

Billings City Administrator Weekly Report

August 19, 2021

- 1. Water Restrictions to be Lifted** - Due to the water demands that we have been experiencing, even before the rain and cooler temperatures, we are planning to lift the Monday water restriction. Over the past two weeks, the peak demand has been almost 10 million gallons per day lower than before we put the restrictions in place. This reduction could be due to the water bills being sent out, the awareness of the water situation, people being tired of taking care of their lawns, or any other combination of reasons. Regardless of reason, we have the available capacity now to be able to provide service to the community every day. Our community responded amazingly well to the situation, and we cannot express our gratitude enough. We remain committed to providing consistent, high-quality service to the citizens of Billings. Thank you all for your support through this summer. (See attached press release.)
- 2. Utility Billing Ccf to kGal Conversion** - Per Council's direction, utility bills will report usage in 1,000 gallons (kGals) rather than in 100 cubic feet (Ccfs) beginning with the Friday August 20th bills. This is the first billing cycle of the year that does not include any June consumption. Approximately 540 hours of staff time has been dedicated thus far to complete the work necessary for this conversion. Customers will receive the attached insert with their first bills that show usage in kGals. (See attached.)
- 3. Solid Waste Services** – The Public Works report that came out last week provides details regarding changes to our solid waste collection services. Most notably, beginning September 6, 2021, residential extras collection is moving from a weekly to monthly schedule for both 90-gallon and 300-gallon services. For additional information, please see the Public Works Report at <https://www.billingsmtpublicworks.gov/ArchiveCenter/ViewFile/Item/218>

The basic program is outlined below:

Residential Extras Program

Includes standard household waste and must be:

- Collected monthly
- Bagged or boxed
- Less than 75 LBS
- Branches must be bundled and not to exceed:
 - 4 feet in length
 - 75 LBS
 - 2 feet in diameter (individual branches 6" in diameter)

Residential Bulky Collection

Includes oversized branches, furniture, mattresses, appliances, etc., and must be:

- Scheduled for pick-up
- Assessed a fee for service

Construction and Demolition Debris

Includes windows, drywall, plywood, lumber, cabinets, flooring, etc., and:

- **Not** collected as extras or bulky
- Temporary container rentals are available

4. **July 2021 Covid Overtime Report** – Please see the attached Covid Overtime Report for the Police Department.
5. **Legal Status of Neighborhood Task Forces** – Attached please find a legal opinion that addresses the issue brought up at a previous council meeting by Kevin Nelson.
6. **Police and Fire CPSM Reports** – Please see the attached CPSM status updates per council request on Monday evening.
7. **AT&T Lease Update** – AT&T has decided to pursue other location options for the cell tower that was discussed Monday evening. There is a possibility that they will want to pursue this location if they are unable to come to agreement on an alternate property. One of the determining factors appears to be the lease rate. Thank you for the feedback at the meeting, it was helpful to both AT&T and city staff.
8. **West End Task Force** – Tuesday evening I presented the city budget to the task force and answered a variety of questions. In October we will be presenting the PSML to the group.
9. **City Administrator's Marijuana Advisory Group** – This morning, the advisory group made up of city staff and a minority of the city council continued discussions on draft land use and business license regulations. To have local regulations in place prior to state legalization, we must adopt, on first reading, any proposed regulations no later than November 8, and second reading no later than November 22, 2021. We are working to bring these sooner.

10. Public Safety Mill Levy Presentations

- Police Union presentation on Thursday, August 19th at 4:30 pm
- Planning Board on Tuesday, August 24th at 6:00 pm
- Downtown Billings Association, Wednesday, August 25th 8:00 am
- Downtown Partnership, Friday, August 27th 7:30 am

Have a wonderful weekend!

08/19/2021

LAWN WATERING RESTRICTIONS LIFTED

Billings, Mont. – Effective Monday, August 23, the City of Billings is rescinding the Stage 1 Water Restrictions so residents may begin lawn watering again on Mondays.

The restrictions were put in place in response to record temperatures and water demands which led to equipment capacity and overheating issues as well as low water tank levels. The restrictions were largely adhered to and resulted in the avoidance of equipment failure. This resulted in a 40% decrease in water demand on Mondays and an overall drop in demand of approximately 10% on the other days of the week.

The City of Billings would like to thank our customers for adhering to the Monday water restrictions. It is never our intention to limit the supply to our customers. However, under the severe hot and dry conditions we have seen this summer, limitations were a necessity to avoid a larger system failure.

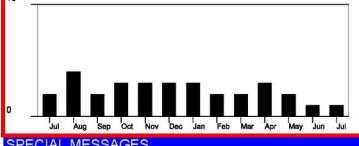
Residents can contact the Public Works Department at (406) 657-8230 with questions or concerns.

