



The Weekly Update – December 28, 2023

Attachments:

1. Journal of City Commission Work Session, November 7, 2023
2. Journal of City Commission Work Session, November 21, 2023
3. Journal of City Commission Work Session, December 5, 2023
4. City of Great Falls Total Cash and Investments as of October 31, 2023
5. City of Great Falls Total Cash and Investments as of November 30, 2023

City Commission Work Session
Civic Center, Gibson Room 212

Mayor Kelly presiding

CALL TO ORDER: 5:30 PM

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

STAFF PRESENT: City Manager Greg Doyon; City Attorney David Dennis; Finance Director Melissa Kinzler and Grant Administrator Tom Hazen; Public Works Director Chris Gaub, City Engineer Jesse Patton and Development Review Coordinator Mark Juras; Planning and Community Development Director Brock Cherry; Park and Recreation Director Steve Herrig; Municipal Court Judge Steve Bolstad and Court Supervisor Morgan Medvec; Fire Marshal Mike McIntosh; Library Director Susie McIntyre; Police Captain Rob Moccasin; and, Deputy City Clerk Darcy Dea.

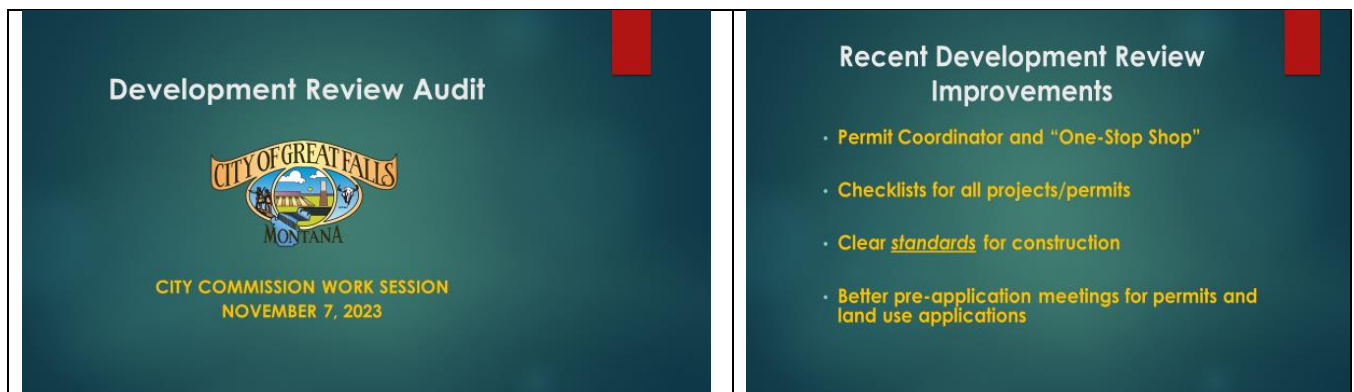
PUBLIC COMMENT

None.

1. DEVELOPMENT REVIEW AUDIT.

Public Works Director Chris Gaub explained that the goals of the audit are to have a healthy development review program, encourage development so that the City can continue to be more vibrant, and to have more options and opportunities. To do this, developers and ratepayers need to be successful. The City needs to have a consistent process, be transparent with developers, and needs to protect ratepayers because of how much infrastructure there is. He commented that he supports a continuous process improvement (CPI) model.

Planning and Community Development Director Brock Cherry and Public Works Development Review Coordinator Mark Juras reviewed and discussed the following PowerPoint:



JOURNAL OF COMMISSION WORK SESSION

November 7, 2023

<h3 style="text-align: center;">Internal Improvements</h3> <ul style="list-style-type: none"> • What can we improve: <ul style="list-style-type: none"> • Allow for customer/applicant collaboration to drive improvements. • Full implementation of EnerGov– This allows for online submittals, greater accountability, and a true "one-stop shop" experience. • We're still too reliant on individuals to make up for problems. What happens when they leave??? 	<h3 style="text-align: center;">Internal Improvements</h3> <ul style="list-style-type: none"> • Certificates of Occupancy should be more predictable for staff and customers • Every project needs a calendar and <u>deadlines!</u> • <i>The City Promise:</i> If everyone does their part right on the front end, you can deliver your project on time and on budget and have a positive development experience.
<h3 style="text-align: center;">Development Review Audit Listening Session</h3> <p>Our Core Mission for the Audit</p> <ul style="list-style-type: none"> • Support and prioritize development • Be timely, consistent, but still listen, communicate, and problem solve • Ensure that you know your budget through upfront fees, not rolling costs • If applicants provide complete plan sets that comply with requirements, your process will be straightforward • Cross-train our team so multiple people can help you 	<h3 style="text-align: center;">Development Review Audit Listening Session – What's Next</h3> <ul style="list-style-type: none"> • October 26 – Conducted first Listening Session with the development community • November 7 City Commission Work Session – Similar presentation with input – 5:30 pm – Gibson • November 16 – Listening Session Part 2 (more input) – Gibson Room 9:30 am-11:30 am • November - February 2024 - Smaller listening sessions and work groups for special topics • Spring 2024 – Final report and presentation to Commissioners – We want it to be yours also



Planning and Community Development Director Cherry explained that a permit processing software working effectively is how to achieve a one-stop shop, have total transparency, and track the entire application process. EnerGov is a permit processing software that enables citizens to apply for applications for projects on line; however, the customer-facing component, which allows applicants to apply on line and for City staff to have communication with them, has not been able to be deployed. EnerGov was to be implemented right when COVID began; however, there was some employee turnover because of deficiencies being able to educate employees properly on the administration of it. He anticipates that EnerGov should be fully implemented by the end of 2024.

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Public Works Development Review Coordinator Mark Juras explained that the first Development Review Audit Listening Session was held on October 26, 2023 and approximately eight members from the development community attended to discuss topics of concern. There will be a second listening session on November 16, 2023 and will continue into 2024.

Commissioner Wolff inquired about additional strategies that could be used to encourage more of the development community to attend the listening sessions.

Public Works Director Cherry responded that Great Falls Area Chamber of Commerce President/CEO Shane Etzwiler provided assistance to City staff with preparing a draft applicant survey. There has also been continued conversations about the Growth Policy anytime Staff meets with developers.

Commissioner McKenney inquired about speeding up the design review process and if there is proper staffing to carry out the Development Review Audit Action Plan.

Planning and Community Development Director Cherry responded that the process has to meet statutory requirements. The process is thorough because of public and Neighborhood Council participation. It is not just about making the process faster, but also making sure that the process upholds what is laid out in the Growth Policy in the zoning ordinance. He further responded that sometimes it is not about adding personnel and is about working smarter and utilizing the tools correctly that City staff currently has.

Commissioner Tryon received clarification that the Growth Policy, Development Review Audit and implementing EnerGov are Planning and Community Development Director Cherry's top priorities. EnerGov software should expedite the permitting process and full implementation. The success of EnerGov also necessitates the Planning and Community Development Department to modernize and digitalize other systems in order for it to be truly successful.

Commissioner Tryon inquired how the results of EnerGov would be measured.

Planning and Community Development Director Cherry responded that once fully implemented, EnerGov will allow for greater accountability by determining when a permit was submitted, issued and granted. He added that the goal is to empower City staff at all levels during the design review process to find solutions and work out conflicts.

Public Works Director Gaub added that what Planning and Community Director Cherry explained is the CPI model that he referred to earlier and the listening sessions would continue to provide feedback from the development community.

Commissioner Hinebauch received clarification that a robust training on EnerGov would be provided to City staff. Once EnerGov is fully implemented, the software would provide applicants with an anticipated timeline.

Mayor Kelly inquired about the weakness areas of the Development Review Audit Action Plan. He further inquired if there has been any coordinating with the development communities and other cities.

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Planning and Community Development Director Cherry responded that there is an organization called the American Planning Association. In addition, planning directors throughout the State can have discussions via phone conference every other month. Reaching out to other communities to get their take on best practices could also be built into the audit.

DISCUSSION OF POTENTIAL UPCOMING WORK SESSION TOPICS

City Manager Greg Doyon reported that a draft EMS transportation contract update will be a topic for the November 21, 2023 work session. A Rec/Aquatic Center progress update will be a topic for the December 5, 2023 work session. There will not be a formal work session on December 19, 2023 due to the open house for current and newly elected commissioners. An update on improving the performance of certain funds will possibly be done along with a semi-annual budget review.

