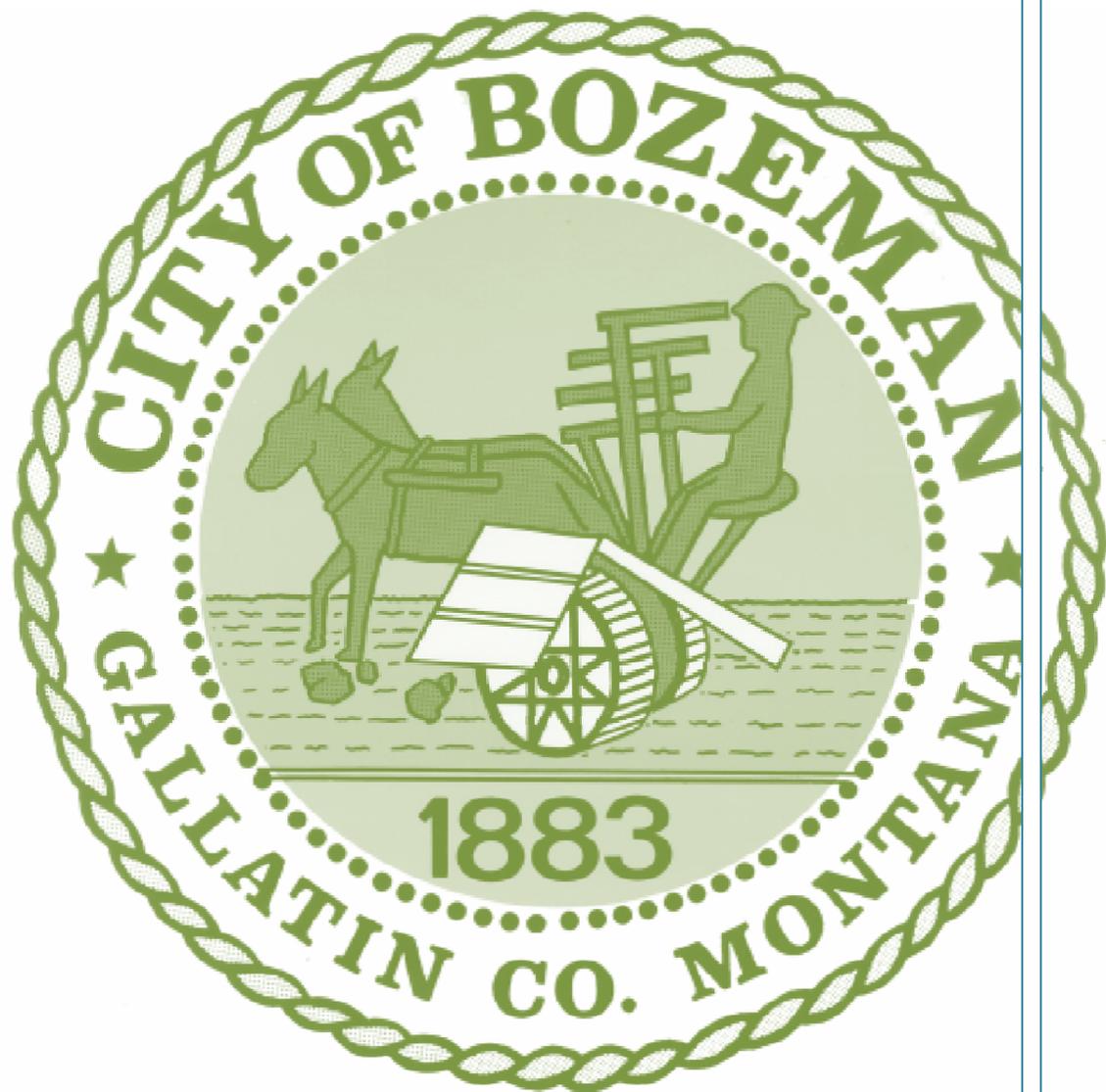


Approved Budget

For Fiscal Year 2014

7/1/2013

City of Bozeman, Montana



CITY OF BOZEMAN, MONTANA

FISCAL YEAR 2013-2014

APPROVED OPERATING AND
CAPITAL IMPROVEMENT BUDGET

CITY COMMISSION

Sean Becker— Mayor

Jeff Krauss— Deputy Mayor

Cynthia Andrus—Commissioner

Chris Mehl—Commissioner

Carson Taylor—Commissioner

CITY MANAGER

Chris Kukulski - City Manager

CITY STAFF

Anna Rosenberry, CPA—Administrative Services Director

Stacy Ulmen—City Clerk

CITIZEN REVIEW AND PARTICIPATION

The City encourages open and transparent government—and offers multiple ways to access this document in an effort to better inform city residents and property owners.

- This document is available on the City of Bozeman’s website at www.bozeman.net, and
- It is also available for review in the office of the Clerk of Commission of the City of Bozeman during regular business hours (8 a.m. to 5 p.m. Monday through Friday) at 121 N. Rouse, Bozeman, Montana, and
- It is available for review at the Bozeman Public Library in hard-copy form or via a library computer, and
- Copies may be purchased from the Finance Department, 121 N. Rouse, Bozeman, Montana for \$50.

The public is strongly encouraged to attend all work sessions and public hearings held prior to final adoption of the budget.

- Notices for these meetings are published in the legal advertisements of the Bozeman Daily Chronicle newspaper, and
- Notices are also posted on the City’s website at www.bozeman.net.
- Public Meetings of the City Commission are broadcast live on local-cable Channel 20. Meetings are also re-broadcast throughout the week.

DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Bozeman for its annual budget for the fiscal year beginning July 1, 2012. The City has received this award for each budget it has prepared in the past 22 years.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a *policy document, as an operations guide, as a financial plan and as a communications device.*

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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CITY MANAGER'S BUDGET MESSAGE

July 1, 2013

Bozeman City Commission:

I am pleased to present the Approved Budget for Fiscal Year 2013-2014 (FY14).

This past year has seen significant leadership and organizational change for the City. In a time of consistency among our elected leaders on the Commission, our staff has added many new faces in key management roles:

- **Director of Parks & Recreation**
- **Director of Public Works**
- **Community Development Director**
- **Information Technology Manager**
- **Human Resources Manager**
- **Water Reclamation Facility Superintendent**
- **Development Review Manager**

We are excited about the talented people we've been able to recruit. With such a significant number of new faces on our team in the past year, our strategy to move forward includes:

1. Taking advantage of opportunities to better organize departments and divisions across the various functions of services we provide; and,
2. Improving On-Boarding for new Directors and Managers; and,
3. Taking time to develop the Executive Team (City Manager, Assistant City Manager & Directors); and,
4. Focusing efforts on training supervisors, many of whom haven't supervised before or haven't held a supervisory role at the City of Bozeman.

Commission Goals and the Approved Budget

The City Commission recently updated its priorities for the coming months. Below we have described the priorities and how this Approved Budget addresses each item:

2013 – 2014 Adopted Priorities

1. Diversify the local economy and support the creation and expansion of mid to high paying jobs.

Approved Budget: The Budget includes over \$400,000 for economic development efforts, including an additional staff person and funds for marketing.

2. Implement the 2012 Trails, Open Space, & Parks (TOP) bond to expand the capacity of our parks, trails and open spaces.

Approved Budget: We have budgeted for spending \$5 Million from the new Park Bond Construction Fund. It is anticipated that these General Obligation Bonds will be sold in the summer of 2013,

with funds available for park-land and trail purchase immediately afterwards. If the bonds are sold prior to August, the first tax levy will occur this fall, with an estimated 4.12 mill increase for Park Bond Debt Service.

3. Implement reform of the community development system with an enhanced focus on customer service.

Approved Budget: The coming year will see the Building Inspection, Development Review, and Long Range Planning divisions working together under the Department of Community Development. Software improvements to our SunGard software system are expected to improve customer service across these divisions.

4. Enhance Downtown Development Opportunities.

Approved Budget: The Budget includes the annual funding for the Downtown Tax Increment Financing District and Business Improvement District (BID). This year, the BID's annual assessments are scheduled to increase from \$114,000 to \$120,000 for the year. This increase was approved a number of years ago, when the BID was re-certified.

5. Complete the Integrated Water Resource Plan and develop solutions to achieve long term water sustainability.

Approved Budget: A new Water Conservation Specialist position is approved within the Water Fund. It is anticipated that this individual will greatly assist in furthering efforts towards water resource sustainability. In addition, the second phase of our fixed-based water meter-reading system is budgeted. This system will enable the City and, eventually, our water customers to access water consumption information for each water meter on a daily basis.

6. Implement financial plans and asset management systems to properly maintain and replace the City's infrastructure and facilities.

Approved Budget: This budget includes amounts to significantly improve the extension and use of our asset-management software (Cityworks) and for more specialized pavement and curb management tools.

- *The Water & Wastewater budgets include approximately \$1 Million each for replacement of aging pipes.*
- *The Water Treatment Plant replacement and expansion project will wrap-up construction this winter. (This project was fully budgeted in previous years; the final months of payments will be made using carry-over capital budget authority. No additional construction expenditures are included in this FY14 budget).*
- *Curb Replacements are planned along South Willson (Cleveland – Koch), timed with the street mill and overlay.*
- *Street Reconstruction is scheduled on a segment of Story Street.*
- *Street Mill and Overlay projects are planned on: Ferguson Avenue, Technology Boulevard, North 21st Street, South 20th Street, and South Willson (above.)*
- *Stormwater crews will continue televising our stormwater system this summer with the first Stormwater Operations crew dedicated to collecting this critical system condition information. Mapping efforts will also continue through our G.I.S technicians & interns.*

7. Complete design of the Police Station & Municipal Court and educate the public on the necessity for, and passage of, a bond measure.

Approved Budget: A \$1 Million expenditure of General Fund money is budgeted to acquire land for a Police & Municipal Court Facility.

8. Assist Gallatin College and secure regional funding.

Approved Budget: The budget includes 1.5 mills of property tax revenue, estimated to be \$127,500, in support of Gallatin College programs.

9. Continue implementation of the Climate Action Plans

Approved Budget: The Wastewater Fund includes \$50,000 expenditure for the engineering work to move forward with methane capture/co-generation at the Water Reclamation Facility. The Water Fund includes \$50,000 for the development of an Alternative Energy Plan. Further, the Commission approved \$40,000 for a part-time (0.5 FTE) position or the equivalent in contracted services.

10. Determine the future of Bogert Pool and next steps for Aquatics & Recreation

Approved Budget: The budget includes \$25,000 for repairs to the ailing gutter system on the Bogert Pool. Seen as next steps are the \$325,000 to design and install a Splash Park feature at another park in town, and \$125,000 to begin design of another aquatics facility for the City.

11. Consider a Demolition by Neglect ordinance

Approved Budget: No budget implications at this time.

12. Develop a permanent plan for the Story Mansion

Recommended Budget: The budget does not include any planned revenues for the sale of the Mansion. It does include money in the Parks budget for the continued maintenance of the Story Mansion Park. In late August or September, the Commission will review all requests for proposals received to purchase or obtain by gift the Story Mansion.

Significant changes during the past 12 months

Increased Building Permit Activities. Our Building Inspection division has seen strong permit issuance over the past 12 months. While never completely stopping, building construction significantly slowed during the recession. For the current fiscal year to date (July-April), the total value of Building Permits for New Construction is 160% of the previous year. Remodel and addition activity also continues to be strong. As vacant, buildable lots are consumed, we expect to see increased planning and subdivision activity.

This economic activity in the development and building sector can be seen all over town. The effects of construction projects flow from the Community Development, Engineering, and Building Inspection divisions to our Water/Sewer Operations crews (water and sewer service lines), GIS Divisions, Street Maintenance crews, Solid Waste division, Utility Clerks, etc, as we bring these new properties on-line with City services. However, the implications for property tax revenues will likely not be felt much during FY14 due to the State's system of property appraisal.

Voter Approval of the Trails, Open Space, and Parks (TOP) Bond \$15 Million. In November 2012, the voters approved the issuance of \$15 Million in General Obligation Bonds for the purpose of funding trail, open space, and park acquisitions. An advisory board has been formed. We anticipate the issuance of a portion of the bonds this summer, so that land purchases can begin as early as this fall. Depending on the exact timing of the bond sale, we may be levying taxes for our first debt payment this fall. Our estimated property tax amounts in this Budget include a debt service payment estimate and a 4.12 mill tax increase.

State Pension Law Changes. Significant changes were made in Helena this spring that have increased the required Employer contribution to the Montana Public Employees Retirement System (PERS). Effective July 1, 2013, according to House Bill 454, the City's

share of pension contributions will increase by 1.27% points, plus an addition 0.1% each year for the next 10 years. With our current contributions of 6.8%, the new rate will be 8.07% of compensation. This is a 19% increase in the amount of pension contribution required from the employer and is expected to cost the General Fund an additional \$60,000 this coming year, and the City as a whole approximately \$150,000 this coming year.

State Entitlement Share No-Longer Frozen: Having been frozen for the past two years under laws of the 2011 Legislature, FY14 will finally see an increase in amounts reimbursed back to the City by the State. Having foregone approximately \$150,000 each year for the past two years, it is good news that these moneys will begin to grow again. For FY14, the share will see a 3.5% increase, resulting in \$120,000 additional dollars for the General Fund.

MMIA Declaratory Action: In December 2009, the Montana Supreme Court ruled against the City in our appeal of Delaney v. City of Bozeman. At issue was the City’s purchase of the Mandeville Farm property in 2003. Delaney was awarded \$3 Million. The City and Montana Municipal Interlocal Authority (MMIA) sought judicial determination on the amounts owed by each party. In April 2012, a District Court in Helena determined that the City owed the full amount. The City filed an appeal with the Montana Supreme Court. Prior to a determination by the Court, the City and MMIA settled the case. Under the terms of the settlement, the City is to pay the MMIA a total of \$2 Million. FY14 marks the second payment of approximately \$700,000.

Staffing Levels and Changes

General Fund Positions

Approved FY14 staffing for the General Fund includes adding the following positions.

Recommended Staffing Changes FY14: General Fund	Full-Time Equivalent Positions
Battalion Chiefs	2.0 FTE
Park & Trail Bond Project Coordinator	1.0
City Manager’s Office Support Position	1.0
Economic Development Specialist	1.0
Library - 12hrs of Librarian I	0.3
Library - Computer Training Center/Job Training	0.5
Library - Sunday Summers	0.25
Community Climate Action Plan	0.5
Net Change	6.55 FTE

Public Safety Positions (Police & Fire): Prior to the recession, in November 2007, local voters approved increasing our tax levy to add staff to both the Police and Fire Departments. We have budgeted for, and continue to strive to fill all of the authorized

positions in FY14.

The levy also approved funding three Battalion Chief Positions within the Fire Department, as a result of adding a third fire station to the City. In FY13, after operating with three stations for over three years, funding was approved to add one Battalion Chief to start in April 2013. We are now recommending that the remaining Battalion Chief positions be filled. The Approved Budget brings two of these positions on-board on July 1, 2013.

Enterprise Fund Positions

The following positions were approved and will be added in our Streets, Water, Sewer, Solid Waste and Stormwater Funds.

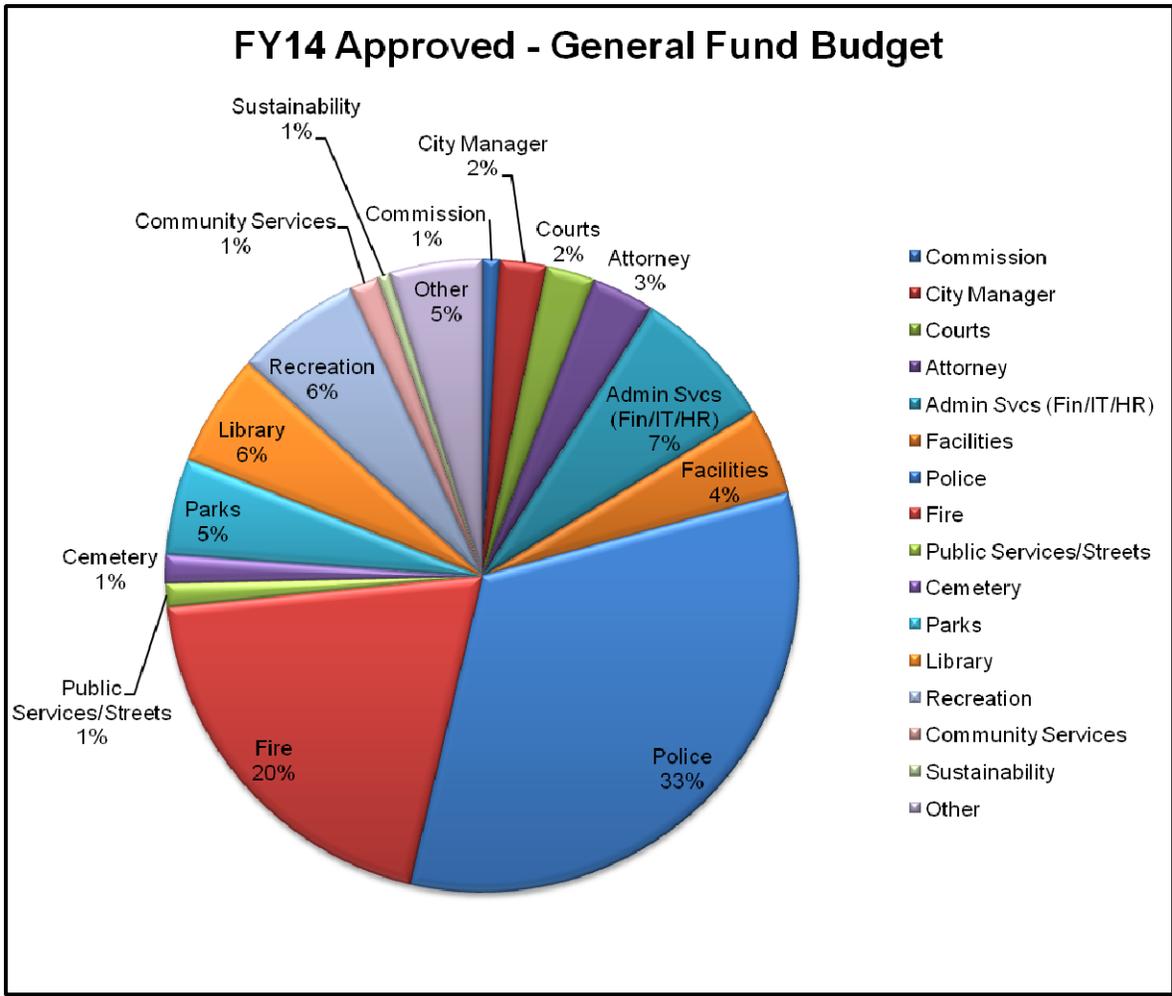
Recommended Staffing Changes FY14: Enterprise & Special Revenue Funds	Full-Time Equivalent Positions
Streets/Signs & Signals (50/50)	1.0 FTE
WRF Seasonal Dredge Operator	0.6
WRF Seasonal Groundskeeper	0.5
Water Treatment Plant - Temporary Hires for startup (2FTE for 3 mos)	0.5
Water Conservation Specialist	1.0
Public Works Technician (WRF/Stormwater/Landfill)	1.0
Wastewater Operations Worker	1.0
Net Change	5.6 FTE

The General Fund: The City's General Fund supports the majority of administration, public safety and public welfare operations. It's most significant source of revenue comes from local property taxes. As a result, the General Fund's operating budget and fund balance are critically important to the financial health of the city.

This year's General Fund budget totals \$27 Million in expenditures, in the following areas:

Department	General Fund Amount
Commission	\$ 234,023
City Manager	642,831
Courts	666,599
Attorney	863,847
Admin Svcs (Fin/IT/HR)	1,975,024
Facilities	1,195,353
Police	8,841,806
Fire	5,301,336
Public Services/Streets	328,909
Cemetery	387,968

Parks	1,323,533
Library	1,539,101
Recreation	1,714,848
Economic Development	401,212
Sustainability	162,176
Other	1,277,982
TOTAL Expenditures	\$26,856,548



As shown in the above graph, Police and Fire services combined comprise 45% (\$12.2 Million) of the General Fund’s spending. The next largest departments are grouped together, each spending roughly \$1.0 - \$2.0 Million and comprising 4-7% of the budget: Administrative Services, Recreation, Library, Parks, and Facilities Maintenance. Nine other departments comprise the balance of General Fund Expenditures.

General Fund Unreserved Fund Balance: The City’s charter requires an established minimum level of General Fund Unreserved Fund Balance, in accordance with the Government Finance Officers’ Association (GFOA) Best Practices. GFOA’s Best Practice

Recommendation was adopted and our required minimum reserve balance is 16 2/3% of budgeted revenues. As discussed in more detail on page 70, this budget meets the required minimum reserve of approximately \$4,100,000 at the end of Fiscal Year 2014.

Additional Debt: As discussed previously, the voters approved the issuance of up to \$15 Million in General Obligation bonds for the purposes of parks, trails, and open space projects. We expect to issue approximately \$5 Million of that debt in the early part of FY14.

Mill Levy Comparisons

Given the City’s measures to return budget savings to the taxpayers, our levy remains 7th for comparable communities in our state. The table below shows the city tax levy for a number of communities in Montana.

City	2010 Census Populations	FY2013 Mills	Levy Rank	As a % of Bozeman Levy
Havre	9,310	255.78	1	153%
Missoula	66,788	240.90	2	144%
Livingston	7,044	219.41	3	132%
Great Falls	58,505	193.57	4	116%
Kalispell	19,927	187.40	5	112%
Billings	104,170	174.58	6	105%
Bozeman	37,280	166.75	7	100%
Belgrade	7,389	158.54	8	95%
Helena	28,190	157.01	9	94%
Whitefish*	6,357	120.40	10	72%
West Yellowstone*	1,271	89.45	11	54%

West Yellowstone and Whitefish both utilize Local Option Resort Taxes as an alternative or supplement to property taxes, which the City of Bozeman is currently prohibited from by state law.

Residential City Property Taxes for FY12, FY13, and FY14

In November 2012, the voters approved this issuance of up to \$15 Million in General Obligation Bonds under for the purpose of expanding, creating new, and improving existing parks, trails, athletic fields and natural areas. At the time of the vote, we estimated that a \$15 Million bond will cost the typical household less than \$45/year. Issuing \$5 Million of that debt this summer would result in an estimated tax increase of 4.12 mills, or \$15.30 to the median residence.

In 2007, at the time city voters approved the increase in tax levies for Police & Fire positions, the City’s tax levy was 154.18 mills. Adding the approved levies, which were to gradually increase to a total of 30 mills by FY11, would leave taxpayers with an estimated mill levy of 184 mills. The City’s total tax levy has never reached this level, and has been

substantially lower than the maximum allowed by law, due to the following items:

- The City did not immediately utilize the full amount of the 12 mill Fire Department staffing increase due to award of a \$948,825 SAFER Grant; that levy will increase to its maximum level in FY13, upon full expiration of the 4-year grant.
- For FY11, we reduced the adopted levy for the FY11 SAFER Grant and Battalion Chief positions, 911 related mills, and an additional \$578,990 (7.16 mills.) This resulted in a tax levy of 168.75 mills, over 29 mills (\$2.3 million) lower than our statutory limit at that time.
- For FY12, we reduced the adopted levy for the FY12 SAFER Grant and Battalion Chief positions, 911 related mills, and an additional \$684,976 (8.34 mills.) This resulting tax levy of 166.75 mills was 29.87 mills (\$2.5 Million) lower than our statutory limit at that time.
- For FY13, we reducing the levy for the FY12 Police Vacancy Savings & FY13 Fire Vacancy Savings (estimated to be \$578,525) and approximately \$1,263,330 in General Fund revenue reduction.

For FY14, we are estimating that a tax levy of 4.12 mills may be needed to begin debt payments on \$5 Million of the voter approved TOP bonds. This levy amount will depend on the timing and pricing of a summer bond sale. In total, the Commission approved a budget that would increase the tax levy to a total of 178.89 mills.

Assessed Market Value	FY12 Taxable Value	FY12 City Tax Levy = 166.75 mill	FY13 Taxable Value	FY13 City Tax Levy = 166.75 mills	FY14 Estimated Taxable Value	FY14 Estimated City Tax Levy = 178.89 mills
Median Home ~ \$133,380	\$3,761	\$627	\$3,761	\$627	\$3,761	\$672
\$150,000	\$4,230	\$705	\$4,230	\$705	\$4,230	\$756
\$200,000	\$5,640	\$940	\$5,640	\$940	\$5,640	\$1,008

*Restated for FY11-FY13 for newly reported “Median Home” value.

The median home “assessed market value” represents the value on the tax roll for a home within the Bozeman city limits. This is the value of the property after the “homestead exemption” is applied. Median simply means that half of the homes in the city have a higher value and half have a lower value.

General Taxes - Cost per Mill

For FY12, the value of one mill increased 2.1% to \$82,062. We estimated a similar 2.1% increase for FY13. Actual taxable values, upon certification in August, showed a 1.4% increase over the previous year. For FY14, due to continued strong building permit issuance, we are estimating a 2.0% increase in taxable values. Taxable values for the City have had an average increase of 3.9% per year for the past 5 years.

City residents living in the median residential home will pay approx \$3.71 for each mill the city levies. In FY14, that is estimated to total \$672 in annual property taxes on the median home. This is an increase of \$45 over last year, and is estimated to be \$89.04 (24 mills) lower than our statutory maximum tax rate.

Citywide Street and Tree Maintenance Assessments

City property owners pay annual street and tree assessments based on the square footage of the lot they own. These assessments are the major funding for Street Maintenance and Forestry Divisions. With the Commission’s focused goal of addressing deferred maintenance, we have been undertaking a 3 year increase to the Street Maintenance Assessment. The recommended budget is based on a 6.9% increase in the Street assessment, resulting in an annual assessment of \$126.30 for the average sized lot. This increase is a result of the following:

- Continued increase to Curb Replacement Fund (2% increase to 8%, ~\$54,000 annual increase)
- Increase to a Street Reconstruction Reserve (3% increase to 15%, ~\$75,000 annual increase)
- Increase in Other Operating needs. (1.9%, ~\$50,000 annual increase)

The Commission approved no increase to the Tree Maintenance Assessment, therefore maintaining an annual assessment of \$16.86 for the average sized city lot. Combined, the annual increase in special assessments over the previous year is \$7.85 for owners of an averaged sized lot in the city.

Lot Size	FY12 Approved 18% Streets & 0% Trees	FY13 Approved 8.7% Streets & 0% Trees	FY14 Approved 6.9% Streets & 0% Trees
Small= 5,000 sq ft.	Streets - \$69.76	Streets - \$75.82	Streets - \$81.07
	Trees - \$11.24	Trees - \$11.24	Trees - \$11.24
Average = 7,500 sq ft.	Streets - \$104.67	Streets - \$113.78	Streets - \$121.63
	Trees - \$16.86	Trees - \$16.86	Trees - \$16.86
Large = 10,000 sq ft.	Streets - \$139.56	Streets - \$151.70	Streets - \$162.17
	Trees - \$22.50	Trees - \$22.50	Trees - \$22.50

Water, Sewer, and Stormwater Utility Rates

City property owners are by and large required to utilize the City’s water and sewer treatment systems. The adopted facility plans outline large capital projects will need to be funded in the coming years.

This past spring, with the near completion of the Water Treatment Plant construction, we updated our 5 year study of both Water and Sewer Rates. We presented this detailed analysis to the Commission during the spring for decision making on rate changes effective

September 1, 2013. As with the street system, we have developed a recommendation that aggressively addresses the issue of deferred pipe maintenance. Our recommendation also includes adding staff positions that were deferred when building activity slowed down.

The Stormwater rates were instituted in FY13, with a 4% increase already adopted for FY14. It is anticipated that FY15 will see a much revised fee structure for Storm Water services, with fees based on a more equitable approach than the current fee based on your water meter size.

For FY14, a residential customer utilizing 10 hundred cubic feet (HCF) of water each month will see an estimated combined monthly increase for these services of \$1.32/month, or \$15.84 per year, and will aggressively address the system's deferred pipe maintenance. Because of our inclined-block rate schedules for water services, the increase that residents experience will relate to their individual patterns of water usage (peaks, etc.)

Average Residential Customer	Adopted FY12 Monthly Bill 4.5% Increase Water 6% Increase Sewer	Adopted FY13 Monthly Bill 4.5% Increase Water 6% Increase Sewer	Approved FY14 Monthly Bill 0% Increase Water 3% Increase Sewer 4% Incr Storm Water
Water	\$38.43 per month	\$40.15 per month	\$40.15 per month
Sewer	\$41.55 per month	\$44.04 per month	\$45.36 per month
Stormwater	-none-	\$ 1.67 per month	\$ 1.75 per month
Total	\$79.98 per month	\$85.86 per month	\$87.26 per month

Capital Improvement Impact on Operating Budget

The City annually prepares a Five Year Capital Improvement Plan (CIP); most recently adopted for FY14-FY18 this past winter. The items that are scheduled in that plan each spring become the starting point for budget requests at budget development time. This year, capital expenditures total over \$12 Million. These purchases will have varying effects on our operations this year and into the future. See the Appendix for a listing of Capital Improvement items.

Capital Item	Budget Amount	Impact on Operating Budget
PT01: Park & Trail Bond Projects	\$5,000,000	Annual Operating & Maintenance: These costs are not funded by the bond issue. Depending on exactly what is purchased, operating costs could vary widely. This will need to be analyzed with each project purchased. At budget development time there are no specific projects proposed for funding. Certain acquisitions could add costs to the Parks department budget for maintenance, or to the Recreation department budget for operations.
GF050: Police	\$1,000,000	Annual Operating & Maintenance Costs: Not

Station/Court Facility – Land & Site Work		estimated at this time. Currently, the City pays facility costs to the County for our square footage at the Law & Justice Center. We anticipate asking voters to approve an operating levy, if necessary, when approving a construction bond.
W04- Water Pipe Replacement	\$974,165	Annual Operating & Maintenance Costs: Pipe replacements generally decrease the maintenance effort required. Current cost estimate of \$12,500 per water main mile maintained annually.
WW-08- Wastewater Pipe Replacement	\$1,003,150	Annual Operating & Maintenance Costs: Pipe replacements generally decrease the maintenance effort required. Current cost estimate of \$12,500 per wastewater main mile maintained annually.
Design, Engineering & Construction of a Splash Park (location: To Be Determined)	\$325,000	Annual Operating & Maintenance Costs: This project is expected to add costs to the Parks department budget for water and chemicals, and additional clean up of the area in the summer months. Splash Parks do not require lifeguards, so additional staff is not planned.
New Pool Design (Portion, remained to be budgeted next year)	\$125,000	Annual Operating & Maintenance Costs: Not estimated at this time. Depending on the design and size of the pool, operating costs will vary widely. We anticipate asking voters to approve an operating levy, if necessary, when approving a construction bond.
CR02 – South Willson Curbs (Cleveland to Koch)	\$350,000	Annual Operating & Maintenance Costs: Repair of these failing curbs is expected to decrease the costs of cleaning and maintaining this street, and improve storm water services.
REC04 – Story Mill Street Reconstruction	\$400,000	Annual Operating & Maintenance Costs: Repair of this failing street is expected to decrease the costs of cleaning and maintaining it. It is expected that a share of the project costs will be funded from the Street Reconstruction program, and a share from local property tax assessments (Special Improvement District). We intend to utilize our Special Improvement District Revolving Fund to provide the district with loan funding.
Gas Tax – Street Mill & Overlays	\$330,000	Annual Street Maintenance Program: This maintenance program provides the necessary improvements that prevent the need for expensive reconstructions of streets. Keeping the street's top surface in good condition prevents degradation of the structural base of the roadway. Projects are planned for: <ol style="list-style-type: none"> 1. Ferguson Avenue (Huffine – Baxter) 2. Technology Boulevard (Research – College Ave) 3. North 21st Street (Beall – Durston) 4. South 20th Street (Koch – Babcock)

In Conclusion

This past year has brought many changing faces to our team of public servants. We strive to provide excellent services to the citizens of Bozeman and to make creative changes in order to improve how we operate. We believe the City of Bozeman, both our community and our organization, have many exciting opportunities in the coming year.

Respectfully,

Chris Kukulski, City Manager

Anna Rosenberry, Administrative Services Director

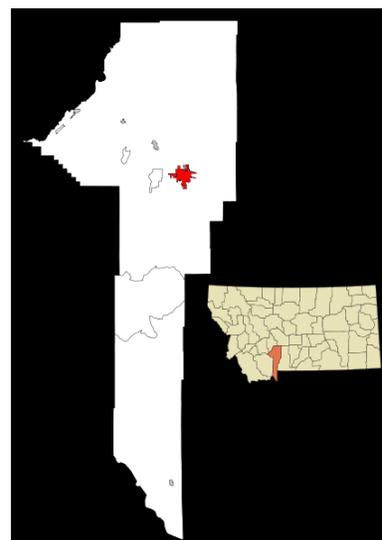
COMMUNITY, DEMOGRAPHIC, AND STATISTICAL INFORMATION

The City of Bozeman is located on the eastern slope of the Rocky Mountains and is the county seat of Gallatin County, Montana. Gallatin County encompasses over 2,500 square miles, bordering Yellowstone National Park to its south. The City encompasses an area over 18 square miles with its next-closest municipality being the City of Belgrade, approximately 7 miles from our outermost boundary. Bozeman is located 143 miles west of Billings and 200 miles east of Missoula.

Bozeman is the fifth largest city in the state and is the principal city of the Bozeman micropolitan area, which consists of all of Gallatin County. The City is named after John M. Bozeman, founder of the Bozeman Trail. Located in the fastest-growing county in the state, Bozeman was elected an All-American City in 2001 by the National Civic League. Bozeman residents are known as Bozeman-ites.

Bozeman is home to Montana State University - Bozeman and the Fighting Bobcats. The local newspaper is the *Bozeman Daily Chronicle*, and the City is served by Bozeman Yellowstone International Airport at Gallatin Field.

Below are a number of US Census Bureau facts for the City of Bozeman and the State of Montana.

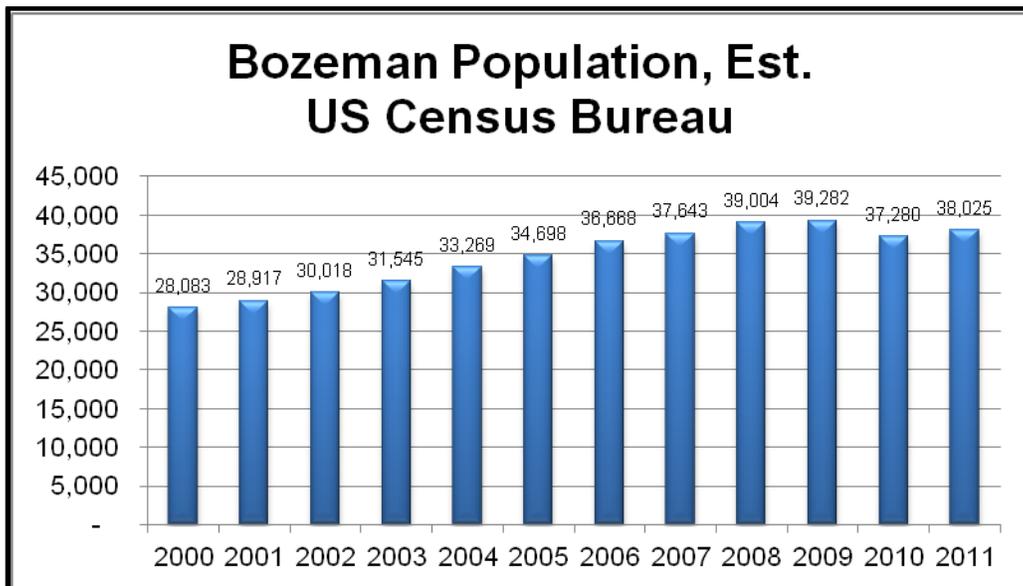


People QuickFacts Source: US Census Bureau	Bozeman	Montana	Bozeman as % of Montana Data
Population: 2011 estimate	38,025	997,667	3.8%
Population: 2010 (April 1) estimates base	37,285	989,417	3.8%
Population: Percent change 4/01/10 to 7/01/11	2.0%	0.8%	250%
Population: 2010 census	37,280	989,415	3.8%
Persons under 5 years old: % 2010	5.5%	6.3%	87.3%
Persons under 18 years old: % 2010	15.7%	22.6%	69.5%
Persons 65 years old and over: % 2010	8.1%	14.8%	54.7%
Female persons: % 2010	47.4%	49.8%	95.2%
White persons: % 2010 (a)	93.6%	89.4%	104.7%
Black persons: % 2010 (a)	0.5%	0.4%	125.0%
American Indian and Alaska Native persons: % 2010	1.1%	6.3%	17.5%
Asian persons: % 2010 (a)	1.9%	0.6%	316.7%
Native Hawaiian and Other Pacific Islander: % 2010	0.1%	0.1%	100.0%
Persons reporting two or more races: % 2010	2.1%	2.5%	84.0%
Persons of Hispanic or Latino origin: % 2010 (b)	2.9%	2.9%	100.0%
Living in same house 1 year and over: % 2007-2011	60.9%	83.7%	72.8%
Foreign born persons: % 2007-2011	4.0%	2.0%	200.0%
Language other than English spoken at home: % age 5+ 2007-2011	5.8%	4.6%	126.0%
High school graduates: % age 25+ 2007-2011	97.1%	91.4%	106.2%

Bachelor's degree or higher: % age 25+ 2007-2011	52.3%	28.2%	185.5%
Mean travel time to work (min): workers age 16+ 2007-2011	14.4	17.9	80.4%

Population: Bozeman's population has been growing steadily since 2000. The rate of population increase peaked in 2006 at an estimated 5.7% annual growth. The official 2010 Census puts Bozeman's population count below the Census estimates of 2007, 2008, 2009, an indication of how difficult it can be to estimate the population changes of relatively fast-growing communities. A total citizenry of 37,280 for 2010 indicates a total 32.8% increase since the year 2000. Source: US Census Bureau

Year	Actual*/ Estimated Population	Bozeman's Estimated Annual % Change in Population	Accumulated % Growth Since 2000
2000*	28,083	n/a	-
2001	28,917	3.0%	3.0%
2002	30,018	3.8%	6.9%
2003	31,545	5.1%	12.3%
2004	33,269	5.5%	18.5%
2005	34,698	4.3%	23.6%
2006	36,668	5.7%	30.6%
2007	37,643	2.7%	34.0%
2008	39,004	3.6%	38.9%
2009	39,282	0.7%	39.9%
2010*	37,280	-5.1%	32.8%
2011	38,025	2.0%	35.4%



The US Census Bureau accumulates and reports various business data for Bozeman. Below are a number of Business Quick Facts for both the City of Bozeman and the State of Montana as a whole. The most recent information of this type is from 2007.

Business QuickFacts Source: US Census Bureau	Bozeman	Montana	Bozeman as % of Montana Data
Merchant wholesaler sales: 2007 (\$1000)	253,183	8,202,782	3.1%
Retail sales: 2007 (\$1000)	1,210,156	14,686,854	8.2%
Retail sales per capita: 2007	\$32,148	\$15,343	210.0%
Accommodation and foodservices sales: 2007 (\$1000)	140,984	2,079,426	6.8%
Total number of firms: 2007	6,100	114,398	5.3%
Black-owned firms: % 2007	<100	0.2%	n/a
American Indian and Alaska Native owned firms: % 2007	<100	2.0%	n/a
Asian-owned firms: % 2007	<100	0.6%	n/a
Hispanic-owned firms: % 2007	<100	1.0%	n/a
Native Hawaiian and Other Pacific Islander owned firms: % 2007	<100	<0.05%	n/a
Women-owned firms: % 2007	26.4%	24.6%	107.3%

Private Employers: The Montana Department of Labor and Industry reports the following largest private employers within the City's boundaries.

Employer	Employee Size	Employer	Employee Size
Bozeman Deaconess Hospital	1,000+ Employees	Oracle America, Inc.	250-499 Employees
Wal-Mart	250-499 Employees	Albertson's	100-249 Employees
Community Food Co-Op	100-249 Employees	Costco	100-249 Employees
Croakies	100-249 Employees	First Security Bank	100-249 Employees
Gibson Guitar	100-249 Employees	Kenyon Noble Lumber & Hardware	100-249 Employees
Lowes	100-249 Employees	Luzenac America	100-249 Employees
Martel Construction	100-249 Employees	McDonald's	100-249 Employees
Murdoch's Ranch & Home Supply	100-249 Employees	Ressler Chevrolet Cadillac & Toyota	100-249 Employees
Rosauers Supermarket	100-249 Employees	Town & Country Foods	100-249 Employees
Town Pump	100-249 Employees	Zoot Enterprises	100-249 Employees

Public Employers: The Montana Department of Labor and Industry reports the following largest public employers within the City’s boundaries, one of which is the City.

Employer	Employee Size	Employer	Employee Size
Montana State University	1,000+ Employees	School District #7	1,000+ Employees
City of Bozeman	250-499 Employees	Gallatin County	100-249 Employees

Principal Tax Payers: The annual certified valuation of taxable real and personal property is completed by the Montana Department of Revenue and transmitted to the City each August. For fall of 2012, the top taxpayers within the City were as follows. These ten taxpayers comprised a total of 10.03% of our property tax base.

Top Ten Property Taxpayers			
Name	Rank	Total Taxable Value	As a % of City as a whole
Northwestern Energy	1	3,476,581	4.24%
Qwest Corporation	2	974,616	1.19%
Bresnan Communications	3	973,911	1.19%
Verizon Wireless	4	543,977	0.66%
Harry Daum	5	508,230	0.62%
Stone Ridge Partners, LLC	6	440,095	0.54%
First Security Bank	7	342,184	0.42%
Bridger Peaks Holdings, LLC	8	339,009	0.41%
Highgate Bozeman, LLC	9	321,938	0.39%
BVI/HJSI Bozeman, LLC	10	308,067	0.38%
Total		\$8,228,608.00	10.03%

CORE VALUES

The City's core values were adopted in 2005 by City Commission Resolution No. 3832. They were developed through extensive discussions the City Manager had with staff groups from all departments including department directors. These core values are what create the culture of our organization.

Integrity

*Be honest, hardworking, reliable and
accountable to the public.*

Leadership

*Take initiative, lead by example, and
be open to innovative ideas.*

Service

Work unselfishly for our community and its citizens.

Teamwork

*Respect others, welcome citizen involvement,
and work together to achieve the best result.*

VISION, MISSION, AND GOALS

Vision: **Bozeman, Montana** - The most livable place.

Mission: To enhance the quality of life through excellence in public service.

Goals:

1. Encourage and promote opportunities for citizenship.
2. Provide and communicate quality customer service.
3. Build a strong team of staff, elected officials and citizens.
4. Anticipate future service demands and resource deficiencies and be proactive in addressing them.
5. Develop a visually appealing and culturally rich community.
6. Commit to a strong financial position.
7. Provide excellent and equitable public services which are responsive to the community within available resources.

City of Bozeman 2013 – 2014 Priorities

1. Diversify the local economy and support the creation and expansion of mid to high paying jobs.
2. Implement the 2012 parks & trails bond to expand the capacity of our parks, trails and open spaces.
3. Implement reform of the community development system with an enhanced focus on customer service.
4. Enhance Downtown Development Opportunities.
 - Collaborate with the Downtown Partnership, Montana Department of Transportation, and Transportation Coordinating Committee to improve transportation downtown.
 - Facilitate development of a downtown hotel as identified in the downtown development plan.
5. Complete the Integrated Water Resource Plan and develop solutions to achieve long term water sustainability.
6. Implement financial plans and asset management systems to properly maintain and replace the City's infrastructure and facilities.
7. Complete design of the police station & municipal court and educate the public on the necessity for, and passage of, a bond measure.
8. Assist Gallatin College and secure regional funding.
9. Continue implementation of the Climate Action Plans.
10. Determine the future of Bogert Pool and next steps for Aquatics & Recreation.
11. Consider a Demolition by Neglect ordinance.
12. Develop a permanent plan for the Story Mansion.

PLANNING PROCESSES

The City plans for the long-term needs of our community through a number of efforts and studies. These documents are usually developed by consultants and staff, with numerous public hearings and advisory board meetings prior to their formal adoption by the Commission. Once adopted, we work diligently to implement the recommendations and changes outlined in the plans. Here is the status of our primary planning documents:

Plans for Service Provision, Facility Expansion & Maintenance:

1. Bozeman Community Plan—Adopted 2010.
2. Bozeman Area Transportation Plan—Adopted 2009.
3. Police Services Facility & Staffing Plan—Adopted 2007.
4. Fire Services Master Plan— Adopted 2006.
5. Wastewater Facility Plan—Adopted 2006.
6. Water Facility Plan—Adopted 2006.
7. Stormwater Facility Plan—Presented February 2008.
8. Parks, Recreation, Open Space, and Trails Plan—Adopted 2007.
9. Municipal Climate Action Plan—Adopted 2008.
10. Community Climate Action Plan – Adopted 2011.
11. Economic Development Plan—Adopted 2010.
12. Downtown Improvement Plan—Adopted 2010.

Plans for Facility Maintenance:

1. Aquatics Facility Survey for Swim Center & Bogert Park Pool—July 2008.
2. City-Owned Facility Assessments—2008, with updates ongoing.

Financial Plans:

1. Annual Budget—Adopted each June.
2. Capital Improvements Plan - Updated & adopted each year; recently for FY14-FY18.
3. Water Rate Study (5 Years) – Updated for FY14-FY18.
4. Wastewater Rate Study (5 Years) – Updated for FY14-FY18.
5. Impact Fee Studies (Water, Sewer, Streets, Fire) – Adopted 2012 & 2013.
6. Solid Waste Rate Study – Completed 2012. Additional Operational Study, 2013.

FINANCIAL POLICIES

The overall goal of the City's financial policies is to establish and maintain effective management of the City's financial resources. Formal policy statements and major objectives provide the foundation for achieving this goal. Accordingly, this section outlines the policies used in guiding the preparation and management of the City's overall budget and the major objectives to be accomplished. In addition, the rationale which led to the establishment of the fiscal policy statements is also identified.

Budget Development & Administration

1. A comprehensive annual budget will be prepared for all funds expended by the City.

State law provides that "no money shall be drawn from the treasury of the municipality nor shall any obligation for the expenditure of money be incurred except pursuant to the appropriation made by the commission." Inclusion of all funds in the budget enables the commission, the administration, and the public to consider all financial aspects of city government when preparing, modifying, and monitoring the budget, rather than deal with the City's finances on a "piece meal" basis.

2. The budget will be prepared in such a manner as to facilitate its understanding by citizens and elected officials.

One of the stated purposes of the budget is to present a picture of the City government operations and intentions for the year to the citizens of Bozeman. Presenting a budget document that is understandable to the citizens furthers the goal of effectively communicating local government finance issues to both elected officials and the public.

3. Budgetary emphasis will focus on providing those basic municipal services which provide the maximum level of services, to the most citizens, in the most cost effective manner, with due consideration being given to all costs--economic, fiscal, and social.

Adherence to this basic philosophy provides the citizens of Bozeman assurance that its government and elected officials are responsive to the basic needs of the citizens and that its government is operated in an economical and efficient manner.

4. The budget will provide for adequate maintenance of capital, plant, and equipment and for their orderly replacement.

All governments experience prosperous times as well as periods of economic decline. In periods of economic decline, proper maintenance and replacement of capital, plant, and equipment is generally postponed or eliminated as a first means of balancing the budget. Recognition of the need for adequate maintenance and replacement of capital, plant, and equipment, regardless of the economic conditions, will assist in maintaining the government's equipment and infrastructure in good operating condition.

5. The City will avoid budgetary practices that balance current expenditures at the expense of meeting future years' expenses.

Budgetary practices such as postponing capital expenditures, accruing future years' revenues, or rolling over short-term debt are budgetary practices which can solve short-term financial problems; however, they can create much larger financial problems for future administrations and commissions. Avoidance of these budgetary practices will assure citizens that current problems are not simply being delayed to a future year.

6. The City will give highest priority in the use of one-time revenues to the funding of capital assets or other non-recurring expenditures.

Utilizing one-time revenues to fund on-going expenditures results in incurring annual expenditure obligations which may be unfunded in future years. Using one-time revenues to fund capital assets or other non-recurring expenditures better enables future administrations and commissions to cope with the financial problems when these revenue sources are discontinued, since these types of expenditures can more easily be eliminated.

7. The City will maintain a budgetary control system to help it adhere to the established budget.

The budget passed by the Commission establishes the legal spending limits for the City. A budgetary control system is essential in order to insure legal compliance with the City's budget.

8. The City will exercise budgetary control (maximum spending authority) through City Commission approval of appropriation authority for each appropriated budget unit.