Residential Bill Example

CITY OF BILLINGS
Public Works Utilities
2251 Belknap Avenue
Billings, Montana 59101

Office hours: 8:00-5:00 M-F
Pay by Phone 406.657.8315
For all Billing Questions Call 406.657.8315
After Hours Emergencies Call 406.657.8353
For online payments:
<https://ci.billings.mt.us/1905/Online-Payments>
See reverse for payment locations

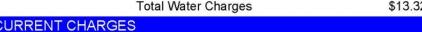
YOUR MONTHLY WATER USAGE in KGal (1 KGal = 1000 Gallons)

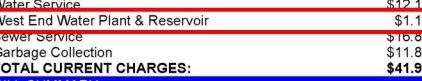
1 

2 DUE DATE: 06/06/2021

3 

4 

5 

6 

7 TOTAL AMOUNT DUE: \$41.99

ACCOUNT INFORMATION

ACCOUNT NO:
NAME:
SERVICE ADDRESS:
SERVICE PERIOD: 06/04/2021 to 07/02/2021
BILLING DATE: 07/22/2021

***** BANK DRAFT *****

CURRENT WATER USAGE (1 KGAL = 1000 Gallons)

Meter number Previous Reading Current Reading Usage KGals

Water Res Ins

Water Svc Repair

CURRENT CHARGES

Water Service

West End Water Plant & Reservoir

Sewer Service

Garbage Collection

TOTAL CURRENT CHARGES: \$41.99

BILL SUMMARY

BALANCE FROM PREV STATEMENT: \$42.76
PAYMENTS: 07/02/2021
ADJUSTMENTS: \$0.00
LATE CHARGES: \$0.00

TOTAL AMOUNT DUE: \$41.99

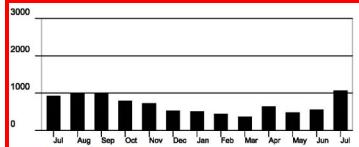
SPECIAL MESSAGES

Commercial Bill Example

CITY OF BILLINGS
Public Works Utilities
2251 Belknap Avenue
Billings, Montana 59101

Office hours: 8:00-5:00 M-F
Pay by Phone 406.657.8315
For all Billing Questions Call 406.657.8315
After Hours Emergencies Call 406.657.8353
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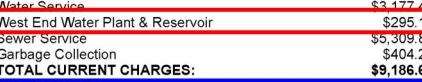
YOUR MONTHLY WATER USAGE in KGal (1 KGal = 1000 Gallons)

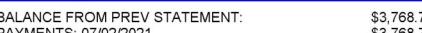
1 

2 DUE DATE: 08/06/2021

3 

4 

5 

6 

7 TOTAL AMOUNT DUE: \$9,186.68

ACCOUNT INFORMATION

ACCOUNT NO:
NAME:
SERVICE ADDRESS:
SERVICE PERIOD: 06/04/2021 to 07/02/2021
BILLING DATE: 07/22/2021

***** BANK DRAFT *****

CURRENT WATER USAGE (1 KGAL = 1000 Gallons)

Meter number Previous Reading Current Reading Usage KGals

Water Service

West End Water Plant & Reservoir

Sewer Service

Garbage Collection

TOTAL CURRENT CHARGES: \$9,186.68

BILL SUMMARY

BALANCE FROM PREV STATEMENT: \$3,768.70
PAYMENTS: 07/02/2021
ADJUSTMENTS: \$0.00
LATE CHARGES: \$0.00

TOTAL AMOUNT DUE: \$9,186.68

SPECIAL MESSAGES

What's new?

Beginning July 1, 2021 water and wastewater utilities moved from reporting in 100 cubic feet (Ccf) to reporting in 1,000 gallons (kGals).

How to read your bill

1. Graph to show historical usage.
2. Date that payment is due.
3. Usage in kGals.
4. Dual Commercial meter readings.
5. Residential tier rate charges by tier break-out.
6. Amount of billed charges dedicated to funding the West End facilities project . Please note, this is not an additional charge.
7. Total owed.

Have more questions?

Find answers online at billingsmtpublicworks.gov, or call us at 406-657-8315 to speak with a representative today!



Get more with WaterSmart! Available to all City of Billings water utility customers:

<https://billingsmt.watersmart.com/index.php/welcome>



July 2021 Covid Overtime Report

Overtime Details	
Number of 6 hour Details worked	32
Number of Officers	32
Number of overtime hours	192
Felony arrests	1
Misdemeanor arrests	5
Stolen vehicles recovered	3
Stolen property recovered	0
Suspicious reports generated	15
Quality of life reports (trespass, public urination, jaywalking, etc)	20
Eluding/Fleeing vehicle reports	0
Weapons complaints	3
Traffic citations	55
Traffic warnings	101
DUI	4
Fictitious plates recovered	0
Open container citations	10
PFMA case follow-ups completed	8
Total number of reports/contacts	225

These numbers represent the contacts and calls for service created during the overtime details throughout the month focusing on pro-active policing and crime prevention throughout the City. The details this month were as follows:

Downtown Patrol: This detail was created to coincide with the presence and enforcement action taken by the DBA Officers. These shifts are scheduled to start at the end of the DBA Officers shift in an effort to extend the amount of coverage the downtown area receives. The Officers are asked to focus on quality of life issues such as open container, trespassing, jaywalking, ect.

Proactive Theft Patrol: This detail is city wide and focuses on putting Officers in both residential and commercial areas of the City with the goal of having a presence and deterring theft, recovering stolen property, and/or making arrests of suspects engaged in this behavior. Officers are encouraged to utilize street crimes and crime mapping to determine areas to focus on.