ADJOURN

There being no further discussion, Mayor Kelly adjourned the informal work session of November 7, 2023 at 6:35 p.m.

City Commission Work Session
Civic Center, Gibson Room 212

Mayor Kelly presiding

CALL TO ORDER: 5:30 PM

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

STAFF PRESENT: Deputy City Manager Chuck Anderson; City Attorney David Dennis and Deputy City Attorney Rachel Taylor; Finance Director Melissa Kinzler and Grant Administrator Tom Hazen; Planning and Community Development Director Brock Cherry; Municipal Court Judge Steve Bolstad and Court Supervisor Morgan Medvec; Fire Chief Jeremy Jones and EMS Deputy Chief Jeremy Virts; Police Chief Jeff Newton; and, Deputy City Clerk Darcy Dea.

PUBLIC COMMENT

Justin Grohs, Great Falls Emergency Services (GFES), explained that GFES has been the contracted ambulance provider for the last several years for the City, as well as the County and Malmstrom Air Force Base (MAFB). GFES had offered a few suggestions to the City's revised draft Ambulance Service Performance Contract for 911 Ambulance Transport Services. The majority of the proposed performance contract was attainable and the City needs to determine whether to renew with GFES or another provider. The main item for consideration was the term of the contract. Emergency Medical Services (EMS) is a volatile industry requiring significant investment and a longer term brings stability to the entire system. Mr. Grohs expressed appreciation to Fire Chief Jeremy Jones, EMS Deputy Chief Jeremy Virts and City staff for their efforts with regard to the contract.

1. AMBULANCE SERVICE PERFORMANCE CONTRACT FOR 911 AMBULANCE TRANSPORT SERVICES WITH THE CITY OF GREAT FALLS.

Fire Chief Jeremy Jones explained that this has been a long time in the making with regard to changes to the Ambulance Service Performance Contract for 911 Ambulance Transport Services. City staff began working on this in June 2023 and in September 2023, ordinance updates were presented and later codified into the Official Code of the City of Great Falls (OCCGF). GFES submitted written correspondence, via November 20, 2023 email, offering a few suggestions to the City's revised draft performance contract.

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

JOURNAL OF COMMISSION WORK SESSION

November 21, 2023

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City of Great Falls EMS System

AMBULANCE SERVICE PERFORMANCE CONTRACT FOR 911 AMBULANCE TRANSPORT SERVICES WITH THE CITY OF GREAT FALLS, MONTANA



2

Section 1 – Administration of the Contract and Terms


1.1 Contract Administration

Current: City of Great Falls EMS System Administrator will act as the Contract Administrator, and shall represent the City in all matters pertaining to this Agreement and shall administer this Agreement on behalf of the City. The Contract Administrator or her/his designee may; current language

Proposed: The City of Great Falls (City) Great Falls Fire Rescue (GFFR) is the Authority Having Jurisdiction (AHJ) over Emergency Medical Services (EMS) in the City of Great Falls. See the official Code of the City of Great Falls (OCCGF) § 8.5.090 B.

Pursuant to OCCGF § 8.5.050, the City appoints the GFFR Fire Chief to act as the Contract Administrator to represent the City in all matters pertaining to this Agreement and to administer this Agreement on behalf of the City Manager and City. The EMS System Administrator or his/her designee may;

Justification:
Defines roles and responsibilities as defined in OCCGF.



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Section 1 – Administration of the Contract and Terms

1.1 Contract Administration

Current: No current language

Proposed: The EMS 911 System referred to in this Agreement is defined as the interrelated but separate entities including, but not limited to, ambulance service providers and fire departments which optimally work together in the timely and appropriate provision of emergency medical services to the citizens and visitors of the City (See OCCGF § 8.5.030 N). For the purposes of this Agreement, the EMS 911 System includes Malmstrom, Cascade County, the City, and contracted City fire districts. (OCCGF § 8.5.060).

Justification:
Defines EMS 911 system components and users as identified in OCCGF that are serviced by the 911 CCCDC.



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Section 1 – Administration of the Contract and Terms

1.3 Conditions for Agreement Extension

Current: This Agreement is automatically extended for one subsequent five-year term unless either party provides a written notice at least one year prior to the expiration of the previous five-year term of that party's intention to terminate the Agreement.

Proposed: This Agreement is automatically extended for one subsequent three (3) year term unless either party provides a written notice at least one hundred and eighty (180) days prior to the expiration of the previous three year term of the party's intention to terminate the Agreement. At least 180 days prior to the end of the second 3 year period provided herein, the performance of the Contractor shall be reviewed to determine if this Agreement may be further extended for a specific term pursuant to OCCGF § 8.5.150.

Justification:
EMS systems are dynamic and require timely systematic review to evaluate performance and implement changes if there are areas of concern.



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Section 2 – Roles and Responsibilities

2.2 Contractor's Functional Responsibilities


During the term of this Agreement, pursuant to OCCGF § 8.5.170, the Contractor shall:

Current: A. Provide pre-hospital emergency medical care and transport services at the advanced life support (ALS) level in response to emergency medical calls within the City twenty-four (24) hours each day, seven (7) days a week, without regard to the patient's financial status.

Proposed: A. Provide a minimum of two (2) Advanced Life Support (ALS) equipped ambulances staffed with a minimum of two (2) Montana licensed drivers, which shall include at least one (1) Nationally Registered Paramedic and one (1) Nationally Registered Emergency Medical Technician (EMT) to provide pre-hospital emergency medical care and transport services for emergent (Code 3) calls originating in the EMS 911 System twenty-four (24) hours each day, seven (7) days a week, without regard to the patient's financial status;

B. Provide a minimum of one (1) Basic Life Support (BLS) equipped ambulance staffed with two (2) Montana licensed drivers, which shall include at least two (2) Nationally Registered Emergency Medical Technicians (EMT) to provide pre-hospital medical care and transport services for non-emergent (Code 1) calls originating in the EMS 911 System for non-emergent (Code 1) medical calls twenty-four (24) hours each day, seven (7) days a week, without regard to the patient's financial status;

Justification: Identifies minimum Ambulance staffing requirements identified by the City. This reflects the current MOU in operation.



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Section 2 – Roles and Responsibilities

2.3 (E) Medical Control

Current: New Language

Proposed: Pursuant to OCCGF § 8.5.070, the Contractor will work under the direction of the EMS 911 System Medical Director as designated by the City.

Justification: References OCCGF regarding the medical protocols and oversight provided for by the 911 EMS City Medical Director of the Contractor.



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Section 3 – Deployment

3.1 Deployment Plan

Current: All Contractor emergency 911 ambulance responses under the terms of its Agreement within the City's jurisdiction shall be dispatched as directed by the Cascade County Consolidated Dispatch Center (CCCDC) or in compliance with policies and protocols established by the City. Deployment Plans shall specify proposed locations of ambulances and numbers of vehicles to be deployed during each hour of the day and day of the week.

A. Describe 24 hour and system status management strategies;

B. Describe mechanisms to meet the demand for emergency ambulance response during peak periods of unusually high call volume;

C. Include a map identifying proposed ambulance stations or post locations;

D. Describe the full-time and part-time work force necessary to fully staff ambulances identified in the deployment plans;

E. Describe any planned use of on-call crews;


F. Describe any mandatory (force hire) overtime requirements;

G. Describe how workload shall be monitored for personnel assigned to 24-hour units;

H. Describe record keeping and statistical analyses to be used to identify and correct response time performance problems;

I. Describe any other strategies to enhance system performance, and/or efficiency, through improved deployment/redeployment practices; and

J. Describe the process to keep CCCDC and Great Falls Fire Rescue informed when ambulance resources are unavailable or not immediately ready to respond to emergencies in the City.



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Section 3 – Deployment

3.1 Deployment Plan - COUNTINUED

Proposed: All Contractor emergency 911 ambulance responses under the terms of its Agreement shall be dispatched as directed by CCCDC or in compliance with policies and protocols established by the City. The Contractor shall develop a Deployment Plans, which shall:

A. Provide daily notification, provided to CCCDC and GFFR by 0730 of available resources to the EMS 911 System;

B. Describe the full-time and part-time work force necessary to fully staff the ALS and BLS ambulances as required in the Agreement;

C. Describe mechanisms to meet the demand for emergency ambulance response during peak periods of unusually high call volume;


D. Describe how workload shall be monitored for personnel staffing the ALS and BLS ambulances as provided herein;

E. Describe any planned use of on-call crews;

F. Describe record keeping and statistical analyses to be used to identify and correct response time performance problems; and

G. Describe the ongoing process to keep CCCDC and GFFR informed when ambulance resources are unavailable or not immediately available to respond to emergencies in the City.

