



## The Weekly Update – May 9, 2024

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***Attachments:***

1. Journal of City Commission Special Work Session, April 1, 2024 – City Commission Retreat #2.
2. Journal of City Commission Special Work Session, April 16, 2024.
3. City of Great Falls Total Cash and Investments as of April 30, 2024.

**JOURNAL OF SPECIAL CITY COMMISSION WORK SESSION**  
**Wake Cup Coffee House, 1500 Front Street, Fort Benton, MT**  
**April 1, 2024**

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City Commission Retreat

**City Commission members present:** Cory Reeves, Joe McKenney, Rick Tryon, Shannon Wilson and Susan Wolff.

**Staff present:** City Manager Greg Doyon and City Clerk Lisa Kunz.

**Facilitator:** Mark Willmarth

**CALL TO ORDER**

Mayor Reeves called the meeting to order at 9:00 a.m.

**PUBLIC COMMENT**

None.

**1. FACILITATED SESSION WITH MARK WILLMARTH ON  
COMMISSION PRIORITIES FOR 2024**

Facilitator Mark Willmarth provided an overview of the retreat proceedings: (1) one person speaks at a time, (2) don't give/take it personal, (3) and focus on problem solving, not finger pointing. For healthy debate when discussing issues, talk about where the Commission is at and where you want it to go. The Commission certainly wants to be a high performing group, but the focus is not about building a team. That is a reality of this environment and structure of local government.

The priorities the Commission came up with at the retreat in January will be reviewed. This Commission has some big decisions in front of them that have to be made. How the Commission goes about doing it makes as much a difference as what the Commission chooses to do.

He began with a roundtable discussion asking the Commission members to describe their first 100 days and what they have learned.

Mayor Reeves responded that he would describe the first 100 days as a whirlwind and not a lot of fun. Government is messy. The Commission needs to work well together, but is not necessarily a team. It has been hard for him not to address the Commission members as a team, because everything he has done throughout his professional career has been a team concept. It has been frustrating learning his role as a new mayor as someone who has never served this type of government, and it has been difficult so far to find his groove.

He has learned that there is a lot of compromise. The biggest frustration to him is not being able to sit down with his fellow Commissioners as a group and have candid conversations because of the open meeting laws. He has learned to do the best he can communicating as the message gets passed along. Not replying all to emails has been very frustrating to him so everyone is on the same page. He always wants to be mindful of his colleagues, but he needs to go back to his roots and being himself. If he disagrees with something he will say something, or if he steps on

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someone's toes or offends someone, he wants them to come to him and say this is how it came across.

Commissioner Wilson responded that she would described her first 100 days as no surprises because she has attended many Commission meetings and been on many City boards and knew how it was going to work. She is frustrated with not being able to reply all to emails because people get left out of the conversation.

Mayor Reeves stepped out of the room at 9:13 a.m. and returned to the meeting at 9:14 a.m.

Commissioner Tryon commented that his last 100 days were the same. There were no major issues that were different than what he has always seen serving on the Commission. There has been concern expressed that this Commission might not be as congenial or tight as the previous Commission. He hasn't seen that. He understands the "team" expression and that they have to work together. But, quite frankly, they are not a team. They all represent a constituency and the larger interest of the whole community. His team is the citizens of Great Falls. He does not take things personal. He has definite opinions and things that he wants to get done for the community. When he pursues those things, there may be disagreement. Great Falls is divided on a lot of issues. He is fine with whatever the consensus outcomes are, because that is their job. This Commission is going to have some challenges ahead and hard decisions to make. He hopes they can make those decisions in a way that, after the decision is made, leave that decision and go on to the next thing.

Commissioner McKenney commented that his first 100 days was like teaching an old dog new tricks. He brought his legislative ways to the table, which is not how a City Commission works. Learning to live with a muzzle has been difficult for him. It is still confusing when he can speak up if it is a broad community issue, or when he can't because it is a zoning change for one specific property. He also wrestled with the lack of ability the City Commission has compared to the Legislature to influence our community. It took him nine months to get comfortable on the City Commission. They are all fallible people. The important thing with Robert's Rules is, even though no one knows all the rules and they may get bent, everyone feels like their voice was heard and the community's voice was heard.

A mental challenge he has is serving with Cory because they both ran for the same office. There were times when Bob Kelly would do things and he would just call him and ask what he was thinking. He has held back calling Cory on things he disagreed with because he didn't want it to appear like sour grapes. He can't imagine being elected mayor and not having served on the Commission first to learn the ropes. What is important to him is that they are an effective working group. He likes the four to one or three to two votes because that reflects the community. He thinks they are all learning their way just fine.

Commissioner Wolff commented that it was very stressful when she chaired her first Commission meeting as Mayor Pro Tem. She knew what Cory would be feeling. She tries to look at the broader picture and understand where people are coming from. She listens to the conversations going on and considers the decisions the Commission makes, and the impacts those decisions will have down the road. She understands where Cory is coming from in that he was used to calling the shots as a

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police officer and SRO. He has a huge learning curve. She hopes he recognizes that the Commissioners and staff are here to help as well. It is okay to make mistakes. We are all here to serve the community as a whole. She looks forward to working with everyone because they bring different experiences to the group.

Facilitator Willmarth pointed out observations from his experience working with Commissions:

- Commissions are not necessarily designed to be a team. Working well together is important.
- It is up to you to exercise your voice. No one has more say unless you allow it. Everyone has an equal voice.
- You represent the entire community, but you also have “your people.”
- This is a complex organization that is hard to understand.
- Most of the issues you address are complex with no easy solutions.
- The community will react, often negatively, to any decision you make. Taking action likely means being wrong to half the community.
- Political versus Professional.
- Consensus can happen but in the end majority rules.
- You won’t always get your way. You have influence, not power.
- Taking action requires courage and risk.
- Functional or dysfunctional is a choice. What we are here to do versus how we do it.

Discussion continued on the leadership role of mayor running the Commission meetings and ceremonial duties outside of Commission meetings. The mayor is the voice and face of Great Falls. If on the failing side of a vote, it is still important for the mayor to represent the voices of the other Commission members.

Mayor Reeves noted that people like to see a variety of their representation. When contacted by the media, he will reach out in certain instances to the other Commission members to participate.

The mayor’s role is not to tell the other Commission members what to do. They discussed an instance that occurred, and how to move past it.

They also discussed the process of nominations, and preferred opening discussion first before making a motion.

Manager Doyon commented that it is important for the Commission to establish a rapport with the department heads. As far as contacting staff directly, the first three months is a process of learning. The Commission as a whole has been penetrating into the organization a little bit more than normal. When it crosses the line the Commission members will get pushback from the department heads, and if it persists he would say something.

The Commission discussed Robert’s Rules of Order and an awkward situation amending a motion to make appointments to a board. Commissioner McKenney suggested that the motion on the floor

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could have been called for a vote and failed. Then a Commissioner could have made another motion with different names.

To get the Commission's work done effectively, they have to figure out how they are going to do that together. Facilitator Willmarth commented that when he has worked with dysfunctional teams or groups, they were more focused on how they did things, not necessarily what they were there to do.

He asked the Commission to review their mutual expectations for communication and engagement that they came up with at the Commission retreat in January, how they think they are doing and are those mutual expectations still valid and valuable moving forward.

Break 10:20-10:37 a.m.

Discussion commenced on the mutual expectations for communication and engagement agreed upon at the January 2024 retreat:

**“How we choose to do our work (action)”**

1. Calling each other to stay in touch about what the others are hearing
2. Be mindful about open meeting rules and not “replying all” via email
3. Be 100% transparent and aware that written communication could be subject to a right to know request or litigation
4. Announce decorum rules at the start of the meeting
5. A pregnant pause before a motion is made
6. Don't call on Commission members unless a hand is raised; ask if there are any comments rather than calling on each member or invite input before moving to the next item of business
7. Keep all discussion and comments relevant to the agenda item, and within the purview of what the City Commission can do; Commission initiatives is the time to bring up items not on the agenda, but still within the purview of what the City can do
8. Providing the City Manager a heads up on issues or requests for additional information prior to the Commission meeting is helpful

Item 8 - In response to Commissioner Tryon, Manager Doyon commented that the Commission members can call Department Heads for basic information. He does ask that the Department Heads let him know when they have had Commission contact so that he can anticipate a potential problem that may surface.

Item 1 - Commissioner Wilson clarified that she prefers to communicate City business on her City phone - 8190, not her personal phone.

All agreed it is helpful to know when Commission members will not be available for calls or to check emails so they don't think they are being ignored.

Mayor Reeves feels that calling each other to stay in touch is pretty effective. It is frustrating they can't reply all. He tries to be mindful whether it is administrative or not and where that line is.

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Commissioner Wilson feels she gets left out of the conversation a lot because of the way things have to operate. One on one calls take time and are not very efficient, but is the nature of local government.

Item 6 – All liked the process.

Item 4 – Decorum rules are now added to the agenda. Mayor Reeves will highlight rules when there are a lot of new members attending the meeting or when necessary.

Item 5 – Commissioner McKenney clarified it was his request to slow things down a bit. After discussion, Commissioner McKenney said Item 5 could be removed from the list. No one objected.

Facilitator Willmarth directed the Commission to commence discussion on the mutual expectations agreed upon at the January 2024 retreat:

**“How we choose to be with each other (behavior)”**

1. Civil discourse, being respectful of one another, and providing respectful feedback
2. Be okay with agreeing differently
3. Beware of attempts from outside forces for their own reasons to divide the Commission members, making it an ineffective body
4. Demonstrate that the Commission is not divided, and will lead by example
5. Be mindful of the impact of tone and delivery of comments to staff

Item 3 – Commission members may not agree, but they all know the importance of the job that they are doing and are deliberative and thoughtful. If the members don't all vote the same, it doesn't mean they are divided.

Commissioner Wilson provided an example of a member of the community that sent an extensive email to all the members of the Commission except her in an attempt to create animosity.

After further discussion, Item 3 can be removed from the list. It goes back to Item 1 under “How we choose to do our work (action),” and staying in touch about what the others are hearing.

Item 4 is a Commission that works well together and is comfortable in disagreement. The Commission members can be divided in their votes, but once a vote is made they support that vote moving forward. They may disagree, but will not be disagreeable with one another.