Traffic detail: This detail is city wide and was created to focus on targeted traffic enforcement specifically at and around the ten (10) intersections within the city which have the highest traffic collisions. Officers are asked to pick times with high traffic flow.

Domestic Violence follow-up: This detail is to assist the department's Domestic Violence Investigator in conducting essential follow-up on already charged cases. This follow-up focuses on keeping the victims safe after the initial arrest and holding defendants accountable to victim intimidation and violations of no contact orders.



CITY OF BILLINGS

CITY ATTORNEY'S OFFICE

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MEMORANDUM

TO: Honorable Mayor
City Council Members
Kristoff Bauer, City Administrator
Tina Volek, Asst. City Administrator
Ramona Mattix, Planning Director
John Walsh, Community Development Manager

FROM: Brent Brooks, City Attorney *BB*
Bonnie J. Sutherland, Asst. City Attorney *BS*

RE: Legal Status of Neighborhood Task Forces Compared to the
City of Billings

DATE: December 14, 2004

INTRODUCTION

Pursuant to the request of Council Member Shirley McDermott, the legal status and relationship between the various neighborhood task forces and the City of Billings has been researched and is presented below for guidance to the Mayor, City Council and City Administrator.

FACTUAL BACKGROUND

The various neighborhood task forces within the City are groups organized to monitor issues and present recommendations to the Mayor and City Council, among other important neighborhood functions. There are seven task forces of various sizes, history and organizational structures. For example, the North Park, South Park and Central-Terry Task Forces were created in the mid 1970's to provide input to the community development block grant program (CDBG). The development and support of these groups is a strategy used by the City to satisfy the public involvement requirements of the CDBG program. The CDBG program has been primarily utilized within the City to preserve and revitalize our older lower income neighborhoods.

The Southwest Corridor, North Elevation, Billings Heights and Descro Task Forces were organized more recently in the 1990's. All of these task forces are essentially grass roots organizations working to address their specific neighborhood issues. Some of these task forces have obtained tax exempt 501(c)(3) status; others have not obtained that status and are not interested in or pursuing such a status. Historically, the City has provided approximately \$10,000 in general fund monies for non-CDBG task force support for the previous two years and during the FY 05 period, the City will spend approximately \$8,000.

TASK FORCE RELATIONSHIP TO THE CITY

The various neighborhood task forces and their memberships are not appointed by the Mayor and City Council. Additionally, they are not mentioned in our City Code or City Charter and therefore they are not responsive to or accountable to the Mayor and City Council. If such task forces were indeed formal advisory boards then their membership would be appointed by the Mayor with the consent of the City Council as required in Section 5.02 of the City Charter.

However, since these groups are not appointed by the Mayor with the consent of the City Council, the task forces have open memberships and choose their own leaders in accordance with each group's unique bylaws and accordingly they do not answer to the City in any official capacity. Rather, these task forces are third parties with specific interests and view points that may assist and inform the Mayor and City Council on neighborhood issues. However, such advice and recommendations do not form a legal relationship with the City.

LIABILITY ISSUES

The City's liability exposure is also not affected by the task forces. MCA Section 2-9-305 requires the City to defend, indemnify and otherwise immunize "public officer and employees civilly sued for their actions taken within the course and scope of their employment." Neighborhood task force members are not "public officers or employees" and do not come within the statutory coverage and protection of Section 2-9-305. Task forces are not included within the City's liability insurance coverage through the Montana Municipal Insurance Authority (MMIA). Each task force should consider its own private liability insurance coverage as it deems appropriate.

CONCLUSION

The neighborhood task forces may be an important element of the Mayor and City Council's efforts to track and address neighborhood issues. The task forces, however, stand in the same position as all other private organizations and individual citizens who provide input and public comment to the Mayor and City Council.

I trust that this has addressed the basic questions concerning the legal relationship between the various neighborhood task forces and the City organization. As always, we appreciate the opportunity to advise the Mayor and City Council on such issues and welcome any further questions you may have concerning this memorandum.

Operations Division Recommendations

Patrol Recommendations

1. Take targeted action to mitigate conditions that result in high call volumes at the city's five highest call volume locations and which accounted for a total of 3,941 police responses over the year-long study period: Walmart (King St.), Walmart (Main St.), Denney's (27th St.), Albertsons (27th St.), and Holiday Station stores (6th Av. N.). Replicate successful efforts at other locations as appropriate.
 - SRO's worked high-volume areas during the summer.
 - Plan to employ targeted enforcement approach. Partner with CPTED, ORCA, and private security.
 - OT details
 - Address single sale alcohol.
 - Support and assist with sobering center.
2. Develop an alarm ordinance designed to reduce the frequency of false alarm responses, and to recover response costs where multiple responses are required over the course of a year to a premises because of repeat false alarms.
 - Working with Finance, BFD, City Attorney, Chamber of Commerce, and alarm industry. Draft forthcoming.
3. The department should examine causative factors related to the extraordinarily high amount of "out-of-service" time experienced at present for patrol and patrol-related functions.
 - Met with 911 center regarding data entry as related to report writing.
 - Creating more accurate disposition codes.
4. Consideration should be given to adjusting shift schedule reporting times to align patrol deployment more closely with community-initiated workload demands. Adding a fourth reporting time would also serve to better balance staffing throughout the day.
 - Conception and planning underway. Continuing discussion with union. Could deploy if needed.
5. Consideration should be given to incorporating civilians into the patrol work force. A new employee classification of Police Service Officer (PSO) could be established for this purpose. PSOs (sometimes referred to as Community Service Officers, CSOs) are commonly utilized in agencies of Billings' size to take reports on non-emergency crimes without suspect information, handle or assist with accident investigations, direct traffic, handle parking complaints, and many other related duties. Use of CSOs is a highly cost-effective means by which to address high workload demands while freeing up sworn police officers' time for more productive purposes. CPSM recommends that four FTE PSO positions be created, and be assigned to shift reporting times covering daytime and early evening hours.
 - New FTE's dependent on passage of PSML2.
 - Researching job descriptions and use of PSO's in other jurisdictions.

