

Billings City Administrator Weekly Report

February 13, 2020

- 1) Council Orientation Sessions** – We held a city council orientation session this week covering the Metropolitan Planning Organization (Regional Transportation Planning). On Monday, March 2nd there will be a council orientation on Land Use from 3:30 – 5:00 pm in the Miller Building 1st Floor Conference Room. All council members are welcome to attend. I encourage anyone who did not have orientation on these subjects to consider attending.
- 2) Substance Abuse Connect Governance Working Group Meeting** – Wednesday, leaders throughout Billings and Montana came together to hear the progress that has been made since the group started in 2017. Their goals: 1) Form an effective, vision-driven, action-oriented substance abuse coalition, inclusive of prevention, treatment and law enforcement; 2) Through the coalition plan and membership, position our community to secure additional resources; 3) Substantially reduce drug-related crime and addiction. The City has and will remain a critical partner in these efforts to make Billings a safer community. The group will be presenting to the City Council during Tuesday's Work Session. This link will connect you to all of the great work that has been going on and our plan to accomplish the above listed goals.
Link: <https://www.unitedwayyellowstone.org/substance-abuse-connect>
- 3) Reports** – 2019 Billings Fire Annual Report and Council Initiatives.
- 4) Presentation** – Continuum of Care and Lockwood TEDD.
- 5) NEXT WEEK'S MEETINGS/TASK FORCES/PRESENTATIONS ETC.**
 - a. President's Day Holiday, Monday, February 17th
 - b. City/County/Schools Meeting, Wednesday, February 19th
 - c. Adjacent Neighborhood Committee Meeting, Wednesday, February 19th at 4:30 pm in the Miller Bldg., 1st Floor Conference Room

Have a great productive weekend!

BILLINGS FIRE DEPARTMENT

Annual Report



2019





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A MESSAGE FROM FIRE CHIEF WILLIAM RASH

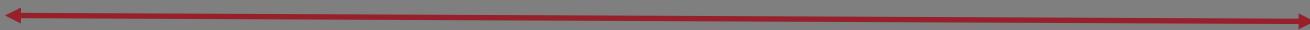
On behalf of the dedicated men and women of Billings Fire / 9-1-1 Communications Center, it is my pleasure to present the 2019 Annual Report.

2019 saw numerous promotions within the fire department and 9-1-1 Communications Center. Great strides were made in building a leadership team that has collaboratively created a vision for the future of the Billings Fire Department and 9-1-1 Communications Center, ensuring enhanced fire, rescue, and emergency medical services.

The department experienced another year where calls for service increased nearly 10%, resulting in just over 17,000 calls for service in 2019.

2019 was an extremely challenging year. An increased, more diversified call load coupled with an unknown Public Safety Mill Levy has brought the department's ability to sustain and enhance future services into question. 2020 should provide direction to the level of service our City Council and the community expect from their fire department.

Our community should be extremely proud of the department's members who consistently perform with flexibility, professionalism, compassion, skill, and the strong desire to deliver exemplary emergency assistance to those we serve.



**Respectfully,
William Rash
Fire Chief**

MISSION STATEMENT

The Billings Fire Department is dedicated to utilizing the latest education, methods, and technology in providing outstanding fire, rescue, and EMS services to our valued citizens and those who visit our community.

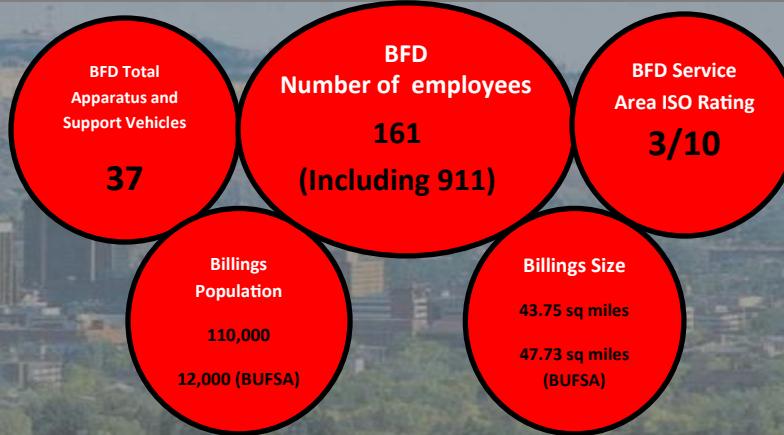
VISION STATEMENT

The Billings Fire Department aspires to be the finest provider of fire, rescue, and EMS services within the state and region through calculated planning, training, and implementation of service delivery needs.

MOTTO

“Our Family Serving Your Family”

BILLINGS INFRASTRUCTURE



DEPARTMENT OVERVIEW

- ⇒ **Administration** – department oversight with a Fire Chief, two Assistant Chiefs, and two administrative support staff.
- ⇒ **Operations /EMTs** – 110 line personnel including firefighters and EMTs of all levels who respond to a wide variety of fire, rescue, and medical emergencies.
- ⇒ **Prevention Bureau** – 1 Fire Marshal, 1 Asst. Fire Marshal, 3 Deputy Fire Marshals, and 1 temporary assignment from suppression dedicated to education, fire and life safety code enforcement, fire investigation, and community risk reduction programs.
- ⇒ **Maintenance** – all fleet maintenance is done by the City of Billings Fleet Maintenance Department.
- ⇒ **Training** – 1 Training Chief and 1 Assistant Training Chief/EMS Coordinator who ensure that personnel at all levels have the knowledge, skills, and abilities to respond to emergency calls.

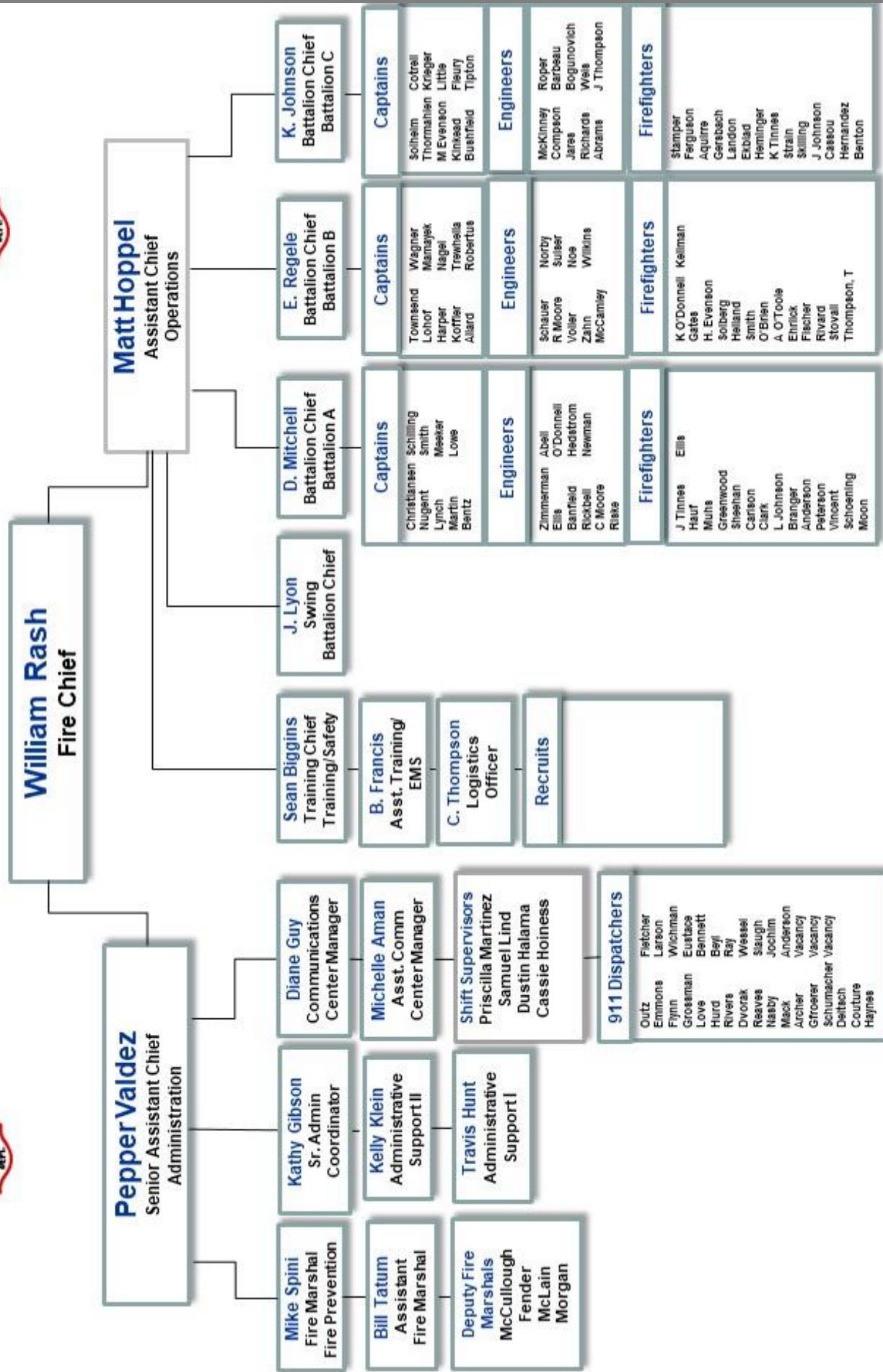


WE ARE... The Billings Fire Department (BFD) was first organized in 1883. BFD has 124 personnel, including firefighters, paramedics, EMTs, administrative personnel, and fire inspectors. BFD also oversees the 911 City/County 911 Center which has 37 employees.

