

Billings City Administrator Weekly Report

January 20, 2022

1. **Landfill Fire** – Unfortunately, we had a significant fire yesterday afternoon in the new landfill drop off facility. The landfill remains open. The drop off facility is insured by Payne West and the fire is under investigation. We will share information as it is available.
2. **Billings Public Library Adjusting Hours of Operation** – Due to staff shortages, the Billings Public Library is changing their hours of operation effective January 21, 2022. The library will be open Monday through Saturday, 9 am – 5 pm through March 1, 2022. Patrons may use the Library Express Lockers to access materials outside of library business hours. We apologize for any inconvenience this may cause.
3. **SBURA Gravel Street Project** – The City Council approved the construction of several local streets in the SBURA. The project is under design and is planned for construction in the summer of 2022. Attached is a memo with the preliminary design for the streets.
4. **Proposed Budget Calendar** - Last year staff presented the budget to City Council over 5 meetings, 3 of which were consecutive nights. This was a new timeline that was tried in an effort to have the budget presented together for clarity and provide less separation between presentations. While there were benefits to that approach, it was a lot to consume over such a short period of time and was challenging by the final evening of meetings. With that in mind, staff is proposing the following calendar for the FY2023 budget work sessions:
 - Monday May 2nd – Work Session - Overview & Department Presentations
 - Tuesday May 3rd – Work Session - Department Presentations
 - Monday May 16th – Work Session - Department Presentations
 - Tuesday May 17th – Work Session - Department Presentations
 - Tuesday June 7th – Work Session - Wrap up
 - Tuesday June 28th – Regular Meeting – Adoption

Please let Andy and I know if this schedule is a problem for you.

5. **BUILD Grant Projects** - The January updates for BUILD Grant projects are available at the following link <https://ci.billings.mt.us/3028/BUILD-Grant-Update-January-2022> .
6. **Council Orientation Schedule**
 - a. Friday January 21 – 9:00 – 11:30 Planning and Community Development Dept. overview, land use and transportation planning. Miller Building, 2825 3rd Avenue North
 - b. Friday January 28 – 9:00 - 12:00 Planning and Community Development, Community Development Block Grant (CDBG) overview, Building division, Urban Renewal/Tax Increment Financing with Downtown, East Billings Industrial District and South Billings Urban Renewal District, Miller Building, 2825 3rd Avenue North
 - c. Friday, February 4 – 9:00 – 11:30 Finance, City Hall Conference Room
7. **CPSM Study Status Reports** – Attached please find the Police and Fire CPSM Study Status Reports referred to at the January 18, 2022 Work Session.

8. Questions and Answers Section – This new section of the Weekly is to compile the questions our staff receives from council members. City staff is including responses to emails received this week, so other city council members have the information.

Question 1 (CM Purinton):

Just had a text asking why city and airport don't consolidate police and fire?

Question 1 Responses:

The simple answer to that question, is the mission is different. Both of these Airport positions are federally required to meet a host of federal requirements imposed on the Airport by both the Transportation Security Administration (TSA) and the Federal Aviation Administration (FAA). For Airport Police, our Law Enforcement Officers (LEOs) are required by the TSA, to be available to enforce and mitigate law infractions that take place at the TSA checkpoint during screening operations, at the exit lane to respond to people breaching the security area and to mitigate door alarms to ensure there has not been a security breach. The TSA does not have arresting authority, and when the TSA discovers drugs, guns or other prohibited items at the checkpoint, or someone tries to breach security, the TSA turns those law-breaking issues over to the Airport LEOs. The Airport LEOs need to be familiar with the federally required Airport Security Program (ASP) and the associated requirements of 49 CFR Part 1542. While the Airport depends on the Billings Police Department (BPD) to provide backup and support to the Airport operation when needed, that need is minimal compared to the needs of the rest of the City. The Airport LEO's daily job demands are not as significant as those of the BPD and focus more on Airport security and customer service. Subsequently, the Airport LEO is paid 10 to 15% less than the officers at BPD depending on the length of service. However, the Airport LEOs do get to keep the peace at the Airport daily. Given the contentiousness of the mask mandate in the Airport Terminal, the number of belligerent travelers and regular drunkenness that takes place, the Airport LEOs can have some busy days.

