

**BOZEMAN** **MT**

# Approved Budget

For Fiscal Year 2017

07/1/2016  
City of Bozeman, Montana



# **CITY OF BOZEMAN, MONTANA**

FISCAL YEAR 2016-2017

APPROVED OPERATING  
AND CAPITAL BUDGET

## CITY COMMISSION

Carson Taylor— Mayor  
Cynthia Andrus—Deputy Mayor  
Jeff Krauss— Commissioner  
Chris Mehl—Commissioner  
I-Ho Pomeroy- Commissioner

## CITY MANAGER

Chris Kukulski - City Manager

## CITY STAFF

Anna Rosenberry, CPA—Administrative Services Director  
Robin Crough—City Clerk

## CITIZEN REVIEW AND PARTICIPATION

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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](http://www.bozeman.net), and**
- **It is also available for review in the office of the City Clerk 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](http://www.bozeman.net).**
- **Public Meetings of the City Commission are broadcast live on local-cable Channel 191. Meetings are also re-broadcast throughout the week.**
- **Public Meetings are streamed live on the City’s website at [www.bozeman.net](http://www.bozeman.net).**

## DISTINGUISHED BUDGET PRESENTATION AWARD

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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, 2015. The City has received this award for each budget it has prepared in the past 25 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.



[Distinguished Budget Presentation Award 1](#)



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July 1, 2016

Bozeman City Commission:

I am pleased to present to you the Approved Budget for Fiscal Year 2016-2017 (FY17). This budget represents the thoughtful work of dozens of people in developing the spending plan for our organization for the coming year.

**Overview:** While it is always difficult to balance the needs of our growing community with the resources we have available, we have arrived at a budget that fits within our maximum mill levy requirement and maintains our minimum General Fund reserve.

Owing to the significant ongoing costs associated with Story Mill Landfill monitoring systems, we are recommending a new mill levy, within the City's levy cap, that will be dedicated to funding landfill monitoring. We have also moved forward with the planned increases in Street Maintenance and Arterial & Collector District assessments; as well as the water and sewer rate increases that were adopted last year.

### **Commission Goals and the Recommended Budget**

We continue to look to the Commission's adopted goals as guidance for development of the budget. Updated this past spring, many priorities will require significant financial and human resources to accomplish. Budgetary support for numerous goals has been incorporated into our spending plan for FY17.

- 1. Joint Law & Justice Center:** During the summer of 2016 the City Commission will consider action to place the item on the November 2016 ballot. Once placed on the ballot, the City Commission and administration will spend considerable time educating the community on the effects of the ballot election. **This budget contains the City's estimated share of election costs for this ballot measure (\$10,000).**
- 2. Landfill:** The installation of the remediation system at the Story Mill Landfill is under construction and has an anticipated completion date of June 2016. For the next 20 years, the City has an ongoing obligation to monitor the system. This is a new cost that would have been paid from a post-closure monitoring fund, but ours was depleted due to the costs associated with coverage and system design. **Going forward, we recommend that the Commission levy 4 mills from the all-purpose taxing authority to fund the annual post-closure monitoring that is required by the landfill and remediation system.**

This budget contains no additional money for legal defense. **The budget does include appropriations of \$750,000 from the Post-Closure Monitoring Fund that is currently being considered for settlement.**

3. **Unified Development Code Rewrite:** The project is currently underway and is anticipated to be completed in late 2017. This was fully budgeted in FY16 (\$300,000), and funds not expended in FY16 will be allocated for spending in FY17, per the professional services agreement.
4. **Vision & Strategic Plan:** The project is currently underway and is scheduled to be completed in October 2016. Similar to the UDC Rewrite, the project was fully budgeted in FY16 (\$125,000), and funds not expended in FY16 will be allocated for spending in FY17, per the professional services agreement.
5. **2017 Legislative Agenda:** The City will host an introductory meeting for legislative candidates in May, and identify legislative priorities between May and September. **This budget includes \$25,000 in the City Commission's contracted services budget to hire a lobbyist to work on behalf of the City's goals.**
6. **Parks Maintenance District:** The calendar year of 2016 is essentially data gathering and preparatory work for extensive work throughout 2017. **This budget contains \$32,000 for a feasibility study of the Parks Maintenance District project.**
7. **Broadband Expansion:** The expansion plan will be presented to the City commission no later than December 2016. Economic Development, Public Works, Finance, City Management and Legal involvement will focus on accomplishing this task in late summer 2016. **This budget includes the General Fund contributing \$15,000 towards development of a conduit leasing policy and specifications, and \$40,000 for conduit capital.**
8. **Impact Fee Updates:** Updated analysis of our development impact fee programs are a priority in the coming months. **This budget includes \$100,000 of Street Impact Fees, and \$50,000 of Water Impact Fees, and \$50,000 of Wastewater Impact Fee funding for updates to these three impact fee calculations.** The Fire Impact Fee study is scheduled to take place in FY18, after the Fire Master Plan has been updated. **The Fire Master Plan is funded in both the General Fund (\$35,000) and Fire Impact Fee Fund (\$25,000) in this budget.**