WE PROUDLY SERVE... all residents, businesses, and organizations within our response area which includes the Billings Urban Fire Service Area (BUFSA).

2019 RESPONSES

- ⇒ **17,001** total calls for service.
- ⇒ **49%** of which were EMS/Rescue calls.
- ⇒ **51%** were calls listed under fire/other.



2019'S INITIATIVES & ACCOMPLISHMENTS

- ⇒ The Training Office conducted a recruit academy for the new hires. An Engineer Development Program as well as an Officer Development Program was conducted to prepare personnel for upcoming promotions.
- ⇒ An Assistant Communication Center Manager position was added to relieve the ever increasing workload of the Communications Center Manager.
- ⇒ BFD purchased two replacement fire apparatus to add to their fleet. The trucks were purchased with funds from the City Equipment Replacement Plan funds.



Fire Promotions:

Captain Corey Trewella.
 Captain Brandon Fleury
 Captain Chris Lowe
 Captain Justin Robertus
 Captain Adam Tipton
 Engineer Steve Noe
 Engineer Levi Newman
 Engineer Jake Wilkins
 Engineer Josh Thompson

2019 Retirements:

Captain Vern Mashek	33 Years
Captain Phil Frank Jr.	31 Years
Captain Tom Harvey	29 Years
Captain Mike Kroft	26 Years
Captain Terry O'Toole	24 Years
911 Manager Anne Kindness 34 Years	

New Hires:

Josh Schoening	March 11, 2019
Tyler Thompson	March 11, 2019
Gabe Hernandez	March 11, 2019
Chris Moon	March 11, 2019
Zach Kellman	March 11, 2019
Ryan Benton	March 11, 2019
Jacob Ellis	March 11, 2019

New Technologies:

Crew Sense - A scheduling software designed to electronically manage and streamline shifts, rotating schedules, station assignments, and call-in crews.

Target Solutions "Check It" Program. - An inventory tracking software that monitors all equipment operated by the fire department. This system has had a very positive impact on our inventory control and, in turn, saves the city thousands of dollars.



The BFD follows a structured and empowered management team concept. The management team is inclusive of all four Battalion Chiefs, Fire Marshal, Training Chief, both Assistant Chiefs, Fire Chief and Communications Center Manager. Together they manage the Department's budget and plan for the future of BFD.

FIRE DEPARTMENT FY 2019 BUDGET

The City of Billings General Fund supplies the vast majority of the BFD's annual budget. Levied taxes, especially property taxes, provide for this Fund.

Salaries of BFD's personnel account for 84% of the budget. The remainder is dedicated to the necessities of running the department. BFD is responsible for ensuring that our firefighters have the necessary equipment, training, transportation, facilities, and protective clothing to safely complete their assigned duties.

BFD continues to seek additional funding opportunities through grants, donations, and outside revenue sources to help carry out their mission.

Personnel Services

- ⇒ Wages
- ⇒ Travel
- ⇒ Training
- ⇒ Revenue Reimbursement
- ⇒ Miscellaneous

Supplies

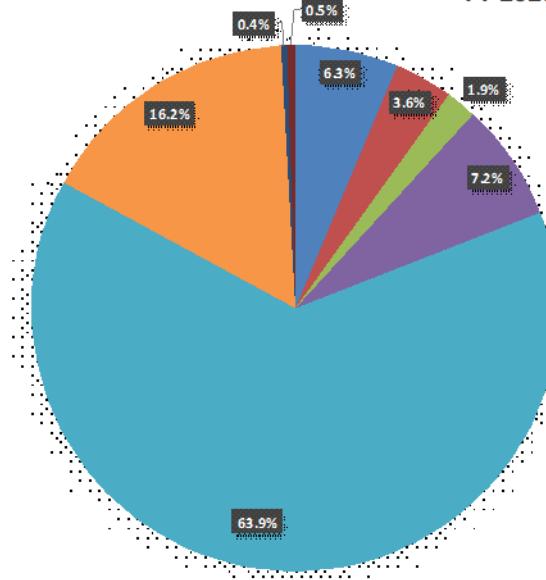
- ⇒ Office Supplies
- ⇒ Operating Supplies
- ⇒ Maintenance Supplies
- ⇒ Fuel
- ⇒ Software

Purchased Services

- ⇒ Utilities
- ⇒ Phones
- ⇒ Printing & Duplication
- ⇒ Subscriptions
- ⇒ Professional Services
- ⇒ Repair & Maintenance

Total 2019 Budget: \$20,973,126

FY 2020 Expenses Budget



2019 Administrative Report

ADMINISTRATION



The administrative office, or front office, is considered the business side of the fire department. The Fire Chief, Assistant Chief of Administration, and two administrative support staff help to maintain budget overview, all internal and external correspondence, policy distribution, health and risk management, management of fleet and facilities maintenance, and overview of labor and personnel matters. This division is also responsible for grants and procurement of new revenue resources and is directly accountable to the City Manager and Assistant City Manager.

2019 proved to be another busy year of replacing aged or timed-out equipment with new equipment. New to the department are our Unimac PPE washers and Ram-Air gear dryers as our organization recognizes the importance of cancer awareness and prevention. In addition, for greater personnel accountability and to assist in day-to-day shift assignments, the department upgraded by acquiring CrewSense, a scheduling and organizational program that has improved dramatically these tasks. The BFD was also able to replace old cardiac monitoring equipment with Stryker Lifepak 15s, which enhance the capabilities of our advanced life support program. Fire Station 6 received a sorely-needed station generator thanks to a generous donation from our partners at ConocoPhillips. Blitz fire monitors were a welcomed addition for a few of our engines and new e-draulic extrication equipment from Hurst rounded out the year for major replacements and additions.

The Montana State University-Billings City College paramedic program and the BFD reached a new 7-year agreement extending through the year 2025. Our Swords Park 800Mhz generator project was completed. This project allows for some confidence in knowing that that tower will have reliable backup power to keep emergency communications flowing smoothly. Our Fire Prevention Bureau started the replacement of our old Knox Box system with a new system allowing for remote capabilities and greater accountability. Station 4 was outfitted with new LED lights inside and out for greater visibility and efficiency, lessening energy costs by approximately 25%.

Unfortunately, we did experience a loss that involved one of our battalion chiefs and the command vehicle he was driving. The good news is that the battalion chief came out relatively unscathed but BC1 did not fare as well as it had to be totaled by the insurance company. Also, the department experienced vandalism and theft from one of our tower sites, a lawn mower was stolen from a locked shed at one of our stations, and we had a couple of our firefighters gear and equipment stolen while off duty.

Overall, 2019 was a great year in maintaining and improving operational efficiency with the previously mentioned equipment procurements.

OFFICE OF PROFESSIONAL STANDARDS

The Office of Professional Standards (OPS) was created to accept and responsibly address citizen and member commendations and complaints. The OPS is under the direct supervision of the Assistant Fire Chief of Administration who reports directly to the Fire Chief.

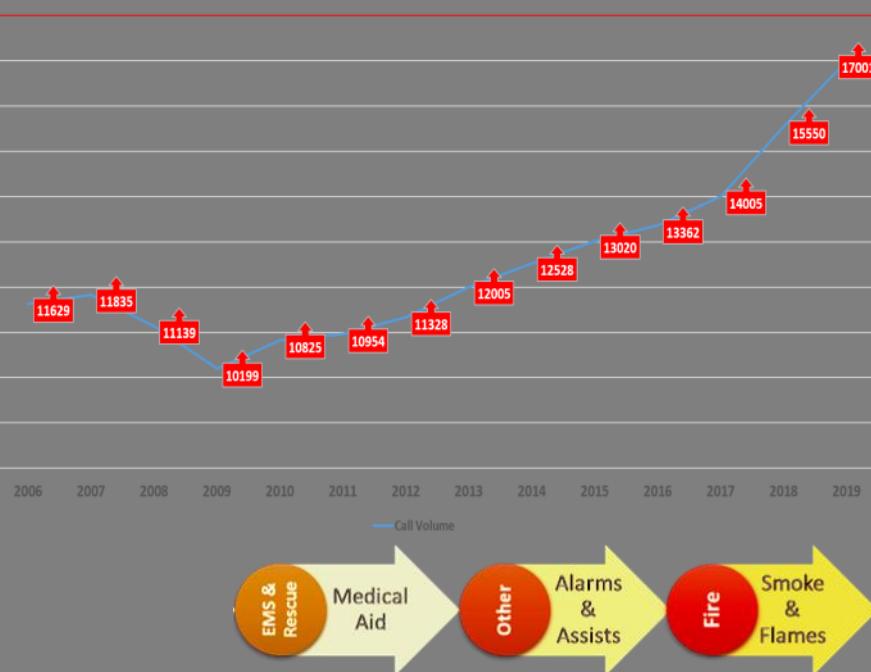
It is of the utmost importance that the Billings Fire Department maintains public trust and ensures the integrity of the membership of the department. The Billings Fire Department and OPS work diligently to hold all members to a high standard of conduct and professionalism through the provision of a fair and consistent complaint process. It is also the responsibility of the Billings Fire Department and OPS to recognize members who have gone above and beyond the call of duty by processing public and departmental requests for commendations.