On the Fire side, the Airport is required by 14 CFR Part 139 to provide Aircraft Rescue Fire Fighting (ARFF) coverage at Airports that have aircraft passenger service. While the title includes firefighter in it, that component is focused on passenger rescue in the event of an aircraft incident and extinguishing any subsequent fuel fires that might occur. This group does not train for structure fires, something the BFD does continuously and in the event of a structure fire, the Airport would depend on BFD to fight that fire. A larger component of the ARFF/Airfield Maintenance position is the required airfield maintenance. With 1800 acres inside the Airport's security fence, Airport staff spends the majority of their time keeping the pavement surfaces, lighting, pavement painting, and fencing maintained to meet the requirements of numerous FAA pronouncements regarding the airfield. This staff incurs a significant amount of time doing runway, taxiway, and ramp snow removal and in the summer, airfield mowing and assisting in monitoring the various construction projects taking place on the airfield annually. Over the years the Airport has found that those men and women that really want to be just a career firefighter will not last very long at the Airport due to the amount of time spent on the maintenance side. Another indicator that there are enough differences in the two positions not to merge them, was from the recent hearings that the City went through with the State retirement board concerning a request for the ARFF / Airfield Maintenance staff to be in the Firefighters Unified Retirement System (FURS) instead of the Public

Employees Retirement System (PERS). This issue comes up every 10 years of so (at least 3 times in my tenure) and in each case the City and Airport have successfully shown that the differences are significant enough that the ARFF/Airfield Maintenance positions do not meet the eligibility required by State law and/or to meet the hiring qualifications for the Billings Fire Department (BFD) to subsequently participate in the FURS retirement program.

Question 2 (CM Gulick):

There are a couple of pieces of data that would be helpful for me the census years of 1950, 1960, 1970, 1980, 1990, 2000, 2010, and 2020, can you send me:

- The population of Billings (obviously, this is population within city limits)
- The area of Billings within city limits

Question 2 Response:

Here is the historic population counts for the City. Please note, when the census bureau first released the 2020 data, they calculated Billings around 110,000, it has already be adjusted, looks much more realistic now!

1950 – 31,834
1960 – 52,851
1970 – 61,581
1980 – 66,798
1990 – 81,151
2000 – 89,847
2010 – 104,170
2020 – 117,116

City area annually in square miles:

1970: Gross Area 14.7
1980: Gross Area 20.3
1990: Gross Area 31.7
2000: Gross Area 32.8
2010: Gross Area 41.9
2020: Gross Area 43.9

Prior to 1970 I have not found any information for size.

Question 3 (CM Purinton)

What is the effect for task forces, boards and commissions, Community 7 regarding the switch from Monday council meetings to Tuesday meetings? With the second reading does a vote for “reconsideration” need to happen or would it fail on disapproval of the second reading?

Question 3 Response:

As discussed, Tuesday evening, you can proceed a couple of different ways. A motion to reconsider could be made by someone on the prevailing side of the original vote, a motion to postpone second reading could be made by anyone, or Council could simply proceed to a vote on second reading. As you and Chris both stated below, if second reading did not result in an approval by the majority, the motion would fail, and the ordinance would not be adopted.

If a motion to reconsider is made by someone on the prevailing side of the original vote, the motion can be seconded by anyone regardless of their original vote. However, Robert's Rules of Order also indicate that a motion to reconsider can be applied to the vote on any motion with some exceptions. One exception is in situations "when practically the same result as desired can be obtained by some other parliamentary motion." RONR (11th ed.), p.319, II. 7-8. Based on our discussion, it appears the desired result is to postpone this matter so it can be discussed further. Therefore, it is my opinion that it would be more appropriate to move to postpone the second reading of the ordinance to a specific date to allow for additional time to consider the matter. I suggest separating the matter from the Consent Agenda and then make a motion to postpone it to a specific date. This will allow for the additional discussion you would like to have and would provide additional time to consider the matter.

Have a good weekend.