Exercising budgetary control for each appropriated budget unit satisfies requirements of State law. It also assists the commission in monitoring current year operations and acts as an early warning mechanism when departments deviate in any substantive way from the original budget.

9. Reports comparing actual revenues and expenditures to budgeted amounts will be prepared monthly.

The City's budget is ineffective without a system to regularly monitor actual spending and revenue collections with those anticipated at the beginning of the year. Monthly reports comparing actual revenues and expenditures to budget amounts provide the mechanism for the Commission and the administration to regularly monitor compliance with the adopted budget.

Revenue Collection

1. The City will seek to maintain a diversified and stable revenue base.

A city dependent upon a few volatile revenue sources is frequently forced to suddenly adjust tax rates or alter expenditure levels to coincide with revenue collections. Establishment of a diversified and stable revenue base, however, serves to protect the City from short-term fluctuations in any one major revenue source.

2. The City will estimate revenues in a realistic and conservative manner.

Aggressive revenue estimates significantly increase the chances of budgetary shortfalls occurring during the year--resulting in either deficit spending or required spending reductions. Realistic and conservative revenue estimates, on the other hand, will serve to minimize the adverse impact of revenue shortfalls and will also reduce the need for mid-year spending reductions.

3. The City will pursue an aggressive policy of collecting revenues.

An aggressive policy of collecting revenues will help to ensure the City's revenue estimates are met, all taxpayers are treated fairly and consistently, and delinquencies are kept to a minimum.

4. The City will aggressively pursue opportunities for Federal or State grant funding.

An aggressive policy of pursuing opportunities for federal or state grant funding provides citizens assurance that the City is striving to obtain all state and federal funds to which it is entitled, thereby reducing dependence on local taxpayers for the support of local public services.

5. User fees and charges will be used, as opposed to general taxes, when distinct beneficiary populations or interest groups can be identified.

User fees and charges are preferable to general taxes because user charges can provide clear demand signals which assist in determining what services to offer, their quantity, and their quality. User charges are also more equitable, since only those who use the service must pay--thereby eliminating the subsidy provided by nonusers to users, which is inherent in general tax financing.

6. User fees will be collected only if it is cost-effective and administratively feasible to do so.

User fees are often times costly to administer. Prior to establishing user fees, the costs to establish and administer the fees will be considered in order to provide assurance that the city's collection mechanisms are being operated in an efficient manner.

Expenditures and Payments

1. On-going expenditures will be limited to levels which can be supported by current revenues.

Utilization of reserves to fund on-going expenditures will produce a balanced budget; however, this practice will eventually cause severe financial problems. Once reserve levels are depleted, the City would face elimination of on-going costs in order to balance the budget. Therefore, the funding of on-going expenditures will be limited to current revenues.

2. Minor capital projects or recurring capital projects, which primarily benefit current residents, will be financed from current revenues.

Minor capital projects or recurring capital projects represent relatively small costs of an on-going nature, and therefore, should be financed with current revenues rather than utilizing debt financing. This policy also reflects the view that those who benefit from a capital project should pay for the project.

3. Major capital projects, which benefit future as well as current residents, will be financed with current revenues as well as other financing sources (e.g. debt financing).

This policy reflects the view that those who benefit from a capital project should pay for the project.

4. Major capital projects, which benefit future residents, will be financed with other financing sources (e.g. debt financing).

Major capital projects represent large expenditures of a non-recurring nature which primarily benefit future residents. Debt financing provides a means of generating sufficient funds to pay for the costs of major projects. Debt financing also enables the costs of the project to be supported by those who benefit from the project, since debt service payments will be funded through charges to future residents.

5. Construction projects and capital purchases of \$10,000 or more will be included in the Capital Improvement Plan (CIP); minor capital outlays of less than \$10,000 will be included in the regular operating budget.

The Capital Improvement Plan (CIP) differentiates the financing of high cost long-lived physical improvements from low cost "consumable" equipment items contained in the operating budget. CIP items may be funded through debt financing or current revenues while operating budget items are annual or routine in nature and should only be financed from current revenues.

6. Spending Policy: The City will spend its resources in the following order. Resources will be categorized according to Generally Accepted Accounting Principles (GAAP) for state and local governments, with the following general definitions:

- Restricted -- Amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government) through constitutional provisions or by enabling legislation.
- Committed -- Amounts constrained to specific purposes by the City Commission; to be reported as committed, amounts cannot be used for any other purpose unless the City Commission takes action to remove or change the constraint.
- Assigned -- Amounts the City intends to use for a specific purpose; intent can be expressed by the Commission or by an official or body to which the Commission delegates the authority. The City Commission delegates this authority to the City Manager.
- Unassigned -- Amounts that are available for any purpose; these amounts are reported only in the General Fund.

When both restricted and unrestricted resources are available, spending will occur in the following order, for the identified fund types:

Fund Type	Order of Spending
General Fund	1. Restricted 2. Committed

	<ul style="list-style-type: none"> 3. Assigned 4. Unassigned <p>The City Commission and the City Manager, individually, have the authority to express assignments in the General Fund.</p>
Special Revenue Funds	<ul style="list-style-type: none"> 1. Restricted 2. Committed 3. Assigned <p>The City Commission and the City Manager, individually, have the authority to express assignments in Special Revenue Funds.</p>
Debt Service Funds	<ul style="list-style-type: none"> 1. Assigned 2. Committed 3. Restricted <p>The City Commission and the City Manager, individually, have the authority to express assignments in Debt Service Funds.</p>
Capital Projects Funds	<ul style="list-style-type: none"> 1. Restricted 2. Committed 3. Assigned <p>The City Commission and the City Manager, individually, have the authority to express assignments in Capital Project Funds.</p>

Debt Administration

1. The City will limit long-term debt to capital improvements which cannot be financed from current revenues.

Incurring long-term debt serves to obligate future taxpayers. Excess reliance on long-term debt can cause debt levels to reach or exceed the government's ability to pay. Therefore, conscientious use of long-term debt will provide assurance that future residents will be able service the debt obligations left by former residents.

2. The City will repay borrowed funds, used for capital projects, within a period not to exceed the expected useful life of the project.

This policy reflects the view that those residents who benefit from a project should pay for the project. Adherence to this policy will also help prevent the government from over-extending itself with regard to the incurrence of future debt.

3. The City will not use long-term debt for financing current operations.

This policy reflects the view that those residents who benefit from a service should pay for the service. Utilization of long-term debt to support current operations would result in future residents supporting services provided to current residents.

4. The City of Bozeman will adhere to a policy of full public disclosure with regard to the issuance of debt.

Full public disclosure with regard to the issuance of debt provides assurance that the incurrence of debt, for which the public is responsible, is based upon a genuine need and is consistent with underwriters' guidelines.

Reserves and Fund Balances

1. Reserves and Fund Balances will be properly designated into the following categories:

- Nonspendable fund balance -- Amounts that are not in a spendable form (such as inventory) or are required to be maintained intact (such as the corpus of an endowment fund).
- Restricted fund balance -- Amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government) through constitutional provisions or by enabling legislation.
- Committed fund balance -- Amounts constrained to specific purposes by the City Commission; to be reported as committed, amounts cannot be used for any other purpose unless the City Commission takes action to remove or change the constraint.
- Assigned fund balance -- Amounts the City intends to use for a specific purpose; intent can be expressed by the Commission or by an official or body to which the Commission delegates the authority.
- Unassigned fund balance -- Amounts that are available for any purpose; these amounts are reported only in the General Fund.

2. A minimum level of General Fund reserve equal to 16.67% of annual revenues will be maintained by the City. This reserve is committed to be used for: cash flow purposes, accrued employee payroll benefits which are not shown as a liability, unanticipated equipment acquisition and replacement, and to enable the city to meet unexpected expenditure demands or revenue shortfalls.

Property taxes represent the City's primary source of general fund revenue. Property taxes are collected in November and May of each fiscal year. Since the City's fiscal year begins on July 1st, the City must maintain an adequate cash balance in order to meet its expenditure obligations between July 1st and the commencement of the collection of property taxes in November.

Accrued employee payroll benefits represent a bona fide obligation of the City. The City will maintain sufficient reserves to meet its annual expenditure obligations.

The City recognizes the need to maintain adequate equipment in order to carry out required public services. Equipment acquisition and replacement represent on-going costs of a relatively minor nature, as compared to major capital purchases. We plan for equipment replacement within our Capital Improvement Program. However, unforeseen equipment problems will arise. The reserve will provide resources for the immediate, unanticipated replacement of critical equipment.

The City is subject to revenue shortfalls and unexpected expenditure demands during the fiscal year. An undesignated General Fund reserve will be maintained to be able to offset these revenue

shortfalls or meet unexpected demands occurring during the year, without suddenly adjusting tax rates or reducing expenditures.

Financial Reporting & Accounting

1. The City will manage and account for its financial activity in accordance with Generally Accepted Accounting Principles (GAAP), as set forth by the Governmental Accounting Standards Board (GASB).

GASB is recognized as the authority with respect to governmental accounting. Managing the City's finances in accordance with GAAP and in accordance with the rules set forth by GASB provides Bozeman citizens assurance that their public funds are being accounted for in a proper manner.

2. The City will maintain its accounting records for general governmental operations on a modified accrual basis, with revenues recorded when available and measurable, and expenditures recorded when services or goods are received and liabilities incurred. Accounting records for proprietary fund types and similar trust funds will be maintained on an accrual basis, with all revenues recorded when earned and expenses recorded at the time liabilities are incurred, without regard to receipt or payment of cash.

Adherence to this policy will enable the City to prepare its financial statements in accordance with GAAP as set forth by the GASB.

3. The City of Bozeman will prepare a Comprehensive Annual Financial Report (CAFR) in conformity with Generally Accepted Accounting Principles (GAAP). The report will be made available to the general public. The CAFR shall be prepared in accordance with the standards established by the GFOA for the Certificate of Achievement for Excellence in Financial Reporting Program

The Certificate of Achievement represents a significant accomplishment for a government and its financial management. The program encourages governments to prepare and publish an easily readable and understandable comprehensive annual financial report covering all funds and financial transactions of the government during the year. The CAFR provides users with a wide variety of information useful in evaluating the financial condition of a government. The program also encourages continued improvement in the City's financial reporting practices.

4. The City will ensure the conduct of timely, effective, and annual audit coverage of all financial records in compliance the local, state, and federal law.

Audits of the City's financial records provide the public assurance that its funds are being expended in accordance with Local, State, and Federal law and in accordance with GAAP. Audits also provide management and the Commission with suggestions for improvement in its financial operations from independent experts in the accounting field.

5. The City of Bozeman will maintain a policy of full and open public disclosure of all financial activity.

Full and open public disclosure of all financial activity provides the public with assurance that its elected officials and administrators communicate fully all financial matters affecting the public.

6. The modified accrual basis of accounting and budgeting is used for the governmental funds. Under

the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, i.e., both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recorded when the related liability is incurred. Employee compensated absences and principal and interest on long-term debt expenditures are recorded when due in the current period. The accrual basis of accounting is used for proprietary funds. Under this method, revenues are recorded when earned and expenses are recorded when the related liability is incurred. For budget preparation and presentation, the proprietary funds' expenses are converted to expenditures and follow the same budget format as the government fund types. Capital outlays in the enterprise funds are presented as expenses for budget basis, but are recorded as assets along with associated depreciation expense on the GAAP basis. Debt service principal payments in the enterprise funds are accounted for as expenses for budget purposes, but are reported as reduction of long-term debt liability on the GAAP basis.

Recording capital outlays as expenditures and principal payments on long-term debt for budget purposes, presents a clearer picture of the City's financial operations, is easier to administer for cash flow purposes, and is easier for the lay person to understand.

FINANCIAL STRUCTURE

To better understand this budget document a basic understanding of the structure, often-used terms, and fund types is helpful.

The City's operating expenditures are organized in to the following hierarchical categories: Activities, Departments, Divisions, and Budget Units.

Activity: Activity represents the highest level of summarization used in the City's financial structure. This level is primarily used for entity-wide financial reporting and for summarization in this budget document.

Activities
General Government
Public Safety
Public Service
Public Welfare
Other

Department: Department is the second level of summarization used in the City's financial structure. The function classification represents a grouping of related operations and programs aimed at accomplishing a broad goal or providing a major service.

Division: Department can be further split into divisions which are usually associated with functioning work groups that have more limited sets of work responsibilities. Their primary purpose is organizational and budgetary accountability.

Budget Unit: Divisions may be further subdivided into budget units. A budget unit is used to account for a specific service performed within a division in the pursuit of individual goals and objectives. A budget unit is aimed at accomplishing a specific service or regulatory program for which a government is responsible.

For example, to account for the expenses of constructing a new Wastewater Treatment Plant the City uses the following financial structure:

Activity:	Public Service
Department:	Wastewater Plant
Division:	Operations
Budget Unit:	Construction

The following table lists the Department and corresponding divisions within the City for the current fiscal year.

Departments	Divisions and Budget Units
City Commission	City Commission, Special Bodies (Ethics Board)
City Manager	Administration, City Clerk
Municipal Court	Operations
City Attorney	Administration, Civil Litigation, Criminal Litigation, Criminal Victim-Witness
Administrative Services	Administration, Accounting, Treasury, Information Technology, Human Resources
Community Development	Operations, Subdivision Review, Long-Range Planning, Annexation, Code Enforcement, Historical Preservation, Zoning Operations, Neighborhood Coordinator
Facilities Maintenance	City Hall, City Hall Annex, Shop Complex, Professional Building, Senior Center, Library, Fire Station #2, Fire Station #3, Vehicle Maintenance Shop
Police	Operations, Crime Control & Investigations, Drug Forfeiture, Parking, Animal Control
Fire	Administration, Operations, Operational Readiness, Fire Prevention, Special Fire Services, Hazardous Materials, Disaster & Emergency Services
Building Inspection	Operations, Life Safety
Parking	Administration, Operations, Parking Garage
Public Services Administration	Administration, Engineering, Snow Removal Enforcement, Weed Cutting Enforcement, Sidewalk Repair Program, Sidewalk & Curb Construction, SID Construction
Streets	Operations, Maintenance, Construction, Snow & Ice Removal, Lighting, Traffic Signs & Markers
Water Plant	Operations, Construction
Water Operations	Operations, Utility Locates, Water Services, Construction, Reservoirs, Meters, Hydrants, Valves, Repairs
Wastewater Operations	Operations, Utility Locates, Services, Construction, Manholes, Televising, Flushing, Repairs
Water Reclamation Facility	Operations, Laboratory, Sludge Injection, Pretreatment, Construction
Solid Waste	Collections, Recycling, Landfill
Library	Operations, Technical Services, Information, Children's Services, Circulation, Construction
Parks & Recreation	Cemetery, Parks, Forestry, Recreation
Storm Water	Admin and Mapping, Operations, Capital Improvements
Community Services	Economic Development, Sustainability
Non Departmental	Insurance, Contingencies, Transfers, Beautification of Bozeman, Band, Senior Transportation
GO, SID & TIF Bonds, SID Revolving	Principal & Interest

USEFUL TERMS

To better assist readers in understanding the budget document, a basic knowledge of the following terms is useful:

A **FUND** is a fiscal and accounting entity with a self-balancing set of accounts recording cash, and other financial resources, together with all related liabilities and residual equities or balances, and changes therein. Funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. Funds in the government model are classified into three broad categories: governmental, proprietary, and fiduciary.

The most common reason for establishing a fund is to separately account for restricted-use revenue or to comply with State or Federal law.

An **ACCOUNT** is an organizational or budgetary breakdown which is found within city funds. Each department serves a specific function as a distinct organizational unit of government within the given fund. Its primary purpose is to facilitate organizational and budgetary accountability.

An **OBJECT OF EXPENDITURE** refers to specific, detailed expenditure classification. It relates to a specific type of item purchased or service obtained. Examples of objects of expenditure include salaries, supplies, contracted service, travel, etc.

The City's financial operations and fund structure conform to Generally Accepted Accounting Principles (GAAP). The funds are grouped under governmental, proprietary, and fiduciary fund types. The City's fund structure is comprised of the following funds, all of which are budgeted.

GOVERNMENTAL FUND TYPES

General Fund: The General Fund is used to account for all financial resources of the City, except for those required to be accounted for in another fund. The General Fund supports such basic services as the Legislative Branch, Judicial Branch, General Administration, Police, Fire, Finance, Engineering, Recreation, and Library services.

Revenue Sources: The City's General Fund is financed primarily by property taxes which provide nearly half of the General Fund revenue. Other revenue sources include: licenses and permits, intergovernmental revenue, charges for services, fines and forfeitures, interest on investments, operating transfers, and miscellaneous revenues.

Special Revenue Funds: Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditure for specific purposes. Special Revenue Funds support insurance costs, retirement costs, planning functions, and other services legally restricted for specific purposes.

Revenue Sources: Special Revenue Funds are supported either through property taxes or through grants or other restricted revenue sources. Examples of Special Revenue Funds supported by property

taxes include employee health and comprehensive insurance funds. Examples of Special Revenue Funds supported by grants or other restricted revenue sources include Community Development Block Grant, Housing and Urban Development, and Gas Tax Apportionment.

Debt Service Funds: Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. Debt Service Funds provide financing for the City's two general obligation bonds--transportation and library facilities.

Revenue Sources: Debt Service Funds are supported entirely through property taxes and interest income.

Capital Project Funds: Capital Project Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds).

Revenue Sources: Capital Project Funds are supported by special assessments, long term debt proceeds, donations, and grants.

PROPRIETARY FUND TYPES

Internal Service Funds: Internal Service Funds are used to account for the financing of goods or services provided by one department to other departments on a cost-reimbursement basis. Internal Service Funds account for the City's vehicle maintenance functions.

Revenue Sources: Internal Service Funds are supported through billings to other departments based on the sale of goods and the services provided.

Enterprise Funds: Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises--where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. Enterprise Funds account for the City's water, waste water, and solid waste services.

Revenue Sources: Enterprise Funds are supported through user charges, penalties, and interest income.

FIDUCIARY FUND TYPES

Trust Funds: Trust Funds are used to account for assets held by a governmental unit in a trustee capacity. These include (a) expendable trust funds, (b) permanent trust funds, and (c) pension trust funds

Revenue Sources: Trust Funds are supported by donations and interest income.

THE BUDGET PROCESS

The City of Bozeman budget serves several purposes.

- For the ***Citizens of the City of Bozeman***, it presents a picture of the city government operations and intentions for the year.
- For the ***City Commission***, it serves as a policy tool and as an expression of goals and objectives.
- For ***City Management***, it is used as an operating guide and a control mechanism.

State statute provides the “Local Government Budget Act” in MCA 7-6-4001. This section of the law was adopted by the 2001 Legislature to replace the “Municipal Budget Law” and other various sections of code that related to city finances. The new law limits the amount of expenditures to approved appropriations, requires reporting to the State after final budgets and tax levies are adopted, and provides for a detailed preliminary and final budget adoption within the confines of the State determined property tax assessment time-table.

The City's budget encompasses both the operating budget and the capital improvement budget. Each budget unit includes amounts appropriated for both operating expenses and capital items. The accompanying narrative explanation for each budget unit provides an explanation of capital items included in the budget.

BASIS OF BUDGETING

The City's accounts are organized on the basis of funds, each of which is considered a separate entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures/expenses.

Governmental funds (the General Fund, Special Revenue, Debt Service, and Capital Projects Funds) use the modified accrual basis of budgeting and accounting. Revenues are recognized in the accounting period in which they become available and measurable. Expenditures are recognized when liabilities are incurred.

Proprietary funds (Enterprise and Internal Service Funds) are budgeted on a modified accrual basis which does not include depreciation or compensated absences. Each fund's financial statements, which can be found in the City's Comprehensive Annual Financial Report (CAFR), are reported on the full accrual basis. In the accrual basis of accounting, revenues are recognized in the accounting period in which they are earned. Expenses are recognized in the accounting period in which they occur.

BUDGET DEVELOPMENT PROCESS

In the past, the City Manager's Recommended Budget served as the preliminary budget and is normally adopted as such in June following six months of development and analysis by staff and the City Commission. In 2013, we developed a revised budget calendar that will NOT have us adopting a preliminary budget in June and a final budget in August. Instead, we will adopt a final budget in June and only amend the budget in August if our taxable value estimates were significantly different from our Certified Values received from the State. The Approved Budget document will be issued after Taxable Values are received in August, and the final tax levy is set.

After submitting the City Manager's Recommended Budget to the City Commission, public work sessions may be held by the Commissioners at which time the City Manager, Administrative Services Director, and department staff explain the budget recommendations and underlying justification for the requests. The Commission also reviews departmental requests which could not be funded, as an indication of unmet needs. During or following the work sessions, the Commissioners may make adjustments to the proposed budget. Following any adjustments to the City Manager's budget recommendation, a tentative appropriation ordinance is prepared and a public hearing is held. The Commission may again make adjustments to the budget following the public hearing, after which time, the Commission passes the appropriation ordinance in final form.

MCA 7-6-4030 Final budget--resolution--appropriations. (1) *The governing body may amend the preliminary budget after the public hearing and after considering any public comment.*

(2) *The amended budget constitutes the final budget. The final budget must be balanced so that appropriations do not exceed the projected beginning balance plus the estimated revenue of each fund for the fiscal year.*

(3) *The governing body shall adopt the final budget by resolution. The resolution must:*
(a) *authorize appropriations to defray the expenses or liabilities for the fiscal year; and*
(b) *establish legal spending limits at the level of detail in the resolution.*

(4) *The effective date of the resolution is July 1 of the fiscal year, even if the resolution is adopted after that date.*

Appropriations are established by budget unit. The accounting system, budgeting system, and the budget document itself, however, break these classes into subclasses--thereby providing more detailed information. As an example, operating supplies, gas and oil, and subscriptions are all classified as operating expenses. The accounting and budgeting systems provide detail for these specific sub-classes. However, appropriation control is exercised only at the budget unit level.

PERFORMANCE BUDGETING

Beginning with the fiscal year 1998-99 budget, the City of Bozeman started the development of a performance budget. The move to a performance budget resulted in a shift in emphasis away from describing what will be purchased (inputs) towards describing what will be accomplished (outputs and outcomes). That process continues today with both an organization-wide and budget-unit specific focus on outcomes.

PRESENTATION

The text of the budget document customarily contains five sections of information for each division. Some divisions also include highlights or accomplishments for the prior year and/or the coming year.

- The first section provides a description of the division.
- The second section describes its major objectives to be accomplished.

- The third section identifies the division’s performance measures for the coming budget year and the past three years.
- The fourth section lists the workload indicators for the division.
- The fifth section provides detailed financial information.

The financial information includes expenditure information for the last completed fiscal year, the appropriated amounts for the current year, and the recommended amounts covered by the budget. Costs are segregated into five basic classifications: salaries, wages, & benefits; operating expenses; capital; debt service; and transfers. Appropriation control is exercised only at the budget unit level and not at the individual object of expenditure level.

The narrative information is presented together with the financial detail to assist readers in understanding the planned outcomes for each division, the purpose of each budget unit, and major changes or expenditures for the coming year.

MONITORING AND REPORTING PROCESS

As the budget year proceeds, individual departments and the Finance Department have dual responsibility for monitoring the status of each budget unit. Department staff has primary responsibility for monitoring the status of expenditures against their budget. This responsibility includes informing the Finance Department of any significant departures from the plans anticipated in the budget.

The Finance Department has overall responsibility for monitoring the status of all departments and funds. This is accomplished primarily through analysis of computerized budget performance reports which compare appropriation amounts on a line-item basis with actual expenditures throughout the year. These reports aid department staff in controlling costs and act as an early warning system for the Finance Department. Department staff may exercise their judgment in exceeding expenditures by object code, as long as they do not exceed the total amount appropriated for the budget unit.

The Finance Department reviews the budget reports on a monthly basis and discusses any variances from expected performance with the department staff. The Finance Department conducts in-depth quarterly budget reviews of all expenditures and revenues.

Significant changes in either expenditures or revenues require a budget revision. Recommendations are also made by the Administrative Services Director for any corrective actions believed necessary.

BUDGET AMENDMENT PROCESS

State statute provides a number of different ways to amend the budget. The first involves a reallocation of existing appropriations among the line items within a specific fund. The second defines a series of scenarios where the governing body has authority to amend the budget without a hearing for donations, land sales, and fee-based budgets. All other increases in appropriation authority that are not specifically permitted by statute must be approved through a public hearing process.

MCA 7-6-4031 Budget amendment procedures. (1) *The final budget resolution may authorize the governing body or a designated official to transfer appropriations between items within the same fund.*

(2) *The annual budget appropriations may be amended as provided in 7-6-4006 (3) and 7-6-4012.*

(3) *Except as provided in 7-6-4006, 7-6-4011, 7-6-4012, 7-6-4015, and 7-6-4032, or in case of an emergency under Title 10, chapter 3, a public hearing is required for an overall increase in appropriation authority.*

The Administrative Services Director is responsible for ensuring compliance with spending limitations imposed by the budget. Accordingly, the Administrative Services Director submits a Budget Status Report to the City Commission after three, six, nine, and twelve month periods which evaluates overall revenues and expenditures in comparison to the budgeted amounts. In cases where it appears the original spending authority authorized will not prove sufficient, transfers of spending authority or additional spending authority are requested together with explanations for the requests. Public hearings for budget amendments are held as necessary.

BUDGET CALENDAR/PROCEDURES

The following budget timeline outlines the process the City customarily follows for creation and adoption of the annual budget.

1. December/January: The Commission's goals provide the legislative policy direction for the budget process and the development of departmental objectives and work plans.
2. January: The Finance Department sends budget request forms and instructions to all departments.
3. January/February: Department administrators assess the needs of their departments and communicate their needs through their budget requests.
4. February: The department requests are compiled by the Administrative Services Director and compared to available funds to support the requested services.
5. March/April: The City Manager and Administrative Services Director attend budget meetings with the staff responsible for each budget unit to discuss their requests and make necessary adjustments to ensure needed services are provided and the budget is balanced.
6. May: The City Manager's Recommended Budget is presented to the City Commission. This comprehensive document includes both operating and capital expenditures for the ensuing fiscal year.
7. May/June: The City Commission holds work sessions on the budget at which time the City Manager, Administrative Services Director, and various department staff explain the budget recommendations and underlying justification for the requests.

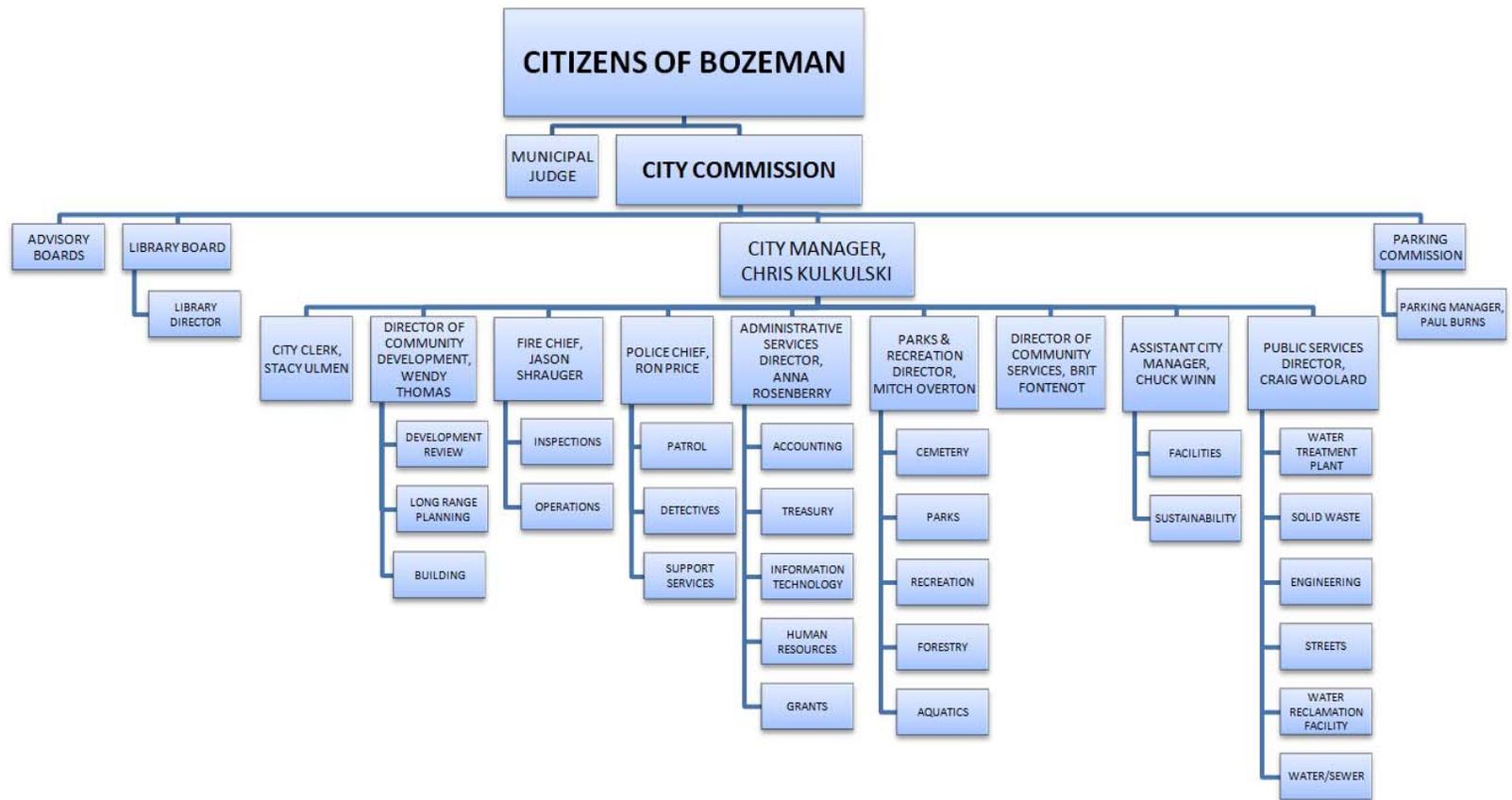
- During or following the work sessions, the Commissioners may make adjustments to the proposed budget.
8. June:
- The public hearing on the budget is advertised in the local newspaper.
 - A public hearing on the budget (appropriation resolution) is held and adjustments to the budget, if any, are made.
 - The Commission adopts a final budget prior to June 30th.
10. August: Final taxable values are received from the State Department of Revenue. Taxing authority is calculated and tax levy resolution is prepared.
- The public hearing on the tax levy resolution is advertised in the local newspaper.
 - A public hearing on the tax levy is held.
 - Commission adopts tax levy resolution.
 - If taxable values are substantially different from estimate amounts, the appropriation resolution may be amended, through a public hearing.
12. Monthly: Budget-to-Actual line item spending reports are prepared by the 20th day of the following month for the Commission, departments, and members of the public.
13. Quarterly: Update of Budget-to-Actual spending and revenue collection report is prepared and published to the City's website for the Commission and the public.



CITY ORGANIZATIONAL CHART



The organization chart below depicts the overall structure of the City of Bozeman government. Voters of the City elect the City Commission and Municipal Court Judge. The Municipal Court Judge recommends any Part Time Judges. The City Commission appoints a City Manager who is the Chief Executive Officer of the City. The City Manager appoints a City Clerk who acts as staff of the Commission. The City Manager also appoints directors of each of the major departments.



FINANCIAL SUMMARY

Financial Summary Approved Budget Fiscal Year 2013-2014								
	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Permanent	All Funds
Projected Beginning Fund Balance/Working Capital	6,501,416	13,760,237	2,659,115	302,684	12,107,201	770,686	719,358	36,820,697
Estimated Revenues	24,449,239	13,427,896	3,135,420	5,000,000	19,156,034	4,500,000	88,000	69,756,589
Less Appropriations	26,856,548	14,734,794	3,294,825	5,041,380	20,796,513	4,505,998	-	75,230,058
Increase/(Decrease) in Fund Balance/Working Capital	(2,407,309)	(1,306,898)	(159,405)	(41,380)	(1,640,479)	(5,998)	88,000	(5,473,469)
Projected Ending Fund Balance/Working Capital	\$ 4,094,107	\$ 12,453,339	\$ 2,499,710	\$ 261,304	\$ 10,466,722	\$ 764,688	\$ 807,358	\$ 31,347,228

CHANGES IN FUND BALANCE/WORKING CAPITAL

CHANGES IN FUND BALANCE/WORKING CAPITAL				
Fiscal Year 2014				
	Projected Beginning Fund Balance/ Working Capital	Estimated Revenues	Appropriations	Budgeted Ending Fund Balance/ Working Capital
General Fund				
010 General Fund	\$ 6,501,416	\$ 24,449,239	\$ 26,856,548	\$ 4,094,107
Special Revenue Funds				
100 Planning Fund	368,535	632,998	782,979	218,554
103 Health-Medical Insurance	420,806	1,982,204	2,178,484	224,526
108 Community Transportation	65,463	30,150	30,515	65,098
109 Highway Safety Improvement Projects	22,550	-	-	22,550
110 Gas Tax Apportionment	593,512	654,400	659,500	588,412
111 Street Maintenance District	676,383	3,157,999	3,828,589	5,793
112 Tree Maintenance	206,443	432,745	545,609	93,579
113 Fire Impact Fee	25,436	190,000	-	215,436
114 Street Impact Fee	3,928,694	981,000	350,000	4,559,694
115 Building Inspection Special Revenue	984,393	1,160,700	1,228,610	916,483
116 Downtown Improvement District	639,839	1,467,353	1,996,988	110,204
118 HUD Projects	-	-	-	-
119 Economic Development Loan Fund	706,197	-	-	706,197
120 Community Housing	339,799	50,445	47,000	343,244
121 Housing Revolving Loan Fund	14,813	5,700	14,400	6,113
125 Drug Forfeiture	215,867	196,000	186,402	225,465
128 Fish Wildlife And Park Management Areas	20,929	-	-	20,929
129 Special Projects - Recovery Act, ARRA	-	-	-	-
130 Americans With Disability Act	34,585	-	-	34,585
131 Beautification Of Bozeman	986	-	-	986
132 Bogert Park Special Revenue	10,463	-	-	10,463
133 Recreation Department Special Revenue	11,023	700	1,000	10,723
135 Cemetery Department Special Revenue	2,329	-	-	2,329
136 Park Department Special Revenue	383	700	12,000	(10,917)
137 Library Department Special Revenue	30,717	25,200	7,900	48,017
138 Law & Justice Center	427,124	-	-	427,124
139 Police Department Special Revenue	343,514	4,000	91,164	256,350
140 Police Domestic Violence	46,840	200,000	201,225	45,615
142 Sustainability Grant	-	-	-	-
143 TIF N 7th Corridor	498,291	652,500	866,849	283,942
144 TIF NE Urban Renewal	155,999	80,600	97,400	139,199
145 TIF Mandeville Industrial	(186,009)	46,000	-	(140,009)
146 Lighting Dist.'s (146-170, 181, 182, 200-224)	-	347,000	347,000	-
174 Victim Witness Advocate	325,703	68,500	125,000	269,203
175 Senior Transportation	1,521	84,891	83,769	2,643
176 Business Improvement District	5,663	120,000	114,000	11,663
177 Neighborhood Associations	990	-	-	990
179 Disaster Relief Fund (Hail Damage)	1,056,970	10,000	-	1,066,970
183 Fire Department Special Revenue	104,820	-	-	104,820
184 Parks Master Plan Develop	124,350	75,000	75,000	124,350
185 Insurance Proceeds	-	-	-	-
186 Development Impacts	324,521	3,000	-	327,521
187 Fire Department Equipment	839,240	340,564	437,864	741,940
188 City/County Drug Forfeiture	159,242	2,000	-	161,242
189 Story Mansion Special Revenue	1,136	15,547	15,547	1,136
191 Tourism BID	3,789	410,000	410,000	3,789
850 Park Land - Cash in Lieu	206,388	-	-	206,388
Total Special Revenue Funds	\$ 13,760,237	\$ 13,427,896	\$ 14,734,794	\$ 12,453,339

CHANGES IN FUND BALANCE/WORKING CAPITAL

Fiscal Year 2014					
	Projected Beginning Fund Balance/ Working Capital	Estimated Revenues	Appropriations	Budgeted Ending Fund Balance/ Working Capital	
Debt Service Funds					
300	Special Improvement District Revolv. Fund	2,613,735	31,240	200,000	2,444,975
301	Library Bonds	-	262,313	274,849	(12,536)
302	Bond P & I 1995 Transportation ProKects	-	443,979	422,088	21,891
304	Park & Trails Bond	-	350,000	350,000	
305	TIF 2007 Downtown Bonds	4,490	428,388	428,388	4,490
310	SID Funds	40,890	1,619,500	1,619,500	40,890
Total Debt Service Funds		\$ 2,659,115	\$ 3,135,420	\$ 3,294,825	\$ 2,499,710
Construction Funds					
Capital Projects		302,684	5,000,000	5,041,380	261,304
Enterprise Funds					
600	Water	5,294,549	6,962,012	6,056,700	6,199,861
610	Water Impact Fee - Net Assets	2,774,710	933,500	2,750,000	958,210
620	Waste Water	2,365,020	7,094,793	7,562,950	1,896,863
630	Waste Water Impact Fee - Net Assets	255,800	820,000	820,000	255,800
640	Solid Waste	1,377,378	2,550,979	3,003,166	925,191
650	Parking Enterprise	61,884	558,500	478,111	142,273
670	Storm Water	(22,140)	236,250	125,586	88,524
Total Enterprise Funds		\$ 12,107,201	\$ 19,156,034	\$ 20,796,513	\$ 10,466,722
Internal Service Funds					
-					
710	Vehicle Maintenance Shop	517,633	790,000	795,998	511,635
720	Health-Medical Self-Insurance Fund	253,053	3,710,000	3,710,000	253,053
Total Internal Service Funds		\$ 770,686	\$ 4,500,000	\$ 4,505,998	\$ 764,688
Permanent Funds					
800	Cemetery Perpetual Care	719,358	88,000	-	807,358
Total Permanent Funds		719,358	88,000	-	807,358
Total All Funds		\$ 36,820,697	\$ 69,756,589	\$ 75,230,058	\$ 31,347,228

MILL LEVIES AND MILL VALUES

MILL LEVIES & MILL VALUES

FISCAL YEAR	FY09	FY10	FY11	FY12	FY13	FY14 EST
MILL VALUE (net of TIFD's)	\$ 74,178	\$ 78,290	\$ 80,399	\$ 82,062	\$ 83,226	\$ 84,891
PERCENTAGE CHANGE	7.5%	5.5%	2.7%	2.1%	1.4%	2.0%

GENERAL FUND:

All-Purpose	111.91	111.96	110.16	127.16	127.66	135.59
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SPECIAL REVENUE:

City Planning	2.00	2.00	2.00	2.00	2.00	2.00
Police Retirement*	4.14	4.34	4.45	0.00	0.00	0.00
Firefighters' Retirement*	2.72	2.85	2.97	0.00	0.00	0.00
Public Employees' Retirement*	4.52	4.75	4.86	0.00	0.00	0.00
Comprehensive Insurance*	4.53	4.61	4.73	0.00	0.00	0.00
Health/Med Insurance	24.31	23.67	24.29	22.53	23.22	23.35
Fire Capital & Equipment	4.00	4.00	4.00	4.00	4.00	4.00
Fire Truck/Equipment	0.00	0.00	0.00	0.00	0.00	0.00
Senior Transportation	1.00	1.00	1.00	1.00	1.00	1.00
Workforce Housing	1.46	1.00	0.50	0.50	0.50	0.50
TOTAL SPECIAL REVENUE	48.68	48.22	48.80	30.03	30.72	30.85

DEBT SERVICE:

ESTIMATED Park & Trail G.O.Bonds						4.12
Library G.O. Bonds	4.27	4.03	3.94	3.84	3.30	3.09
Transportation G.O. Bonds	6.30	5.98	5.85	5.72	5.07	5.23
TOTAL DEBT SERVICE	10.57	10.01	9.79	9.56	8.37	12.45

TOTAL ALL LEVIES	171.16	170.19	168.75	166.75	166.75	178.89
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Percentage Change in Mills	-5.7%	11.0%	-0.6%	-1.2%	0.0%	7.3%
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Property Taxes Levied	\$10,635,491	\$12,696,306	\$13,324,175	\$13,683,839	\$13,878,293	\$15,185,652
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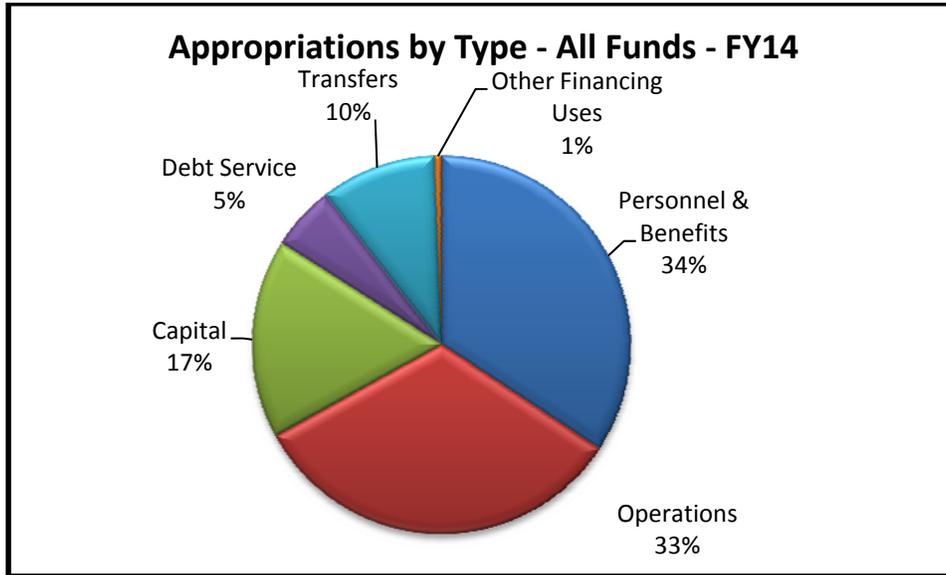
Percentage Change in Dollars	2.9%	19.4%	4.9%	2.7%	1.4%	9.4%
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* These funds are being combined into the All Purpose Levy. They are all subject to MCA 15-10-420.

Tax Authority Authorized but Not Levied						
General Fund Reduction		\$ 462,720	\$ 694,976	\$ 1,263,330	\$ 1,271,667	
Street & Tree Maintenance Offset		\$ 116,270	\$ -	\$ -	\$ -	
Police & Fire Reductions	\$ 583,000	\$ 849,000	\$ 914,000	\$ 578,525	\$ -	
SAFER Grant	350,120	\$ 303,570	\$ 189,720	\$ 113,985	\$ -	
911 Mills (Resolution No. 3954)	667,602	\$ 704,610	\$ 723,303	\$ 738,558	\$ 749,034	\$ 764,015
FY11 Certification Error:		59,753				
Total Authorized But Not Levied	\$ 1,017,722	\$ 1,591,180	\$ 2,400,766	\$ 2,461,995	\$ 2,590,889	\$ 2,035,682
Number of Mills	9.00	13.72	20.32	29.58	31.13	23.98

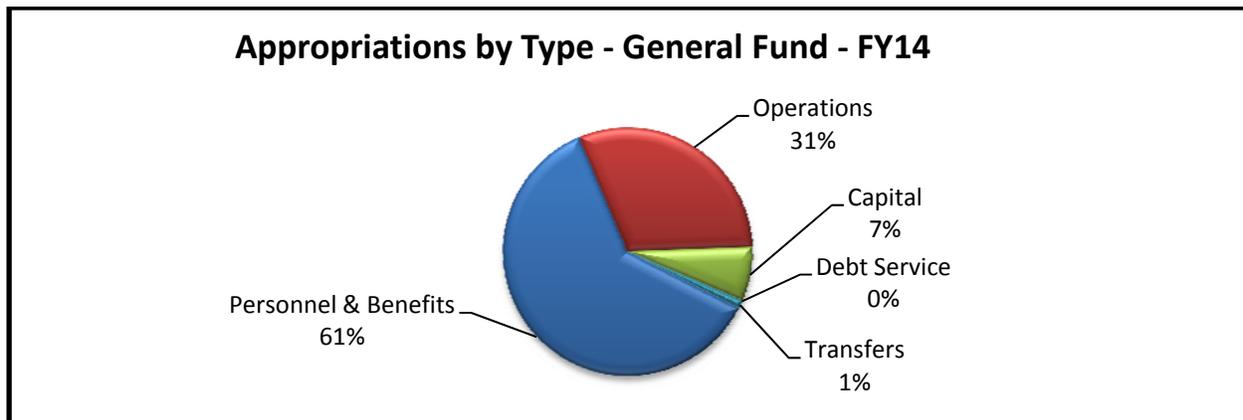
APPROPRIATIONS BY TYPE

Expenditures, often called “Appropriations,” are classified under one of six major categories: Personnel & Benefits, Operating Expense, Capital, Debt Service, Transfers, and Other Financing Uses. The graph below shows the relative percentage of FY14 budget expenditures for the six major categories in all funds, combined.



In governmental agencies, salaries, wages (personnel) and benefits normally represent the largest of these categories. However, due to the significant investment in infrastructure, cities have a much higher percentage of the budget devoted to operating and capital costs than most other governmental agencies. Transportation projects are often included under contracted services, which is an operating cost.

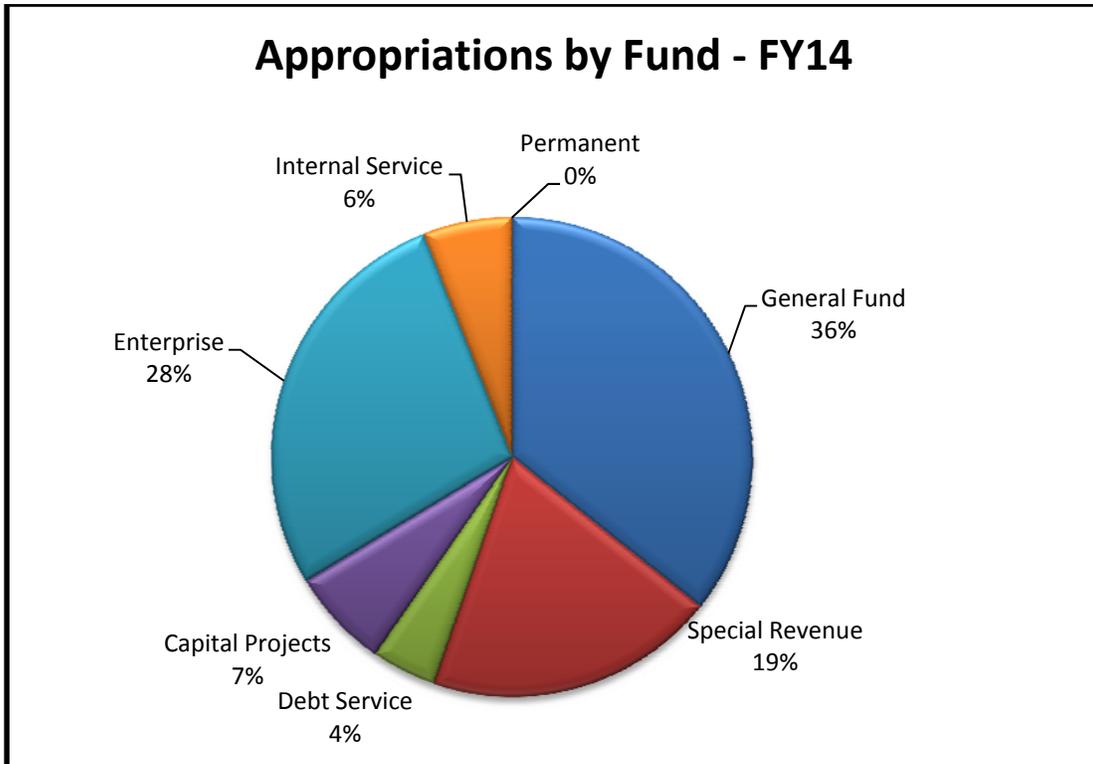
APPROPRIATIONS BY TYPE: GENERAL FUND ONLY— Using those same classifications of expenditure type, the relative percentages of budgeted expenditures for the General Fund are shown below. As you can see, the General Fund is comprised of a much higher percentage of Personnel & Benefit costs compared to all funds, as a whole. The General Fund supports very little capital improvements, compared to all funds, as a whole.



APPROPRIATIONS BY FUND

As shown, Enterprise Funds and the General Fund account for 64% of the total expenditures of the City.

- The General Fund is the City's primary operating account for general government operations.
- Enterprise funds consist of Water, Wastewater, Solid Waste, Parking Funds, and our new Storm-water Utility Fund. These funds operate on a self-supporting basis.