### **Significant changes during the past 12 months**

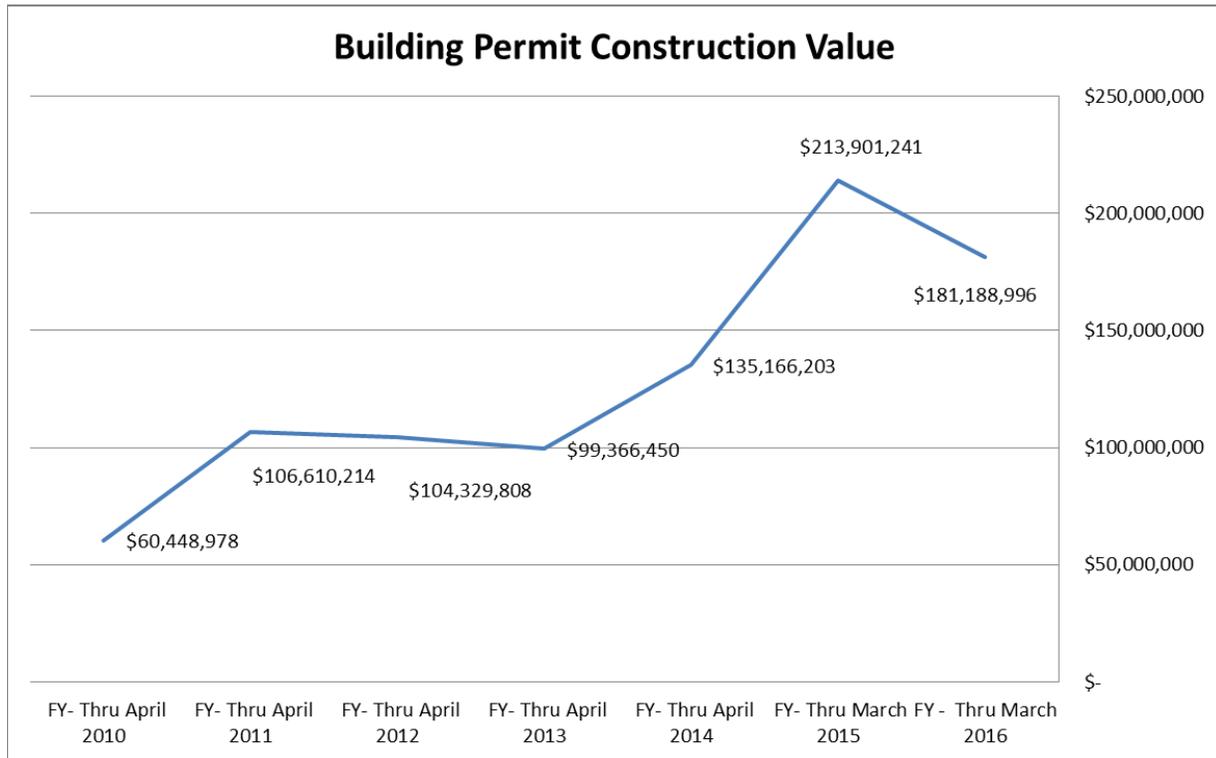
**Creation of the Arterial & Collector Assessment District** – In August 2015, the City Commission created a new assessment district to fund reconstruction and maintenance of the City's backbone street network – the arterial and collector streets. The District issued its first assessment in October. We have been working to build the assessment from approximately \$550,000/year up to \$2 Million/year over a three year period. This is a critical

funding portion of our Street Maintenance program and capital improvement plan.

**Implementation of Impervious Area charges and credits in the Storm Water Utility**

– This past December marked the last of numerous changes in the structure of our Stormwater Utility rates. We initially established the Utility with a flat rate based on the size of a property’s water meter. We now have a rate system that includes system base charges, credits for properties that have on-site or related stormwater systems, and charges for the amount of impervious area contained on a lot. This new rate structure is a better match between “cost-causer” and “cost-payer,” in recognition of the city’s long-standing fiscal policies.

**Continued Growth in Construction Sector** - Our Building Inspection division has seen strong permit issuance in the past 36 months.