Facilitator Willmarth concluded that, the bigger the issue the harder it will be for the Commission to do that. Holding each other accountable to that behavior is important.

Items 1 & 2 – all agreed the Commission was doing well. Intentions versus impact. Be mindful of what you are saying and how it is may be interpreted.

Facilitator Willmarth asked if the Commission had any other items that need to be part of their expectations. No one responded.

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Item 5 – Commissioner Wolff discussed Gracious Space training and provided examples of asking questions to help understand if you don't agree with somebody. She is mindful of the words she is choosing to use and her tone of voice. An intuitive tone is better than an accusatory tone.

Facilitator Willmarth reviewed and discussed the “Stages of Group Development” – forming, storming, norming and performing. It is not unusual for any group to have tension. Find ways to have healthy debate and put things out on the table that need to be addressed.

Facilitator Willmarth asked how the Commission wanted the community to describe the Commission, and what it wanted the culture internally to be?

Commissioner Tryon would like the community to view the Commission as a deliberative body that is open, honest and transparent, and not be perceived as a “good old boys club” that rubber stamps anything that staff puts before them.

Commissioner Wilson takes exception to the term “good old boys club” running things, when there is a conglomeration of different groups around town. It is inflammatory to use the words “good old boys club” when it has only been 100 days.

Facilitator Willmarth directed the conversation from looking back to looking forward. He asked what this Commission is doing that moves the City away from that concept.

Commissioner Wolff commented that the five Commission members represent a different viewpoint. The difference people see is this Commission is in agreement about being more proactive about economic growth, workforce development, and community growth.

Mayor Reeves commented that the majority of people he surrounds himself with respect and support the work of the Commission.

Commissioner Tryon commented that there is a general mistrust of government. He thinks the Commission is perceived that way by a substantial number of the community.

Facilitator Willmarth again directed the Commission to look forward. He asked if the Commission members agreed with Commissioner Tryon’s comments of wanting the community to describe the Commission as honest, transparent, and not a rubber stamp Commission.

Commissioner McKenney commented that a lot of things that come before the Commission are mundane, don’t require a lot of conversation, and gives the impression of a rubber stamp. Perception is reality.

Facilitator Willmarth summarized that the Commission is asking questions and looking at things from every angle and not just rubber stamping. Intentions versus impact. The Commission needs to be mindful of what their true intentions are for what they are doing. If their intentions are positive, then they have a positive impact. They also do things for effect, such as asking questions so the public hears the answers so they understand it like the Commission. They are doing things

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for the right effect. That can be a valuable way to show the community the Commission is transparent.

Manager Doyon commented that staff tries to prepare the Commission to make the best decisions that they can. There is a lot of pre-work that gets done individually, at work sessions, and at the Commission meeting. Staff doesn't know what the outcome is going to be from the Commission. So, he never really understood the "rubber stamp" comment. Regardless of what the Commission does, they are never going to make all people happy. The public doesn't understand everything the Commission goes through, the time and energy it takes, and don't follow the work sessions. One of the things staff adds in the background of the agenda reports is when an item has been talked about before. It is good reference for the Commission, and it is good for the Commission to mention it in their decision making process.

Lunch 12:00-12:45 p.m.

Manager Doyon summarized that the Commission's top priorities from the January retreat were public safety, economic development, housing, growth management plan, 2025 legislative session preparation, communication and education, and an initiative to research the medical overlay zone.

With regard to economic development, he reported that Director Cherry is in the middle of performing an audit and will be providing a report and making a recommendation to the Commission. He is always monitoring what it takes to support economic development, and what the City is investing in infrastructure to make sure it can support growth and development in the right way in the community.

With regard to housing, the Commission had focused in on facilitating infill, and exploring affordable housing options. There was also discussion about a camping ordinance, which was impeded by a recent US Supreme Court decision. GFDA will be issuing a follow-up housing study which will be further revealing. They will use the study and the current amount of multi-family housing development that is underway as a proof positive that there is a demand.

The City will be in the midst of the growth management study, plan and update for the next year and a half. He thinks there will be a shift from multi-family to subdivisions. Another big impact is updating soil requirements for building. It has become an obstruction when someone can't build a home because they can't get an engineer to perform a geo-technical report. Once the soil issue gets addressed he thinks it will be "game on" because of the growth Great Falls is seeing.

Commissioner McKenney added that there are people his age that want to move out of their house into an apartment. The apartment complexes that are being built will help open up housing.

Manager Doyon reported that seven proposals were received in response to the Growth Management Plan. Director Cherry is getting a steering committee. He encouraged the Commission to monitor that steering committee for its functionality and usefulness in the whole process.



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The other priority was preparing for the 2025 legislative session. Some of the reports and bulletins from the Montana League of Cities and Towns shows the direction that the interim committees are moving with local government type legislation. He suggested not waiting until November to get engaged with local legislators.

Mayor Reeves inquired if Manager Doyon reached out to others to see if they would want to partner with the City to retain a lobbyist.

Manager Doyon responded he reached out to the School District and the Chamber of Commerce. The Chamber is up in the air and is focused on an executive director. He and Tom Moore touched base. He thinks there is interest there. They would just need a lobbyist that is okay with multi-representation and understanding what would happen if there would be a conflict between the entities.

If the City is not able to partner with another entity, Mayor Reeves asked if it is still the desire of the City to retain its own lobbyist.

Manager Doyon responded it always comes down to the budget. As he goes through budget development he will see if there potentially is some money to help with lobbying. Towards the end of the session and committee meetings it is nice to have someone in Helena working on the City's behalf.

Commissioner Tryon inquired who at the City tracks legislation that affects Great Falls.

Manager Doyon responded when he gets word about certain legislation he sends it to the department heads to monitor, and they also have their own affiliations.

Commissioner Wolff reported that MLCT will have a meeting in June. As the district representative, she will keep the Commission and City Manager informed.

Commissioner Tryon suggested Commissioner Wolff keep on her radar legislation that may affect Great Falls specifically that MLCT is not addressing. It is important to coordinate and to make the legislators aware of what the City faces that they are not aware of.

Commissioner McKenney suggested again starting out with an informal meeting with the legislators after the primary election. During the last session, they had a weekly noon Zoom call with legislators and community leaders that he thought was effective. Two or three legislators would become advocates and work with the City very diligently.

Commissioner Tryon suggested it would be helpful if the City pre-defined what it wanted local legislators to be aware of and address.

Manager Doyon commented he would continue to work on seeing if the City could partner with another entity to get a lobbyist at an affordable price, watch the MLCT resolutions, and figure out what the City's priorities are going to be. The weekly Zoom meetings are important.

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Mayor Reeves inquired if the City's ideas, visions and missions would align better with another county government.

Manager Doyon responded that he doesn't think a county would want to do that because their form of government laws are very different from local government.

Commissioner Wolff reminded everyone of the upcoming Local Government Review and Department of Revenue reassessment.

Mayor Reeves suggested going out for another levy in March before the Department of Revenue assessments come out.

Commissioner McKenney noted the challenge is that the legislators are still in session. The Commission should wait until the Legislature adjourns in April and have the public safety levy in June of next year.

Manager Doyon commented it would be a good question for MLCT if the levy request was before the voters in March and it passes, if it would not be subject to any kind of cap that the Legislature may adopt thereafter.

With regard to communication and education, Manager Doyon noted that he would get something scheduled in the near future.

With regard to the overlay zone initiative, Commissioner Wolff reported that she reached out to Benefis, Clinic, Touro, Great Falls Central, Great Falls College, McLaughlin, University of Providence, and MSU-College of Nursing. John Goodnow said Benefis would host the meeting on April 11<sup>th</sup> at 3:00 p.m.

Commissioner McKenney stepped out of the room at 1:12 pm and returned to the meeting at 1:14 pm.

Continuing with updates, Manager Doyon commented that the Commission has worked towards appointing a public safety advisory group. What is it the Commission needs from them in order to decide what their next steps are? A concern he has is how far the Commission wants the advisory group to delve into the budget and operations. The most important thing out of all of it, in his opinion, is that they are prepared to give the Commission a recommendation based on their areas of influence, expertise and experience, on how the Commission should proceed.

Manager Doyon reported that he sits on the MMIA and other related boards. MMIA is not the only entity to offer workers compensation. The State Fund is trying to bring public entities into State Fund for workers compensation coverage. Bozeman was the first community to move to State Fund and realized substantial savings.

Coming out of the last Commission retreat, Manager Doyon understood that the Commission sought budget savings to address public safety needs, potentially cutting funds from other areas.

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He informed Alan Hulse and the MMIA Board this past week that the Commission charged him with finding savings in the budget, that he had conversations with Bozeman, and requested a quote from State Fund. He wants the Commission to know that, if the City leaves MMIA there is a very good chance that it will change MMIA's financial structure and will change MMIA irreversibly long-term. They may no longer be able to offer workers compensation coverage to their members.

Manager Doyon commented that getting the rates and understanding where the City could have some cost savings is the right thing to do, but he wanted to make the Commission aware that if the City goes down that road, there is going to be a deeper impact than just Great Falls.

The City has its property and liability coverage with MMIA and that legal protection will not change.

With regard to the public safety poll, Manager Doyon reported that the first company he contacted for a statistically valid survey was approximately \$35,000. The question for the Commission will be timing. Does the Commission want to conduct the poll and tell the committee what the poll said, or hear from the committee first and then do a poll. Another component is the upcoming legislative session. If the Commission wants to go out for another public safety levy in March or June, the City should be doing education now.

Mayor Reeves commented that he knows there is a need and a necessity of a public safety levy, but does not think people will support it if they had to vote on it again this year. He thinks the education needs to come from the bottom up, and that the City could learn from Kalispell, Missoula, Billings and Helena.

Commissioner Wolff noted that in Kalispell, the firefighters union, firemen and their families went door to door.

Commissioner Tryon agreed that this year is not the time to go back out for another public safety levy. He believes the Commission's mistake was asking for too much all at once. He will not support any public safety levy unless and until the City has used all of its resources. Part of those resources that the City has available is the 7 mills in the yearly agreement with the Library. That agreement was yearly and never intended to be in perpetuity.

Mayor Reeves commented that taking back the 7 mills could upset a huge group of people that would then not support a public safety levy.