6. Work with the 911/dispatch management team to identify causative factors leading to excessively lengthy response times to high-priority calls for service (11.9 minutes), and specifically, the period after receipt of a call for service and the assignment of a unit to handle such a call (7 minutes).
 - Work group created to discuss data entry and logistical issues. In progress.
7. Reconsider the practice of holding some high-priority calls until a zone unit becomes available to handle it.
 - Unfounded. Data entry issue.
8. Modify the computer-aided dispatch system operated by the Fire Department to enable the capture of data on transient, homeless, and mental health-related calls for purposes of future analysis. While calls related to this population are perceived to be a significant contributor to workload demands, the present the CAD system is not used to isolate and collect data related to these calls. The absence of such data limits accurate and detailed analysis of the scope of the problem and leaves only anecdotal evidence as the source from which to plan a path forward in addressing it.
 - In progress.
9. To better track workload demands by division/unit, eliminate the use of employee badge numbers for radio call signs and transition to radio call signs that reflect shift, zone, beat, special assignment, etc.
 - Data entry issue.

Coordination between Communications Center and PD on data entry will ensure better accuracy.

K9 Recommendation

10. Acquire technology to more effectively track K9 information such as training, deployment, seizures, bites, etc.
 - Completed.

Support Services / Records Recommendations

11. The department should take all reasonable steps to address the shortfall of successful Records candidates through assessment of current staff skill sets, applicant screening, and enhanced marketing.
 - New hiring practice implemented.
 - Streamlined background process.
 - Increased usage of available software.
12. The use of volunteers to work the counter on a regular basis is recommended, especially in the light of the chronic shortage of Records staff.
 - Competed. Currently using interns and VISTA workers for varying tasks.
 - Working to implement dedicated volunteers from CPC.

13. A department policy should be implemented directing personnel to answer voicemails in a timely manner, backed by required supervisory oversight, to help relieve the number of phone calls that Support Services has to answer.
 - **Completed. Using auto-attendant.**
14. Establish a "Discovery Unit" within the Support Services Section to centralize the tasks required for completion of judicial and PRA requests. Initial staffing should be not less than 1.5 FTEs.
 - **Pending passage of PSML.**
15. Complete the development of the Support Services Section manual that is in progress and add reference policies specific to Records responsibilities in the department manual.
 - **In progress.**
16. In-house and vendor-supplied training should be instituted to ensure LERMS is being fully utilized by all concerned.
 - **In progress.**
17. To ensure compliance with UCR reporting guidelines for crimes and clearances, centralize the responsibility for this function, limit the number of staff responsible, and provide frequent re-training to appropriate staff.
 - **In progress.**
18. Eliminate acceptance of cash at the Records public counter.
 - **Completed. Cards only.**

Internet Crimes Against Children (ICAC) Recommendation

19. Transfer the ICAC officer from Patrol to the Investigations Division, Detectives.
 - **Organizational chart**

Investigations Division Recommendations (Section 5) Detectives

20. Consider assigning detectives to specialized units such as crimes against persons, property crimes, or family crimes.
 - **Under review.**
21. Consider developing a formal on-call agreement for detectives.
 - **Union issue.**
22. Evaluate the feasibility of transitioning to the use of transcription software to relieve the burden of transcriptions from the Police Support Specialists.
 - **Under review.**
23. Hire one additional FTE Sergeant in Detectives and relieve the Street Crimes Sergeant and Investigations Lieutenant from excessive supervisory duties.

- Pending passage of PSML.

Case Management

24. Develop a policy and guidelines for case threshold decisions for determining case follow-up.
25. Develop a policy and guidelines on case dispositions.
26. Transition to a case management software program that enables tracking of case activity from assignment to closure, including performance benchmarks.

- 24-26 under review.

Workload and Staffing

27. Consider adding two FTE police officer positions in the Detectives Section to meet workload demand.
28. Consider creating one FTE Police Service Officer Position to relieve detectives of rudimentary duties.

- Pending passage of PSML.

Crime Scene Investigation

29. If the proposed development of a Crime Scene Investigations Unit is approved, phase out the practice of detectives collecting trace and biological evidence at crime scenes.

- Pending passage of PSML.
- Under review.

Augmenting Staffing

30. Consider using salary savings from vacant positions to hire retired police investigators for temporary part-time positions.
- On-going, especially with civilian staff.

31. Consider identifying ways that volunteers could be of help and recruit from Citizen Police Academy graduates.
- In progress. CPA restarting this fall after COVID hiatus.