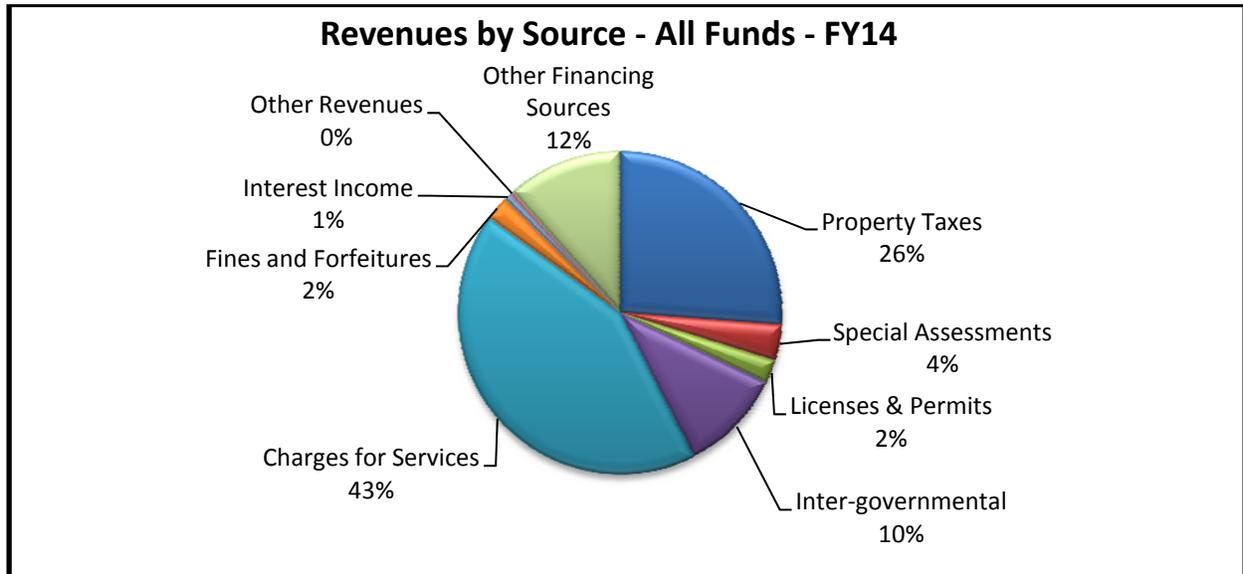


Special Revenue Funds, totaling 19% of appropriations, include a variety of fee supported funds including funds supporting impact fees, building inspections, street maintenance and tree maintenance. Community Development Block Grant monies, the City's Gas Tax allocation, and Senior Transportation are also included.

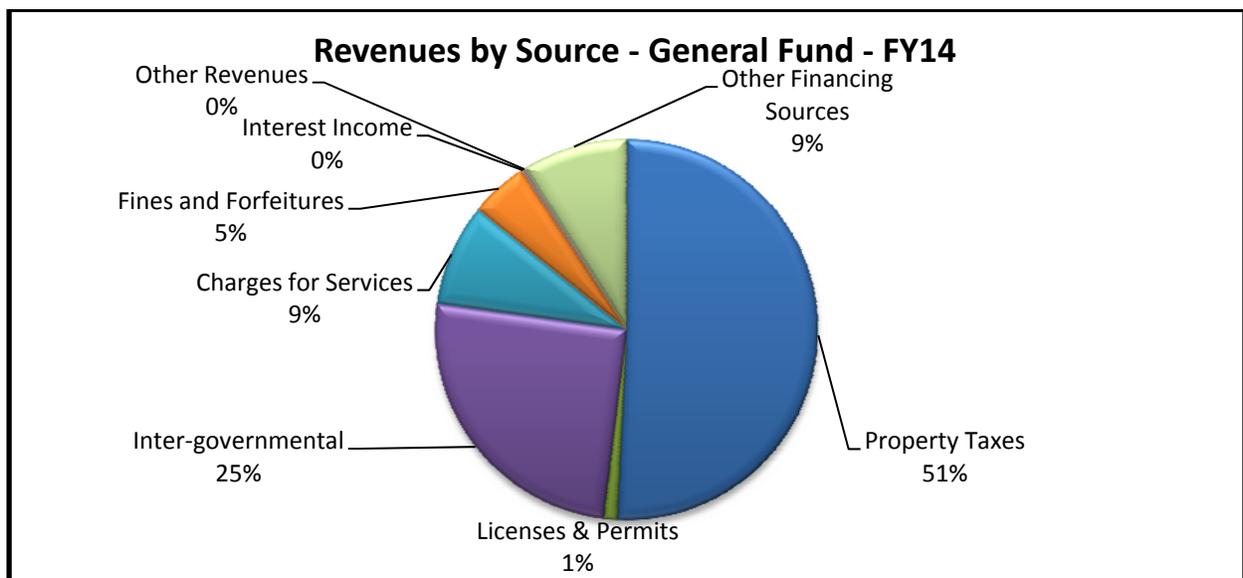
Debt Service, Internal Service, and Permanent Funds make up the remainder of the City's appropriations.

REVENUES BY SOURCE

As shown, Charges for Services and Property Taxes account for 69% of the total revenues of the City. The majority of Charges for Services are derived from the City's utilities (Enterprise funds) consisting of Water, Wastewater, Solid Waste, Stormwater and Parking Services. Property Taxes (26%) are primarily to the benefit of the General Fund and public debt for Libraries, Transportation, and Parks & Trails.



REVENUES BY SOURCE, GENERAL FUND ONLY— Using those same classifications of revenue sources, the relative percentages of estimated revenues for the General Fund are shown below.



As you can see, the General Fund is much more reliant on Property Taxes and Intergovernmental revenue than all funds, as a whole. These two sources combine to total 76% of General Fund revenues.

LEGAL DEBT LIMIT & BOND RATINGS

General Obligation (G.O.) Debt Limit: The City’s legal debt limit for general obligation (G.O.) indebtedness is established by state statute. Total general obligations may not exceed 2.5% of the City’s total market value, as established each August by the Department of Revenue. Our most recent valuation showed Total Market Value of \$2.995 Billion. We are estimating a modest increase of 2.0% for the coming year. This will result in a total unused borrowing capacity of over \$69 Million at the end of FY14.

Anticipated borrowing this Fiscal Year: For FY14 we anticipate borrowing \$5 Million for the voter-approved Parks & Trails Bonds.

General Obligation Bond Rating: The City’s most recent general obligation bond rating was done in connection with the refunding of our Library and Transportation G.O. Bonds in June 2012. Moody’s rated that issue an “Aa3”, stating: “The rating reflects the City’s moderately-sized, stable tax base that is more than double the size of the national Aa3 rated city median nationally, sound financial operations with near term exposure to litigation losses, below-average wealth measures, and a limited debt burden.”

Revenue-backed Debt: There remains no statutory cumulative limit on the amount of debt a city can issue that is backed by the revenue streams of various operations, known as “Revenue Bonds”. The City plans to issue a total of \$19.5 Million in revenue bonds for the construction of a new Water Treatment Plant this fiscal year. Bond commitments were obtained in FY12, and actual borrowing will occur in FY13.

Special District Debt: There is no statutory limit on the amount of debt a city can issue that is backed by assessments from special improvement districts (including lighting districts) known as “SID or SLID Bonds”. Other Special District Debt is subject to specific limitations, set forth in statute. In December 2007, the City issued \$6.27 Million in Tax Increment Urban Renewal Revenue Bonds for the Downtown Intermodal Parking Facility. This bond issue was initially rated BBB by Standard & Poor’s. The rating was upgraded by Standard & Poor’s to BBB+ in the spring of 2010. The most recent Special Improvement District debt was for a portion of the costs to reconstruct South 8th Avenue, totaling \$185,000 and loaned from cash surpluses in the SID Revolving Fund. We anticipate additional SID debt for the Story Street Reconstruction in FY14 – financed from the SID Revolving Fund surpluses.

Legal Debt Limit—G.O.	June 30, 2013	Estimated June 30, 2014
Statutory G.O. Debt Limit—2.5% of Valuation	\$76,447,375	\$77,976,322
Less: Outstanding G.O. Bonds	(\$2,485,000)	(\$7,085,000)
Less: Loans Payable	(\$1,281,000)	(\$891,000)
Plus: Fund Balances Reserved for Debt Payment	-	-
Equals: Legal Debt Margin	\$72,681,375	\$69,700,322

REVENUE DETAILS - FY14

City of Bozeman Revenues: All Funds	Property Taxes	Special Assessments	Licenses & Permits	Inter-governmental	Charges for Services	Fines and Forfeitures	Interest Income	Other Revenues	Other Financing Sources	TOTAL
010 - General Fund	\$ 12,419,986		\$ 285,370	\$ 6,167,861	\$ 2,115,729	\$ 1,199,500	\$ 35,000	\$ 41,500	\$ 2,184,293	\$ 24,449,239
100 - Planning Fund	169,782			101,480	146,700			16,000	199,036	632,998
103 - Health-Medical Insurance	1,982,204									1,982,204
108 - Community Transportation									30,150	30,150
110 - Gas Tax				650,400			4,000			654,400
111 - Street Maintenance	20,000		15,000		3,107,999		15,000		-	3,157,999
112 - Tree Maintenance					424,745		2,000	6,000		432,745
113 - Fire Impact Fee					190,000					190,000
114 - Street Impact Fee					921,000		60,000			981,000
115 - Building Inspection Fund			1,153,700		-		7,000			1,160,700
116 - TIFD Downtown Improvement	1,425,195			31,158			11,000			1,467,353
118 - HUD Projects								-	-	-
120 - Community Housing Fund							3,000	5,000	42,445	50,445
121 - Housing Revolving Loan							750	4,950		5,700
125 - Drug Forfeiture Fund				56,000		50,000		-	90,000	196,000
129 - Recovery Act, ARRA				-						-
132 - Bogert Park Special Revenue										-
133 - Recreation Special Revenue							200	500		700
136 - Park Special Revenue							200	500		700
137 - Library Special Revenue							200	25,000		25,200
139 - Police Special Revenue					-		3,000	1,000	-	4,000
140 - Police Domestic Violence				200,000					-	200,000
143 - TIF N 7th Corridor	645,000						7,500			652,500
144 - TIF NE Urban Renewal District	79,000						1,600			80,600
145 - TIF Mandeville Farm Industrial	46,000									46,000
146 - Lighting Districts		347,000								347,000
174 - Victim/Witness Advocate						65,000	3,500			68,500
175 - Senior Transportation	84,891									84,891
176 - BID Downtown Improv Dist		120,000								120,000
179 - Disaster Relief (Hail Damage Events)							10,000			10,000
184 - Parks Master Plan/Improvement Grants									75,000	75,000
186 - Development Impacts							3,000			3,000

REVENUE DETAILS - FY14

City of Bozeman Revenues: All Funds	Property Taxes	Special Assessments	Licenses & Permits	Inter-governmental	Charges for Services	Fines and Forfeitures	Interest Income	Other Revenues	Other Financing Sources	TOTAL
187 - Fire Dept Equipment	339,564						1,000			340,564
188 - City/County Joint Drug Forfeiture						500	1,500	-		2,000
189 - Story Mansion Special Revenue					15,547					15,547
191 - Bozeman Tourism BID		410,000					-			410,000
300 - SID Revolving Fund		11,240					20,000		-	31,240
301 - Bond S & I Library	262,313									262,313
302 - Bond S & I 1995 Trans Proj	443,979									443,979
304 - Bond S & I Parks & Open Space Bond	350,000									350,000
305 - 2007 Downtown TIF Bonds									428,388	428,388
310-441- SID Funds		1,619,500								1,619,500
504-563 - Construction Funds									5,000,000	5,000,000
600 - Water Fund					6,771,532		94,000	96,480	-	6,962,012
610 - Water Impact Fee					858,500		75,000			933,500
620 - Waste Water Fund				-	6,968,884		95,000	30,909	-	7,094,793
630 - Waste Water Impact Fee					820,000					820,000
640 - Solid Waste Fund					2,509,979		24,000	17,000	-	2,550,979
650 - Parking Fund			183,500		3,000	360,000		12,000		558,500
660 - Storm Water Fund					236,250					236,250
710 - Vehicle Maintenance					790,000				-	790,000
720 - Health-Medical Insurance					3,710,000			-		3,710,000
800 - Cemetery Perpetual Care					80,000		8,000		-	88,000
	\$ 18,267,914	\$ 2,507,740	\$ 1,637,570	\$ 7,206,899	\$ 29,669,865	\$ 1,675,000	\$ 485,450	\$ 256,839	\$ 8,049,312	\$ 69,756,589
% of Total	26%	4%	2%	10%	43%	2%	1%	0%	12%	100%

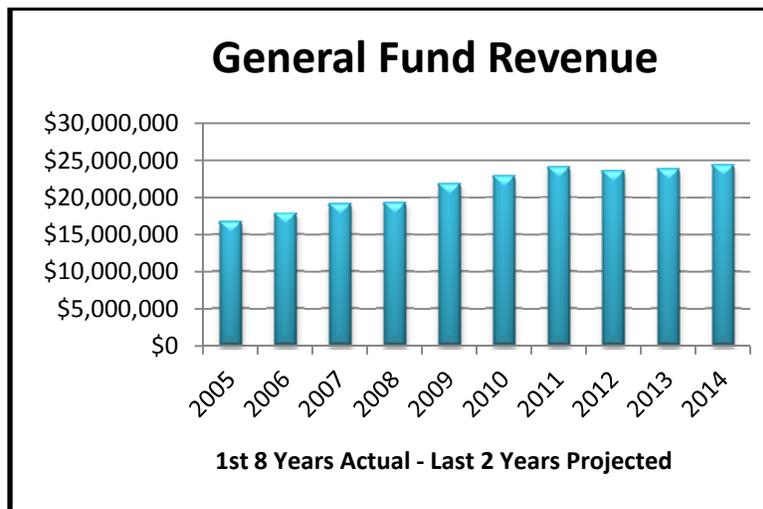
REVENUE TRENDS & ANALYSIS

Revenues are estimated for every fund of the City each year. This summary of revenue estimates is supported by detailed revenue estimates for each fund, as described later in the tables titled “Revenue & Expenditure Details”.

This section of the budget highlights major governmental and enterprise funds of the City: the General Fund, Street Maintenance Fund, along with Water, Wastewater, and Solid Waste enterprises and associated impact fees. Trends of these funds and individual revenues are shown together with estimates for the coming year. Together, these seven funds comprise over \$46 Million (65%) of the total estimated revenues of the City.

GENERAL FUND

The General Fund is used to account for all financial resources of the City, except for those required to be accounted for in another fund. Major functions supported by general fund revenues include: City Administration, Police and Fire services, Court, Parks, Recreation, and Library. Revenue is estimated to be \$24.5 Million for the budget year.



The changes in General Fund revenue, depicted in the graph above, reflect the following trends:

- The approved mill levy for police and firefighter staff and equipment. That levy allows permanent increases in property tax levies, beginning in FY09.
- Beginning in the late 1990’s, the rapid growth in new construction and annexations increased property taxes collected. However, the significant decline in local construction that began in 2008 reduced tax dollars from new construction. Fiscal Year 2010 saw 5.5% increase in taxable value. For FY11 there was a 2.7% increase in taxable values. In FY12 there is a 2.1% increase in taxable values. For FY13, there was a 1.4%

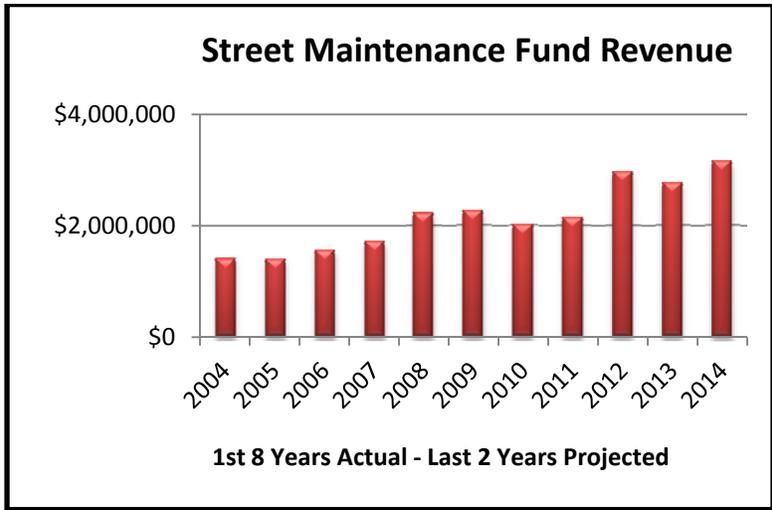
increase; the smallest increase in the past 6 years. We estimate a 2.0% increase for FY14.

- No State Entitlement Share growth for FY12 or FY13 – previously, this had been a steady source of revenue growth. For FY14, the share will grow by 3.5%.

STREET MAINTENANCE FUND

The Street Maintenance District Special Revenue Fund’s revenue history is shown below. Revenues, in the form of special assessments on real property, pay for the City’s street maintenance and reconstruction program. We are estimating a total of \$3.1 Million in total revenues this fiscal year.

- Beginning with FY12, we expanded the program to include major street reconstruction projects; the first being the reconstruction of South 8th Avenue. This project required the borrowing of approximately \$1.2 Million from the State of Montana, which results in a substantial increase in budgeted revenues from Other Sources in FY12.
- For FY13 & FY14, we are estimating no revenues from Other Sources, but an increase in assessments to continue to build resources for reconstruction and curb replacements.

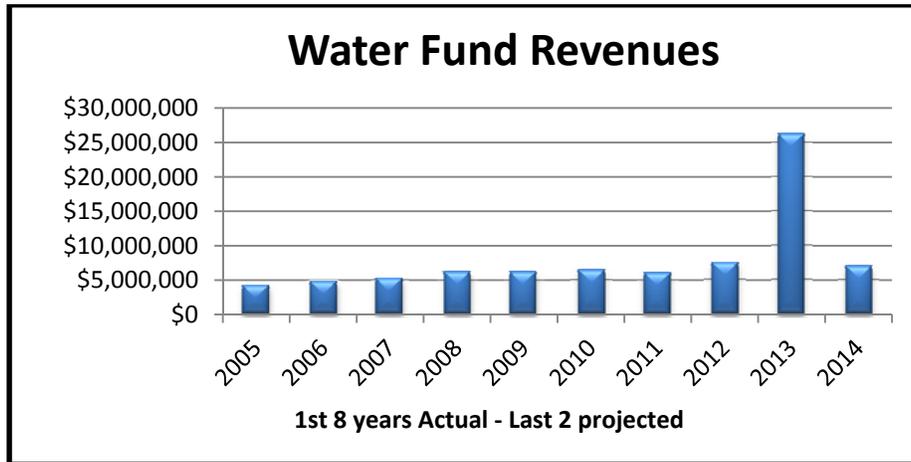


WATER FUND

Shown on the graph below are total water fund revenues, estimated at \$6.9 Million for the budget year. As depicted by the graph, water fund revenues have steadily increased as the result of both an increase in the customer base and as the result of regular rate changes.

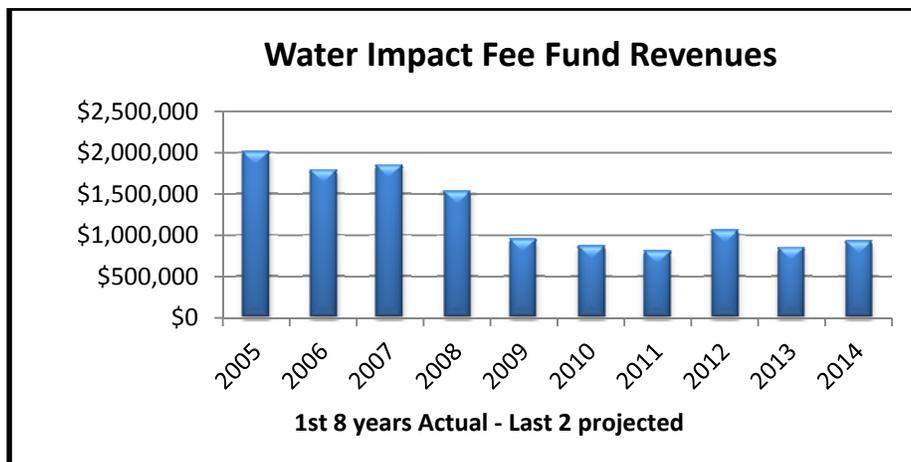
In updating our rate study for slower customer growth in recent years, decreased impact fee collections and new estimates of Water Plant costs, we estimated needing a 4.5% water rate increase for each of the next three years (FY11, FY12, and FY13) in order to fund plant construction and other scheduled operations and maintenance costs.

- The Commission adopted a two-year rate resolution of 4.5% increase in FY12 and 4.5% increase in FY13.
- FY13 revenues include loan proceeds of \$19.5 Million to fund the reconstruction of our Water Treatment Plant, which got underway towards the end of FY11.
- FY14 revenues will come from Utility rates, without the high levels of proceeds of long-term debt previously budgeted. The Commission voted to hold water rates steady for FY14 (no rate increase).



WATER IMPACT FEE FUND

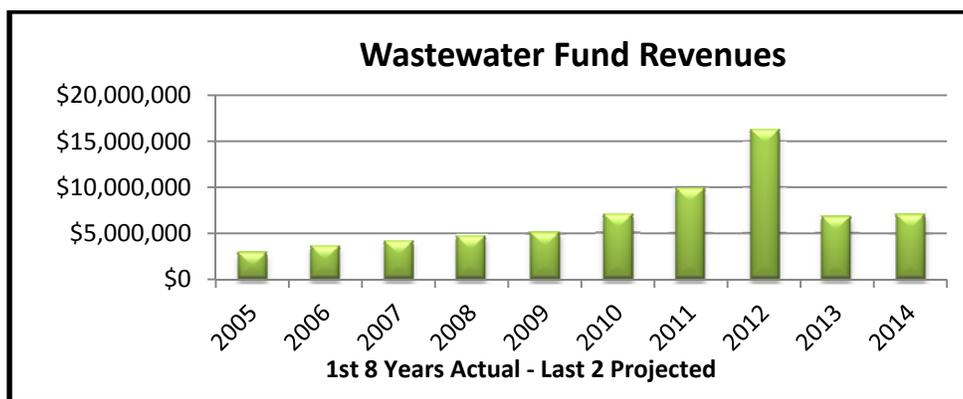
The Water Impact Fee Fund’s source of revenue is water system development impact fees. The fees are charged to development projects as they place demand for new capacity on the water treatment and distribution systems. As the recession has impacted construction and development, you can see the decrease in the collection of these fees. In FY13, we estimated that we would collect \$850,000 in revenue. Based on the newly adopted Impact Fees (April 2013), we are estimating only a small increase over the yearly total budgeted in FY13.



WASTEWATER FUND

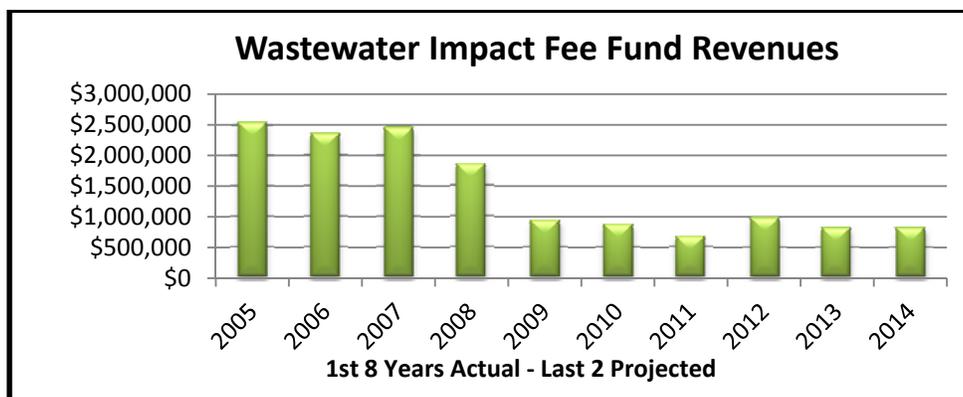
Revenues in the Wastewater Fund have, in general, been increasing over the past 10 years, and are estimated at \$7 Million for the budget year.

- In FY10-12 we borrowed significantly to construct our new Water Reclamation Facility. This debt is being repaid by system users over the next 20 years.
- The Commission adopted a two-year rate resolution of 6% increase in FY12 and 6% increase in FY13.
- For FY14 there is a 3% increase in rates.



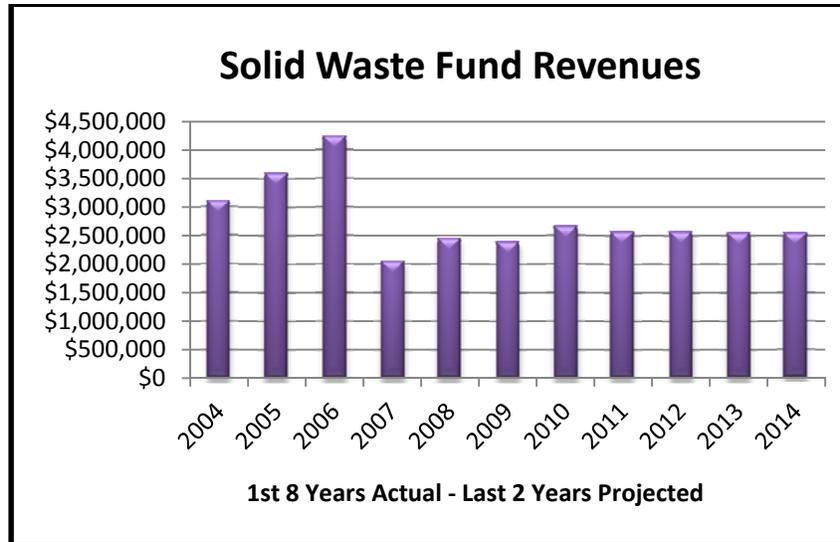
WASTEWATER IMPACT FEE FUND

The Wastewater Impact Fee Fund's source of revenue is wastewater system development impact fees. The fees are charged to development projects as they place demand for new capacity on the wastewater treatment and collection systems. As the recession has impacted construction and development, you can see the decrease in the collection of these fees. Based on the newly adopted Impact Fees (April 2013), we are estimating a similar amount collected as the total budgeted in FY13.



SOLID WASTE FUND

Revenues in the Solid Waste Fund were significantly affected by the closing of the City Landfill in 2007. During fiscal year 2006, the Commission discussed how the City would continue solid waste disposal services as our landfill was nearing its capacity. In a measure to reserve the remaining cell space for residential use only, the Commission closed the landfill to tipping by commercial customers and non-city residents and to any construction and demolition waste. The Landfill officially closed in June 2008.



- The Solid Waste Collection Division continues to operate residential and commercial collection, and in FY09 we began to provide curbside recycling collection services.
- For FY11 garbage rates increased 5%, to cover fuel costs, employee salary and benefit increases, and the assumption of costs that were once shared with the Disposal division.
- During the recession, the slowdown in local construction activity decreased demand for “roll-off” containers and the associated hauling and tipping services.
- Solid waste fund revenues, including curbside recycling fees for the year, are estimated at \$2.6 Million.

EXPENDITURE DETAILS - FY14

City of Bozeman Expenditures: All Funds	Personnel & Benefits	Operations	Capital	Debt Service	Transfers	Other Financing Uses	TOTAL
010 - General Fund	\$ 16,416,267	\$ 8,269,182	\$ 1,896,913	\$ -	\$ 274,186		\$ 26,856,548
100 - Planning Fund	577,791	192,688	12,500	-			782,979
103 - Health-Medical Insurance					2,178,484		2,178,484
108 - Community Transportation		30,515					30,515
109 - Highway Safety Improvement Projects		-					-
110 - Gas Tax		229,500	430,000				659,500
111 - Street Maintenance	1,311,538	1,056,668	1,205,383	255,000			3,828,589
112 - Tree Maintenance	342,292	141,317	62,000				545,609
113 - Fire Impact Fee				-	-		-
114 - Street Impact Fee			350,000				350,000
115 - Building Inspection Fund	946,626	181,984	100,000				1,228,610
116 - TIFD Downtown Improvement		1,558,600				438,388	1,996,988
118 - HUD Projects		-					-
120 - Community Housing Fund		47,000					47,000
121 - Housing Revolving Loan		14,400					14,400
125 - Drug Forfeiture Fund	175,102	11,300					186,402
128 - Fish Wildlife & Park Mgmt		-					-
129 - Recovery Act, ARRA		-					-
132 - Bogert Park Special Revenue		-					-
133 - Recreation Special Revenue		1,000					1,000
135 - Cemetery Special Revenue		-					-
136 - Park Special Revenue		12,000					12,000
137 - Library Special Revenue		7,900					7,900
138 - Law & Justice Center		-					-
139 - Police Special Revenue	81,154	10,010					91,164
140 - Police Domestic Violence	54,125	147,100					201,225
142 - Sustainability Grant		-					-
143 - TIF N 7th Corridor		856,849			10,000		866,849
144 - TIF NE Urban Renewal District		92,400			5,000		97,400
145 - TIF Mandeville Farm Industrial							-
146 - Lighting Districts		347,000					347,000
174 - Victim/Witness Advocate		125,000					125,000

EXPENDITURE DETAILS - FY14

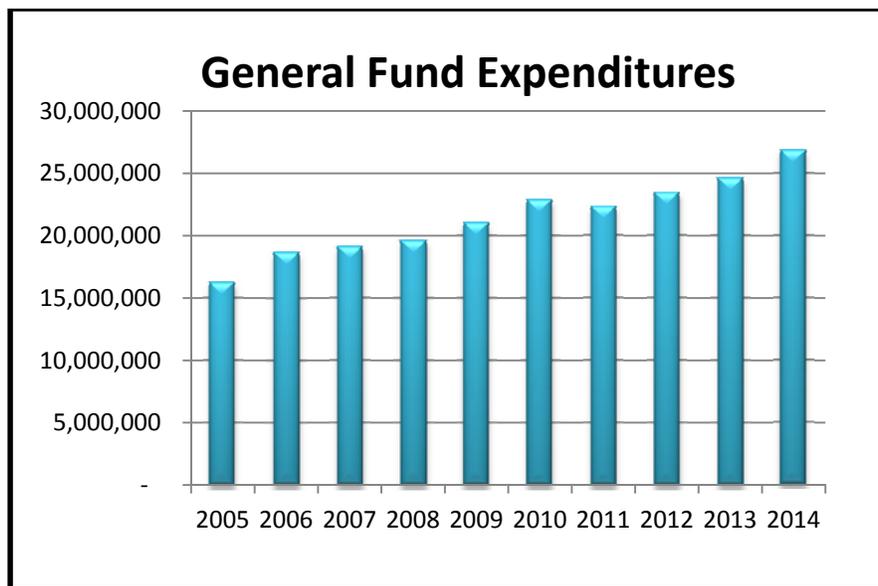
City of Bozeman Expenditures: All Funds	Personnel & Benefits	Operations	Capital	Debt Service	Transfers	Other Financing Uses	TOTAL
175 - Senior Transportation		83,769					83,769
176 - BID Downtown Improv Dist		114,000					114,000
179 - Disaster Relief (Hail Damage Events)							-
184 - Parks Master Plan/Improvement Grants			75,000				75,000
186 - Development Impacts		-					-
187 - Fire Dept Equipment			437,864				437,864
188 - City/County Joint Drug Forfeiture		-					-
189 - Story Mansion Special Revenue		15,547					15,547
191 - Bozeman Tourism BID		410,000					410,000
300 - SID Revolving Fund					200,000		200,000
301 - Bond S & I Library				274,849			274,849
302 - Bond S & I 1995 Trans Proj				422,088			422,088
304 - Bond S & I Parks & Open Space Bond				350,000			350,000
305 - 2007 Downtown TIF Bonds				428,388			428,388
310-441- SID Funds				1,619,500			1,619,500
504-563 - Construction Funds			5,041,380				5,041,380
600 - Water Fund	1,730,647	2,482,689	1,056,665	786,699			6,056,700
601 - Water Plant Construction			-				-
610 - Water Impact Fee			-		2,750,000		2,750,000
620 - Waste Water Fund	2,413,962	2,795,338	1,153,650	-	1,200,000		7,562,950
630 - Waste Water Impact Fee			-		820,000		820,000
640 - Solid Waste Fund	1,084,769	1,258,413	659,984				3,003,166
650 - Parking Fund	264,636	213,475	-				478,111
670- Storm Water Fund	88,263	37,323	-				125,586
710 - Vehicle Maintenance	305,823	473,175	17,000				795,998
720 - Health-Medical Insurance		3,710,000					3,710,000
800 - Cemetery Perpetual Care					-		-
	\$ 25,792,995	\$ 24,926,142	\$ 12,498,339	\$ 4,136,524	\$ 7,437,670	\$ 438,388	\$ 75,230,058
% of Total	34%	33%	17%	5%	10%	1%	100%

EXPENDITURE TRENDS & ANALYSIS

This section provides a historical trend analysis of the expenditures of the largest funds of the City. Increases and decreases in fund expenditure levels is a natural occurrence. The most important point is to understand what factors are causing fund expenditure levels to change. General Fund expenditures tend to be more stable, due to the fact that most costs are personnel that are both predictable and steady. In enterprise funds and construction funds, large fluctuations will occur due to the fact that these funds are infrastructure intense and large expenditures are sporadic, depending on the projects involved. The seven funds described below encompass \$51 Million (68%) of the total expenditures for FY14.

GENERAL FUND

The General Fund is used to account for all financial resources of the City, except for those required to be accounted for in another fund. Major functions supported by General Fund revenues include: City Administration, Police and Fire services, Court, Parks, Recreation, and Library. Expenditures total \$27 Million for this fiscal year.



The increase in expenditure levels of the General Fund can be tied to the growth trend of our community. With this increase in property and population, there is a need for additional General Fund services. Staffing increases to handle citizen demands bring salary and health insurance expenditure increases. Expanding our buildings to accommodate more citizens and employees results in an increase to building maintenance costs.

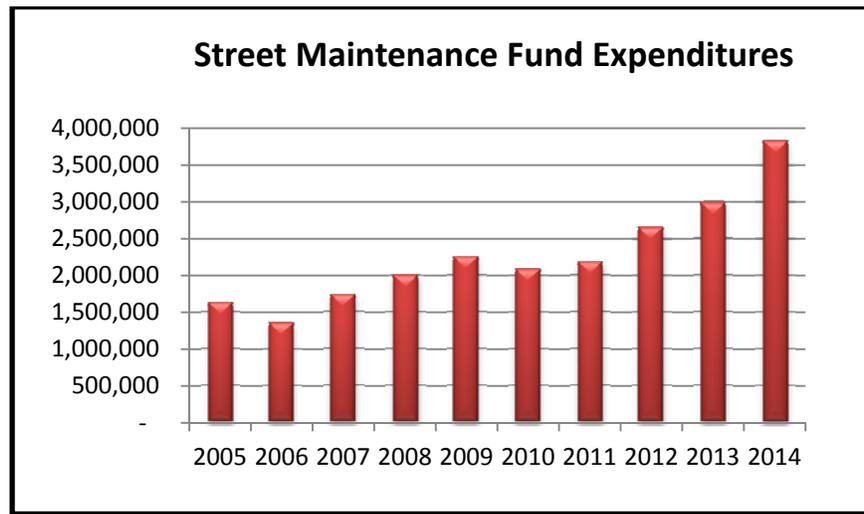
- Expenditures in Library Services increased significantly in 2007 due to the operations of the new Library facility.

- For FY08 we decreased expenditures on 911 Dispatch services by over \$700,000, due to the assumption of this program by the county.
- Over the past six years, we have increased expenditures in Police and Fire Services. Most significant this year is the continuation of the funding of the voter-approved expenditures for the addition of police officers, firefighters, and all associated equipment.

STREET MAINTENANCE FUND

The Street Maintenance District Fund’s expenditure history is shown below. Expenditures pay for the City’s street maintenance program personnel, operating costs, and equipment.

- Beginning in FY12, we expanded the program to include major street reconstruction projects; the first being the reconstruction of South 8th Avenue.
- Expenditures in FY14 are budgeted at \$3.8 Million and include \$900,000 of expenditures from our recently established Street Reconstruction and Curb Replacement monies.

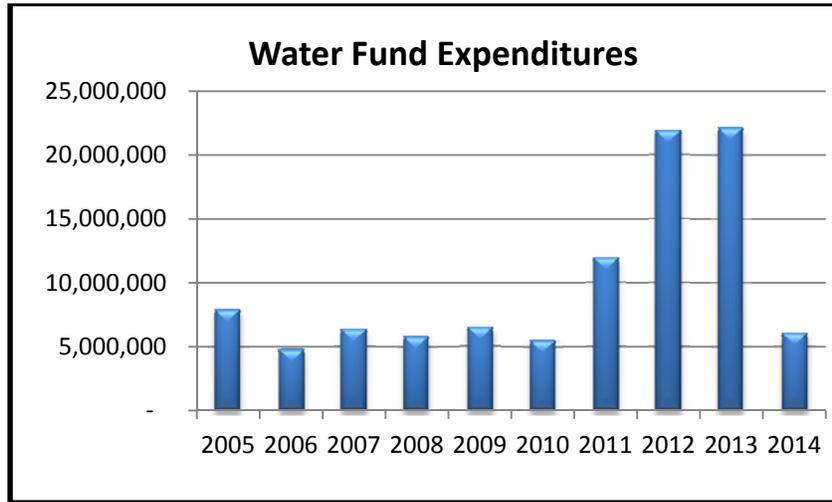


WATER FUND

The following chart depicts the trend in the Water Fund and shows the result of sporadic large improvement projects being undertaken in FY04-08 and again in FY11-FY13.

- In 2004, we began design and construction on the Hyalite Transmission Main, which greatly improved service for the City’s water supply from Hyalite reservoir. That project was completed in FY06.
- FY12 expenditures total roughly \$14.5 Million, and included spending on the first year of construction of our new Water Treatment Facility, according to our long-rang Water Facility Plan.
- FY12 also saw a concerted improvement in our water distribution pipe replacement program, replacing rehabilitation projects “every-two-years” with an annual program (doubling our efforts).

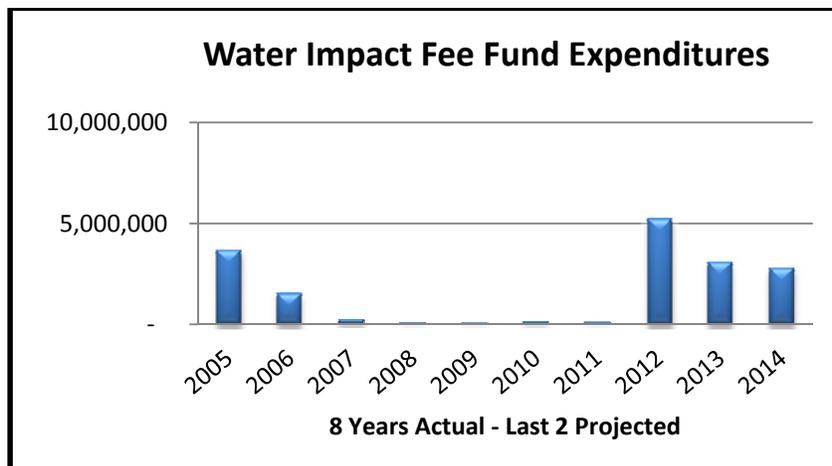
- FY13 includes the majority of construction costs for the Treatment Facility.
- Expenditures for FY14 are expected to fall to normal operating levels and total \$6 Million.



WATER IMPACT FEE FUND

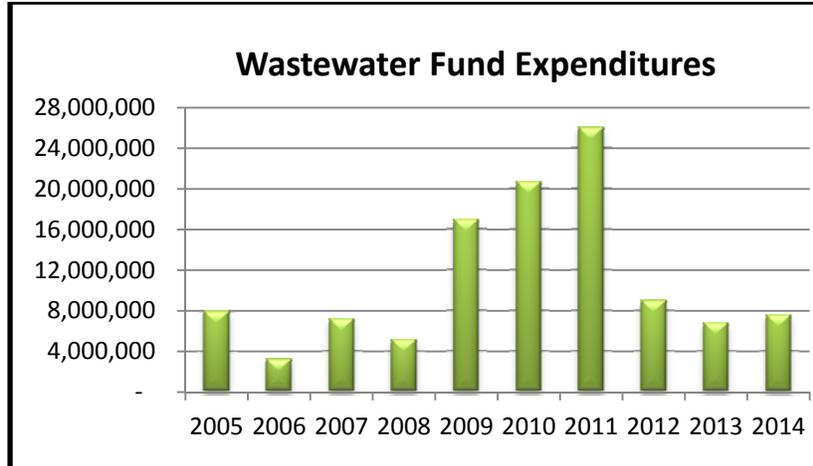
The Water Impact Fee Fund accounts for the spending of water system development impact fees. The fees are required to be spent on capital projects that expand the capacity of the City’s water treatment and water distribution systems. As such, spending is sporadic and related to planned capital projects.

In 2005, the Fund paid to settle class-action litigation related to the inaction and implementation of the fee system. In 2005 & 2006, the Fund paid for improvements to the Hyalite Water Transmission Main. In FY12, 13, and 14 the Fund has assisted with the construction the new Water Treatment Facility.



WASTEWATER FUND

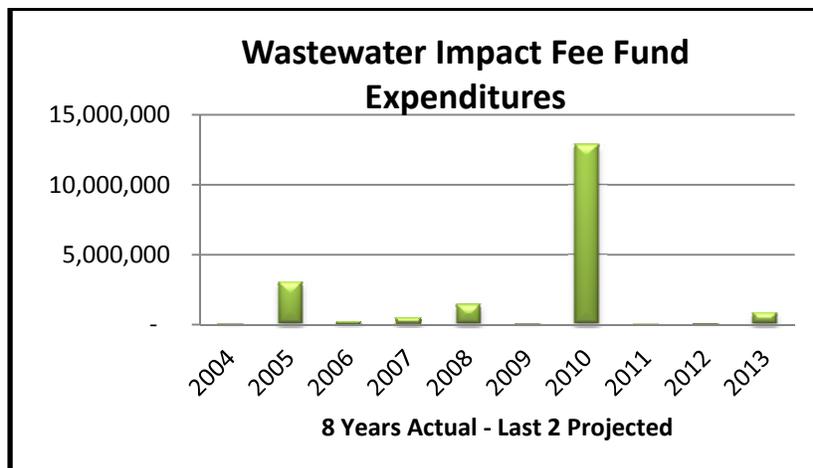
The Wastewater Fund has also spent substantial dollars on capital improvements over the past ten years. As a result of our most recent Wastewater Facility Study, the City immediately embarked on the design and construction of a new Water Reclamation Facility.



- In November 2008, the City approved bids for a project totaling \$54 Million. We broke ground in May 2009 and substantially completed the project in 2012.
- FY12 also saw a concerted improvement in our wastewater collection pipe replacement program, replacing rehabilitation projects “every-two-years” with an annual program (doubling our efforts).
- FY14 expenditures are estimated at \$7.5 Million.

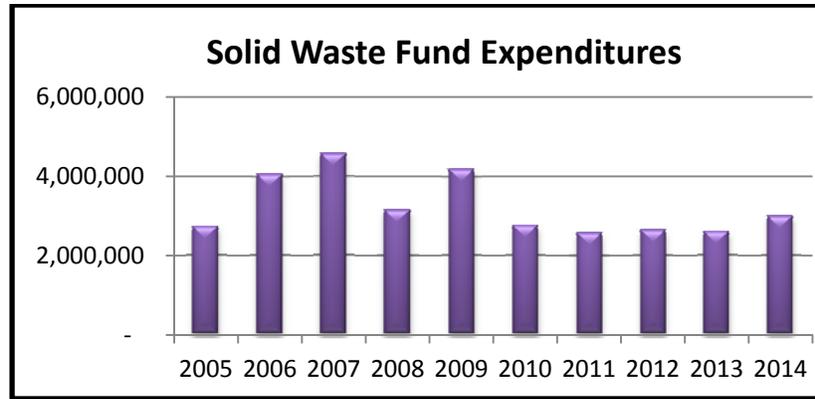
WASTEWATER IMPACT FEE FUND

The Wastewater Impact Fee Fund accounts for the spending of wastewater system development impact fees. The fees are required to be spent on capital projects that expand the capacity of the City’s wastewater treatment and wastewater collection systems. As such, spending is sporadic and related to planned capital projects.



- In 2005, the fund paid to settle class-action litigation related to the inaction and implementation of the fee system.
- In 2010, the fund assisted with the construction of the Water Reclamation Facility.
- Expenditures in FY14 are budgeted at \$820,000 to pay debt related to the capacity expanding elements of the Water Reclamation Facility.

SOLID WASTE FUND



- Expenditures in the Solid Waste Fund increased significantly during 2005-2007 due to the City’s investment in the Mandeville Farm property, Transfer Station design, and the Old Library Property.
- Costs also increased in FY06 when the City decided to direct-haul collection trash to the County Landfill.
- The FY09 budget included the cap and closure costs on the City’s existing landfill cell, curb-side recycling start-up, and funding our regular garbage collection routes.
- Expenditures are estimated to total \$3.0 Million for Collection and Recycling purposes this year.

FUND BALANCES/WORKING CAPITAL TRENDS & ANALYSIS

There are two fund types that are used to account for the City's operating funds. One is governmental fund types and the other is proprietary fund types. The best measure of a governmental fund types' financial condition is fund balance (assets minus liabilities). The best measure of a propriety fund types' financial condition is working capital (current assets minus current liabilities).

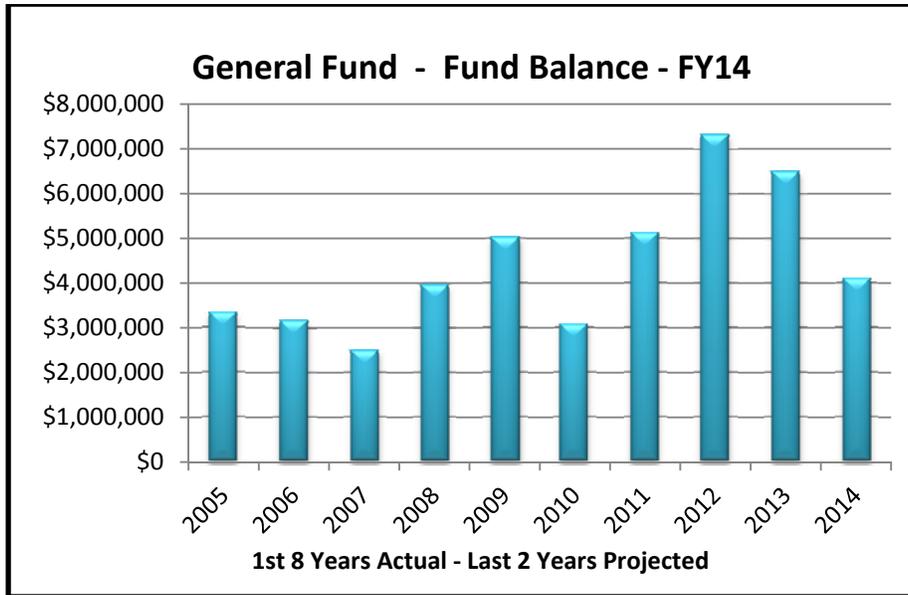
This section provides a historical trend analysis of the fund balance and working capital balances of the major funds of the City. Increases and decreases in a funds' financial position is a natural occurrence. The most important point is to understand what factors are causing a funds' financial position to change. General Fund balances will generally be more stable, due to the fact that most costs are personnel that are both predictable and steady. In enterprise funds, large fluctuations will occur due to the fact that these funds are infrastructure intense and large expenditures are sporadic.

GENERAL FUND

The General Fund is used to account for all financial resources of the City, except for those required to be accounted for in another fund. Major functions supported by General Fund revenues include: City Administration, Police and Fire services, Court, Parks, Recreation, and Library.

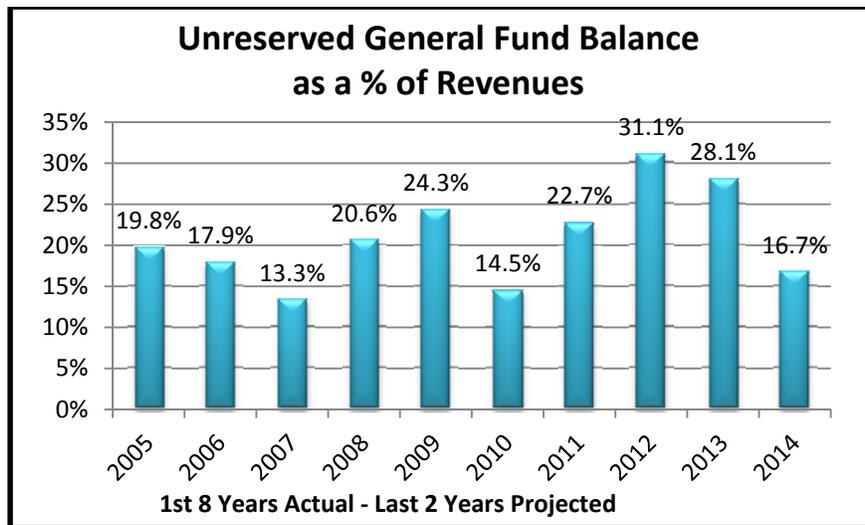
The graph below shows that the city has maintained its General Fund balance between \$2.5 and \$7.5 Million over the past ten years.

