Because of undersize staffing, the prosecutors are putting in additional hours in an attempt to maintain our criminal docket flow in Municipal Court. For example, from April 1, 2020 through March 1, 2021 (92% of a calendar year), the prosecutors worked approximately 1900 additional hours, or nearly up to the 2600 hours that would have otherwise been worked by an additional prosecutor.

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**GREATEST CHALLENGE:**

The chronic undersize of the Criminal Division staffing creates impediments to more efficient and effective case management by the prosecutors (e.g., victim and witness contact, trial preparation, motion defense, etc.) and the potential revisions of process flows for support staff.

**DEPARTMENT POSITIVE:**

The quality and morale of the Department staff is outstanding, with a highly cohesive and productive team environment.

## Common Denominator: Staffing

3 DESIRED ACCOMPLISHMENTS FOR 2022:

1. Fill vacant Deputy City Attorney position.
2. Begin to address undersize staffing of the Criminal Division.
3. Begin to successfully move through and resolve Code Enforcement cases.

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## WHAT DID WE HOPE TO ACCOMPLISH IN THE LAST YEAR, BUT DIDN'T?

### Code Enforcement

The Department was unable to establish a stable and structured process for advancing code enforcement cases from the Planning & Community Development Department into judicial enforcement.

The Department was unable to do so in light of previous staff departures. There is simply not enough staff bandwidth on the Civil Division side of the Department to focus the required attention on this aspect of the Civil Division's portfolio.



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## THANK YOU, QUESTIONS?

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## State of the City – January 2022



# Human Resources

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## State of the City – January 2022



### HR Operational Functions

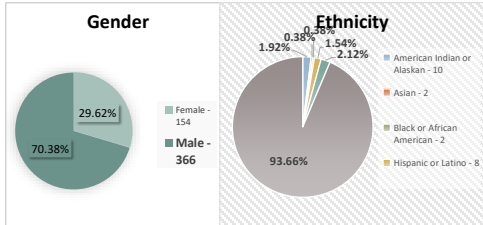
Recruitment	Compensation & Benefits	Training & Development	Employee Relations	Workplace Safety	Labor Law Compliance
Job Analysis Advertising Sourcing Screening Interviewing Selecting Onboarding Transfer	Wages & Salaries Health & Welfare Benefits Payroll Administration	Evaluations & Appraisals Leadership Training Professional Development Training Development	Employee & Labor Relations Discipline & Grievances Negotiation & Administration of Collective Bargaining Agreements (CBAs)	Provide a Safe Working Environment Safety Training Risk Management (Work Comp)	Labor & Employment Laws Unfair Employment Practices Unsafe Working Conditions Records Mgt.

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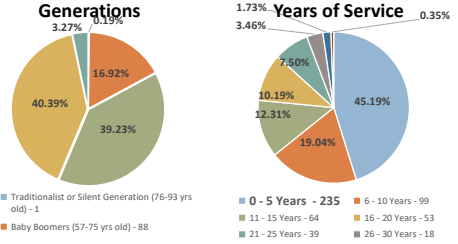




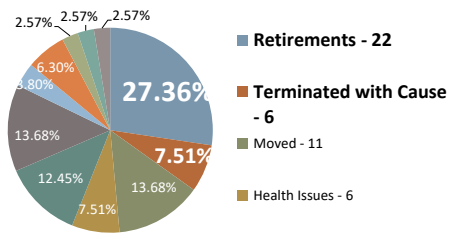
Employee Statistics



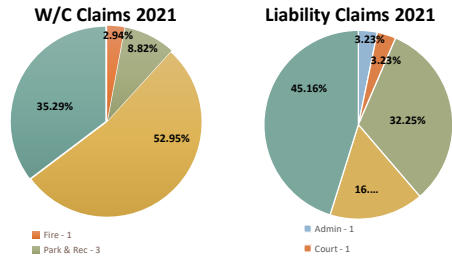
Employee Statistics



2021 Turnover Rate – 7.5%



Risk Management





## 2022 State of the City

### Administration Department



### Greatest Accomplishments

1. Animal Shelter – Continued implementing the Help Us Grown (HUG) donation program to fund shelter improvements
2. City Clerk – Inventorying more than 500 large record books/boxes to determine the appropriate status for retention, disposal, or transfer
3. Communications/NC – Co-manage with IT for the redesign, implementation, and promotion of the City's new website (to be completed by end of FY22)
4. Events – Adapting to the fluid COVID-19 pandemic impacts on events, and helping users feel safe while using the Civic Center facilities
5. IT – Implemented Multi-Factor Authentication to all city employees and network users

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### Unable to Accomplish, and Why