Street Crimes Unit

32. Develop a policy for the Street Crimes Unit, including its purpose, function, and goals.
- Under review.

Detective Training

33. Identify essential and desirable training courses for every position in Detectives, including civilian through managers.
34. Create a formal training program for detectives and supervisors.
35. Develop operational/reference manuals for Police Support Specialists and detectives.
 - 33-35 under review.

Task Forces

36. Conduct an annual cost-benefit assessment relative to the department's continued participation in each federal, state, and regional task force.
 - On-going.
37. Ensure that data from crime reports taken online and at the CPC is promptly entered into LERMS.
38. Determine if IT is able to provide streaming data to the BPD to improve crime analysis.
39. Consider writing a crime analysis policy to ensure the information developed by the Crime Analyst is received by the appropriate persons, acted upon by such persons, and evaluated for its usefulness.
 - 37-39 under review.

Property and Evidence

40. Identify essential, desirable, and on-going training classes for all Evidence and Property staff.
41. Create a policy for the Evidence and Property function.
42. Develop an operational manual as a reference guide for Evidence Technicians.
 - 40-42 under review.
43. Include the number of items received and dispositioned or released in a monthly or quarterly report.
 - Completed
44. Transfer responsibility for copying police video camera footage to the (proposed) Discovery Unit.
 - Dependent on passage of PSML.
45. Develop a policy describing audits and inspections of the Evidence and Property facility in accordance with standards of the International Association for Property and Evidence.
46. Ensure that audits conducted of the Evidence and Property Unit include reports on total inventory on hand to include the number of items received and disposed of during the time period of the audit.

- Completed.

47. Consider transitioning the Evidence and Property Lieutenant's position to a civilian supervisor once the new evidence facility is in full operation.

- Under review.

Identification Technicians

48. Consider expanding the ID Tech Unit, with the goal of responding to crime scenes for evidence collection and processing.

- Under review.

49. Create five new FTE Identification Tech positions and train them in accordance with IAPE standards.

- PSML passage.

50. Ensure that the ID Tech Supervisor in the proposed unit has extensive training and experience in crime scene evidence collection, processing, and preservation.

51. Develop a procedural manual to provide guidance and direction for the Identification Tech unit.

- Dependent on passage of PSML and logistics under review.

Professional Standards Division Recommendations (Section 6)

Personnel Complaints

52. Implement a software-based IA investigation tracking system such as IAPro or similar.

53. IAPro's Blue Team module and early warning program (or similar capabilities in whatever program is chosen) should be included with the software purchase.

- 52-53 rejected. Current program adequate and preferred. Less cost.

54. Produce a detailed internal monthly management report mirroring the data published in the annual report with, enhancements provided by an IA software program.

- Completed Information available with program tweak.

55. Under a proposed reorganization, refocus the role of the Office of Professional Standards Captain.

56. Under a proposed reorganization, add to the Professional Standards Division, mid-level supervisory positions who would conduct complaint investigations.

- 54-55 dependent on passage of PSML.

Use of Force

57. It is recommended that the information typically included in the annual report be incorporated into a monthly management report to provide more timely information for command staff review.

- **Completed**

58. CPSM recommends development of a definition of minimal reportable force to provide a clear threshold as to the department's expectation of when reporting of force (verbal and written) is required.

- **Under review.**

59. CPSM recommends that, in the interest of clarity, policy provisions including duty to intercede and report and de-escalation provisions be incorporated into a comprehensive revision of the department's force policy, to include related training requirements.

- **Completed.**

60. CPSM recommends that a Use of Force Review Committee be created and be made up of the Administrative Sergeant, Professional Standards Lieutenant, and a subject matter expert on the nature of force used. The committee should be tasked with the analysis of use of force incidents.

- **Created in modified form. Dependent on passage of PSML for additional FTE.**

61. Revise the force reporting mechanism to provide the Force Review Committee with relevant and concise information to enable the Use of Force Committee to conduct an in-depth analysis.

- **In progress.**

62. A requirement for an annual review of the force policy should be contained in department training policy, along with other critical policies.

63. A department review of the increases in the use of force over the past two years should be conducted to identify causal factors.

- **62-63 completed.**

64. As recommended in the Personnel Complaints section, the department should explore utilizing IA Pro software (or similar program) to track use of force incidents.

- **Rejected. Current system satisfactory.**

Training

65. Seek vendor training on the LERMS training module to better evaluate its potential use for tracking training records.

- **In progress.**

66. Develop a comprehensive training plan that identifies specific mandatory and optional training requirements.

- **Completed.**

67. Develop a master training calendar as a planning tool for ensuring the goals of the training plan are accomplished.

- In Progress

68. CPSM recommends the annual assessment of training needs occur per current policy.

- Completed.

69. Develop a department training manual to assist in the application of the training plan.

- Under review.

70. Implement training that addresses mental health situations and de-escalation techniques; this training should be included in the annual training cycle.

- Completed

71. BPD should determine a reasonable training cadre and seek additional funds to provide increased optional training opportunities.

- Council and administration budget considerations.

72. Require sergeants to develop relevant quarterly briefing training sessions compatible with the environment.

- Under review.

