

Broad Community Priorities

Public Safety Continuum

Public Safety Continuum			
<i>General - Police and Fire</i>	<i>Issue</i>	<i>Options</i>	<i>FY 20 Budget Connection</i>
Maintaining service levels with current resources and community growth	Resources to respond adequately and in a timely manner	Personnel, equipment, training, facilities	Requests cover additional personnel, equipment, and training needs.
Prior focus - short lived	Did not complete "full public safety pivot"	Increased focus on public safety	Public safety continuum: New part time judge requested.
Response times to calls for service	Concerns from both GFPD/GFFR about coverage, timeliness	Monitor resident service complaints. proactive vs. reactive	Proposed budget includes staffing and request for GFFR station study.
Staffing	Number of staff to cover shifts and city safely.	Schedule changes, reduce services, add staff.	Personnel requests in proposed budget. Funding options problematic.
<i>Police Specific</i>	<i>Issue</i>	<i>Options</i>	<i>FY 20 Budget Connection</i>
Staffing turnover	Regardless of reason average 6.5 yearly; backfilling challenges.	Staffing to meet current needs on the street. More staffing for flexibility during gaps. Over hiring.	Staffing request in budget proposal.
Recruitment	Quality not quantity.	New recruiting process and look.	Background check proposal in budget.
<i>Fire Specific</i>	<i>Issue</i>	<i>Options</i>	<i>FY 20 Budget Connection</i>
Emergency Management and Preparedness	No city emergency manager. Decreases citywide prep efforts; relies on Fire Chief.	Fill position or wait and see. New EM for County is former GFFR Operations Chief.	Not included.

<i>Public Safety Communications</i>	<i>Issue</i>	<i>Options</i>	<i>FY 20 Budget Connection</i>
Addressing system wide upgrades	No state plan at the moment. City has aging radio infrastructure that will require upgrades.	Wait for state to determine its path before committing dollars. Chief Bowen closely monitoring.	Hold non voted general obligation debt capacity for effort. Study completed and totals about \$4.5 million.
Dispatch recruitment/retention	High turnover.	Potential wage issues, work demands, and hours.	Wages to be negotiated with CBA. Administration reviewing schedules and non traditional enhancements.
Infrastructure	<i>Issue</i>	<i>Options</i>	<i>FY 20 Budget Connection</i>
Citywide building and facility maintenance	Catch up - reactive process to replace aging buildings and facilities.	Mix of voter approved financing and non voted General Obligation Debt. Strategic use of budget when available.	Prioritized by safety concerns, funding availability, or ability to sustain.
Technology infrastructure (hardware/software)	Changing IT demands, needs, and capability.	Plan ahead when possible. Thoroughly vet new software/hardware changes.	Internal service charges covering cost for upgrades and continued system maintenance.
Civic Center façade	Cracking of façade - public safety concern.	CC funded previously for study to repair/replace.	Will require publicly approved financing to fix the façade and roof.
Completion of Park District projects	Deferred maintenance in park facilities.	Community approved Park Maintenance District.	Projects underway according to Commission approved list.

Human Resources			
	<i>Issue</i>	<i>Options</i>	<i>FY 20 Budget Connection</i>
Recruitment, retention	Workforce preparedness, skills, education; Low unemployment; more competitive environment	Review traditional recruitment efforts and improve city's market position.	Budget includes partial adjustments to address market wages, benefits
Generational changes attitudes about public service	Attitudes, expectations, work environment desires of candidates	No options - City will need to adjust like any other employer.	Internal process improvement on how we communicate with the "next generation".
City employment process	Traditional recruitment methods do not work.	Improved orientation, on boarding, and employee awareness of benefits.	New software to enhance application process.
Workforce/Economic Development			
	<i>Issue</i>	<i>Options</i>	<i>FY 20 Budget Connection</i>
Lack of available and quality work force	Potential for all employers in community and quality of services rendered to city via contracts.	Partner, when possible for work force development programs.	CDBG Economic Development programming (quality job creation like microenterprises)
Quality and cost of city bids received for projects	Timeliness, follow-through, quality, delivery as promised.	Increased monitoring throughout bidding and performance process.	Impacts service contracts and projects across the city.
Less bidders, higher costs			
Cost for consultant services			
Growing community, but not in an economic sense	Concern about types and nature of development and general economic community impact	City to partner when appropriate on development initiatives.	TIF Administration.
slow economic gains breeds negativity	Perception about Great Falls.	Better highlight positives.	Lack of growth impacts General Fund revenues and ability to fund desired services and projects.
Low unemployment rate	See above " <i>Lack of available and quality work force</i> "		

Lack of focused economic development	What is the community plan and how does the city fit in with it?	More connectivity with economic development partners.	TIF Administration, CDBG allocation for economic development.
Crime and Social Welfare			
	<i>Issue</i>	<i>Options</i>	<i>FY 20 Budget Connection</i>
Resident substance abuse and addiction problems	Substance abuse is the root of many issues relating to a person's health, well-being, employment status, and family life.	Community partnerships where appropriate with agencies providing assistance to residents.	CDBG funding of programs where appropriate. Law enforcement activities to curb access to illicit drugs.
Resident mental health issues	GFPD and GFFR deal with mental health issues daily.	Maintain mental health officer program at GFPD.	Officers are funded in proposed budget. Training opportunities are available for both Fire/Police, Legal.
High residential poverty	We all recognize the broad nature of these concerns and understand their impacts on a variety of levels. It is hard to precisely measure impacts on city operations or budget - but they do affect city government. Direct department affects include the Library, GFPD, GFFR, GFHA.		
Lack of training, skill development			
Homelessness			
General level of crime across community			
Process from arrest to incarceration - impact on departments	Public Safety Continuum from officer to court adjudication.	Recognize the impact of GFPD operations on the legal department and court.	City Court requested an additional part-time judge to hear cases.
Application of city codes	Consistent application of city code.	Ongoing - primarily based on complaint driven process for code enforcement.	No new funding for code enforcement offered.