1. Animal Shelter – Creating sufficient space to house of cats processed by the shelter; not currently financially feasible
2. City Clerk – Implementing digital signature technology to more efficiently process business transactions. This item was not funded last year
3. Communications/NC – Facilitate improved community engagement at NC meetings. COVID continues to challenge in person attendance and NC's do not have the technical resources or expertise to provide virtual meetings
4. Events – Transitioning to a paperless ticketing system in the Mansfield Theater. The technology has not proven to be affordable enough yet to justify the upgrade
5. IT – Complete the Planning, Finance and HR software migrations. COVID, and below average vendor implementation teams have resulted in multiple delays

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### Most Positive Achievement

1. Animal Shelter – Hiring the new Shelter Manager
2. City Clerk – Implemented the Records and Information Management (RIM) Program
3. Communications/NC – Building the City's Facebook presence and the development of the cities communications team
4. Events – Merging the Civic Center maintenance staff with the Events staff
5. IT – Modernizing the city technology infrastructure

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## Greatest Challenge

1. Animal Shelter – Lack of space to provide ideal living conditions to treat and administer incoming animals
2. City Clerk – Being able to provide consistent audio-visual capabilities using City 190 to enhance hybrid meetings
3. Communications/NC – Increasing civic engagement and public awareness about City services, projects, activities, accomplishments, and opportunities
4. Events – The negative impact of COVID event cancellations on revenues
5. IT – Adapting to evolving security threats, without a security expert on staff

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## Goals for 2022

1. Animal Shelter – Create programs and services to generate revenue, improve the image of, and increase foot traffic to the shelter
2. City Clerk – Scan the more than 1400 permanent office files
3. Communications/NC – With the support of contracted services, develop a City-Wide Strategic Communications and Engagement Plan Development
4. Events – Replacing the Technical Director, who has been with the city for 30 years, and starting much needed facility and technology upgrades
5. IT – Complete/finalize enterprise software migrations to stabilize Planning, Finance, and HR functions

22



## Persistent Issue/Challenge

1. Animal Shelter – Lack of available shelter space to provide ideal living conditions for all the animals supported within the City's current service area
2. City Clerk – City 190 Audio Visual technical issues
3. Communications/NC – Increasing the local citizen engagement and involvement in the Neighborhood Councils
4. Events – Facility remodels/improvements of the Convention Center and Mansfield Theater
5. IT – Increased reliance on technology to perform city operations, while keeping network security at the forefront

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## 2022 State of the City Finance

24





## Greatest Accomplishments

- Helped with the issuance of \$10,000,000 in bonds out of the Park Maintenance District
- Partially completed the conversion of Finance and Utility software from Tyler New World to Tyler Munis
- Finance has added/realigned positions and has new staff (Deputy Finance Director, Grant and Contract Administrator, Budget Analyst, Accounts Payable clerk)

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## Accomplishments Not Completed

- Conversion of Finance and Utility software from New World to Munis
  - Instability of software (Tyler Cashiering)
- Greatest challenge in the Finance Department
  - Challenge of software has persisted over the last 3 years (conversion kickoff of software was October 8, 2019); had prior software issues

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## Positives

- New positions and new staff
  - Additional resources for the Finance Department and other Departments

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## FY 2022

- Complete conversion of software or stabilize the Tyler Munis software
- Train new staff
- Train Departments on new software

28

# Great Falls Public Library

"To me, a public library is not just the place to get books. Rather it is a shining example of a high-functioning democratic society. It is an agreement among taxpayers about the importance of literacy, literary culture and unfettered access to information."

[ 29 ]

## Major accomplishments



## What we didn't accomplish:



**GOAL #3: COMMUNITY ENGAGEMENT**  
Provide a variety of innovative programming to engage the whole Community.

[ 30 ]

## Top goals for 2022:

- Completion of the transition to the RFID inventory/security system including stage 2 installation of an automatic materials handler.
- Upgrading of our Internet connections including rewiring of the building and upgrading our Internet connection to fiber.
- Completion of a new Library Master Plan.



[ 31 ]

## Most Positive:

We are open more hours and providing more service than any library in Montana



**Hours of Operation**  
**PICKUP WINDOW**  
Mon - Sat: 9am to 5pm  
**PHONE SERVICE**  
(406) 453-0349  
Mon - Sat: 9am to 6pm  
**OPEN TO ALL**  
Mon: 12pm to 6pm  
Tues, Wed, & Thurs: 10am to 8pm  
Fri & Sat: 10am to 6pm  
Sun: Closed

[ 32 ]

## Greatest Challenge: Staffing



- We have the smallest staff of any of the big Libraries in Montana.
- COVID is further impacting our ability to staff the Library.
- Managers are spending increased time covering front-line shifts and burnout is a major issue.