- The relatively sharp decline at the end of FY03 resulted from the use of \$1.3 Million in reserves to purchase the Story Mansion.
- Increases in fund balance in 05 & 08 occurred as the result of unexpected revenues and vacancy savings (most significant in FY08).
- The decline in FY07 is attributed to the City's share of the purchase of the Lamme Library property for \$1 Million.
- FY09 saw an increase due, in part, to unfinished capital projects (Swim Center AV System and Fire Department equipment purchases) that were carried over into the FY10 year and spent.
- The FY12 budget year ended with a fund balance level of over \$7 Million, due to vacancy savings in the Police Department, and other departmental budget savings.
- We anticipate that FY13 will end with over \$6 Million in fund balance, of which \$700,000 is earmarked for payment of the City's second payment to the MMIA for the settlement of the declaratory action.
- The FY14 Approved Budget will end with the required minimum \$4 Million fund balance.



The next graph shows the General Fund’s fund balance in relation to the annual operating revenue of the fund. In May 2011, the City adopted GFOA’s Best Practice for Unreserved Fund Balance in the General Fund into its Budget Administration Ordinance. This requires a 16.7% balance. If that is not achieved, the Commission must hold a separate hearing to specifically address why the balance has not been met and what will be done going forward.

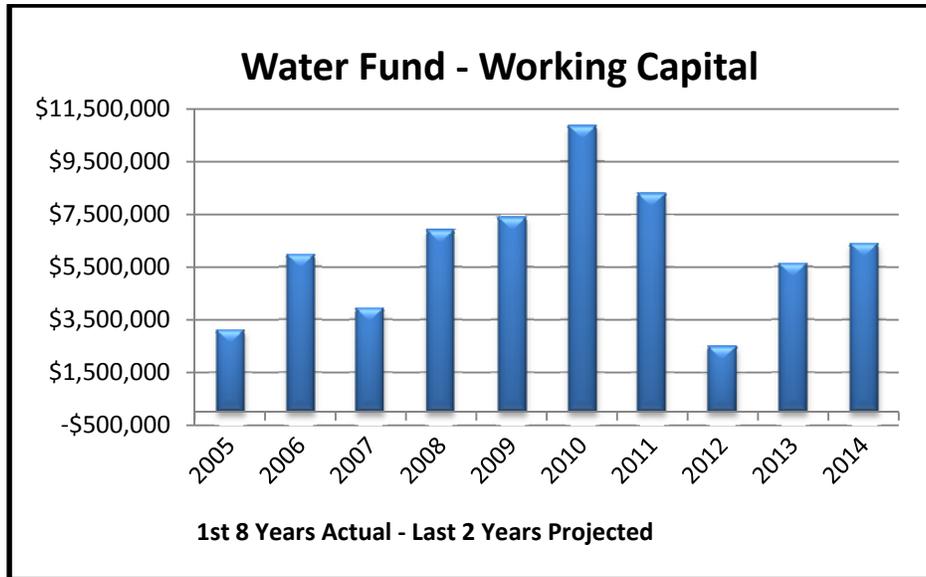
- The reserve minimum will be met with an estimated 16.7% reserve.



There is considerable overlap between the City’s “backward looking” CAFR (Comprehensive Annual Financial Report) and “forward looking” annual budget. During the budget process, before a fiscal year is completed, we are forced to estimate how much both the current (FY13) and future (FY14) reserve amounts will be.

WATER FUND

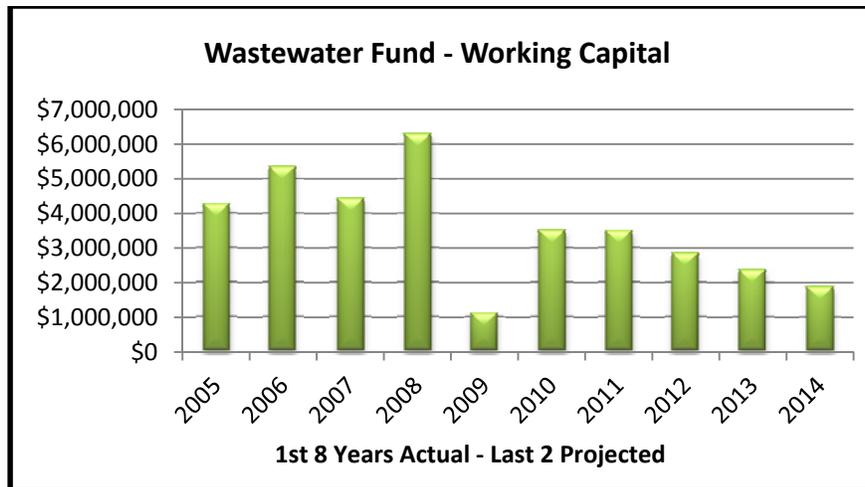
The graph below depicts the working capital balance of the City's Water Fund. This graph typifies the significant fluctuations that result from large infrastructure expenditures.



We accumulated, and are now utilizing, dollars for plant design and construction, which is estimated to cost approximately \$40.7 Million over FY11-FY13, borrowing cash and utilizing savings for construction. FY14 budget projects an ending balance of \$6.4 Million.

WASTEWATER FUND

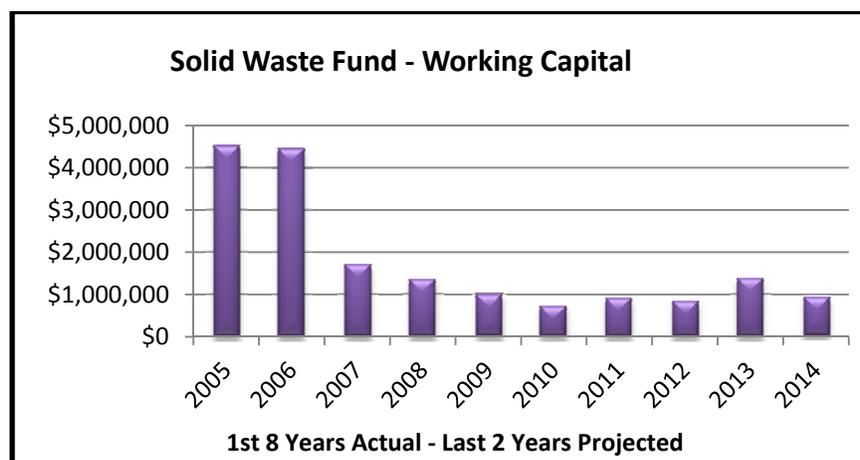
As seen by the graph of the wastewater fund on the next page, the fund's working capital balance has been steadily growing over the past ten years. The FY09 spending on construction of the plant brings the working capital balance to its lowest level in ten years. This is to be expected, considering that the treatment plant project represents the most substantial investment in the City's Wastewater Facility in decades. FY14 ending working capital balance is estimated at \$1.9 Million.



SOLID WASTE FUND

The graph of the Solid Waste Fund working capital begins with a healthy balance accumulated to plan for the eventual closure of the landfill and to provide for an alternative for solid waste disposal.

- In FY07, \$1.5M was utilized to purchase the Lamme Library Property, after the City Commission decided to discontinue land-filling operations, and to join the County's regional Solid Waste District.
- The FY09 budget anticipated closing and capping the Landfill and beginning a curbside recycling program in addition to the current garbage collection services. The new recycling program required investments in a new recycling truck and bins for customers which were funded in FY08.
- FY10 shows the results of utilizing approximately \$370,000 for the addition of office and vehicle storage space to meet the long term needs of the division.
- The FY14 budget results in an ending working capital balance of approximately \$925,000.



REVENUE EXPENDITURE DETAILS PER FUND - FY14

	FY12 Actual	FY13 Amended	FY14 Approved
010 - General Fund			
Revenues			
Property Taxes	10,564,617	11,290,355	11,432,986
Gallatin County Option	980,111	1,056,500	987,000
Business/Animal Licenses and Permits	294,411	285,250	285,370
Grants	199,259	-	-
County Shared	499,964	481,528	507,659
State Shared	5,440,325	5,177,090	5,660,202
General Government	1,487,456	1,515,691	1,504,165
Public Safety	158,887	155,054	162,764
Public Welfare	520,409	474,350	448,800
Library Fines	46,470	45,000	45,000
Police Court Fines	1,113,507	1,091,500	1,104,500
Weed Mowing Fines	-	-	-
Parking Fines	61,086	75,000	50,000
Animal Control Fines	20,670	30,000	-
Snow Removal Fines	-	-	-
Miscellaneous Fines	-	-	-
Interest Income	55,104	30,000	35,000
Admin Reimbursement	-	-	-
Cash Over/Short	-	-	-
Donations	-	-	-
Miscellaneous Revenue	4,930	5,000	5,000
Refunds & Reimbursements	5,742	25,000	25,000
Rents and Royalties	406	1,500	1,500
Sales/Unclaimed Property	11,006	15,000	10,000
Street & Alley Vacation	-	-	-
Transfers	1,952,844	2,171,149	2,184,293
Proceeds-Asset Disposition	-	-	-
Compensation for Loss	-	-	-
Total Revenues	23,417,204	23,924,967	24,449,239
Expenditures			
Personnel & Benefits	15,904,176	15,012,219	16,416,267
Operations	5,223,995	7,971,895	8,269,182
Capital	771,297	1,005,670	1,896,913
Debt Service	212,771	150,000	-
Transfers	878,575	439,186	274,186
Total Expenditures	22,990,814	24,578,970	26,856,548
Special Revenue Funds			
100 - Community Development			
Revenues			
Property Taxes	165,523	167,538	169,782
Grants	5,500	5,500	5,225
County Shared	-	-	-
State Shared	94,015	71,000	96,255
Charges for Services	159,858	112,000	146,700
Interest Income	1,251	-	-
Refunds & Miscellaneous Revenue	14,789	18,000	16,000
Transfers	331,482	349,036	199,036
Total Revenues	772,418	723,074	632,998

REVENUE EXPENDITURE DETAILS PER FUND - FY14

	FY12 Actual	FY13 Amended	FY14 Approved
Expenditures			
Personnel & Benefits	599,262	636,926	577,791
Operations	49,567	80,803	192,688
Capital	-	-	12,500
Transfers	-	-	-
Total Expenditures	648,829	717,729	782,979
103 - Health-Medical Insurance			
Revenues			
Property Taxes	1,866,700	1,932,530	1,982,204
Tranfers	40,000	-	-
Total Revenues	1,906,700	1,932,530	1,982,204
Expenditures			
Transfers	1,789,983	2,021,149	2,178,484
Total Expenditures	1,789,983	2,021,149	2,178,484
108 - Community Transportation			
Revenues			
Grants	167,801	-	-
Donations	-	-	-
Transfers	30,150	30,150	30,150
Refunds & Misc Rev	35,679	-	-
Total Revenues	233,630	30,150	30,150
Expenditures			
Personnel & Benefits	-	-	-
Operations	-	30,515	30,515
Capital	222,493	-	-
Total Expenditures	222,493	30,515	30,515
109 - Highway Safety Improvement Projects			
Revenues			
Interest Income	207	-	-
Total Revenues	207	-	-
Expenditures			
Operations	-	-	-
Total Expenditures	-	-	-
110 - Gas Tax			
Revenues			
State Shared	650,383	650,400	650,400
Interest Income	4,100	4,000	4,000
Total Revenues	654,483	654,400	654,400
Expenditures			
Operations	191,669	229,500	229,500
Capital	424,018	430,000	430,000
Total Expenditures	615,687	659,500	659,500

REVENUE EXPENDITURE DETAILS PER FUND - FY14

	FY12 Actual	FY13 Amended	FY14 Approved
111 - Street Maintenance			
Revenues			
Penalty & Interest	27,932	-	20,000
Permits	4,750	15,000	15,000
State Shared	974	-	-
Public Service	2,692,020	2,741,676	3,107,999
Interest Income	7,319	7,500	15,000
Other Financing Sources	241,174	-	-
Refunds & Reimbursements	2,275	-	-
Proceeds-Asset Disposition	-	-	-
Total Revenues	2,976,444	2,764,176	3,157,999
Expenditures			
Personnel & Benefits	1,179,095	1,270,442	1,311,538
Operations	813,987	908,540	1,056,668
Capital	460,687	537,723	1,205,383
Debt Service	205,173	270,197	255,000
Total Expenditures	2,658,942	2,986,902	3,828,589

112 - Tree Maintenance			
Revenues			
Penalty & Interest	4,753	2,000	4,000
Intergovernmental	1,000	-	-
Public Service	429,082	422,129	420,745
Interest Income	1,999	2,000	2,000
Refunds & Reimbursements	-	-	-
Sales	5,950	10,000	6,000
Other Financing Sources	3,200	-	-
Total Revenues	445,984	436,129	432,745
Expenditures			
Personnel & Benefits	323,150	336,465	342,292
Operations	105,400	124,750	141,317
Capital	-	-	62,000
Total Expenditures	428,550	461,215	545,609

113 - Fire Impact Fee			
Revenues			
Public Safety	245,250	190,000	190,000
Interest Income	1,589	-	-
Proceeds of Long Term Debt	-	-	-
Total Revenues	246,839	190,000	190,000
Expenditures			
Operations	36,978	-	-
Capital	-	-	-
Transfers	150,000	150,000	-
Total Expenditures	186,978	150,000	-

114 - Street Impact Fee			
Revenues			
Public Service	1,090,715	921,000	921,000
Interest Income	61,841	85,000	60,000
Admin Reimbursement	-	-	-
Total Revenues	1,152,556	1,006,000	981,000

REVENUE EXPENDITURE DETAILS PER FUND - FY14

	FY12 Actual	FY13 Amended	FY14 Approved
Expenditures			
Operations	69,054	-	-
Capital	1,244,166	4,790,500	350,000
Transfers	29,400	-	-
Total Expenditures	1,342,620	4,790,500	350,000

115 - Building Inspection Fund			
Revenues			
Permits	915,544	957,525	1,153,700
State Shared	9,063	-	-
General Government	-	-	-
Public Safety	983	1,000	-
Refunds & Reimbursements	30	-	-
Interest Income	10,373	7,000	7,000
Total Revenues	935,993	965,525	1,160,700
Expenditures			
Personnel & Benefits	617,587	731,428	946,626
Operations	170,317	155,188	181,984
Capital	-	100,000	100,000
Total Expenditures	787,904	986,616	1,228,610

116 - TIFD Downtown Improvement			
Revenues			
Property Taxes	731,796	1,339,000	1,425,195
State Shared	31,158	31,158	31,158
Interest Income	10,770	11,000	11,000
Other Revenues	-	-	-
Total Revenues	773,724	1,381,158	1,467,353
Expenditures			
Operations	273,884	1,558,600	1,558,600
Transfers	447,738	438,388	438,388
Total Expenditures	721,622	1,996,988	1,996,988

118 - HUD Projects			
Revenues			
Interest Income	-	-	-
Loan Principal	-	-	-
Loan Interest	-	-	-
Grants	148,100	-	-
Refunds & Reimbursement	-	-	-
Total Revenues	148,100	-	-
Expenditures			
Operations	15,737	-	-
Capital	132,363	-	-
Total Expenditures	148,100	-	-

119 - Economic Development Loan			
Revenues			
Interest Income	-	-	-
Loan Principal	292,496	-	-
Loan Interest	17,502	-	-
Grants	-	-	-
Refunds & Reimbursement	-	-	-
Total Revenues	309,998	-	-

REVENUE EXPENDITURE DETAILS PER FUND - FY14

	FY12 Actual	FY13 Amended	FY14 Approved
Expenditures			
Operations	78,835	-	-
Total Expenditures	78,835	-	-

120 - Community Housing Fund			
Revenues			
Property Tax Revenue	41,031	41,885	42,445
Interest Income	2,956	5,000	3,000
Refunds & Reimbursements	-	-	-
Loan Principal	5,000	5,000	5,000
Total Revenues	48,987	51,885	50,445
Expenditures			
Personnel	-	-	-
Operations	40,000	40,000	47,000
Total Expenditures	40,000	40,000	47,000

121 - Housing Revolving Loan			
Revenues			
Interest Income	521	750	750
Other Revenues	-	-	-
Loan Principal	4,842	4,200	4,200
Loan Interest	602	750	750
Total Revenues	5,965	5,700	5,700
Expenditures			
Operations	44,400	14,400	14,400
Total Expenditures	44,400	14,400	14,400

124 - Bozeman Bike Board			
Revenues			
Grants	1,385	-	-
Other Revenue	18,440	-	-
Total Revenues	19,825	-	-
Expenditures			
Operations	19,825	-	-
Total Expenditures	19,825	-	-

125 - Drug Forfeiture Fund			
Revenues			
Grants	99,866	56,000	56,000
Police Court Fines	48,894	40,000	50,000
Miscellaneous Revenue	36,771	5,000	-
Other Financing Sources	149,125	90,000	90,000
Total Revenues	334,656	191,000	196,000
Expenditures			
Personnel & Benefits	196,875	90,069	175,102
Operations	11,546	11,300	11,300
Total Expenditures	208,421	101,369	186,402

126 - Neighborhood Parking District			
Revenues			
Grants	-	-	-
Other Revenue	-	-	-
Total Revenues	-	-	-

REVENUE EXPENDITURE DETAILS PER FUND - FY14

	FY12 Actual	FY13 Amended	FY14 Approved
Expenditures	-	-	-
Personnel	-	2,981	-
Total Expenditures	-	2,981	-

128 - Fish Wildlife & Park Mgmt			
Revenues			
Grants	-	-	-
Other Revenue	294	-	-
Total Revenues	294	-	-
Expenditures			
Operations	112	-	-
Capital	11,054	-	-
Total Expenditures	11,166	-	-

129 - Recovery Act, ARRA			
Revenues			
Grants	9,300	-	-
Transfers In/Other	83,014	-	-
Total Revenues	92,314	-	-
Expenditures			
Operations	3,461	-	-
Capital	2,060	-	-
Total Expenditures	5,521	-	-

130 - Americans with Disability			
Revenues			
Interest Income	325	-	-
Transfers	-	-	-
Total Revenues	325	-	-
Expenditures			
Operations	-	-	-
Capital	-	-	-
Total Expenditures	-	-	-

131 - Beautification of Bozeman			
Revenues			
Donations	-	1,000	-
Interest Income	9	-	-
Total Revenues	9	1,000	-
Expenditures			
Operations	55	-	-
Total Expenditures	55	-	-

132 - Bogert Park Special Revenue			
Revenues			
Donations	-	-	-
Other Revenue	101	-	-
Transfers & Other Revenue	-	-	-
Total Revenues	101	-	-
Expenditures			
Operating	-	-	-
Total Expenditures	-	-	-

REVENUE EXPENDITURE DETAILS PER FUND - FY14

	FY12 Actual	FY13 Amended	FY14 Approved
133 - Recreation Special Revenue			
Revenues			
Interest Income	122	200	200
Donations	1,377	500	500
Total Revenues	1,499	700	700
Expenditures			
Operations	3,100	1,000	1,000
Total Expenditures	3,100	1,000	1,000
135 - Cemetery Special Revenue			
Revenues			
Interest Income	22	-	-
Donations	-	-	-
Total Revenues	22	-	-
Expenditures			
Operations	-	-	-
Total Expenditures	-	-	-
136 - Park Special Revenue			
Revenues			
Interest Income	154	200	200
Donations	60	1,000	500
Total Revenues	214	1,200	700
Expenditures			
Operations	-	12,000	12,000
Capital	15,500	-	-
Transfers to Other Funds	-	-	-
Total Expenditures	15,500	12,000	12,000
137 - Library Special Revenue			
Revenues			
Grants	1,480	-	-
Interest Income	252	200	200
Donations	31,360	5,000	25,000
Refunds & Reimbursements	-	-	-
Total Revenues	33,092	5,200	25,200
Expenditures			
Operations	17,639	7,900	7,900
Transfers	-	-	-
Total Expenditures	17,639	7,900	7,900
138 - Law & Justice Center			
Expenditures			
Operations	-	-	-
Total Expenditures	-	-	-

REVENUE EXPENDITURE DETAILS PER FUND - FY14

	FY12 Actual	FY13 Amended	FY14 Approved
139 - Police Special Revenue			
Revenues			
Grants	18,857	-	-
Public Safety	-	-	-
Interest Income	2,921	3,000	3,000
Donations	12,670	500	1,000
Miscellaneous Revenue	-	-	-
Transfers	100,000	100,000	-
Total Revenues	134,448	103,500	4,000
Expenditures			
Personnel & Benefits	77,834	68,259	81,154
Operating	20,450	25,960	10,010
Transfers	-	-	-
Total Expenditures	98,284	94,219	91,164
140 - Police Domestic Violence			
Revenues			
Grants	119,350	255,000	200,000
Refunds & Reimbursements	-	-	-
Transfers	-	-	-
Total Revenues	119,350	255,000	200,000
Expenditures			
Personnel	40,740	49,756	54,125
Operating	78,611	158,404	147,100
Total Expenditures	119,351	208,160	201,225
142 - Sustainability Grant			
Revenues			
Grants	-	-	-
Total Revenues	-	-	-
Expenditures			
Operating	405	-	-
Total Expenditures	405	-	-
143 - TIF N 7th Corridor			
Revenues			
Property Taxes	488,059	500,000	645,000
Interest Income	5,348	5,000	7,500
Transfers	-	-	-
Total Revenues	493,407	505,000	652,500
Expenditures			
Operating	98,628	856,849	856,849
Transfers	10,000	10,000	10,000
Total Expenditures	108,628	866,849	866,849

REVENUE EXPENDITURE DETAILS PER FUND - FY14

	FY12 Actual	FY13 Amended	FY14 Approved
144 - TIF NE Urban Renewal District			
Revenues			
Property Taxes	57,172	79,000	79,000
Interest Income	1,443	1,500	1,600
Transfers	-	-	-
Total Revenues	58,615	80,500	80,600
Expenditures			
Operating	33,772	201,312	92,400
Transfers	5,000	5,000	5,000
Total Expenditures	38,772	206,312	97,400

145 - TIF Mandeville Farm Industrial			
Revenues			
Property Taxes	8,477	5,000	46,000
Refunds & Reimbursements	-	-	-
Transfers	-	-	-
Total Revenues	8,477	5,000	46,000
Expenditures			
Operating	1,833	-	-
Total Expenditures	1,833	-	-

146 - Lighting Districts			
Revenues			
Special Assessments	336,834	315,000	347,000
Interest Income	-	-	-
Total Revenues	336,834	315,000	347,000
Expenditures			
Operating	336,834	315,000	347,000
Total Expenditures	336,834	315,000	347,000

174 - Victim/Witness Advocate			
Revenues			
Police Court Fines	73,641	75,000	65,000
Interest Income	3,662	4,500	3,500
Total Revenues	77,303	79,500	68,500
Expenditures			
Operating	87,911	122,000	125,000
Total Expenditures	87,911	122,000	125,000

175 - Senior Transportation			
Revenues			
Property Taxes	83,015	83,769	84,891
State Shared	-	-	-
Interest Income	274	-	-
Total Revenues	83,289	83,769	84,891
Expenditures			
Operating	83,901	83,769	83,769
Total Expenditures	83,901	83,769	83,769

REVENUE EXPENDITURE DETAILS PER FUND - FY14

	FY12 Actual	FY13 Amended	FY14 Approved
176 - BID Downtown Improv Dist			
Revenues			
Assessments	113,803	114,000	120,000
Penalty & Interest	-	-	-
Total Revenues	113,803	114,000	120,000
Expenditures			
Operating	114,373	114,000	114,000
Total Expenditures	114,373	114,000	114,000
179 - Disaster Relief (Hail Damage Events)			
Revenues			
Refunds & Reimbursements	-	-	-
Interest Income	14,006	10,000	10,000
Total Revenues	14,006	10,000	10,000
Expenditures			
Operating	-	-	-
Total Expenditures	-	-	-
183 - Fire Department Special Revenue			
Revenues			
Interest Income	889	-	-
Donations	661	-	-
Grants	44,167	-	-
Total Revenues	45,717	-	-
Expenditures			
Operating	3,752	-	-
Capital	2,638	-	-
Total Expenditures	6,390	-	-
184 - Parks Master Plan/Improvement Grants			
Revenues			
Transfers	50,000	75,000	75,000
Total Revenues	50,000	75,000	75,000
Expenditures			
Capital	33,291	75,000	75,000
Total Expenditures	33,291	75,000	75,000
186 - Development Impacts			
Revenues			
Transfers In	-	-	-
Interest Income	4,115	4,500	3,000
Loan P&I	3,445	-	-
Total Revenues	7,560	4,500	3,000
Expenditures			
Operating	46,800	-	-
Capital	67,960	-	-
Total Expenditures	114,760	-	-

REVENUE EXPENDITURE DETAILS PER FUND - FY14

	FY12 Actual	FY13 Amended	FY14 Approved
187 - Fire Dept Equipment			
Revenues			
Property Taxes	330,289	335,076	339,564
Other	39,290		
Interest Income	3,020	4,500	1,000
Total Revenues	372,599	339,576	340,564
Expenditures			
Operating	-	-	-
Capital	-	77,864	437,864
Total Expenditures	-	77,864	437,864

188 - City/County Joint Drug Forfeiture			
Revenues			
Fines	285	5,000	500
Interest Income	1,837	2,000	1,500
Donations	-	-	-
Total Revenues	2,122	7,000	2,000
Expenditures			
Operating	58,883	-	-
Transfers to Other Funds	-	-	-
Total Expenditures	58,883	-	-

189 - Story Mansion Special Revenue			
Revenues			
Charges for Sevices	19,363	-	15,547
Refunds & Reimbursements	-	-	-
Transfers From other Funds	70,142	-	-
Total Revenues	89,505	-	15,547
Expenditures			
Operating	88,370	-	15,547
Capital	-	-	-
Total Expenditures	88,370	-	15,547

190 - Energy Grants			
Revenues			
Grants	120,741	-	-
Refunds & Reimbursements	12,061	-	-
Total Revenues	132,802	-	-
Expenditures			
Operating	111,134	-	-
Capital	16,100	-	-
Total Expenditures	127,234	-	-

191 - Bozeman Tourism BID			
Revenues			
Special Assessments	399,054	410,000	410,000
Interest Income	-	-	-
Total Revenues	399,054	410,000	410,000
Expenditures			
Operations	406,961	410,000	410,000
Total Expenditures	406,961	410,000	410,000

REVENUE EXPENDITURE DETAILS PER FUND - FY14

	FY12 Actual	FY13 Amended	FY14 Approved
850 - Cash in Lieu of Parkland			
Revenues			
Cash in Lieu of Parkland	-	-	-
Interest Income	-	-	-
Total Revenues	-	-	-
Expenditures			
Capital	-	-	-
Total Expenditures	-	-	-
Debt Service Funds			
300 - SID Revolving Fund			
Revenues			
Special Assessments	-	11,240	11,240
Interest Income	28,553	20,000	20,000
Transfers	-	-	-
Total Revenues	28,553	31,240	31,240
Expenditures			
Operating	-	-	-
Transfers	-	613,000	200,000
Total Expenditures	-	613,000	200,000
301 - Bond S & I Library			
Revenues			
Property Taxes	318,352	274,849	262,313
Total Revenues	318,352	274,849	262,313
Expenditures			
Debt Service	316,130	274,849	274,849
Total Expenditures	316,130	274,849	274,849
302 - Bond S & I 1995 Trans Proj			
Revenues			
Property Taxes	473,103	422,088	443,979
Total Revenues	473,103	422,088	443,979
Expenditures			
Operating	-	-	-
Debt Service	428,765	422,088	422,088
Total Expenditures	428,765	422,088	422,088
304 - Bond S & I Parks & Open Space Bond			
Revenues			
Property Taxes	-	-	350,000
Total Revenues	-	-	350,000
Expenditures			
Debt Service	-	-	350,000
Total Expenditures	-	-	350,000

REVENUE EXPENDITURE DETAILS PER FUND - FY14

	FY12 Actual	FY13 Amended	FY14 Approved
305 - 2007 Downtown TIF Bonds			
Revenues			
Interest Income	-	-	-
Transfers In	-	-	428,388
Total Revenues	-	-	428,388
Expenditures			
Operating	-	-	-
Debt Service	421,988	428,388	428,388
Total Expenditures	421,988	428,388	428,388

310-441- SID Funds			
Revenues			
Special Assessments	2,274,321	1,500,000	1,619,500
Interest Income	-	-	-
Miscellaneous Revenue	-	-	-
Transfers	-	-	-
Total Revenues	2,274,321	1,500,000	1,619,500
Expenditures			
Transfers	-	-	-
Debt Service	2,274,321	1,500,000	1,619,500
Total Expenditures	2,274,321	1,500,000	1,619,500

Construction Funds			
504-563 - Construction Funds			
Revenues			
Grants	-	-	-
Interest Income	-	-	-
Other Revenues	-	-	-
Other Financing Sources	125,394	-	5,000,000
Total Revenues	125,394	-	5,000,000
Expenditures			
Operating	1,967	-	-
Capital	477,763	31,000	5,041,380
Total Expenditures	479,730	31,000	5,041,380

Enterprise Funds			
600 - Water Fund			
Revenues			
Grants	-	-	-
State Shared	-	-	-
Utility Charges	6,814,990	6,588,212	6,771,532
Interest Income	142,875	105,000	94,000
Miscellaneous Revenue	69,165	45,450	96,480
Refunds & Reimbursements	2,528	1,030	-
Rents and Royalties	-	-	-
Cash in Lieu of Water Rights	-	-	-
Contributed Capital/Other	462,741	-	-
Proceeds of Long Term Debt	-	19,500,000	-
Total Revenues	7,492,299	26,239,692	6,962,012

REVENUE EXPENDITURE DETAILS PER FUND - FY14

	FY12 Actual	FY13 Amended	FY14 Approved
Expenditures			
Personnel & Benefits	1,992,965	2,036,977	1,730,647
Operating	9,477,823	2,353,964	2,482,689
Capital	10,414,422	17,130,712	1,056,665
Debt Service	-	786,699	786,699
Transfers	-	-	-
Total Expenditures	21,885,210	22,308,352	6,056,700

601 - Water Plant Construction Subfund			
Revenues			
Utilities & Enterprise	-	-	-
Interest Income	-	-	-
Admin Reimbursement	-	-	-
Total Revenues	-	-	-
Expenditures			
Operating	-	-	-
Capital	-	-	-
Transfers	-	-	-
Total Expenditures	-	-	-

610 - Water Impact Fee			
Revenues			
Utilities & Enterprise	981,096	775,000	858,500
Interest Income	76,700	75,000	75,000
Admin Reimbursement	-	-	-
Total Revenues	1,057,796	850,000	933,500
Expenditures			
Operating	148,349	-	-
Capital	21,326	3,075,290	-
Transfers	-	-	2,750,000
Total Expenditures	169,675	3,075,290	2,750,000

620 - Waste Water Fund			
Revenues			
Grants	-	-	-
State Shared	-	-	-
Utility Charges	6,385,403	6,662,794	6,968,884
Interest Income	125,437	102,000	95,000
Miscellaneous Revenue	400	5,200	-
Refunds & Reimbursements	79,966	30,603	30,909
Contributed Capital/Other	11,343	-	-
Transfers In	-	-	-
Total Revenues	6,602,549	6,800,597	7,094,793
Expenditures			
Personnel & Benefits	1,626,706	1,757,903	2,413,962
Operating	7,065,086	2,732,233	2,795,338
Capital	310,468	1,081,000	1,153,650
Debt Service	-	1,237,480	-
Transfers	-	-	1,200,000
Total Expenditures	9,002,260	6,808,616	7,562,950

REVENUE EXPENDITURE DETAILS PER FUND - FY14

	FY12 Actual	FY13 Amended	FY14 Approved
630 - Waste Water Impact Fee			
Revenues			
Utility Charges	986,905	820,000	820,000
Interest Income	3,041	-	-
Admin Reimbursement	-	-	-
Total Revenues	989,946	820,000	820,000
Expenditures			
Operating	61,266	-	-
Capital	8,838	-	-
Debt Service	-	820,000	820,000
Total Expenditures	70,104	820,000	820,000

	FY12 Actual	FY13 Amended	FY14 Approved
640 - Solid Waste Fund			
Revenues			
Recycling Revenue	128,665	127,150	127,150
Collection Route Assessments	2,387,192	2,382,829	2,382,829
Tipping Fees	-	-	-
Interest Income	22,792	24,000	24,000
Roll-Off Container Rental	6,815	7,000	7,000
Miscellaneous Revenue	24,524	10,000	10,000
Rents and Royalties	-	-	-
Other	(974)	-	-
Total Revenues	2,569,014	2,550,979	2,550,979
Expenditures			
Personnel & Benefits	1,043,875	1,061,018	1,084,769
Operating	1,541,029	1,462,728	1,258,413
Capital	62,103	70,000	659,984
Debt Service	-	-	-
Transfers	-	-	-
Total Expenditures	2,647,007	2,593,746	3,003,166

	FY12 Actual	FY13 Amended	FY14 Approved
650 - Parking Fund			
Revenues			
Licenses and Permits	167,286	174,500	183,500
Fines and Forfeitures	192,355	295,000	360,000
Charges for Services	4,350	2,000	3,000
Other	21,226	16,500	12,000
Transfers from other Funds	10,698	50,000	-
Total Revenues	395,915	538,000	558,500
Expenditures			
Personnel & Benefits	199,612	210,637	264,636
Operating	790,615	203,232	213,475
Capital	-	50,000	-
Total Expenditures	990,227	463,869	478,111

	FY12 Actual	FY13 Amended	FY14 Approved
670 - Storm Water Fund			
Revenues			
Utility Charges	-	225,000	236,250
Interest Income	-	-	-
Admin Reimbursement	-	-	-
Total Revenues	-	225,000	236,250

REVENUE EXPENDITURE DETAILS PER FUND - FY14

	FY12 Actual	FY13 Amended	FY14 Approved
Expenditures			
Personnel & Benefits	-	73,296	88,263
Operations	-	43,844	37,323
Capital	-	130,000	-
Total Expenditures	-	247,140	125,586

Internal Service Funds			
710 - Vehicle Maintenance			
Revenues			
State Shared	219	-	-
General Government	763,086	773,191	790,000
Interest Income	1,852	-	-
Refunds & Reimbursements	2,354	-	-
Transfers	301,879	-	-
Total Revenues	1,069,390	773,191	790,000
Expenditures			
Personnel & Benefits	267,253	296,098	305,823
Operating	522,268	476,723	473,175
Capital	72,967	9,400	17,000
Total Expenditures	862,488	782,221	795,998

720 - Health-Medical Insurance			
Revenues			
Premium Revenue	3,684,418	3,586,000	3,710,000
Interest Income	-	-	-
Refunds & Reimbursements	8,297	-	-
Total Revenues	3,692,715	3,586,000	3,710,000
Expenditures			
Operating	3,695,013	3,590,000	3,710,000
Total Expenditures	3,695,013	3,590,000	3,710,000

Permanent Funds			
800 - Cemetery Perpetual Care			
Revenues			
Public Welfare	87,573	25,000	80,000
Interest Income	5,573	8,000	8,000
Transfers from Other Funds	40,000	-	-
Total Revenues	133,146	33,000	88,000
Expenditures			
Transfers	-	-	-
Total Expenditures	-	-	-

865-881 - Public Welfare Grants			
Revenues			
Intergovernmental	23,919	-	-
Total Revenues	23,919	-	-
Expenditures			
Operating	11,092	-	-
Total Expenditures	11,092	-	-

LOCAL ECONOMIC OUTLOOK & CITY LONG RANGE FINANCIAL PLANS

Local Economic Outlook

The Bureau of Business and Economic Research (BBER) is the research and public service branch of the University of Montana's School of Business Administration. The Bureau is regularly involved in a wide variety of activities including economic analysis and forecasting. Excerpts from the Bureau's forecasts contained in the Montana Business Quarterly from 2008 through 2013 relating to Gallatin County and the City of Bozeman are summarized below.

- The Gallatin County economy was significantly impacted by the Great Recession throughout 2008, 2009, and 2010.
- By mid-2009 construction employment was down 30% from mid-2008 levels. There were sizeable declines in retail trade, transportation, and business services in early 2009.
- The national recession impacted non-resident travel to the area with spending declining significantly during 2008 and 2009. Recovery of this sector began in 2010 and 2011.
- By 2011 the outlook for the City and the County began to change. Bozeman and Gallatin County's base of high-tech industries continued to expand.
- In 2012 it was clear that recession impacts were concentrated in the homebuilding, construction, and non-residential travel industries.
- The Bozeman area is evolving into a regional trade center. Retail trade customers from the surrounding rural areas are now shopping in Bozeman rather than commuting to the Billings area.
- The BBER is forecasting moderate 3.2% growth from 2012-2015, which is down sharply from the 6% forecast in the 2001-2007 period. Despite estimated future growth remaining moderate, the area is projected to remain among one of the fastest growing urban areas in the State.
- As of 2013, job and income growth in the recovery for Bozeman and surrounding areas has been particularly impressive as it was achieved without contribution from the construction sector.
- Steady growth within Montana State University, particularly its research activities; good prospects for high-tech manufacturing and services; and an improved outlook for real estate and construction have combined to make the BBER's forecast for overall growth in the area higher than any other major urban area in the state.

In summary, there are good reasons to remain bullish on Bozeman in the coming years as the economy continues to indicate not only stabilization, but growth.

City Long Range Financial Plan

Capital Plans: For more than a decade the City has prepared a 5-Year Capital Improvement Plan (CIP). The plan is prepared in the fall for the ensuing five (5) fiscal years. This fall, we will be preparing the FY15-FY18 Capital Improvement Plan.

The FY14-18 CIP contained scheduled projects totaling \$81.9 Million, and unscheduled projects of \$111 Million. The full plan can be found at <http://www.bozeman.net/Business/Budgets-and-Financials>.

Over the years, the plan has grown to encompass capital improvement and replacement plans for all of the City's funds that require capital spending:

- **General Fund**
- **Building Inspection Fund**
- **Library Capital Replacement Fund**
- **Fire Capital & Equipment Fund**
- **Street Maintenance Fund**
- **Tree Maintenance Fund**
- **Water Fund**
- **Wastewater Fund**
- **Stormwater Fund**
- **Solid Waste Fund**
- **Vehicle Maintenance Fund**
- **Water Impact Fee Fund**
- **Wastewater Impact Fee Fund**
- **Fire Impact Fee Fund**
- **Street Impact Fee Fund**
- **New this year: CTEP (Community Transportation Enhancement Program)**
- **New this year: Park & Trail Bond Fund**

5-year Financial Plans: Each year, the City also prepares and maintains financial plans for the current year and the ensuing 5 years for the following funds:

- Street Maintenance Fund
- Tree Maintenance Fund
- Water Fund
- Wastewater Fund
- Stormwater Fund
- Solid Waste Fund

These plans are developed as a part of the annual budget process and are based on current and future estimates of staffing levels, estimated increases in operating costs such as supplies, fuel, and chemicals, and approved the capital plans. The plans project revenue requirements, expenditure levels, and estimated reserve levels for each of the five years.

These 5-year plans are included in the budget work sessions and show the Commissions, staff and the public the projected increases in fee and assessment levels required to fund the programs.

Department: CITY COMMISSION

Activity: General Government

PROGRAM INFORMATION

Program Description:

The City Commission is the legislative body of city government. It is comprised of a mayor and four commissioners. Members of the City Commission are elected at large for four year overlapping terms. Responsibilities of the Commission include: establishment of policies governing the operation of the City, enactment of ordinances and resolutions, adoption of the annual operating budget, levying of taxes, and appointment of members to citizen advisory boards and commissions. The Commission employs a City Manager and is responsible for the oversight and evaluation of the Manager's performance as the chief administrative officer of the City.

Major Objectives:

- Work closely with the administration and other government officials to lobby for state legislation beneficial to cities.
- Develop broadbased city-wide support for economic development and to foster coordination of public and private resources as a means of enhancing economic prosperity and environmental quality.
- Improve public facilities and the quality of services delivered to the public in order to meet the needs of the citizenry.
- Cooperate with other governmental entities in order to provide services efficiently and effectively and in a manner resulting in the most equitable distribution of the tax burden.
- Ensure that all decisions are protective of the health, safety and general welfare of the citizens of this community.

Budget Highlights:

Primary and General Elections for Mayor Seat and Two Commission seats fall 2013.

Accomplishments:

- In conjunction with the Clerk's Office, the City Commission supported costs for the Re-Codification of the Bozeman Municipal Code (BMC), which assisted with bringing the project to completion in Fiscal Year 2012.
- Continued support will be sought for keeping the City's Code as up to date as possible for public access.

Adopted Work Plan Items:

In the spring of 2013 the City Commission updated its priorities for the coming year as follows:

1. Diversify the local economy and support the creation and expansion of mid to high paying jobs.
2. Implement the 2012 Parks & Trails bond to expand the capacity of our parks, trails, and open spaces.
3. Implement reform of the Community Development system with an enhanced focus on customer service.
4. Enhance downtown development opportunities.
5. Complete the integrated water resource plan and develop solutions to achieve long term water sustainability.
6. Implement financial plans and asset management systems to properly maintain and replace the City's infrastructure and facilities.
7. Complete design of the police station and municipal court and educate the public on the necessity for, and the passage of, a bond measure.
8. Assist Gallatin College and secure regional funding.
9. Continue implementation of the Climate Action Plan.
10. Determine the future of Bogert Pool and the next steps for Aquatics and Recreation.
11. Consider a demolition by neglect ordinance.
12. Develop a permanent plan for the Story Mansion.

Department: CITY COMMISSION

Activity: General Government

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
	STAFF TO SUPPORT WORKLOAD	FTE	2.10	2.10	2.10	2.10
WL1	ORDINANCES PASSED		25	24	25	25
WL2	RESOLUTIONS PASSED		85	51	60	60
WL3	COMMISSION MEETINGS HELD		52	42	50	50
WL4	PUBLIC HEARINGS HELD		52	42	50	50
WL5	HOURS OF MEETINGS		250	210	280	250
WL6	PAGES OF MINUTES		800	820	600	600
WL7	EXECUTIVE SESSIONS		5	6	7	7
WL8	HOURS OF EXECUTIVE SESSIONS		10	10	15	15
WL9	PAGES OF MINUTES FROM EXECUTIVE SESSIONS		15	15	30	30

Department: CITY COMMISSION

Activity: General Government

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$84,979	\$87,093	\$94,448	\$7,355	8.44%
Operating	\$79,012	\$54,250	\$139,575	\$85,325	157.28%
Capital	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
Totals	\$163,991	\$141,343	\$234,023		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
1110 City Commission	\$163,991	\$137,343	\$230,023	\$92,680	67.48%
1130 Special Bodies/Study Commission/Ethics Board	\$0	\$4,000	\$4,000	\$0	0.00%
Totals	\$163,991	\$141,343	\$234,023		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
010 General Fund	\$163,991	\$141,343	\$234,023	\$92,680	65.57%
Totals	\$163,991	\$141,343	\$234,023		

Department: CITY MANAGER

Activity: General Government

PROGRAM INFORMATION

Program Description:

The purpose of the City Manager's office is to provide overall leadership, direction, coordination, and support for the City's activities and workforce. The City Manager's office works to ensure that services provided are within: the law, the policies of the Bozeman City Commission, and the resources of the City. The City Manager provides information to the City Commission in an effort to support their ability to make informed policy decisions.

The duties of the City Clerk include: attending all Commission meetings, preparing minutes, keeping official records of the City, publishing notices as needed and as required by law, acting as a staff person for the Commission, and preparing the Commission agenda in conjunction with the City Manager.

The Economic Development division has been moved to the Community Services section of the budget in FY 2012.

In FY14, Human Resources (Personnel) Division moved to Administrative Services Department.

Major Objectives:

In support of the Mission, Values, and Goals of the City, the staff of the City Manager's office will:

- Communicate Bozeman City Government activities to the publ.
- Acknowledge our limited resources and constantly develop, implement, and review plans to address needs through efficiency in assignments, cross training and other means.
- Provide opportunities and training for senior level staff to help ensure seamless governmental operations in the absence of any department head.
- Anticipate future service demands and resource deficiencies and be proactive in addressing them
- Create a well-led, coordinated, and trained workforce.

Budget Highlights:

The addition of an Office Manager support position to expand and coordinate the Sustainability, Economic Development, and City Manager efforts. (1.0 FTE)

Accomplishments:

FY13 ACCOMPLISHMENTS:

- Creating the Administrative Services Department.
- Hiring both the Parks & Recreatin and the Public Works Directors.
- Moving the Sustainability Coordinator from the Finance Department to the City Manager's Office.
- Reorganizing the Community Development Department and hiring its Director.

Adopted Work Plan Items:

The City Manager is working to fulfill the following Adopted Work Plan Items:

#8 – Assist Gallatin College and secure regional funding

Since FY12 the City has included 1.5 mills to help fund program expansion. Currently an effort is underway towards the 2013 fall election measure that would allocate 1.5 mills across the entire county rather than just the City. A resolution is pending for the August 5th Commission meeting.

#9 – Implement Climate Action Plan

All first tier priorities are in progress including Communications, the Idle-Free Bozeman program, the Energy Smackdown Competition, an Energy and Conservation Mater Plan for City operations, municipal emissions reduction goals, the LED street light replacement program, development of quarterly usage reports to Facilities Service and Departments, and restructuring the working group to streamline and involve community participation.

#12 – Develop a permanent plan for Story Mansion.

In May 2013 the Commission approved an RFP for the sale or to obtain by gift the Story Mansion.

Department: CITY MANAGER

Activity: General Government

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM1	Support the City Commission in their decision process by providing unbiased, accurate research and data from the staff a minimum of seven days prior to the introduction of an item as an agenda item	80%	98%	98%	98%	
PM2	Assure citizens of transparent local government through established, maintained, and staffed open office hours, live televised and internet streamed public meetings, advertised Commission agendas, accessible public records, and information available through the City's web page at www.Bozeman.net .	100%	100%	100%	100%	
PM3	An open local government supported by a visible City Manager who meets regularly with the County Commissioners, leadership of MSU, the Chamber of Commerce, economic development organizations, the Bozeman School District, and civic groups.	100%	100%	100%	100%	
PM4	Public resources allocated effectively and lawfully. Qualified independent auditors will perform annual audits, a public budget process, and emphasis within the budget consistent with the City's adopted goals and work plan.	100%	100%	100%	100%	
PM5	Employee matters handled in an equitable and lawful manner that minimizes the risk of loss to the City and its employees.	100%	100%	100%	100%	
PM6	The recruitment process will protect the work force and City rights, and results in matching appropriate hires with appropriate jobs. Turnover will be kept low resulting in a stable workforce. Continual skill improvement training will result in a competent, effective and efficient workforce.	100%	100%	100%	100%	
PM7	Opportunities to participate in world class leadership skills training seminars by senior staff will result in a well-led and coordinated workforce whose culture and work environment is built on the City's core values of Integrity, Leadership, Service and Teamwork.	100%	100%	100%	100%	
Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
	STAFF TO SUPPORT WORKLOAD	FTE	11.50	8.00	8.00	5.00
WL01	Contracts Negotiated with Bargaining Units		3	3	0	
WL02	Commission Meetings Attended		69	69	69	
WL03	Telephone & Email Contacts CM and Assistant CM		25,000	25,000	25,000	
WL04	Meetings: County Administration		20	20	20	

Department: CITY MANAGER

Activity: General Government

WL05	Meetings: Civic Groups & Citizens	75	75	75
WL06	Meetings: MSU	10	10	10
WL07	Meetings: Chamber	24	24	24
WL08	Meetings: Montana City Managers	3	3	3

Department: CITY MANAGER

Activity: General Government

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$654,578	\$720,472	\$544,516	(\$175,956)	-24.42%
Operating	\$111,046	\$104,640	\$98,315	(\$6,325)	-6.04%
Capital	\$6,000	\$20,000	\$0	(\$20,000)	-100.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
Totals	\$771,624	\$845,112	\$642,831		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
1210 City Administration	\$378,314	\$391,587	\$453,675	\$62,088	15.86%
1220 City Clerk	\$165,921	\$182,452	\$189,156	\$6,704	3.67%
1230 Human Resources	\$221,786	\$271,073	\$0	(\$271,073)	-100.00%
1260 Neighborhood/Economic Development Programs	\$5,603	\$0	\$0	\$0	0.00%
Totals	\$771,624	\$845,112	\$642,831		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
010 General Fund	\$771,624	\$845,112	\$642,831	(\$202,281)	-23.94%
Totals	\$771,624	\$845,112	\$642,831		

Department: MUNICIPAL COURT

Activity: General Government

PROGRAM INFORMATION

Program Description:

Municipal Court accounts for costs associated with the judicial branch of City government, which includes one full-time judge and one half-time judge, chief clerk, line clerks, and related operating costs. Section 3-6-101, et, seq., MCA, establishes general provisions for a municipal court. Section 3-6-103 sets forth the jurisdiction of the municipal court which includes: jurisdiction coordinate and coextensive with the justice courts; original jurisdiction of all civil and criminal actions and proceedings provided for in 3-11-103; concurrent jurisdiction with the district courts in actions arising under Title 70, chapters 24 through 27; applications for search warrants and complaints charging commission of a felony; tax collection under \$5,000; money due the City or actions under \$5,000 for the breach of official bonds and breach of contracts; recovery of City property under \$5,000; collection of license fees; specified civil cases under \$7,000. The Municipal Court hears cases involving city ordinances, misdemeanor cases defined by state criminal codes, and may conduct preliminary hearings in felony cases. Municipal Court operates out of the Gallatin County Law & Justice Center in the basement. The Municipal Judge is elected every 4 years in a nonpartisan election held in conjunction with the City's regularly scheduled general election.

