



## **The Weekly Update – March 16, 2023**

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***Attachments:***

1. Journal of Special City Commission Work Session Meeting, City Commission Retreat, February 15, 2023.
2. Journal of Special City Commission Work Session, March 7, 2023

**JOURNAL OF SPECIAL CITY COMMISSION WORK SESSION MEETING**  
**The Ranches at Belt Creek, 277 Armington Road, Belt, MT**  
**February 15, 2023**

City Commission Retreat

**City Commission members present:** Bob Kelly, Eric Hinebauch, Joe McKenney, Rick Tryon, and Susan Wolff.

**Staff present:** City Manager Greg Doyon, Deputy City Manager Chuck Anderson, and City Clerk Lisa Kunz

**Facilitator:** Mark Willmarth, Training/Development Coordinator

Lunch – 12:00 p.m.

**CALL TO ORDER**

Mayor Kelly called the meeting to order at 1:00 p.m.

**PUBLIC COMMENT**

None.

**1. FACILITATED SESSION WITH MARK WILLMARTH ON COMMISSION PRIORITIES FOR 2023**

Facilitator Mark Willmarth provided an overview of the retreat proceedings. Before getting in to a review of the past year and upcoming priorities, he had the Commission members think about the past year community issues that were complicated or complex. The Commission members discussed homelessness, Crime Task Force, crime issues, ARPA funds, Big Sky Aim High Indoor Pool project, managing expectations and potential solutions. Facilitator Willmarth summarized “we can’t address complex challenges with complicated solutions” and “leadership is different depending on whether it is complicated or complex.”

City Manager Greg Doyon reviewed and discussed his 2022 work plan:

**1. Maximum leverage of CARES/ARPA and the Infrastructure Bill**

The Commission prioritized a long list of requests. Some of the requests on the Tier One list are yet to be fully vetted because the City is still waiting for some estimates and proposals. The City did a good job putting the money where it is most needed.

Manager Doyon commented that allowing the hiring of Tom Hazen and Sylvia Tarman was critical in managing CARES/ARPA funds and projects. He would also like Sylvia to administer the CIP projects for all departments.

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**2. Commission Education and Transition**

A deliberative attempt was made to get the new Commission members out and oriented to the facilities and to meet staff they would be working with. When new Department Heads were hired, he had them reach out to the Commission members to begin building relationships. He hopes the Commission members felt like they were supported properly and are continuing to be supported properly in their roles.

**3. Balancing daily operations with everything on “the plate:”**

- The Aim High Big Sky project is moving along pretty smoothly for a project of that size.
- He is mindful of the Crime Task Force recommendations and implementing what he can, but also waiting to see what can be addressed should the Public Safety Levy get approved.
- Legal had a meeting with the software vendor to transition back to what the City had to begin with because what staff is using now is not working for the City at all.
- He suggested freezing the ARPA Tier One projects while awaiting proposals to come back, and suspending use of CARES funds until the budget is completed. There is no rush on the CARES funds and that provides some flexibility. He has a strong suspicion that, due to where the City is economically and where we are with the Legislature, CARES funds will be needed to balance the budget just to get basic things done. He has been saying to Department Heads that the budget will probably be done coming out of collecting bargaining negotiations.

**4. Department collaboration and work life balance of employees**

There was a residual effect coming out of Covid. He has been checking in with Department Heads and having more one on one time to give them the opportunity to talk about things that they're struggling with or things that they need his help with. He is trying to make sure that they're managing and balancing their work/life.

Department collaboration is ongoing management of an organization with people that have different desires and goals. It is at the forefront of his mind to make sure Department Heads are working with each other.

**5. Addressing HR Challenges**

An HR Symposium was conducted. Although lightly attended, the futurist and other speakers that came from Texas were appreciated. Having Linda Malisani doing the recruitment has been helpful. Remote work and appealing benefits are being considered. There is no one answer for recruitment anymore.

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**6. Emerging Leader Program**

Generally, the program has been well received. Putting the program together has been a learning experience for him. Once he gets feedback from the Department Heads and their employees, he will be considering if he would do it again in the same way, make changes so that the program is more productive for participants, or shift the focus to more of a supervisory training. He will include the Commission in recognizing the participants that completed the program.

**7. Leadership Montana**

He has been keeping the Commission updated after each session. He has been through a lot of programs, and emphasized that he is getting a lot from this program. He is promoting it because he wants some of the Department Head team to go through the program as well. It is geared towards what you can bring to your organization and what you could bring to the State of Montana in terms of having conversations and working through difficult things. He has been challenged in ways that he did not expect. He has also tried a few things with the Department Head team to get them thinking about some of their challenges and how they might approach things a little different as well.

**8. City Commission Priorities**

With Craig Raymond's upcoming departure and after the hard transition of pulling an engineer from the Public Works Engineering Division into Planning and Community Development and then having that person leave, the engineer for the development review process is going back to the Engineering Division. The review process is not going to change. It will still start with the Planning Department for review and coordination. It just won't be done with an engineer in the Planning and Community Development Department.

Because we have new leadership who understands that it is management's and the Commission's priority, he met with engineering staff in part to make sure that they are taking the process equally seriously. The new Public Works Director brings an excellent leadership credential to the department. Director Gaub is very deliberate, very methodical, he's thoughtful, and he's working very tightly with HR. They are promoting the right people in the department and Chris is clearly laying out his expectations.

Communication between the Public Works and Planning and Community Development Directors is a big function of that review process, and making sure that the City Engineer will be held accountable.

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The new Planning and Community Development Director position is being recruited and will be broader than what has been done in the past. He encouraged the Commission to send what they'd like to see in the next director his way.