Commissioner Tryon responded that the money doesn't belong to the Library. It is general fund money that belongs to the taxpayers of the City.

Commissioner McKenney commented that people voted for a vibrant, successful library. He is confident that there is a successful, vibrant library with the 2 mills the Library has and the 15 mills the Library is going to get. He doesn't think putting the 7 mill Library Agreement on the table to negotiate is taking away from a successful vibrant Library.

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Commissioner Wolff commented that the Commission made a point of saying it would no longer provide the \$350,000, but did not make a point of saying that the 7 mills in the agreement could possibly be taken away. The Library is fortunate to have a Foundation and has a master plan. They worked hard on their levy and it was successful.

Commissioner Wilson noted that she attended the Library's first master planning session. The Library was very clear about how their funding was going to work with the addition of the mill levy (17 mills total), the Library giving back the \$350,000, and keeping the 7 mills from the Library Agreement. To take away the 7 mills destroys the plan that the Library had and what the public voted for.

Commissioner McKenney commented that he met with the Library Director and Board Chair and all agreed it was a good idea to renegotiate the agreement and that the 7 mills was on the table.

Commissioner Wolff commented that the Library has a committee ready to negotiate the agreement with the City.

Mayor Reeves asked if it would be better for the public safety levy to be put on the November ballot or at a special election.

Manager Doyon suggested a special election, not combined with the November election.

Commissioner McKenney comment that, no matter if it is a special or general election, he thinks 100% of the people participate in one way or another because ballots are delivered to their mailboxes.

Discussion commenced about choosing the City's negotiating team.

Mayor Reeves noted that, regardless of who is on the City's negotiating team, whatever is negotiated by the two teams has to come before the City Commission to be voted upon.

After discussion, it was suggested that Joe McKenney, Susan Wolff, Greg Doyon and David Dennis serve as the City's negotiating team with the Library Board negotiating team.

Commissioner Wilson handed out the bylaws of the City County Board of Health. She noted that County Commissioner Briggs suggested that if the bylaws were re-written maybe it would take care of the problem rather than waiting for a court decision.

Manager Doyon responded that he would touch base with City Attorney Dennis.

Commissioner McKenney provided background information that a new state law set forth that there would be a governing body on Health Boards and the governing body had to be elected officials. He talked with the County Commissioners individually and was told to put in writing the agreement that the governing body would consist of two County Commissioners and one City

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Commissioner. The County Commission voted against it. The City didn't renew the temporary agreement and now it is at the Supreme Court.

Manager Doyon commented that, after the Commission discusses its negotiating team under Commission Initiatives, he will set up a time with the Library Board to negotiate the agreement.

Facilitator Willmarth asked everyone to quickly discuss one take away from today's session.

Mayor Reeves commented getting to know his colleagues a little better, being open and candid, and being able to agree to disagree.

Commissioner Wilson appreciates this time to discuss complex issues without having to make awkward motions, or have one on one conversations.

Commissioner McKenney's takeaway was the importance of communication and how to agree differently.

Commissioner Wolff appreciates the strengths, knowledge and experience each member brings to the City. It is hard work.

Facilitator Willmarth wrapped up that there was a lot of emotion during conversations about the Library and public safety. He encouraged them to think about what was discussed when they are not worked up, because that is going to play out when things get challenging. He also noted that Commissioner Tryon dominates the conversation a lot. When he looks at the dynamics of how the Commission functions, it becomes obvious very quickly when the conversation gets hard what those dynamics really are. He encouraged them to be mindful of that and that they operate the way they do, in part, because of the structure of government they are in. How they manage to agree differently and do the right thing for the community is leading by example.

**ADJOURN**

There being no further business to come before the Commission, the informal special Commission Work Session of April 1, 2024, adjourned at 2:42 p.m.

City Commission Special Work Session  
Civic Center, Gibson Room 212

Mayor Reeves presiding

**CALL TO ORDER: 5:05 PM**

**CITY COMMISSION MEMBERS PRESENT:** Cory Reeves, Susan Wolff, Joe McKenney and Rick Tryon. Commissioner Shannon Wilson was excused.

**STAFF PRESENT:** City Manager Greg Doyon and Deputy City Manager Chuck Anderson; City Attorney David Dennis; Finance Director Melissa Kinzler, Deputy Director Kirsten Wavra, Financial/Tax/Budget Analyst Levi Johnson, ARPA Project Manager Sylvia Tarman and Grant Administrator Tom Hazen; Planning and Community Development Director Brock Cherry and Senior Transportation Planner Andrew Finch; Public Works Director Chris Gaub, Roadway Engineer Russell Brewer, City Engineer Jesse Patton and Water Plant Manager Jason Fladland; Park and Recreation Director Steve Herrig; Information Technology Director Todd Feist; Municipal Court Mark Dunn; Library Director Susie McIntyre; Assistant Fire Chief Bob Shupe; Police Chief Jeff Newton; and, Deputy City Clerk Darcy Dea.


**PUBLIC COMMENT**

**Ben Forsyth**, City resident, read and provided a prepared handout pertaining to recommended cannabis control laws, resolutions, or policies that will in time reduce marijuana harms. The laws, resolutions, or policies would be within the Constitution of the United States and State of Montana, all applicable State laws, the Official Code of the City of Great Falls (OCCGF), and the specified recommendations of the majority of voters as expressed in Initiative-190.

**1. QUARTERLY BUDGET REVIEW**

Finance Director Melissa Kinzler and Deputy Director Kirsten Wavra reviewed and discussed the following PowerPoint:


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# Quarterly Budget Review

- 3<sup>rd</sup> Quarter Fiscal Year 2024
- Scheels Aim High Big Sky Update
- TIF Update
- ARPA/CARES Update

1




3<sup>rd</sup> Quarter Fiscal Year 2024

# General Fund

- Fund Balance Comparison
- Cash Flow
- Revenue
  - Tax Revenue
- Expenses


2



## General Fund Three Year Comparison


	As of 3/31/xxxx		
	Fiscal Year 2024	Fiscal Year 2023	Fiscal Year 2022
Revenue Totals	\$24,361,831	\$23,001,536	\$21,172,057
Expense Totals	\$28,539,180	\$27,563,068	\$26,313,698
Revenue Over (Under) Expenditures	(\$4,177,349)	(\$4,561,532)	(\$5,141,641)
Beginning Fund Balance, 7/1	\$10,679,388	\$11,741,081	\$13,041,527
Net Change	(\$4,177,349)	(\$4,561,532)	(\$5,141,641)
Ending Fund Balance, 3/31	\$6,502,039	\$7,179,549	\$7,899,886
Unreserved Fund Balance	\$4,120,273		
CARES Reserved Balance	\$2,381,766		
Total Fund Balance	\$6,502,039		
22% Target Fund Balance	\$8,573,730		

3



## General Fund Monthly Cash Flow by Fiscal Year

4



## General Fund Updated Revenue Drivers


- **Newly Taxable Property**

Budgeted	\$ 400,000
Levied	\$ 1,510,213
Increase	\$ 1,110,213
- **Protested Taxes**

City's Protested Taxes at 3/31/2024	1 <sup>st</sup> Half Taxes Due
General Levy	\$ 453,030.89
Permissive Medical Levy	\$ 89,351.82
Soccer Park Levy	\$ 3,715.54
Library Levy	\$ 50,531.62
West Bank TID	\$ 19,387.56
<b>Total Protested Taxes</b>	<b>\$ 616,017.43</b>
- **Reimbursement from Sale of Centene Building**

General Fund	\$ 800,000
Water Fund	\$ 62,674
Sewer Fund	\$ 14,401
Storm Drain Fund	\$ 60,367
Street Fund	\$ 62,558
<b>Total Reimbursed to City</b>	<b>\$ 1,000,000</b>

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## General Fund Updated Revenue Drivers

- **Marijuana Tax Revenue**

Quarter 1 (Partial)	\$ 27,705
Quarter 2	\$ 55,564
Quarter 3	\$ 56,179
Quarter 4 (Rec'd Apr '24)	\$ 62,284
<b>Total Received to Date</b>	<b>\$ 201,732</b>
- **National Opioid Settlement Revenue**

Total Received to Date	\$ 93,007
<u>Must be used for opioid related expenses</u>	

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**JOURNAL OF CITY COMMISSION SPECIAL WORK SESSION**  
**April 16, 2024**

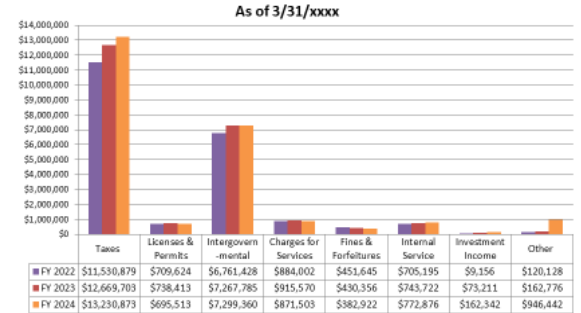
**General Fund Projected  
 Unreserved Fund Balance**

	FY2024 Adopted Budget	FY2024 Projected
Beginning Fund Balance, 7/1	\$ 10,225,303	\$ 10,679,388
Net Change	\$ (998,064)	\$ 38,558
Ending Fund Balance, 6/30	\$ 9,227,239	\$ 10,717,946
Unreserved Fund Balance	\$ 6,845,473 17.57%	\$ 8,336,180 21.39%
CARES Reserved Balance	\$ 2,381,766 6.11%	\$ 2,381,766 6.11%
Total Fund Balance	\$ 9,227,239 23.68%	\$ 10,717,946 27.50%

22% Target Fund Balance \$ 8,573,730

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**General Fund  
 Three Year Revenue Comparison**