## Persistent Challenge: Safety



- Developing ways to be welcoming to all—balancing the needs of the unhoused and marginalized for safe space with the needs of all patrons for safe space.
- Library staff are not equipped to deal with many behavioral health issues. Our only recourse when faced with concerning behavior is to call for law enforcement

33

## State of the City 2022 Planning and Community Development



34

## State of the City 2022

(according to PCD)

### Highlights

- Substantial progress toward fully electronic system
- Downtown TIF program
- Façade renovation underway
- Land Development Code updates

35



## State of the City 2022

(according to PCD)

### Unfinished Objectives


- Scanning old paper documents
- Finish minor Growth Policy update
- Hire 2<sup>nd</sup> Development Review Engineer

36





State of the City 2022  
(according to PCD)



### Greatest Challenge for PCD

- 2022 CSS Implementation
- Volume of code complaints
- Lack of office space for current needs & growth

37

State of the City 2022  
(according to PCD)




### 2022 Top Three

- HOME-ARP allocations/administration
- Integration of new staff
- Re-establish Parking Program funding/project progress

38

State of the City 2022  
(according to PCD)




### Longer Term Persistent Problems

- Lack of Comprehensive Growth Planning as a community

39

State of the City 2022  
(according to PCD)



### PCD Positive Impacts

- Continuation of improving internal coordination and external permitting efficiency
- Hiring a great culture
- Serve

40



**GREAT FALLS  
HOUSING AUTHORITY**

GIVING HOPE A PLACE TO CALL HOME

2022 STATE OF THE CITY




GIVING HOPE A PLACE TO CALL HOME.

**2021 Accomplishments**  
Improved scores across multiple categories within HUD's scoring methodology for PHAs

**Management**

- Measures occupancy
- Maintaining above 90%

**Physical Assessment**

- Sidewalk and various concrete improvements

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GFHA | 2022 STATE OF THE CITY



GIVING HOPE A PLACE TO CALL HOME.

**Continued Progress**

Multi-year Substantial Modernization Project

- 5 years in
- Currently on 9<sup>th</sup> building remodel
- 28 buildings total by project completion



Chowen Springs Main Site

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GFHA | 2022 STATE OF THE CITY



GIVING HOPE A PLACE TO CALL HOME.

**The Positive**

- New Board of Commissioners
- Increased/Improved communication between Board and GFHA Staff

**The Challenge**

- Staffing

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GFHA | 2022 STATE OF THE CITY

GIVING HOPE A PLACE TO CALL HOME.




**Austin Hall**

### 2022 Goals

- Complete Austin Hall Elevator Upgrade
- Complete 6-plex Modernization
- Fully Staffed

45  
GFHA | 2022 STATE OF THE CITY

GIVING HOPE A PLACE TO CALL HOME.




**Holland Court**

### Persistent Issue

Housing Instability *due to*

- Drug use
- Mental health

46  
GFHA | 2022 STATE OF THE CITY



**GREAT FALLS HOUSING AUTHORITY**

GIVING HOPE A PLACE TO CALL HOME

2022 STATE OF THE CITY




2022 State of the City  
Public Works

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## PUBLIC WORKS ACCOMPLISHMENTS 2021

- PROJECTS
  - FUEL SECURITY
- ALTERNATIVE PROJECT DELIVERY
- LEVEL of SERVICE – CHANGE MANAGEMENT
- TAKE CARE OF WHAT WE HAVE



SOMETHING SPECIAL & POSITIVE  
An amazing team = Customer service



## PUBLIC WORKS CHALLENGES

- 2022 & BEYOND – RESOURCES & MATERIALS
  - Recruitment and Retention of Employees
  - Supply chain – materials for projects
  - Framework and resources to managing linear projects and infrastructure
  - There is more to it than sewer pipes, roads, and water towers
- THE THING THAT DID NOT GET DONE IN 2021
  - Hire a City Engineer



50



## PUBLIC WORKS TOP 3 PRIORITIES for 2022

1. FINANCIALLY POSITION PW TO WEATHER INFLATION
  - Effects of pandemic on revenue
  - Compounding implications
  - ARPA
2. PLAN TO SUCCEED IN THE FUTURE
  - Master plans & Studies for the long-view
3. SUPPORT RESPONSIBLE DEVELOPMENT, ENSURE QUALITY INFRASTRUCTURE



51



## PUBLIC WORKS THE ISSUE THAT PERSISTS

### MAINTAINING VIABLE SANITATION SERVICES & OPERATIONAL SOLID WASTE MANAGEMENT

1. Garbage Trucks
2. Increasing service base & area
3. Operational waste streams
  - Wastewater plant
  - Water plant
  - Street sweepings
  - Utilities cleaning



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## Park & Recreation Department

53

## Department Accomplishments



- AHBS Rec Center
- Park District Projects
- Covid Positives
- Pasta MT sale
- CourseCo Positives

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## Missed Accomplishment

- Improve recreation/park facilities
- Currently working on grants, but needed to wait for CDBG guidelines to change.

## Positive for the Department

- Major Capital Improvements: improves the quality of life for the local community and provides economic impacts for the City.

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## Departments Greatest Challenge

- Staffing Levels – not having the proper amount of staff does not allow us to move beyond what we are currently doing.