Major Objectives:

- Additional training for staff.
- Write new local Rules of Court.
- Continue scanning court documents.
- Maintain an efficient collection system concentrating on Municipal Services Bureau and collection of fines and restitution.
- Continue effective communications with the City Attorney, Prosecutor, Law Enforcement, and Public Defender's Office.
- Maintain updates of computer programs and West Law for court use.
- Periodically update bond book with new offenses and fine increases.
- Increase security measures for courtroom and staff.
- Work with Commissioners toward establishing adequate space for increased court operations and location with Bozeman Police Department.

Budget Highlights:

Law & Justice Center Maintenance - Courtroom #1 and Clerks Office - \$47,000
Law & Justice Center Space Lease and Maintenance - Courtroom #2 -\$26,000

Accomplishments:

Anticipated for FY13:

- Implement an efficient collection system concentrating on collections and monitoring restitution.
- Maintain a current and efficient criminal docket; expedite jury trials and trial resolutions.
- Continue effective communications with the City Attorney, City Prosecutor, Public Defenders Office, and Law Enforcement Agencies.
- Additional training to all staff.
- Maintain updates of computer program, jury program, scanning record
- Maintain improved access to archive records.
- Efficiently handle increased volume of motions, hearings, and trials.

Adopted Work Plan Items:

No specific items identified this year.

Department: MUNICIPAL COURT

Activity: General Government

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM01	In an effort to maintain current and efficient criminal and civil dockets, the average age of cases will be as follows: Initial Appearance Judge Jury	< 1 Mo. 10-15 wks <6 Mos.		<1 mo.		
PM02	Cases Resolved on First Appearance	N/A	60%	60%		
PM03	Bozeman Municipal Court's Effectiveness equals or exceeds the standards in all cases and remains in compliance with Montana law relating to referrals of disposition of cases to the Department of Motor Vehicles within 15 days.	15 DAYS	100%	100%		
PM04	Time Spent to Initialize Time Pay Agreement	10 min per case	1 min per	1 min per		
PM05	Daily Time Devoted to Time Pay Per Clerk (phone, counter, summons, warrant)	10%/clerk	50%	50%		
Efficiency Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM06	Number of: Judge Trials Jury Trials Open Court Misc. Hearings	3 days wkly 2 days wkly 3 days wkly 3 days wkly				
PM07	Ticket Entry per Hour	20	15-25	15-25		
PM08	Processing of Open Court Paperwork & Judge Trials	1/2 DAY	3/4 DAY	3/4 DAY		
PM09	Municipal Court Trials: Clerk Time in Court Room w/Judge During Trial	10%	20%	30%		
Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	8.50	8.50	8.50	8.50
WL01	Court Citations		5,173	10,000		
WL02	Judge Trial Requests		211	300		
WL03	Jury Trial Requests		389	600		

Department: MUNICIPAL COURT

Activity: General Government

WL04	Pre-Trial Hearings (suppression, omnibus etc.) New procedure for FY11, instead of auto set Jury trial	1434	2500
WL05	Open Court Proceedings: Hours per Week	10-11 hrs	10-11 hrs
WL06	Judge Trials Held	151	150
WL07	Jury Trials Held	24	30
WL08	Temporary orders of protection	38	60
WL09	Summons Issued	2,406	3,000
WL10	Warrants Issued	2,177	2,500
WL11	Appeals	9	13
WL11	Open Court appearances (daily average)	25.40	28
WL12	Municipal Infractions	2,050	700

Department: MUNICIPAL COURT

Activity: General Government

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$456,615	\$498,421	\$518,361	\$19,940	4.00%
Operating	\$214,668	\$151,891	\$148,238	(\$3,653)	-2.41%
Capital	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
Totals	\$671,283	\$650,312	\$666,599		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
1310 Municipal Court	\$671,283	\$650,312	\$666,599	\$16,287	2.50%
Totals	\$671,283	\$650,312	\$666,599		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
010 General Fund	\$671,283	\$650,312	\$666,599	\$16,287	2.50%
Totals	\$671,283	\$650,312	\$666,599		

Department: CITY ATTORNEY

Activity: General Government

PROGRAM INFORMATION

Program Description:

The City Attorney is the legal advisor and primary attorney for the City and as such is responsible for both protecting the legal interests and directing the legal operations of the City. The City Attorney and legal department staff: represent the City before all courts, administrative agencies, and all legal proceedings involving the City; prosecute misdemeanors including DUI, domestic violence related cases, and other offenses committed within City; provides legal advice to the City Commission, City Manager, and all departmental staff and boards; and prepares or reviews contracts, deeds, resolutions, ordinances, and other municipal documents. The City Attorney's Office also oversees litigation involving the City conducted by appointed counsel.

Major Objectives:

- To protect the legal interests of the City and to represent the City before all courts, administrative agencies, and all legal proceedings involving the City.
- To provide legal advice to the City Commission, the City Manager, and all departmental staff.
- To prosecute misdemeanors and traffic violations committed within City limits.
- Prepare and/or review all contracts, deeds, resolutions, ordinances, and other municipal documents.
- To prosecute criminal cases in a timely, firm, and efficient manner.
- Practice preventative law by providing proactive legal advice.
- Perform legal research and issue legal opinions including ethics opinions.

Budget Highlights:

Fully Fund Victim/Witness Program - \$125,000
Fees for Outside Counsel/Litigation Costs - \$50,000
Provide share of Domestic Violence Prosecutor salary/benefits not provided by Federal Grant (50%)
Litigation/Claims E-Discovery Software (CIP) - \$65,000

Accomplishments:

FY13 PRIMARY ACCOMPLISHMENTS: • Demonstrated improvement of informing police officers and other witnesses of cancelled or amended dates for hearings and trials. • Implemented policy to complete all requests for prosecution within 30 days of receipt (or document why the deadline has passed) • Implemented policy to complete all requests for confidential or public criminal justice information within time period required by district court. • Increased oversight of, and active participation in, civil litigation handled by outside counsel. • Developed new performance measures for prosecution services. • Assigned attorney to support code enforcement/quality of life actions. • Partnered with Bozeman Police Department to: Reform citations to include municipal infractions; Review policies and protocols including evidence disposal protocols; Develop and implement training and discussion sessions with police officers on matters of criminal procedure. • Successfully integrated Domestic Violence Prosecutor into the City's criminal justice system through building relationships with law enforcement, county agencies, and local non-profits. • Successfully used interns to assist in civil and criminal functions.

Adopted Work Plan Items:

No specific items identified this year.

Department: CITY ATTORNEY

Activity: General Government

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	7.00	7.00	7.00	7.00
WL01	New Cases		692	1,040	1,100	1,400
WL02	Open Cases		1,800	1,800	1,450	1,650
WL03	Judge Trials		61	90	90	60
WL04	Jury Trials		18	27	30	30
WL05	Hearings: Change of Plea		571	990	700	900
WL06	Hearings: Omnibus		915	1,350	1,300	1,300
WL07	Hearings: Various Other		207	300	300	300
WL08	Requests for Confidential Criminal Justice Information		8	12	15	100
WL09	Requests for Prosecution		22	45	50	75
WL10	Calendar Call		261	390	350	300
WL11	Domestic Cases Prosecuted		20	30	30	65
WL12	DUI's Prosecuted: 1st Offense		164	250	250	200
WL13	DUI's Prosecuted: 2nd Offense		39	60	50	45
WL14	DUI's Prosecuted: 3rd Offense		3	10	5	5
WL15	Aggravated DUI: 1st Offense		N/A	N/A	15	30
WL16	Aggravated DUI: 2nd Offense		N/A	N/a	5	5

Department: CITY ATTORNEY

Activity: General Government

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$570,688	\$622,053	\$663,022	\$40,969	6.59%
Operating	\$161,720	\$214,450	\$260,825	\$46,375	21.63%
Capital	\$0	\$0	\$65,000	\$65,000	#Div/0!
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
Totals	\$732,408	\$836,503	\$988,847		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
1410 City Attorney	\$631,812	\$688,003	\$812,347	\$124,344	18.07%
1430-1446 Civil Litigation	\$12,541	\$25,000	\$50,000	\$25,000	100.00%
1460 Criminal Prosecution - General	\$144	\$1,500	\$1,500	\$0	0.00%
1462 Criminal Prosecution - Victim/Witness	\$87,911	\$122,000	\$125,000	\$3,000	2.46%
Totals	\$732,408	\$836,503	\$988,847		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
010 General Fund	\$644,497	\$714,503	\$863,847	\$149,344	20.90%
174 Victim Witness Advocate	\$87,911	\$122,000	\$125,000	\$3,000	2.46%
Totals	\$732,408	\$836,503	\$988,847		

Department: ADMINISTRATIVE SERVICES

Activity: General Government

PROGRAM INFORMATION

Program Description:

The Administrative Services Department budget unit accounts for the general fund costs associated with the overall Finance, Human Resources and Information Technology administration of the City. The Department also functions with Grants staff, whose budget is included in the Community Services section of the budget. The Department is comprised of five divisions: Administration, Accounting, Treasury, Information Technology, and Human Resources. Administrative Services provides support to other departments including: financial planning, budgeting, insurance administration, accounting and financial statement preparation, data processing, collection and investment of City funds, debt administration, utility billing, special improvement district accounting, business license administration, development of internal controls, information technology services, human resources, and data processing services.

The purpose of the Administration division is to provide financial planning and budgeting services and oversight. Insurance administration, capital improvements planning, and long-range financial planning is done through this division, along with general leadership for the Department as a whole, including Grants efforts.

The purpose of the Accounting division is to properly record and account for the finances of the City. The division is responsible for processing accounts payable, the recording of fixed assets, and the preparation of all financial statements.

The purpose of the Treasury division is to properly bill and collect amounts owed to the City. The Treasury division collects and invests all City funds, bills utility charges to customers, and special improvement district assessments to property owners. The division also issues business and pet licenses, collects parking tickets, and records cemetery lot sales.

Information Technology manages and operates the City's enterprise applications and networking services. The division provides technology services to the City departments and customers; support, training and research for City staff; and manages and maintains daily operations of the data centers.

Human Resources supports City functions by ensuring the capability and stability of the workforce. The manager supports administrators and directors with current lawful information that provides sound recruitment practices and protects the employment rights of the City and the workforce member.

Major Objectives:

- To manage and account for the City's finances in accordance with Generally Accepted Accounting Principles (GAAP), as set forth by the Governmental Accounting Standards Board (GASB).
- To prepare a Comprehensive Annual Financial Report (CAFR) in conformity with GAAP
- To prepare a comprehensive budget on an annual basis that encompasses all funds of the City.
- To seek to maintain a diversified and stable revenue base.
- To seek to collect all funds due the City.
- To monitor all department grants for compliance with federal and state regulations and reporting requirements.
- To develop a system of sound internal controls in all City departments.
- To provide all City departments budgetary and expenditure information on a timely basis to enable the departments to operate within appropriation levels established by the City Commission.
- To assure efficient and effective management of the public's resources by providing quality financial services.
- To safeguard and account for City assets and to provide accurate and timely budgetary and financial data to management, City Commission, and the citizens of Bozeman.
- To provide knowledgeable and courteous customer service to all individuals who contact the Finance Department with questions or concerns.
- To safeguard the City's financial assets through prudent investing, budgeting and expenditure control.

Budget Highlights:

General Fund Share of Audit Costs \$24,000
Software Contract for Enterprise Software - \$66,750

Accomplishments:

FY13 Anticipated Accomplishments: • Close monthly accounting functions by the 20th day of the following month. • Receive a clean audit opinion with no continuing or new audit comments. • Properly account for Federal and State Grants and Loans. • Installation and training internally and across departments for utilization of new Qrep reporting software module. • Improve information sharing with Planning Department and Engineering and GIS Divisions to provide for more timely and accurate land parcel and owner information.

Adopted Work Plan Items:

Department: ADMINISTRATIVE SERVICES

Activity: General Government

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM01	Distinguished Budget Presentation Award for the Government Finance Officer's Association	RECEIVE	RECEIVED	RECEIVED	RECEIVED	WILL APPLY
PM02	Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officer's Association	RECEIVE	RECEIVED	RECEIVED	WILL APPLY	WILL APPLY
PM03	City's Bond Rating: Downtown Tax Increment District Rating		BBB+	BBB+	BBB+	BBB+
PM03	City's Bond Rating: General Obligation		A2	Aa3	Aa3	Aa3
PM05	Monthly Checklist Items Done Correctly the First Time	95%	99%	99%	99%	99%
PM09	Accounts Receivable Statements Mailed by the 15th of the Month	98%	100%	100%	100%	100%
PM10	Average # of Water Customers on Shut-off List per Month	<10	<20	<20	<20	<20
Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	8.75	10.00	11.00	19.00
WL01	SID Statements Issued & Processed		16,000	16,000	16,200	16,700
WL02	Utility Bills Issued & Processed		135,000	135,000	138,000	141,000
WL03	Accounts Payable Checks Processed		11,000	11,000	11,000	11,000
WL05	Federal Awards Expended (Grants)		\$3.8 Million	\$810,344	\$500,000	\$400,000
WL06	IRS Informational Returns		120	120	120	120
WL07	Business Licenses (Calendar Year)		3,750	4,250	4,250	4,300

Department: ADMINISTRATIVE SERVICES

Activity: General Government

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$610,924	\$639,124	\$1,336,881	\$697,757	109.17%
Operating	\$171,839	\$190,780	\$598,143	\$407,363	213.53%
Capital	\$4,720	\$1,000	\$40,000	\$39,000	3900.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
Totals	\$787,483	\$830,904	\$1,975,024		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
1510 Finance Administration	\$133,990	\$150,366	\$160,853	\$10,487	6.97%
1520 Accounting	\$366,715	\$366,451	\$427,216	\$60,765	16.58%
1530 Treasury	\$286,778	\$314,087	\$319,474	\$5,387	1.72%
1545 Information Technology	\$0	\$0	\$810,329	\$810,329	#Div/0!
1560 Human Resources	\$0	\$0	\$257,152	\$257,152	#Div/0!
Totals	\$787,483	\$830,904	\$1,975,024		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
010 General Fund	\$787,483	\$830,904	\$1,975,024	\$1,144,120	137.70%
Totals	\$787,483	\$830,904	\$1,975,024		

Department: COMMUNITY DEVELOPMENT

Activity: General Government

PROGRAM INFORMATION

Program Description:

The Community Development Department accounts for the costs of administering the City's long range and current planning and community development programs. Major elements of the Community Development program include:

- Long Range Planning
- Annexation
- Subdivision Review
- Zoning Ordinance Administration
- Historic Preservation
- Impact Fees
- Affordable Housing
- Economic Development
- Boards Commissions Served

Major Objectives:

LONG RANGE PLANNING:

- Engage the community in preparing and periodically updating a "Growth Policy" (Comprehensive Plan) and transportation plan for the City of Bozeman.
- Develop and evaluate the Unified Development Code to ensure effective and efficient implementation of the Comprehensive Plan.
- Assist other departments and agencies with Capital Improvement planning.
- Assist Urban Renewal Boards in implementing applicable Tax Increment Financing (TIF) District Plans.
- Prepare and implement special studies, reports, and sub-area plans.
- Coordinate with public and private organizations and agencies in implementing long range planning objectives effectively and efficiently.

CURRENT PLANNING:

- Provide customer service to make the planning process accessible, understandable, and efficient.
- Evaluate and make recommendations to the Planning Board, City Commission, and /or Director of Public Service on all applications for annexations and subdivisions of land.
- Evaluate and make recommendations to the Development Review Committee, Design Review Board, Board of Adjustment, Zoning Commission and City Commission on all proposals for site development.
- Provide zoning code administration to ensure compliance with and resolution of non-conformities from the Bozeman Municipal Code.
- Review business licenses and building permit applications for compliance with the Zoning Ordinance.
- Aid the City Commission and the Community Affordable Housing Advisory Board in implementing regulatory reform to increase the stock of affordable housing.
- Develop a visually appealing and historically rich community by encouraging the preservation of Bozeman's historic landmarks, districts, and neighborhoods.
- Facilitate and coordinate the City's Development Review and Design Review processes to ensure compliance.
- Continue to promote local historic preservation education through various public forums.
- Review historic and architectural appropriateness of alterations, rehabilitations, and restorations.
- Research and inventory local historic properties and, when appropriate, nominate them to the National Register of Historic Places.
- Administer the City's impact fee program.

COMMUNITY DEVELOPMENT:

- Assist and coordinate with other departments, public agencies, and non-profits as needed with various grants.
- Participate in the City's affordable housing programs
- Participate in the City's economic development programs.

Budget Highlights:

Restructure of department with development review, long range planning, and building inspection working closely together.
Contracted Services budget to continue temporary Administrative Assistant work.
Capital expenditures budgeted to replace Office Copier (shared with Public Works) \$12,500

Accomplishments:

- Implementation of community development customer service delivery improvements.
- Continued excellent project management of current workload.
- Review and target revisions to the City's Unified Development Ordinance (UDO) to advance community goals and Commission direction.
- Continue implementation of Bozeman Community Plan.
- Implementation and support of City of Bozeman Economic Development Plan.
- Continue implementation of Downtown Bozeman Improvement Plan.
- Complete update process for the four impact fee studies.
- Complete Affordable Housing Needs Assessment and Strategic Plan.
- Complete Mandeville Farm/DNRC Properties Master Plan and Feasibility Study.
- Complete Historic Preservation Program Analysis and Strategic Plan.
- Continue staffing Urban Renewal/Tax Increment Finance District Boards.
- Continue staffing support of Neighborhood Program
- Continued coordination and cooperation on planning issues with Gallatin County, School District 7, Montana State University, Montana Department of Transportation, Gallatin Valley Land Trust, and other public and private organizations.
- Special projects as directed.

Department: COMMUNITY DEVELOPMENT

Activity: General Government

Adopted Work Plan Items:

The Community Development Department is working to fulfill the following Adopted Work Plan Items:

#3 - Implement reform of the community development system with an enhanced focus on customer service.

The Community Development Department remains incredibly productive in the face of a staff shortage. Changes implemented in the summer of 2013 include review of applications in a timely manner, a new "user friendly" public notice format, and lunch hour availability. As of the end of July 2013, the department had already begun to receive feedback from the public in regards to the ease of movement through the application process and the positive attitude of staff.

#11 – Consider a demolition by neglect ordinance.

Staff is working with interested parties to define the parameters of such an ordinance with Commissioner one-on-ones concluded in late July 2013. There is a schedule of public meetings forthcoming to gauge public opinion on demolition timing and demolition by neglect. At this time it is expected that a policy or an ordinance will be brought before the Commission in October.

Department: COMMUNITY DEVELOPMENT

Activity: General Government

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	12.20	8.75	9.00	8.00
WL01	Subdivision Pre-applications		5		4	
WL02	Minor Sub-Preliminary Plats		1		2	
WL03	Major Sub-Preliminary Plats		1			
WL04	Final Plats		5		4	
WL05	Master Plan Amendments		0		1	
WL06	Annexations		1		2	
WL07	Exemptions		15		15	
WL08	Preliminary Plat Lots Approved		86		100	
WL09	Final Plat Lots Approved		3		50	
WL10	Special Projects Public Forum Opportunities		0		2	
WL11	Literature/Information Requests: Impact Fees		90		100	
WL12	Public Participation in Forums		0		100	
WL13	Projects Assessed: Impact fees		823		1,000	
WL14	Estimates: Impact Fees		60		100	
WL15	Site Plans		28		25	
WL16	Conditional Use Permits		10		10	
WL17	Planned Unit Developments		2		1	

Department: COMMUNITY DEVELOPMENT

Activity: General Government

WL18	Certificates of Appropriateness	327	250
WL19	Sign Reviews: Permanent and Temp	348	300
WL20	Variances/Appeals	11	5
WL21	Zone Map Amendments	9	5
WL22	Zone Text Amendments	5	5
WL23	Concept Plan Review/Informal Review	18	25
WL24	Evaluations for Allowable Signage: Site Visits/Consultations	500	400
WL25	Special Temporary Use Permits (STUPs)	11	10
WL26	Re-use Permits	35	20
WL27	HISTORIC PRESERVATION: Office Visitations	195	150
WL28	HISTORIC PRESERVATION: Presentations	8	10
WL29	HISTORIC PRESERVATION: Newsletters/articles	3	4
WL30	HISTORIC PRESERVATION: Advisory Board Meetings	58 Hours	60 Hours
WL31	HISTORIC PRESERVATION: Staff work with Volunteers	58 Hours	60 Hours
WL32	HISTORIC PRESERVATION: Certified Local Government Hours	300 Hours	300 Hours

Department: COMMUNITY DEVELOPMENT

Activity: General Government

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$599,262	\$636,926	\$577,791	(\$59,135)	-9.28%
Operating	\$49,567	\$80,803	\$177,688	\$96,885	119.90%
Capital	\$0	\$0	\$12,500	\$12,500	#Div/0!
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
Totals	\$648,829	\$717,729	\$767,979		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
1610 Planning Operations	\$90,951	\$140,508	\$242,765	\$102,257	72.78%
1620 Subdivision Review	\$125,326	\$131,106	\$117,459	(\$13,647)	-10.41%
1630 Long-Range Planning	\$53,233	\$55,361	\$18,913	(\$36,448)	-65.84%
1640 Annexation	\$48,393	\$50,367	\$64,325	\$13,958	27.71%
1650 Code Enforcement	\$19,463	\$19,980	\$9,374	(\$10,606)	-53.08%
1660 Historic Preservation	\$84,489	\$89,487	\$88,952	(\$535)	-0.60%
1670 Zoning Operations	\$195,463	\$198,032	\$175,828	(\$22,204)	-11.21%
1680 Neighborhoods	\$31,511	\$32,888	\$50,363	\$17,475	53.13%
Totals	\$648,829	\$717,729	\$767,979		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
100 Community Development Fund	\$648,829	\$717,729	\$767,979	\$50,250	7.00%
Totals	\$648,829	\$717,729	\$767,979		

Department: FACILITIES MANAGEMENT

Activity: General Government

PROGRAM INFORMATION

Program Description:

The Facilities Management budget unit accounts for costs associated with maintaining City owned buildings and grounds including: City Hall; Fire Stations #1, #2 and #3; City Shop Complex; Lower Yard Shop Complex; Vehicle Maintenance Building; Alfred M. Stiff Professional Building; Bozeman Public Library; and the Bozeman Senior Citizen's Center. Facilities Management is also responsible for coordinating remodeling, renovations, and new construction projects. Contracted services include such activities as: janitorial services; snow removal; lawn care; and building systems including elevator and fire suppression systems, heating, ventilation, air conditioning systems, and mechanical controls. The department also assists other divisions with building related projects and construction related services.

Major Objectives:

- Provide a safe, comfortable, and professional working environment for all City employees, elected officials, building tenants and the public.
- Maintain all buildings and related equipment in good working condition in a proactive manner that will help extend useful life.
- Maintain a proactive approach for long-term facility planning and project scheduling in order to avoid costly problems of deferred maintenance.
- Upgrade and renovate buildings and building related equipment as needed to meet future needs of various city departments.
- Assure city buildings meet or exceed all applicable building codes, OSHA, and ADA requirements.
- Implement building design, maintenance, and operational practices resulting in energy saving measures.
- Act as the City's representative on building construction projects, to secure consultant services for these projects, process claims and monitor progress on projects, and to gather bid quotes for projects to meet procurement requirements

Budget Highlights:

ADA Improvements - \$15,000
Citywide Energy Upgrades - \$15,000
City Building Facility Condition Inventory improvements - \$18,000

Accomplishments:

FY13 ACCOMPLISHMENTS 1. Complete construction and close out of 2010 hail damage. 2. Completed the 2012 Facility Condition Inventory Report. 3. Repair damaged flooring in women's restroom at the Professional Building. 4. Install bridge lights at City Hall. 5. City Hall HR office relocation. 6. Reconfiguration of offices at Beall Park. 7. Renovation of Laurel Glen water facility. 8. Repair entrance damage caused by delivery vehicle at the Senior Center.

Adopted Work Plan Items:

No specific items identified this year.

Department: FACILITIES MANAGEMENT

Activity: General Government

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM01	Average Response Time: Emergency Repairs	30 Minutes	90%	90%	92%	92%
PM02	Average Response Time: Minor, Non-emergency Repairs (In-House)	3 DAYS	90%	95%	95%	95%
PM03	Average Response Time: Minor, Non-emergency Repairs (Contracted)	12 DAYS	93%	95%	95%	92%
PM04	Facility User Ratings: Quality is Excellent or Good	90%	83%	85%	85%	80+%
PM05	Claims Turn-Around: Review & Approval to Finance	6 DAYS	95%	95%	95%	95%
Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	3.55	3.00	3.50	3.50

Department: FACILITIES MANAGEMENT

Activity: General Government

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$224,150	\$263,506	\$258,493	(\$5,013)	-1.90%
Operating	\$1,081,748	\$932,546	\$909,860	(\$22,686)	-2.43%
Capital	\$164,672	\$232,720	\$27,000	(\$205,720)	-88.40%
Debt Service	\$212,771	\$150,000	\$0	(\$150,000)	-100.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
Totals	\$1,683,341	\$1,578,772	\$1,195,353		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
1810 City Hall	\$358,280	\$525,862	\$377,763	(\$148,099)	-28.16%
1820 Fire Station #1	\$108,350	\$46,525	\$44,740	(\$1,785)	-3.84%
1830 Shops Complex	\$251,973	\$302,710	\$268,895	(\$33,815)	-11.17%
1840 Professional Building	\$156,273	\$133,275	\$109,843	(\$23,432)	-17.58%
1850 Senior Center	\$155,608	\$81,700	\$74,042	(\$7,658)	-9.37%
1860 Library	\$367,940	\$235,400	\$235,965	\$565	0.24%
1870 Fire Station #2	\$14,485	\$36,400	\$18,515	(\$17,885)	-49.13%
1880 Fire Station #3	\$244,657	\$191,995	\$38,805	(\$153,190)	-79.79%
1890 Vehicle Maintenance Facility	\$25,775	\$24,905	\$26,785	\$1,880	7.55%
Totals	\$1,683,341	\$1,578,772	\$1,195,353		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
010 General Fund	\$1,683,341	\$1,578,772	\$1,195,353	(\$383,419)	-24.29%
Totals	\$1,683,341	\$1,578,772	\$1,195,353		

Department: INFORMATION TECHNOLOGY

Activity: General Government

PROGRAM INFORMATION

Program Description:

In FY14, the Information Technology Division moved to Administrative Services Department and the GIS Department moved to Public Services Administration Department. Details concerning these divisions will be found under their respective new departments going forward.

Major Objectives:

- To manage and operate the City's Enterprise Applications and Networking services.
- To provide secure, dependable information technology services to City departments and customers.
- To provide support, training, and research for City Staff with their desktop applications, both data and voice.
- To manage and maintain the daily operations of the data centers.
- To ensure 99% uptime for all Information Technology Service.
- To manage and maintain a functional web site for both citizens and staff.

Budget Highlights:

Accomplishments:

Anticipated for FY14: 1. Completion of Help Desk Deployment 2. Development of Strategic Information Technology Plan. 3. Integration (real-time) of SunGard & GIS. 4. Development of a comprehensive employee training program. 5. More web based services for citizens in Building and Planning. 6. Upgrade of our SQL Server Cluster to Server 2012 and SQL Server 2012 with new hardware. 7. Continue upgrades to City Website to enhance the public's access to City information. 8. Continue upgrade and maintenance to the City VoIP phones and gateways. 9. Continue the migration of physical servers to virtual servers and continue upgrades to aging routers and switches at selected locations.

Adopted Work Plan Items:

No specific items identified this year.

Department: INFORMATION TECHNOLOGY

Activity: General Government

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM01	Help Desk Calls Resolved	99%	99%	99%	99%	99%
PM02	Phone System Uptime	99%	99%	99%	99%	99%
PM03	Data Network Uptime	99%	99%	99%	99%	99%
PM04	Point to Point Links Uptime (Fiber and Copper)	99%	99%	99%	99%	99%
PM05	Enterprise Application Uptime	99%	99%	99%	99%	99%
PM06	Server Uptime	99%	99%	99%	99%	99%
Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	5.88	6.00	6.00	To Admin Serv
WL01	Help Desk Calls Created and Completed		1,200	1,200	1,300	1,400
WL02	Hours Phone System is in Service: Possible Available = 8,760		8,660	8,660	8,710	8,710
WL03	Hours Data Network is in Service: Possible Available = 8,760		8,660	8,660	8,720	8,720
WL04	Point to Point Links: On Network/In Service (Fiber & Copper)		16	17	18	19
WL05	Hours of Enterprise Applications Availability: Possible Available = 8,760		8,660	8,660	8,750	8,750
WL06	Hours of Server Farm Availability: Possible Available = 8,760		8,660	8,660	8,745	8,745

Department: INFORMATION TECHNOLOGY

Activity: General Government

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$460,329	\$517,905	\$0	(\$517,905)	-100.00%
Operating	\$377,726	\$393,211	\$0	(\$393,211)	-100.00%
Capital	\$56,956	\$55,000	\$0	(\$55,000)	-100.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
Totals	\$895,011	\$966,116	\$0		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
1910 Information Technology	\$753,195	\$842,633	\$0	(\$842,633)	-100.00%
1920 GIS	\$141,816	\$123,483	\$0	(\$123,483)	-100.00%
Totals	\$895,011	\$966,116	\$0		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
010 General Fund	\$895,011	\$966,116	\$0	(\$966,116)	-100.00%
555 Technology Construction	\$0	\$0	\$0	\$0	0.00%
Totals	\$895,011	\$966,116	\$0		

Department: POLICE

Activity: Public Safety

PROGRAM INFORMATION

Program Description:

GENERAL: The Bozeman Police Department budget unit accounts for costs associated with providing all law enforcement services to the citizens of the City of Bozeman. The general fund budget primarily supports the efficient and effective operation of the patrol, investigative and support services divisions. Officers from these divisions are tasked with detecting, preventing, and investigating all crimes occurring within the City.

PATROL DIVISION: The Patrol Division is primarily responsible for the enforcement of State of Montana statutes and City of Bozeman Ordinances. The officers within this division operate around the clock, every day of the year, and handle emergency calls for service along with proactive foot and bicycle patrols, property checks, public assists and citizen education. Additionally, the traffic unit investigates motor vehicle crashes and helps ensure the safety of our roadways through traffic education and enforcement. Additional specialty assignments include K9, Special Response Team, Field Training Officers, and Crisis Intervention Team.

DETECTIVE DIVISION: Our Detective Division is responsible for investigating felony criminal activity, conducting public education, performing background investigations on prospective employees, carrying out internal affairs investigations, and assisting other agencies with investigations. **Support Services Division:** The Support Services Division administers animal control education and enforcement, parking education and enforcement, fleet maintenance, department training, uniforms and equipment, and the recruitment and hiring of police officers. This division oversees community outreach programs such as National Night Out, Teenager Distracted Driving course, Citizen's Police Academy, the Bozeman Police Business League and actively participates in the community's neighborhood associations.

DRUG FORFEITURE: The drug forfeiture budget accounts for the City of Bozeman's costs related to the drug enforcement efforts within the Missouri River Drug Task Force (MRDTF) as outlined in the MRDTF Local Drug Task Force Interlocal Agreement. The MRDTF encompasses six counties to include Gallatin, Lewis and Clark, Broadwater, Meagher, Madison and Park. This task force is focused on the investigation of local and regional drug and firearm offenses.

Major Objectives:

- Create and maintain a continued feeling of safety within the community.
- Provide the highest level of service to all citizens and visitors of our community.
- Detect, investigate, and proactively prevent criminal activity.
- Apprehend and hold criminal offenders accountable for their illegal behavior.
- Participate in court proceedings.
- Provide assistance to those who cannot care for themselves or those in danger of physical harm.
- Conduct regular and proactive traffic safety education and enforcement.
- Maintain a highly trained Special Response Team of officers qualified to handle barricaded subjects, hostage incidents, and high risk search warrants.
- Resolve day-to-day conflicts among the general public.
- Maintain fully trained K9 teams qualified to assist with building searches, evidence tracking, and drug interdiction efforts.
- Maintain assignment of School Resource Officers to Bozeman School District to provide immediate enforcement, education, and liaison to students, school officials and parents.
- Provide crime prevention education to schools, civic groups, businesses, and the public.
- Develop positive programs, in partnership with the members of our community, which incorporate the concept of shared responsibility for public safety.
- Develop and maintain certified trainers with the goal of sustaining our department's high training standards and requirements.
- Continue to sponsor and attend quality regional law enforcement training.
- Continue to partner with law enforcement agencies to include local, state and federal agencies.
- Maintain a working environment where every employee's integrity, competency, and commitment to service are self-evident.
- Maintain the assignment of two detectives to the Missouri River Drug Task Force.
- Maintain confidential and concise intelligence files.
- Assist prosecutors from city, state, and federal agencies in the prosecutions of drug cases.
- Share investigative information with officers and detectives from both the city and county.
- Share investigative information with other local, state and federal law enforcement agencies.
- Conduct drug education and awareness presentations.
- Investigate complaints of illegal or suspicious drug activity.
- Make arrests for violations of illegal drug activity.

Budget Highlights:

Replacement of 4 Patrol Vehicles - \$208,000.
Replacement of one Unmarked Vehicle - \$35,500
Land Purchase for Police and Municipal Courts Facility - \$1,000,000

Department: POLICE

Activity: Public Safety

Accomplishments:

• Establish and begin implementation of a multi-year strategic plan. • Continue our recruiting efforts to hire, train and fully staff our department. • Evaluate and implement programs to reduce unsafe driving: o Maintain a year around dedicated traffic enforcement unit. o Identify and train two new motorcycle patrol officers to reach full staffing level of the traffic enforcement unit. • Continue to monitor and improve patrol beats utilizing computer aided dispatch technology and mobile data terminals to increase the efficiency of the patrol division. • Implement the use of the Automated Fingerprint Identification System (AFIS) as a timely and effective investigative tool. • Continue the full implementation of the electronic ticketing and report writing programs. • Leverage technology toward increased operational efficiency and communication: o Evaluate the feasibility of on-line crime reporting. o Implement web-based reporting for traffic and parking complaints. • Continue to improve community outreach through a proactive approach to crime response, public education and partnerships. Anticipated Accomplishments for FY12: • Complete the evaluation of the Law and Justice Center Master Plan to identify deficiencies, space needs and options for our law enforcement facilities. • Maintain the Sexual and Violent Offender Registration Program (SVORP) in which compliance is maximized through the physical check of 100% of registered offenders. • Minimize overall risk and liability by continuing to maintain the highest training standards for all Bozeman Police Department employees. • Continue seeking and obtaining federal, state and local grants in an effort to offset general fund expenditures.

Adopted Work Plan Items:

The Police Department is working to fulfill the following Adopted Work Plan Item:

#7 – New police station design and construction.

Currently the City police department shares a facility with the County. While efforts have been made to engage the County on a joint design for a new facility, the results have not been positive. The City continues to search for an appropriate off-campus location for a police and courts facility. One response was received as a result of the City's RFQ for a buyer's agent to locate such property. The City is also in discussions with Montana Department of Transportation regarding the North Rouse property.

Department: POLICE

Activity: Public Safety

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM01	Response to Officer Complaints/Concerns	24 hours	100%	100%	100%	100%
PM02	Provide Bicycle & Motorcycle Patrols	7 mo/yr	100%	100%	100%	100%
PM03	Maintain Dedicated Traffic Enforcement Unit	12 mo/yr	25%	100%	100%	100%
PM05	Homicide Reported Crime: Closed/Cleared/Leads Exhausted		n/a	n/a	100%	100%
PM06	Sexual Crime Reported Crime: Closed/Cleared/Leads Exhausted		65%	65%	75%	75%
PM07	Aggravated Assault Reported Crime: Closed/Cleared/Leads Exhausted		90%	90%	90%	90%
PM08	Burglary Reported Crime: Closed/Cleared/Leads Exhausted		85%	85%	90%	90%
PM09	Counterfeiting/Forgery Reported Crime: Closed/Cleared/Leads Exhausted		75%	75%	75%	75%
PM10	Criminal Mischief		90%	90%	90%	90%
PM11	Motor Vehicle Theft Reported Crime: Closed/Cleared/Leads Exhausted		85%	85%	85%	85%
PM12	Drug/Narcotic Reported Crime: Closed/Cleared/Leads Exhausted		95%	80%	80%	80%
PM14	Robbery Reported Crime: Closed/Cleared/Leads Exhausted		75%	90%	90%	90%
PM15	Investigation Cases Cleared	90%	90%	90%		
PM16	Drug Forfeiture: 2 Officers Dedicated to Full-Time Investigations	100%	100%	100%	100%	100%
PM17	Drug Forfeiture: 25% of Investigation Time Devoted to Assisting Smaller Counties	100%	100%	100%	100%	100%
PM18	Drug Forfeiture: Juvenile Drug Use (5% of DTF Arrests)	100%	100%	100%	100%	100%
PM19	Drug Forfeiture: Attend Weekly Inter-Agency Meetings	100%	100%	100%	100%	100%
PM20	DARE: Provide Instruction to All 5th grades	100%	100%	100%	100%	100%

Department: POLICE

Activity: Public Safety

PM21	DARE: Provide Instruction to All 3rd Grades	100%	100%	100%	100%	0%
PM22	DARE: Percent of 5th Grade Graduates	100%	99%	98%	98%	98%
PM23	DARE: Percent of 3rd Grade Graduates	100%	100%	98%	98%	0%
Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	71.75	71.75	72.75	72.75
WL01	Full Staff Meetings	Monthly	80%	100%	100%	100%
WL02	Average Response Time: Emergency Calls	5 minutes	5.7 min	5.1 min CY11	4.5 min CY12	4.6 min CY13
WL03	Average Response Time: Non-Emergency Calls	10 minutes	11.5 min	10.2 min CY11	10.7 min CY12	10.2 CY13
WL04	Calls for Service (break-down shown below)		45,131	46,358	47,836	48,200
WL05	Aggravated Assault/Assault with Weapon		34	20	26	26
WL06	Alarm		304	276	276	
WL07	Animal Complaints		2,271	2,384	2,400	2,400
WL08	Arrests: Non-warrant		1,665	1,767	1,744	1,750
WL09	Arrest: Warrant		660	385	384	385
WL10	Arson		1	1	6	2
WL11	Assault: Other		304	237	192	199
WL12	Burglary		134	112	164	160
WL13	Cell-phone While Driving Citations		562	52	105	105
WL14	Criminal Trespass		539	438	400	425
WL15	Criminal Mischief/Vandalism		625	649	636	649
WL16	Disorderly Conduct		501	887	830	860

Department: POLICE

Activity: Public Safety

WL17	Disturbance/Loud Party	1,200	1,086	1,126	1,100
WL18	Driving Under the Influence of Alcohol/Drugs	428	400	416	418
WL19	Identity Theft/Deceptive Practice/Forgery	421	97	54	60
WL21	Homicide	0	0	3	1
WL22	Parking Citations Issued	3,649	2,975	1,998	2,100
WL23	Motor Vehicle Theft	69	81	108	108
WL24	Parking/Abandon Vehicle Complaint	1,999	2,528	2,294	2,300
WL25	Partner/Family Member Assault	288	233	240	245
WL26	Public Education Presentations	175	230	230	250
WL27	Sexual Crime/Rape	73	86	74	76
WL28	Robbery	8	5	8	8
WL29	Agency Assist	1319	1,372	1,628	1,650
WL30	Subject Stop	2,260	1,338	1,394	1,450
WL31	Theft	1,181	1,453	1,306	1,350
WL32	Traffic Citation Issued	4504	5,234	5,580	5,600
WL33	Traffic Crash	1,486	1,264	1,354	1,370
WL34	Traffic Stops	10,036	9,358	9,632	9,800
WL35	Civil Assist	601	770	824	850
WL36	Public Assist	1,754	2,026	2,026	
WL37	Suspicious Circumstances	1,151	1,037	970	1,010
WL38	Drugs: Possession and Paraphernalia (non-MRDTF)	308	200	190	200

Department: POLICE

Activity: Public Safety

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$5,868,140	\$5,176,988	\$5,932,080	\$755,092	14.59%
Operating	\$943,318	\$1,056,582	\$1,005,017	(\$51,565)	-4.88%
Capital	\$198,091	\$403,850	\$1,243,500	\$839,650	207.91%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$240,000	\$0	\$0	\$0	0.00%
Totals	\$7,249,549	\$6,637,420	\$8,180,597		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
3010 Police Operations	\$5,878,345	\$5,502,067	\$6,874,315	\$1,372,248	24.94%
3020 Crime Control & Investigations	\$831,251	\$759,150	\$833,827	\$74,677	9.84%
3030 DARE	\$89,583	\$80,669	\$91,164	\$10,495	13.01%
3040 Drug Forfeiture	\$267,304	\$101,369	\$186,402	\$85,033	83.88%
3070 Animal Control	\$183,066	\$194,165	\$194,889	\$724	0.37%
Totals	\$7,249,549	\$6,637,420	\$8,180,597		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
010 General Fund	\$6,745,485	\$6,213,672	\$7,701,806	\$1,488,134	23.95%
125 Drug Forfeiture	\$208,421	\$101,369	\$186,402	\$85,033	83.88%
138 Law & Justice Center Prepaid Rent	\$19,125	\$20,000	\$0	(\$20,000)	-100.00%
139 Police Special Revenue	\$98,284	\$94,219	\$91,164	(\$3,055)	-3.24%
140 Police Domestic Violence	\$119,351	\$208,160	\$201,225	(\$6,935)	-3.33%
188 City-County Drug Forfeiture	\$58,883	\$0	\$0	\$0	0.00%
Totals	\$7,249,549	\$6,637,420	\$8,180,597		

Department: FIRE

Activity: Public Safety

PROGRAM INFORMATION

Program Description:

The Fire Department budget unit accounts for the costs associated with meeting our mission.

MISSION: To minimize life loss, injury, and property loss by rendering advanced life support emergency medical care, rescue services, fire code inspections, code enforcement, public fire safety/survival education, fire suppression, fire cause/arson investigation, hazardous materials mitigation and response, and disaster management. We will provide these services at the highest national standards consistent with community needs and available public and private resources.

Major Objectives:

CONTINUE ORGANIZATIONAL RESTRUCTURING RELATED TO 3 STATION OPERATIONS: • Promote Battalion Chiefs in support of our three stations as authorized by the voters in the 2007 mill levy.

PROVIDE ADEQUATE RESOURCES, TRAINING, AND EDUCATION TO ASSURE EFFECTIVE LEVELS OF SERVICE DELIVERY AND PROMOTE EMPLOYEE HEALTH AND SAFETY: • Continue development and refinement of the department's comprehensive training program encompassing all Fire Department operations and services, which include but are not limited to DES, fire prevention, fire suppression, hazardous materials, emergency medical, and rescue services. • Implement employee succession plan/career development plan. • Maintain all current professional certifications. • Maintain all training, equipment, and personnel requirements for state licensure to provide advanced life support, non-transport (ALS), emergency services. Continue development of the Department's minimum company standards (MCS).

PLAN AND PREPARE FOR CURRENT AND FUTURE SERVICE DELIVERY NEEDS THROUGH THE IMPLEMENTATION OF THE ADOPTED FIRE PROTECTION MASTER PLAN: • Work closely with other departments to identify current and future service trends and what resources are, and will be, needed to address the community's emergency service needs. • Continue long term planning for Fire Station 4 and our Training facility.

CONTINUE TO CREATE, REFINE AND MAINTAIN EFFECTIVE ADMINISTRATIVE SUPPORT FOR ALL FIRE DEPARTMENT OPERATIONS AND ACTIVITIES: • Encourage Fire and Emergency Services as a City Commission priority. • Continued implementation of the Commission adopted Fire Protection Master Plan. • Review and reorganize responsibilities of administrative staff based on organizational need. • Review Hazardous Materials and Disaster and Emergency Services Agreements between the City and County. • Study the feasibility, methods and opportunities for fire department accreditation, and continued emergency service delivery improvements. • Expand program planning and performance measure budgeting within the department.

ENHANCE AND UPGRADE DEPARTMENT FIRE PREVENTION PROGRAMS: • Comprehensively meet our fire prevention and inspection obligations through the continued development of a Fire Prevention Bureau. • Continue to improve and enhance the department's life safety inspections and required self inspection program, home inspection programs, and other code enforcement activities.

TO MAXIMIZE UTILIZATION, EFFECTIVENESS, AND EFFICIENCY OF THE DEPARTMENT'S SERVICES. • Continue implementation of the fire apparatus and equipment replacement program. • Continue to implement mobile data computer system. • Enthusiastically participate in joint training and operations with mutual aid departments. • Improve project review record keeping process and emergency response record keeping by providing a seamless interface with the Building Department and 9-1-1 Center's RMS. • Enthusiastically support the Department's shift based commercial inspection program. • Meet all contractual and performance requirements for regional hazardous materials response teams. • Continue to support and participate in the Gallatin County Fire Investigation and Arson Task Force.

DEVELOP INTERNAL SYSTEM ACTION PLANS THAT MAXIMIZE EXISTING RESOURCES AND SERVICES. • Meet with current staff to agree on yearly goals calendar and identify action steps and time frames to achieve those goals. Review and revise as necessary.

Budget Highlights:

Addition of 2.0 FTE's for Battalion Chiefs.

Final Payment and Equipment Purchases for the Ladder Truck Replacement: \$360,000

Department: FIRE

Activity: Public Safety

Defibrillator Replacement: \$35,000

Accomplishments:

Anticipated for FY13: • Continue construction of Training Facility at lower yards. • Continue Implementation of 2006 Fire Protection Master Plan Organizational Recommendations. • In coordination with the Police Department, build and improve community/Public Safety relations through the development and implementation of new programs consistent with community need. • Conduct audit of provided services, delivery methods, and fees of the fire inspection program. (efficiency, productivity, accountability) • Continue refinement of 3 station response districts to reduce response times city wide. • Complete fleet mapping and portable/mobile radio re-programming related to trunked radio. • Work with water department to implement comprehensive community wide access to defibrillation program. • Continue review of current administrative roles and responsibilities and work load to identify opportunities for improved efficiency and service delivery. • Continue refinement of special operations programs including confined space rescue, trench rescue, low and high angle rescue, and collapsed building response. • Explore opportunities for use of social media when communicating with citizens. • Complete Fire Department Annual Report.

Adopted Work Plan Items:

No specific items identified this year.