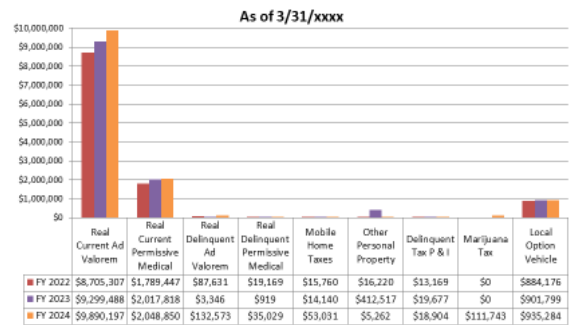
8

**General Fund  
 Budget to Actual Comparison**

Revenues	FY2024 Budget	As of 3/31/2024	% to Date
Taxes	\$24,182,096	\$13,230,873	54.7%
Licenses & Permits	\$916,500	\$695,513	75.9%
Intergovernmental	\$9,730,562	\$7,299,360	75.0%
Charges for Services	\$1,149,262	\$871,503	75.8%
Fines & Forfeitures	\$680,000	\$382,922	56.3%
Internal Service	\$1,102,343	\$772,876	70.1%
Investment Income	\$20,000	\$162,342	811.7%
Other	\$192,674	\$946,442	491.2%
Total Revenue	\$37,973,437	\$24,361,831	64.2%

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**General Fund  
 Three Year Tax Revenue**



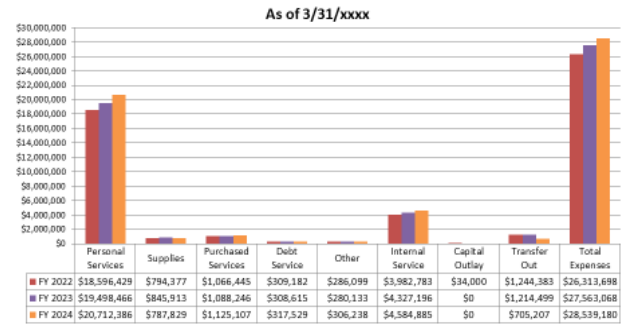
10

**General Fund  
 Budget to Actual Comparison**

Tax Revenue Detail	FY2024 Budget	As of 3/31/2024	% to Date
Real Current Ad Valorem	\$17,839,752	\$9,890,197	55.4%
Real Current Permissive Medical	\$3,962,344	\$2,048,850	51.7%
Real Delinquent Ad Valorem	\$685,000	\$132,573	19.9%
Real Delinquent Permissive Medical	\$85,000	\$35,029	41.2%
Mobile Home Taxes	\$45,000	\$53,031	117.8%
Other Personal Property	\$150,000	\$5,262	3.5%
Delinquent Tax Penalty & Interest	\$35,000	\$18,904	54.0%
Marijuana Tax	\$0	\$111,743	=
Local Option Vehicle	\$1,400,000	\$935,284	66.8%
Total Tax Revenue	\$24,182,096	\$13,230,873	54.7%

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**General Fund  
 Three Year Expense Comparison**



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**JOURNAL OF CITY COMMISSION SPECIAL WORK SESSION**  
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**General Fund  
Budget to Actual Comparison**



Expenses	FY2024 Budget	As of 3/31/2024	% to Date
Personal Services	\$28,706,029	\$20,712,386	72.2%
Supplies	\$1,106,298	\$787,829	71.2%
Purchased Services	\$1,898,367	\$1,125,107	59.3%
Debt Service	\$317,529	\$317,529	100.0%
Other	\$270,000	\$306,238	113.4%
Internal Service	\$5,733,002	\$4,584,885	80.0%
Transfer Out	\$940,276	\$705,207	75.0%
<b>Total Expenses</b>	<b>\$38,971,501</b>	<b>\$28,539,180</b>	<b>73.2%</b>

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**General Fund  
Budget to Actual Comparison  
by Department**



Expenses	FY2024 Budget	As of 3/31/2024	% to Date
City Commission	\$348,916	\$179,598	51.5%
City Manager	\$713,397	\$515,730	72.3%
Neighborhood Council	\$131,998	\$96,535	73.1%
City Clerk	\$260,422	\$191,308	73.5%
Animal Shelter	\$1,031,912	\$773,858	75.0%
Miscellaneous Admin	\$1,195,279	\$938,204	78.5%
City/County Health	\$250,000	\$250,000	100.0%
Municipal Court	\$1,155,948	\$759,073	65.7%
Legal	\$1,489,101	\$1,122,131	75.4%
Police	\$16,780,939	\$12,304,512	73.3%
Fire	\$11,344,605	\$8,502,288	74.9%
Park & Recreation	\$3,328,708	\$2,200,737	66.1%
Transfer Out	\$940,276	\$705,207	75.0%
<b>Total Expenses</b>	<b>\$38,971,501</b>	<b>\$28,539,180</b>	<b>73.2%</b>

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3<sup>rd</sup> Quarter Fiscal Year 2024



**Funds Needing Attention**

- Golf Courses
- Recreation
- Multi-Sports
- Civic Center Events
- Parking
- Planning & Community Development
- Health & Benefits
- Human Resources

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**Golf Courses Fund  
Three Year Comparison**



Course Co. Financials as of February 29, 2024	As of 2/29xxxx		
	Fiscal Year 2024	Fiscal Year 2023	Fiscal Year 2022
Operating Revenues	\$838,181	\$742,603	\$740,625
Revenue Received from Course Co.	\$0	\$374,411	\$284,000
<b>Revenue Totals</b>	<b>\$838,181</b>	<b>\$1,117,014</b>	<b>\$1,004,625</b>
Expense Totals	\$1,051,956	\$952,537	\$822,364
<b>Revenue Over (Under) Expenditures</b>	<b>(\$213,775)</b>	<b>\$164,477</b>	<b>\$182,261</b>
Beginning Fund Balance, 7/1	(\$313,202)	(\$530,804)	(\$1,111,409)
Net Change	(\$213,775)	\$164,477	\$182,261
Ending Fund Balance, 2/29	(\$526,977)	(\$366,327)	(\$929,148)
Cash Balance as of 2/29/2024		(\$879,331)	

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**Recreation Fund  
Three Year Comparison**



	As of 3/31xxxx		
	Fiscal Year 2024	Fiscal Year 2023	Fiscal Year 2022
Revenue - Operating	\$141,881	\$144,937	\$104,802
Revenue - Transfer In (General Fund)	\$29,405	\$29,405	\$29,405
Revenue - Transfer In (CARES)	\$0	\$105,000	\$226,153
<b>Revenue Totals</b>	<b>\$171,286</b>	<b>\$279,341</b>	<b>\$360,360</b>
Expenditure Totals	\$399,969	\$400,604	\$336,805
<b>Revenue Over (Under) Expenditures</b>	<b>(\$228,683)</b>	<b>(\$121,263)</b>	<b>\$23,555</b>
Beginning Fund Balance, 7/1	\$25,570	\$19,805	(\$118,836)
Net Change	(\$228,683)	(\$121,263)	\$23,555
Ending Fund Balance, 3/31	(\$203,113)	(\$101,458)	(\$95,281)
Cash Balance as of 3/31/2024		(\$151,373)	

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**Multi-Sports Fund  
Three Year Comparison**



	As of 3/31xxxx		
	Fiscal Year 2024	Fiscal Year 2023	Fiscal Year 2022
Revenue - Operating	\$22,617	\$20,200	\$25,195
Revenue - Transfer In (CARES)	\$0	\$25,875	\$95,000
<b>Revenue Totals</b>	<b>\$22,617</b>	<b>\$46,075</b>	<b>\$90,195</b>
Expenditure Totals	\$74,078	\$53,379	\$59,016
<b>Revenue Over (Under) Expenditures</b>	<b>(\$51,461)</b>	<b>(\$7,304)</b>	<b>\$31,179</b>
Beginning Fund Balance, 7/1	\$28,547	\$31,086	(\$4,210)
Net Change	(\$51,461)	(\$7,304)	\$31,179
Ending Fund Balance, 3/31	(\$22,914)	\$23,782	\$26,969
Cash Balance as of 3/31/2024		(\$21,837)	

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**Civic Center Events Fund  
 Three Year Comparison**



	As of 3/31/xxxx		
	Fiscal Year 2024	Fiscal Year 2023	Fiscal Year 2022
Revenue - Operating	\$257,878	\$158,429	\$129,353
Revenue - Transfer In (CARES)	\$0	\$0	\$520,106
Revenue - Transfer In (General Fund)	\$0	\$199,435	\$199,435
<b>Revenue Totals</b>	<b>\$257,878</b>	<b>\$357,864</b>	<b>\$848,893</b>
Expenditure Totals	\$447,575	\$409,865	\$412,299
Revenue Over (Under) Expenditures	(\$189,697)	(\$52,001)	\$436,594
Beginning Fund Balance, 7/1	\$300,587	\$371,007	(\$95,178)
Net Change	(\$189,697)	(\$52,001)	\$436,594
Ending Fund Balance, 3/31	\$110,889	\$319,005	\$341,416
Cash Balance as of 3/31/2024	\$266,357		

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**Parking Fund  
 Three Year Comparison**



	As of 3/31/xxxx		
	Fiscal Year 2024	Fiscal Year 2023	Fiscal Year 2022
Revenue - Operating	\$477,844	\$507,970	\$466,518
Revenue - Transfer In (CARES)	\$0	\$0	\$285,361
Revenue - Transfer In (ARPA)	\$0	\$52,876	\$0
<b>Revenue Totals</b>	<b>\$477,844</b>	<b>\$560,846</b>	<b>\$466,518</b>
Expenditure Totals	\$476,966	\$455,254	\$386,956
Revenue Over (Under) Expenditures	\$878	\$105,592	\$77,562
Beginning Fund Balance, 7/1	\$171,450	\$102,914	(\$72,444)
Net Change	\$878	\$105,592	\$77,562
Ending Fund Balance, 3/31	\$172,327	\$208,506	\$5,118
Cash Balance as of 3/31/2024	\$172,086		

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**Planning & Community  
 Development Fund  
 Three Year Comparison**



	As of 3/31/xxxx		
	Fiscal Year 2024	Fiscal Year 2023	Fiscal Year 2022
Revenue - Operating	\$477,282	\$598,413	\$433,384
Revenue - Transfer In (General Fund)	\$282,099	\$282,699	\$203,949
Revenue - Transfer In (CARES)	\$0	\$223,125	\$0
<b>Revenue Totals</b>	<b>\$759,381</b>	<b>\$1,104,237</b>	<b>\$637,333</b>
Expenditure Totals	\$937,821	\$938,250	\$931,040
Revenue Over (Under) Expenditures	(\$177,840)	\$165,987	(\$293,707)
Beginning Fund Balance, 7/1	\$105,124	(\$212,464)	\$50,813
Net Change	(\$177,840)	\$165,987	(\$293,707)
Ending Fund Balance, 3/31	(\$72,715)	(\$46,477)	(\$242,894)
Cash Balance as of 3/31/2024	(\$17,088)		