January 21, 2022

Friday Packet Memorandum

ENGINEERING
 2224 Montana Ave
 Billings, MT. 59101
 P 406.657.8231

Re: W.O. 21-42; SBURA Gravel Street Improvements

The purpose of this memorandum is to summarize the project that will improve gravel streets within the SBURA District Boundaries. This project will construct City of Billings standard streets that include street paving, curb and gutter, sidewalks, drive approaches, intersection corner accessibility ramps, and related signing and striping. In addition, various segments of water mains, storm drain pipe and private utility improvements will be installed within these streets.

Project Streets:

Street Name	Street Limits
Vaughn Lane	Hallowell Lane to Jackson Street
Mitchell Avenue	Hallowell Lane to the alley east of Hillview Lane
Morgan Avenue	Hallowell Lane to Jackson Street
Ryan Avenue	Hallowell Lane to Jackson Street
Hillview Lane	Vaughn Lane to the alley south of Ryan Avenue
Stephens Lane	Ryan Avenue to Phillip Street on the west side of Optimist Park





ENGINEERING
2224 Montana Ave
Billings, MT. 59101
P 406.657.8231

Attached are exhibits that show typical street cross sections constructed by this project. Streets will be constructed as:

- Local Streets, which are 34-feet wide from back of curb to back of curb. The width allows for two-way driving and parking on both sides of the street.
- Sidewalk will include 5-foot wide boulevards with 5-foot wide boulevard sidewalks on both sides of the street. Where obstructions prevent standard 5-foot boulevard sidewalks, 7-foot curb sidewalk will be installed.
 - The standard platted public right-of-way width is either 60-foot or 56-foot depending on subdivision age. Hillview Lane has 50-foot of platted public right-of-way. As such, this street is proposed to receive 7-foot curb sidewalk on both sides of the street.
- Vaughn Lane from Hallowell Lane to Jackson Street is classified as a Collector Street per the 2018 Billings Urban Long Range Transportation Plan. However, after evaluation by professional traffic engineers of this street's characteristics including vehicular volume, neighborhood connectivity and general use, it was determined that Vaughn Lane functions as a Local Street and should be built according to those standards.

The Stephens Lane portion of the project is being constructed primarily to extend public street access to a new public parking lot located at the southwest corner of Optimist Park. The Stephens Lane extension will also improve circulatory access in the adjacent neighborhood for garbage collection and general access by permitting access through a road closed area that is frequently ignored and bypassed.

This project will directly benefit 145 properties. The physical improvements constructed by this project include:

- 6,400 feet of public street
- 11,800 feet of sidewalk
- 37 corner accessibility ramps
- 570 feet of multi-use trail connecting Hillview Lane to Jackson Street
- 5,100 feet of water main
- 2,650 feet of storm drain piping

The total estimated construction cost for the project is approximately \$4.6 million which is being funded entirely by SBURA Tax Increment Funds.

The anticipated schedule for the project is as follows:

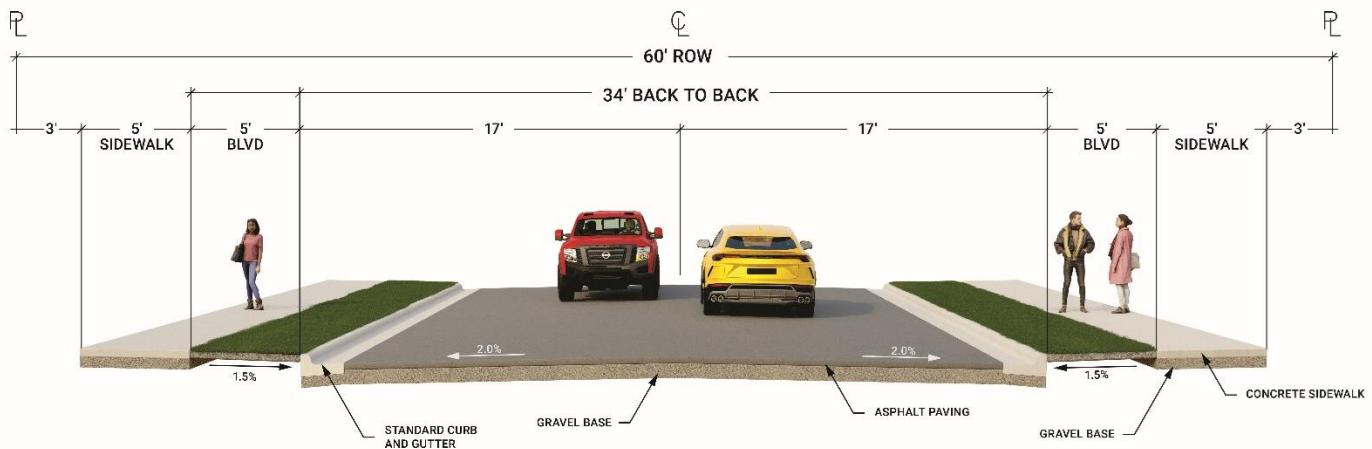
• Letters and Meetings with Property Owners	January 2022
• Bid Opening	March 2022
• Construction Notice to Proceed	May 2022
• Project Completion	Oct./Nov. 2022