**9. Focus on City facilities and resources**

He is not anticipating a lot of flexibility in the FY 24 budget. A lot will depend on the Legislature. The caveat to that is, while he is looking at the budget, there might not be a whole lot that can be done to satisfy some of the needs of City facilities.

Mayor Kelly started a roundtable discussion about doing a better job translating to the public that when the City receives an influx of funds from state, federal, BARSSA, etc., where those monies will be spent, and if those dollars will give relief to the proprietary funds that are targeted to charge more for services to get infrastructure projects done.

After reviewing the summary of City Manager accomplishments over the last year, Commissioner Tryon commented he was impressed with what Manager Doyon has done, is doing, and how he is managing the City.

Facilitator Willmarth commenced the following roundtable discussions.

*What is different today than a year ago when Commission set priorities with regard to the community, the organization, or the Commission itself.*

Commissioner Wolff responded that the five Commission members are working very well together and have learned to do that quickly. Members might not always agree but are not disagreeable, and that has been noticed out in the community. Within a month of the last retreat the Commission was already dealing with some heavy community topics. The level of trust developed quickly.

Commissioners Hinebauch and Tryon agreed.

With regard to the community, Mayor Kelly commented that we were still coming out of Covid and getting comfortable again with being together. Another thing that is different from last year that he thinks is solidly in place is that the community of Great Falls knows that it's going to be changing in the next half-dozen years. Growth is inevitable. It is coming and people know that the responsible thing to do is to prepare for it. It is going to be a fairly dynamic next half-dozen years.

We need to keep spreading that message that growth is coming. The public safety levy request is absolutely an indication that citizens will have to decide, and to understand that growth is here and Great Falls better start getting up to speed. Being cognizant of that, it changes the focus of the Commission to always be forward looking.

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Another message to get out to the community is to be aware of the other challenges that the legislators are throwing our way in taking away local ability to control our own destiny. Legislators that work in Helena for 90-days every two years don't know what is best for each community.

Commissioner Tryon agreed that change is coming. He added that there are a lot of people that don't want change. That attitude is probably more prevalent than what we would like to recognize. He thinks that has gone a long ways to keeping Great Falls kind of stagnant for the last 40 years.

Facilitator Willmarth inquired what will that mean for the work the Commission does moving forward?

Commissioner Tryon continued that he thinks it will be more of a challenge to communicate that change is coming, like it or not. The Commission will need to communicate that let's make that change the way we want it instead of having it forced on us from outside.

Commissioner McKenney commented that Great Falls has changed. When he moved here in 1981, Market Place, Target-Albertson's complex, Fuddrucker's, both Walmarts, Sam's Club, and Shopko did not exist. What hadn't changed was the population and prospects of a good livelihood and keeping our children here.

Commissioner Wolff commented that will take more time and more thinking on what words to use to encourage people to examine how they think, and to educate people so that they may see something differently.

Commissioner Tryon also discussed seeing a change in culture amongst City employees and departments the last several years. It's more professional and we're here to serve you attitude.

***What has changed and how that compares to a year ago. What does that mean to them now, as they look into the future.***

A roundtable discussion continued. Commonalities included:

- There is more work to be done on certain partnerships.
- We're in a better position to make progress.
- We're in a unique time compared to last year because of the Legislature and the challenges coming up with that.
- The Commission is working well together.
- The organizational culture continues to improve.
- This Commission, manager and department heads built a firm foundation and are ready to take it to the next step.
- The demeanor of the Commission meetings has changed, is more welcoming and open, and makes a difference to the public.
- The relationship with the legislative delegation is improving.

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- Working through the United Methodist Church issues was a fair process.
- Listening to both sides and sending the marijuana issue to a vote of the people seemed to reach a happy medium.

Facilitator Willmarth summarized that the Commission will be leading through change, thus complexity. Things are beginning to shift in ways Great Falls hasn't seen for a long time. A good foundation will help the Commission figure out how to address the significant changes.

Commissioner Hinebauch noted that there are a lot of people in his age group that are glad to see the change. He is not hearing complaints.

The Commission had a lot on its plate this past year. Mayor Kelly commented that Manager Doyon is good at telegraphing his intentions. He thanked Manager Doyon for keeping the Commission informed of what was coming up and the sequence of events and work that was being done. The same is true with the public safety levy process.

Break 2:25 – 2:42 p.m.

***What were the Commission's greatest accomplishments, and what did you hope to accomplish but didn't?***

Commissioner Hinebauch discussed getting the ARPA funds out to community partners was important to him, as well as tackling the homeless situation at the First United Methodist Church (FUMC) and not letting it drag out a lot longer. He is excited about the public safety levy process moving forward.

Commissioner Tryon commented that getting the public safety levy defined and articulated and to the point it is at now was a great accomplishment. The people and agencies involved with the First United Methodist Church dealt with a lot of big issues and some of the broader social, cultural and crime issues. The Commission focused on the things the City could actually do that deal directly with public safety, public infrastructure and the code process.

Commissioner McKenney commented that the Commission being proactive on the public safety levy and to offer it to the community was a big accomplishment. The issues at the FUMC turned out well because the City and community leaders took the situation seriously and handled it. The marijuana issue came at the Commission unexpectedly, but was also an accomplishment because it was handled well. He concluded that communication and not being afraid to disagree is vital.

With regard to the FUMC, Mayor Kelly added that one of the reasons the situation ended in success was because the Commission and City utilized its strengths, a police force who were sympathetic and empathetic in their constant dealings with those at FUMC, Manager Doyon's high degree of respect in reporting updates at City Commission meetings, and the work of the great network of agencies and professionals.