Justification: Restructures the deployment plan to work within the EMS 911 System. Removes language pertaining to System Status Management.



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Section 4 – Operations

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4.1 (B) Response Time Standards

Current: Response Time Standards -An ALS ambulance shall respond to 90% of all emergency calls each month in the following response zones:

1. Urban Response Zone - 9:00 minutes or less encompassing all responses within the City limits;
2. Rural Response Zone - 12:00 minutes or less encompassing all responses to the City's Fire Districts; and
3. Super-Rural Response Zone - 20:00 minutes or less encompassing all responses to properties that may reside outside of the areas above that GFFR may provide EMS response.



Section 4 – Deployment

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4.1 (B) Response Time Standards - COUNTINUED

Proposed: An appropriately staffed ambulance shall respond to the appropriate coded call 90% of the time each month in the following response categories:

1. Emergent Response Zone - 9:00 minutes or less encompassing all emergent responses within the City limits and the Contracted City Fire Districts; and
2. Non-Emergent Response Zone - 18:00 minutes or less encompassing all non-emergent responses within the City or the Contracted City Fire Districts.

The City limits and the Contracted City Fire Districts are depicted on the map in Exhibit E.

Justification: Restructures the response time standard to follow the EMS 911 System. Previous standard had components that were not applicable. (OCCGF § 8.5.180)



Section 5 – Personnel

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5.1 Clinical and Staffing Standards

Current: City expects that the provision of emergency ambulance services shall conform to the highest professional standards and shall comply with all applicable State laws and regulations, and City EMS policies, procedures, and field treatment guidelines. All persons employed by the Contractor in the performance of work under this Agreement shall be competent and shall hold appropriate and currently valid certificates, licenses or accreditations in their respective trade or profession. The Contractor shall be held accountable for its employees' licensure, performance and actions. Changes resulting in a negative fiscal impact to the contractor will be analyzed before implementation.

A. Ambulance Staffing - Contractor shall, at all times, staff each ambulance with at least one person who is certified and licensed in the State of Montana as a Paramedic and one person who is certified and licensed in the State of Montana as an Emergency Medical technician (EMT). Staffing exceptions will be allowed only during times of disaster declaration.



Section 5 – Personnel

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5.1 Clinical and Staffing Standards

Proposed: City expects that the provision of emergency ambulance services shall conform to the highest professional standards and shall comply with all applicable State laws and regulations, and City EMS policies, procedures, and field treatment guidelines. All persons employed by the Contractor in the performance of work under this Agreement, shall be competent and shall hold appropriate and currently valid certificates, licenses or accreditations in their respective trade or profession. The Contractor shall be held accountable for its employees' licensure, performance and actions. Changes resulting in a negative fiscal impact to the Contractor will be analyzed before implementation.

A. Ambulance Staffing - Contractor shall, at all times:

1. Provide a minimum of two (2) ALS equipped ambulances staffed with a minimum of two (2) Montana licensed drivers, which shall include at least one (1) Nationally Registered Paramedic and one (1) Nationally Registered Emergency Medical Technician (EMT) to provide pre-hospital emergency medical care and transport services for emergent (Code 3) calls originating in the City EMS 911 System twenty-four (24) hours each day, seven (7) days a week, without regard to the patient's financial status; and
2. Provide a minimum of one (1) ALS equipped ambulance, staffed with two (2) Montana licensed drivers, which shall include at least two (2) Nationally Registered Emergency Medical Technicians (EMT) to provide pre-hospital medical care and transport services for non-emergent (Code 1) calls originating in the City EMS 911 System for non-emergent (Code 1) medical calls twenty-four (24) hours each day, seven (7) days a week, without regard to the patient's financial status.

Justification: Identifies the personnel staffing requirements within the EMS 911 System



Section 9 – Administrative Requirements

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9.1 Performance Security

Current: Prior to the commencement of operations under the terms and conditions of this Agreement, Contractor shall obtain and maintain throughout the term of the contract a "contract performance security" in the amount of \$120,000.00. Only in the event that the Contractor commits a major breach, as defined in section 11.1, of this contract and is unable to perform contracted duties, shall the contractor be required to pay the performance security to the City, the contractor shall be able to obtain and maintain Security Performances in one of the following methods acceptable to the City.

Proposed: Prior to the commencement of operations under the terms and conditions of this Agreement, pursuant to OCCGF § 8.5.210, Contractor shall obtain and maintain throughout the term of the contract a "contract performance security" in the amount equal to the City's reasonably anticipated operating costs for three (3) months of 911 emergency ambulance in the amount of \$180,000.00 as of the date of the contract. Only in the event that the Contractor commits a major breach, as defined in section 11.1, of this contract and is unable to perform the contracted duties, shall the Contractor be required to pay the performance security to the City. The Contractor shall be able to obtain and maintain Security Performances in one of the following methods acceptable to the City.

Justification: As outlined in OCCGF, updated security requirements of the Contractor.



Section 11 – General Contract Requirements

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11.1.A.4 "Major Breach" shall include:

Current: Failure to consistently meet or exceed the various clinical staffing standards required herein (as referred to in 5.1 A).

Proposed: Failure to comply with the minimum clinical and staffing standards required herein (as referenced in 5.1 A) three times within 30-days shall be a "Minor Breach". Failure to comply with these clinical and staffing standards six times within a 90-day period shall be a "Major Breach" of this Agreement.

Justification: The Performance Contract has established a minimum staffing criteria for the number of ALS and BLS ambulances that must be available to the EMS 911 System.



Section 12 – Exhibits

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Exhibit B: Damages

Current: Damages for Failure to Respond to 911 Emergency Incidents

In the event the Contractor fails to respond to, or is unable to respond within 20 minutes of initial dispatch, when the City transports pursuant to an emergency medical request, the Contractor shall pay the City \$500.00 damages per incident. Damages for the 4th and subsequent calls will not be imposed when three (3) calls have already been dispatched in any given rolling 20 minute interval. The damages referred to herein are in lieu of, and not in addition to, any other response time damages referred to herein.

Proposed: Damages for Failure to Respond to 911 Emergency Incidents

In the event the Contractor is unable to respond to the time of dispatch, and the City transports pursuant to a medical request, the Contractor shall pay the City \$500.00 damages per incident. Damages for the 4th and subsequent calls will not be imposed when three (3) calls have already been dispatched in any given rolling 20-minute interval. The damages referred to herein are in lieu of, and not in addition to, any other response time damages referred to herein.

Justification: When no Contractor Ambulances are available to the EMS 911 System, GFFR steps into to provide Ambulance coverage. Waiting 20 minutes for an Ambulance to become available ties up resources waiting for the transport unit.



Section 12 – Exhibits

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Exhibit B: Damages

Current: Damages for Failure to Meet Ambulance Staffing or Clinical Standards

Contractor shall pay City \$250.00 whenever an ambulance not staffed as required in this Agreement responds to an emergency medical request, except in a declared MCI or disaster situation. Within 72 hours of discovery, Contractor shall provide the Contract Administrator with a full description of each response where there was a failure to meet ambulance clinical or staffing standards and the remedial action taken to prevent a recurrence.

Proposed: Damages for Failure to Meet Ambulance Staffing or Clinical Standards

Contractor shall pay City \$250.00 whenever the Contractor's functional Responsibilities and Clinical and Staffing Standards do not meet the minimum requirements as required in this Agreement, except in a declared MCI or disaster situation. Within 72 hours of discovery, Contractor shall provide the Contract Administrator with a full description of each response where there was a failure to meet ambulance clinical or staffing standards and the remedial action taken to prevent a recurrence.

Justification: Performance based Fee to insure minimum Staffing and Clinical Standards are adhered to herein.



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Section 12 – Exhibits
Exhibit B: Damages

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Current: Failure to comply with the EMS 911 System Medical Director's Orders and Protocols

Chronic failure on part of the Contractor to follow EMS protocols and orders given by the EMS 911 System Medical Director the Contractor shall pay the City \$150.00. The EMS 911 System Medical Director shall provide a written report to the EMS System Administrator explaining the infraction and a brief description of corrective actions and plans for improvement on the part of the Contractor.