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**Health & Benefits Fund  
 Three Year Comparison**



	As of 3/31/xxxx		
	Fiscal Year 2024	Fiscal Year 2023	Fiscal Year 2022
Revenue Totals	\$7,967,944	\$7,586,879	\$7,345,757
Expense Totals	\$7,537,824	\$5,536,071	\$5,406,889
Revenue Over (Under) Expenditures	\$430,120	\$2,050,808	\$1,938,868
Beginning Fund Balance, 7/1	\$3,265,995	\$1,917,917	\$1,521,149
Net Change	\$430,120	\$2,050,808	\$1,938,868
Ending Fund Balance, 3/31	\$3,696,115	\$3,968,725	\$3,460,037
Cash Balance as of 3/31/2024	\$4,150,558		

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**Human Resources Fund  
 Three Year Comparison**



	As of 3/31/xxxx		
	Fiscal Year 2024	Fiscal Year 2023	Fiscal Year 2022
Revenue Totals	\$825,799	\$750,474	\$739,876
Expense Totals	\$794,973	\$745,119	\$637,366
Revenue Over (Under) Expenditures	\$30,826	\$5,357	\$102,510
Beginning Fund Balance, 7/1	(\$21,967)	\$97,833	\$17,855
Net Change	\$30,826	\$5,357	\$102,510
Ending Fund Balance, 3/31	\$8,859	\$103,190	\$120,165
Cash Balance as of 3/31/2024	\$134,861		

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**Scheels Aim High Big Sky  
 Recreation Center**




Construction Budget	
Total Project Cost (pending any additional change orders)	\$ 21,049,435
<b>Project Funding Sources:</b>	
Park Maintenance District from Bond Issuance	\$ 10,000,000
Federal Grant	\$ 10,000,000
Tourism Grant	\$ 87,434
Donations Received	\$ 577,843
Park Maintenance District Assessments	\$ 384,158
<b>Total Funding Sources</b>	<b>\$ 21,049,435</b>

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### Scheels Aim High Big Sky Recreation Center




One-Time Startup Purchases	
Fitness Equipment	\$ 175,500
Furniture	\$ 50,250
Security Cameras	\$ 31,000
Sign	\$ 20,550
Scoreboard	\$ 3,760
Concession Equipment	\$ 20,000
Startup IT Equipment	\$ 50,000
Miscellaneous Equipment	\$ 23,940
<b>Total Startup Purchases</b>	<b>\$ 375,000</b>

Funding Sources:	
Tourism Grant	\$ 112,566
Park Special Revenue Fund Reserves	\$ 262,434

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### Scheels Aim High Big Sky Recreation Center



FY2024 3-Month Budget April 1, 2024 to June 30, 2024	
<b>Revenues</b>	
Revenue - Transfer In (Swimming Pools Fund)	\$180,000
Charges for Services	\$186,510
Other	\$5,100
<b>Revenues Total</b>	<b>\$371,610</b>
<b>Expenses</b>	
Personal Services	\$230,404
Supplies	\$65,694
Purchased Services	\$75,512
<b>Expenses Total</b>	<b>\$371,610</b>
<b>Total Revenues Over (Under) Expenses</b>	<b>\$0</b>

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### Scheels Aim High Big Sky Recreation Center



FY2025 12-Month Budget July 1, 2024 to June 30, 2025	
<b>Revenues</b>	
Revenue - Transfer In (General Fund)	\$178,000
Charges for Services	\$2,163,688
Other	\$5,250
<b>Revenues Total</b>	<b>\$2,346,938</b>
<b>Expenses</b>	
Personal Services	\$1,715,974
Supplies	\$124,200
Purchased Services	\$448,449
Internal Service Charges	\$258,315
<b>Expenses Total</b>	<b>\$2,546,938</b>
<b>Total Revenues Over (Under) Expenses</b>	<b>(\$200,000)</b>

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### Update on Tax Increment Districts



District	Lifespan of District	Base Taxable Value	Current Taxable Value	Annual Increment	Debt Issued
Central MT Agri-Tech Park / International Malting Plant	2005 - 2040	\$347,618	\$1,270,871	\$600,000	\$1,500,000 bonds issued
West Bank Urban Renewal	2007 - 2040	\$292,536	\$1,818,850	\$975,000	\$4,055,000 bonds issued
Great Falls International Airport	2008 - 2038	\$107,149	\$403,776	\$190,000	\$645,000 bonds issued
East Industrial Park	2013 - 2028	\$232	\$615,631	\$420,000	No bonds issued
Great Falls Downtown Urban Renewal	2012 - 2040	\$3,643,698	\$5,850,723	\$2,000,000	\$5,995,000 bonds issued

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### American Rescue Plan Project Updates



Original ARPA Balance	\$19,472,737			
Committed Funds	Project Cost (Budget Cap)	Project Cost ("Current")	Percent Complete	Project Source
<b>Completed Projects</b>	\$2,863,553.00	\$2,987,618.63	100%	Tier 1 Project
Community Grants	\$3,000,000.00	\$3,034,557.00	NA	Community Applications
Animal Shelter Cattery	\$35,600.00	\$35,600.00	85%	Tier 1 Project
Court Remodel	\$3,500,000.00	\$2,520,125.00	20%	Tier 1 Project
Fire Station Infrastructure	\$2,800,000.00	\$3,028,000.00	80%	Tier 1 Project
PD Evidence Building & Front Entry Area	\$4,500,000.00	\$4,033,597.50	20%	Tier 1 Project
Civic Center HVAC	\$1,346,667.00	\$1,412,638.22	25%	Tier 1 Project
Civic Center Transformer/Boiler	\$1,407,300.00	\$1,407,300.00	20%	Tier 1 Project
<b>Total</b>	<b>\$19,453,120.00</b>	<b>\$18,459,436.35</b>		
<b>ARPA Balance</b>		<b>\$1,013,300.65</b>		<b>*as of 4/9/24</b>

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### CARES Act Update



Original CARES Balance	\$10,159,163
Committed Funds FY2023	Project Cost ("Current")
Replenish Funds Impacted by COVID	\$1,141,151
Balance General Fund Budget	\$1,205,000
Replenish Planning Fund	\$297,500
Replenish Recreation Fund	\$140,000
Replenish Multi-Sports Fund	\$34,500
GFDA Revolving Loan Fund Contribution	\$1,400,000
<b>Total</b>	<b>\$4,218,151</b>
Committed Funds FY2024	Project Cost ("Current")
Balance General Fund Budget	\$998,064
Growth Plan Policy Update	\$300,000
<b>Total</b>	<b>\$1,298,064</b>
<b>Remaining CARES Balance</b>	<b>\$4,642,948</b>

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Referring to fines and forfeitures, Mayor Reeves inquired about a recent case law that individuals do not have to pay a fine if they prove an inability to pay to the court.

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Municipal Court Judge Mark Dunn responded that there must be a finding that an individual has the inability to pay. There was a recent Supreme Court case that mandatory minimum fines are unconstitutional and several statutes create a mandatory minimum fine. Prosecutors have been requesting jail time versus imposing fines because of the new case laws.

Commissioner Tryon inquired how much of the \$1.5 million in newly taxable property was attributed to Calumet and the Montana Renewables Biofuels project.

Deputy Finance Director Wavra responded that the State is unable to provide the City with a complete rundown of what makes up the \$1.5 million. Given the value of the City's protested taxes, the City's true newly taxable property received continues to remain around \$400,000 because the increased amount of approximately \$1.1 million is what the City's protested taxes are.

With regard to the "General Fund – Three Year Expense Comparison - as of 3/31/xxxx" slide, Commissioner Tryon inquired about the difference with the transfer out amounts.

Deputy Finance Director Wavra responded that the subsidies to Civic Center Events and Engineering Funds were removed in last years adopted budget, and the return of the transfer to the library with the passage of library levy.

With regard to the "Golf Courses Fund Three Year Comparison" slide, Finance Director Kinzler explained that the contract with CourseCo is a management agreement, so they manage the golf courses for the City. If there was not enough revenue to cover the actual expenses of the golf courses, the City would pay Great Falls LLC to cover that shortage.

City Manager Greg Doyon added that he discussed with CourseCo whether both golf courses should continue to be maintained. CourseCo had a compelling argument for continuing to maintain both courses, such as clientele, usage for tournaments and it would not change the City's revenue model. It was also discussed if CourseCo would consider a lease versus a management agreement and it was determined that a lease agreement would not recoup some of the revenue from CourseCo managing the golf courses. The City is paying CourseCo to manage the golf courses and when they perform well the City benefits. There is a short golf season in Montana and is weather contingent; however, City staff will continue to work on eliminating debt in the golf course fund.

Finance Director Kinzler added that there was a cash deficit in the golf course fund of approximately \$1.4 million when CourseCo took over management of the golf courses; however, the cash deficit is down and it has been a successful partnership with CourseCo.

With regard to the "Recreation Fund Three Year Comparison" slide, Finance Director Kinzler commented that the cash balance is from the old recreation fund.

City Manager Doyon added that the potential sale of the Great Falls Recreation Center would more than likely resolve the debt service in the old recreation fund.

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With regard to the “Parking Fund Three Year Comparison” slide, City Manager Doyon explained that at some point the City needs to make an investment from some resource to make repairs on the parking garages before something critical happens to them.

With regard to the “Scheels Aim High Big Sky Recreation Center” slides, Commissioner Tryon inquired about the Park Maintenance District assessment, Park Special Revenue Fund Reserves, transfer in for the Swimming Pools Fund and General Fund.