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Mayor Kelly commented that the public safety levy is huge. Much like the Park Maintenance District that gave great relief to the general fund and was able to make better amenities that were visible for the community, if the public safety levy passes it will be transformational. It's a pivotal moment. Right now it is critical to focus all of the energy on the relevance and importance of the public safety levy. He also believes the City will have an opportunity to see some transformation out of the \$3 million in ARPA funds that were awarded to community partners.

Commissioner Wolff agreed that the public safety levy was, continues to be, and will be one of the Commission's greatest accomplishments. There is a lot of work and a lot of education ahead of them.

Break 3:39 – 3:50 p.m.

***What are the top agreed upon issues/priorities of the Commission in the next 12-18 months?***

A roundtable discussion followed. Items of commonality that the Commission collectively focused on were:

- Focus efforts on passing the Public Safety Levy
  - Town Hall Meeting(s)
  - Plan B education pertaining to the consequences if the Public Safety Levy doesn't pass to address the needs
- Complete an updated Growth Plan/Policy
  - Manager Doyon noted that it is needed enough that he would recommend using fund balance to pay to get it done, after a new Director is hired
  - Align development review process and City Code with the Growth Policy
- Get Great Falls Legislative Delegation on board and representing the interests of the Great Falls community and keeping decisions local
- Engage more with the public at meetings, when appropriate, and keeping management of the meeting and time
- Explore use of TIF funds for City properties in the TIF District, such as an evidence building or seating for the auditorium
- Explore the proposition of creating a Transit District that includes the incorporated city limits and expands as new properties are annexed; and expanding routes
- Municipal Court relocation after determining if Children's Museum is a possibility
- Cascade County agreements
- Energy savings report
- City Manager's annual review

Manager Doyon provided an update on Great Falls Emergency Services. Deputy City Manager Chuck Anderson provided an overview of the upcoming Collective Bargaining negotiation process.



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Facilitator Willmarth summarized that part of the Commission conversation talked about change and having a good foundation. He encouraged the Commission to think about that moving forward because there is a lot to be said about having a good foundation. It allows the Commission to address change and the complex things in the community that are important to the Commission. If the Commission wasn't working well together, it would be harder for the Commission to work through some of those things.

**ADJOURN**

There being no further business to come before the Commission, the informal special Commission Work Session of February 15, 2023, adjourned at 4:48 p.m.

**JOURNAL OF SPECIAL COMMISSION WORK SESSION**  
**March 7, 2023**

City Commission Special Work Session  
Civic Center, Gibson Room 212

Mayor Kelly presiding

**CALL TO ORDER:** 4:15 PM

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

**STAFF PRESENT:** Deputy City Manager Chuck Anderson; City Attorney David Dennis; Finance Director Melissa Kinzler; Park and Recreation Director Steve Herrig; Planning and Community Development Director Craig Raymond and Deputy Director Tom Micuda; Municipal Court Judge Steve Bolstad and Court Supervisor Morgan Medvec; Fire Chief Jeremy Jones; and, Deputy City Clerk Darcy Dea.

**1. GREAT FALLS REGIONAL AIRPORT AUTHORITY BOARD MEMBER VACANCY INTERVIEWS**

Mayor Kelly announced that members of the Commission would take turns asking questions to the applicants, and may include follow-up discussion for clarification.

The City Commission interviewed Lynda Morin and Terry Thompson at a meeting open to the public. Members of the Commission took turns asking questions to the applicants. Each member of the Commission will weigh the information discussed during the interviews, and will either make an appointment to the Great Falls Regional Airport Authority Board at the regularly scheduled City Commission meeting on March 7, 2023, or request that the board position be re-advertised for other citizen interest to fill the vacancy on this board.

**PUBLIC COMMENT**

**Linda Fuller**, Miss Linda's School of Dance, submitted written comments, via March 7, 2023 correspondence, expressed concern with regard to remodeling the Missouri Room for different uses.

**The Mansfield Advisory Board**, submitted written comments, via March 7, 2023 correspondence, expressed opposition to the Missouri Room and adjoining meeting rooms being considered for conversion to City Court.

**2. COURSECO ANNUAL UPDATE ON GOLF COURSES**

CourseCo representatives, Chief Operating Officer Tom Bugbee and General Manager Jeff Stange reviewed and discussed the following PowerPoint:

# JOURNAL OF SPECIAL COMMISSION WORK SESSION

## March 7, 2023

Eagle Falls Golf Club & Anaconda Hills Golf Course

# Year in Review

## CourseCo Golf Management

- Established in 1989
- Regionally Based w/ Corporate Headquarters Located in Petaluma, CA
- Portfolio comprised of 40 properties across 7 states
  - Municipal Government & Public Agency Emphasis
- Core Tenants
  - Stakeholder Communication
  - Community Focused Programming
  - Environmental Responsibility
  - Financial Performance

## CourseCo Core Values

**Financial Performance**

**Community Inclusion**

**Stakeholder Communication**

**Environmental Stewardship**

## History of CourseCo and The City of Great Falls Partnership

Date	Event
Feb 1 <sup>st</sup> , 2019	Partnership Commenced
February 2020	Taproom Renovation at Eagle Falls Completed
September, 2020	Inaugural Great Falls Open hosted at Eagle Falls
March 2022	City Council Approves 3-year extension with CourseCo
October, 2022	Inaugural Pumpkin Patch Community event held at Anaconda Hills