Department: FIRE

Activity: Public Safety

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM01	Emergency Operations: 6 Minute Response Time	100% of City within 6 Minutes (Commission Adopted)	78.1%	80%		
PM02	Fire Prevention (FP): High Risk Locations requiring inspection brought to completion: Bars - Fire inspections	100%	50%	100%		
PM03	FP: Bars - Occupancy Checks	100%	100%	100%		100%
PM04	FP: Sororities & Fraternities	100%	100%	100%		100%
PM05	FP: Schools	100%	100%	100%		100%
PM06	FP: Montana State University	100%	100%	100%		100%
PM07	FP: Business License Inspections	100%	100%	100%		100%
PM08	Training (T): Firefighters completing certification of those required to attend specific classes: Haz Mat IC	100%	100%	100%		100%
PM09	T: EMT/Paramedic Refresher	100%	100%	100%		100%
PM09	T: Haz Mat Technician	100%	100%	100%		100%
PM10	T: Firefighter 1	100%	90%	90%		90%
PM11	T: Firefighter 2	100%	20%	70%		70%
PM12	T: Car Seat Safety	100%	100%	100%		100%
Efficiency Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM13	Fire Prevention: Annual Inspections as a percentage of properties in need of inspection (not including new construction) Total properties requiring inspection: 3,365	50%	25%	30%		30%
Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	41.75	41.75	43.75	45.75
WL01	Fires		75	75		91

Department: FIRE

Activity: Public Safety

WL02	Rupture/Explosion	1	1	5
WL03	EMS/Rescue	1,483	1,483	1,940
WL04	Hazardous Condition	202	202	213
WL05	Service Calls	187	187	145
WL06	Good Intent Calls	498	498	494
WL07	False Calls	270	270	326
WL08	Severe Weather/Other	36	36	4
WL09	Total Calls	2,752	2,752	3,222

Department: FIRE

Activity: Public Safety

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$4,430,377	\$3,624,448	\$4,090,978	\$466,530	12.87%
Operating	\$483,539	\$409,236	\$448,358	\$39,122	9.56%
Capital	\$4,375	\$121,964	\$439,864	\$317,900	260.65%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$150,000	\$150,000	\$0	(\$150,000)	-100.00%
Totals	\$5,068,291	\$4,305,648	\$4,979,200		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
3110 Fire Administration	\$634,738	\$545,050	\$429,090	(\$115,960)	-21.28%
3120 Fire Operations	\$4,375,455	\$3,694,138	\$4,501,955	\$807,817	21.87%
3130 Operational Readiness	\$8,080	\$46,830	\$20,300	(\$26,530)	-56.65%
3140 Fire Prevention	\$32,965	\$12,480	\$19,105	\$6,625	53.08%
3160 Hazardous Materials	\$17,053	\$7,150	\$8,750	\$1,600	22.38%
3170 Disaster & Emergency Services	\$0	\$0	\$0	\$0	0.00%
Totals	\$5,068,291	\$4,305,648	\$4,979,200		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
010 General Fund	\$4,874,923	\$4,077,784	\$4,541,336	\$463,552	11.37%
113 Fire Impact Fees	\$186,978	\$150,000	\$0	(\$150,000)	-100.00%
183 Fire Department Special Revenue	\$6,390	\$0	\$0	\$0	0.00%
187 Fire Capital & Equipment Replacement	\$0	\$77,864	\$437,864	\$360,000	462.34%
Totals	\$5,068,291	\$4,305,648	\$4,979,200		

Department: BUILDING INSPECTION

Activity: Public Safety

PROGRAM INFORMATION

Program Description:

The Building Inspection Division budget unit accounts for expenditures utilized to monitor construction projects within the City of Bozeman as allowed by state law and as adopted by the City Commission. The intent of this budget unit is to provide guidance and to enforce minimum building code standards to safeguard life, limb, health, property and public welfare by regulating and controlling the design, construction, quality of materials, use and occupancy, location and maintenance of all buildings and structures within this jurisdiction.

Major Objectives:

COMMUNICATION & COORDINATION: • Continue working with the Planning and Engineering departments to improve communications between our departments and our customers. • Continue working with all city departments to simplify the overall permitting process and to help with in-house city building renovation and remodel projects. • Continue working to improve communications with City Administrators and the City Commissioners.

CUSTOMER SERVICE: • Work in conjunction with the Planning and Engineering departments to develop and implement an improved and more efficient building permit issuance procedure. • Work with the Planning Department to promote adoption of the International Property Maintenance Code during the current fiscal year and to both develop and implement a Voluntary Rental Safety Inspection Program for rental units within the Bozeman City limits. • Provide technical advice and consultation for all City departments to help facilitate in-house city projects and minimize costs to the taxpayer. • Upgrade technology as described below.

TECHNOLOGY: • Upgrade and integrate software to allow Building Division customers online access to permit and project files. • Purchase software and integrate handheld devices or laptops into field inspection procedures to allow for more efficient and consistent field inspections and inspection documentation. • Purchase software and hardware systems to allow for online plan submittal and work towards providing a complete electronic plan review process for our customers.

Budget Highlights:

- * \$100,000 - Software Upgrades and Equipment Purchases for Electronic Plans Submittals and Permits.
- * \$44,956 Payment of the City's Administrative Overhead Allocation
- * \$25,000 In-State training (no out of state training budgeted this year)
- * \$15,000 Gas & Oil for building inspector travel to job sites
- * \$13,000 to replace 4 Computer/Printer systems due to security issues and outdated operating systems.
- * Addition of 1.0 FTE for a Plan Check Engineer and 1.0 FTE for a Fire Inspector.
- * Code Compliance Officer (1.0 FTE) moved to the Police Department.

Accomplishments:

Work to accomplish Department's major objectives throughout the year.

Adopted Work Plan Items:

No specific items identified this year.

Department: BUILDING INSPECTION

Activity: Public Safety

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM01	Residential Plan Reviews: Within Standard	75% w/in 2 weeks	91%	95%	100%	100%
PM02	Commerical Plan Reviews: Within Standard	75% w/in 4 weeks	100%	98%	100%	100%
PM03	Fast Track Plan Reviews: Within Standard	90% w/in 1 week	100%	NA	NA	None
PM04	Frame Inspections: Within Standard (1 audit/month/employee)	90%	90%	92%	95%	100%
PM05	Commercial Plan Checks: Within Standard (1 audit/month/employee)	90%	92%	95%	95%	95%
PM06	Residential Plan Checks: Within Standard (1 audit/month/employee)	90%	95%	95%	98%	100%
PM07	Final Inspections: Within Standard (1 audit/month/employee)	90%	95%	95%	95%	95%
Efficiency Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM11	Average Daily Inspections per Inspector	15	16.45	20.25	20	18
Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	10.55	10.55	10.55	12.55
WL01	Commercial Permits: Number		802	464	486	500
WL02	Commercial Permits Valuation		\$88M	\$42M	\$36M Q1-2	\$50M
WL03	Residential Permits: Number		2,812	1,549	601 Q1-2	1,600
WL04	Residential Permits Valuation		\$54M	\$79M	\$54M Q1-2	\$100M
WL05	New Permits: Single Family Dwellings		147	244	160 for Q1-2	300
WL06	New Permits: Multi-Unit Dwellings		10	28	121 for Q1-2	200

Department: BUILDING INSPECTION

Activity: Public Safety

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$617,587	\$731,428	\$946,626	\$215,198	29.42%
Operating	\$170,317	\$155,188	\$181,984	\$26,796	17.27%
Capital	\$0	\$100,000	\$100,000	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
Totals	\$787,904	\$986,616	\$1,228,610		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
3210 Building Inspection Operations	\$787,904	\$986,616	\$1,228,610	\$241,994	24.53%
3220 Life Safety	\$0	\$0	\$0	\$0	0.00%
Totals	\$787,904	\$986,616	\$1,228,610		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
115 Building Inspection Fund	\$787,904	\$986,616	\$1,228,610	\$241,994	24.53%
Totals	\$787,904	\$986,616	\$1,228,610		

Department: PARKING

Activity: Public Safety

PROGRAM INFORMATION

Program Description:

Under the authority of the Bozeman Parking Commission (BPC), the Parking Enterprise Fund consists of Downtown Parking, the MSU Residential Parking District, and the High School Residential Parking District. Additional jurisdiction of the BPC includes Bridger Park Downtown, the City's 435-space parking garage. The BPC directly supervises the City's parking manager, who, in turn, oversees the Parking Enforcement staff (3.50 FTE). There are three sources of revenue: citations, permits for the MSU and high school residential districts, and Bridger Park Downtown's daily and monthly incomes. Parking expenses include wages for the parking manager, parking clerk, and enforcement staff; maintenance and utilities of surface lots and Bridger Park Downtown; citation notifications; and seasonal snow removal.

DOWNTOWN PARKING: Consists of the business district bounded by Broadway to the east, 5th Avenue to the west, Mendenhall Street to the north, and Babcock Street to the south. Enforcement is done six days per week and consists of timed parking using walking patrols. Primary infractions include overtime violations, handicapped parking violations, and restricted zone violations.

MSU RESIDENTIAL: The district encompasses approximately 212 city block faces, primarily north and west of the MSU campus. Enforcement is done five days a week, year round. Primary violations include failure to purchase or affix residential permit and restricted zone violations.

HIGH SCHOOL RESIDENTIAL: The district encompasses approximately 58 city block faces, primarily east of the high school. Enforcement is possible five days a week during the school's academic year, but generally consists of two or three patrols per week, on a varying schedule. Primary violations include failure to purchase or affix residential permit and restricted zone violations.

Major Objectives:

MISSION: The Bozeman Parking Commission is responsible for managing and regulating public parking in its districts to best serve the needs of its customers, businesses, residents, employees, and visitors.

GOALS: • Improve and maintain public parking assets to best serve the needs of the public. • Seek to acquire additional public parking as needed. • Make the parking operations fiscally sound and self-sufficient. • Provide consistent parking enforcement and educate public whenever possible to minimize parking conflicts. • Make parking options and areas functional and attractive. • Plan for and respond to changing parking needs in the districts. • Provide parking alternatives for bicycles, motorcycles, and other transportation methods. • Work cooperatively with local government partners. • Provide for the safe movement of pedestrian and vehicle traffic.

Budget Highlights:

FY14: Parking enforcement gained 1 FTE from the Police Department.

Accomplishments:

FY13 is projected to have a positive bottom line as is the FY14 budget. These positive numbers are in contrast to many years of operating in the red. As the services and parking options provided to the public and business community improve, so does the positive public perception of the parking department. FY13 has continued to see increased awareness and usage of the public parking facilities, especially the Downtown garage. Permit sales have continued to increase as general usage increases from local businesses, downtown employees, and general visitors. Overall, parking has seen a noticeable improvement in both services provided and the public perception while achieving a positive financial outcome.

Adopted Work Plan Items:

No specific items identified this year.

Department: PARKING

Activity: Public Safety

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	4.75	4.50	4.50	5.50
WL01	Courtesy Citations Written (no charge)		n/a	2,754	2,500	2,500
WL02	Parking Lots: Spaces Managed & Maintained		174	188	188	188
WL03	Parking Lots: Managed & Maintained		4	4	4	4
WL04	Parking Garages: Number Managed & Maintained	1 Downtown Garage	1	1	1	1
WL06	Total Citations Written		9,700	8,883	9,000	10,000

Department: PARKING

Activity: Public Safety

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$199,612	\$213,618	\$264,636	\$51,018	23.88%
Operating	\$790,615	\$203,232	\$213,475	\$10,243	5.04%
Capital	\$0	\$50,000	\$0	(\$50,000)	-100.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
Totals	\$990,227	\$466,850	\$478,111		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
3310 Parking Administration	\$190,434	\$203,765	\$207,974	\$4,209	2.07%
3320 Parking Operations/Enforcement	\$114,955	\$140,385	\$194,412	\$54,027	38.48%
3330 Parking Garage Operations	\$684,838	\$122,700	\$75,725	(\$46,975)	-38.28%
Totals	\$990,227	\$466,850	\$478,111		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
650 Parking Enterprise Fund	\$990,227	\$466,850	\$478,111	\$11,261	2.41%
Totals	\$990,227	\$466,850	\$478,111		

Department: PUBLIC WORKS ADMINISTRATION

Activity: Public Service

PROGRAM INFORMATION

Program Description:

The Public Works Administration budget unit includes the Director of Public Works and Engineering. The Director of Public works has oversight responsibilities for water, sewer and storm water utilities, streets maintenance, signs and signals, vehicle maintenance, solid waste, and engineering. The Director also manages the City's asset management and deferred maintenance programs. Code enforcement on sidewalk snow removal and weed control has also been completed by the engineering division but these enforcement activities will be transferred to the Police Department in FY 2014. Engineering will support the Police Department in securing contracts for snow and weed removal services. As delegated by the City Manager, the Public Works Director reviews and issues parade, public assembly, and downtown sidewalk permits. The Engineering Division provides technical engineering in the preparation, review, and oversight in the planning, design, construction inspection and construction management of the City's Public Works facilities including water treatment and distribution, wastewater collection and treatment, storm water collection and treatment, streets (with appurtenant curb, gutter, sidewalk and drainage facilities), traffic control facilities, solid waste, and other facility and infrastructure projects. The division establishes and maintains current City infrastructure standards and assures compliance with city, county, state, and federal rules, regulations, codes, and engineering standards. The engineering division assists other City departments with engineering services. The engineering division also maintains the City's infrastructure files and records, maps, plats, property ownership and other records; participates in the review and approval of subdivision, annexation, and zone code / development proposals for conformance with established standards; coordinates infrastructure work with county, state, and federal agencies; administers the EPA-mandated wastewater pretreatment program and the DEQ-mandated Phase II storm water program; and administers the city's flood plain ordinance, sidewalk repair and installation programs. The Engineering Division also designs infrastructure improvements such as water and wastewater main replacements, and street reconstruction. The City Engineer also oversees the Bozeman Solvent Site superfund site and landfill monitoring activities. In FY14, GIS Division was added.

Major Objectives:

- To coordinate the activities of the Public Works department divisions.
- To establish and maintain policies, procedures and protocol for conducting the department's functions.
- To assist the City Manager and Administrative Services Director in reviewing enterprise fund revenue and expense forecasts for rate setting purposes.
- To provide general oversight of department activities affected by new federal and state mandates.
- To assure the City's long-term master plans for water, wastewater, storm water, and transportation facilities are implemented in a cost-effective manner, and that all City infrastructure improvements are constructed in a quality manner to provide reliable service for the public's immediate and long-term needs.
- To assist all City departments in the engineering design and/or the procurement of specialized engineering services.

*To effectively manage the City's public works assets.

Budget Highlights:

FY14: Gain 0.3 FTE as part of GIS is moved to this department

Accomplishments:

FY13: Substantial completion of the \$54 million Water Reclamation Facility construction contracts. Substantial progress on the construction of the \$40 million Water Treatment Plant construction contracts. Completion of the integrated water resource plan. Design of water replacement on Mendenhall Street. Oversaw contract for sidewalk replacement. Administration of streets and overlay projects. Reviewed over 25 private water/sewer/street and storm water projects.

Adopted Work Plan Items:

The Public Works Administration Department is working to fulfill the following Adopted Work Plan Items:

#5 - Complete an integrated water resource plan and develop implementable solutions to achieve long term water security. The consultants have finalized the various water supply and conservation portfolios and a final report is being completed. Current the tentative plan is to present the final report to the Commission in August 2013. At the same time, public outreach materials are being developed.

Department: PUBLIC WORKS ADMINISTRATION

Activity: Public Service

#6 – Improve asset management program utilizing Cityworks and GIS for decision making and customer service for each public works division.

Completing this initiative requires three major components including:

- Entering over 1,500 projects identified in master plans and maintenance projects into GIS- based database to prioritize and map locations.
- With the recent installation of CityWorks maintenance and management system, activities and costs will soon be tracked. The water and sewer crews were trained in early summer 2013 and the training for the streets department should be completed by late July, early August.
- A criteria for scoring projects based on service level and risk is being developed along with a long term (15 year) prioritized capital program.

Department: PUBLIC WORKS ADMINISTRATION

Activity: Public Service

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
	STAFF TO SUPPORT WORKLOAD	FTE	8.15	10.00	10.00	10.00
WLO1	Workload Reflected in the Following Charts of Total Public Infrastructure Projects.	Attached				

**ENGINEERING DEPARTMENT
DETAILED 2012 WORK LOAD SUMMARY**

I. CONSTRUCTION PROJECTS

PRIVATE WATER AND SEWER PROJECTS 1/1/12 TO 12/31/12

	<u>WATER (LF)</u>	<u>SEWER (LF)</u>	<u>\$VALUE ¹</u>
1	Northside Granary Fire Service Line	76	3,040
2	Deaconess Hospital Fire Service	42	1,680
3	Ostermans Fire Service Lines	132	5,280
4	Town Pump #7	653	33,680
5	Olive Garden Fire Service Line	220	8,800
6	CVS Fire Service Line	58	2,320
7	Comfort Suites	950	58,100
8	Baxter Springs Condos Fire Service Line	186	7,440
9	City Brew Fire Service Line	60	2,400
10	My Place Fire Service Line	250	10,000
11	8th Elementary School	1110	44,400
12	*122 W. Main Fire Service Line	235	9,400
13	*HRDC Annex Fire Service Line	40	1,600
14	*Tempest Court Fire Service Line	315	12,600
15	*Haggerty Apartments	443	27,200
16	Deaconess Hospital Main Relocation	475	19,000
17	*South University District	4851	261,960
18	Trout Meadows Ph. 2 Fire and Domestic Lines	398	15,920
19	Springhill Presbyterian Church	1623	71,880
20	Mountain View Building Fire Service Line	333	13,320
21	Southbridge Subdivision	334	13,360
	TOTAL	12,784	3,734
	Total 2011	11,661	3,482

PUBLIC WATER AND SEWER PROJECTS 1/1/12 TO 12/31/12

	<u>WATER (LF)</u>	<u>SEWER (LF)</u>	<u>\$VALUE ¹</u>
1	WTP Upgrade	N/A	26,879,130
2	WWTP Modifications	N/A	36,362,233
3	2012 Water Renovations	2367	471,232
4	*2012 Sewer Rehab	9,500	1,226,145
	TOTAL	2367	9500
	Total 2011	2367	9500

PRIVATE STREET AND STORM SEWER PROJECTS 1/1/12 TO 12/31/12

	<u>STREETS (LF)</u>	<u>STORM SEWER (LF)</u>	<u>\$VALUE ¹</u>
1	Southbridge Subdivision	2460	21300
2	*South University District	5292	566,400
3	8th Elementary School	1292	96,900
4	Comfort Suites	890	82750
5	Town Pump #7	0	426
	TOTAL	9,934	4,136
	Total 2011	14,609	3,345

¹ Unless actual costs are known, projects are valued at \$40/LF for water, \$30/LF for sewer, \$75/LF for streets, and \$50/LF for storm sewer

* Plan review only - project not under construction

SIGNALIZATION/INTERSECTION IMPROVEMENTS

<u>Location</u>	<u>Description</u>	<u>\$Value</u>
	Total	0

PUBLIC STREET AND STORM SEWER PROJECTS 1/1/12 TO 12/31/12

	<u>STREETS (LF)</u>	<u>STORM SEWER</u>	<u>\$VALUE ¹</u>
S. 8th Ave Reconstruction	3,268	720	1,274,385
*West College 19th to Main	3,168	2558	6,848,990
O'Connell Storm Drain Improvements	0	112	5,600
TOTAL	6,436	3390	8,128,975

CITY OF BOZEMAN STREET IMPROVEMENTS/MAINTENANCE

<u>Work Description</u>	<u>Final Cost</u>
2012 Street Improvements	\$364,875.00
Mill and overlays, chip seals, curb replacement, and pavement markings	

SIDEWALKS / CURBCUTS / WEEDS / MISC.

1	Misc. Curbscut/Sidewalk Permits Issued:	
2	2012 Weed Abatement/Sidewalk Obstruction Enforcement:	
	52 notifications (142 lots)	
	66 complied (lots)	
	76 did not comply (lots)	
	\$7,295 contractor costs for mowing/hedge trimming	
3	Encroachment Permits Processed:	36
4	Street Cut Permits Processed:	37
	Permit Fee Total:	\$11,539.88
	Degradation Fee Total:	\$9,789.88
5	Downtown Streetscape Project	\$107,065.00
6	Westside Shop Sidewalks	\$15,073.52
7	Flood Plain Permits Processed	6
8	Montana Opticom Project	
9	*N. 7th Lighting Improvements	\$ 574,485.00

II SERVICE CONTRACTS OVERSIGHT

<u>PROJECT</u>	<u>ENGINEER</u>	<u>FEE</u>	<u>EST. COMP.</u>
*****WATER & SEWER*****			
1	WWTP Construction	HDR/MM	\$4,767,571
2	Integrated Water Resources Plan	AE2S	\$186,750
3	WTP Upgrade	HDR/MM	\$3,197,819
4	2008 Sewer Rehab (Amended)	Great West	\$74,650
5	Water Renovations Field Survey	MM	\$83,527
	COST SUBTOTAL		\$8,310,317
*****STREET/TRANSPORTATION/MISC.*****			
	N. 7th Lighting	MM	\$58,733
	Sourdough Timber Mgmt. Implement.	Peak Forestry	\$10,000
	E. Peach Street Design	MM	\$36,941
	COST SUBTOTAL		\$105,674

*****LANDFILL*****

Gas/Groundwater Monitoring, Well Abandonment, Gas Control	Tetrattech	\$55,000	On going
Landfill Post-Closure Plan	Great West	\$7,500	On going
COST SUBTOTAL		\$62,500	
2012 TOTAL SERVICE CONTRACTS		\$8,478,491	
2011 TOTAL SERVICE CONTRACTS		\$8,794,780	

Department: PUBLIC WORKS ADMINISTRATION

Activity: Public Service

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$2,256	\$14,297	\$105,896	\$91,599	640.69%
Operating	\$43,281	\$40,812	\$84,094	\$43,282	106.05%
Capital	\$477,763	\$0	\$25,000	\$25,000	#Div/0!
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
Totals	\$523,300	\$55,109	\$214,990		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
4010 Public Services Administration	\$13,914	\$5,062	\$61,085	\$56,023	1106.74%
4020 Engineering	\$25,005	\$31,854	\$53,085	\$21,231	66.65%
4025 GIS	\$0	\$0	\$68,540	\$68,540	#Div/0!
4030 Snow Removal Enforcement	\$2,941	\$16,643	\$30,730	\$14,087	84.64%
4040 Weed Cutting Enforcement	\$1,710	\$750	\$750	\$0	0.00%
4050 Sidewalk Repair Program	\$0	\$800	\$800	\$0	0.00%
4060 Sidewalk & Curb Construction	\$0	\$0	\$0	\$0	0.00%
4070 Construction	\$479,730	\$0	\$0	\$0	0.00%
Totals	\$523,300	\$55,109	\$214,990		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
010 General Fund	\$43,570	\$55,109	\$214,990	\$159,881	290.12%
500 Construction Funds	\$479,730	\$0	\$0	\$0	0.00%
Totals	\$523,300	\$55,109	\$214,990		

Department: STREETS

Activity: Public Service

PROGRAM INFORMATION

Program Description:

GOAL: The goal of the street maintenance division is to help provide for a network of safe roadways for the traveling public and access to desired destinations such as emergency services, schools, employment, shopping, community services, or other facilities in a quick, convenient, safe and comfortable manner while minimizing harmful effects on the environment.

STREET MAINTENANCE FUND: The street maintenance district division accounts for the expenditure of special assessments on property in the City for the repair and upkeep of the City's streets. Section 7-12-4401 MCA authorizes the City to create street maintenance districts for the purpose of maintaining its streets, alleys, and other public places. The maintenance districts were first created during fiscal year 1990-91. Assessments are levied on each piece of property within the City limits and are recorded on the property owners SID notices annually. Collection takes place in November and May and provide the revenues for the street maintenance district program. Any unexpended balances are available for reappropriation next fiscal year. The costs incurred in maintaining streets, alleys, and other public places within the maintenance district are assessed against each property within the district based on the assessable area of the property as a percentage of the entire assessable area of the district, exclusive of streets, avenues, alleys, and public places.

GAS TAX FUND: The gas tax division accounts for the expenditure of the City's share of state collected gas tax funds allocated to the City by the Montana Department of Transportation (MDT). Section 15-70-101 MCA provides that MDT shall allocate gas tax revenues to cities, towns, and counties. One-half of the City's allocation is based on population and one-half is based on street and alley mileage. The funds may be used only for construction, reconstruction, maintenance, and repair of streets and alleys. The funds may not be used for equipment purchases.

Major Objectives:

- Implement an efficient pavement management plan, in turn creating yearly maintenance programs for failing street infrastructure.
- Develop and design efficient truck by-pass routes and effective arterial and collector street networks for moving traffic through the City.
- Maintain streets and alley right-of-ways to allow traffic to move in a safe and prudent manner.
- Improve the quality of summer and winter street maintenance work in an effort to resolve traffic congestion by implementing better street routing and signalization procedures.
- Continued use of alternative fuels when available and affordable such as biodiesel and ethanol in our fleet.
- Institute a City-wide curb replacement program with assistance from the Engineering Dept.
- Expand our cooperative efforts with the County Road Department and MDT.

Budget Highlights:

- Curb Replacements are planned along South Willson (Cleveland – Koch), timed with the street mill and overlay.
- Street Reconstruction is scheduled on a segment of Story Street.
- Street Mill and Overlay projects are planned on: Ferguson Avenue, Technology Boulevard, North 21st Street, South 20th Street, and South Willson (above.)
- Replace one Single Axle Dump Truck \$143,000
- Purchase Vibratory Drum Asphalt Compactor \$35,000

Accomplishments:

In FY12: • Continue sidewalk panel repair and replacement program • Increase use of alternative fuels when available and affordable. • Decrease time to plow all City streets. • Continue pro-active pothole patching program to repair pavement defects before they happen. • Improve quality of discharge into Bozeman Creek. • Continue sharing of equipment between departments so as to utilize seasonal equipment year round. • Repairing and improving of medians and boulevards. • Mill and overlay business and commercial alleys. • Continue bike lane sweeping route and schedule. • Work with Streamline on bus stops and signage.

Adopted Work Plan Items:

No specific items identified this year.

Department: STREETS

Activity: Public Service

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM01	Potholes: Summer Patched Holding 6 Months Later	90%	90%	95%	95%	97%
PM02	Potholes: Winter Patches Holding 6 Months Later	50%	35%	50%	50%	50%
PM03	Potholes: Response to Citizen Notification (repairs w/in 7 working days)	90%	85%	100%	100%	100%
PM04	Ease of Travel by: Car	100%	NA	45%	60%	60%
PM05	Ease of Travel by: Bicycle	100%	NA	45%	60%	70%
PM06	Ease of Travel by: Walking	100%	NA	65%	70%	70%
PM07	Snow Route Plowing Completed: Arterials & Collector Routes	100%	100%	90%	100%	95%
PM08	Snow Route Plowing Completed: Commercial Route	100%	100%	100%	100%	95%
PM09	Residential Street Plowing Completed	100%	80%	80%	80%	80%
PM10	Emergency Call Response: Within 1 hour of Notification (weekdays)	100%	100%	100%	100%	100%
PM11	Right Of Way Mowing Completed: within 3 weeks of Start Up	Target 100% initial mowing	90%	90%	100%	100%
Efficiency Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM13	Potholes: Labor Hours per Repair	Target < 0.5 hrs	0.6 hrs	0.6 hrs	0.5 hrs	0.5 hrs
PM14	Potholes: Repairs > 3" deep & 6" wide (Within 2 Days of Notification)	2	2	2	2	2
PM15	Potholes: Repairs < 3" deep & 6" wide (Within 7 Days of Notification)	7	5	5	5	5
PM16	Shoulder Blocks of Right-of-Way Mowed per Day	20-25	23	23	25	25
PM17	Alley Blocks Trimmed of Brush & Debris per Day	15-20	20	20	20	
PM18	Graveled Streets Graded	1,000	900	1,000	1,000	1,000

Department: STREETS

Activity: Public Service

PM19	Alley Blocks Graded & Surface Material Placed per Day	8-10/grader	12	12	12	12
PM20	Crack Sealing: Lineal Feet per Labor Hour	80-90 feet	100	100	100	100
PM21	Curb Miles of Streets Swept per Day	35-40 miles	50	50	50	50
PM22	Streets Plowed & Sanded: Normal Snowfall	14 lane-miles/hr	12	14	14	14
PM23	Streets Plowed & Sanded: Heavy Snowfall	10 lane-miles/hr	8	10	10	10
Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	17.62	17.62	17.62	18.62
WL01	Street & Alley Mileage		235	237	246	247
WL02	Curb Replaced: Lineal Feet		0	630	756	800
WL03	Pedestrian Ramps Installed		41	40	35 (incl S. 8th)	8
WL04	Miles Chip Sealed		2.9	3	3.5	3.5
WL05	Miles Paved (Includes Asphalt Millings)		1.49	1.50	1.25	1.25
WL06	Miles Graveled		3	3	2.5	3
WL07	Miles of Street Millings		1.49	1.20	1.25	1.0
WL08	Crack Sealer Used: Pounds		4,200	5,700	6,000	5,500
WL09	Signs Installed		187	145	150	160
WL10	Signs Repaired		535	975	1,000	1,000
WL11	Lane Miles Painted		40.3	41	43	44
WL12	Lane Miles Plowed and Sanded		1,100	1,150	1,200	1,200
WL13	Crosswalks Painted		78	114	120	130
WL14	Crosswalks Hot Tape Applied		25	16	20	25

Department: STREETS

Activity: Public Service

WL15	Miles of Yellow Curb Painted	11	22.5	22.5	23
WL18	Curb Miles of Streets Swept	10,000	10,500	12,000	12,000
WL19	Signal Lights Maintained	67	73	73	74
WL20	Flashing Yellow Lights Maintained	26	12	12	12
WL21	Dead Animals Picked Up	24	20	25	25
WL22	Leaves Collected: Tons	1,020	1,000	960	1,000
WL24	Street Closures for Special Events	28	21	21	21
WL26	Miles of Sidewalk Plowed	2	2	2	2
WL27	Signal Repairs	340	370	380	

Department: STREETS

Activity: Public Service

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$1,179,095	\$1,270,442	\$1,311,538	\$41,096	3.23%
Operating	\$1,513,431	\$1,567,324	\$1,747,452	\$180,128	11.49%
Capital	\$2,353,424	\$5,758,223	\$1,985,383	(\$3,772,840)	-65.52%
Debt Service	\$205,173	\$270,197	\$255,000	(\$15,197)	-5.62%
Transfers	\$59,550	\$30,150	\$30,150	\$0	0.00%
Totals	\$5,310,673	\$8,896,336	\$5,329,523		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
4110 Street Operations	\$2,589,003	\$7,270,975	\$2,844,829	(\$4,426,146)	-60.87%
4120 Street Maintenance	\$637,572	\$659,500	\$659,500	\$0	0.00%
4130 Street Construction	\$1,466,659	\$360,712	\$1,060,515	\$699,803	194.01%
4140 Snow & Ice Removal	\$0	\$0	\$0	\$0	0.00%
4150 Street Lighting	\$404,077	\$373,000	\$405,000	\$32,000	8.58%
4171 Traffic Signs & Markers	\$213,362	\$232,149	\$359,679	\$127,530	54.93%
Totals	\$5,310,673	\$8,896,336	\$5,329,523		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
010 General Fund	\$112,212	\$113,919	\$113,919	\$0	0.00%
108 Community Transportation Fund	\$222,493	\$30,515	\$30,515	\$0	0.00%
110 Gas Tax Fund	\$615,687	\$659,500	\$659,500	\$0	0.00%
111 Street Maintenance Fund	\$2,658,942	\$2,986,902	\$3,828,589	\$841,687	28.18%
114 Street Impact Fees	\$1,362,445	\$4,790,500	\$350,000	(\$4,440,500)	-92.69%
129 Special Projects	\$2,060	\$0	\$0	\$0	0.00%
146 Lighting Districts	\$336,834	\$315,000	\$347,000	\$32,000	10.16%
500 Construction Funds	\$19	\$0	\$0	\$0	0.00%
Totals	\$5,310,692	\$8,896,336	\$5,329,523		

Department: STORM WATER

Activity: Public Service

PROGRAM INFORMATION

Program Description:

The Storm Water department was created to better manage the City's ongoing state and federal storm water permit requirements. Prior to creation of this department (in the years up to Fiscal Year 2013), storm water issues have been addressed by a number of departments: Street Maintenance, Engineering, Public Services Administration, Water and Sewer Operations, Planning - Code Enforcement, and GIS/Information Technology. In the first few years of this department, we anticipate both a migration of duties from other departments, a sharing of expertise and equipment, as well as the initiation of new storm water system mapping, condition assessment and improvement efforts.

Major Objectives:

To better maintain the City's existing storm water infrastructure. To improve the quality of the City's mapped storm water data. To plan for and construct necessary storm water improvements. To ensure compliance with state and federal standards and permit requirements.

Budget Highlights:

Additional staff share of 0.33 FTE for the Public Works Technician to assist with permit requirements and sampling.

Accomplishments:

The Storm Water Utility is in progress of completing an intense mapping effort. We have retrofit an van to conduct TV inspections of the storm water system. GIS has initiated research on various rate models.

Adopted Work Plan Items:

No specific items identified this year.

Department: STORM WATER

Activity: Public Service

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM01	Storm Water Infrastructure System Mapped	100%	20%	10%	40%	70%
PM12	Citizens Rating Street Cleanliness as Satisfactory	90%	NA	60%	75%	75%
Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	0.00	0.00	1.00	1.00
WL16	Storm Inlets Maintained		5,350	5,500	5,550	5,560
WL17	Storm Manholes Maintained		356	364	370	370
WL23	Frequency of Residential Streets Swept		3	3	4	4
WL25	Miles of Creek Maintained		1	1	1	1

Department: STORM WATER

Activity: Public Service

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$0	\$73,296	\$88,263	\$14,967	20.42%
Operating	\$0	\$43,844	\$37,323	(\$6,521)	-14.87%
Capital	\$0	\$130,000	\$0	(\$130,000)	-100.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
Totals	\$0	\$247,140	\$125,586		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
4510 Admin, Enforc. + Mapping	\$0	\$117,140	\$125,586	\$8,446	7.21%
4520 Operations and Mtc	\$0	\$130,000	\$0	(\$130,000)	-100.00%
4530 Construction	\$0	\$0	\$0	\$0	0.00%
Totals	\$0	\$247,140	\$125,586		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
670 Storm Water Fund	\$0	\$247,140	\$125,586	(\$121,554)	-49.18%
Totals	\$0	\$247,140	\$125,586		

Department: WATER TREATMENT PLANT (WTP)

Activity: Public Service

PROGRAM INFORMATION

Program Description:

The Water Treatment Plant (WTP) budget unit accounts for the costs associated with maintaining a quality drinking water supply for the City of Bozeman. The City has two treatment plants: The 15 million gallon per day (MGD) Sourdough Plant and the 3.7 MGD Lyman Creek Plant. All plants are operated 24 hours per day, 365 days per year. There are 5 Operators, 2 Forepersons, 1 Lab and Compliance Coordinator, and a Superintendent as of FY12. The Operators are responsible for monitoring all drinking water in the distribution system in accordance the Safe Drinking Water Act. This job requires one operator a minimum of 7 hours per day, 7 days per week. More than 12,500 water quality tests are run annually. The WTP Operators are also responsible for the operation and maintenance of the Hyalite Intake, the Sourdough Intake, and for three finished water storage tanks. Continuous monitoring includes: 1) WTP Influent & Effluent Flow rate; 2) Filters #1 - #12 Effluent Turbidity; 3) WTP Effluent Turbidity; 4) WTP Chlorine Residual; 5) First Service Chlorine Residual; 6) Raw Water Flow Rate; 7) Raw Water Turbidity; 8) 2 MG + 4 MG Water Tank Levels; 9) Clear Well Level; 10) Coagulant and Coagulant Aid (Chemical Dosages); 11) Effluent pH Level; 12) Lyman Influent & Effluent Flow Rate; 13) Lyman Reservoir Inlet Chlorine Residual; 14) Lyman Reservoir Outlet Chlorine Residual; 15) Lyman Influent Turbidity; 16) Lyman Reservoir Level.

The Sourdough WTP was completed in 1983 and had a rated capacity of 10 MGD. The plant was expanded during FY93 to add an additional 5 MGD for a total capacity of 15 MGD. Major operating expenses of the water plant include staffing, maintenance, chemicals, and utilities. The Sourdough Tank repair project was completed in FY09. This project included structural repairs to and reinforcement of the tank and the replacement of several major valves. A piloting project for a 22 MGD - expandable to 36 MGD - membrane filtration plant was completed early in FY10. Final design of the plant was completed in FY11. Construction started FY12 and is expected to be completed in FY14. This is a replacement for the current 15 MGD direct filtration/granular media Sourdough WTP.

The new Hyalite raw water intake, pipeline, and connection building was completed in FY07. Construction of guardrails on the Hyalite Canyon Road for protection of the Hyalite source water was completed in FY10. This was a cooperative project between the City and the US Forest Service. The City, through the use of a \$100,000 grant, provided funding for the design of the guardrails. The Forest Service provided funding for construction. A holistic water-resources planning project is slated to be completed in FY13, this is the Integrated Water Resource Plan.

The Hilltop Tank painting project was completed in October 2008

The Lyman Creek WTP underwent a \$2.6 Million upgrade in 2003-04, which included a roof and a liner for the 5 Million gallon reservoir, a new building for chlorine and fluoride addition, radon removal, and an effluent water quality monitoring building. The system was put on-line June 1st of 2004. The Lyman Creek Plant expansion project was completed in FY10. Plant capacity was increased to 3.7 MGD. The Lyman Tank Leakage Dechlorination Project was completed in FY12.

Major Objectives:

MISSION:

- Protect the public health through optimization of the Sourdough Creek and Lyman Creek Water Treatment Plants.
- Maintain high-quality drinking water of low turbidity, void of contaminants.
- Meet the water supply demands of the City of Bozeman.
- Monitor and maintain water treatment plant facilities to ensure current needs are met and to anticipate future water quality and quantity needs.

Budget Highlights:

Completion of the Sourdough Water Treatment Plant construction project.
Water Conservation Programs \$50,000
Addition of 1.0 FTE for Water Conservation Specialist
Resurfacing Hilltop Tank Driveway \$4,000

Accomplishments:

Anticipated for FY13: • Provide adequate quantity and quality water to our ratepayers with zero state or federal violations • Continue implementing the Water Facility Plan • Continue to optimize the Sourdough and Lyman Water Treatment Plants • Continue Construction on the Replacement Sourdough Water Treatment Plant • Continue Implementing a Water Conservation Program • Complete development of a Integrated Water Resource Plan

Department: WATER TREATMENT PLANT (WTP)

Activity: Public Service

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM01	Adequate Tank Reserves (40%): Drinking & Fire Fighting Water	100%	100%	100%	100%	100%
PM02	Fluoride Levels: Between .85 and 1.25 PPM Daily Average	100%	90%	84%	100%	100%
PM03	Maintain Chlorine Residual According to EPA Requirements for Inactivate Giardia Cysts	100%	100%	100%	100%	100%
PM04	Optimize Water Quality by Maintaining Lowest Possible WTP Effluent NTU: State Requirement < 0.3 NTU	100%	100%	100%	100%	100%
PM05	Optimize Water Quality by Maintaining Lowest Possible WTP Effluent NTU: WTP daily average, Goal = < 0.11	98%	100%	100%	100%	100%
PM06	Optimize Water Quality by Maintaining Lowest Possible WTP Effluent NTU: WTP High Daily Individual Filter, Goal = < 0.21	98%	100%	100%	100%	100%
PM07	Repair & Maintenance: Unscheduled Completed within 2 weeks	100%	100%	100%	100%	100%
PM08	Repair & Maintenance: Scheduled Completed within 7 days	95%	98%	100%	98%	100%
PM09	Operator Certification: 10 Hours of Annual Training	100%	100%	100%	100%	100%
PM10	Sample & Test Distribution System Water Quality per State and Federal Requirements: 10,000 readings/tests per year	100%	100%	100%	100%	100%
Efficiency Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM11	Price per Million Gallons of Water Treated Annually (driven by weather)		\$894	\$845	\$905	\$986
PM12	Plant Capacity Per Day	15M gallons	18.7M	18.7 M	18.7 M	18.7 M
PM13	Maximum Water Demand Per Day	Gallons	10.9 M	10.5 M	11 M	12 M
PM14	Average Water Demand per Day	Gallons	4.7 M	5.2 M	5.5 M	5.5 M
PM15	Annual Water Demand	Billion gallons	1,713 M	1,910 M	1,995 M	2,000 M
Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	9.27	9.77	9.77	11.27

Department: WATER TREATMENT PLANT (WTP)

Activity: Public Service

WL01	Plant Operation	Avg Hrs/Day	22.3	24	24	24
WL02	Laboratory Analysis & Collection	Avg Hrs/Day	6.5	6.5	7.5	8
WL03	Monitor Water Quality: Sourdough & Lyman Creek WTP's.	Avg Hrs/Day	24	24	24	24
WL04	Diversion & Reservoir Monitoring	Avg Hrs/Day	3	3	3	3

Department: WATER TREATMENT PLANT (WTP)

Activity: Public Service

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$696,449	\$699,319	\$819,578	\$120,259	17.20%
Operating	\$1,315,961	\$1,229,618	\$1,336,032	\$106,414	8.65%
Capital	\$9,093,034	\$18,664,488	\$0	(\$18,664,488)	-100.00%
Debt Service	\$165,405	\$786,699	\$786,699	\$0	0.00%
Transfers	\$0	\$0	\$2,750,000	\$2,750,000	#Div/0!
Totals	\$11,270,849	\$21,380,124	\$5,692,309		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
4610 Water Plant Operations	\$1,702,696	\$2,715,636	\$5,692,309	\$2,976,673	109.61%
4620 Water Plant Construction	\$9,568,153	\$18,664,488	\$0	(\$18,664,488)	-100.00%
Totals	\$11,270,849	\$21,380,124	\$5,692,309		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
600 Water Fund	\$11,166,767	\$18,304,834	\$2,942,309	(\$15,362,525)	-83.93%
610 Water Impact Fees	\$104,082	\$3,075,290	\$2,750,000	(\$325,290)	-10.58%
Totals	\$11,270,849	\$21,380,124	\$5,692,309		

Department: WATER OPERATIONS

Activity: Public Service

PROGRAM INFORMATION

Program Description:

The Water Operations budget unit accounts for the costs associated with operating and maintaining the City's water transmission and distribution system. The Division is responsible for: locating, maintaining, and repairing existing water lines and appurtenances; overseeing installation of new lines; and reading all meters monthly. Water Operations is also responsible for maintaining the City's two water pump stations. The Division maintains the entire water distribution system, ever mindful of its integrity and serviceability, while maintaining potable water through this system.

Major Objectives:

- Maintain and locate the City's water distribution system including mains, fire hydrants, valves, meters, raw water transmission mains, and pressure reducing valves and vaults.
- Repair and replace water infrastructure as needed: hydrants, mains, valves, etc.
- Inspect all new infrastructure following installation prior to acceptance.
- Maintain a valve replacement program for leaky or inoperative valves.
- Maintain a Valve Exercise Program: operating approximately 50% of all valves annually.
- Maintain an effective water main directional flushing program in conjunction with a fire hydrant operation.
- Flush 25% of all fire hydrants annually.
- Inspect all new water service installations in a timely manner.
- Leak detect and repair the distribution system in a timely manner.
- Replace service lines as needed.
- Continue a curb stop verification and serviceability program for customer service lines.
- Accurately read all meters monthly.
- Resolve meter reading problems on a timely basis.
- Maintain Backflow prevention and testing program.
- Respond to water distribution problems 24 hours a day 7 days a week.
- Develop and maintain a comprehensive and cost effective security system for our water distribution system.
- Respond to all locate requests in a timely manner and accurately locate all water infrastructures.

Budget Highlights:

Annual Pipe Replacement Projects (Deferred Maintenance) \$974,165
Implementation of Fixed Base Meter Reading - \$60,000

Accomplishments:

- Increased replacement of water distribution system pipes, significantly enhances maintenance of the water distribution system.
- Implementation and use of at least three fixed base water meter receivers at Fire Station #1, City Shops, and 911 center. Other site locations are being investigated .

Adopted Work Plan Items:

No specific items identified this year.

Department: WATER OPERATIONS

Activity: Public Service

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM01	Water Main Break/Leak Repair: Within 4 hrs of Discovery	100%	100%	2 @ 100%	5 @ 100%	5 @ 100%
PM02	Operate Every Valve: Annually	100%	57%	1,820 or 39%	2,777 or 60%	2,500 or 54%
PM03	Fire Hydrants: Bi-annual Operation	100%	12%	755 or 32%	700 or 30%	700 or 30%
PM04	Flush Water Mains (recommended annually)	100%	20%	20%	20%	20%
PM05	Meter Reading: Once per Month	100%	100%	100%	100%	100%
PM06	Damage to Other Utilities	0	0	3	0	0
PM07	New Water Service Inspections 2 Hr X 1 with 4 hr Response	90%	90%	157 or 90%	210 or 90%	220 or 90%
Efficiency Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM08	Man-Hour Cost: Per Hydrant Flow		\$84	755 @ \$69	700 @ \$70	700 @ \$70
PM09	Man-Hour Cost: Per Hydrant Replacement		\$2,811	2 @ \$762	5 @ \$2,500	4 @ \$2,500
PM10	Cost Per Hydrant Repair		\$474	62 @ \$330	40 @ \$350	50 @ \$360
PM11	Cost Per Curb Box Repair		\$410	33 @ \$281	50 @ \$300	60 @ \$300
PM12	Cost Per Water Service Repair		\$827	57 @ \$1,115	35 @ \$1,000	45 @ \$1,050
PM13	Cost Per Water Main Repair/Break		\$26,825	2 @ \$4,806	4 @ \$3,500	5 @ \$4,000
PM14	Cost Per Renewed Water Service		\$2,613	14 @ \$3,113	15 @ \$3,000	15 @ \$3,100
Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	15.62	15.62	15.62	15.62
WL01	New Service Main Taps		3	20	15	20

Department: WATER OPERATIONS

Activity: Public Service

WL02	Renewal Service Installations	5	14	15	15
WL03	Meter Replacement/Repair	467	279	550	550
WL04	Valve Operation	2,639	1,820	2,777	2,500
WL05	One-Call Location Requests	3,597	3,868	4,600	4,800
WL06	Hydrant Flushing	290	33%	30%	30%
WL07	Hydrant Replacement	3	2	5	5
WL08	New Water Service Line Inspections	167	160	190	250
WL09	Water Main Repairs	8	6	6	6
WL10	Fire Hydrant Repairs	62	62	55	55
WL11	Water Main Valves Replaced	7	19	30	35
WL12	Water Main Valve Box Repairs	66	25	30	30
WL13	Water Service Line Repairs	27	57	30	35
WL14	Curb Box Repairs	43	33	50	50
WL15	Water Main Breaks	1	2	10	10
WL16	Commercial Cross Connection Survey	91	150	150	200

Department: WATER OPERATIONS

Activity: Public Service

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$1,296,516	\$1,337,658	\$911,069	(\$426,589)	-31.89%
Operating	\$8,408,170	\$1,124,346	\$1,146,657	\$22,311	1.98%
Capital	\$1,079,350	\$1,541,514	\$1,056,665	(\$484,849)	-31.45%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
Totals	\$10,784,036	\$4,003,518	\$3,114,391		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
5010 Water Operations	\$2,241,844	\$2,366,845	\$1,629,651	(\$737,194)	-31.15%
5020 Utility Locates	\$9,448	\$7,250	\$7,450	\$200	2.76%
5030 Water Services	\$27,433	\$35,000	\$35,000	\$0	0.00%
5040 Water Construction	\$8,165,490	\$1,205,720	\$996,665	(\$209,055)	-17.34%
5050 Reservoirs	\$46,932	\$0	\$0	\$0	0.00%
5060 Meter Reading	\$256,799	\$303,703	\$358,125	\$54,422	17.92%
5070 Hydrants	\$11,051	\$50,000	\$50,000	\$0	0.00%
5080 Water Valves	\$17,760	\$15,000	\$17,500	\$2,500	16.67%
5090 Main Repairs	\$7,279	\$20,000	\$20,000	\$0	0.00%
Totals	\$10,784,036	\$4,003,518	\$3,114,391		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
500 SID Construction Funds	\$336	\$0	\$0	\$0	0.00%
600 Water Fund	\$10,718,443	\$4,003,518	\$3,114,391	(\$889,127)	-22.21%
610 Water Impact Fees	\$65,593	\$0	\$0	\$0	0.00%
Totals	\$10,784,372	\$4,003,518	\$3,114,391		

Department: WASTEWATER OPERATIONS

Activity: Public Service

PROGRAM INFORMATION

Program Description:

The Wastewater Operations budget unit accounts for the costs associated with providing and maintaining a wastewater collection system for the City. The Division maintains a program of inspecting, cleaning, root cutting, repairing sanitary sewer mains, manholes, and tapping for new wastewater stubs. Wastewater operations is also responsible for maintaining the City's seven sanitary sewer lift stations. The Television Inspection Division maintains a program of inspecting all new and existing sanitary sewer main infrastructure. This division inspects existing infrastructure to determine deficiencies and to both recommend repairs and prioritize capital improvements. This process enables us to minimize emergency callouts and customer service problems.