In addition to address all internal/external complaints and commendations, the OPS continues to review each and every incident where departmental property has been damaged. This process proves invaluable in identifying and addressing safety concerns through policy development and training.

2019 ANNUAL REPORT

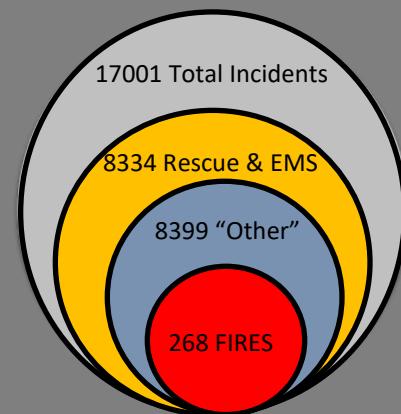


BFD Call Volume



The Billings Fire Department (BFD) continues to experience increasing call volumes as well as added workloads across the department.

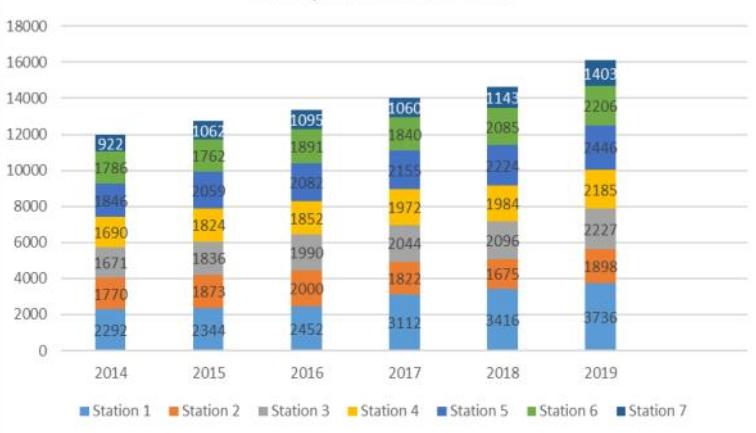
As indicated by the adjoining graph, BFD's call volume has increased 40% since 2009. The growth is believed to have a number of contributing factors. It is the intent of BFD to continue to grow to meet the needs of the City.



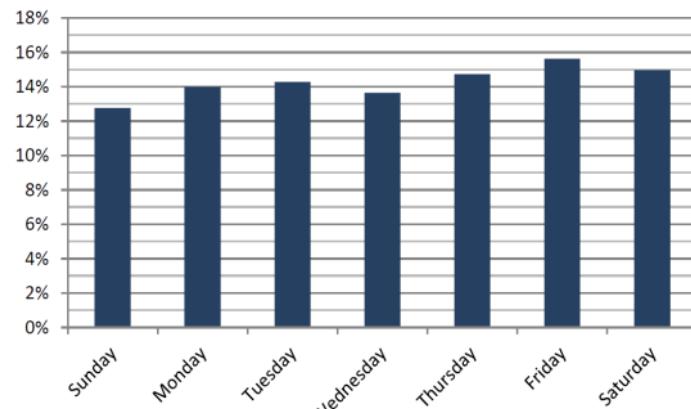
RATE OF MULTIPLE CALLS AT A TIME IN 2019

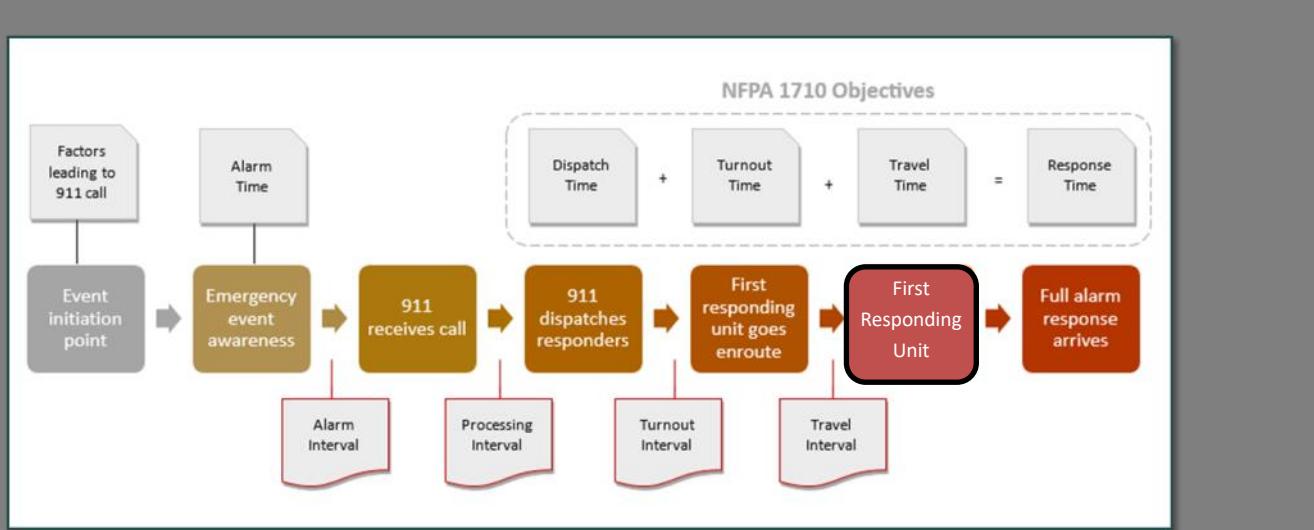
CONCURRENT INCIDENTS	PERCENTAGE
Single Incident	40.41%
2	30.30%
3	14.56%
4	5.72%
5 or more	3.07%

Calls by Station 2014-2019



BFD Service Demand by Day of Week





Emergency Response Times

In Yellowstone County all 911 calls with the exception of the City of Laurel are answered by call receivers (dispatchers) in the City/County Communications Center, which operates under Billings Fire Department. Dispatchers take the caller's information and then dispatch the appropriate resources for that type of call.

The National Fire Protection Association (NFPA) creates a standard by which all fire departments are measured. The NFPA 1710 standard is applied to the Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments. NFPA standards are developed to be a guideline in which to measure the efficiency of a fire department.

The NFPA 1710 Standard measures the moment a call is received by a dispatcher to the time responders arrive on-scene. To meet standard, a department must meet the goal 90% of the time. The chart below details BFD's performance by this standard. It is BFD's goal to continue to work cooperatively with all response agencies to work towards meeting NFPA 1710.

BFD OVERALL RESPONSE PERFORMANCE (SINGLE UNIT RESPONSE)						
Station Area	Average			90th Percentile		
	Turnout Time	Travel Time	Total Response Time	Turnout Time	Travel Time	Total Response Time
All Stations	1:28	4:16	7:18	2:39	7:29	10:57

Response Element	NFPA Recommendation	BFD 90 th Percentile
Call Processing	60 Seconds @ 90 th Percentile for EMS 80 Seconds @ 90 th Percentile for FIRE	0:02:47 0:03:31
Turnout Time	60 Seconds @ 90 th Percentile for EMS 80 Seconds @ 90 th Percentile for Fire	0:02:32 0:02:44
Travel Time	4 Minutes @ 90 th Percentile for fire	0:07:30
Travel Time - Full First Alarm (Fire Suppression Incident)	8 Minutes @ 90 th Percentile for fire (All 5 apparatus total response time)	0:14:55



Billings City/County Communications Center

A message from Communications Manager Diane Guy



The Billings City / County 9-1-1 Center provides the critical link between the community and public safety resources.

Operating out of the new 9-1-1 facility for the whole of 2019, our highly talented staff accomplished their duties in a building that provides state of the art technology, coupled with ergonomic equipment designed with employee wellness in mind. Serving as the Public Safety Answering Point for Yellowstone County, thirty-one full-time employees working in tandem with four 9-1-1 supervisors receive, coordinate, and process emergency and non-emergency radio and telephone traffic 24 hours

a day, 365 days a year. The 9-1-1 Center Manager and Assistant Manager provide operational support for the supervisory staff, oversee the citywide 800 MHz radio system, and serve as liaisons between the Center and other City, County, State, and Federal agencies.

With the goal of delivering an excellent work product to the people of our community, continuing education is a staple in emergency services. The staff of the 9-1-1 Center annually completes continuing education to maintain certifications in Emergency Medical Dispatch, the Criminal Justice Information Network, Security Awareness Training, and monthly Cyber Security training through the Information Technology Department.

Tasked with providing dispatch services to the Billings Police Department, Yellowstone County Sheriff's Office, Billings Fire Department, and multiple rural Fire and EMS agencies, quality assurance also plays a vital role in maintaining standards in the multi-disciplinary 9-1-1 world. Professionals with a desire to deliver excellent service, the 9-1-1 Center staff meets regularly with quality assurance reviewers who provide feedback on work product, recognizing excellent performance with positive reinforcement and providing remediation to stay ahead of habits that may lead to less than superior performance.