## Top 3 Accomplishments in 2022

- Get Park District projects caught up.
- Implement staff training on department visioning & goals.
- Long term agreement with CourseCo to manage the golf courses

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Persitent  
Issue/Challenge/Problem/Concern

- Staffing Levels

57

THE BENEFITS ARE ENDLESS..



58

Discussion/Questions

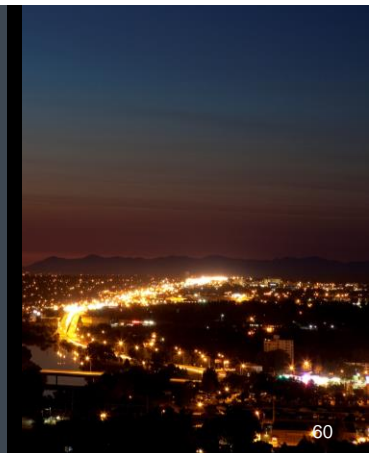


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State  
of the  
City



Chief of Police  
Jeff Newton



60



## 2021 Significant Accomplishments



- New Chief of Police
  - Promotions and re-assignments
  - Staff acclimated well to changes
- Received COPS Hiring grant - 3 new officers
- Received \$160,000 grant to convert GIS data over to NENA standards at 911 Center
- Received \$348,000 in grants for several projects
  - Crisis Intervention Collaborative
  - MBCC Tech grants and CARES funding for a capital improvement project (locker rooms)

61

## 2021 Missed Opportunity



### Backup 911 Center at Fire Training Center

- Equipment prohibitively expensive
- Includes reoccurring costs
- No budget line item

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## Positive Impacts



- Attitudes and work ethic
- Significant changes
  - Personnel
  - Technology
  - Requirements from external influences
    - Legal
    - Community
    - Crime related concerns

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## Greatest Challenges



- Staffing levels
  - 6 police officer vacancies
  - 5 911 telecommunicator vacancies
- Cost increases unsupported by budget, has persisted for several years

64



## 2022 Goals

- Recruit/hire/retain police officers
- Recruit/hire/retain 911 telecommunicators
- Implement Crime Task Force recommendations
- Records Bureau
  - convert old documents to digital
  - free up space for additional evidence
- Capital improvement projects
  - Update men's locker room
  - Build new women's locker room (grant and budget dependent)

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67

**GREAT FALLS FIRE RESCUE**

### 2021 Accomplishments

- Restructuring of GFFR organizationally to allow for focus and oversight in the areas of emergency response and preparedness that were lacking.
- Implementation and incorporating GFFR's mission, vision, and core values in conjunction with our strategic plan for 2021-2024.
- Strengthening life safety and fire prevention in the community by adopting ordinances that strengthen fire code compliance.

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## 2021 Projects Not Yet Completed



- Great Falls Fire Rescue educational presentation to all neighborhood councils on the needs for improved public safety in all areas of our community

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## Community Partnership & Stakeholder Communication



- **Education**
  - Provides opportunities to learn the limitations of GFFR response capabilities
  - Outreach to the public to enact a public safety culture within our community to mitigate risk
- **Prevention**
  - Working with stakeholders on the importance of fire code compliance
  - Broaden the scope of fire prevention programs within the community
- **Response**
  - Changing our response profile to meet the level of the emergency with what resources we have at our disposal
  - Training and responding with our mutual aid partners and other agencies to have a greater impact on incidents

70

## Extension Of Fire/Med/Rescue Services To All Areas Where City Expansion Has Occurred



- Budgetary constraints to address staffing and units to meet 4 minute response standard for all citizens of our community
- Lack of resources allows for emergencies to be unanswered and impacts public safety
- Staffing shortages result in firefighter fatigue and increased overtime usage

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## GOALS FOR 2022



- **Response Capabilities**
  - Secure additional fire and specialty apparatus to meet current and future "all hazards" response needs
- **Community Risk Reduction**
  - Continue the implementation and growth of Community Risk Reduction and Emergency Management to effectively mitigate risks and enhance preparedness specific to our community
- **Funding Opportunities**
  - Begin to address areas of deficiency with the opportunities presented to the City in Cares and ARP allocations

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## Infrastructure Challenges