Major Objectives:

- Adequately maintain and locate the City's wastewater system including manholes, wastewater collection and transmission systems, and lift stations.
- Flush our entire collection system annually, minimizing stoppages.
- Televises the existing sewer infrastructure to determine problems and the overall condition of sewer mains, enabling repairs in a timely manner and prioritize renovation projects funded through CIP.
- Control sewer main root intrusion with an aggressive root cutting program.
- Repair breakdowns in mains.
- Rebuild/replace manholes as needed.
- Televises and inspect all new infrastructure following installation prior to acceptance.
- Replace service lines as required due to deficiencies caused by age, roots, etc.
- Tap new service lines for contractor installation.
- Respond to sanitary sewer problems 24 hours a day 7 days a week.
- Respond to all locate requests in a timely manner and accurately locate all sanitary and storm sewer infrastructure

Budget Highlights:

Annual Pipe Replacement Projects (Deferred Maintenance) \$1,003,150
Solvent Site Bio-Remediation \$565,365
Addition of 1.0 FTE Wastewater Operations Service Worker

Accomplishments:

- Increased replacement of wastewater collection system pipes, significantly enhancing maintenance of the wastewater collection system.

Adopted Work Plan Items:

No specific items identified this year.

Department: WASTEWATER OPERATIONS

Activity: Public Service

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM01	Flush City Mains (trunk line not included)	Annually	78 miles	90 miles	90 miles	90 miles
PM02	Root Cut Affected City Mains (do not root cut PVC only root cut in areas with large trees)	Annually	49 miles	49 miles	50 miles	50 miles
PM03	Response Time: Sewer Back Up Calls (30 minute target)	< 30 Min	100%	100%	100%	100%
PM04	New Service Installation: 10 Working Days	100%	100%	100%	100%	100%
PM05	TV Inspection of New Mains Prior to Acceptance	100%	100%	100%	100%	100%
Efficiency Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM06	Man-Hour Cost Per Sewer Repair		\$1,742	8 @ \$1,823	15 @ \$1,900	20 @ \$1,900
PM07	Man-Hour Cost Per New Sewer Tap		\$100	4 @ \$155	7 @ \$150	10 @ \$150
PM08	Man-Hour Cost Per Manhole Repair		\$380	6 @ \$1,042	5 @ \$1,000	5 @ \$1,000
PM09	Man-Hour Cost per Sewer Backup		\$131	15 @ \$93	12 @ \$105	12 @ \$110
Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	10.25	10.25	10.25	11.25
WL01	Main Line Flushing		78.26 miles	90 miles	90 miles	90 miles
WL02	Manhole Inspection (ring/lid/steps)		100%	100%	100%	100%
WL03	Main Line Root Cutting		49 miles	49 miles	50 miles	50 miles
WL04	Main Line Inspection TV		19 miles	30 miles	30 miles	30 miles
WL05	Manhole Ring Replacement/Overlay Project		3	3	10	10
WL06	New Infrastructure TV		0 mile	1 mile	0 mile	5 miles

Department: **WASTEWATER OPERATIONS**

Activity: Public Service

WL07	Sewer Manhole Repairs	2	6	5	5
WL08	Main Line Repairs	10	25	15	20
WL09	New Service Taps	4	4	7	10
WL10	One Call Location Requests	3,597	3,868	4,600	4,800

Department: WASTEWATER OPERATIONS

Activity: Public Service

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$598,057	\$714,771	\$1,292,010	\$577,239	80.76%
Operating	\$5,894,077	\$1,303,182	\$1,230,796	(\$72,386)	-5.55%
Capital	\$285,343	\$1,040,000	\$1,070,650	\$30,650	2.95%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
Totals	\$6,777,477	\$3,057,953	\$3,593,456		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
5210 Wastewater Operations	\$1,896,501	\$3,004,953	\$2,519,306	(\$485,647)	-16.16%
5220 Utility Locates	\$2,238	\$3,900	\$4,400	\$500	12.82%
5230 Wastewater Services	\$3,831	\$8,000	\$5,000	(\$3,000)	-37.50%
5240 Wastewater Construction	\$4,866,227	\$0	\$1,025,650	\$1,025,650	#Div/0!
5250 Manholes	\$7,759	\$25,000	\$25,000	\$0	0.00%
5260 Televising	\$716	\$8,100	\$9,100	\$1,000	12.35%
5280 Main Repairs	\$205	\$8,000	\$5,000	(\$3,000)	-37.50%
Totals	\$6,777,477	\$3,057,953	\$3,593,456		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
620 Wastewater Fund	\$6,607,320	\$3,057,953	\$3,593,456	\$535,503	17.51%
621 Wastewater EPA Grant	\$100,053	\$0	\$0	\$0	0.00%
630 Wastewater Impact Fees	\$70,104	\$0	\$0	\$0	0.00%
Totals	\$6,777,477	\$3,057,953	\$3,593,456		

Department: WATER RECLAMATION FACILITY

Activity: Public Service

PROGRAM INFORMATION

Program Description:

The Water Reclamation Facility (WRF) budget accounts for the costs associated with the treatment of the City's domestic, commercial, and industrial wastewater. The WRF is an award-winning plant that serves to protect and enhance the water quality of the East Gallatin River.

PURPOSE: Ensure strict environmental compliance by discharging thoroughly treated water meeting or surpassing all state and federal environmental standards. Through its beneficial reuse program, the WRF also maintains compliance with EPA Part 503 Bio-solids regulations. All plant bio-solids are thoroughly digested and then land applied as a beneficial fertilizer or composted for soil enhancement. The WRF is now nearing completion of a significant plant expansion and technology upgrade in order to meet the growing demand for wastewater services in our community. This plant enhancement has also enabled the facility to begin removing nitrogen and phosphorus compounds as well as conventional pollutants. To the extent possible, these plant improvements have been funded, in part, by economic stimulus (ARRA) grants from the U.S. Environmental Protection Agency and through wastewater impact fees.

Major Objectives:

- Protect and enhance the water quality of the East Gallatin River.
- Consistently achieve compliance with all aspects of the city's Montana Pollutant Discharge Elimination System (MPDES) permit administered by the Department of Environmental Quality.
- Maintain the mechanical reliability of the water reclamation facility to ensure uninterrupted operations.
- Optimize the operational performance of each treatment process and maximize removal efficiency.
- Comply with all EPA 503 Bio-solids land application requirements and regulations.
- Minimize unpleasant odors.

Budget Highlights:

Purchase one replacement draft tube mixer for #1 Anaerobic Digester - \$42,000
Add Seasonal Staff for Grounds Keeping (0.5 FTE)
Add Seasonal Staff for Dredge Operations (0.6 FTE)
Share in 1/3 Costs of Public Works Technician for Permit/Sampling assistance (0.33 FTE)

Accomplishments:

In FY14 our staff will work to optimize overall plant performance and retrofit some of the small construction details that were left unfinished or do not perform as expected. The completion of our new BNR facility represents the culmination of over 4.5 years of planning, design, and construction in order to successfully bring a state-of-the-art treatment facility to the City of Bozeman. The City's new BNR facility now includes a high performance bar screen and vortex grit removal system, a new primary effluent pumping station, two new BNR bioreactor basins, a new anaerobic digester, standby emergency power, a screw-press dewatering facility, and UV disinfection. Also, with the addition of our new Lachat laboratory auto-analyzer, our WRF staff has now started conducting a host of new nutrient tests which were previously sent to outside labs.

Adopted Work Plan Items:

No specific items identified this year.

Department: WATER RECLAMATION FACILITY

Activity: Public Service

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM01	Meet Final Effluent Discharge Permit Parameters for pH	100%	100%	100%	100%	100%
PM02	Meet Final Effluent Discharge Permit Parameters for Ammonia Nitrogen	100%	100%	99.2%	100%	100%
PM03	Meet Final Effluent Discharge Permit Parameters for E. Coli	100%	100%	100%	100%	100%
PM04	Meet Final Effluent Discharge Permit Parameters for CBOD 5	100%	100%	100%	100%	100%
PM05	Meet Final Effluent Discharge Permit Parameters for TSS	100%	100%	100%	100%	100%
PM06	% CBOD Removal (% of carbonaceous biochemical oxygen demand removed is a measure of the effectiveness of the plant)	85%	99%	98%	97%	98%
PM07	% of Total Suspended Solids Removed	85%	98%	97%	97%	97%
PM08	% of Acute Whole Effluent Toxicity Tests Passed on Final Effluent	100%	100%	100%	100%	100%
PM09	Number of Plant Bypasses	0	0	0	0	0
PM10	Meet EPA's Part 503 Biosolids Regulations	100%	100%	100%	100%	100%
Efficiency Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM11	Million Gallons of Wastewater Flow Treated Daily (MGD)	5.78	5.64	4.60	5.70	4.80
PM12	Gallons of Wastewater Flow Treated Annually (MG)	2,110	2,059	1,680	2,081	1,752
PM13	CBOD Plant Loading (lbs/day)	8,580	11,186	10,650	12,000	11,000
PM14	TSS Plant Loading (lbs/day)	7,220	10,255	9,200	11,500	10,000
PM17	Total O&M Dollars per Million Gallons of Wastewater Flow Treated Annually	NA	\$886	\$741	\$930	\$900
PM18	Total Salary and Benefit \$\$ Spent per Million Gallons of Wastewater Flow Treated Annually	NA	\$463	XXX	XXX	XXX
PM19	Annual \$\$ per Million Gallons of Wastewater Flow Treated	NA	\$136	\$210	\$155	\$212

Department: WATER RECLAMATION FACILITY

Activity: Public Service

Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	15.87	15.87	16.37	17.47
WL01	Maintenance: Preventative	Tasks	956	931	1,020	980
WL02	Maintenance: Corrective	Tasks	12	38	40	40
WL03	Maintenance: Buildings & Grounds (Seasonal)	Tasks	412	1,120 hrs	NA	960 hrs
WL04	BNR / Nutrient Removal Process Control Tests	Tasks	5,370	7,200	NA	7,200
WL05	Required MPDES Regulatory Tests	Tasks	6,550	6,550	6,550	6,550
WL06	Calibration of Lab Equipment	Tasks	782	835	850	850
WL07	Population Served		42,600	43,700	44,200	45,000
WL08	Influent Flow (MGD)		5.64	4.60	5.70	4.80
WL09	BOD Loading (lbs/day)		11,186	10,600	12,000	11,000
WL10	TSS Loading (lbs per day)		10,255	9,200	11,000	10,000
WL11	Biosolids Injected (Metric tons)		627	607	NA	615
WL12	Acres Injected		439	373 acres	NA	400 acres

Department: WATER RECLAMATION FACILITY

Activity: Public Service

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$1,028,649	\$1,043,132	\$1,121,952	\$78,820	7.56%
Operating	\$1,917,353	\$1,429,051	\$1,564,542	\$135,491	9.48%
Capital	\$7,432,659	\$41,000	\$83,000	\$42,000	102.44%
Debt Service	\$1,740,842	\$2,057,480	\$2,020,000	(\$37,480)	-1.82%
Transfers	\$1,630,540	\$0	\$0	\$0	0.00%
Totals	\$13,750,043	\$4,570,663	\$4,789,494		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
5610 WRF Operations	\$2,064,501	\$3,278,587	\$2,331,893	(\$946,694)	-28.88%
5620 Laboratory	\$185,498	\$175,591	\$186,676	\$11,085	6.31%
5630 Sludge Injection	\$142,494	\$289,985	\$244,425	(\$45,560)	-15.71%
5640 Pretreatment	\$1,919	\$6,500	\$6,500	\$0	0.00%
5650 WRF Construction	\$11,355,631	\$820,000	\$2,020,000	\$1,200,000	146.34%
Totals	\$13,750,043	\$4,570,663	\$4,789,494		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
620 Wastewater Fund	\$11,857,484	\$3,750,663	\$3,969,494	\$218,831	5.83%
625 Wastewater EPA Grant	\$262,019	\$0	\$0	\$0	0.00%
630 Wastewater Impact Fees	\$1,630,540	\$820,000	\$820,000	\$0	0.00%
Totals	\$13,750,043	\$4,570,663	\$4,789,494		

Department: SOLID WASTE COLLECTION

Activity: Public Service

PROGRAM INFORMATION

Program Description:

The Solid Waste Division provides services to the Citizens of Bozeman and protects public health by ensuring residential and commercial wastes are collected, transported, and disposed of in a safe and environmentally responsible manner. The Division encourages recycling by offering a "Pay as you Throw" collection system, which establishes a direct relationship between the amount a customer pays and the size container they have.

Major Objectives:

- Continue the highest quality service to the Citizens of Bozema
- Promote waste reduction thru recycling efforts.
- Optimize operational efficiencies.

Budget Highlights:

- Replacement of 1 Front Load Truck, 1 Side Load Truck, and 1 Side Load Packer - \$660,000.
- Prepare for consultant recommendations regarding direct haul versus the transfer of municipal solid waste.

Accomplishments:

- Streamline the commercial cardboard collection
- Improve refuse & recycling opportunities to tenants.

Adopted Work Plan Items:

No specific items identified this year.

Department: SOLID WASTE COLLECTION

Activity: Public Service

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	14.74	14.74	14.74	14.74
WL01	Residential Accounts		7,092	7,240	7,493	7,893
WL02	Commercial Accounts		271	281	285	287
WL03	Commercial Cardboard Collected: Tons		456	485	542	485
WL04	Containers Emptied Weekly		7,363	7,538	7,778	8,180
WL05	Collection Program: Annual Tonnage		10,920	11,248	11,000	11,000
WL06	Collection Vehicles		7	7	7	7
WL07	Roll-off Program: Roll-offs Serviced		573	1,000	650	800
WL08	Roll-off Trucks		4	4	4	4
WL09	Rolloff Program: Annual Tonnage		2,346	2,774	2,603	2,400

Department: SOLID WASTE COLLECTION

Activity: Public Service

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$943,466	\$1,005,220	\$1,033,039	\$27,819	2.77%
Operating	\$1,472,463	\$1,114,678	\$1,215,963	\$101,285	9.09%
Capital	\$62,103	\$0	\$659,984	\$659,984	#Div/0!
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
Totals	\$2,478,032	\$2,119,898	\$2,908,986		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
5810 Solid Waste Collection	\$2,478,032	\$2,119,898	\$2,908,986	\$789,088	37.22%
Totals	\$2,478,032	\$2,119,898	\$2,908,986		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
640 Solid Waste Fund	\$2,478,032	\$2,119,898	\$2,908,986	\$789,088	37.22%
Totals	\$2,478,032	\$2,119,898	\$2,908,986		

Department: SOLID WASTE RECYCLING

Activity: Public Service

PROGRAM INFORMATION

Program Description:

The Solid Waste Division's recycling program encompasses a wide variety of services to the public for recycling opportunities thereby reducing the volume of solid waste being land filled. These services include:

- Curbside recycling of paper, cardboard, plastic, tin & aluminum cans.
- Bulk curbside recycling opportunities within the Bozeman Public Schools.
- Bulk curbside recycling opportunities within multi-family housing.
- Compost collection during summer months.
- Brush & pallet recycling.
- Commercial cardboard collection
- Bulky item/appliance removal and recycling.
- Roll-off discounts for large volume recycling projects.
- ClearStream bins for recycling opportunities at community events.

Major Objectives:

- To promote recycling opportunities available to the community.
- Minimize the amount of solid waste going to the landfill for disposal.
- To expand the City's curbside recycling program.

Budget Highlights:

Consultant will make recommendations on our residential recycling collection methods.

Accomplishments:

- Evaluate and rate design changes based on the results of consultant review.
- Developing curbside recycling opportunities for commercial & multi-family housing.
- Expand opportunities for recycling of office paper, books, and e-waste.

Adopted Work Plan Items:

No specific items identified this year.

Department: SOLID WASTE RECYCLING

Activity: Public Service

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	1.00	1.00	1.00	1.00
WL01	Total Customers		970	1,000	1,100	1,250
WL02	Cardboard: Tons		66	75	76	78
WL03	Paper: Tons		115	112	150	154
WL04	Cans: Tons		12.6	14.0	15.0	14.3
WL05	Plastics: Tons		19.3	21.0	26.0	32.0
WL06	Curbside Recycling: Annual Tonnage		213	235	300	285

Department: SOLID WASTE RECYCLING

Activity: Public Service

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$58,261	\$55,798	\$51,730	(\$4,068)	-7.29%
Operating	\$63,368	\$43,550	\$42,450	(\$1,100)	-2.53%
Capital	\$0	\$70,000	\$0	(\$70,000)	-100.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
Totals	\$121,629	\$169,348	\$94,180		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
5820 Recycling	\$121,629	\$169,348	\$94,180	(\$75,168)	-44.39%
Totals	\$121,629	\$169,348	\$94,180		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
640 Solid Waste Fund	\$121,629	\$169,348	\$94,180	(\$75,168)	-44.39%
Totals	\$121,629	\$169,348	\$94,180		

Department: VEHICLE MAINTENANCE

Activity: Public Service

PROGRAM INFORMATION

Program Description:

The Vehicle Maintenance budget unit accounts for the costs of repairing and maintaining vehicles of City departments. Vehicle Maintenance staff consists of four full-time mechanics responsible for keeping City vehicles in proper working condition. The budget unit operates under an internal service fund. Charges are assessed against departments which have vehicles repaired, receipts are deposited in the Vehicle Maintenance fund and used to support salary and operating costs.

GOAL: To maintain vehicles and equipment in good running condition thereby enabling various City personnel to perform their daily assignments safely and without delay due to mechanical failure or breakdown. The Division emphasizes the importance of having a well-structured preventative maintenance program online for all equipment and vehicles.

Major Objectives:

- Maintain a sound preventive maintenance program for City vehicles.
- Ensure those departmental requests to maintain City vehicles in good operating condition are satisfied.
- Maintain and utilize a sound vehicle management program including inventory, vehicle status and operating statistics, and replacement schedules.
- Maintain accurate City vehicle maintenance records (service orders) in an efficient and easily accessible manner.
- Manage and assist customers with the used waste oil and antifreeze station.

Budget Highlights:

FY14:

- Continue to decrease the amount of vehicle maintenance work contracted to outside shops. The current goal is a 20% reduction.
- Maintain high quality repairs while keeping follow-ups repairs at less than 1%.
- Obtain/maintain ASE Certification of all mechanics.
- Floor Scrubber Equipment - \$17,000

Accomplishments:

FY13: Continue to decrease the number repairs contracted out, saving the City money.

- Repair and maintain City's fleet of over 400 vehicles and equipment.
- Dispose of over 7,000 gallons of used motor oil from residents.
- Dispose of over 400 gallons of used antifreeze from residents.
- Utilize preventative maintenance program for servicing vehicles.
- Use our waste oil for fuel to heat the shop and HRDC bus barn.

Start a comprehensive scheduling system to inspect all equipment at least once a year.

Adopted Work Plan Items:

No specific items identified this year.

Department: VEHICLE MAINTENANCE

Activity: Public Service

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM01	Repair/Maintenance Work Orders: Completed w/in 4 days of receipt - Light Equipment	95%	90%	95%	95%	95%
PM02	Repair/Maintenance Work Orders: Completed w/in 7 days of receipt - Heavy Equipment	95%	90%	95%	95%	95%
PM03	Returns for Rework	<0.5%	0.45%	0.5%	0.3%	0.3%
PM04	Mechanics Certified	100%	100%	100%	100%	100%
PM05	Waste Oil Customers: Attended to Completion	100%	100%	100%	100%	100%
PM06	Emergency Repair Response: Within 24 hours of Notification	90%	100%	100%	100%	100%
PM07	Service Requests (oil change & lube) within 2 work days	90%	80%	85%	90%	90%
PM08	Preventative Maintenance Program Complete for City Fleet	100%	100%	100%	100%	100%
PM09	Fleet Operational Time: Streets Dept	99%	90%	95%	97%	97%
PM10	Fleet Operational Time: Water/Sewer Dept	99%	98%	98%	98%	98%
PM11	Fleet Operational Time: Police Dept	95%	89%	90%	95%	95%
Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	5.00	5.00	5.00	5.00

Department: VEHICLE MAINTENANCE

Activity: Public Service

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$267,253	\$296,098	\$305,823	\$9,725	3.28%
Operating	\$522,268	\$476,723	\$473,175	(\$3,548)	-0.74%
Capital	\$72,967	\$9,400	\$17,000	\$7,600	80.85%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
Totals	\$862,488	\$782,221	\$795,998		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
6010 Vehicle Maintenance Shop	\$862,488	\$782,221	\$795,998	\$13,777	1.76%
Totals	\$862,488	\$782,221	\$795,998		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
710 Vehicle Maintenance Fund	\$862,488	\$782,221	\$795,998	\$13,777	1.76%
Totals	\$862,488	\$782,221	\$795,998		

Department: CEMETERY

Activity: Public Welfare

PROGRAM INFORMATION

Program Description:

The Cemetery budget unit accounts for the costs of operating and maintaining the City's Cemetery 140 acres, of which 65 acres are developed. The Cemetery division includes a foreman, two maintenance workers, and seasonal employees. Employees are responsible for burials, cemetery development, and maintenance.

MISSION: Sunset Hills Cemetery is dedicated to excellence in the provision of professional and dignified interment services. In a serene and beautiful surrounding that helps survivors through the bereavement process. The cemetery staff is dedicated to providing ongoing services and perpetual care essential to maintaining the cemetery grounds as a serene and beautiful surrounding helping survivors through the bereavement process.

Major Objectives:

ADMINISTRATIVE • Develop, submit, and administer cemetery budgets in a timely manner. • Maintain computer technology to improve/enhance intra-departmental communication(s). • Create new cemetery blocks and open lots up for sale as demand dictates. • Inform the community through publications, press releases, and advertisements of current policies, procedures, and practices of the Sunset Hills Cemetery. • Continue safety training programs, professional development, and pro-active customer service. • Carry out the Mission and Vision statements of the City of Bozeman.

FACILITIES AND GROUNDS MAINTAINENCE • Surviving family, user, taxpayer and City Commission satisfaction with the use, care, and overall appearance of the cemetery grounds and buildings. • Provide an easily accessible, safe, and serene setting for cemetery/gravesite visitation. • Maintain and expand the underground irrigation system as needed to fully utilize all water resources in a conscious manner. • Keep all paved roads clear and open during winter months. • Keep the Highland Boulevard path clear during the winter work week. • Assist other Divisions in the City of Bozeman when needed or called on. • Develop new sections of the Cemetery in a manner and method consistent with the long-term planning guidelines developed by the Cemetery Advisory Board.

BURIAL SERVICES • Modernize and maintain an improved and accurate mapping and computerized grave registration system. • Continue to provide experienced and professional staff to perform essential burial functions. • Continually strive to achieve high public/user /group satisfaction levels of all services and activities the cemetery provides. • Make known, adhere to, and fully comply with, all laws and regulations regarding the interment of human remains.

Budget Highlights:

FY13 - First year lot sales money was deposited entirely in the Perpetual Care Fund; also, Perpetual Care Fund interest earnings remained in the Perpetual Care Fund.

Accomplishments:

FY14 Anticipated Accomplishments:

- Opening of the new Memorial Garden to increase services for Cemetery patrons.
- Installation of Digital Kiosk for Veteran's Memorial Wall.
- Initial Integration into CityWorks Program.

Adopted Work Plan Items:

No specific items identified this year.

Department: CEMETERY

Activity: Public Welfare

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM01	Burials & Disinterments (Full, Ash and Columbarium)	As Scheduled	100%	100%	100%	100%
PM02	Grave Reclamation & Repair (Compaction, level, and re-sod)	Est. 25-30x/yr	50%	45%	50%	55%
PM03	Mowing: Formal Cemetery	1/week	75%	80%	80%	80%
PM04	Mowing: Cemetery Trails & Perimeter	2/year	50%	50%	75%	75%
PM05	Fertilize Formal Cemetery	2/year	50%	50%	50%	60%
PM06	Irrigation: Entire Formal Cemetery (above ground pipes and automated)	Est 3x/week	75%	75%	75%	75%
PM07	Herbicide Application: Formal Cemetery	2/year	50%	75%	75%	75%
PM08	Herbicide Application: Undeveloped Area Perimeter	2/year	75%	75%	80%	85%
PM09	Leaf Mulch & Pinecone Removal (weather related)	1x/yr. (in the fall)	50%	45%	75%	75%
PM10	Weed Eating: Breakdowns, Workload	2/year	50%	75%	75%	75%
PM11	Police Grounds (flower & trash removal)	1x/yr (in the fall)	80%	80%	80%	99%
PM12	Tree & Hedge Maintenance	5 Days/wk	80%	80%	80%	85%
PM13	Response to Complaints & Questions	< 2 Days	100%	100%	100%	100%
PM14	Response to Memorial & Resolution Compliance	< 2 Days	85%	85%	100%	100%
PM15	Plowing: Highland & Park Sidewalks (weather & workload related)	By 10AM	75%	75%	75%	95%
PM16	Plowing: All Roads within the Cemetery (weather & workload related)	By 10AM	75%	75%	75%	90%
PM17	Plowing: Assist Parks with Parking Lots (weather and workload related)	Same day	50%	50%	50%	50%

Department: CEMETERY

Activity: Public Welfare

Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	5.75	3.33	3.33	3.33
WL01	Burials: Full & Ash		150	170	150	120
WL02	New Lot Development		232	162	0	0
WL03	Grave Repairs & Reclamation		25	22	25	25
WL04	Formal Turf Acres: Acres Mowed & Irrigated Weekly		53	53	53	55
WL05	Undeveloped Acres		54	54	54	54
WL06	Miles of Trails		1	2	2	2
WL07	Miles of Trails/Sidewalks to Plow		4	5	5	5
WL08	User Agreements		1	1	1	2
WL09	Volunteer Projects		2	4	4	4
WL10	Parking Lots to Plow		11	11	11	11
WL11	Herbicide Application: Formal Acres		53	53	53	55
WL12	Herbicide Application: Acres Undeveloped		5	8	8	8
WL13	Restrooms		1	1	1	1
WL14	Parking Lots		2	2	2	2

Department: CEMETERY

Activity: Public Welfare

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$311,918	\$313,287	\$284,125	(\$29,162)	-9.31%
Operating	\$101,879	\$100,156	\$103,843	\$3,687	3.68%
Capital	\$33,741	\$24,000	\$0	(\$24,000)	-100.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
Totals	\$447,538	\$437,443	\$387,968		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
7210 Cemetery Operations	\$447,538	\$437,443	\$387,968	(\$49,475)	-11.31%
Totals	\$447,538	\$437,443	\$387,968		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
010 General Fund	\$447,538	\$437,443	\$387,968	(\$49,475)	-11.31%
135 Cemetery Special Revenue	\$0	\$0	\$0	\$0	0.00%
800 Cemetery Perpetual Care	\$0	\$0	\$0	\$0	0.00%
Totals	\$447,538	\$437,443	\$387,968		

Department: PARKS

Activity: Public Welfare

PROGRAM INFORMATION

Program Description:

The Parks budget unit accounts for the costs of operating, developing, and maintaining City parks and other City property. Section 7-16-4103 MCA authorizes the City to establish parks and playgrounds and provides for methods of financing. The Division develops, maintains, and cares for: park buildings and restrooms; playground equipment; picnic facilities; sports fields; trail systems; natural areas; skating rinks; tennis courts; swimming/boating ponds; and other related equipment and facilities. The Parks Division, along with the Streets Division, is responsible for snow removal on all public sidewalks, adjoining parks, and street rights-of-way designated as the City's responsibility.

Major Objectives:

- Maintain city parks at a level corresponding to the City's Vision, Mission, and Goals.
- Participate in the implementation of the Parks, Recreation, Open Space, and Trails Master Plan as approved in 1997.
- Acquire and develop new parks and facilities at a pace consistent with the growth of Bozeman.
- Continue adding, upgrading, and maintaining safe and quality sports fields, trail corridors, community gathering areas, and playground equipment.
- Provide expanded maintenance to restrooms, litter control, pet waste disposal, turf care, and playground equipment.
- Improve, maintain, and expand the trail system.
- Oversee and coordinate volunteer, grant funded, and neighborhood park improvement projects.
- Implement the \$15 Million Trails, Open Space, and Parks (TOP) Bond.
- Implement a uniform system of park signage and identification.
- Establish the TOP Manager Position.
- Establish the Bozeman Adopt-A-Park Program.
- Assist other Divisions within the City as needed or as directed.

Budget Highlights:

Issuance of \$5 Million of the \$15 Million authorized TOP Bonds.
Addition of 1.0 FTE for TOP Bond Project Coordinator.
\$25,000 for design/site/engineering for splash park

Accomplishments:

FY14 Anticipated Accomplishments:

- New Round of Park Improvement Grant Projects.
- Develop and Enhance Public/Private and Public/Non-Profit Partnerships.
- Implementation of the TOP Bond.
- Begin Integration in CityWorks Program.
- Continue Trail Connection Program.
- Creation of Bozeman's Adopt-A-Park Program.
- Establish Trails, Open Space and Parks (TOP) Bond Review Committee.
- Solidify Departmental Structure.
- Initiate Uniform Park Signage Program

Adopted Work Plan Items:

The Parks Department is working to fulfill the following Adopted Work Plan Item:

#2 - Implement the 2012 parks & trails bond to expand the capacity of our parks, trails, and open spaces.

The Trails, Open Space, Parks (TOP) Committee was created as a result of the voter approved Trails, Open Space, and Parks bond. In the summer of 2013 the TOP committee began work sessions to develop a project evaluation criteria to be presented to the Commission in September 2013. This criteria will be critical when the \$5 Million bond monies are received. In the FY14 a full time position for a TOP program manager was approved.

Department: PARKS

Activity: Public Welfare

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM01	Mowing: Core Parks	1/week	80%	80%	80%	80%
PM02	Mowing: Sports Fields	2/week	50%	70%	70%	70%
PM03	Mowing: Natural Parks	2/year	90%	80%	90%	90%
PM04	Fertilize: Core Parks	2/year	34%	25%	75%	75%
PM05	Fertilize: Sports Fields	3/year	50%	50%	75%	75%
PM06	Fertilize: Neighborhood Parks	1/year	0%	0%	50%	50%
PM07	Irrigation: Activate all systems	All Parks by 5/15	75%	80%	100%	100%
PM08	Irrigation: Winterize All Systems	All Parks by 10/31 All Parks	100%	80%	100%	100%
PM09	Leaf Mulch & Pickup	All Parks	25%	65%	70%	80%
PM10	Playground: Inspection	1/week	75%	35%	75%	100%
PM11	Playground: Repairs	Same Day	60%	75%	60%	100%
PM12	Trails: Inspections	2/month	30%	30%	50%	80%
PM13	Trails: Maintenance	2/year	50%	40%	50%	80%
PM14	Weed Control: Roundup	3/year	40%	40%	40%	40%
PM15	Weed Control: Broadleaf	2/year	20%	30%	50%	50%
PM16	Weed Control: Noxious	2/year	20%	30%	50%	50%
PM17	Weed Eating	2/month	30%	50%	50%	75%
PM18	Garbage Collection	7 days/week	85%	85%	85%	100%

Department: PARKS

Activity: Public Welfare

PM19	Police All Grounds	5 days/week	15%	15%	25%	50%
PM20	Building Maint & Repairs	Same Day	45%	40%	45%	75%
PM21	Restrooms: Clean & Maintain	7 days/week	70%	50%	75%	100%
PM22	Response to Complaints	Within 2 days	90%	90%	90%	100%
PM23	Plowing: Sidewalks	By 10AM	90%	70%	90%	90%
Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	13.45	11.77	11.77	11.77
WL01	Park Reservations: Annual		319	320	350	400
WL02	Formal Turf Acres		125	125	125	125
WL03	Natural Parkland Acres		210	220	220	220
WL04	Miles of Trails		55	55	55	61
WL05	Park Fund Grant Projects		15	20	6	8
WL06	User Agreements		14	14	15	16
WL07	Volunteer Projects		2	2	4	4
WL08	Miles of Sidewalks to Plow *2 routes, 16-17 miles to drive each route.		8	10	11	17
WL09	Baseball/Softball Fields		16	16	16	16
WL10	Playgrounds: City Maintained		22	35	38	38
WL11	Playgrounds: HOA Maintained		11	15	18	18
WL12	Ice Rinks		3	4	4	4
WL13	Weed Spraying: Undeveloped Acres		165	165	165	165
WL14	Weed Spraying: Developed Acres		118	118	125	125

Department: PARKS

Activity: Public Welfare

WL15	Garbage Collection: Number of Cans	140	145	150	150
WL16	Dog Sanitation Stations	42	42	42	40
WL17	Picnic Tables	127	127	125	125
WL18	Pavilions/Shelters	12	12	12	12
WL19	Restrooms	12	13	12	12
WL20	Parking Lots	14	14	14	14

Department: PARKS

Activity: Public Welfare

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$621,131	\$701,854	\$737,548	\$35,694	5.09%
Operating	\$401,474	\$485,240	\$510,985	\$25,745	5.31%
Capital	\$102,399	\$300,000	\$5,112,000	\$4,812,000	1604.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$50,000	\$75,000	\$75,000	\$0	0.00%
Totals	\$1,175,004	\$1,562,094	\$6,435,533		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
7610 Parks Operations	\$1,175,004	\$1,562,094	\$6,435,533	\$4,873,439	311.98%
Totals	\$1,175,004	\$1,562,094	\$6,435,533		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
010 General Fund	\$1,115,047	\$1,475,094	\$1,348,533	(\$126,561)	-8.58%
108 Community Transportation	\$0	\$0	\$0	\$0	0.00%
128 FWP Management Areas	\$11,166	\$0	\$0	\$0	0.00%
129 ARRA Projects	\$0	\$0	\$0	\$0	0.00%
136 Parks Special Revenue Fund	\$15,500	\$12,000	\$12,000	\$0	0.00%
144 Cash In Lieu of Parkland	\$0	\$0	\$0	\$0	0.00%
184 Park Improvement Grants	\$33,291	\$75,000	\$75,000	\$0	0.00%
558 Story Mansion Construction	\$0	\$0	\$0	\$0	0.00%
563 Parks & Open Space Bond	\$0	\$0	\$5,000,000	\$5,000,000	#Div/0!
Totals	\$1,175,004	\$1,562,094	\$6,435,533		

Department: FORESTRY

Activity: Public Welfare

PROGRAM INFORMATION

Program Description:

The Forestry budget unit accounts for the costs of maintaining the City's trees and is financed by a special assessment on all properties within the City of Bozeman. The use of the funds generated by the assessment is limited to maintaining existing trees on City-owned properties, the planting of new trees on City-owned properties within the City limits, and maintenance of the City's Tree Inventory. Forestry is accounted for in a special revenue fund. Any revenues collected and not expended will remain in the Forestry fund and will be available for appropriation in a subsequent year.

Major Objectives:

- Provide systematic pruning and protection for Bozeman's public trees.
- Remove or correct all hazardous tree conditions.
- Identify and correct sight distance, traffic sign, and sidewalk clearance problems related to trees and hedges.
- Detect, identify, and eradicate harmful tree insects and disease.
- Establish and perpetuate master tree plan for all public areas.
- Implement the arboricultural specifications manual.
- Maintain and update a city-wide tree inventory.
- Pursue state and federal grants for forestry related activities.
- Coordinate the City's cost share tree and other planting programs.
- Provide educational materials to the public on the care and maintenance of trees and the benefits of a healthy urban forest.
- Assist other Divisions in the City of Bozeman as needed.
- Continue to promote Arbor Day activities and Tree City USA certification
- Continue International Society of Arboriculture certification and staff education.
- Implement the first full-scale Cyclic Pruning Program within the City beginning Spring 2013.

Budget Highlights:

FY14:

- \$50,000 Chipper Replacement
- \$12,000 Cityworks license share
- \$5,000 addition to the tree voucher program per Commission
- \$6,250 addition to the cost share program per Commission

Accomplishments:

- Continued systematic pruning of boulevard, park and cemetery trees.
- Continued trimming for sidewalk clearance, traffic signs, sight triangles and construction projects.
- Continue Cost-Share and voucher program of 300 trees planted.
- Continue ISA Certified Arborist education.
- Provide information to the public on appropriate planting practices, species selection, code requirements related to public and private tree plantings, and the benefits of the urban forest.
- Increased effectiveness of the Planting Permit process with Planning and Building Departments.
- Integrate GPS technology into new tree inventory program.
- Continue Arbor Day activities and Tree City USA accreditation.
- Work injury free.
- Continued use of alternative fuels when available and affordable.
- Promote use of trees in Storm Water management.
- Completed city wide survey of urban forest effects and values, funded through a State of Montana DNRC grant.
- Established an eight year comprehensive tree maintenance schedule.

Adopted Work Plan Items:

No specific items identified this year.

Department: FORESTRY

Activity: Public Welfare

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM01	Response to Citizen Requests: Within 2 Days - Assessed & Prioritized	100%	95%	95%	100%	100%
PM02	Response Time: Emergency Calls (1 Hour Target)	100%	100%	100%	100%	100%
PM03	Response to Damage: Within 1 day Assessed & Prioritized	100%	95%	95%	100%	100%
PM04	Survey for Hazardous Tree Situations	Bi-monthly	100%	100%	100%	100%
PM05	Maintain & Update Tree Inventory	Bi-monthly	75%	75%	75%	75%
Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	4.60	4.60	4.60	4.60
WL01	Trees Trimmed		380	250	250	400
WL02	Trees Removed		650	370	200	200
WL03	Trees Planted		110	110	135	135
WL04	Emergency Storm Damage: Tons		8	10	10	10
WL05	Christmas Trees: Chipped and Composted (Tons)		40	35	35	35
WL06	Cost Share Trees		100	125	125	125
WL07	Tree Vouchers		200	200	225	225
WL08	Miscellaneous/Arbor Day/Tree Spade, etc		10	10	10	15
WL09	Encroachments Addressed: Sidewalk, Sight Triangle, Street Sign		450	400	400	400
WL10	Planting Permits		50	120	75	120
WL11	DRC Reviews		50	80	80	100

Department: FORESTRY

Activity: Public Welfare

WL12	Vandalism	10	10	10	10
WL13	Service Requests	1000	750	800	800
WL14	Trees Inventoried	3,500	2,000	3,000	2,500

Department: FORESTRY

Activity: Public Welfare

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$323,150	\$336,465	\$342,292	\$5,827	1.73%
Operating	\$105,400	\$124,750	\$141,317	\$16,567	13.28%
Capital	\$0	\$0	\$62,000	\$62,000	#Div/0!
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
Totals	\$428,550	\$461,215	\$545,609		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
7710 Tree Maintenance	\$428,550	\$461,215	\$545,609	\$84,394	18.30%
Totals	\$428,550	\$461,215	\$545,609		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
112 Tree Maintenance Fund	\$428,550	\$461,215	\$545,609	\$84,394	18.30%
Totals	\$428,550	\$461,215	\$545,609		

Department: LIBRARY

Activity: Public Welfare

PROGRAM INFORMATION

Program Description:

The Library budget unit accounts for the costs associated with operating and maintaining the City's Public Library. Approximately one-third of the Library's operating budget is off-set by county funds.

MISSION: The Bozeman Public Library provides the community with: free, open, and equal access to general information on a broad array of topics; resources to promote personal growth and lifelong learning; popular materials to meet cultural and recreational needs; and the training needed to find, evaluate and use information effectively.

Major Objectives:

- Provide effective and efficient management of the Bozeman Public Library
- Provide a dynamic collection of library materials in all formats to meet the informational, educational, and recreational needs of all residents in the library's service area.
- Provide library services and programming for people of all ages, encouraging use of the Library and lifelong learning.
- Provide courteous, accurate, and timely check-out, check-in, and re-shelving of library materials.
- Ensure that new materials are ordered, cataloged, processed, and made available for public use in an accurate and timely manner.
- Provide professional, quality, and courteous service by ensuring that the knowledge and skills of library staff are kept up-to-date through on-the-job training, workshops, seminars, conferences, and reading professional journals.
- Publicize library services and programs through a coordinated marketing plan.

Budget Highlights:

Additional Staff Hours for Summer Sunday Openings and Library Aide work. (0.55 FTE Total)
Added 0.5 FTE for Computer Training position.

Accomplishments:

FY13 Anticipated Accomplishments:

- Finalize & develop implementation for the Library Grounds Master Plan;
- Implement increased hours of service to the public;
- Continue to successfully serve the public during the re-roofing project;
- Evaluate the use of staff, volunteers and participants of community-based work programs in current staffing patterns and seek additional staff as needed;
- Develop a coordinated marketing plan to promote services and programs;
- Review, revise, and create policies as needed, and make all policies available in electronic format;
- Analyze current outreach activities and develop a plan based on community needs;
- Begin working on a long-range strategic plan.

Adopted Work Plan Items:

No specific items identified this year.

Department: LIBRARY

Activity: Public Welfare

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Efficiency Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM01	Circulation of Materials: per Full- Time Equivalent Employee (FTE)	20,000/FTE	34,626	33,706	32,358	32,447
PM02	Registered Borrowers	1,000/FTE	1,330	1,311	1,263	1,285
PM03	Total Volumes	4,000/FTE	6,695	6,708	6,617	6,839
PM04	Reference Transactions	2,000/FTE	4,986	4,680	4,787	4,809
PM05	Inter-Library Loan Transactions	200/FTE	175	159	155	164
PM06	Children's Program Attendance	650/FTE	930	848	820	820
Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	21.66	21.06	21.56	22.61
Materials Renewed			45,585	43,761	48,000	48,200
WL01	Library Materials Circulated		747,259	730,074	730,000	732,000
WL02	Children's Programs Provided		641	637	640	640
WL03	Children's Programs Attendance		19,910	18,373	18,500	18,500
WL04	Reference Questions Answered		107,881	101,379	108,000	108,500
WL05	Inter-Library Loan Transactions		3,728	3,442	3,500	3,700
WL06	Registered Borrowers		28,600	28,387	28,500	29,000
WL07	New Library Materials Cataloged		11,574	11,834	12,000	13,000
WL08	Materials Reserved		11,295	11,465	11,400	11,300

Department: LIBRARY

Activity: Public Welfare

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$1,052,008	\$1,128,937	\$1,137,796	\$8,859	0.78%
Operating	\$347,389	\$373,318	\$401,792	\$28,474	7.63%
Capital	\$11,743	\$31,000	\$48,793	\$17,793	57.40%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$125,395	\$0	\$0	\$0	0.00%
Totals	\$1,536,535	\$1,533,255	\$1,588,381		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
7810 Library Operations	\$636,372	\$588,382	\$654,295	\$65,913	11.20%
7820 Technical Services	\$284,684	\$293,111	\$299,542	\$6,431	2.19%
7830 Information Services	\$213,321	\$212,814	\$206,994	(\$5,820)	-2.73%
7840 Children's Services	\$153,192	\$157,841	\$168,501	\$10,660	6.75%
7850 Circulation Services	\$248,965	\$281,107	\$259,049	(\$22,058)	-7.85%
7899 Library Construction	\$0	\$0	\$0	\$0	0.00%
Totals	\$1,536,534	\$1,533,255	\$1,588,381		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
010 General Fund	\$1,518,895	\$1,494,355	\$1,539,101	\$44,746	2.99%
137 Library Special Revenue Fund	\$17,639	\$7,900	\$7,900	\$0	0.00%
561 Library Depreciation Fund	\$0	\$31,000	\$41,380	\$10,380	33.48%
Totals	\$1,536,534	\$1,533,255	\$1,588,381		

Department: RECREATION

Activity: Public Welfare

PROGRAM INFORMATION

Program Description:

ADMINISTRATION: The Recreation Department provides opportunities for the entire community, encouraging both individuals and families to actively recreate. The Department works with the Recreation and Parks Advisory Board and other recreation groups in anticipating recreation demands.

PROGRAMS: The Recreation Department offers year round programs teaching lifelong skills and healthy living habits helping to fight childhood obesity. Classes are offered in a variety of interest areas such as art, music, sports and outdoor activities. Adult programs were showcased this past summer and were extremely well received by the community. Adult programs will be increased and enhanced in the upcoming seasons.

SWIM CENTER: The Swim Center is the City's 50 meter indoor aquatic facility. Safety, fitness, and recreational programs are offered year round at affordable rates. The Swim Lesson Program ensures the health and well-being of individuals by providing swim technique training and instruction in basic water safety. The Fitness Program provides encouragement and opportunity to individuals of all ages in programs such as water fitness, water jogging, and lap swimming. The Professional Water Safety program trains local and area lifeguards, swim instructors, and professional rescuers, promoting and sharing the basics of water safety with the entire community.

BOGERT POOL: Bogert Pool was built in 1939 and after 72 years is still a family tradition. This great facility is staffed with professional lifeguards who provide a wide variety of aquatic activities. Bogert Pool offers one of the best learn-to-swim programs for all ages along with lap swimming, swim team workouts, water fitness, and recreation swimming. Bogert Pool serves as a rental facility for the Bozeman Barracudas age-group swim team and the Bozeman Masters Swim Club.

Major Objectives:

RECREATION AND ADMINISTRATION: • Improve conditions in our community by offering recreation opportunities enhancing the quality of life. • Provide economic benefits to the City by generating revenue for the general fund and the business community while reducing community healthcare costs. • Provide recreation activities essential to the development of our community including programs for youth to build self-esteem, self-reliance, positive self-images, resiliency factors, and leadership skills; reduce negative social activity; encourage cooperation; and provide exposure to the arts, sports, science and nature. • Train a productive, efficient and effective workforce.

AQUATICS: Swim Center and Bogert Pool "For all your fun and fitness needs." • Provide a safe, clean and user-friendly facility. • Provide affordable recreational and fitness opportunities for families to interact in an aquatics environment. • Offer individuals the opportunity to improve and or maintain their physical health and provide social opportunities. • Train the community, ages 3 months and older, in current swimming technique and how to be safe in and around the water. • Schedule the aquatic facilities at an affordable rate for groups. • Offer a setting for individuals to have a sense of accomplishment, creativity, and improve their psychological well-being.

Budget Highlights:

\$300,000 for splash park installation (at a location to be determined)
\$25,000 for Bogert Pool gutter repairs
\$8,000 Lindley Center building structural analysis

Accomplishments:

FY13 ANTICIPATED ACCOMPLISHMENTS:

• Recreation and Aquatics Facilities Feasibility Study Complete • Adult Programs Successfully Implemented o Successfully Increased Contracted Programs • Beall Office Renovation • Bogert Swimming Pool Building Stabilized • Bogert Swimming Pool Filter Installed • Swim Center Underwater Lights Installed • Enhanced Summer 2013 Program Guide • Increased Free Marketing Efforts and Social Media Presence • Successfully Streamlined and Expanded Community Program Offerings

Adopted Work Plan Items:

The Recreation Department is working to fulfill the following Adopted Work Plan Items:

Department: RECREATION

Activity: Public Welfare

#10 – Determine the future of Bogert Pool and the next steps for aquatics and recreation.

Pursuant to the 4/22 City Commission meeting, Bogert Pool will continue to operate on an “as is” basis with limited capital investment. Potential partners for a future location of a new city pool/family aquatics center will continued to be pursued. The splash park and location will continue to be researched. Recommendations are expected to be made to the Commission in August 2013.

Department: RECREATION

Activity: Public Welfare

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM01	Aquatics Scheduled Maintenance (air filter exchanges, pumps greased, etc.)	Performed on scheduled day	50%	75%	95%	98%
PM02	Plowing: Swim Center Sidewalk	by 5:30 am	85%	95%	85%	99%
PM03	Plowing: Beall Sidewalk & Entrance	by 8:30 am	40%	90%	80%	95%
PM04	Plowing: Swim Center Parking Lot	by 5:00 am	0%	0%	100%	100%
PM05	Risk Management Reports: Recreation Facilities	1 per week	30%	60%	85%	90%
PM06	Risk Management Reports: Aquatics Facilities	1 per week	85%	90%	99%	99%
PM07	Maintenance: Lindley & Beall Scheduled	3:1 week sessions per year	0	0	4	4
PM08	Recreation Programs: Classes Cancelled	Less than 8%	4%	16%	10%	8%
PM09	Recreation Programs: Staff to Participants	1:8 Preschool, 1:10 Youth, 1:15 Adult	Meets	Meets	Meets	Meets
PM10	Staff Certification: CPR & First Aid	100%	100%	100%	100%	100%
Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	15.00	15.83	15.83	16.83

Department: RECREATION

Activity: Public Welfare

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$701,001	\$737,127	\$772,806	\$35,679	4.84%
Operating	\$489,172	\$443,288	\$483,589	\$40,301	9.09%
Capital	\$251,083	\$0	\$450,000	\$450,000	#Div/0!
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
Totals	\$1,441,256	\$1,180,415	\$1,706,395		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
8010 Recreation Operations	\$764,206	\$780,945	\$1,256,453	\$475,508	60.89%
8020 Swim Center	\$329,426	\$243,463	\$245,435	\$1,972	0.81%
8030 Bogert Pool	\$195,335	\$69,150	\$85,590	\$16,440	23.77%
8040 Facilities: Lindley, Beall, & Story	\$122,892	\$46,577	\$64,664	\$18,087	38.83%
8050 Recreation Programs	\$29,397	\$40,280	\$54,253	\$13,973	34.69%
Totals	\$1,441,256	\$1,180,415	\$1,706,395		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
010 General Fund	\$1,349,786	\$1,179,415	\$1,689,848	\$510,433	43.28%
133 Recreation Special Revenue Fund	\$3,100	\$1,000	\$1,000	\$0	0.00%
189 Story Mansion Operating Fund	\$88,370	\$0	\$15,547	\$15,547	#Div/0!
Totals	\$1,441,256	\$1,180,415	\$1,706,395		

Department: COMMUNITY SERVICES

Activity: Public Welfare

PROGRAM INFORMATION

Program Description:

Community Services is made up of several departments focused on the improvement of the City of Bozeman as a community and include the Downtown Improvement District, Urban Development and Housing, Economic Development, and Sustainability. **ECONOMIC DEVELOPMENT:** Leads the City's Economic Development Team to "assist in diversifying our local economy by creating sustainable, high paying jobs without sacrificing Bozeman's quality of life." The department is staffed by a Director of Economic Development and, new in FY14, an Economic Development Specialist. **SUSTAINABILITY:** Works throughout the City departments and the community to reduce our carbon footprint, promote conservation work, and implement a climate action plan for the City. The department is led by a full-time Climate Protection Coordinator. In FY14 an additional 0.5 FTE, or the equivalent in contracted services, was added to the department to further sustainability efforts within the community. **TAX INCREMENT FINANCING DISTRICT:** The Downtown Improvement District, the Northeast Improvement District, and the North 7th Improvement district account for the costs of the Improvement District Boards and their activities. More recently, a Technology Taxable Improvement District was approved. **BUSINESS IMPROVEMENT DISTRICTS:** The Downtown Business Improvement District is an organization of downtown property owners who voluntarily commit resources, identify, plan, and act on initiatives with the goal of ensuring long-term preservation of the City. The Bozeman Tourism Business Improvement District seeks to enhance the economic vitality of Bozeman by promoting tourism through sales and marketing strategies. Program income is derived from each occupied room night from hotels, motels, or other lodging facilities within the district.