Maintenance and upgrade of equipment to insure functionality were part of the mix in 2019 as well. The Analytics server (which provides archived call records of 9-1-1 telephone activity) and logging recorder were replaced with necessary software upgrades applied, and up-to-date software was installed on 9-1-1 telephone servers and consoles, bringing the Billings City/County 9-1-1 Center into full compliance with Next-Gen 9-1-1 standards.

The close of 2019 brings with it the retirement of long-time 9-1-1 Center Manager Anne Kindness, who, throughout a 35-year tenure saw the division evolve from a pen and paper venture to a premier emergency services Public Safety Answering Point serving 152,000 citizens in an area encompassing 2647 square miles. As 2020 dawns, leadership developed under Ms. Kindness' tutelage insures that the professionalism and excellence for which the Billings 9-1-1 Center has been known will continue into the future.

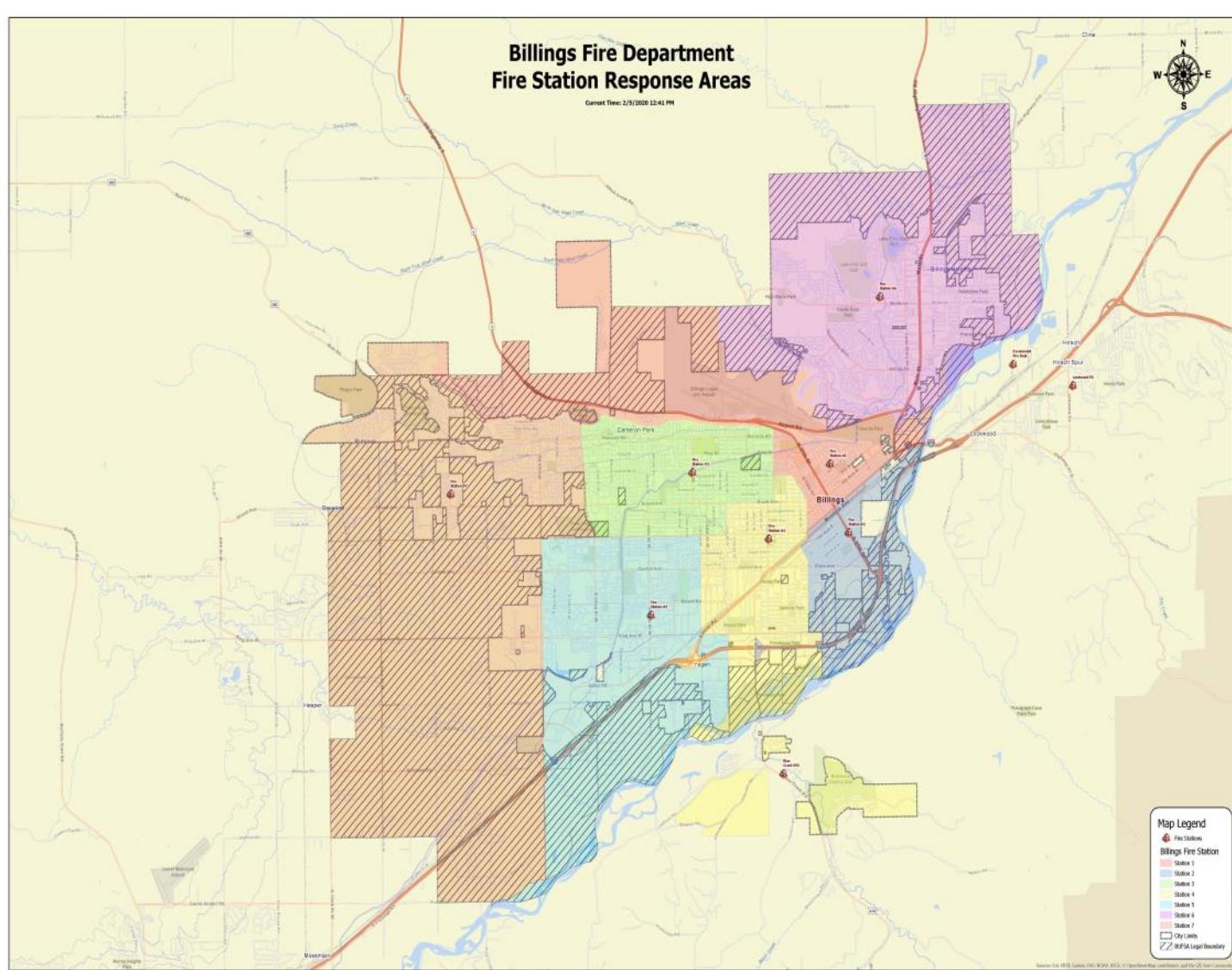
FACILITIES & APPARATUS

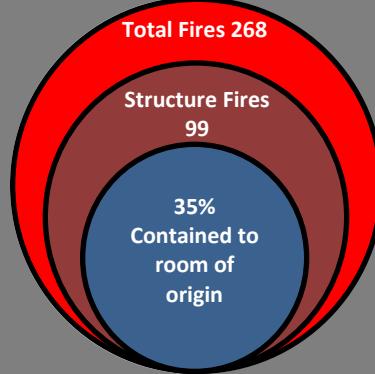
FIRE STATIONS & FACILITIES

Strategically-placed fire stations across our service area maximize coverage and minimize response time.

Every station is staffed with a minimum 3 firefighters to provide fire and rescue service and emergency medical services (EMS) delivered by trained EMTs (Basic Life Support - BLS) or Paramedics (Advanced Life Support- ALS).

- 7 Fire Stations
- 6 Engines
- 1 Ladder truck
- 1 Quint (Ladder/Engine Combination)
- 3 Reserve Engines
- 1 Reserve ladder
- 2 Water tenders
- 4 Wildland trucks
- 2 Rescue water craft
- 1 Rescue truck
- 1 Haz-Mat Regional Response Unit
- 1 Collapse/Trench Rescue trailer
- 1 Mobile Air Unit and trailer
- 1 Fire Investigation Unit
- 2 Battalion Chief response vehicle
- 12 Bureau and Staff Vehicles





FIRE

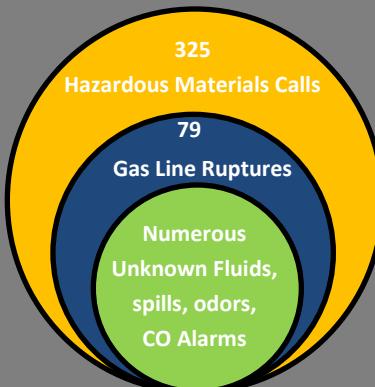
Billings saw 99 structure fires in 2019. Of those, the fire was contained to the room of origin 35% of the time. Firefighters work quickly to control and extinguish fires in homes, outbuildings, apartments, commercial structures, and vehicles.



RESCUE & EXTRICATION

Specially-trained and equipped teams of firefighters are prepared for a variety of rescue calls. In 2019, these teams responded to 47 calls for rescue.

36 BFD firefighters are members of the Rescue Team. They are specifically trained to respond to water and ice rescue calls, as well as technical rescue incidents including confined space rescue, high/low angle (rope) rescue, structural collapse, and trench rescue. These team members are spread across the three different battalions.



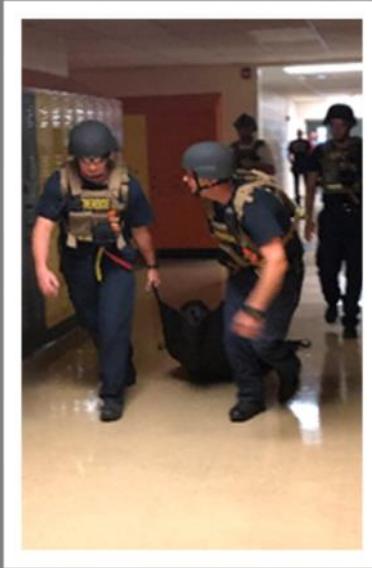
HAZARDOUS MATERIALS

All firefighters are qualified at the hazardous material (HM) operations level and 36 BFD firefighters are hazardous material technician certified. BFD responded to 325 hazardous materials calls in 2019. Most HM incidents dispatch a single engine company to investigate. Other HM incidents (i.e. gas line ruptures) involve the assistance of agencies across the state (Regional Haz-Mat Teams, Civil Support Team) and multiple BFD units.

PUBLIC EDUCATION: FIRE AND LIFE SAFETY PROGRAMS

While most fire education falls under the responsibility of our Prevention Bureau, Operations provides a joint effort in spreading messages of fire safety, particularly to children.





Rescue Task Force Training at The Billings Career

TRAINING DIVISION

Billings firefighters train every day to deliver the highest quality service to our community. The Training Division utilizes a detailed plan and schedule that serves the current mission of the BFD. BFD recognizes the National Fire Protection Association Standards (NFPA) as well as the standards set by the International Fire Service Training Association (IFSTA).

**28,000+
hours of
training
logged**

The Training Division consists of two full time employees; the Training Chief (TC) and the Assistant Training Chief/Emergency Medical Services (EMS) Coordinator. The TC supervises the ATC/EMS Coordinator and they work together to accomplish the training goals and objectives of the Department.