## 2022 By The Numbers - Total Rounds Played 404

2021 - 47,361		2022 - 47,117	
Public:	22,390	Public:	22,090
Tournament:	2,510	Tournament:	2,802
Passholders:	22,461	Passholders:	22,225

## 4-Year Rounds History

Year	Public	Membership	Tournaments	Total
2019	19,527	16,883	1,464	47,361
2020	25,368	19,000	1,243	45,611
2021	22,390	22,461	2,510	47,361
2022	22,004	22,311	2,802	47,117

## Factors Contributing to Increased Rounds and Revenue

- Focus on Course Programming, Advertising, and Tee Sheet Management
- Strong Relationships with Charity Golf Outings Allowing for Annual Rebookings
- Ongoing Focus on Improvements on Guest Service and Building Community Relationships
- Continued Focus on Course Improvements to Playing Surfaces
- Increased Passholders Sales with Expanded Benefits

## Trended Revenue \$

Year	Golf Operations Revenue	F&B Revenue	Total Revenue	YOY Change
2019	\$980,765	\$115,504	\$1,096,269	-
2020	\$1,242,891	\$213,024	\$1,455,915	+33% YOY
2021	\$1,411,202	\$287,716	\$1,698,918	+17% YOY
2022	\$1,427,896	\$279,351	\$1,707,237	+1% YOY



# JOURNAL OF SPECIAL COMMISSION WORK SESSION

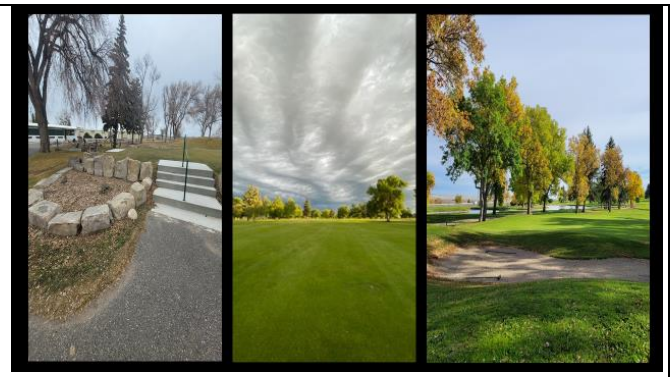
## March 7, 2023

*Golf Course Conditions*



Continued focus on our Agronomic Plan for long term health and sustainability

- ✓ Consistent quality and speed of greens
- ✓ Weed eradication program for fairways, continuing in 2023
- ✓ Rock borders on select holes ongoing at Eagle Falls.
- ✓ Flower beds in parking lot at Eagle Falls updated, with work continuing in spring 2023.
- ✓ Major repairs to range netting at both courses completed.
- ✓ Acquired new Fertilizer Spreader and Tee Mower to aid in turf management Program
- ✓ Rough Mower, Sidewinder, and Aerator slated for acquisition in spring of 2023



*Making a difference in the Community*



GREAT FALLS COMMUNITY  
**FOOD BANK**

"Gathering together to nourish our community."

Started Annual Food Drive to Benefit Great Falls Community Food Bank.



girl scouts  
of montana  
and wyoming



5 Weeks of Junior Golf Camps

COURSECOUNTRY

Saturday  
October 22nd  
12-4 PM

**\$5 Per Child**

Prizes for best carved pumpkins by age group



**Pumpkin Patch & Carving Contest!**

Click for more info

**4th of July Fireworks Viewing Party**

Monday, July 4th, Fireworks around 10:00 PM after The Woyagers baseball game

No cover charge for the party, just bring a blanket and enjoy the show! We will have food and drink specials, as well as contests for the kids. The party will have live music and begins at 6 PM!

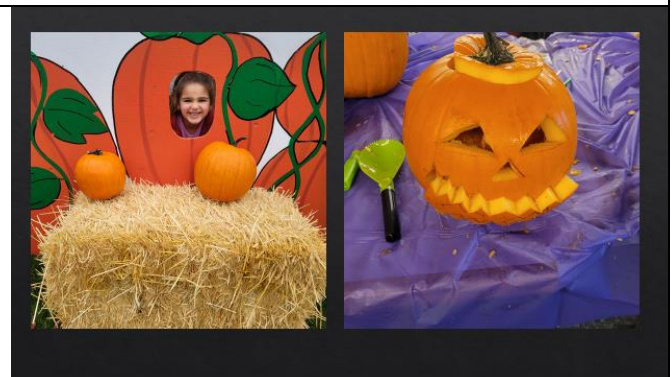
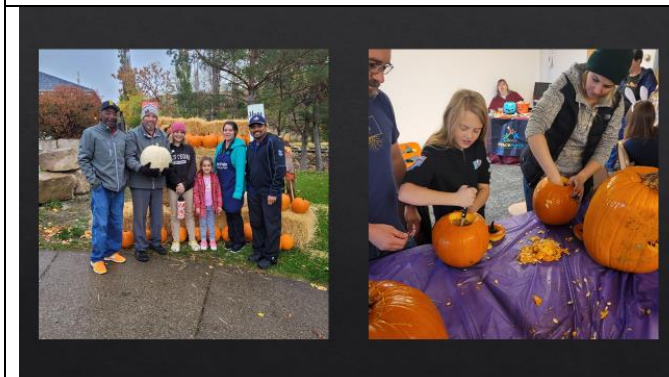
**NEW**

**FIRE CRACKER GOLF OUTING!**

**\$20 for pass holders**  
**\$40 for non-pass holders**

A nine hole 2 person scramble, beginning at 5 PM. Teams need to call or visit the pro shop to sign up.  
**(406) 761-1078**

You do not need to participate in the golf outing to attend the fireworks party.