Proposed: Failure to comply with the EMS 911 System Medical Director's Orders and Protocols and EMS 911 System Administrator Policies and Procedures pursuant to OCCGF § 8.5.170.

Chronic failure on part of the Contractor to follow EMS protocols, procedures, policies and orders given by the EMS 911 System Medical Director or the EMS 911 System Administrator the Contractor shall pay the City \$250.00. The EMS 911 System Medical Director and EMS 911 System Administrator shall prepare a written report explaining the infraction and a brief description of corrective actions and plans for improvement on the part of the Contractor.


Justification: References OCCGF § 8.5.170



Conclusion:

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GFFR is seeking consensus from the City Commission pertaining to the language and Performance Contract updates presented tonight regarding the "Ambulance Service Performance Contract for 911 Ambulance Transport Services with the City of Great Falls, Montana." The changes and updates to the Performance Contract are to put the City in the best response posture when addressing the EMS 911 system and reduce the City's liability of incurring an EMS system failure.



Fire Chief Jones explained that shorter-term contracts garner higher performance and other contracts were looked at within the State. Missoula Emergency Services and Cascade County have a four-year term followed by a 2.5 and a 2.5. City staff agreed to those terms and would not want to be tied into a 15-year type contract because EMS is ever evolving. Because of the MAFB Ground Based Strategic Deterrent program coming and the failing of the public safety levy, changes to the OCCGF and performance contract would put the City in the best position of providing EMS services to the constituents, as well as ensuring that the most robust system is put in place to meet the needs of the community.

Referring to section 2.1D of the proposed performance contract, Fire Chief Jones explained that the Great Falls Fire Rescue (GFFR) does respond to non-emergent (Code 1) calls when there are no GFES ambulances available. GFFR has the capacity to hold Code 1 calls for 10 minutes and allow another 18 minutes of arrival time. He further explained that City staff had no issues with GFES's proposed changes to the contract. GFES wanted a formal documentation process for inquiries and complaints; however, sometimes issues could be resolved verbally. There would be a formal documentation process, if there were no resolution after a verbal exchange. The City has been in contract with GFES since the inception of the performance contract and there has never been a breach of the agreement. The City Commission would be notified if there were ever a major breach.

Mayor Kelly received clarification that GFFR performing the work of a private contracted provider if they were to close, would be considered as a takeover.

Commissioner Tryon received clarification that the City Commission, City Manager and GFFR would be the entities to determine if there was a major breach from a private contracted provider; however, a major breach would take many unsatisfied performances over a period. He expressed concern about the proposed language with regard to the length of time for the review process, if there was a public safety health issue.

Mayor Kelly pointed out that he has never heard any complaints about GFES's professionalism or performance. He inquired if the language in the proposed performance contract allows for dismissal of services because of incompetency that is not a metric of staffing.

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Deputy City Attorney Rachel Taylor responded that there is language in the proposed performance contract that ensures courteous and professional conduct.

EMS Deputy Chief Virts added that a component of the proposed performance contract includes having Nationally Registered Paramedics and Emergency Medical Technicians (EMT), as well as quality assurance and training standards.

Fire Chief Jones added that section 12; exhibit B of the contract includes performance measures and holds a contracted provider accountable to the standards the City has set.

Commissioner Wolff expressed concern about the nine-year term in the proposed performance contract meeting the needs of the City with the additional people because of the Sentinel system.

Deputy City Attorney Taylor responded that the City would have the ability to amend the performance contract.

Fire Chief Jones added that there is currently a process to address any major issues and the City continues to monitor trends daily. The City could reach out to neighboring jurisdictions if there was a major event in the City.

Commissioner McKenney expressed concern that four years may not be long enough for a competitive environment and return on investment with regard to an RFP process. He inquired if the proposed performance contract requires one Basic Life Support (BLS) and two Advanced Life Support (ALS) ambulances to be on duty and about a contractor's personal failure to comply with contractual requirements notifying the City within two business days.

Fire Chief Jones responded that there has been and continues to be a return on investment with the current contracted provider, GFES. The ultimate liability of EMS in the community falls upon the City; however, being able to administer a contract that keeps performance levels at the highest and addresses concerns with a private contracted provider is important. If the performance measures stay high, it would provide a total of nine years extended out and falls in line with other EMS performance contracts entered into with Cascade County. Chief Jones further responded that the performance contract does require that one BLS and two ALS ambulances to be on duty; however, the contracted provider would have to provide private industry work along with 911-response work.

EMS Deputy Chief Virts added that a contracted provider's personal failure to comply with contractual requirements notifying the City within two business days is current performance contract language.

Commissioner McKenney received clarification that damages for failure to comply with Code 3 speed limits requiring a contracted provider to pay \$250.00 for each incident that is verified and documented in which the contractor's personnel exceeds the posted speed limit by more than 10 miles per hour is language that has been in the performance contract since its inception. He further received clarification that there is a State standard for ambulance inspections with regard to ambulance equipment and supplies and that the 2023 rates in Exhibit D are contractor rates.

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Mayor Kelly inquired what GFFR needed from the Commission tonight.

Fire Chief Jones responded that he needed consensus of the Commission for moving forward with the proposed performance contract and recommendations to the next step would be provided to the Commission.

Mayor Kelly inquired what the recommendations would be for the next step.

Fire Chief Jones responded that the performance contract would be offered to the current provider or put out for an RFP.

Commissioner Tryon inquired about the timeline of an RFP meeting the terms of the performance contract commencing in May 2024.

Fire Chief Jones responded that because it is November, there are already some timelines. If there is consensus of the Commission, he is ready to present the recommendations tonight at the work session.

Commissioner McKenney inquired if the current provider could negotiate the performance contract if they did not agree with it.

Fire Chief Jones responded that the City never negotiates performance contracts. City staff took GFES's input and applied it to best meet the needs of not only GFES, but also the citizens in the community. City staff feels that what was presented tonight, along with the modifications, would be in the best interest of all parties involved.

Referring to Commissioner McKenney's concern about a four-year term, Deputy City Attorney Taylor explained that if there was a shorter term, the City would not have the ability to get out the contract for no reason and the contractor would. The City would be able to get out of the contract with a longer term.

It was the consensus of the Commission that City staff proceed with offering the performance contract to GFES.

DISCUSSION OF POTENTIAL UPCOMING WORK SESSION TOPICS

Deputy City Manager Chuck Anderson reported that a rec/aquatic center progress update will be a topic for the December 5, 2023 work session. There will not be a formal work session on December 19, 2023; however, there will be a swearing in, as well as a meet and greet for newly elected officials and neighborhood councils. A semi-annual budget review and library levy implementation will be topics for the January 2, 2024 work session.

Commissioner Tryon inquired if another topic could be added to the December 5, 2023 work session in order to make good use of time.

Deputy City Manager Anderson responded that the rec/aquatic center progress update would take longer

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than 30 minutes; however, an alternative topic could be added.

Mayor Kelly requested that a post levy vote discussion be a topic at an upcoming work session.

ADJOURN

There being no further discussion, Mayor Kelly adjourned the informal work session of November 21, 2023 at 6:23 p.m.

City Commission Work Session
Civic Center, Gibson Room 212

Mayor Kelly presiding

CALL TO ORDER: 5:30 PM

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

STAFF PRESENT: City Manager Greg Doyon and Deputy City Manager Chuck Anderson; Deputy City Attorney Rachel Taylor; Finance Director Melissa Kinzler, ARPA Project Manager Sylvia Tarman and Grant Administrator Tom Hazen; Park and Recreation Director Steve Herrig, Deputy Director Jessica Compton, Recreation Manager Erica McNamee and Recreation Program Coordinator Jerry Jordan; Municipal Court Supervisor Morgan Medvec; Assistant Fire Chief Bob Shupe; Library Director Susie McIntyre; Police Chief Jeff Newton; and, Deputy City Clerk Darcy Dea.

PUBLIC COMMENT

None.