Good Times at the Training Facility



Swift water Rescue Training on the Yellowstone

2019 TRAINING HIGHLIGHTS

BFD's training needs are determined by Billings' continual growth, changes in fire service, and evolving social and cultural climates.

Active Shooter/Attack Response NFPA 3000

⇒ A critical change in multi-agency training has become Billings' most recent priority need. BFD has been training with the Billings Police Department to be better prepared for these events.

Rescue Water Craft Training

⇒ BFD continues to enhance its water rescue capabilities. A focus was placed on training more of its members on the operation of its Rescue Water Craft with several training sessions on the Yellowstone River this summer.

Peer Support Mentors

⇒ Peer Support Mentor Training places a focus on the health and well-being of fire department personnel.

Incident Command Training

⇒ A Train-the-Trainer Incident Command Training Seminar was hosted at the BFD. All members of the command staff attended and are in the process of delivering the curriculum to all suppression crews.

Engineer and Officer Development

⇒ 6 New Engineer Candidates and 6 New Officers Candidates were put through a development program to prepare them for their new roles

Recruit Training

⇒ 7 new members of the fire department were brought onto the department and were put through a 12 week recruit academy before being placed on shift.

2019 EMS HIGHLIGHTS

Emergency medical services continue to be an evolving part of the Billings Fire Department. Billings Fire currently offers Emergency Medical Services (EMS) levels at the Advanced Life Support (ALS) care level and the Basic Life Support (BLS) care level. Our system currently includes:

- ⇒ 8 staffed fire units providing Advanced Life support and Basic Life Support functions
- ⇒ 34 Nationally Registered, State of Montana licensed Paramedics
- ⇒ 86 Nationally Registered, State of Montana licensed Emergency Medical Technicians (EMT)

The Billings Fire Department Emergency Medical Program consists of the following:

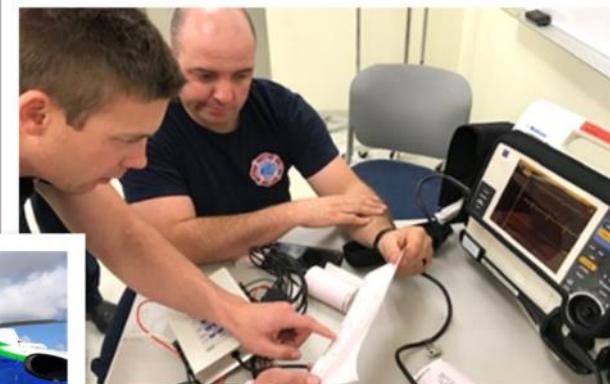
- ⇒ Billings fire currently has 19 Nationally Registered, State of Montana licensed, Yellowstone County accredited Paramedics to provide Advance Life Support care
- ⇒ Training, equipping, and deploying nationally registered and state licensed Paramedics in a fire based medical response role is a significant commitment to the citizens of Billings. The training consists of a 40-hour training refresher, ride time with an approved Field Training Officer, and credentialing within the approved medical system (currently in progress). Items covered during the refresher include:
 - ◊ The use of the Life Pak 12s and 15s to transmit data to the hospital emergency room during an active cardiac event
 - ◊ Recertification of all Suppression staff in Cardio-Pulmonary Resuscitation
 - ◊ Recertification of all Advance Life Support providers in Pediatric Advanced Life Support

High quality emergency medical services (EMS) are delivered by BFD Emergency Medical Technicians (EMTs) and Paramedics to our citizens every day. In 2019, The Billings Fire Department responded to **8334** emergency medical/rescue calls (an average of **23** per day) for a wide range of issues such as:

- ⇒ **Cardiac Arrest**
- ⇒ **Heart attack/chest pain**
- ⇒ **Seizures**
- ⇒ **Stroke**
- ⇒ **Overdose/drug problems**
- ⇒ **Motor vehicle accidents**
- ⇒ **Traumatic injuries**
- ⇒ **Respiratory/breathing problems**
- ⇒ **Suicide**
- ⇒ **Pregnancy problems**
- ⇒ **Allergic reaction**
- ⇒ **Diabetic**
- ⇒ **General illness/headache**
- ⇒ **Fall**

**8334 EMS/
RESCUE
Responses**

**23 EMS &
Rescue
Calls Per Day**





THE FIRE PREVENTION BUREAU (FPB) was established for the purpose of ensuring safety practices and fire prevention throughout the City of Billings. The FPB consists of the Fire Marshal, Assistant Fire Marshal, 3 Deputy Fire Marshals, 1 temporarily assigned Deputy Fire Marshal, an Administrative Assistant.

FIRE PREVENTION BUREAU

The Fire Prevention Bureau (FPB) is comprised of the fire marshal, assistant fire marshal, four deputy fire marshals, and an administrative assistant. The purpose of the FPB is to prevent and control fires, reduce fire related deaths and injuries, and promote fire safety throughout the community through enforcement, education, and investigation.

FIRE CODE ENFORCEMENT

The FPB enforces the locally adopted fire code inside the Billings city limits. This is accomplished through inspections conducted on new and existing buildings and businesses including but not limited to educational, institutional, assembly, and business occupancies. Enforcement measures include maintaining exits and fire protection systems, regulating the storage of combustible and hazardous materials, as well as preventing electrical and general fire safety hazards.

Compliance reviews are conducted on plans for new and remodeled buildings and fire protection systems as part of the building permit process. Subdivision plat and site development reviews are conducted to ensure that our neighborhoods are properly designed and provided with the required access and water supply needed by the fire department to protect our homes and businesses.

FIRE ORIGIN AND CAUSE INVESTIGATION

Part of preventing fires is determining where and how they started. Fire origin and cause determination is fundamental to this process and an important factor in preventing future fires. This process has evolved over the years and is based on proven scientific methodology. The FPB is part of a fire investigation team that includes law enforcement and works closely with state and federal agencies.



PUBLIC FIRE & SAFETY EDUCATION

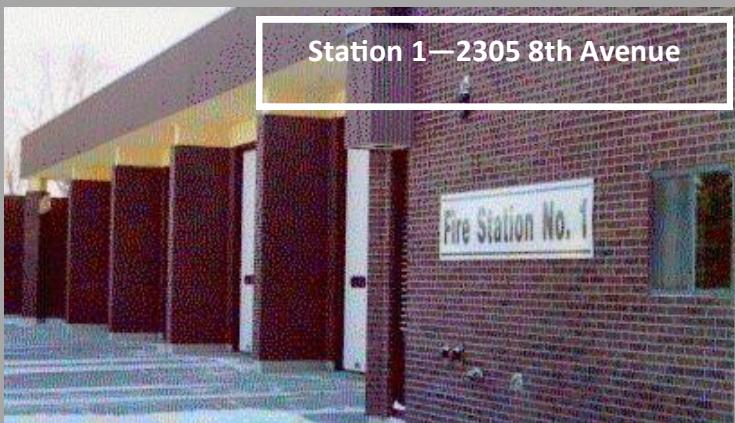
Educating and promoting fire safety in our community is an important role of the fire department. High-risk groups including children and seniors benefit from fire safety education that may prevent a future fire or injury from occurring. Annual fire safety presentations are provided to local area schools associated with Fire Prevention Week in October. The Billings Fire Department provides fire station open house events as well as station tours and in-field visits to promote and teach fire safety. This interaction with the community provides valuable information and serves as a communication avenue so the public can learn and ask questions to the firefighters that protect and serve them.





FACILITIES

BFD FIRE STATIONS & FACILITIES



Station 1—2305 8th Avenue



Station 3—1928 17th Street West



Station 5—605 South 24th Street West



Station 7—1501 54th Street West



Station 2—501 South 28th Street



Station 4—475 6th Street West



Station 6—1601 St Andrews Drive



BFD Training Facility
Billings Logan International Airport

BILLINGS FIRE DEPARTMENT GOALS MOVING FORWARD

- ⇒ A successful public safety mill levy for additional personnel, fire station, and funding to address fire station deferred maintenance needs.
- ⇒ Address current challenges with ambulance transport times and availability by working with AMR to implement temporary models that will determine efficiency and feasibility.
- ⇒ Depending upon workload, devote more time to service group appearances and other public interaction.
- ⇒ Continue work on making the BFD more efficient in all aspects.
- ⇒ Achieve goal of having one paramedic on each engine company 24/7.
- ⇒ Necessitate staff time to address outdated policies and procedures no longer applicable to current operation, then implement better maintenance of any associated documents. Several on the books currently date back to 1998.
- ⇒ Depending upon funding, work with Facilities to compose a strategic plan for addressing deferred maintenance on fire stations.
- ⇒ Write specifications and and initiate the process to two more replacement fire engines as per the ERP.
- ⇒ Implementation of new interactive BFD website. Begin exploring feasibility of other social media platforms.
- ⇒ Keep Labor/Management relationship on a positive path.
- ⇒ Depending on funding for grant matches, seek aggressively grant opportunities