**DECAYING FAÇADE**



**ANTIQUATED HVAC,  
ELECTRICAL, PLUMBING**



**MOLD/VOIDS/CRUMBLING  
WALLS**



Department Monthly Update

January 31, 2022

Key Updates

<b>City Manager</b>	<ol style="list-style-type: none"><li>1) Visited with GFDA to provide incentive options for Project Falcon; attended Ignite event.</li><li>2) Met with Judge Bolstad regarding staffing retention concerns.</li><li>3) Participated in TIF Working group with MLCT, ADC Board Meeting, MMIA Board meetings.</li><li>4) Toured McLaughlin Research Facility with Mayor Kelly and met with institute leadership.</li><li>5 ) Mayor Kelly and I met with HHS Regional Director (virtually) to learn about the department's services.</li><li>6) Heard a presentation from Jim Morin with PowerGas Corporation.</li><li>7) Begin meeting with candidates for the Emerging Leader pilot program.</li><li>8) Attended Servant Leadership Conference virtually.</li><li>9) Coordinated, prepped and presented for the State of the City.</li><li>10) Worked with Finance and auditors to prepare and address Audit Committee concerns with Annual Financial Report.</li></ol>
<b>Deputy City Manager (IT, Clerk, Comm Specialist, Events, GFAS)</b>	<p><b>Info Tech:</b> I.T. setup a redundant internet pipe. This gives the City another avenue for internet access should its primary ISP (Internet Service Provider) go down. Mapping created a web map that shows the City's snow and ice control. This map will highlight roads by order of snow/ice removal priority. This map will be on the City site soon. Mapping also created a code violation heat map for PCD, showing the locations of 2021 code violations. This map and data is useful information to share to Neighborhood Councils.</p> <p><b>Animal Shelter:</b> 35 animals taken in and 56 animals adopted, redeemed or transferred out. 96 City licenses sold, 35 animals microchipped and arranged 27 spay/neuter surgeries. Supply chain issues delayed delivery of some cat kennel bases until the end of Feb. Hired Volunteer Coordinator and only 1 Kennel Tech position remains unfilled.</p> <p><b>Clerk:</b> Performed the swearing-in for several Neighborhood Council representatives.</p> <p><b>Communications/Neighborhood Councils:</b> Recorded KGPR interviews with Sandra Guynn and Steve Bolstad. Created a City Connections podcast website with links to the KGPR interviews. <a href="https://greatfallsmt.net/community/city-connections-podcast">https://greatfallsmt.net/community/city-connections-podcast</a>. Helped the City Manager's office with the board and council training. On boarded new neighborhood council members. Hosted the January Council of Councils meeting; 8 of the 9 NCs were represented. Recruited members of the design team for the website redesign, and hosted the first planning meeting with Municode/design team.</p> <p><b>Events:</b> A concert was cancelled with only 24 hours notice due to COVID issues at the Canadian boarder. The events office scrambled to get the word out to the 700 ticket holders by email, phone and a public service radio announcement. The concert has been rescheduled for March which saves us from a lengthy refund process. We held 2 symphony concerts in the Theater and hosted the Montana Pork Producers conference in the Convention Center.</p>
<b>Finance</b>	<ol style="list-style-type: none"><li>1) Continuing to implement Tyler Munis software for Finance and Utilities. The last module to implement is Tyler Cashiering. Working with Legal to implement Tyler Cashiering. Working on issues with Finance and Utilities software, including issues with Tyler Cashiering, Utilities, and Finance. Meeting once a week with Munis about issues.</li><li>2) Completed the FY 2021 City of Great Falls financial audit.</li><li>3) Completed the FY 2021 Annual Comprehensive Financial Report (ACFR). The Audit Committee accepted the ACFR. The ACFR will presented to the City Commission at the February 15, 2022 meeting.</li><li>4) Helping finalize the ARPA application and ARPA priorities. Submitted the Treasury's State and Local Fiscal Recover Funds (SLFRF) Project and Expenditure Report.</li></ol>