*2023 Community Vision*

*Keeping success in place:*

- Montana 2-man best ball tournament (64 Teams)
- Great Falls Open Championship
- High School/College Golf Tournaments
- 4<sup>th</sup> of July Community Barbecue
- Junior Golf Camps and Clinics
- Annual Food Drive

*Calendar Includes New Programs*

- Girl Scout Golf Camp
- First Green Event With Girl Scouts
- Sip & Hit Clinics
- 2 Man Match Play Tournament
- Par 3 Tournament
- Greenskeepers Revenge Outing
- Scheels Mothers Day Partnership
- Special Olympics Partnership
- Zombie Run and Pumpkin Patch

COURSECOUNTRY

**Anaconda Hills**

**2 VS 2**

TEAM MATCH PLAY TOURNAMENT

2-Person Best Ball Match Play  
Single Elimination  
Full USGA Membership Required  
Limited to 16 teams

Call or visit the pro shop at Anaconda Hills for details

Saturday May 28th  
Sunday May 29th

Passholders - \$25  
Non Passholders \$55  
(upon applicable cart fee)



**MT STATE**

**2 MAN BEST BALL**

AUGUST 5TH - 7TH, 2022

EAGLE FALLS GOLF CLUB  
GREAT FALLS, MONTANA 59003

TO REGISTER, CALL THE PRO SHOP AT 406-761-1078



**PAR 3 TOURNAMENT**

18 holes of Par 3 golf, \$10 prize fund, after golf dinner and drinks  
\$25 for Passholders and League Players,  
\$45 for Adults

**Saturday April 9th**  
**9am Shotgun Start**

www.eaglefalls.com



**JOURNAL OF SPECIAL COMMISSION WORK SESSION**  
**March 7, 2023**



Mayor Kelly commented that over time, CourseCo has created more value at the golf courses and decreased the Golf Fund Balance.

Commissioner Wolf expressed appreciation to CourseCo for its efforts growing a legacy with regard to the Pumpkin Patch/Carving Contest and Fourth of July Fireworks Viewing Party events.

Commissioner Tryon received clarification that utilizing a golf course for cross-country skiing during the winter would require a six-inch snow base. CourseCo has an agreement with the Great Falls Public School District for hosting golf tournaments. He further received clarification that if one golf course is closed for school cross-country meets, the other course would be open and honor golf passes.

**JOURNAL OF SPECIAL COMMISSION WORK SESSION**  
**March 7, 2023**

**CONTINUED DISCUSSION OF REQUEST FOR A TAX INCREMENT FINANCE DISTRICT**

Planning and Community Development Deputy Director Tom Micuda reviewed and discussed the following PowerPoint:

<p align="center"><b>Discussion of Request for a Tax Increment Finance District</b></p> <p align="center"><b>City Commission Work Session</b> <b>March 7, 2023</b></p>	<p align="center">Recap from February 21 Presentation</p> <ul style="list-style-type: none"> <li>• <b>General Fund Impact of TIFs (loss of 800-900k per year)</b></li> <li>• <b>Map/property inventory in proposed TIF</b></li> <li>• <b>Process to create a TIF – Blight Study, Resolution of Necessity, Creation and adoption of Urban Renewal Plan/TIF</b></li> <li>• <b>Notification and submittal</b></li> <li>• <b>Definition and criteria for Blight</b></li> </ul>																																																																																																									
<p align="center"><b>Snapshot of Property Values</b></p> <table border="1"> <thead> <tr> <th></th> <th></th> <th>Land Value*</th> <th>Building Value*</th> <th>Total Value*</th> <th>Taxes**</th> </tr> </thead> <tbody> <tr> <td rowspan="4"><b>1401 14th St SW</b></td> <td>2022</td> <td>\$ 3,900,629</td> <td>\$ 776,800</td> <td>\$ 4,677,429</td> <td>\$ 69,646</td> </tr> <tr> <td>2020</td> <td>\$ 3,200,629</td> <td>\$ 844,800</td> <td>\$ 4,145,429</td> <td>\$ 70,512</td> </tr> <tr> <td>2018</td> <td>\$ 2,896,136</td> <td>\$ 837,400</td> <td>\$ 3,733,536</td> <td>\$ 64,888</td> </tr> <tr> <td>2016</td> <td>\$ 2,717,348</td> <td>\$ 837,400</td> <td>\$ 3,554,748</td> <td>\$ 61,146</td> </tr> <tr> <td>2016</td> <td>\$ 2,621,968</td> <td>\$ 777,580</td> <td>\$ 3,399,548</td> <td>\$ 59,154</td> </tr> <tr> <td rowspan="4"><b>1505 14th St SW</b></td> <td>2022</td> <td>\$ 168,802</td> <td>\$ 893,278</td> <td>\$ 1,062,080</td> <td>\$ 18,638</td> </tr> <tr> <td>2020</td> <td>\$ 168,802</td> <td>\$ 893,278</td> <td>\$ 1,062,080</td> <td>\$ 18,575</td> </tr> <tr> <td>2018</td> <td>\$ 105,128</td> <td>\$ 822,872</td> <td>\$ 928,000</td> <td>\$ 18,564</td> </tr> <tr> <td>2016</td> <td>\$ 118,796</td> <td>\$ 724,114</td> <td>\$ 842,910</td> <td>\$ 18,267</td> </tr> <tr> <td rowspan="4"><b>1428 14th St SW</b></td> <td>2022</td> <td>\$ 141,136</td> <td>\$ 268,630</td> <td>\$ 409,766</td> <td>\$ 5,681</td> </tr> <tr> <td>2020</td> <td>\$ 141,136</td> <td>\$ 268,630</td> <td>\$ 409,766</td> <td>\$ 5,648</td> </tr> <tr> <td>2018</td> <td>\$ 77,876</td> <td>\$ 245,260</td> <td>\$ 323,136</td> <td>\$ 4,632</td> </tr> <tr> <td>2016</td> <td>\$ 77,876</td> <td>\$ 245,260</td> <td>\$ 323,136</td> <td>\$ 4,461</td> </tr> <tr> <td>2016</td> <td>\$ 78,774</td> <td>\$ 187,060</td> <td>\$ 265,834</td> <td>\$ 3,856</td> </tr> <tr> <td rowspan="4"><b>1501 13th Ave SW</b></td> <td>2022</td> <td>\$ 213,490</td> <td>\$ 1,059,410</td> <td>\$ 1,272,900</td> <td>\$ 25,130</td> </tr> <tr> <td>2020</td> <td>\$ 213,490</td> <td>\$ 1,059,410</td> <td>\$ 1,272,900</td> <td>\$ 25,014</td> </tr> <tr> <td>2018</td> <td>\$ 114,061</td> <td>\$ 1,193,540</td> <td>\$ 1,307,601</td> <td>\$ 25,399</td> </tr> <tr> <td>2016</td> <td>\$ 116,061</td> <td>\$ 1,193,540</td> <td>\$ 1,309,601</td> <td>\$ 24,412</td> </tr> <tr> <td>2016</td> <td>\$ 293,569</td> <td>\$ 865,417</td> <td>\$ 1,158,986</td> <td>\$ 37,684</td> </tr> </tbody> </table> <p align="center"><small>*From Multnomah Cadastre **From Cascade County</small></p>			Land Value*	Building Value*	Total Value*	Taxes**	<b>1401 14th St SW</b>	2022	\$ 3,900,629	\$ 776,800	\$ 4,677,429	\$ 69,646	2020	\$ 3,200,629	\$ 844,800	\$ 4,145,429	\$ 70,512	2018	\$ 2,896,136	\$ 837,400	\$ 3,733,536	\$ 64,888	2016	\$ 2,717,348	\$ 837,400	\$ 3,554,748	\$ 61,146	2016	\$ 2,621,968	\$ 777,580	\$ 3,399,548	\$ 59,154	<b>1505 14th St SW</b>	2022	\$ 168,802	\$ 893,278	\$ 1,062,080	\$ 18,638	2020	\$ 168,802	\$ 893,278	\$ 1,062,080	\$ 18,575	2018	\$ 105,128	\$ 822,872	\$ 928,000	\$ 18,564	2016	\$ 118,796	\$ 724,114	\$ 842,910	\$ 18,267	<b>1428 14th St SW</b>	2022	\$ 141,136	\$ 268,630	\$ 409,766	\$ 5,681	2020	\$ 141,136	\$ 268,630	\$ 409,766	\$ 5,648	2018	\$ 77,876	\$ 245,260	\$ 323,136	\$ 4,632	2016	\$ 77,876	\$ 245,260	\$ 323,136	\$ 4,461	2016	\$ 78,774	\$ 187,060	\$ 265,834	\$ 3,856	<b>1501 13th Ave SW</b>	2022	\$ 213,490	\$ 1,059,410	\$ 1,272,900	\$ 25,130	2020	\$ 213,490	\$ 1,059,410	\$ 1,272,900	\$ 25,014	2018	\$ 114,061	\$ 1,193,540	\$ 1,307,601	\$ 25,399	2016	\$ 116,061	\$ 1,193,540	\$ 1,309,601	\$ 24,412	2016	\$ 293,569	\$ 865,417	\$ 1,158,986	\$ 37,684	<p align="center">Photo looking south on 14<sup>th</sup> Street</p>
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Photo – Terracon and 13<sup>th</sup> Ave.  
and 14<sup>th</sup> St. Intersection



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Photo – Entrance to River's Edge  
Mobile Home Park



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Photo looking west on 13<sup>th</sup> Ave  
from RV Park.



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### Staff Conclusions

- **Area does not appear blighted**
- **City must be 100% committed to TIF**
  - Lost revenue for general fund
  - Significant staff/consultant effort needed
- **City/County split in jurisdiction creates complications for addressing blight comprehensively**

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### Staff Conclusions

- **Area small in comparison to established TIFs**
  - Downtown – 164 acres
  - West Bank – 222 acres
  - Proposed Area – Approx. 69 acres
- **RV Park approx. 23% of proposed TIF**
  - Single user request vs an area with true blight that needs to be addressed

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### Staff Conclusions

- **Developer believes project should be reimbursed for \$24 million; City has conveyed that only about \$2-3 million could be eligible**
- **Montana State Legislature has recently added new opportunities to use TIF financing in support of Workforce Housing. However, project doesn't appear targeted to that income level**

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Commissioner Hinebauch received clarification that the City would determine blight with a consultant providing its expertise and the developer would have 23 percent of the proposed development.

Commissioner Tryon received clarification that there is a lack of pedestrian facilities, roadways do not have curbed drainage and making those improvements would require crossing the jurisdictional line into the County. The creation of the Downtown TIF district was driven by a master plan and community effort and West Bank TIF district was driven by a developer. Craig Development has indicated to City staff that it has other successful projects with a similar portfolio in other areas in the State and that the proposed project would not work without supplementary support and TIF.

Commissioner McKenney expressed concern about the precedent approving this project would set for other developers.