COUNCIL INITIATIVES
APPROVED SINCE OCTOBER 21, 2019

Date	Sponsor/Initiative	Action	Resolved	Assigned To
02/12/07	COUNCILMEMBER BREWSTER: Moved to direct Staff to begin buying right-of-way (ROW) for the Inner Belt Loop to be completed in five (5) years, and beginning with the next budget cycle. APPROVED.	Phase 1 (Wicks to Alkali Creek) is complete. Public Works evaluated alternative route in CIP Amendment, report made 11/7/16. Phase II funded through Gas Tax increase. The project was included in a City BUILD Grant application in 2019.	Phase I Completed. Complete – waiting for New Gas Tax funding	Dave Mumford
12/14/15	COUNCILMEMBER PITMAN: Directed staff to begin discussions regarding the right of way purchase with the Morledge family and to bring a recommendation back to Council at a later date, seconded by Councilmember Yakawich. APPROVED.	Public Works evaluated routes under CIP Amendment approved 4/11/16. Discussions complete with the State, waiting for funding.	Complete – waiting for New Gas Tax funding	Dave Mumford
2/8/16	COUNCILMEMBER SULLIVAN: Made a motion to instruct Public Works to lead the Police Department, downtown businesses and the Traffic Control Board to propose improvements to downtown intersections to increase pedestrian and vehicle safety; the group shall discuss and suggest improvements to signage, signals, enforcement and traffic flow and bring forth an implementable plan to Council, seconded by Councilmember Brewster. APPROVED.	The first meeting of the Project Advisory Committee for the Downtown Area Traffic Circulation and Safety Study has met twice in September and December 2018. Coordination also occurred with the OBSD Work Plan. The study is expected to finish in late spring 2019. Police has enforcement underway.	Phase 1 presented to council on 09/03/2019. The next phase is being initiated by the Planning Division through the Billings MPO in March 2020 and will include public outreach, alternative prioritization and identifying funding source.	Dave Mumford Wyeth Friday
2/8/16	COUNCILMEMBER SULLIVAN: Made a motion to review all ordinances over four years with the opportunity to fast track any ordinances to match citizen/council needs, seconded by Councilmember McFadden. APPROVED.	Departments are reviewing Municode comments, questions, and recommendations and adding those of their own.	In Progress	Brent Brooks Denise Bohlman

Date	Sponsor/Initiative	Action	Resolved	Assigned To
07/24/17	COUNCILMEMBER CLARK: Moved to direct staff to provide Council with financing options for Centennial, Castle Rock and Optimist Parks toward completion of their projects at a work session prior to January pre-budgeting sessions, seconded by Councilmember Friedel. APPROVED.	\$2.46 million in FY19 budget for Phase I Centennial Park, currently in design and construction spring 2019. The FY19 budget also included amounts for improvements at Optimist Park. Additional phases and Centennial Park will be considered in future budget deliberations.	In Progress	Mike Whitaker Andy Zoeller
11/27/17	COUNCILMEMBER SULLIVAN: Directed staff to research developing an ordinance eliminating spas and massage parlors that contribute to human trafficking, seconded by Councilmember Yakawich. APPROVED.	Staff is currently reviewing ordinances from cities across the country and will prepare a draft ordinance using the best practices of these ordinances.	In Progress	Brent Brooks Rich St. John Wyeth Friday Andy Zoeller
11/12/19	COUNCILMEMBER GIBBS: Made an initiative to enact a conflict of interest policy between City Council and entities with contractual relationships with the City of Billings, seconded by Councilmember Neese. APPROVED.	Staff began the process of looking at laws and ordinances relating to this issue.	CM Gibbs withdrew initiative at 12/09/2019 Council Work Session	Brent Brooks
01/27/20	COUNCILMEMBER NEESE: Moved for an initiative to accelerate the Castlerock Master Plan to allow staff more time to finish the master plan before replacing playground equipment in the Parks Department CIP to FY20, instead of FY21, seconded by Councilmember Yakawich. APPROVED.	Will bring back needed amendments to council in February 2020	In Progress	Mike Whitaker Kevin Iffland

Supportive Housing Saves Lives & Money

Homelessness Reduced 30%*

\$12,800 Invested~

\$17,611 Saved~

Net Savings: \$4,800 per Person~

* HUD study from 2007-2014 ~ National Alliance to End Homelessness estimate from 22 cost studies.

Broad Support



Tumbleweed
Lasting Change for Vulnerable Youth



ALTERNATIVES
CORRECTIONS TO COMMUNITY



ywca
billings



MHC
Mental Health Center

Besaw Integrity
Consulting



Billings Clinic

RiverStone
Health

St. Vincent
HEALTHCARE | SCL Health

COMMUNITY
INNOVATIONS

HRDC
COMMUNITY ACTION AGENCY

substance abuse
CONNECT
prevention. treatment. enforcement

Mary
Underriner

United Way

United Way
of Yellowstone County

downtown
Billings

**Best
Beginnings**
Yellowstone County
Strong Families - Thriving Children

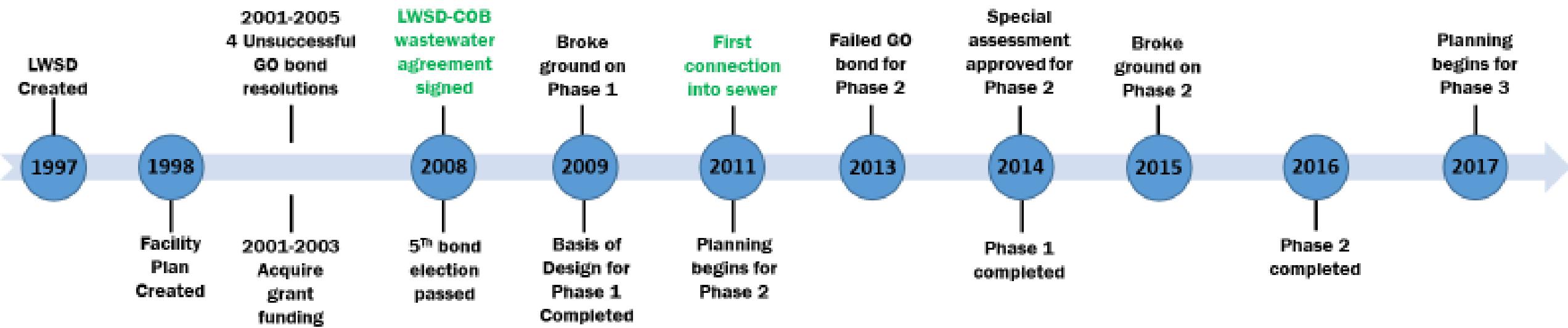


**TEDD/SEWER HISTORY
PRESENTATION TO THE CITY of
BILLINGS WORK SESSION**

Need for Public Sewer

- Lockwood was previously the largest un-sewered community in Montana
- 1998: Population was ~4,000
- Projected growth rate: 2.4%
- Major commercial growth was occurring near new Johnson Lane interchange
 - Flying J truck stop
 - 2 new banks
 - Fast food restaurants
 - Hotels wanted to build but reportedly were waiting for a sewer (Holiday Inn was built with septic)
- 0.5 million gallons per day of wastewater generated and discharged through drainfields
- Failing drainfields with no room for replacements
- Non standard repairs
- Unsuitable soils and very small lots
- Concern for groundwater contamination
- High Nitrates

Lockwood Sewer Timeline



City of Billings and Lockwood Water & Sewer District Wastewater Service Agreement

2008 Wastewater Service Agreement

- Allowed LWSD to discharge wastewater to the COB wastewater treatment plant
- Established
 - flow and loading limits
 - discharge and testing requirements
 - approved service area
 - reserve capacity limit
- Did not create ownership rights in COB municipal wastewater system
- Requirement for \$1,000,000 Performance or Financial Guarantee Bond
- **LWSD responsible for all facilities up to the point of connection to the COB wastewater system**

Fees and Charges

- Usage fee based on CCF (748 gal)
- **Reserve capacity fee based on proportionate share of capital costs at treatment plant (paid monthly)**
- System Development Fees (paid per new connection)
- Penalties for non-regulatory/non-statutory breaches of agreement
- 6% Surcharge fee

Current Fees and Charges

- **.808¢/CCF + 6% Surcharge (Usage)**
- **\$21,591/month + 6% Surcharge (Reserve Capacity)**
- **\$1,370/new residential ¾" connection (SDF)**

City of Billings and Lockwood Water & Sewer District Wastewater Service Agreement

Reserve Capacity

- Based on estimated full build out of Lockwood in 2020
- Projected Average Daily Flow of 0.91 mgd
- Projected Maximum Daily Flow of 2.74 mgd
- Reserve Capacity was set at 80% of Maximum Daily Flow
 - 2.19 mgd
- Renegotiate 6 months prior to reaching 80% for additional 20%

2018 / Current Wastewater Flows (without Exxon)

- Average Daily Flow of 0.18 mgd
- Maximum Daily Flow of .21 mgd
- Currently at 10% of Total Reserve Capacity
- Sewer Connections
 - Phase I – 136
 - Phase II – 144

Lockwood TEDD Sewer Flow Projections

- Build Out 203,000 gpd 0.20 mgd
- 20 year 94,000 gpd 0.09 mgd
- 10 year 47,000 gpd 0.05 mgd