**Department Monthly Update**

**January 31, 2022**

**Key Updates**

<p><b>Fire</b></p>	<p><b>Operations Division:</b> GFFR responded to 618 emergency calls for service including 6 Fires total consisting of : 3 Structure Fires, 1 Grass Fire, 1 Vehicle fire, 1 other type fire/Dumpster. GFFR also responded to 17 motor vehicle accidents and 3 hazardous material <b>incidents</b>. Crews performed 1494.25 hours of training across all four platoons. Notable training for January was CPR recertification, EMT recert training as well as ACLS, Pals and incident command.</p> <p>94 Advanced life Support medications were administered by GFFR paramedics for conditions such pain control, advanced cardiac life support, cardiac arrest, heart attacks, nausea, breathing difficulties and seizures . 95 Advanced life Support procedures to include, advanced airway placements, cardiac monitor assessments, vascular access and intraosseous access procedures.</p> <p>6 patients were transported by GFFR ambulances (Rescue 4 and Medic 1) due to no vendor ambulances available in January (2022). Great Falls Emergency Services was not available for a total of 98 hours during the month of January (2022). 10 Cardiac arrest patients were treated by GFFR with 3 achieving ROSC (Return of Spontaneous Circulation). 2021 ROSC percentage was 12%. As of Jan 2022, ROSC rate is 30%.</p> <p><b>Fire Prevention Division:</b> FPB held joint training with the Fire Prevention Bureau investigated 1 fatal fire and 1 fire with a casualty. There was also one exposure fire that the FPB investigated. All fires investigated by the FPB for the month were determined to be unintentional.</p> <p>The annual Safety Inspection renewal process is underway and renewals are coming in. GFFR is in the process of working with software vendor Tyler to automate the SIC application and renewal process. The Fire Marshal is working with the City Attorney’s office for those businesses who have yet to renew their SIC’s for 2021. 15 15-Day compliance letters were issued, and there are 5 businesses that are non-compliant that will be moved along in the legal</p> <p>Conducted 104 Annual Inspections, 9 Reinspections, 4 new SIC inspections, 66 fire code violations noted.</p>
<p><b>Housing Authority</b></p>	<p>Bid documents are nearing completion for the Substantial Remodel. We are hoping to go out for formal bid in the next few weeks. We are still waiting for machine parts for the elevator upgrade at Austin. We expect to get these in 14 weeks.</p>
<p><b>Human Resources</b></p>	<ol style="list-style-type: none"> <li>1) Continue to establish internal and external processes and procedures for new health and welfare benefits plans/vendors and payroll.</li> <li>2) Continue to seek solutions on overtime shift rates and longevity issues in implementation of HRIS (MUNIS) software.</li> <li>3) Managing recruitment for 21 vacant City positions.</li> </ol>
<p><b>Legal</b></p>	<ol style="list-style-type: none"> <li>1) Civil Division represented City’s interests in matters such as Tyler/Munis/EnerGov software implementation issues, cable system franchise and right-of-way regulation and use structures, Human Resource / personnel matters, Great Falls Housing Authority legal matters, defense of both driver’s license suspension appeals and appeals of Municipal Court convictions in District Court, coordination and assistance with litigation matters referred to outside counsel, advancement of City-side tasks for Pasta Montana’s exercise of its option to purchase its operating site, filed a Complaint with the County regarding the City’s position relative to the City-County Board of Health “governing body” issue, and ongoing assessment of City’s position relative to regulation of adult-use marijuana.</li> <li>2) Civil Division provided an opioid litigation update to the City Commission, and assisted with the new City Commission on-boarding process.</li> <li>3) Civil Division processed 177 record requests.</li> <li>4) Criminal Division prosecuted/resolved over 917 cases, processed 184 deferred prosecution agreements, and prepared 802 subpoenas for witnesses to attend trials and hearings.</li> </ol>
<p><b>Library</b></p>	<p>ALMA SMITH JACOBS MONTANA LIBRARY AWARD: The Montana Library Association has approved a new annual award. The first Alma Smith Jacobs Award honoring Library efforts in the area of equity, diversity and inclusion will be presented in August of 2022 at the Montana Library Association Conference.</p>

**Department Monthly Update**

**January 31, 2022**

**Key Updates**

	<p><b>READY2READ REACHOUT:</b> The Library is partnering with Family Connections to offer early childhood educators a 16-hour class for continuing education credits. The class will train participants to intentionally apply practices to boost early literacy in young children. The classes will be every Wednesday evening and Saturday morning from January 26th through February 19th.</p> <p><b>NEW MONTANALIBRARY2GO (LIBBY) RESOURCES:</b> I'm thrilled to announce that the Montana State Library has used a portion of their American Rescue Plan funds to add access to three new resources: Universal Class, Method Test Prep, and The Great Courses. Patrons can access these resources for free from any smart device with their library card.</p> <p><b>eRATE BROADBAND RFP:</b> We only received one proposal in response to our Broadband Request for Proposal. After review, it appears to meet all of the RFP requirements and is cost competitive. We are working on the correct contract language and ensuring that we have the right insurance documents. Because the majority of the funding will be coming from the Federal eRate program, the project will not start until the beginning of the next fiscal year on July 1, 2022.</p>
<b>Park and Recreation</b>	<p>1) As part of the Park District Project, the Lions Park pre-fabricated restroom was delivered and installed, 12/22.</p> <p>2) Patty Rearden completed and submitted 3 CDBG grants. 1) Natatorium removal and park restoration with new park amenities, 2) Electric City Water Park splash pad to replace baby pool, and 3) Kranz Park improvements</p> <p>3) All of the forestry staff and 1 park employee attended the 2022 AMTOPP Conference, as part of their ongoing ISA and pesticide accreditation.</p> <p>4) An RFP was put out for a Fundraising/Sponsorship Organization for the new Indoor Aquatic and Recreation Center. Three organizations submitted bids. One group was selected which will be presented to the Commission in February.</p>
<b>Police</b>	<p>1) Conducted a swearing in ceremony for new police officer (Shane Klippenes) and he started at MLEA.</p> <p>2) Sgt. Rob Beall retired after 20 years of service.</p> <p>3) Assisted with and participated in the funeral services for retired GFPD Chief Robert Jones.</p> <p>4) Finalized the Crime Task Force recommendations and submitted to the Commission</p> <p>5) Several of our Officers attended the Tactical Command Course here in Great Falls</p>
<b>Planning and Community Development</b>	<p>1) We have hired out new building inspector. Kyle Anderson will start on February 14th. We are excited to make another quality hire!</p> <p>2) PCD started configuration work on the Citizen Self-Service Portal. At this point, it is going well...</p> <p>3) PCD paid out our first TIF reimbursement under the new program. It's exciting to see some of the fruits of our efforts with great facilities like the Newberry!</p>
<b>Public Works</b>	<p><b>Engineering:</b> Approval of alternative project delivery method. Ongoing creation of "fiber program". Continued development review training. Daily meetings with inspectors to improve and standardize inspection.</p> <p><b>Utilities:</b> 10 Water Main Break Repairs; 4 Fire Hydrant Repairs; 368 Hydrants winter checked; 118,776 ft. Sanitary Sewers cleaned; 492 Inlets cleaned.</p> <p><b>Sanitation:</b> Welcomed Seth Boggs and Casey Irish to the team. Seth &amp; Casey both started on Jan 10, 2022.</p> <p><b>Water Plant:</b> The Plant continues to operate at 7 to 8 MGD; Maintenance &amp; repairs include: Cleaning of the sludge basins; plant cleaning and organization continues; Contract signed with Prospect Construction for Phase II rehab.</p> <p><b>Street:</b> Staff has been performing snow and ice control around the clock.</p> <p><b>Traffic:</b> Repairing traffic sign poles related to knock downs and performing signal maintenance.</p>