Finance Director Kinzler responded that the Park Maintenance District assessment is not being increased. The \$384,158 will be used short term from the Park Maintenance District Assessments for the construction costs until the donation funds are received. There is approximately \$2 million in donations; however, it is paid over a five-year period. As those donations come back, the Park Maintenance District could be reimbursed with those donations. The Park Special Revenue Fund Reserves is a fund that has been used for special park projects. There is a cash balance because of prior revenue collections for parks. There is approximately \$400,000 in the Swimming Pools Fund. When the Wave Rider was paid off, the City put that same amount of money from the General Fund into the Swimming Pools Fund, knowing it would be needed in the future. Currently, there will not be a request for increase subsidy from the General Fund because \$39,000 was transferred from the General Fund to the old recreation fund and that \$39,000 is going to the Scheels Aim High Big Sky Recreation Center. Approximately \$265,000 from the General Fund will go to the Swimming Pool Fund and \$140,000 of that will go to the recreation center.

With regard to the “Update on Tax Increment Districts” slide, Finance Director Kinzler explained that the City could receive \$168,000 annually if the Central MT Agri-Tech Park/International Malting Plant District were to be closed.

Commissioner McKenney inquired about closing the East Industrial Park District since there are no bonds issued and the lifespan of the district is 2028.

Finance Director Kinzler responded that the City has a development agreement with Agri-Tech LLC and has approximately \$2 million left. Currently, the City does not have enough increment at 85 percent to pay off the \$2 million and the City is under no obligation to pay it off.

Commissioner McKenney inquired if there would be a disadvantage to closing the Central MT Agri-Tech Park/International Malting Plant District.

Finance Director Kinzler responded that the City could no longer use that tax increment district to do public improvements.

Commissioner McKenney requested that there be further discussion at an upcoming work session about whether it would be feasible to close the Central MT Agri-Tech Park District.

City Manager Doyon responded that a disadvantage to closing the Central MT Agri-Tech Park District is that the area was initially designed to accommodate heavy industrial and extend infrastructure. There

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needs to be heavy industrial somewhere in the community to grow the tax base. An advantage to closing this district would be an opportunity to resolve some TIF debt and bring revenue back into the General Fund to help address public safety.

Commissioner Wolff added that there are sustainable oils in that area and the City would want to know what that districts plans are before closing it.

Finance Director Kinzler further added that there are some tax abatements that are going to be expiring soon and the City has a State Fund loan with ADF in this district.

With regard to the “CARES Act Update” slide, City Manager Doyon explained that CARES funds were initially kept separate in order to track where the money came from; however, it will eventually reside in the City’s undesignated fund balance.

**2. TRANSIT DISTRICT UPDATE**

Great Falls Transit District General Manager Nadine Hanning reviewed and discussed the following PowerPoint:

**GREAT FALLS TRANSIT DISTRICT**  
Time Line Of Major Events

- 1978** - Voter Referendum to Establish Urban Transportation District
- 1982** - Bus Service commenced in February
- 1986** - Administrative and Maintenance Facility 1005 North Star Blvd
- 2001** - The Downtown Transfer Center was opened in December
- 2002** - Bus fares increased \$5.00 to \$7.75 for regular fares
- 2003** - The District began directly operating Paratransit Service, which had previously operated as contract service
- 2006** - The end point for routes 1 - 4 was relocated from 56th Street and 3rd Avenue S. to 57th Street and 10th Avenue S.
- 2017** - Bus fares increased \$1.75 to \$1.00 for regular fares

**GREAT FALLS TRANSIT DISTRICT ORGANIZATIONAL CHART**

```
graph TD; A[Great Falls Transit District TAX PAYER] --> B[Great Falls Transit District BOARD OF DIRECTORS]; B --> C[GENERAL MANAGER]; C --> D[ADMINISTRATIVE ASSISTANT]; C --> E[ADA COORDINATOR]; C --> F[OPERATIONS MANAGER]; C --> G[FINANCE MANAGER]; F --> H[DISPATCHERS/ROAD SUPERVISORS]; G --> I[HVAC CLERK]; H --> J[PARATRANSIT DISPATCHERS AND VAN OPERATORS]; H --> K[MAINTENANCE SUPERVISOR]; J --> L[DISPATCHERS]; J --> M[TRANSIT BUS OPERATORS]; K --> N[MECHANICS]; K --> O[SERVICE PERSONNEL];
```

**Passenger Service Provided**

- ▶ Since service began in 1984 the District has provided over 18,000,000 bus rides, an average of 36,000 bus trips per month
- ▶ The average monthly bus ridership for the current fiscal year is 30,000
- ▶ Since bringing Paratransit services in house in 2003 the District has provided 741,000 rides, an average of 2,850 trips per month
- ▶ The average monthly paratransit rides for the current fiscal year is 4,800 rides

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### Current Hours of Service, Fares

- ▶ GFTD operates Monday - Friday from 6:00 a.m. to 6:30 and Saturdays from 9:00 a.m. to 5:00 p.m.
- ▶ GFTD operates a fixed-route network of 7 routes
  - ▶ Adult Fare \$1.00
  - ▶ Student Fare 5.75
  - ▶ Elderly or Disabled Passenger Fare 5.50
- ▶ ADA Paratransit service operates door to door service to eligible disabled passengers
  - ▶ \$2.00 Fare

### Facilities

- ▶ Administration & Maintenance - 3905 North Star Boulevard
  - ▶ Construction completed and placed in service in 1986
  - ▶ Administrative Offices & Conference Room
  - ▶ Garage
  - ▶ Vehicle Service Bays
  - ▶ Bus Fueling and Vehicle Wash Bay
- ▶ Transfer Center - 326 1<sup>st</sup> Avenue South
  - ▶ Originally constructed in 1947 as a Greyhound Bus Depot
  - ▶ The Transfer Center is on the National Historic Register
  - ▶ 2000 - 2001 Rehabilitation
  - ▶ Opened to the public December, 2001

### Revenue Vehicle Fleet Information

- |   |  |
|---|--|
| <p><b>BUS FLEET</b></p> <ul style="list-style-type: none"> <li>▶ 19 Gillig 29' and 35' low-floor buses</li> <li>▶ 8 buses exceed useful life</li> <li>▶ Most recent bus purchase was 29' buses in 2021</li> <li>▶ Cost per bus in 2021 - \$440,000</li> </ul> | <p><b>PARATRANSIT VAN FLEET</b></p> <ul style="list-style-type: none"> <li>▶ 15 Mini-Vans</li> <li>▶ 7 vans have exceed useful life</li> <li>▶ Historic cost of vans                             <ul style="list-style-type: none"> <li>▶ 2019 - \$38,000</li> <li>▶ 2021 - \$53,000</li> <li>▶ 2023 - \$75,000</li> </ul> </li> </ul> |
|---|--|

All GFTD Revenue vehicles are ADA and Buy-America Compliant

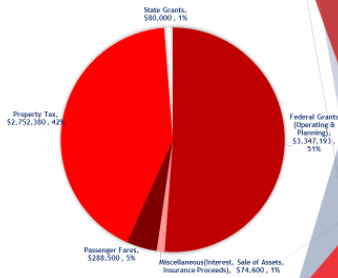
### Capital Project Funding

- ▶ FTA 5339 Fund transfers from MT Dept. of Transportation
- ▶ FTA 5307 Funds
- ▶ FTA competitive funding opportunities, as they become available
- ▶ MDT 5310 Funds
- ▶ Most FTA funding requires a local match of 15% for ADA compliant vehicles, or 20% for other capital projects
- ▶ Local Funds

### Operating Funds Sources

- Federal Transit Administration Operating and Planning Grants
- Property Tax Revenue
- Passenger Fares
- State of Montana Transit Funds
- Miscellaneous Revenue

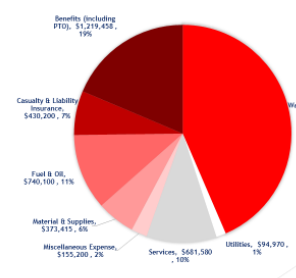
#### FY 2024 BUDGET - REVENUES



### Operating Expenses

- Wages & Benefits
- Utilities
- Services
- Material & Supplies
- Fuel & Oil
- Casualty & Liability Insurance

#### FY 2024 BUDGET - EXPENSES



### Fixed-Route Performance Indicators

	FY 2024 - FEBRUARY				Difference	Percent Change
	FY24 February	FY23 February	FY24 Y-T-D	FY23 Y-T-D		
Operating Expenses*	\$ 341,442	\$ 304,547	\$2,318,706	\$2,121,378	194,322	9.2%
Total Passenger Trips	31,809	28,306	\$ 237,773	\$ 203,340	34,433	16.9%
Revenue Miles	33,947	32,502	\$ 389,812	\$ 283,060	106,751	37.7%
Revenue Hours	2,642	2,838	\$ 22,144	\$ 25,423	(3,279)	-12.9%
Passenger Revenue	\$ 24,332	\$ 17,018	\$ 142,442	\$ 168,763	26,321	15.6%
Operating Expense per Trip	\$ 10.72	\$ 10.74	\$ 9.74	\$ 10.43	-\$0.69	-6.4%
Operating Expense per Revenue Mile	\$ 10.06	\$ 9.37	\$ 8.22	\$ 7.48	-\$0.74	-7.9%
Operating Expense per Revenue Hour	\$ 128.27	\$ 107.08	\$ 106.57	\$ 104.81	-\$1.76	-1.6%
Trips per Revenue Mile	0.94	0.87	0.84	0.72	0.12	17.5%
Trips per Revenue Hour	11.96	10.27	10.74	9.27	1.47	15.8%
Trips per Operating Dollar	0.09	0.09	0.10	0.10	0.00	0.0%
Trip Revenue Recovery	7.16	5.81	6.23	5.51	0.72	13.1%
Revenue per Trip	\$ 0.76	\$ 0.60	\$ 0.60	\$ 0.67	-\$0.07	-10.3%
<b>Net Expense per Trip</b>	<b>\$ 3.00</b>	<b>\$ 3.00</b>	<b>\$ 3.14</b>	<b>\$ 3.06</b>	<b>-\$0.06</b>	<b>-2.0%</b>