Major Objectives:

ECONOMIC DEVELOPMENT: Expand and increase economic development outreach, activities, and programs to local, state, and national business communities. Attend and collaborate with local businesses on industry specific trade shows in order to promote Bozeman as a place to do business. Participate in local industry conferences. Assume responsibility of proactively managing the City's industrial and technology tax increment districts. **SUSTAINABILITY:** Continue to implement Bozeman's Community Climate Action Plan throughout City departments and the community through policy, educational programs, and contracted services. **TAX INCREMENT FINANCING:** To strengthen the economic vitality of Urban Renewal Districts. To recognize that community partnership is fundamental to district success. To improve the safety, security and health of the districts. To improve accessibility. To facilitate diversity. To weigh the cost of projects against their benefits. To make the districts more user friendly. To continuously improve the image of the districts. To nurture and expand cultural activities within the districts. **BUSINESS IMPROVEMENT DISTRICTS:** The Tourism Business Improvement District supports the promotion of Bozeman as a destination for meetings, film production, and sport tournaments and events. The Downtown Business Improvement district works to create both short and long-term goals to ensure the preservation and vitality of the City's underlying economic, cultural, social, and environmental assets. This includes graffiti removal, a downtown maintenance program, the summer flower basket program, and the Holiday Decorating Program.

Budget Highlights:

Gallatin College Programs (1.5 mills) \$125,600
Addition of 1.0 FTE Economic Development Specialist
Community Climate Plan Initiatives - \$15,000
Energy Reduction Challenge - \$10,000
Road to Home Housing Program Administration \$40,000
Additional 0.5 FTE, or the equivalent in contracted services, for Sustainability
Community Housing Fund Rental Survey - \$7,000

Accomplishments:

1) Gallatin College partially funded by City. 2) Technology TIF created. 3) North Park project continues to make progress (plan adopted). 4) Downtown hotel project approved.

Department: COMMUNITY SERVICES

Activity: Public Welfare

Adopted Work Plan Items:

The Community Services Department is working to fulfill the following Adopted Work Plan Items:

#1 - Diversify the local economy and support the creation and expansion of mid to high pay jobs.

The FY14 budget includes funding for an economic development specialist, marketing, and various incentives to support the Commission's number one work plan item.

#4 - Enhance downtown development opportunities

Just prior to FY14, the City Commission unanimously approved construction for the first downtown hotel. This was a major priority of this particular work plan item. Additional projects pending include the remodel of an East Main gas station and the former Blue Sky Motel. The downtown residential infill project known as Block M was recently approved and discussions are ongoing concerning three additional hotel developments.

Department: **COMMUNITY SERVICES**

Activity: Public Welfare

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
STAFF TO SUPPORT WORKLOAD		FTE	2.00	2.00	2.00	4.50
WLO1	Tax Increment Districts		4	4	5	5

Department: COMMUNITY SERVICES

Activity: Public Welfare

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$170,531	\$174,791	\$249,698	\$74,907	42.86%
Operating	\$1,458,010	\$3,403,346	\$3,406,939	\$3,593	0.11%
Capital	\$216,423	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$462,738	\$453,388	\$453,388	\$0	0.00%
Totals	\$2,307,702	\$4,031,525	\$4,110,025		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
8210 Downtown Improvement District	\$1,392,189	\$3,594,149	\$3,485,237	(\$108,912)	-3.03%
8220 Americans with Disabilities	\$0	\$0	\$0	\$0	0.00%
8230 Urban Development & Housing	\$279,300	\$54,400	\$61,400	\$7,000	12.87%
8240 Economic Development	\$412,428	\$283,987	\$401,212	\$117,225	41.28%
8250 Sustainability	\$223,785	\$98,989	\$162,176	\$63,187	63.83%
Totals	\$2,307,702	\$4,031,525	\$4,110,025		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
010 General Fund	\$358,318	\$382,976	\$563,388	\$180,412	47.11%
116 Downtown TIF District	\$721,622	\$1,996,988	\$1,996,988	\$0	0.00%
118 Community Housing	\$148,100	\$0	\$0	\$0	0.00%
119 Economic Development	\$78,835	\$0	\$0	\$0	0.00%
120 Community Housing Fund	\$40,000	\$40,000	\$47,000	\$7,000	17.50%
121 Housing Revolving Loans	\$44,400	\$14,400	\$14,400	\$0	0.00%
129 Special Projects	\$3,461	\$0	\$0	\$0	0.00%
130 Americans with Disabilities Fund	\$0	\$0	\$0	\$0	0.00%
142 Climate Protection Grant	\$405	\$0	\$0	\$0	0.00%
143 North 7th Corridor TIF District	\$108,628	\$866,849	\$866,849	\$0	0.00%
144 North East Urban Renewl TIF District	\$38,772	\$206,312	\$97,400	(\$108,912)	-52.79%

Department: COMMUNITY SERVICES

Activity: Public Welfare

145	Mandeville Farm TIF	\$1,833	\$0	\$0	\$0	0.00%
176	Downtown BID	\$114,373	\$114,000	\$114,000	\$0	0.00%
186	Development Impacts (Big Box)	\$114,760	\$0	\$0	\$0	0.00%
190	Energy Grants	\$127,234	\$0	\$0	\$0	0.00%
191	Tourism BID	\$406,961	\$410,000	\$410,000	\$0	0.00%
Totals		\$2,307,702	\$4,031,525	\$4,110,025		

Department: **NON-DEPARTMENTAL**

Activity: Other

PROGRAM INFORMATION

Program Description:

The Non-Departmental unit accounts for expenditures that are not associated with a specific city department. Examples include insurance premiums paid by the City, costs of leave pay-outs for terminating employees, contingency funds, etc.

Major Objectives:

To accurately budget and account for non-departmental costs.

Budget Highlights:

General Fund contribution to the Band - \$6,000
Contingency Appropriation \$150,000
Transfer to Police & Fire \$1,900,000 for Non-Cash State contribution to Pensions.
MMIA Declaratory Judgment Settlement - \$675,000

Accomplishments:

FY11: Closing of pass-through levy special revenue funds (Liability Insurance, PERS, Police & Fire Pension Funds) in compliance with new GASB Statement No. 54.

Adopted Work Plan Items:

No specific items identified this year.

Department: NON-DEPARTMENTAL

Activity: Other

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
WL01	Health Insurance: Plan Options Offered		5	5	5	5
Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
WL02	Pension Plans Participated In		3	3	3	3,

Department: NON-DEPARTMENTAL

Activity: Other

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$0	\$0	\$0	\$0	0.00%
Operating	\$4,164,840	\$6,761,874	\$6,802,695	\$40,821	0.60%
Capital	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$2,223,014	\$2,355,185	\$2,347,520	(\$7,665)	-0.33%
Totals	\$6,387,854	\$9,117,059	\$9,150,215		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
8910 Insurance	\$4,052,728	\$3,955,105	\$4,060,184	\$105,079	2.66%
8920 City Band	\$6,000	\$6,000	\$6,000	\$0	0.00%
8940 Other/Contingencies	\$11,064	\$2,717,000	\$2,652,742	(\$64,258)	-2.37%
8960 Transfers	\$2,223,069	\$2,355,185	\$2,347,520	(\$7,665)	-0.33%
8970 Senior Transportation	\$83,901	\$83,769	\$83,769	\$0	0.00%
8980 General	\$0	\$0	\$0	\$0	0.00%
Totals	\$6,376,762	\$9,117,059	\$9,150,215		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
010 General Fund	\$807,810	\$3,422,141	\$3,177,962	(\$244,179)	-7.14%
103 Permissive Medical Levy Fund	\$1,789,983	\$2,021,149	\$2,178,484	\$157,335	7.78%
104 Liability Insurance Fund	\$0	\$0	\$0	\$0	0.00%
105 PERS Pension Fund	\$0	\$0	\$0	\$0	0.00%
131 Beautification of Bozeman	\$55	\$0	\$0	\$0	0.00%
175 Senior Transportation Fund	\$83,901	\$83,769	\$83,769	\$0	0.00%
720 Employee Health Insurance	\$3,695,013	\$3,590,000	\$3,710,000	\$120,000	3.34%
Totals	\$6,376,762	\$9,117,059	\$9,150,215		

Department: GENERAL OBLIGATION (G.O.) BONDS DEBT SERVICE

Activity: Other

PROGRAM INFORMATION

Program Description:

The General Obligation Bond division accounts for debt service payments associated with the transportation general obligation bonds. The \$5 Million Transportation General Obligation bonds were sold on April 4, 1995. The first series of Library General Obligation bonds were sold in December 2002. The second Library General Obligation bonds were sold in April 2003. Both series were part of the voter-approved levy that was approved in November 2002. In November 2012, voters approved the issuance of \$15 Million in General Obligation Bonds to fund Trails, Open Space, and Parks (TOP) Acquisition and Improvements.

Major Objectives:

• To accurately account for principal and interest payments on general obligation bonds. • To maintain adequate fund balance levels in the two debt service funds.

Budget Highlights:

Issuance of an estimated \$5 Million in TOP G.O. Bonds.

Accomplishments:

• Refinance of the 3 Series of Transportation and Library Bonds occurred in 2012. • Approximately \$5 Million of the \$15 Million approved TOP bond is expected to be issued early in FY14.

Adopted Work Plan Items:

No specific items identified this year.

Department: GENERAL OBLIGATION (G.O.) BONDS DEBT SERVICE

Activity: Other

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
WL01	GO Bond Issues		3	3	3	4

Department: GENERAL OBLIGATION (G.O.) BONDS DEBT SERVICE

Activity: Other

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$0	\$0	\$0	\$0	0.00%
Operating	\$0	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$787,495	\$696,937	\$1,046,937	\$350,000	50.22%
Transfers	\$0	\$0	\$0	\$0	0.00%
Totals	\$787,495	\$696,937	\$1,046,937		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
9310 G.O. Bonds	\$787,495	\$696,937	\$1,046,937	\$350,000	50.22%
Totals	\$787,495	\$696,937	\$1,046,937		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
301 Library Bonds	\$333,170	\$274,849	\$274,849	\$0	0.00%
302 Transportation Bonds	\$454,325	\$422,088	\$422,088	\$0	0.00%
304 Parks & Open Space Bond	\$0	\$0	\$350,000	\$350,000	#Div/0!
Totals	\$787,495	\$696,937	\$1,046,937		

Department: SPECIAL IMPROVEMENT DISTRICT REVOLVING FUND

Activity: Other

PROGRAM INFORMATION

Program Description:

The SID Revolving Fund was established pursuant to Section 7-12-4221 MCA. This law states in part: "The Council or commission of any city or town which has heretofore created or may hereafter create any special improvement district or districts for any purpose may in its discretion create, establish, and maintain by ordinance a fund to be known and designated as the special improvement district revolving fund in order to secure prompt payment of any special improvement district bonds or sidewalk, curb, and alley approach warrants issued in payment of improvement made therein and the interest thereon as it becomes due."

Major Objectives:

- Secure prompt payment of any special improvement district bonds or sidewalk, curb, and alley approach warrants issued in payment of improvements made therein and the interest thereon as it becomes due.
- Meet the requirements of state law.

Budget Highlights:

We anticipate using the Revolving Fund to provide a low-cost loan to finance the Story Street Reconstruction SID. A very rough estimate of the project costs has been made.

Accomplishments:

- Provided low-cost financing to the South 8th SID property owners.
- Minimum Fund requirements are met (and frequently exceeded) on an annual basis.
- Excess money in the amount of \$613,000 was transferred to the General Fund in FY13.

Adopted Work Plan Items:

No specific items identified this year.

Department: SPECIAL IMPROVEMENT DISTRICT REVOLVING FUND

Activity: Other

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
PM01	State Minimum Fund Balance Requirement Met	5%	Yes	Yes	Yes	Yes

Department: SPECIAL IMPROVEMENT DISTRICT REVOLVING FUND

Activity: Other

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$0	\$0	\$0	\$0	0.00%
Operating	\$0	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$613,000	\$200,000	(\$413,000)	-67.37%
Totals	\$0	\$613,000	\$200,000		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
9510 SID Bonds Revolving	\$0	\$613,000	\$200,000	(\$413,000)	-67.37%
Totals	\$0	\$613,000	\$200,000		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
300 SID Revolving Fund	\$0	\$613,000	\$200,000	(\$413,000)	-67.37%
Totals	\$0	\$613,000	\$200,000		

Department: SPECIAL DISTRICT DEBT

Activity: Other

PROGRAM INFORMATION

Program Description:

The Special Improvement District (SID) & Tax Increment Finance (TIF) bond budget unit is used to account for the payments of principal and interest on the various special improvement district bonds. Section 7-12-4102 MCA authorizes the city to create special improvement districts and 7-12-4206 authorizes the payment to be made from the fund. The City issues special improvement district bonds, assesses property taxpayers for the costs, collects the assessments, and in turn retires the bonds and pays the related interest expense.

Major Objectives:

To accurately account for principal and interest payments on SID & TIF Bonds.

Budget Highlights:

The budget includes appropriation authority necessary

Accomplishments:

Timely payment of debt requirements.

Adopted Work Plan Items:

No specific items identified this year.

Department: SPECIAL DISTRICT DEBT

Activity: Other

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Workload Measures		Standard	FY11 Actual	FY12 Actual	FY13 Budget	FY14 Estimate
WL01	Tax Increment District: Number of Bond Issues		1	1	1	1

Department: SPECIAL DISTRICT DEBT

Activity: Other

FINANCIAL INFORMATION

Department Expenditures by Category

Category	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
Salaries & Benefits	\$0	\$0	\$0	\$0	0.00%
Operating	\$0	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$2,696,309	\$1,928,388	\$2,047,888	\$119,500	6.20%
Transfers	\$0	\$0	\$0	\$0	0.00%
Totals	\$2,696,309	\$1,928,388	\$2,047,888		

Department Expenditures by Division

Division	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
9710 SID Bonds	\$2,696,309	\$1,928,388	\$2,047,888	\$119,500	6.20%
9720 TIF Bonds	\$0	\$0	\$0	\$0	0.00%
Totals	\$2,696,309	\$1,928,388	\$2,047,888		

Department Expenditures by Fund

Fund	FY12 Actual	FY13 Budget	FY14 Approved	\$ Change	% Change
305 Downtown TIF Bonds	\$421,988	\$428,388	\$428,388	\$0	0.00%
310 SID Bond Funds	\$2,274,321	\$1,500,000	\$1,619,500	\$119,500	7.97%
Totals	\$2,696,309	\$1,928,388	\$2,047,888		

APPENDIX

The Appendix includes:

- Capital Expenditures Summary
- Water and Wastewater Rate Increase Table
- Consumer Price Index Table
- Debt Service Schedules
- Reference Table
- Staffing Summary
- Glossary of Terms

CAPITAL EXPENDITURES SUMMARY

Division Description	Object Description	Miscellaneous Data	FY14 REQUEST
CITY ATTORNEY	M&E:COMPUTER SOFTWARE	CIP GF176: ELECTRONIC DISCOVERY SOFTWARE	\$65,000.00
DATA PROCESSING	M&E:COMPUTER SOFTWARE	CIP GF080: SWITCH & ROUTER REPLACEMENTS	\$40,000.00
SHOP COMPLEX		CIP GF104: CITY-WIDE ENERGY UPGRADES POOLED FUNDS	\$15,000.00
CITY HALL	M&E:COMPUTER SOFTWARE	CITYWORKS SITE LICENSE SHARE - ONE TIME COST	\$12,000.00
POLICE OPS	BLD:BUILDINGS+BLDG DESIGN	CIP GF050: POLICE/COURT FACILITY LAND & SITE WRK	\$1,000,000.00
POLICE OPS	VEH:AUTOS + LIGHT TRUCKS	CIP GF053: REPLACEMENT OF 4 PATROL VEHICLES	\$208,000.00
POLICE OPS		CIP GF052: REPLACEMENT OF 1 UNMARKED VEHICLE	\$35,500.00
FIRE OPERATIONS	M&E:COMPUTER HARDWARE	CAD UPGRADES	\$2,000.00
G.I.S.	M&E:COMPUTER HARDWARE	CIP GF184	\$25,000.00
PARK OPERATIONS	BLD:BUILDINGS+BLDG DESIGN	DESIGN/SITE/ENGINEERING FOR SPLASH PARK	\$25,000.00
PARK OPERATIONS	M&E:COMPUTER SOFTWARE	CITYWORKS SITE LICENSE SHARE - ONE TIME COST	\$12,000.00
LIBRARY OPS	M&E:OFFICE EQUIP+FURNITUR	PUBLIC KYOCERA COLOR COPIER/PRINTER (TERRELL'S)	\$7,413.00
RECREATION	BLD:BUILDINGS+BLDG DESIGN	CM ADJUSTMENT:	
RECREATION OPS		CONSTRUCTION OF SPLASH PARK	\$300,000.00
BOGERT POOL		NEW POOL DESIGN-PORION.REMAINDER IN FOLLOWIN YR	\$125,000.00
		BOGERT POOL GUTTER TILE REPAIRS	\$25,000.00
GENERAL FUND - CAPITAL EXPENDITURES			\$1,896,913.00
OPERATIONS	M&E:OFFICE EQUIP+FURNITUR	REPLACEMENT OF THE EXISTING DEPARTMENTAL COPIER TO BE SHARED WITH PUBLIC WORKS	\$12,500.00
CITY PLANNING FUND - CAPITAL EXPENDITURES			\$12,500.00
STREET MAINT	IMP:INFRASTRUCTURE+IMPROV	ON-GOING ITEMS OF A SIGNIFICANT NATURE INCLUDE;	
STREET MAINT		CHIP SEAL, MILL AND OVERLAY PROJECTS.	\$330,000.00
STREET MAINT		PEDESTRIAN RAMPS-ADA	\$25,000.00
STREET MAINT		THERMOPLASTIC LANE MARKING PROJECTS	\$25,000.00
STREET MAINT		CURB,GUTTER AND SIDEWALK REPLACEMENT PROGRAM.	\$50,000.00
GAS TAX - CAPITAL EXPENDITURES			\$430,000.00
STREET OPS		CIP STR11: MEDIANS & BOULEVARD MTC	\$45,000.00
STREET CONSTX		CIP CR02: SOUTH WILLSON-CLEVELAND TO KOCH	\$350,000.00
STREET CONSTRX		CIP CR03: MICROPAVER (CURBS SHARE)	\$25,000.00
STREET CONSTRX		CIP CR03: MICROPAVER (STREET REC SHARE)	\$125,000.00
STREET CONSTRX		CIP REC04: STORY STREET RECONSTRUCTION	\$400,000.00
TRAFFIC SIGNS & MARKERS		CIP STR20: BIKE PATH IMPROVEMENTS-S. WILLSON, S 23RD, & N 11TH	\$25,000.00
STREET OPS		CIP STR17: SINGLE AXEL DUMP TRUCK W/PLOW & SANDER	\$140,383.00
STREET OPS		CIP STR37: TANDEM DRUM VIBRATORY ASPHALT COMPACT	\$45,000.00
STREET OPS		REPLACE RUSTED OUT SANDER	\$10,000.00
STREET OPS	VEH:AUTOS + LIGHT TRUCKS	CIP STR01: ONE TON 4 WHEEL DUMP TRUCK WITH DUMP BE	\$40,000.00
STREET MAINTENANCE - CAPITAL EXPENDITURES			\$1,205,383.00
FORESTRY	M&E:COMPUTER SOFTWARE	CITYWORKS SITE LICENSES SHARE - ONE TIME COST	\$12,000.00
FORESTRY	M&E:MACH+EQUIP/HEAVY TRUK	CIP: CHIPPER	\$50,000.00
TREE MAINTENANCE - CAPITAL EXPENDITURES			\$62,000.00
STREET OPS	IMP:INFRASTRUCTURE+IMPROV	CIP SIF01: R.O.W. ACQUISITION	\$100,000.00
STREET OPS		CIP SIF35: OAK STREET 5TH LANE	\$250,000.00
STREET IMPACT FEE - CAPITAL EXPENDITURES			\$350,000.00
BLDG INSPECTION OPS	M&E:COMPUTER HARDWARE	CIP BI02: HARDWARE AND SOFTWARE	\$100,000.00

CAPITAL EXPENDITURES SUMMARY

Division Description	Object Description	Miscellaneous Data	FY14 REQUEST
<u>BUILDING INSPECTION FUND - CAPITAL EXPENDITURES</u>			\$100,000.00
PARK OPS	BLD:BUILDINGS+BLDG DESIGN	FY14 BUDGET TO EXPEND PARK IMPROVEMENT GRANTS	\$75,000.00
<u>PARKS MASTER PLAN DEVELOP - CAPITAL EXPENDITURES</u>			\$75,000.00
FIRE OPS	M&E:MACH+EQUIP/HEAVY TRUCK	CIP FE05: DEFIBRILLATOR REPLACEMENT FY14	\$35,000.00
FIRE OPS		CIP FE02: LADDER TRUCK (CONTRACT BALANCE)	\$260,000.00
FIRE OPS		CIP FE02: LADDER TRUCK EQUIPMENT	\$100,000.00
FIRE OPS		CIP FE03: STATION #1 SCHEMATIC	\$42,864.00
<u>FIRE DEPARTMENT EQUIPMENT - CAPITAL EXPENDITURES</u>			\$437,864.00
LIBRARY OPS	IMP:INFRASTRUCTURE+IMPROV	CIP LIB05: LIBRARY WIDEN SIDEWALK ADJOINING	\$12,380.00
LIBRARY OPS		EAST SIDE PARKING LOT	
LIBRARY OPS	M&E:COMPUTER HARDWARE	CIP LIB03: LIBRARY SELF CHECK STATION	\$14,000.00
LIBRARY OPS	M&E:COMPUTER SOFTWARE	CIP LIB07: PRINT MANAGEMENT SOFTWARE SYSTEM	\$15,000.00
<u>LIBRARY DEPRECIATION FUND - CAPITAL EXPENDITURES</u>			\$41,380.00
PARK OPS	IMP:INFRASTRUCTURE+IMPROV	FY14	\$5,000,000.00
<u>PARKS & OPEN SPACE BOND - CAPITAL EXPENDITURES</u>			\$5,000,000.00
WATER CONSTRX	IMP:INFRASTRUCTURE+IMPROV	CIP W04-14 WATER PIPE REPLACEMENT PROGRAM	\$974,165.00
WATER CONSTRX		CIP W03 ENGINEERING DESIGN FOR REHAB	\$22,500.00
WATER OPS	M&E:COMPUTER HARDWARE	CIP W24 FIXED BASE METER READ SYSTEM	\$60,000.00
<u>WATER - CAPITAL EXPENDITURES</u>			\$1,056,665.00
WASTEWATER CONSTRUCTION	IMP:INFRASTRUCTURE+IMPROV	CIP WW07: ENGINEERING PROJECT DESIGN	\$22,500.00
WASTEWATER CONSTRUCTION		CIP WW08: 14 WASTER WATER PIPE REPLACEMENT	\$1,003,150.00
WASTEWATER OPS	VEH:AUTOS + LIGHT TRUCKS	CIP WW02: 1 TON TRUCK WITH HOIST	\$45,000.00
WASTEWATER PLANT OPS	M&E:COMPUTER SOFTWARE	CITYWORKS SITE LICENSE SHARE	\$12,000.00
WASTEWATER PLANT OPS	M&E:MACH+EQUIP/HEAVY TRUCK	CIP WW31: REPLACE LIFT #1 PUMP	\$19,000.00
WASTEWATER PLANT OPS		CIP WW32: FISHING ACCESS LATRINE	\$10,000.00
SLUDGE INJECTION		CIP WW30:NEW DIGESTER DRAFT TUBE MIXER	\$42,000.00
<u>WASTE WATER - CAPITAL EXPENDITURES</u>			\$1,153,650.00
SOLIDWASTE COLL OPERATION	M&E:MACH+EQUIP/HEAVY TRUCK	SIGNIFICANT BUDGET INCREASES ARE ATTRIBUTABLE TO:	
SOLIDWASTE COLL OPERATION		CIP SW27: REPLACEMENT FRONT LOAD TRUCK	\$250,000.00
SOLIDWASTE COLL OPERATION		CIP SW28: REPLACEMENT SIDE LOAD TRUCK	\$275,000.00
SOLIDWASTE COLL OPERATION		CIP SW26: SIDE LOAD PACKER REPLACEMENT (MOVED FROM FY13)	\$134,984.00
<u>SOLID WASTE - CAPITAL EXPENDITURES</u>			\$659,984.00
VEHICLE OPS	M&E:MACH+EQUIP/HEAVY TRUCK	CIP VM002-FLOOR SCRUBBER	\$17,000.00
<u>VEHICLE MAINTENANCE - CAPITAL EXPENDITURES</u>			\$17,000.00
<u>GRAND TOTAL - CAPITAL EXPENDITURES</u>			\$12,498,339.00

WATER & WASTEWATER RATE INCREASES

Calendar Year	Water Rates	Wastewater Rates	Storm Water Rates
1989	7.0%	12.0%	
1990	6.5%	10.5%	
1991	4.5%	9.0%	
1993	-	9.5%	
1994	5.0%	9.5%	
1995	-	12.0%	
1996	4.0%	4.0%	
1996 Surcharge	-	25.0%	
1998 Surcharge	-	20.0%	
1998	3.0%	3.0%	
1999	7.0%	28.0%	
2000	3.0%	-	
2001	7.0%	3.0%	
2003	6.0%	-	
2005	10.0%	15.0%	
2006	10.0%	10.0%	
2007	-	5.0%	
2008	-	9.0%	
2009	3.2%	10.2%	
2010	3.2%	10.2%	
2011	4.5%	6%	
2012	4.5%	6%	Utility Created
2013	3.0%	3.0%	4.0%
2014 Approved	0%	3.0%	4.0%

US CONSUMER PRICE INDEX

The City uses the Consumer Price Index as a general gauge of price inflation.

Consumer Price Index— All Items, Unadjusted, Urban Consumers (CPI-U)		
Source: Bureau of Labor Statistics, US Dept of Labor		
Year Ending December,	CPI-U	% Change
1999	169.4	2.7%
2000	174.0	3.4%
2001	176.7	1.6%
2002	180.9	2.4%
2003	184.3	1.9%
2004	190.3	3.3%
2005	196.8	3.4%
2006	201.8	2.5%
2007	210.0	4.1%
2008	210.2	0.1%
2009	216.0	2.7%
2010	219.2	1.5%
2011	225.7	3.0%
2012	229.6	1.7%

The City's Living Wage Ordinance bases increase on the CPI-U for Western States.

Consumer Price Index, WESTERN STATES— All Items, Unadjusted, Urban Consumers (CPI-U). Source: Bureau of Labor Statistics, US Dept of Labor		
ANNUAL	CPI-U Western	% Change
1999	168.9	2.7%
2000	174.8	3.5%
2001	181.2	3.7%
2002	184.7	1.9%
2003	188.6	2.1%
2004	193.0	2.3%
2005	198.9	3.1%
2006	205.7	3.4%
2007	212.2	3.2%
2008	219.6	3.5%
2009	218.8	(0.4%)
2010	221.2	1.1%
2011	227.5	2.9%
2012	232.4	2.5%

LIBRARY G.O. BOND #1 SCHEDULE

CITY OF BOZEMAN General Obligation Refunding Bonds, Series 2012 DEBT SERVICE SCHEDULE					
FORMERLY LIBRARY GO BOND #1 SERIES 2001A					
Payment Date	Principal Payment	Interest rate	Interest Payment	Semi-Annual Payment	Principal Balance
6/14/2012					1,295,000
1/1/2013			6,629	6,629	
7/1/2013	130,000	2.00%	6,057	136,057	1,165,000
1/1/2014			4,753	4,753	
7/1/2014	135,000	2.00%	4,753	139,753	1,030,000
1/1/2015			9,705	9,705	
7/1/2015	140,000	1.50%	9,705	149,705	890,000
1/1/2016			8,479	8,479	
7/1/2016	140,000	1.50%	8,479	148,479	750,000
1/1/2017			7,500	7,500	
7/1/2017	145,000	2.00%	7,500	152,500	605,000
1/1/2018			5,971	5,971	
7/1/2018	145,000	2.00%	5,971	150,971	460,000
1/1/2019			4,587	4,587	
7/1/2019	150,000	2.00%	4,587	154,587	310,000
1/1/2020			3,129	3,129	
7/1/2020	155,000	2.00%	3,129	158,129	155,000
1/1/2021			1,550	1,550	
7/1/2021	155,000	2.00%	1,550	156,550	-
TOTAL	\$ 1,295,000		\$ 104,033	\$ 1,399,033	

LIBRARY G.O. BOND #2 SCHEDULE

CITY OF BOZEMAN General Obligation Refunding Bonds, Series 2012 DEBT SERVICE SCHEDULE					
FORMERLY LIBRARY GO BOND #2 SERIES 2003A					
Payment Date	Principal Payment	Interest rate	Interest Payment	Semi-Annual Payment	Principal Balance
6/14/2012					965,000
1/1/2013			5,100	5,100	
7/1/2013	100,000	2.00%	4,659	104,659	865,000
1/1/2014			3,873	3,873	
7/1/2014	110,000	2.00%	3,873	113,873	755,000
1/1/2015			6,932	6,932	
7/1/2015	100,000	1.50%	6,932	106,932	655,000
1/1/2016			6,359	6,359	
7/1/2016	105,000	1.50%	6,359	111,359	550,000
1/1/2017			5,500	5,500	
7/1/2017	105,000	2.00%	5,500	110,500	445,000
1/1/2018			4,529	4,529	
7/1/2018	110,000	2.00%	4,529	114,529	335,000
1/1/2019			3,363	3,363	
7/1/2019	110,000	2.00%	3,363	113,363	225,000
1/1/2020			2,221	2,221	
7/1/2020	110,000	2.00%	2,221	112,221	115,000
1/1/2021			1,150	1,150	
7/1/2021	115,000	2.00%	1,150	116,150	-
TOTAL	\$ 965,000		\$ 77,614	\$ 1,042,614	

TRANSPORTATION G.O. BOND SCHEDULE

CITY OF BOZEMAN General Obligation Refunding Bonds, Series 2012 DEBT SERVICE SCHEDULE					
FORMERLY TRANSPORTATION GO BOND SERIES 2003B					
Payment Date	Principal Payment	Interest rate	Interest Payment	Semi-Annual Payment	Principal Balance
6/14/2012					820,000
1/1/2013			20,653	20,653	
7/1/2013	405,000	2.00%	18,871	423,871	415,000
1/1/2014			14,611	14,611	
7/1/2014	415,000	2.00%	14,611	429,611	-
TOTAL	\$ 820,000		\$ 68,747	\$ 888,747	

Reference Table

This table is meant to assist you in finding financial data by department
alphabetically.

Department	Fund	Dept Smry	Fund Stmt
Page Number			
Administrative Services	General	105	73
Building Inspection	Special Revenue	130	76
Cemetery	General	176	73
City Attorney	General	102	73
City Attorney: Victim Witness Advocate	Special Revenue	102	81
City Commission	General	91	73
City Manager	General	94	73
Community Development	Special Revenue	108	73-74
Community Services	General	196	73
Community Services: NE Urban Renewal	Special Revenue	196	81
Community Services: Community Housing	Special Revenue	196	77
Community Services: Downtown BID	Special Revenue	196	82
Community Services: Downtown TIF District	Special Revenue	196	76
Community Services: Housing Revolving Loan	Special Revenue	196	77
Community Services: N. 7th Corridor TIF	Special Revenue	196	80
Community Services: Tourism BID	Special Revenue	196	83
Facilities Management	General	113	73
Fire	General	125	73
Fire: Capital & Equipment Replacement	Special Revenue	125	83
Forestry	Special Revenue	185	75
General Obligation Debt Service	Debt Service	204	84
Library	General	189	73
Library: Depreciation	Capital Projects	189	85
Library: Special Revenue	Special Revenue	189	79
Municipal Court	General	98	73
Non-Departmental	General	201	73
Non-Departmental: Employee Health Insurance	Special Revenue	201	88
Non-Departmental: Permissive Medical	Special Revenue	201	74
Non-Departmental: Senior Transportation	Special Revenue	201	81
Parking	Enterprise Fund	133	87
Parks	General	180	73
Parks: Improvement Grants	Special Revenue	180	82
Parks: Special Revenue	Special Revenue	180	79
Parks: TOP Bond	Capital Projects	180	85
Police	General	119	73
Police: Domestic Violence	Special Revenue	119	80
Police: Drug Forfeiture	Special Revenue	119	77
Police: Special Revenue	Special Revenue	119	80
Public Works Administration	General	136	73
Recreation	General	192	73
Recreation: Special Revenue	Special Revenue	192	79
Recreation: Story Mansion Operating	Special Revenue	192	83
Recycling	Enterprise Fund	170	87
Solid Waste	Enterprise Fund	167	87

Department	Fund	Dept Smry	Fund Stmt
Page Number			
Special Improvement District	Debt Service	207	84
Storm Water Fund	Enterprise Fund	148	88
Streets	General Fund	143	73
Streets: Community Transportation Fund	Special Revenue	143	74
Streets: Construction Funds	Capital Projects	143	85
Streets: Gas Tax Fund	Special Revenue	143	74
Streets: Impact Fees	Special Revenue	143	75-76
Streets: Lighting Districts	Special Revenue	143	81
Streets: Maintenance Fund	Special Revenue	143	75
Vehicle Maintenance	Internal Service	173	88
Wastewater Fund (WRF)	Enterprise Fund	163	86
Wastewater Fund: Impact Fees	Enterprise Fund	163	87
Wastewater Operations	Enterprise Fund	159	86
Water Fund (WTP)	Enterprise Fund	151	85-86
Water Fund (WTP): Impact Fees	Enterprise Fund	151	86
Water Operations	Enterprise Fund	155	85-86

Staffing Summary

	Approved FY12	Approved FY13	Approved FY14
GENERAL GOVERNMENT			
City Commission	2.10	2.10	2.10
City Manager	8.00	8.00	5.00
Municipal Court	8.50	8.50	8.50
City Attorney	7.00	7.00	7.00
Administrative Services	10.00	11.00	19.00
Community Development	8.75	9.00	8.00
Building Maintenance	3.00	3.50	3.50
Information Technology	6.00	6.00	0.00
TOTAL GENERAL GOVERNMENT	53.35	55.10	53.10
PUBLIC SAFETY			
Police Department	71.75	72.75	72.75
Fire Department	41.75	43.75	45.75
Building Inspection	10.55	10.55	12.55
Parking	4.50	4.50	5.50
TOTAL PUBLIC SAFETY	128.55	131.55	136.55
PUBLIC SERVICES			
Public Works Administration/Engineering	10.00	10.00	12.00
Streets	17.62	17.62	18.62
Storm Water	-	1.00	1.00
Water Plant	9.77	9.77	11.27
Water Operations	15.62	15.62	15.62
Wastewater Operations	10.25	10.25	11.25
Wastewater Plant	15.87	16.37	17.47
Solid Waste Collection	14.74	14.74	14.74
Solid Waste Recycling	1.00	1.00	1.00
Vehicle Maintenance	5.00	5.00	5.00
TOTAL PUBLIC SERVICES	99.87	101.37	107.97
PUBLIC WELFARE			
Cemetery (numerous short terms)	3.33	3.33	3.33
Parks (numerous short terms)	11.77	11.77	11.77
Forestry	4.60	4.60	4.60
Library	21.06	21.56	23.11
Recreation (numerous short terms)	15.83	15.83	16.83
Community Services	2.00	2.00	4.00
TOTAL PUBLIC WELFARE	58.59	59.09	63.64
TOTAL EMPLOYEES	340.36	347.11	361.26
Net FTE Increase from Previous Year		6.75	14.15
% Increase from Previous Year		2.0%	4.1%

GLOSSARY OF KEY TERMS

ACCRUAL BASIS	A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.
AMERICAN RECOVERY & REINVESTMENT ACT (ARRA)	Federal legislation signed in early 2009. Commonly referred to as the “Stimulus Bill” or “stimulus.”
APPROPRIATION	Legal authorization granted by City Commission to make expenditures and incur obligations.
ARRA	See “American Recovery & Reinvestment Act”
ASSESSED VALUATION	A value that is established for real and personal property for use as a basis for levying property taxes. (For the City of Bozeman, Property values are established by the Montana Department of Revenue.)
ASSET	Resources owned or held by a government having monetary value.
AVAILABLE (UNDESIGNATED) FUND BALANCE.	Refers to the funds remaining from the prior years which are available for appropriation and expenditure in the current year
BALANCED BUDGET	Refers to a government budget with revenues equal to expenditures.
BOND	A written promise to pay a sum of money on a specific date at a specified interest rate. The most common types of bonds are general obligation, revenue, and special assessment district bonds. These are most frequently used for construction of large capital projects such as buildings, streets, and water and waste water lines.
BOND RATING	An evaluation of a bond issuer’s credit quality and perceived ability to pay the principal and interest on time and in full.
BOND REFINANCING	The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.
BUDGET	Plan of financial operation, embodying an estimate of proposed expenditures for a given period (City of Bozeman’s budget is for a fiscal year July 1—June 30) and the proposed means of financing them. Upon approval by Commission, the appropriation ordinance is the legal basis for incurring expenditures.
BUDGET AMENDMENT	A procedure to revise the appropriation ordinance through action by the City Commission.

BUDGET CALENDAR	The schedule of key dates or milestones which the City follows in the preparation, adoption, and administration of the budget.
BUDGET MESSAGE	The opening section of the budget which provides the City Commission and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations regarding the financial policy for the upcoming period.
BUDGETARY BASIS	This refers to the form of accounting utilized throughout the budget process. These generally take one of three forms: GAAP, Cash, and Modified Accrual.
BUDGETARY CONTROL	The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.
CAPITAL BUDGET	The Capital Budget comprises the capital improvements that are funded in the current budget year.
CAPITAL EXPENDITURE	The item has a unit cost over \$5,000, benefits future periods, has a normal useful life of 1 year or more, has an identity that does not change with use (i.e., retains its identity throughout its useful life), and is identifiable and can be separately accounted for. Improvements to existing assets must add life and value to be included as a capital item.
CAPITAL IMPROVEMENTS	Expenditures related to the acquisition, expansion, or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.
CAPITAL IMPROVEMENTS PROGRAM (CIP)	A plan for capital expenditures needed to maintain, replace, and expand the City's heavy equipment and public infrastructure (for example streets, parks, buildings, etc.) The CIP projects these capital equipment and infrastructure needs for a set number of years (5 years for City of Bozeman's Program) and is updated annually to reflect the latest priorities, cost estimates and changing financial estimates or strategies. The first year of the adopted CIP becomes the basis of the City's capital budget.
CAPITAL OUTLAY	Items that cost more than \$5,000 and have a useful life of one year or more.
CAPITAL PROJECT	New facility, technology system, land or equipment acquisition, or improvements to existing facilities beyond routine maintenance. Capital projects are included in the CIP and become fixed assets.
CASH BASIS	A basis of accounting in which transactions are recognized only when cash is increased or decreased.
CDBG	Community Development Block Grant.

CIP	See Capital Improvement Program.
CONTINGENCY	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.
CONTRACTED SERVICES	Expenditures for services performed by firms, individuals, not other city departments.
DEBT LIMIT	The maximum amount of gross or net debt which is legally permitted.
DEBT RATIO	Ratios which provide a method of assessing debt load and the ability to repay debt which plays a part in the determination of credit ratings. They are also used to evaluate the City's debt position over time and against its own standards and policies.
DEBT SERVICE	Payment of principal and interest related to long term loans or bonds.
DEBT SERVICE FUND	A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.
DEBT SERVICE FUND REQUIREMENT	The amounts of revenue which must be provided for a Debt Service Fund so that all principal and interest payments can be made in full on schedule.
DEFICIT	The excess of an entity's liabilities over its assets or the excess of expenditures over revenues during a single accounting period.
DEPARTMENT	A major administrative division of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area.
DEPRECIATION	Expiration in the service life of fixed assets, attributable to wear and tear, deterioration, action of physical elements, inadequacy, and obsolescence.
DESTINGUISHED BUDGET PRESENTATION AWARDS PROGRAM	A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.
DIVISION	A group of homogenous cost centers within a department.
ENTERPRISE FUND	A fund established to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

ESTIMATE	The most recent prediction of current year revenue and expenditures. Estimates are based upon many months of actual expenditure and revenue information and are prepared to consider the impact of unanticipated costs or other economic changes.
ESTIMATED REVENUE	The amount of projected revenue to be collected during the fiscal year.
EXPENDITURES	Decreases in net financial resources.
FISCAL YEAR	The time period signifying the beginning and ending period for recording financial transactions. The City's fiscal year begins on July 1 and ends on June 30 of each year.
FIXED ASSETS	Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.
FTE	See Full Time Equivalent.
FULL FAITH AND CREDIT	A pledge of a government's taxing power to repay debt obligations.
FULL TIME EQUIVALENT	Also referred to as FTE. The yearly personnel hours worked by a position divided by the total available work hours for a full year (2080).
FUND	An accounting entity with a self-balancing set of accounts which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.
FUND BALANCE	The excess of assets over liabilities. The beginning fund balance is the residual funds brought forward from the previous fiscal year. <i>Nonspendable fund balance</i> -- Amounts that are not in a spendable form (such as inventory) or are required to be maintained intact (such as the corpus of an endowment fund). <i>Restricted fund balance</i> -- Amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government) through constitutional provisions or by enabling legislation. <i>Committed fund balance</i> -- Amounts constrained to specific purposes by a government itself using its highest level of decision-making authority; to be reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint.

Assigned fund balance -- Amounts a government intends to use for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority.

Unassigned fund balance -- Amounts that are available for any purpose; these amounts are reported only in the General Fund.

GAAP

See Generally Accepted Accounting Principles.

GENERAL FUND

The fund used to account for all of the City's financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION

BONDS (G.O. Bonds)

Bonds for the payment of which the full faith and credit of the issuing government are pledged. These bonds usually require voter approval and finance a variety of public projects such as roads, buildings, parks and improvements.

GOAL

A statement of broad direction, purpose or intent based on the needs of the community.

G.O. BONDS

See General Obligation Bonds.

GOVERNMENTAL FUNDS

Funds generally used to account for tax-supported activities. Governmental funds include: general, special revenue, debt service, capital projects, and permanent funds.

GRANT

A contribution by one government unit or funding source to another. The contribution is usually made to aid in the support of a specified function (e.g. public safety or drug enforcement,) but is sometimes for general purposes.

IMPROVEMENT DISTRICT

Special assessment districts formed by property owners who desire and are willing to pay for mutually enjoyed improvements such as lighting or street maintenance.

INFRASTRUCTURE

Facilities that support the daily life and growth of the city, for example, streets, public buildings, wastewater treatment, parks.

INTERGOVERNMENT REVENUE

Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

INTERNAL SERVICE

FUND	A fund used to account for the financing of goods or services provided by one department or agency to other departments on a cost-reimbursement basis.
LEASE-PURCHASE AGREEMENT	Contractual agreements which are termed "leases", but which in substance amount to purchase contracts for equipment and machinery.
LEVY	(Verb) To impose taxes, special assessments, or service charges for the support of governmental activities. (Noun) The total amount of taxes, special assessments, or service charges imposed by a government.
LINE-ITEM BUDGET	A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specific category.
LONG-TERM DEBT	Debt with a maturity of more than one year after the date of issuance.
MANDATE	Legislation passed by the state or federal government requiring action or provision of services and/or programs by the City. Examples include the Americans with Disabilities Act, which requires such actions as physical facility improvements and provision of specialized equipment for public recreation and transportation.
MILL LEVY	Rate applied to Assessed Valuation to determine property taxes. A mill is 1/10th of a penny or \$1.00 of tax for each \$1,000 of assessed valuation.
OBJECT	As used in expenditure classification, this term applies to the article purchased or the service obtained (as distinguished from the results obtained from expenditures). Examples are personnel services, contracted services, and supplies and materials.
OBJECTIVE	Desired outcome-oriented accomplishments that can be measured and achieved within a given time frame, and advances the activity or organization toward a corresponding goal.
OPERATING BUDGET	The portion of the budget pertaining to daily operations that provides basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, and services.
ORDINANCE	A formal legislative enactment by the City Commission. If it is not in conflict with any higher form of law, such as state statute or constitutional provision, it has the full force and effect of law within the boundaries of the City.
OUTSTANDING BONDS	Bonds not yet retired through principal payment.

OVERLAPPING DEBT	The City's proportionate share of the debt of other local governmental units which either overlap it or underlie it. The debt is generally apportioned based on relative assessed value.
PAYMENT IN LIEU OF TAXES	Also referred to as PILT. Payments made in lieu of taxes from another government or entity.
PERFORMANCE BUDGET	A budget that focuses on departmental goals and objectives rather than line items, programs, or funds. Workload and unit cost data are collected in order to assess effectiveness and efficiency of services.
PERSONNEL SERVICES	Items of expenditures in the operating budget for salaries and wages paid for services performed by City employees, as well as the fringe benefit costs.
PROPERTY TAX	A levy upon each \$100 of assessed valuation of real and personal property within the City of Bozeman.
PROPRIETARY FUND	Funds that focus on the determination of operating income, changes in net position (or cost recovery) financial position, and cash flows. Proprietary funds include enterprise and internal service funds.
RESOLUTION	A special or temporary order of a legislative body (City Commission) requiring less legal formality than an ordinance or statute.
RESOURCES	Total amounts available for appropriation including estimated revenues, fund transfers, and beginning fund balances.
REVENUE	Funds that the government receives as income. It includes items such as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.
REVENUE BONDS	Bonds sold for constructing a project that will produce revenue for the government. That revenue is pledged to pay the principal and interest of the bond.
RISK MANAGEMENT	An organized attempt to protect a government's assets against accidental loss in the most economical method.
SPECIAL IMPROVEMENT DISTRICT (SID)	An area defined and designated for improvements, often financed with bond proceeds that specifically benefit the property owners within the area of the district. Debt is repaid through annual assessments to property owners.

SPECIAL REVENUE FUND	A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or of major capital projects) that are legally restricted to expenditure for specified purposes.
STATE SHARED REVENUE	Revenues levied and collected by the state but shared with local governments as determined by state government. Entitlement funds received by the City from the state of Montana is the largest State Shared Revenue.
TAXES	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not refer to specific charges made against particular property for current or permanent benefits, such as special assessments.
TIF	Tax Increment Financing. A method of using incremental increases in property tax values to fund the improvements or efforts of a designated area.
TRANSFERS IN/OUT	Amounts transferred from one fund to another to assist in financing the services from the recipient fund.
UNRESERVED FUND BALANCE	The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.
USER CHARGES OR FEES	The payment of a fee for direct receipt of a public service by the party benefiting from the service.
WORKING CAPITAL	The different between current assets and current liabilities.
WORKLOAD INDICATOR	A unit of work to be done (e.g. number of permit applications received for the number of burglaries to be investigated.)
WRF	Water Reclamation Facility; commonly referred to in the past as a Wastewater Treatment Plant.