Commissioner Wolff received clarification that the owner and developer mutually agreed to pull the zoning request for consideration from a previous City Commission Meeting Agenda. The developer indicated that he still wanted to have the discussion to see what the reaction of the Commission would be to a TIF district conversation. Craig Development does not have any alternative developments or properties if the proposed project does not go through. Dr. Lawn had expressed interest in the proposed TIF.

Planning and Community Development Director Craig Raymond reiterated that the RV Park represents 23 percent of the proposed TIF district and the developer is asking the City for \$24 million. He added that the proposed TIF district would more than likely never generate \$24 million. The proposed request would be a single user TIF district and there would not be flexibility to add other users.

Commissioner Hinebauch inquired about the process for annexing County property and the C-2 area south of the interstate.

Planning and Community Development Deputy Director Micuda responded that the City's customary practice for annexing County property is to do voluntary action at the request of a property owner. City staff transposed the proposal and mapped what the developer provided them with, rather than looking at any expansion of the C-2 area south of the interstate.



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Commissioner Hinebauch commented that regardless of the proposal from Craig Development, the property would be a great area for a TIF district and redevelopment. He expressed support of considering the proposal if the requirements are met.

Mayor Kelly commented that asking government entities for assistance is standard business for developers coming into a community; however, he is also concerned about the precedent approving this project would set for other developers. Mayor Kelly concluded that he is not in favor of pursuing a blight study because it is not worth the cost and the \$24 million request for a single user TIF is inappropriate.

Commissioner Tryon received clarification that the normal blight process would still be required even with the Montana State Legislature’s new opportunities to use TIF in support of Workforce Housing.

Commissioner Hinebauch clarified that he is not advocating for a \$24 million reimbursement to the developer; however, he is advocating for using the tool for TIF to develop areas in the community.

**3. MUNICIPAL COURT UPDATES**

Municipal Court Judge Steve Bolstad explained that he considers fine collections as revenue to the General Fund. Currently there are approximately 2700 warrants for delinquent payments. The collection module would save costs and time for not only the Police Department, but other State and County entities as well because people would be going to collection rather than arrested on a warrant.

Judge Bolstad commented that although he is discouraged that the advertisement for a second judge was pulled, he would rather have the process done right. He reported that the second and third floor of the post office was considered for Court relocation; however, the location would not be an appropriate use for American Rescue Plan Act (ARPA) funds and the Court would be split up on two different floors. Judge Bolstad concluded that he could not think of a better location than the Missouri Room for the Court relocation because of the diverse community Municipal Court interfaces with on a daily basis.

Collection Bureau Services Professional Collection Specialist Margaret Parson reviewed and discussed the following PowerPoint:

 <p style="text-align: center;">City of Great Falls Court Collection</p>  <p style="text-align: center;"><i>To provide our clients with the fiscal resources they need to fulfill their mission.</i> —Collection Bureau Services, Inc.</p>	<h2 style="text-decoration: underline;">Agenda</h2> <ul style="list-style-type: none"><li>▶ <b>Purpose</b> Review processes and services involved in a collections relationship with the Great Falls City Court and what that would look like with Collection Bureau Services.</li><li>▶ <b>Process</b> Layout the basic services and discuss your needs and wants and how we plan to address them.</li><li>▶ <b>Payoff</b> You will have a complete overview of our services and a solid basis for making a decision.</li></ul> <p style="text-align: right;">2</p>
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# JOURNAL OF SPECIAL COMMISSION WORK SESSION

## March 7, 2023

### Account Collections

#### Why CBS?

- ▶ First, your citizens deserve to be treated with the utmost respect, and our Mission Statement illuminates our business philosophy:
- ▶ "It is the policy of Collection Bureau Services to provide our clients with collection services that are the pinnacle of those offered in Montana, to continually strive to upgrade and improve procedures to the betterment of our clients, and to do so in a legal and ethical manner that preserves the dignity and self-respect of Montana consumers."

**But you also need  
a collections partner with experience.**

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### Account Collections

- ▶ **State Contract**
  - CBS has been contracted with the State of Montana since 2015, and we just signed an extension through 2022. We were also the state contracted agency for the prior 7 year term. This means that we are pre-approved to do business with any state entity in Montana.
- ▶ **A Solid Compliance and Training Record:**
  - Three day initial and twice yearly refresher training on any updates to FDCPA, HIPAA and other relevant laws and regulations. CBS is compliant with all State and Federal laws.
  - All of our agents are Professional Collection Specialist (PCS). This designation honors agents who complete training and pass an exam administered by the Association of Credit and Collection Professionals. It is the standard of excellence for training in professional and ethical collection practices.
- ▶ **Technology:**
  - Secure on-line access 24/7 to accounts
  - Upload new accounts
  - Download status reports
- ▶ **Legal Department**
  - Lead counsel – 25 years experience in collection law
  - Two attorneys with two full-time legal support staff

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### Account Collections

#### ▶ Professionalism:

Our agency stands out in many ways:

- Our collectors average 8 years experience and are ACAI certified
- Insurance coverage of \$2 million and agency is bonded
- Work hours range from 7am-6pm
- Currently collect bad debt for several Montana courts
- We will adapt our procedures to meet your needs
- CBS has never missed remittance to a client in our 47 years!