73. Develop a formal Sergeant training program for newly promoted Sergeants to ensure proper orientation to the position; this training should include documented benchmarks.

- In progress.

74. Establish a documented mandatory professional training policy for executives of the department to include programs such as the FBI Academy and regional command schools for all staff at the rank of lieutenant and above.

- Completed.

Field Training Program

75. Contrast and compare field training program successes and failures to assist the department in strengthening its program.

76. Differences in field training policy vs. practice should be reviewed and revised as necessary.

77. Continue the goal of assigning trainees to the day shift to provide an additional level of experience and exposure to leadership.

78. Develop a training management report utilizing LERMS to track details of the field training program and trainee outcomes.

79. LERMS training should be re-initiated so as to provide personnel the proper knowledge base to utilize LERMS to its fullest.

80. Develop and publish a field training program manual.

- 75-80 in-progress.

Recruitment/Hiring/Background

81. Develop an expedited lateral hiring program and allow for an open continuous application process.

- Completed.

82. Examine the details of the BPD/HR recruitment statistical information to assist in focusing recruitment efforts and resources.

- Under review/Development of Citizen's Advisory Board to assist.

83. The recruitment statistics should be evaluated by management as part of the department's diversity hiring efforts.

84. Applicant and new hire demographics, background failure rates and causes, successful patrol trainees, reasons for attrition, and the traits of successful applicants should be continuously evaluated to ensure department resources are properly focused on recruiting, hiring, and retaining desired personnel.

- In progress.

STEP

85. STEP functions should be bifurcated and a department traffic unit consisting of one Sergeant and four traffic officers should be developed and be assigned to the Operations Division.

86. K9 teams in STEP should be transferred to general patrol.

87. Consideration should be given to establishing a citywide traffic management team that would meet quarterly to examine engineering and education opportunities to reduce the incidence of collisions and improve traffic flow at locations with a recurring high incidence of accidents and/or congestion.

- Under review.

Public Relations Officer

88. Review the Crime Stoppers reward process to ensure appropriate funding, distribution, and accountability.

- Completed.

School Resource Officers

89. Transfer the SRO program from Professional Standards to Investigations Division, Detectives.

- Under review. Not consistent with job description.

90. Create a new FTE Sergeant's position to supervise the SRO program.

- Dependent upon passage of PSML.

Domestic Violence Investigator

91. Transfer the Domestic Violence Investigator (DVI) from Patrol to the Investigations Division, Detectives.

- **Completed.**

92. Create one FTE police officer position to assist with the DVI's caseload.

- **Dependent on passage of PSML.**

93. Consider creating a family violence unit consisting of investigators and representatives from Probation, Child Protectives Services, prosecutors, and victim advocates. This unit would focus be on domestic violence, child and elder abuse, stalking, and threats.

- **Under review and PSML. Would require re-assignment or new FTE's.**

Volunteers

94. The Volunteer Program Coordinator should work with Records Supervisor to explore the deployment of volunteers at the Records counter.

- **Under review. Recruiting program in place.**

Miscellaneous Recommendations (Section 7)

Police Facility

95. Pursue opportunities to acquire and relocate to a police facility that will better serve the needs of the community and department.

Council/Admin.

Jail

96. Work collaboratively with the County of Yellowstone, the courts, prosecutors and defense attorneys, and community members to address the conditions that foster crime, including the lack of adequate jail space in situations where custody is warranted.

- **In progress.**

Succession Planning

97. It is imperative that efforts be made to develop the future leaders of the department. The focus cannot be limited to ranking officers, but must transcend the hierarchy of the organization to prepare the next generation of command staff down through the future first-line supervisors, both sworn and civilian. In addition to formal educational opportunities (FBI National Academy, Senior Management Institute for Police, etc.), assignment of administrative tasks and to specialized units should be part of this plan. The recommendations offered in this assessment offer the opportunity to place administrative responsibilities on the shoulders of these first-line supervisors and mid-level management staff. Finally, this cannot be an informal process, but must be a carefully developed and written strategic plan.

- **Under review.**

Information Technology

98. CPSM recommends the department create an Information Technology Committee to address the department's technology needs as well as maximize the use of existing technology.

- **Completed.**

Civilian Career Ladder

99. Consider creating a civilian career ladder with lateral and upward opportunities.

- **Under review.**

Department Policies

100. Strong consideration should be given to contracting with Lexipol for development and maintenance of an improved policy manual.

- **Under review. Cost prohibitive.**

101. Review critical policies on an annual basis to ensure that department practices align with department policy, and that policies reflect best practices.

- **In progress.**

Proposed Reorganization (Section 8)

Organizational Restructure

102. Consideration should be given to revising the organizational restructure to more closely align similar work efforts and improve command and control. This is fully addressed in Section 8 at the conclusion of this operational assessment.

- **Under Review.**

CPSM 2021 Draft Report Recommendations

- In future negotiations with the IAFF, the city should pursue a reduction in the number of Kelly Days awarded to each employee and a corresponding increase in the average number of hours in the firefighter workweek.

(Recommendation No. 1. Page 9) CBA ISSUE

- *CBA Item (Change in working conditions)*
- *Evaluating cost*
- *Will explore in future negotiations*
- Billings Fire Department should consider the use of two-person EMS squad units to handle EMS and non-emergency service calls in the city's busiest service districts.