Building Permit Construction Value Chart 1

While never completely stopping, building construction significantly slowed during the recession. For the current fiscal year to date (July-March), the total value of Building Permits for New Construction is 15% less of the same time frame during the previous year, but still 24% higher than the 5-year average value, and three-fold what they were in 2010. Numerous positions were added to the Building Inspection division in Fiscal Year 2015. The department continues to operate with those same staffing levels.

**State-wide Reappraisal of Property Values** - Last year, the State projected a dramatic decrease in assessed values for both commercial (19.25% decrease) and

residential (3.52% decrease) property in Bozeman. They attributed this change to the timing of the 6-year appraisal cycles and the Great Recession. The State estimated that the value of one mill, levied city-wide after Tax Increments are excluded, to be \$80,331 in FY16. We prepared for an 8.6% decrease in the city’s mill value. Upon final certification, the city’s value of one mill was determined to be \$86,564, a 1.5% decrease from the prior year. For the coming year, we are estimating a 2% growth in the value of one mill. Final certification values won’t be known until August 2016.

For the following year’s budget (FY18), the State will implement a new market valuation under its new 2-year reappraisal cycle.

**Staffing Level Changes**

**General Fund/Community Development Positions**

We are recommending the addition of the following positions in the General Fund and the Community Development Fund. Those listed as “1/17” indicate authorizations that were made for permanent full-time positions with a mid-year (January 2017) start date.

<b>Department/Division</b>	<b>Position</b>	<b>Full-Time Equivalents</b>
Recreation - Aquatics	.46 FTE Lifeguard	0.46
Administrative Services, 1/17	Sungard Application Manager	1.00
Human Resources	Human Resources Generalist	1.00
Library	Bookmobile & Outreach Librarian I - Supervisory	1.00
Library, 1/17	Library Assistant	1.00
Police	Digital Forensic Examiner	1.00
Community Development	Historic Preservation Officer	0.40
Community Development, 1/17	Planner III	1.00
Recreation - Programs	Short Term - Rec Leader Winter	0.25
<b>Total</b>		<b>7.11 Full-Time Equivalents</b>

**Enterprise & Special Revenue Fund Positions**

We are recommending the addition of the following positions in the Enterprise and Special Revenue Funds:

<b>Department/Division</b>	<b>Position</b>	<b>Full-Time Equivalents</b>
Engineering	Short-Term Worker for Data Collection	1.25
Solid Waste	City Service Worker	1.00

Streets/Signs	City Service Worker	1.00
Water Sewer Ops	Short-Term Worker for Data Collection	0.75
Forestry	Forestry Superintendent, Start 1/1/2017.	1.00
Stormwater	Short-Term Worker for Data Collection	0.25
<b>Total</b>		<b>5.25 Full-Time Equivalents</b>