1. SHEELS AIM HIGH BIG SKY AQUATIC AND RECREATION CENTER PROGRESS

Park and Recreation Director Steve Herrig reported that the City worked with Pros Consultant on a Park and Recreation Masterplan that was adopted in November 2016. The Masterplan identified a combined Recreation and Aquatics Facility. A \$10 million Defense Community Infrastructure Pilot (DCIP) Grant was awarded to the City. The project was awarded to Swank Construction and they have been great to work with. Change Orders to date have been \$809,000, with \$670,000 alternates and \$138,000 on a \$20 million project. Currently seven alternates have been added, with five more to come and four will be in house through the Park and Recreation Department.

Park and Recreation Director Steve Herrig, Deputy Director Jessica Compton, Recreation Program Coordinator Jerry Jordan and Recreation Manager Erica McNamee reviewed and discussed the following PowerPoint:

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SCHEELS AIM HIGH BIG SKY

AQUATIC AND RECREATION CENTER



JOINT FACILITY


- Air Force
- Air National Guard
- Great Falls Unified School District



TIMELINE

Winter: Jan-March

- Tours
- FT Coordinators Interview/Hire
- Promotions




Spring: April-May

- PT/Seasonal Hiring
- Advertising/Promotions
- Facility operations training
- Staff training- EAP, Job specific, customer service
- Ribbon Cutting/Walkthrough Demo's

DEVELOPING BUDGET


Key factors:

- Staffing
- Utilities/Pool Chemicals
- Fixed expenses
- Indirect Costs



GOALS

- Department Goals
- Be more proactive in the community.
- We will grow our programming and staffing for all divisions.
- Streamline our processes for more efficiency.
- Create a strong culture of service and engagement.
- Grow as professionals.
- **Recreation Aim High Big Sky Goals**
- Promote community well being through programs and services that instill a sense of belonging and inclusion.
- Foster individual healthy living practices for the community with structured and unstructured activities, programs and play.
- Provide programming that meets the 4 types of recreation, Physical, Social, Camping & Outdoor and Arts & Crafts
- Diversify communication delivery to community using social media, physical signage, and word of mouth to market and promote the recreation facilities and services available.



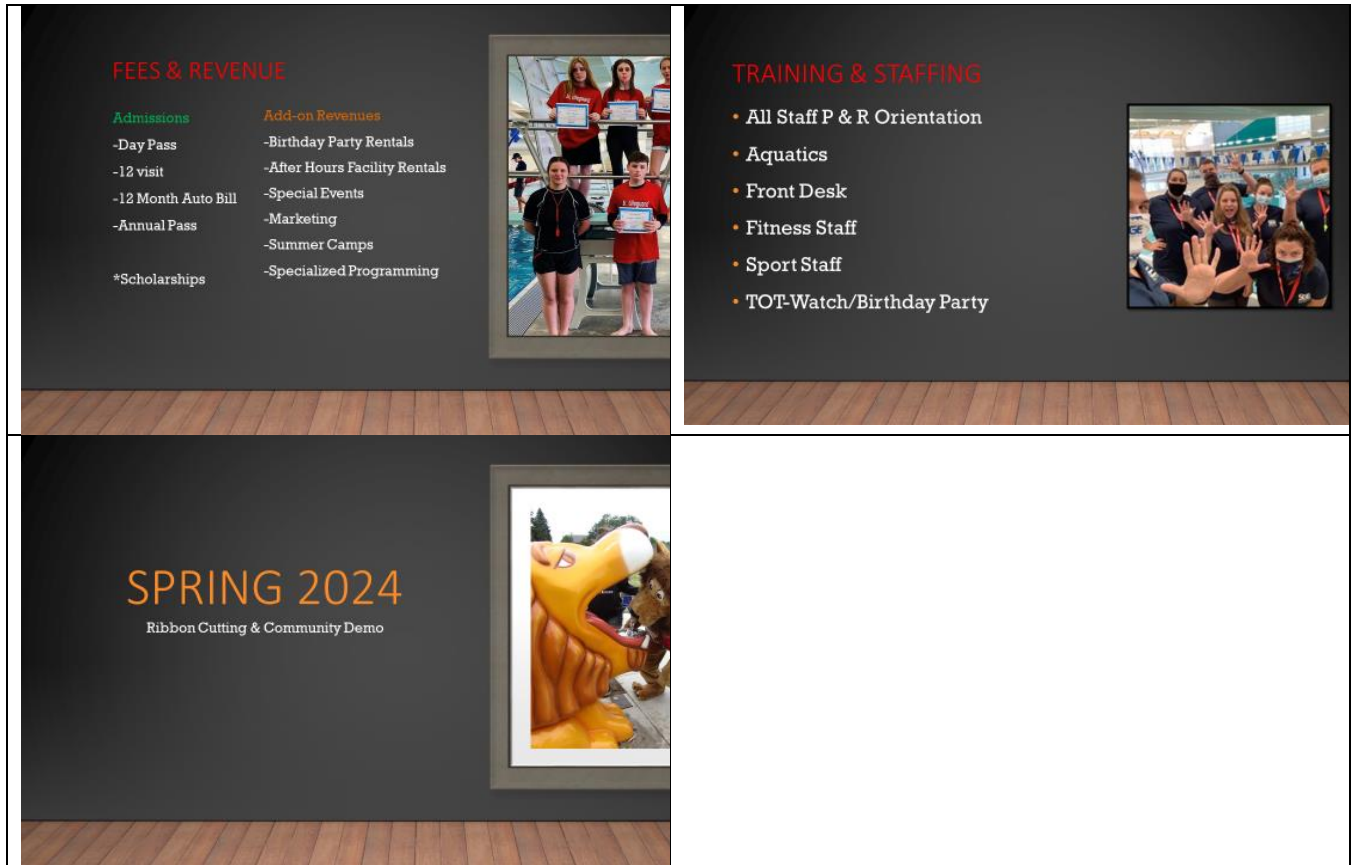
PROGRAMMING

Providing a variety of programming for all ages meeting 4 types of recreation...

- Watercise/Group Fitness
- Leagues-Youth and Adult
- Day Trips
- Speaker Series
- Parent/Tot
- Swim lessons
- CPR/FA Certifications
- Leisure and Learn Classes



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Park and Recreation Director Steve Herrig explained that the Scheels Aim High Big Sky Aquatic and Recreation Center would be for the community, Malmstrom Air Force Base, Montana Air National Guard and Great Falls Public Schools. The fees are required by the State and will be brought forward to the Commission in February 2024. It will take two to three years of operation to level out a facility budget including revenue and expenditures based on programming and utilization. Fees will need some flexibility based on cost recovery. The Scheels Aim High Big Sky Aquatic and Recreation Center is scheduled to open in May 2024.

Mayor Kelly requested that Park and Recreation Director Herrig provide the Commission with a work chart for how the management would lay out once it is completed. He inquired about competitive wages with the private sector, membership fees, hours of operation, scholarships and how engaged MAFB is currently. Mayor Kelly concluded the City has seen great success with what CourseCo has done with the golf courses and hopes that City staff will communicate with them because they seem good at creating non-specific events.

Park and Recreation Director Herrig responded that the wages are competitive, especially at the coordinator level. Human Resources will send job descriptions to a consultant to determine a classification. Part-time and Recreation staff will be key and are non-union. City staff has reached out to the college, high schools and military spouses for employment opportunities at the new facility. Fit

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Republic Fitness Instructors became employed with the City when the facility closed last year. There would not be a joining fee; however, a membership fee would be required and offered prior to the opening in May. Hours of operation will vary depending on weekdays, weekends and summer months. Expenses will start before the revenues; however, there will be some revenue coming in before the facility is open. Scholarships would be available for anyone in the community who cannot afford the fees. Through the fundraising campaign, some individuals have dedicated some of their money specifically for scholarships. That money can go quickly and City staff is hoping to find an ongoing source for scholarships. City staff will work with the Great Falls Public School District (GFPS) to determine how to set that up. MAFB has not been extremely engaged yet; however, the Colonel has toured the facility. City staff will reach out to MAFB after January 2024 to discuss their programming needs.

Commissioner Tryon commented that citizens had expressed to him their concerns that the facility would not be available for the public because of the military and GFPS. He inquired if the military would be paying the same rate to use the facility as the citizens of the community, as well as why a tournament-length pool was not built. He further inquired about the impact of the usage of the current Recreation Center and other pools, subsidized transportation and security.