(Recommendation No. 2 Page 11) PSML ASK

- *Currently Proposed in PSML request*
- *MRT program*
- *Spokane for two days in September to study ARU program*
- The Billings Fire Department should consider the implementation of a Dynamic Staffing policy that utilizes peak-period deployment during periods of high service demand.

(Recommendation No. 3 Page 12) PSML ASK

- *Currently proposed in PSML request*
- *Also MRT program (Recommendations 2 and 3)*
- Billings should revise its interpretation of time worked when considering overtime eligibility for fire personnel and exclude any leave time taken as hours worked when determining overtime eligibility.

(Recommendation No. 4 Page 12) CBA ISSUE

- *CBA Item*
- *This is done in all training situations currently*
- BFD should consider the expansion of program management duties for field personnel and utilize these assignments to enhance career development and subsequently consider successful fulfillment of these duties as a factor in the promotional process.

(Recommendation No. 5 Page 15) IMPLEMENTED

- *Delegation of different management duties has been greatly enhanced in all areas recommended*

CPSM 2021 Draft Report Recommendations

- The City of Billings should negotiate changes to the promotional requirements for Fire Equipment Operator and Fire Captain. The process should expand the use of objective testing and competitive skills assessments so as to reduce the dependence on seniority in making appointments.

(Recommendation No. 6 Page 16) CBA ISSUE

- *CBA Item (Change in working conditions)*
- *Will explore in future negotiations*
- BFD should expand the training requirements, certifications, and college education prerequisites for the Fire Equipment Operator, Fire Captain, and Battalion Chief promotional processes.

(Recommendation No. 7 Page 16, 17) CBA ISSUE

- *Have formed committees to address needs for these programs*
- *Partially a CBA item (Change in working conditions)*
- *Will explore in future negotiations.*
- The City of Billings should negotiate a reduction in the 15-year time-in-grade requirement for eligibility to enter the Battalion Chief promotional process.

(Recommendation No. 8 Page 17) CBA ISSUE

- *CBA Item (Change in working conditions)*
- *Will explore in future negotiations.*
- BFD should redefine the purpose of employee performance reviews and utilize these appraisals as a key component when considering employee promotions, step increases, and merit reviews.

(Recommendation No. 9 Page 17) CBA ISSUE

- *Performance reviews are under constant review for improvements.*
- *Performance Reviews have seen very positive changes.*
- *Partially a CBA issue (Change in working conditions)*
- The City of Billings should conduct periodic audits of the CrewSense™ payroll and scheduling process utilized by the Fire Department.

(Recommendation No. 10 Page 18) IMPLEMENTED

- *Audits are now being pulled to evaluate all personnel expenditures to be reviewed annually.*

CPSM 2021 Draft Report Recommendations

- The Billings Fire Department should institute a Quality Assurance-Quality Improvement (QA/QI) review process for its fire incident reporting.
(Recommendation No. 11 Page 18) IMPLEMENTED
 - *Extensive QA/QI is now currently being done by admin support daily.*
- The city should undertake a comprehensive fire station capital improvements program and earmark upwards of \$3 million from the recent CARES Act funding to fund the necessary repairs and renovations to existing facilities.
(Recommendation No. 12 Page 22) IMPLEMENTED
 - *Increased funding has been added to current year budget to address these issues and a long-term budget increase is being considered.*
- The city should work with AMR to implement a common radio frequency that is utilized by ambulance and fire first responders on all EMS calls.
(Recommendation No. 13 Page 27) IMPLEMENTED
 - *Implemented*
- The Billings Fire Department should conduct a formal fire risk assessment that concentrates on the city's downtown, strip commercial establishments, big-box occupancies, high-rise structures, and industrial, processing, and institutional properties.
(Recommendation No. 14 Page 30) PSML ASK
 - *Resources to accomplish this are included in PSML request.*
 - *Deputy Fire Marshal (DFM) to work with target hazard owners*
- Billings should consider working toward CPSE Fire Accreditation in the future.
(Recommendation No. 15 Page 36) IMPLEMENTED
 - *Currently being implemented.*
 - *Received my CFO (Chief Fire Officer Designation) through CPSE*
 - *Will encourage other command staff to obtain*
 - *Then begin department accreditation process*
- The BFD should consider hiring seasonal fuel crews who can provide fuel management and wildfire mitigation efforts in the community.
(Recommendation No. 16 Page 48) IMPLEMENTED

CPSM 2021 Draft Report Recommendations

- *Currently done through cooperative effort with agencies through-out the county.*

- BFD should develop an integrated risk management plan that focuses on structure fires in the area of the community that has a history of the highest risk of occurrence. **(Recommendation No. 17 Page 50) PSML ASK**
 - *Resource request in current PSML ask.*
 - *Deputy Fire Marshal (DFM) (Recommendations 14 and 17)*

- The City of Billings should move to an Ambulance Provider Services Agreement with an ALS provider. This agreement should specify the terms and conditions for providing these services to the city.
(Recommendation No. 18 Page 50) IN PROGRESS
 - *Currently being evaluated and addressed*
 - *Will start contract negotiations after priority dispatch implemented*