**Department Monthly Update**

**January 31, 2022**

**Key Updates**

<p><b>Environmental:</b> Began Annual Reporting process for both IPT &amp; MS4 programs; began implementation/program setup for new 2022 MS4 permit; reviewed/evaluated comments from Calumet Refining regarding their IPT permit. Nearing completion of draft IPT permit &amp; rationale for MT Egg; worked with Finance Dept. to resolve outstanding trucked &amp; hauled waste billing issues.</p> <p><b>Central Garage:</b> servicing all equipment for Park &amp; Rec for upcoming mowing season; misc. snow plow repairs as needed.</p> <p><b>PW Admin:</b> Convened our annual CIP Program review; prepared for State of the City presentation.</p>
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## Finance Department Memorandum

To: Greg Doyon, City Manager; City Commission; Members of the Investment Committee  
 From: Melissa Kinzler, Finance Director  
 Date: January 25, 2022  
 Re: City of Great Falls Total Cash and Investments as of December 31, 2021

The City's total cash and investments at the end of December 31, 2021 was \$101,322,848.40. This included cash in bank accounts of \$8,787,396.63.

The maturity dates of the City's investments run to December 31, 2022 which falls within the 5-year statutory limitations. The investments in Montana Board of Investments and US Bank Insured Cash Sweep are liquid and may be called at any time.

	Market Value	Investment Maturities		
		0-6 Months	7-12 Months	1-5 Years
Cash on hand, deposits in banks	8,787,396.63	\$8,787,396.63	\$0.00	\$0.00
Insured cash sweeps	52,605,178.03	52,605,178.03	0.00	0.00
U.S. treasuries	12,953,201.23	12,467,068.41	486,132.82	0.00
U.S. agencies	0.00	0.00	0.00	0.00
Short term investment pool (STIP)	26,977,072.51	26,977,072.51	0.00	0.00
Totals	<u>\$101,322,848.40</u>	<u>\$100,836,715.58</u>	<u>\$486,132.82</u>	<u>\$0.00</u>

The City's investment policy specifies the percentage that the City of Great Falls must have of the different types of instruments allowed by state statute. The chart below lists those percentages.

Issuer category	Minimum %	Maximum %	City's Investments % as of December 31, 2021
Master, savings, and ICS accounts	20% combined	100%	86.00%
State STIP's		100%	
Money Market/Repurchase Agreements		100%	
Direct Obligations of the U.S. which includes Treasury Notes and Bills	0%	80%	14.00%
Obligations of agencies of the U.S.	0%	30%	0.00%



The graphs for the monthly cash balances for the Total Cash & Investments and General Fund are on the next page. All fund cash balances are monitored on a monthly basis. Compared to the previous month, the Total Cash & Investments and General Fund balances have increased slightly. The Total Cash & Investments increased from \$101.0 million to just over \$101.3 million at the end of December, 2021. The General Fund cash increased from the previous monthly amount of \$1.5 million to a balance of \$2.6 million. The first half property tax payment date has been moved from November 30, 2021 to December 31, 2021, which delayed the normal increase of the General Fund cash balance until January, 2022, instead of December, 2021.