\*Operating Expenses Exclude Depreciation

### Paratransit Performance Indicators

	FY 2024 - FEBRUARY				Difference	Percent Change
	FY24 February	FY23 February	FY24 Y-T-D	FY23 Y-T-D		
Operating Expenses*	\$ 133,977	\$ 138,308	\$ 830,435	\$ 796,756	33,679	4.2%
Total Passenger Trips	4,955	4,742	38,988	36,448	2,540	6.9%
Revenue Miles	23,708	21,201	\$ 188,441	\$ 178,948	9,493	5.3%
Revenue Hours	1,927	1,791	\$ 14,108	\$ 15,295	(1,187)	-7.8%
Passenger Revenue	\$ 11,068	\$ 8,800	\$ 76,960	\$ 72,895	4,065	5.6%
Operating Expense per Trip	\$ 27.04	\$ 29.18	\$ 21.30	\$ 21.86	-\$0.56	-2.6%
Operating Expense per Revenue Mile	\$ 5.65	\$ 6.52	\$ 4.35	\$ 4.46	-\$0.11	-2.2%
Operating Expense per Revenue Hour	\$ 69.51	\$ 77.24	\$ 58.93	\$ 62.09	-\$3.16	-5.1%
Trips per Revenue Mile	0.21	0.22	0.20	0.20	0.00	0.0%
Trips per Revenue Hour	2.07	2.68	2.40	2.38	0.02	0.8%
Trips per Operating Dollar	0.04	0.04	0.05	0.05	0.00	0.0%
Trip Revenue Recovery	8.31	6.81	9.41	9.15	0.26	2.8%
Revenue per Trip	\$ 2.23	\$ 1.88	\$ 1.99	\$ 2.00	-\$0.01	-0.2%
<b>Net Expense per Trip</b>	<b>\$ 25.81</b>	<b>\$ 25.81</b>	<b>\$ 19.87</b>	<b>\$ 19.86</b>	<b>-\$6.00</b>	<b>-23.5%</b>

\*Operating Expenses Exclude Depreciation



**JOURNAL OF CITY COMMISSION SPECIAL WORK SESSION**  
**April 16, 2024**

<h3>Public comments on existing service</h3> <ul style="list-style-type: none"><li>▶ Make GFTD easier to use<ul style="list-style-type: none"><li>▶ Improve route maps</li><li>▶ Improve website</li><li>▶ More technology including real time bus tracking, free WIFI on buses</li><li>▶ More convenient payment options</li><li>▶ Add fixed stops</li></ul></li><li>▶ Expanded evening and weekend hours</li><li>▶ Expand area of service</li><li>▶ The fare is ok, but I cannot afford to pay more</li><li>▶ I don't use the service, but I am grateful it is available just in case</li><li>▶ I don't mind paying the property tax, but would not vote for an increase</li><li>▶ Drivers are friendly and helpful</li><li>▶ If not for GFTD, I would not have a life</li></ul>	<h3>Top 10 complaints from non-transit users</h3> <ul style="list-style-type: none"><li>▶ Buses are too big</li><li>▶ Buses are too loud</li><li>▶ Buses are empty</li><li>▶ Buses are dangerous in traffic</li><li>▶ I don't want to pay taxes</li><li>▶ I don't like paying taxes for something I don't want</li><li>▶ I don't want to pay taxes for the bus because it does not get close enough to my house</li><li>▶ Buses cause a lot of pollution</li><li>▶ People using Transit don't really need it. They should get a car.</li><li>▶ The buses and Transfer Center make it easier for people to be homeless</li></ul>
<h3>Potential areas of improvement Identified by 2010 Transit Development Plan (TDP)</h3> <ul style="list-style-type: none"><li>▶ Separate Existing Route 1 into 2 Routes</li><li>▶ Eliminate overlapping service on Routes 5 and 7</li><li>▶ Expand evening service<ul style="list-style-type: none"><li>▶ Run fixed-route service until 7:00 p.m., offer demand response service to the general public from 7:00 p.m. until 10:00 p.m.</li><li>▶ Run fixed-round service until 10:00 p.m.</li></ul></li></ul>	<h3>Transit Development Plan (TDP) Currently in Progress</h3> <ul style="list-style-type: none"><li>▶ The TDP currently in progress is in the current service assessment phase.<ul style="list-style-type: none"><li>▶ The assessment phase has identified Route 1 as needing added service</li><li>▶ Paratransit service is not operating efficiently</li></ul></li><li>▶ The next phase of the TDP will identify the public interest in Transit service provision<ul style="list-style-type: none"><li>▶ Public input will help determine Transit service needs</li><li>▶ The consultants will hold public participation events to seek input from the public and interested stakeholders</li></ul></li><li>▶ The final TDP will provide recommendation for Transit service improvements and alternatives based on the data gathered</li></ul>
<h3>What is Next?</h3> <ul style="list-style-type: none"><li>▶ Fixed Route Changes<ul style="list-style-type: none"><li>▶ Changes to Route 1 to better to improve efficiency</li><li>▶ Technology upgrades to monitor provision of service</li></ul></li><li>▶ Paratransit Service Changes<ul style="list-style-type: none"><li>▶ Eligibility determination process will change to ensure clients meet ADA requirements</li></ul></li><li>▶ Long Range Plans will include assessment of the following:<ul style="list-style-type: none"><li>▶ Extended hours of service</li><li>▶ Possible fare increase</li><li>▶ Electronic fare collection options</li><li>▶ Vehicle fleet transition to low or no emission vehicles</li><li>▶ Contract Service for all or part of Paratransit Operations</li></ul></li></ul>	<h3>Expansion of District Boundaries</h3> <ul style="list-style-type: none"><li>▶ The Great Falls Transit district does not have the authority to expand its boundaries.</li><li>▶ Expansion of an Urban Transit District requires a vote of registered electors as put forth in MCA sections 7-14-203 through 7-14-211.</li><li>▶ Expansion of the District boundaries would not guarantee expansion of service into the newly added area, as property tax revenue generated by the expansion would not be adequate to fund significant expansion</li></ul> 

Ms. Hanning commented that her goal for the Great Falls Transit District would be for people to use the transit because they want to and not because they have to. Ms. Hanning explained that the Great Falls Transit District is not funded or operated by the City; however, it is a part of the community.

Mayor Reeves expressed appreciation to the Great Falls Transit District for its Paratransit services.

**3. LIFT STATION #1 REPAIRS & SUPPLEMENTAL FORCEMAIN PROJECT UPDATE**

City Engineer Jesse Patton reported that Lift Station #1 and Supplemental Forcemain is an ARPA project that was awarded \$2 million in competitive grant funds and approximately \$3.89 million of the minimum allocated funds which must be utilized by December 2025. The City is working with TD&H and PCI and has been planning this project for approximately three years. This is the City's second attempt utilizing



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the alternative delivering method General Contractor Construction Manager (GCCM). GCCM allowed the City to identify a \$9 million budget shortfall well before construction bidding started, giving the team an opportunity to modify the scope of the project and meet fiscal restraints. The cost estimate for the directional drilling portion of the project to provide a redundant river crossing increased by approximately \$9 million as the team progressed from the 30 percent design to the 60 percent design cost estimate. City staff is monitoring the project schedule to ensure the ARPA funds designated for this project will be utilized by the deadline.

TD&H Engineering Principal/Civil Engineer Nate Young reviewed and discussed the following PowerPoint:

### INTRODUCTION & AGENDA

- Where We Have Been
- Where We Are
- Where We Are Going
- Schedule
- Q&A

### WHERE WE HAVE BEEN

2021	2022	2023	2024
Feasibility Study (June)	Design Kickoff (February)	General Contractor/Construction Manager (GCCM) Statement of Qualifications (SOQ) (April)	GCCM Pricing (February)
ARPA Application (July)	30% Design (October)	GCCM Kickoff (October)	Phase Plan (March)
ARPA Award (October)		60% Design (December)	City Commission Work Session (April 16, 2024)

### WHERE WE ARE

COST ESTIMATE	ESTIMATE DISPARITIES	GCCM BENEFITS
<ul style="list-style-type: none"> <li>30% Design/CIP (2022): \$7,800,000</li> <li>60% Design GCCM (2024): \$16,700,000</li> <li>Difference: \$8,900,000</li> </ul>	<ul style="list-style-type: none"> <li>General Contractor (GC) Pricing</li> <li>Forcemain (FM) Cost Increase</li> <li>Inflation</li> <li>GC Fees</li> <li>Underestimated Costs</li> <li>Lift Station (LS) Additional Scope</li> </ul>	<ul style="list-style-type: none"> <li>Avoid Redesign/Rebidding</li> <li>Preserve ARPA Funding</li> <li>Limit Design, Advertising &amp; Administration Costs</li> <li>Mitigate Additional Inflation Impacts</li> <li>Value Engineering (VE)</li> <li>Constructability Review</li> </ul> <p><u>Anticipated Collaboration Value</u></p> <ul style="list-style-type: none"> <li>GC Pre-Construction Participation &amp; Understanding</li> <li>Minimize Construction Cost &amp; Schedule Risks</li> </ul>

### WHERE WE ARE GOING

60% DESIGN SCOPE	90% DESIGN SCOPE
<ul style="list-style-type: none"> <li>South Riverbank Trenched FM</li> <li>FM Pigging Stations</li> <li>Missouri River FM Crossing</li> <li>North Riverbank Trenched FM</li> <li>WWTP Meter Vault Expansion</li> <li>LS Bar Screen Replacement</li> <li>LS Stormwater Pump Replacement</li> <li>LS Valve &amp; Gate Replacement</li> <li>LS Minor Elec. &amp; Mechanical Upgrades</li> <li>LS Temporary Bypass Piping</li> </ul>	<ul style="list-style-type: none"> <li>South Riverbank Trenched FM</li> <li><b>FM Pigging Stations (VE)</b></li> <li><b>Missouri River FM Crossing (FUTURE)</b></li> <li>North Riverbank Trenched FM</li> <li><b>WWTP Meter Vault Expansion (VE)</b></li> <li>LS Bar Screen Replacement</li> <li>LS Stormwater Pump, Motor, &amp; Controls Replacement</li> <li>LS Valve &amp; Gate Replacement</li> <li>LS Minor Elec. &amp; Mechanical Upgrades</li> <li>LS Temporary <b>Permanent Bypass Piping</b></li> <li>LS Standby Generator</li> <li>LS Major Elec. Upgrades</li> </ul> <p style="font-size: small;">Note: <b>BOLD</b> items indicate added scope</p>

### SCHEDULE

★ Denotes ARPA Program Spending Deadline (12/31/2025)
 ★ Denotes Commission Decision

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QUESTIONS

BACKUP SLIDES

Cost Estimate Progression

Table with 12 columns: FACILITY, FEASIBILITY STUDY (DATE), APPA APPLICATION (DATE), 30% DESIGN REPORT (DATE), BOQ UPDATE (DATE), CITY REVISIONS (DATE), LS DECISIONS (DATE), 60% GCCM PRICE (DATE), 60% VE SAVINGS (DATE), PHASE 1 (DATE). Rows include Redundant Forceman Crossings, LIFT Station No. 1 Improvements, and Base Bid Alternatives.