Park and Recreation Director Herrig responded that there is some justification for a military discount; however, that determination has not been fully determined yet. The military training would possibly be after hours so it would not affect the operation of the facility. As far as the GFPS District hosting swim meets, he sees it as a great partnership and rates would be determined later. A 50-meter pool was not built because high schools and colleges swim at 25 yards and the Olympics and Canada swim at 50 yards. Building a 50-meter pool would have doubled the cost of the lap pool and added under \$500,000 a year in operating costs. There would not be much impact on the other pools because citizens like to be outdoors during the summer months. The Recreation Center has been transitioning into a daycare facility and it could be agreed upon to allow the City to utilize the gym when needed.

With regard to subsidized transportation to the new facility, Recreation Program Coordinator Jordan responded that an after school program where transportation to the Recreation Center was provided; however, the program was shut down after COVID. Staff could consider possibly restarting transportation services to the new facility.

Park and Recreation Director Herrig added that he spoke with the Great Falls Transit about transportation to the new facility. Their route runs a few blocks from Lions Park; however, going to the new facility would affect the timing of their route. As far as security, another light along the front walkway and additional cameras in and outside would be added. A burglar alarm, keypad entry and dedicated security personnel could be added if needed.

City Manager Greg Doyon explained that the goals of the new combined facility is that it provide multiple uses to support multiple revenue streams to offset revenue coming in. Not only having a daycare facility in the current Recreation Center, but also leasing the building out to have a revenue stream that would ultimately support the new facility.

Commissioner McKenney inquired about the new facility being able to operate with the current subsidy

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received through aquatics and recreation, the number of full and part-time staff, competition with private facilities, hosting birthday parties and food services.

Park and Recreation Director Herrig responded that his department would work with Finance to determine how to build a maintenance fund for any unexpected expenses. Maintenance staff would work on mechanical parts and pumps daily, and having a service agreement with a local company is being considered. The number of full and part-time employees has not been determined yet; however, Staff would provide that information to the Commission later. There would not be competition with other fitness facilities because the models are different from the new facility. There would be a concession area open for events and busy hours, as well as grab and go items. There would be one large room for birthday parties or it could be divided into two smaller rooms. Staff is still working out details about whether the facility would provide everything for birthday parties.

Commissioner McKenney responded that there is a real need for facilities that host birthday parties.

Commissioner Wolff expressed appreciation to Park and Recreation Director Herrig for mentioning that the new facility would not only be utilized by MAFB, but also MANG. She inquired if the Recreation Center Custodial staff would go to the new facility, about the current Morony Natatorium site and if water would still be available if a splash pad was going to be included.

Park and Recreation Director Herrig responded that current Recreation Center Custodial staff would be able to come to the new facility. The Morony Natatorium Demolition project would include adding sidewalks and turf and the City may go out for another grant for a playground and pavilion. Having water available, a splash pad or an all-inclusive playground has not been determined yet.

City Manager Doyon reiterated that the Morony Natatorium Demolition project is underway because of a façade failure in 2018, second pool failure structurally and deed that required it to be used as a public park. Building a third indoor pool knowing that it would structurally fail on that location was never a consideration and it made no sense to invest any more into that site.

Mayor Kelly commented that it is important to make the new facility a successful operation financially and great for all of the military and civilian community. The facility would be eligible for maintenance dollars from the Park Maintenance District. This is a big capital investment and there is a revenue stream to keep it in shape.

Park and Recreation Director Herrig added that the City set aside year four park district funds that were eligible; however, there has not been a need for it yet.

Commissioner Tryon received clarification that there would not be an increase in the assessment for the Park Maintenance District and current park maintenance funding would be available for maintenance of the new facility.

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2. POST LEVY VOTE DISCUSSION

City Manager Greg Doyon expressed appreciation to Police Chief Jeff Newton, Captains Doug Otto, Rob Moccasin and John Schaffer and Volunteer Coordinator Adrienne Ehrke; Fire Chief Jeremy Jones, Fire Marshall Mike McIntosh, Community Risk Specialist Kate Brewer and Staff; City Attorney David Dennis and Prosecutors; Deputy City Manager Chuck Anderson and Executive Assistant Krista Artis; Municipal Court Judge Steve Bolstad and Court Supervisor Morgan Medvec; and, Communications Specialist Lanni Klasner for their efforts with regard to the educational process of the Public Safety Levy. He further expressed appreciation to the Great Falls Development Authority; Great Falls Area Chamber of Commerce; Neighborhood Councils; Great Falls Public Schools Superintendent Tom Moore; and, Great Falls Association of Realtors CEO Terry Thompson for their efforts with regard to publicly supporting the Public Safety Levy.

City Manager Doyon explained that the Wendt Agency was not brought on earlier because of the high sensitivity of crossing the line from education to advocacy. The citizen's perception of City needs are different from library or school needs. He expressed appreciation to the City Commission for attending a town hall meeting and the voters for making their voices heard. The next steps would include reviewing the election results. He did an internal debrief with the primary and educational presenters and would have an external debrief with the Great Falls Area Chamber of Commerce, Great Falls Development Authority, Great Falls Public School District and advocacy groups that supported the levy. The City will maintain the Safety in the Falls website to continue to educate citizens about public safety matters until the transition of ownership. City staff would continue to do their best to serve the City residents and build on the prior education effort and apply it to the next effort.

Moving forward, the Police, Fire, Municipal Court and Legal Departments are regrouping with their leadership teams to look at their current needs and challenges, evaluate how to be efficient with their current resources and look at policies and practices. There would not be any immediate changes; however, there would be a reprioritization of services because current resources need to be reallocated or allocated to the most pressing issues facing the community. As a result, something would have to give and there would be changes ahead until some of the deficiencies could be addressed. The departments' involved expressed concern about employee retention, as well as recruitment.

City Manager Doyon further explained that the issue of public safety in the community has been a priority of every Commission since he has been with the City in 2008. Public safety will continue to be an issue because if it is not prioritized, there will be a residual impact on the community, development and growth. Timing of the Public Safety Levy was terrible because of the county and library levies that had already passed, inaccurate information about taxes from the Department of Revenue and the current economic time. Unless someone is directly impacted, the public appeared to be unaware of the issues with regard to responses from Fire, Police, Court and Legal. City Manager Doyon added that he was shocked by the public's lack of awareness and incredible disconnect that public safety had been an ongoing issue for years.

Mayor Kelly commented that not only is there better citizen awareness of the realities of the resources the departments have to operate the City with, but also the limited resources that tax payers have. Like any

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big effort that fails, one learns from it, moves forward and does the best they can.

DISCUSSION OF POTENTIAL UPCOMING WORK SESSION TOPICS

City Manager Greg Doyon reported that there will not be a work session on December 19, 2023; however, there will be a meet and greet for newly and outgoing elected officials. The January 2, 2024 work session will consist of a library levy implementation update. A semi-annual budget review will be a topic at the January 16, 2024 work session. A park and rec fee update will be a topic at the February 6, 2024 work session. House Bill 355 award & funding recommendation will be a topic at the February 20, 2024 work session

ADJOURN

There being no further discussion, Mayor Kelly adjourned the informal work session of December 5, 2023 at 6:50 p.m.



Finance Department Memorandum

To: Greg Doyon, City Manager; City Commission; Members of the Investment Committee

From: Kirsten Wavra, Deputy Finance Director

Date: November 13, 2023

Re: Total Cash and Investments as of October 31, 2023

The City of Great Falls' total cash and investments at the end of October 2023 was \$101,660,334.65. This included cash in bank accounts totaling \$16,554,938.10. Total cash and investments decreased from \$102.0 million in September to \$101.7 million at the end of October. It is normal for this amount to fluctuate from month to month depending on payments made on large capital projects and funds received from utilities, taxes, and grants, for example. The General Fund cash balance decreased from \$4.4 million in September to \$3.6 million in October. This amount will continue to decrease until tax payments are received, usually in December for the 1st half of the tax year. The General Fund balance includes a CARES Act balance of \$2,381,766. The graphs for the City's total cash and investments as well as the General Fund, specifically, are on the next pages. All cash balances are monitored on a monthly basis.