- BFD should evaluate its efforts to maintain ALS first response capabilities with its primary response units.
(Recommendation No. 19 Page 52) IMPLEMENTED
 - *We have evaluated this on many levels*
 - *Have had many “documented” ALS Interventions that have made significant positive patient outcomes. Not sure how to put a price on this one.*
 - *Currently we utilize ALS response units due to a gap that occurs in the normal operations of 911 response. For example, AMR units may be unavailable as they are providing services to other parts of the city. ALS capability puts the right resource on scene to manage an ALS patient. We already have purchased the equipment, so the capital cost is already absorbed. Medic cost is dictated by CBA.*

- BFD should work with the 911 Dispatch Center to implement response protocols that alter the BFD response mode when calls are determined to be minor or non-emergency.
(Recommendation No. 20 Page 54) IN PROGRESS
 - *Currently being drafted and implemented*
 - *Priority dispatch (working with AMR and Dr. Dan Lewis, medical dir.)*

CPSM 2021 Draft Report Recommendations

- BFD should work with AMR, the 911 Dispatch Center, area hospitals, and social service providers to develop a Billings FD-MIH/Community Paramedicine program.

(Recommendation No. 21 Page 55) IN PROGRESS

- *Currently being explored and a committee has been set up.*
 - *Funding, staffing, and scope are being discussed as well.*

- BFD should implement a series of performance measures that enable ongoing review of service outcomes. The process of developing these measures should utilize input from BFD members, the Fire Union, the community, the City Council, and City Administration.

(Recommendation No. 22 Page 80) IN PROGRESS

- *Being discussed by all affected shareholders.*

- The City of Billings should increase its fire plans review, inspection, and permitting fees in order to recover the full cost of providing these services in the community.

(Recommendation No. 23 Page 84) PSML ASK

- *Part of PSML ask for Fire Protection Engineer*
 - *Fire Marshal's Office has been trying to address this.*
 - *Working with Building and Finance departments on avenues available.*

- The City of Billings should lobby the Montana Building Codes Council to reinstate the International Residential Code (IRC) requirements for automatic fire sprinklers in newly constructed single- and two-family residential structures.

(Recommendation No. 24 Page 85) AGAINST STATE STATUTE

- *State Legislative Law just enacted a bill to prevent this*
- Billings should consider adopting a Wildland Urban Interface Code for its service area.

(Recommendation No. 25 Page 86) OTHER CITY DEPT

- *Currently falls under Building department*
- BFD should restructure the format of its 12-week recruit firefighter training academy and consider Firefighter 1 & 2 as part of curriculum.

(Recommendation No. 26 Page 89) IMPLEMENTED

CPSM 2021 Draft Report Recommendations

- *Evaluated and Implemented*
- The Billings Fire Department should institute written and practical skills testing as part of the department's comprehensive fire training program.

(Recommendation No. 27 Page 90) IMPLEMENTED

- *Evaluated and Implemented*
- BFD should institute an annual physical fitness evaluation process for all emergency response personnel, including chief officers.

(Recommendation No. 28 Page 90) CBA ISSUE

- *CBA issue*
- *Will evaluate for next negotiations*
- *Currently offered as an incentive but not required.*
- BFD should institute annual medical physicals in accordance with NFPA 1582 for all emergency response personnel, including chief officers.

(Recommendation No. 29 Page 91) CBA ISSUE

- *CBA issue*
- *Will evaluate for next negotiations*
- *Currently offered but not required.*
- BFD should institute an Employee Safety and Injury Avoidance Program aimed reducing the number of line-of-duty injuries and lost time.

(Recommendation No. 30 Page 91) IN PROGRESS

- *Working with City Safety Committee to address this.*
- *Always evaluating to improve this program*
- The City of Billings should initiate an effort with the City of Laurel, the Town of Broadview, and Yellowstone County to establish an Emergency Management Leadership Team to support planning and operational assignments in the joint County-Municipal Emergency Management process.

(Recommendation No. 31 Page 93) IN PROGRESS

- *Currently working with County DES to address this.*
- The City of Billings should designate a City Emergency Manager from a key department (Police, Fire, or City Administrator's Office) who is responsible for

CPSM 2021 Draft Report Recommendations

implementing the city's emergency management planning and operational efforts in cooperation with Yellowstone County.

(Recommendation No. 32 Page 93) *IN PROGRESS*

- *Currently working in conjunction with County DES to address.*
- *First meeting will be held the first week of September*

- The City of Billings should initiate an effort in which every city department develops and exercises a Continuity of Operations Plan (COOP).

(Recommendation No. 33 Page 94) *IN PROGRESS*

- *Currently working in conjunction with County DES and Yellowstone County Fire Council.*

- The City of Billings and Yellowstone County should conduct an operational and architectural review of the EOC facility and make immediate plans to either initiate a comprehensive renovation of the facility or begin an effort to relocate the Joint County-City EOC to a more functional facility.

(Recommendation No. 34 Page 94) *IN PROGRESS*

- *City and County working together to secure Grant Funding to address this issue.*

CBA ISSUE: 8

IMPLEMENTED / IN PROGRESS: 19

PSML ASK: 5

AGAINST STATE STATUTE: 1

OTHER DEPARTMENT: 1

TOTAL: 34