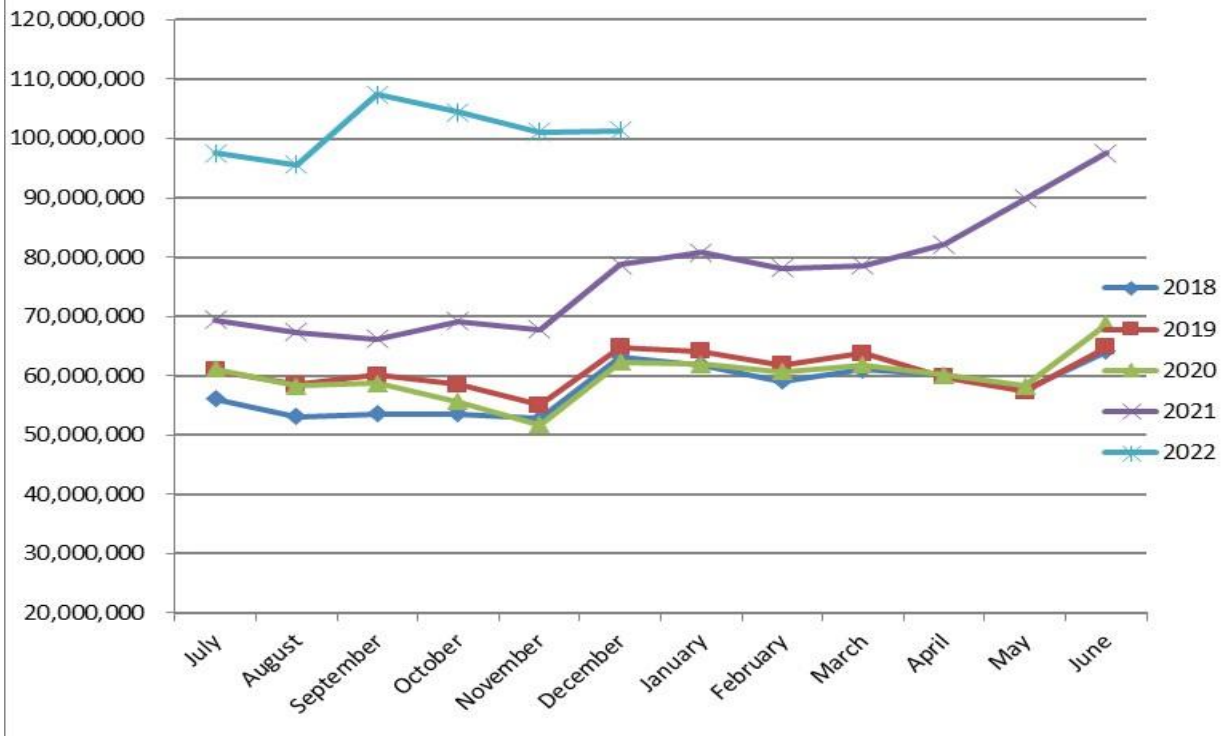
Compared to previous years, the Total Cash & Investments is at a higher level. The higher levels can be attributed to receipt of American Rescue Plan funding and bond funding including the Park Maintenance District and Downtown Tax Improvement District. These monies account for over \$27 million included in our Total Cash & Investments.

If you have any questions, please feel free to contact me at 455-8476.

**City of Great Falls**  
**Total Cash & Investment Summary**  
**December 31, 2021**

<b>CUSIP #</b>	<b>Description</b>	<b>Rate</b>	<b>Due Date</b>	<b>Principal Cost</b>	<b>Market Value</b>
	US Bank Investments				
912828H86	US Treasury Note	1.500%	1/31/2022	\$ 247,968.75	\$ 250,303.50
912828H86	US Treasury Note	1.500%	1/31/2022	247,999.18	248,301.07
912828H86	US Treasury Note	1.500%	1/31/2022	247,999.18	248,301.07
9128282S8	US Treasury Note	1.875%	2/28/2022	244,570.31	250,744.25
912828J43	US Treasury Note	1.750%	2/28/2022	249,531.25	250,693.25
912828J76	US Treasury Note	0.051%	3/3/2022	9,997,472.22	9,999,400.00
912828J76	US Treasury Note	1.750%	3/31/2022	249,609.38	250,990.75
912828WZ9	US Treasury Note	1.750%	4/30/2022	241,894.23	251,318.75
912828XR6	US Treasury Note	1.750%	5/31/2022	246,113.28	251,660.25
912828XR6	US Treasury Note	1.750%	5/31/2022	249,453.13	251,660.25
912828XG0	US Treasury Note	2.125%	6/30/2022	244,457.50	252,324.25
912828N30	US Treasury Note	1.625%	8/31/2022	240,742.19	252,295.00
912828N30	US Treasury Note	2.125%	12/31/2022	245,390.63	254,150.50
	Insured Cash Sweep			52,605,178.03	52,605,178.03
	Total US Bank Investments			65,558,379.26	65,617,320.92
	State of Montana Short Term Investment Pool	0.140%		26,977,072.51	26,977,072.51
	Total Investments			92,535,451.77	92,594,393.43
	Cash on hand, deposits in bank			8,787,396.63	8,787,396.63
	Total Cash and Investments			\$ 101,322,848.40	\$ 101,381,790.06

### City of Great Falls Total Cash & Investments Monthly Balance (by Fiscal Year)



### City of Great Falls General Fund Monthly Cash Balance (by Fiscal Year)