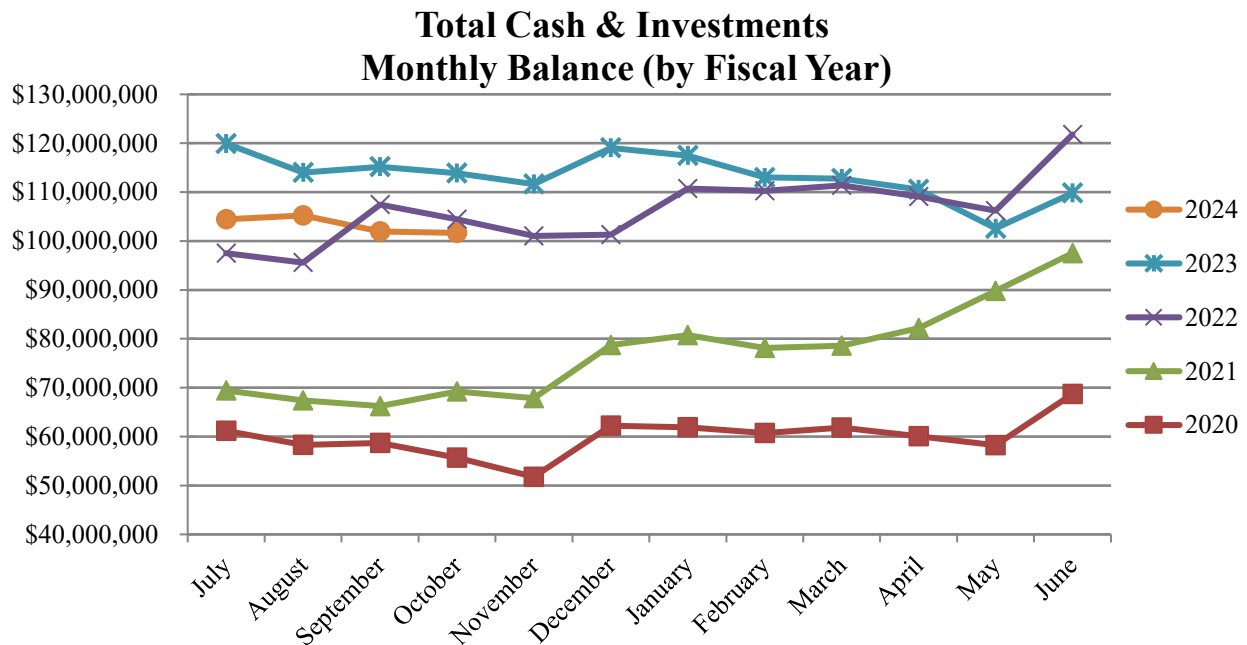
Also on the next page is the summary of the City's total cash and investments. The City's investment policy specifies the percentage the City of Great Falls must have of the different types of instruments allowed by state statute. The chart below lists those percentages compared to the City's investments as of October 31st. The investments in the Montana Board of Investments (STIP) and US Bank Insured Cash Sweep (ICS) are liquid and may be called at any time. The City's investment in US Treasury Bills matured in October. The investment committee will meet to determine next steps. However, the current interest rates being earned in STIP and ICS are competitive.

Issuer category	Minimum %	Maximum %	City's Investments % as of October 31, 2023
Master, savings, and ICS accounts		100%	100%
Montana Board of Investments STIP	20% combined	100%	
Money Market/Repurchase Agreements		100%	
Direct Obligations of the U.S. which includes Treasury Notes and Bills	0%	80%	0%
Obligations of agencies of the U.S.	0%	30%	0%

City of Great Falls
Total Cash & Investment Summary
October 31, 2023

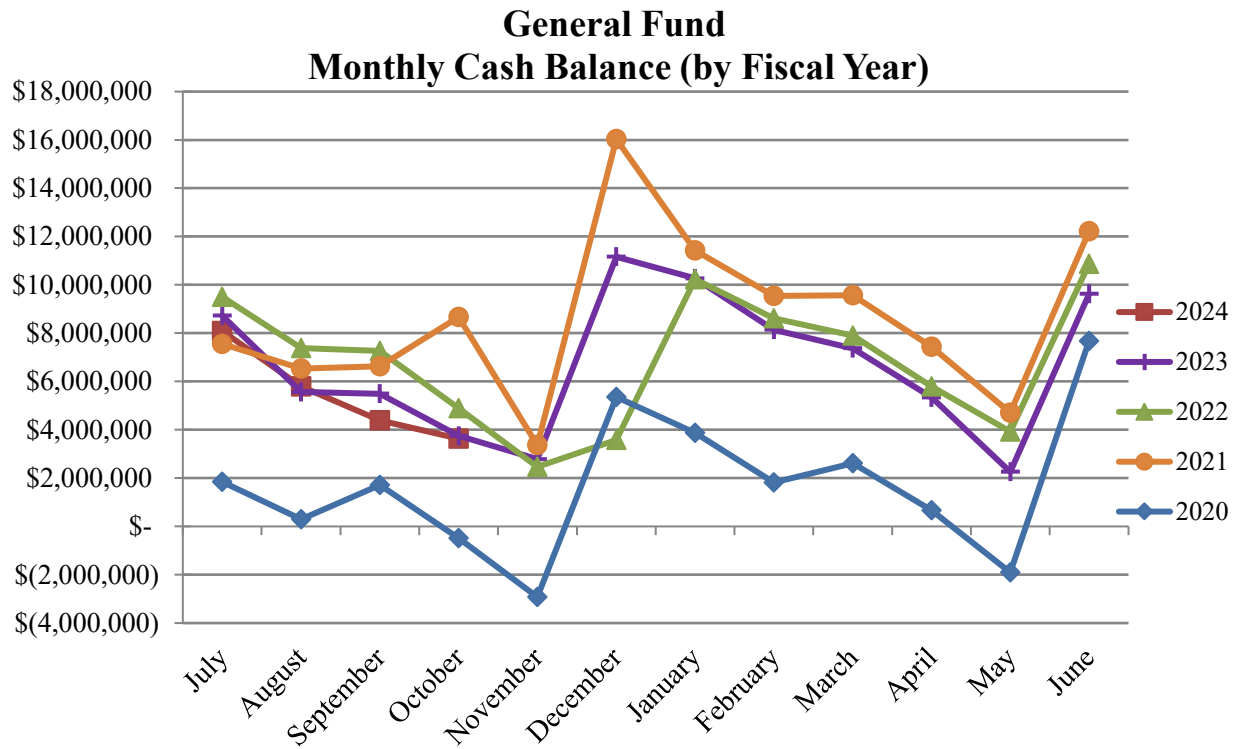
Description	Rate	Due Date	Principal Cost	Market Value
US Bank Investments				
Insured Cash Sweep	4.450%		38,128,324.04	38,128,324.04
Total US Bank Investments			38,128,324.04	38,128,324.04
State of Montana Short Term Investment Pool (STIP)	5.423%		46,977,072.51	46,977,072.51
Total Investments			85,105,396.55	85,105,396.55
Cash on Hand, Deposits in Bank			16,554,938.10	16,554,938.10
Total Cash and Investments			<u>\$101,660,334.65</u>	<u>\$101,660,334.65</u>

Compared to 2020 and 2021, total cash and investments are still at a higher level (see graph below). The higher levels can be attributed to receipt of American Rescue Plan (ARPA) funding and bond funding from the Park Maintenance District and Downtown Tax Increment District. These monies originally accounted for over \$35 million included in our total cash and investments and are being spent down as the Civic Center façade and new recreation center construction are completed. The ARPA funding is being spent down as it is allocated on a project-by-project basis.



The General Fund monthly cash balances generally show a cyclical pattern largely dependent on the receipt of tax revenue usually in December and June each year (see graph on next page). The

2024 monthly balances are trending lower than most recent years. The cash balance currently includes a CARES Act balance of \$2,381,766.



If you have any questions, please feel free to contact me at (406) 455-8423 or kwavra@greatfallsmt.net.



Finance Department Memorandum

To: Greg Doyon, City Manager; City Commission; Members of the Investment Committee

From: Kirsten Wavra, Deputy Finance Director

Date: December 11, 2023

Re: Total Cash and Investments as of November 30, 2023

The City of Great Falls' total cash and investments at the end of November 2023 was \$100,787,531.23. This included cash in bank accounts totaling \$15,682,134.68. Total cash and investments decreased from \$101.7 million in October to \$100.8 million at the end of November. It is normal for this amount to fluctuate from month to month depending on payments made on large capital projects and funds received from utilities, taxes, and grants, for example. The General Fund cash balance decreased from \$3.6 million in October to \$967,477 in November. This amount will continue to decrease until tax payments are received, usually in December for the 1st half of the tax year. The General Fund balance includes a CARES Act balance of \$2,381,766. The graphs for the City's total cash and investments as well as the General Fund, specifically, are on the next pages. All cash balances are monitored on a monthly basis.