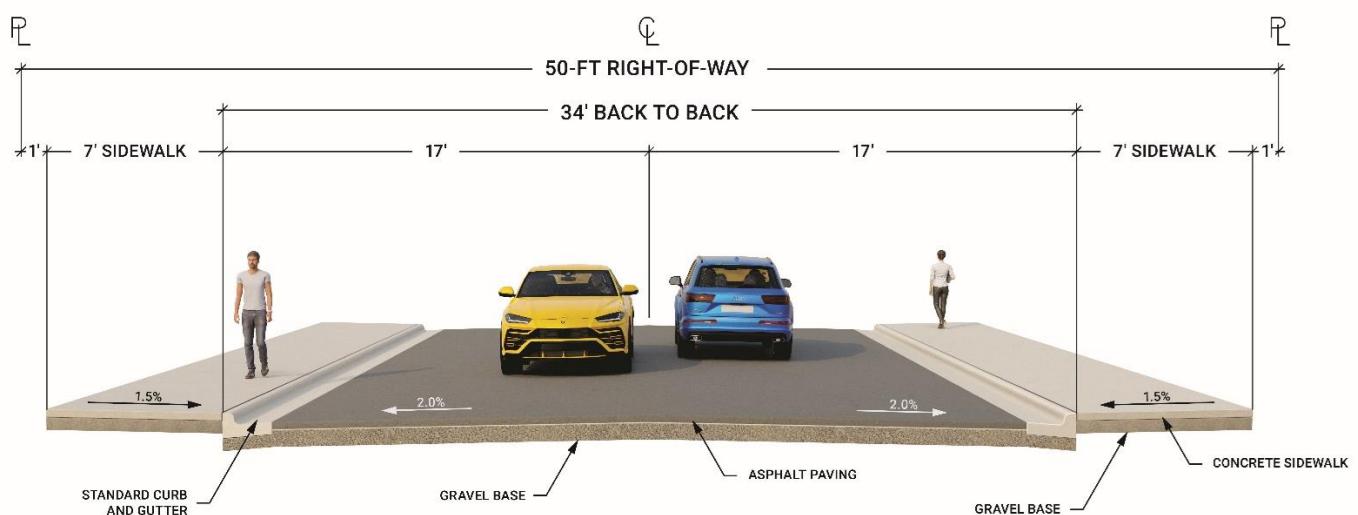
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STREET SECTION WITH ON-STREET PARKING (VAUGHN LANE, MITCHELL AVENUE, MORGAN AVENUE & RYAN AVENUE)



STREET SECTION WITH ON-STREET PARKING (HILLVIEW LANE)



Operations Division Recommendations

Patrol Recommendations

- 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.
 - Initiated targeted enforcement approach. Partner with CPTED, ORCA, and private security.
 - OT details
 - Address single sale alcohol. Letter sent to downtown vendors asking voluntary compliance.
 - Support and assist with sobering center.
- 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.
 - Completed.
- 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.
 - Implemented shift guidelines to minimize downtime at city hall.
- 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.
 - Explored by staff. Not feasible to create fourth shift. Bolstered afternoon shift numbers to compensate.
- 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.
 - Researching job descriptions and use of PSO's in other jurisdictions.
 - Looking to implement no later than 2023.