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### Account Submissions

**Outstanding fines, fees and restitution accounts can be submitted electronically:**

- ▶ CBS has a secure on-line messaging system (OMS) that allows for the secure transfer of information from the court to our office.
- ▶ CBS will provide a spreadsheet for the download of information directly from Full Court. This helps insure the accuracy of the information being transmitted to us. One field from the Full Court download will have to be adjusted before the file is sent to CBS, and after that is done then the spreadsheet will be ready for secure OMS transmission to CBS.
- ▶ The spreadsheet is received, the data uploaded to our system, collection efforts begin immediately and legal assignments generated. Legal assignment sheets are sent monthly to clients when there are listings in the prior month. These legal assignments sheets are produced so that the court can verify that the information in the CBS system is accurate.
- ▶ Once collection efforts have begun, accounts go through the process outlined on the next page.

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### Account Collections

**Defined Sequence of Events in the Collection Process:**

- We receive the account information from you. (Assignment or Listing)
- Our #1 notice automatically goes out requesting payment. (If the mail is returned, then we have to find a new address and resend the notice to the new address.)
- If no contact has been made within 10 days of sending out the #1 notice, then the account comes up on the collector's screen for phone call attempts and/or skip-tracing for data.
- If no contact has been made after 20 days, #2 notices go out automatically. If the collectors have contacted them, they manually send out the notice.
- The collector will treat each consumer on an individual basis. We have several different types of notices and skip-tracing methods. If the collector does not get a response, they will work to locate assets to serve such as:
  - Employment
  - Bank Account
  - Property (We do not seize property, a lien may be obtained on the property.)
- The legal process for collecting on court judgments when an asset is located works as follows:
  - We prepare a Writ of Execution and send it to the Court to Order; sign and return to us.
  - We give a Writ of Execution to a process server or sheriff where they serve whichever asset we have found (as directed by us).
  - COLLECT if asset still in place. (i.e. person is still employed or bank account is still open)

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### Account Collections

#### ▶ Personal Service:

Amy Klein: 9 years  
*Account Input*



Margaret Burns: 11 years  
*Customer Service*







Todd Thurnau: 26 years  
*Collection Supervisor*



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<h2 style="text-align: center;"><u>Account Collections</u></h2> <p>▶ <b>Legal Team:</b></p> <p>Michael Moore: 28 years at CBS <i>Lead Attorney</i></p> <p>Erica DeVries: 1 year at CBS <i>Attorney</i></p> <p>Sarah McIntosh and Brianna Cooper : <i>Paralegal Support Staff</i></p>     <p style="text-align: right;">9</p>	<h2 style="text-align: center;"><u>Fee Structure</u></h2> <p><b>Compensation to CBS for accounts collected in the state of Montana will be:</b></p> <ul style="list-style-type: none"><li>▶ By statute, CBS will add 25% of the principal amount of the balances on those cases where judgment was entered on or after October 1, 2003. This 25% is to be CBS's fee.</li><li>▶ Also, CBS will retain 25% of monies collected on those cases where judgment was entered prior to October 1, 2003.</li><li>▶ CBS will retain 100% of any Attorney Fees, Court Costs, Process Server Fees, Collection Costs and any other amounts allowed by law.</li><li>▶ The Court will be responsible for filing satisfaction of these judgments.</li></ul> <p><b>Compensation to CBS for accounts forwarded/collected outside the state of Montana will be:</b></p> <ul style="list-style-type: none"><li>▶ CBS will retain 50% of monies collected.</li><li>▶ CBS will retain all costs and other amounts allowed by law that are above the amount of the original judgment.</li><li>▶ The Court will be responsible for filing satisfaction of these judgments.</li><li>▶ CBS will remit payment monthly to the Court.</li></ul> <p style="text-align: right;">10</p>
<h2 style="text-align: center;"><u>In Closing</u></h2> <p>Collection Bureau Services has been a leader in our field in Montana for over 40 years. Our reputation for integrity, confidentiality and performance has been earned over the many years of consistent and professional service that we provide to all of our clients and court clients.</p> <p>Please feel free to contact me with any questions you have regarding this information and let me know if you wish to set a time to meet and go over any specific details of the proposal. You can also review our website at: <a href="http://www.collectionbureau.biz">www.collectionbureau.biz</a></p> <p>Thank you for your consideration, and we look forward to working with you.</p> <p>Margaret Parson Professional Collection Specialist <a href="mailto:margaretb@collectionbureau.biz">margaretb@collectionbureau.biz</a> 406-531-8206</p> <p style="text-align: right;">11</p>	

Ms. Parson discussed a Collection Statistics By List Date worksheet. She reported that there would be several benefits with regard to the Full Court Collection Module and the cost is approximately \$11,000.

Mayor Kelly inquired about the fiscal impact of the module and if Court staff would utilize the module in conjunction with its traditional way of collecting fees.

Court Supervisor Morgan Medvec responded that citizens that go into a collection status would pay Collection Bureau Services directly, which would free up Court staff's time. There would not be a fee for the collection module through the collection agency; however, the initial implementation is \$10,000 and \$1,000 a year for the subscription. There is vacancy savings in the Court's budget that could be utilized for the module.

Deputy City Manager Chuck Anderson suggested that Court Supervisor Medvec verify the Court's budget since the expenditure for hiring a second Court Clerk was recently authorized.

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pIt was the consensus of the Commission that Judge Bolstad proceed with the Full Court Collection Module.

**DISCUSSION OF POTENTIAL UPCOMING WORK SESSION TOPICS**

Deputy City Manager Chuck Anderson reported that an Opioid Litigation update will be a topic for a March 21, 2023 Special Commission Meeting. The March 21, 2023 work session will consist of a fiber and telecommunication update, as well as a sanitation rate review.

**ADJOURN**

There being no further discussion, Mayor Kelly adjourned the informal special work session of March 7, 2023 at 6:43 p.m.