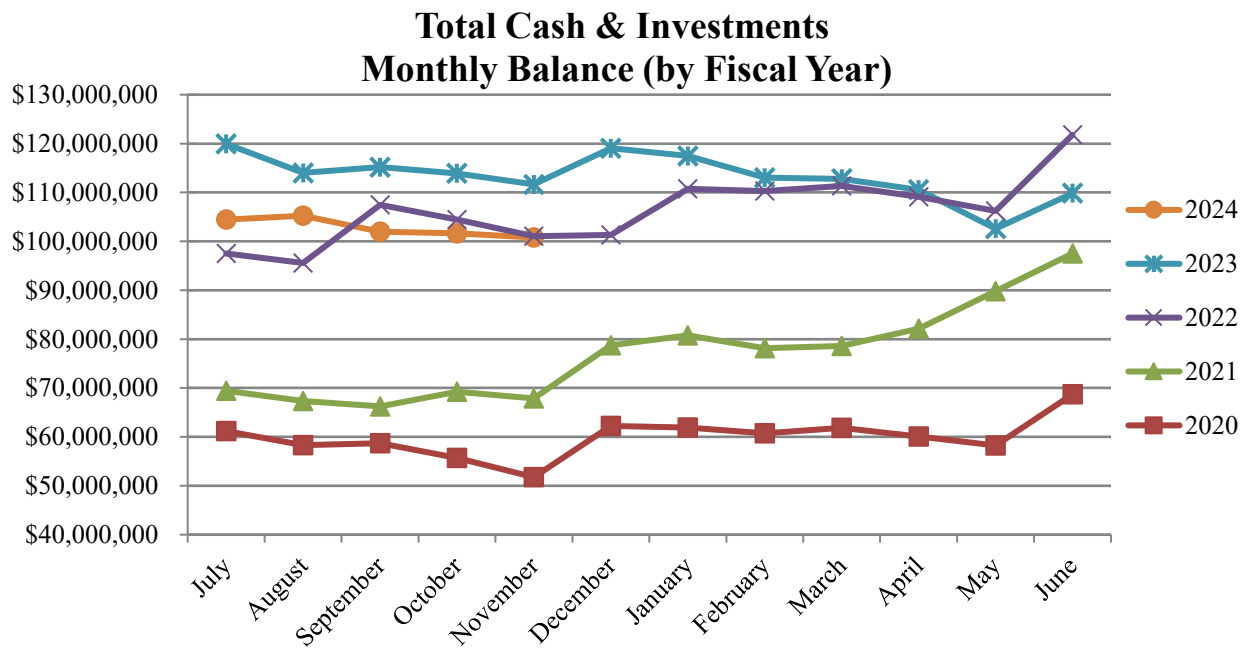
Also on the next page is the summary of the City's total cash and investments. The City's investment policy specifies the percentage the City of Great Falls must have of the different types of instruments allowed by state statute. The chart below lists those percentages compared to the City's investments as of November 30th. The investments in the Montana Board of Investments (STIP) and US Bank Insured Cash Sweep (ICS) are liquid and may be called at any time. The current interest rates being earned in STIP and ICS are competitive. They are listed in the table on the next page.

Issuer category	Minimum %	Maximum %	City's Investments % as of November 30, 2023
Master, savings, and ICS accounts		100%	100%
Montana Board of Investments STIP	20% combined	100%	
Money Market/Repurchase Agreements		100%	
Direct Obligations of the U.S. which includes Treasury Notes and Bills	0%	80%	0%
Obligations of agencies of the U.S.	0%	30%	0%

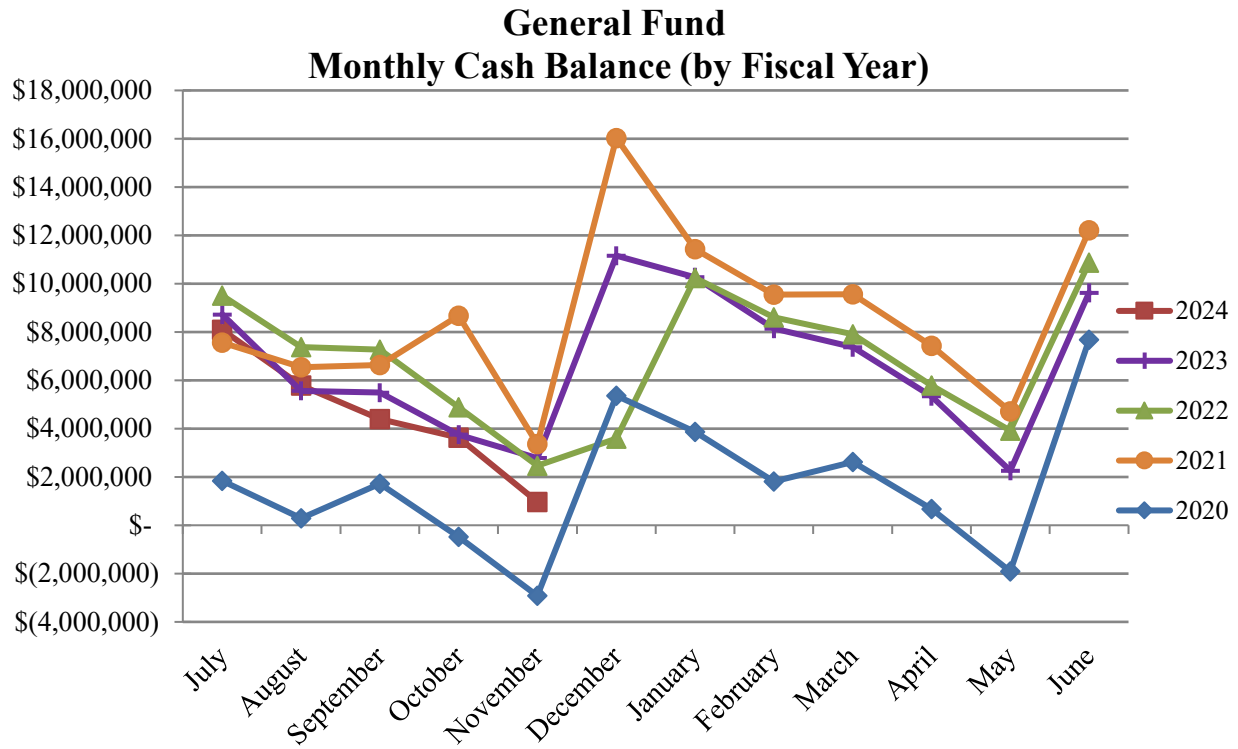
City of Great Falls
Total Cash & Investment Summary
November 30, 2023

Description	Rate	Due Date	Principal Cost	Market Value
US Bank Investments				
Insured Cash Sweep	4.450%		38,128,324.04	38,128,324.04
Total US Bank Investments			38,128,324.04	38,128,324.04
State of Montana Short Term Investment Pool (STIP)	5.457%		46,977,072.51	46,977,072.51
Total Investments			85,105,396.55	85,105,396.55
Cash on Hand, Deposits in Bank			15,682,134.68	15,682,134.68
Total Cash and Investments			<u>\$100,787,531.23</u>	<u>\$100,787,531.23</u>

Compared to 2020 and 2021, total cash and investments are still at a higher level (see graph below). The higher levels can be attributed to receipt of American Rescue Plan (ARPA) funding and bond funding from the Park Maintenance District and Downtown Tax Increment District. These monies originally accounted for over \$35 million included in our total cash and investments. The funds received from bonds issued for the Civic Center façade project and new recreation center have been mostly spent at this time. The ARPA funding is being spent down as it is allocated on a project-by-project basis.



The General Fund monthly cash balances generally show a cyclical pattern largely dependent on the receipt of tax revenue usually in December and June each year (see graph below). The 2024 monthly balances are trending lower than most recent years. The cash balance currently includes a CARES Act balance of \$2,381,766.



If you have any questions, please feel free to contact me at (406) 455-8423 or kwavra@greatfallsmt.net.