2021 Water River Crossings Comps

Table with 12 columns: SUPPLEMENTAL FORCEMAN, SUPPLEMENTAL ACTIVITY, SUPPLEMENTAL PRICE, SUPPLEMENTAL QUANTITY, SUPPLEMENTAL UNIT, SUPPLEMENTAL RATE, SUPPLEMENTAL AMOUNT, SUPPLEMENTAL TOTAL. Rows include Supplemental Forceman 1, Supplemental Forceman 2, Supplemental Forceman 3, Supplemental Forceman 4, Supplemental Forceman 5.

Cost Differential Tables

Table with 12 columns: FISCAL YEAR & QUARTER, QUANTITY, UNIT, INFLATION RATE, APPA APP FOREST EST, SUPPLEMENTAL PRICE, SUPPLEMENTAL QUANTITY, SUPPLEMENTAL UNIT, SUPPLEMENTAL RATE, SUPPLEMENTAL AMOUNT, SUPPLEMENTAL TOTAL. Rows include Foreman Creep, Underestimated EDCP, Foreman Scope Creep, LS Scope Creep, and Appa Application Costs.

Pricing Evaluation, Value Engineering, & Phasing Decisions

Table with 12 columns: SUPPLEMENTAL FORCEMAN, SUPPLEMENTAL ACTIVITY, SUPPLEMENTAL PRICE, SUPPLEMENTAL QUANTITY, SUPPLEMENTAL UNIT, SUPPLEMENTAL RATE, SUPPLEMENTAL AMOUNT, SUPPLEMENTAL TOTAL. Rows include Supplemental Forceman 1, Supplemental Forceman 2, Supplemental Forceman 3, Supplemental Forceman 4, Supplemental Forceman 5.

Commissioner Wolff expressed appreciation to Public Works for utilizing the GCCM process because it saves money.

DISCUSSION OF POTENTIAL UPCOMING WORK SESSION TOPICS

City Manager Greg Doyon reported that an urban deer program and a 2025 budget kick off will be topics for the May 7, 2024 work session.

Commissioner McKenney reiterated that a Central MT Agri-Tech Park Tax Increment Financing (TIF) District be a topic for an upcoming work session.

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City Manager Doyon responded that City staff would notify the Central MT Agri-Tech Park District and Great Falls Development Alliance to get their feedback.

**ADJOURN**

There being no further discussion, Mayor Reeves adjourned the informal work session of April 16, 2024 at 6:49 p.m.



## Finance Department Memorandum

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

From: Kirsten Wavra, Deputy Finance Director

Date: May 7, 2024

Re: Total Cash and Investments as of April 30, 2024

The City of Great Falls' total cash and investments at the end of April 2024 was \$102,084,302.15. This included cash in bank accounts totaling \$17,478,905.60. Total cash and investments decreased from \$103.4 in March to \$102.1 in April. 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 \$6.8 million in March to \$4.7 million in April. The balance will decrease until the next major tax payments will be received by the City in June. 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.

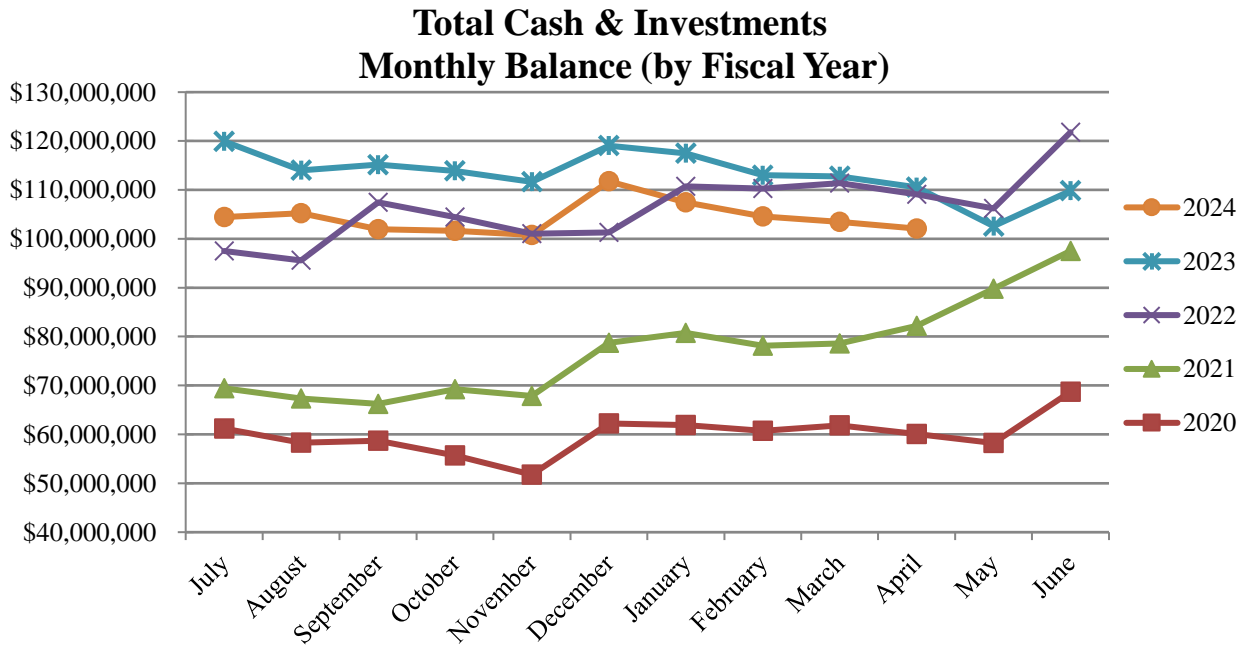
Also on the next page is the summary of the City's total cash and investments. The City's investment policy specifies the percentage the City of Great Falls must have of the different types of instruments allowed by state statute. The chart below lists those percentages compared to the City's investments as of April 30<sup>th</sup>. 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 April 30, 2024
Master, savings, and ICS accounts	20% combined	100%	100%
Montana Board of Investments STIP		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%

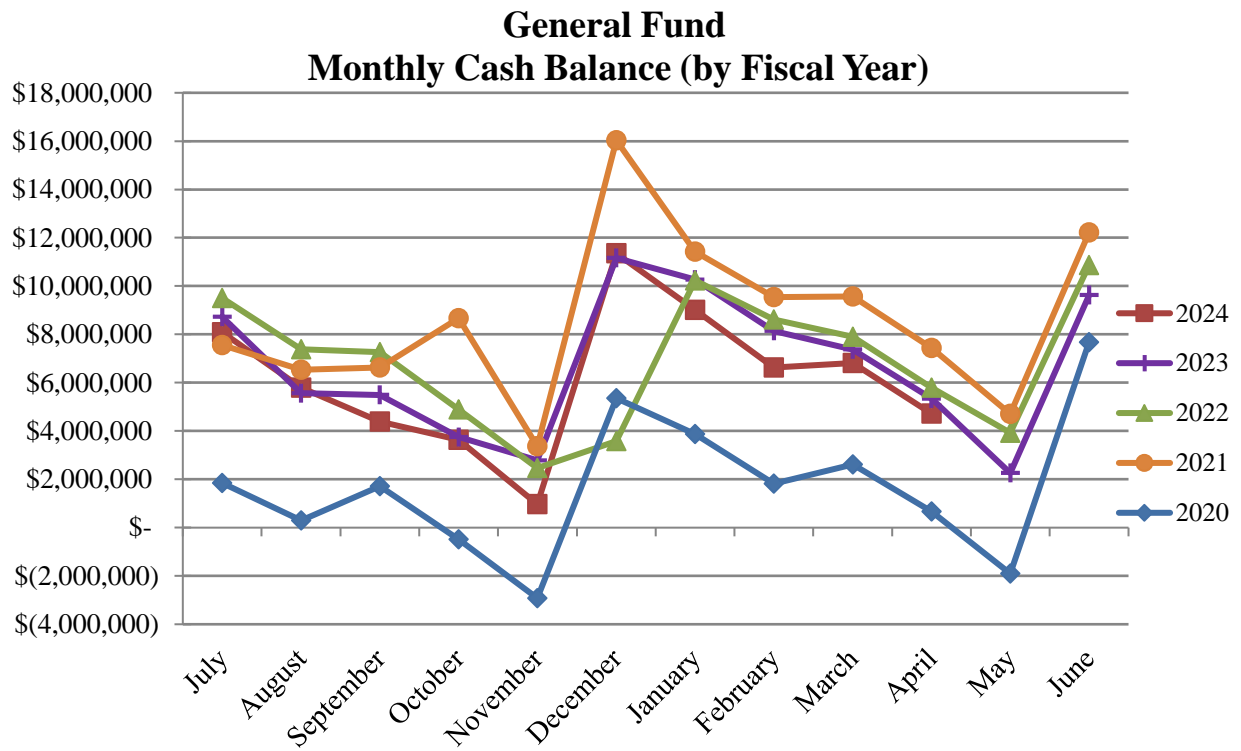
**City of Great Falls**  
**Total Cash & Investment Summary**  
**April 30, 2024**

Description	Rate	Due Date	Principal Cost	Market Value
US Bank Investments				
Insured Cash Sweep	4.450%		37,628,324.04	37,628,324.04
Total US Bank Investments			37,628,324.04	37,628,324.04
State of Montana Short Term				
Investment Pool (STIP)	5.382%		46,977,072.51	46,977,072.51
Total Investments			84,605,396.55	84,605,396.55
Cash on Hand, Deposits in Bank			17,478,905.60	17,478,905.60
Total Cash and Investments			<u>\$102,084,302.15</u>	<u>\$102,084,302.15</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 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).



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