- 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.
- Reconsider the practice of holding some high-priority calls until a zone unit becomes available to handle it.
 - Unfounded. Data entry issue.
- 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.
- 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

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

Support Services / Records Recommendations

- 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.
- 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.

- 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.**
- 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.
 - **Hiring underway.**
- 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.**
- In-house and vendor-supplied training should be instituted to ensure LERMS is being fully utilized by all concerned.
 - **In progress.**
- 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.**
- Eliminate acceptance of cash at the Records public counter.
 - **Completed. Cards only.**

Internet Crimes Against Children (ICAC) Recommendation

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

Investigations Division Recommendations (Section 5)

Detectives

- Consider assigning detectives to specialized units such as crimes against persons, property crimes, or family crimes.
 - **Under review.**
- Consider developing a formal on-call agreement for detectives.
 - **Union issue. MOU discussions underway.**
- 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.

- Completed.

Case Management

- 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.

- Completed. Hiring underway.

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.

- In progress of hiring crime scene technicians.

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. Resumed academy classes.

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.
 - Hiring underway.
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.

- **Hiring and training underway.**

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.

- **Underway. New FTE's factored into new organization chart.**

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.

- **Ongoing. Added another FTE to support with administrative functions.**

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

- **Ongoing. Another FTE added for administrative functions.**

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.**

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.

- **Completed and ongoing.**

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

- **Completed.**

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

- *Current practice.*

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

- *Under review.*

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.

- *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.

- *In progress.*

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.

- *Completed.*

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

- *Completed.*

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.

- Not consistent with job description. To remain under Operations.

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

- Completed.

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.

- Completed.

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.

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.

- Completed.

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.

- Completed.

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) IN PROGRESS

- *PSML passed and recommendation is underway*

- 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) IN PROGRESS

- *PSML passed. This will coincide with MRT program*

- 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

- *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) IMPLEMENTED

- *Have formed committees to address needs for these programs*
- 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) IMPLEMENTED

- *This was never fully understood by CPSM. The 15-year benchmark is for total time served on the BFD. Not 15 years as a captain.*
- 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.*
- 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.*
- 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.*

CPSM 2021 Draft Report Recommendations

- 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

- *Although not CARES funding, 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

- *This issue was addressed before CPSM study.*
- 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) IMPLEMENTED

- *PSML passed. Deputy fire marshal is specially assigned for this task.*
- Billings should consider working toward CPSE Fire Accreditation in the future.

(Recommendation No. 15 Page 36) IN PROGRESS

- *Currently being implemented. Starting with credentialing of command staff will ease the process of accreditation of organization.*
- 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

- *Currently done through cooperative effort with agencies throughout 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) IMPLEMENTED***

- *PSML passed. Deputy fire marshal is specially assigned for this task.*

CPSM 2021 Draft Report Recommendations

- The City of Billings should move to an Ambulance Provider Services Agreement with AMR. 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*
- 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 and county. 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.*
- 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) IMPLEMENTED

- 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.*

CPSM 2021 Draft Report Recommendations

- 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) IMPLEMENTED

- *PSML passed. Deputy fire marshal assigned to task.*
- *Working with building department on available avenues.*
- 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) LEGISLATIVE

- *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

- *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) IN PROGRESS

- *Being addressed in JLMC*
- *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.

CPSM 2021 Draft Report Recommendations

(Recommendation No. 29 Page 91) IN PROGRESS

- *Being addressed in JLMC*
- *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) IMPLEMENTED

- *Currently working with County DES to address this.*
- *Emergency Management Advisory Board formed*
- 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 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.*
- 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) IMPLEMENTED

- *Currently working in conjunction with County DES to address.*
- 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) IMPLEMENTED

CPSM 2021 Draft Report Recommendations

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

CBA: 4

IMPLEMENTED 18

IN PROGRESS: 10

LEGISLATIVE: 1

OTHER DEPARTMENT: 1

TOTAL: 34