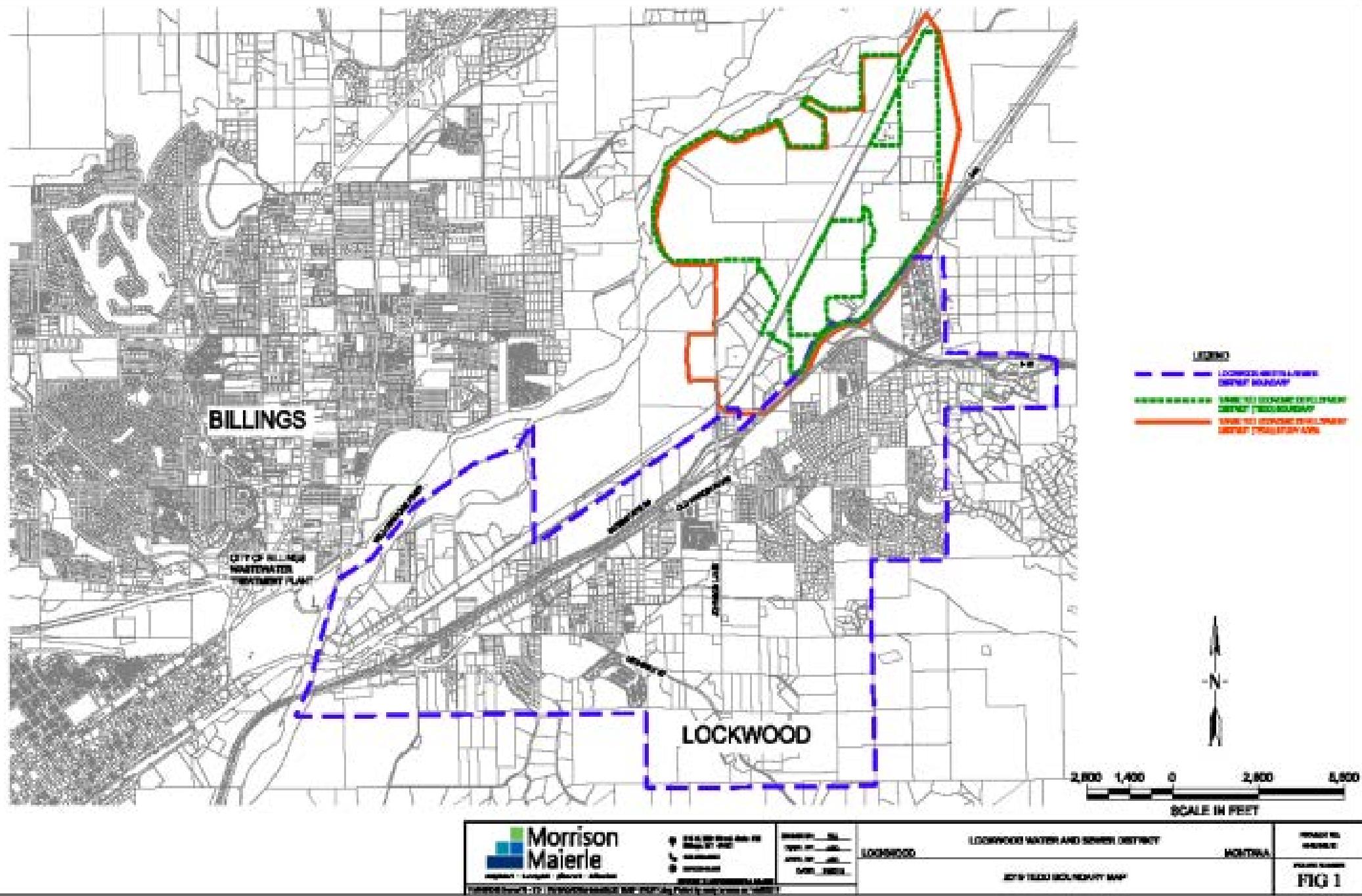
* Flow projections were developed in the TEDD Infrastructure Master Plan

SEWER CHARGES & FEES PAID SINCE 2011

• Usage	\$334,000
• Reserve Capacity	\$1,487,000
• Surcharge	\$117,000
• Franchise	\$54,000
• <u>System Development</u>	<u>\$743,000</u>
 TOTAL	 \$2,735,000

Key Points

- City of Billings is protected by existing agreement
- City of Billings receives revenue for wastewater treatment from Lockwood with little risk or liability
- Treatment plant improvements and upgrades attributable to Lockwood, to include unused capacity, are paid for by reserve capacity fees
- Lockwood is 100% responsible for the cost and maintenance of wastewater collection facilities to the treatment plant
- If Lockwood sewer boundary is expanded, it would not require an extension of City services and the TEDD would be included in Lockwood flows, under the existing agreement and not a new or additional City of Billings customer
- Expansion of the boundary was anticipated and a provision to allow expansion was written into the agreement



2. Service Area: This Agreement obligates the CITY to accept for treatment domestic wastes that are contributed from the DISTRICT'S users whose properties are situated entirely within the boundaries of the DISTRICT at the time of its creation under County Resolution #96-83, dated August 22, 1996, and as more specifically described and shown on Exhibit "A" and Exhibit "B," respectively, subject to the flow and loading limitations in Section 4 herein. **Said area will hereinafter be referred to as "Service Area."** It is further understood between the parties hereto that the DISTRICT shall not expand its Service Area to include any additional properties without first obtaining the CITY'S written consent to do so and that the CITY has sole discretion to withhold such consent. Failure to obtain such consent shall subject the DISTRICT to the fixed sum payment outlined in Section 28 herein.

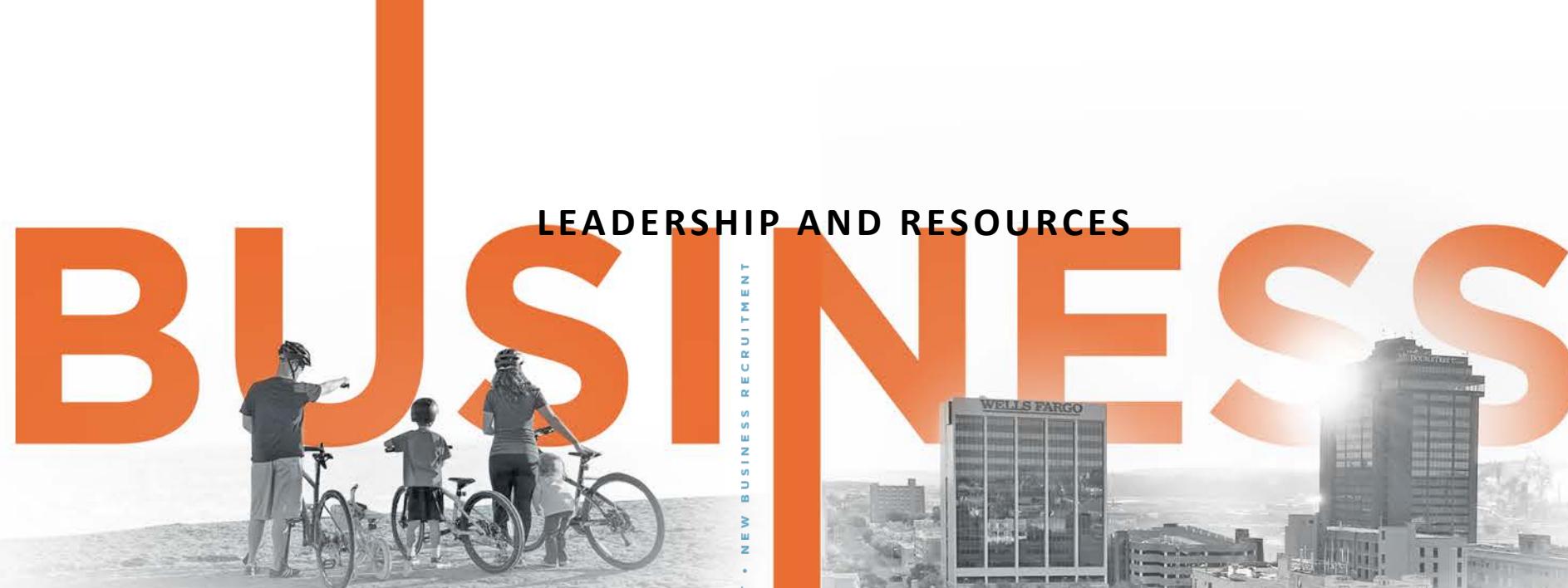
Steps Necessary To Move Forward

- City of Billings approval to move forward with the process to expand the Lockwood Sewer District Boundary (MOU)
- Petition/vote of property owners within the TEDD to be included in the District's water and sewer boundary
- City of Billings final consent to expand the Lockwood Sewer District Boundary and approval of revised boundary (Exhibit A and B of agreement)

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2018
2019

Lockwood Targeted Economic Development District (TEDD)

Extension of Wastewater
Service Area



WWW.BIGSKYECONOMICDEVELOPMENT.ORG



Purpose of the Lockwood TEDD

- Provide planned, ready-to-go industrial space to:
 - Support Existing Businesses
 - Room For Expansion
 - Buffered Area for Heavy Industries – Avoid Conflicting Uses
 - Attract New Businesses
 - Compete with Regional Cities
 - Avoid Lost Opportunities
- Capitalize on Yellowstone County's strategic location and business-friendly environment to augment its status as the state and regional commercial hub.

Lockwood:

Outstanding Location for Industrial Development

- Access to Railroad
- Convenient Access to Interstate
- Room to Accommodate Growth
- A Geography that Contains and Buffers Industrial Uses
- Lack of Conflicting Uses
- Area Property Owners Willing to Commit to and Invest in Industrial Development



Potential Economic Impact

Bureau of Business and Economic Research – Economic Impact of Trailhead Commerce Park (2015)

- Projected an Impact After 15 Years Of:
 - 3,655 Net New Jobs
 - \$255.7 Million Annual Increase in Personal Income
 - \$862 Million Annual Increase in Total Economic Output
 - 4,352 Net Population Increase



**Bureau of Business and
Economic Research**

Example of a Successful Partnership for Industrial Development

Exxon Refinery

- 325 Well-paid employees (Over 60% live in the City of Billings)
- Billings Contractors, Subcontractors, and Suppliers benefit directly
- Retail, entertainment, and hospitality businesses benefit indirectly



Lockwood TEDD Partnership

- Led by Private Landowners
- Partnering to:
 - Develop Infrastructure
 - Rail
 - Road
 - Water/Sewer
 - Power
 - Telcom
 - Marketing and Development of Industrial Businesses
 - A Unique County/City/Landowner Partnership



Discussions with The City of Billings

Since last April:

- Numerous discussions with City Administration and Public Works
- Outreach & Tour with City and County Elected Officials
- Additional analyses – Internal and by Consultants

Our Conclusion

- We believe this development will work best if the City Council allows for the expansion of the sewer boundary, as anticipated and allowed under the Wastewater Service Agreement, **without** the additional requirement of “Waivers” from property owners.



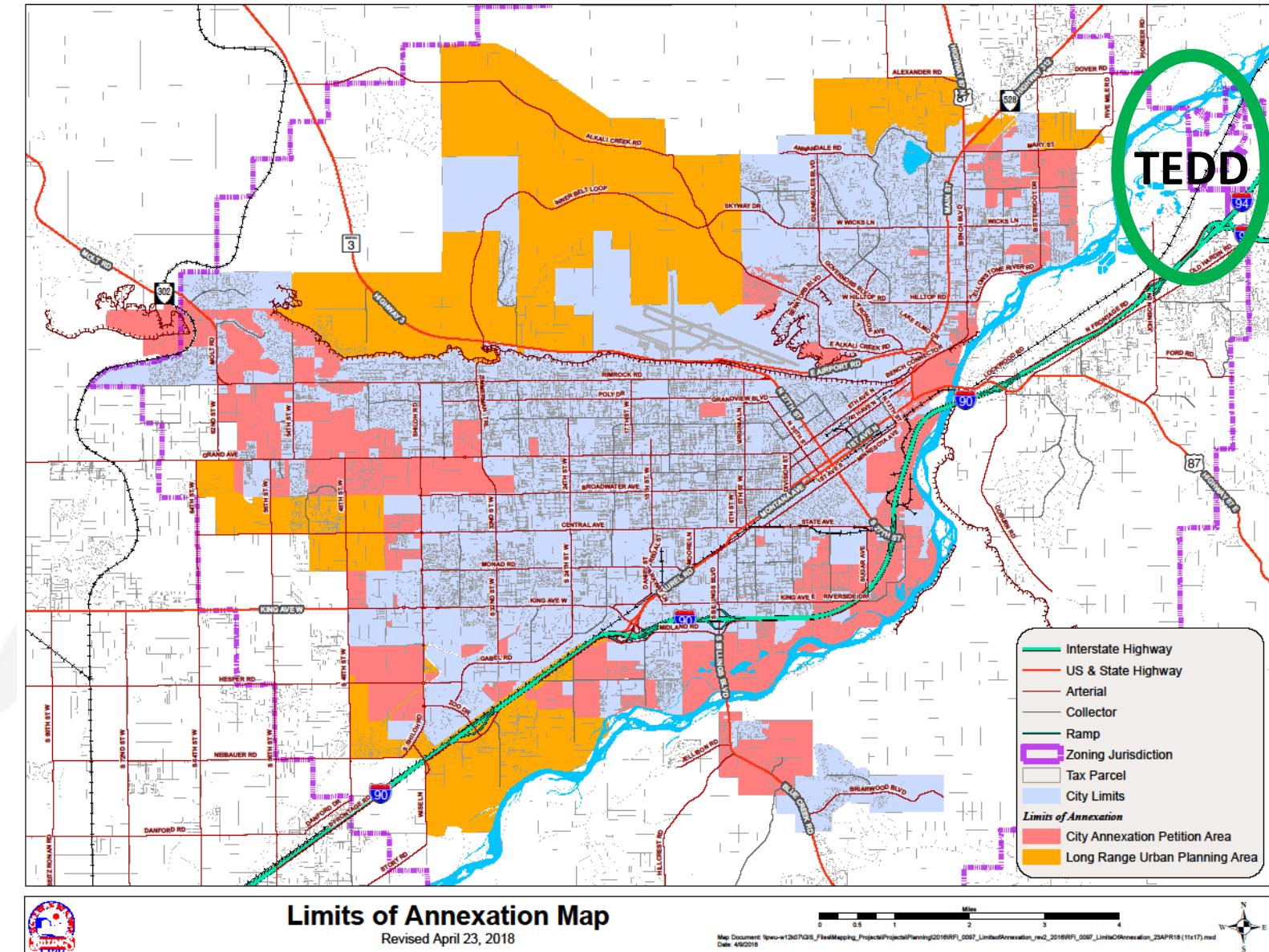
Annexation Concerns

Increased Costs

Uncertainty for Business Developers

Compatibility with Future Development

Uncertainty with Service Delivery and Cost



How the Partnership Benefits the City of Billings:

- **NO COST to the City of Billings**
 - LWSD pays for the use of the Treatment Plant through the fee structure set up in the Agreement
 - Usage fees + 6% surcharge
 - System development fees – per new connections
 - Pays for its share of upgrades to the Plant through Reserve Capacity Fees
 - LWSD is 100% responsible for the collection and delivery infrastructure
 - City of Billings is not responsible for costs of Roads, Law Enforcement, or Fire Protection
- **This is NOT a Capacity Issue**
 - LWSD is currently at about 10% of the reserve capacity they pay for
 - Expected flows from TEDD at full build-out would only increase use to about 20% of reserves
- **Wastewater Service Agreement is written to protect the City of Billings**
- **Economic Benefit**
 - 3600+ Jobs throughout the area, including Billings
 - Development of Basic Industry to **bring new money into** our local economy.



BSED Partnership with the City:

We understand the City's need to grow its tax base. We believe there are other development opportunities that can have a substantial and more immediate impact on City of Billings tax revenue:

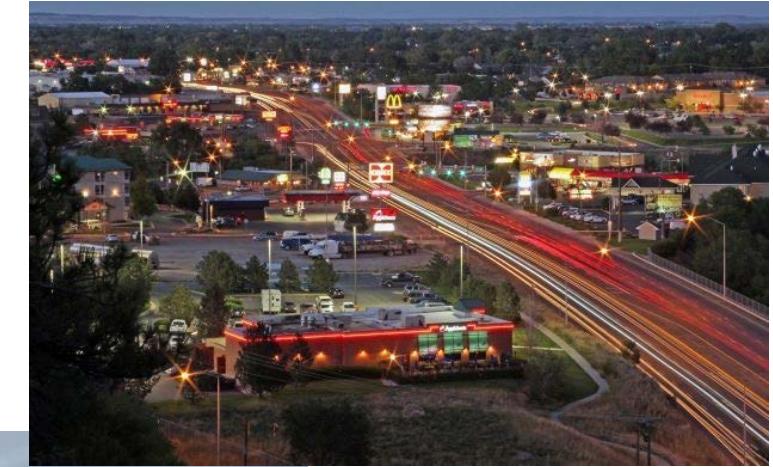
Transtech – 32nd and Gabel

Billings Westend Reservoir

Urban Infill

- Downtown
- EBURD
- SBURA

Inner Belt Loop/Main Street Redevelopment



Lockwood TEDD Advisory Board – Woody Woods, Chair

We ask that the City of Billings allow the extension of the Lockwood Water & Sewer District sewer boundary to include the Lockwood TEDD area under the Wastewater Service Agreement without requiring “Waivers of the Right to Protest Future Annexation.”

- The prospect of future annexation will hinder the marketing and development of this Industrial Park.
- The Wastewater Service Agreement has worked well for Lockwood and the City of Billings.
 - Lockwood pays its share:
 - Usage fees & Surcharge fees
 - Development fees & Reserve Capacity fees
 - The Agreement is written to protect the City.
 - The Agreement follows the EPA’s guidance on Wastewater Treatment regionalization.
 - The Agreement anticipated and allows for expansion of the Sewer District.
- This is not a Capacity issue - LWSD is well below its allocated capacity and will remain so even with the expected increase from the Industrial Park.
- No Costs to Billings
 - LWSD is responsible for all system infrastructure from the point of connection outside of the Wastewater Treatment Plant.
 - LWSD pays for its share of usage and upgrades to the Plant through fees.
 - No other City services – Law Enforcement, Fire, Street – needed from the City of Billings.
- Substantial Economic Benefit to the City of Billings and the entire County.