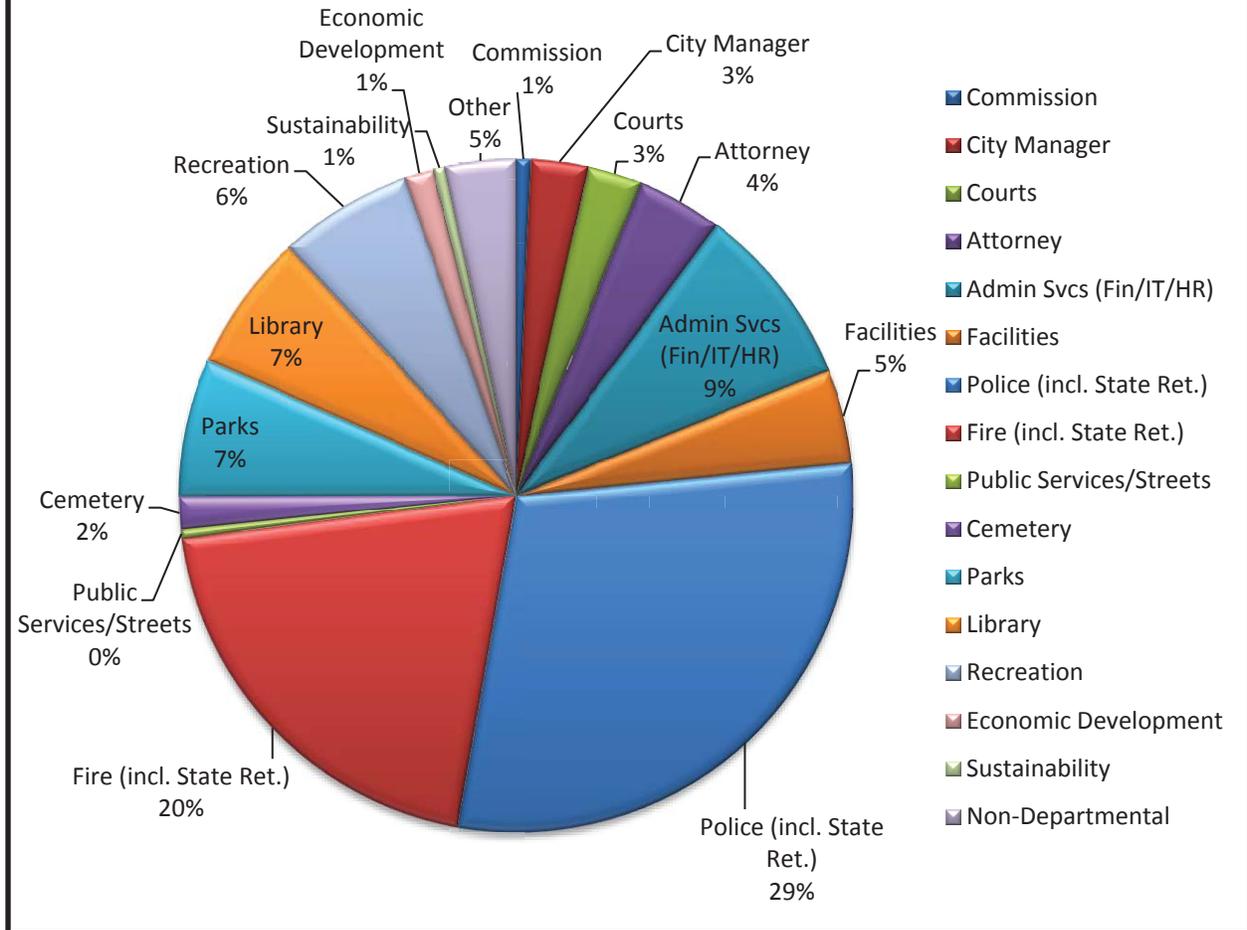
**The General Fund:**

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 has \$29.4 Million in expenditures, in the following areas:

<b>Department/Division</b>	<b>General Fund Amount</b>
Commission	\$ 205,001
City Manager	803,043
Courts	770,495
Attorney	1,206,490
Admin Svcs (Fin/IT/HR)	2,588,094
Facilities	1,332,312
Police (incl. State Ret.)	8,610,216
Fire (incl. State Ret.)	5,948,496
Public Services/Streets	122,331
Cemetery	460,217
Parks	1,938,982
Library	1,960,413
Recreation	1,896,387
Economic Development	413,429
Sustainability	166,883
Non-Departmental	990,816
<b>TOTAL Expenditures</b>	<b>\$29,413,605</b>

## FY17 Approved - General Fund Budget



FY17 Approved - General Fund Budget 1

As shown in the above graph, Police and Fire services combined comprise 49% (\$14.6 Million) of the General Fund’s spending. The next largest departments are grouped together, each spending roughly \$1.3 - \$2.5 Million and each comprising 4.5-9% of the budget: Administrative Services, Recreation, Library, Parks, and Facilities Maintenance. Nine other departments/areas comprise the balance of General Fund Expenditures.

### **General Fund Undesignated Fund Balance:**

The City’s charter requires an established minimum level of General Fund Undesignated 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 75, this budget meets the required minimum reserve of approximately \$4,700,000 (16.67%) at the end of Fiscal Year 2017.

## **Residential City Property Taxes for FY14, FY15, and FY16**

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. For the FY17 tax year, we are estimating the cost to the typical household to be \$42.30.

In total, the Approved Budget would levy an estimated 214.64 mills on all taxable property within the City limits. Details of the estimated levy can be found on page 53. This represents an increase of 4.49 mills over last year. This increased levy is attributable to numerous issues, including:

- Addition of 4 mills for Landfill Monitoring.
- Calculation of maximum mill levy with estimated increase in inflation factor, and estimate of newly taxable property increase of 2%.

<b>Assessed Market Value</b>	<b>Estimated Taxable Value</b>	<b>FY14 City Tax Levy = 173.08 mills</b>	<b>FY15 City Tax Levy = 188.76 mills</b>	<b>FY16 City Tax Levy = 210.16 mills</b>	<b>FY17 Estimated City Tax Levy = 214.64 mills</b>
<b>Median Home ~\$256,000</b>	\$3,468	\$622	\$678	\$729	\$745
<b>\$200,000</b>	\$2,820	\$762	\$831	\$593	\$605
<b>\$300,000</b>	\$4,230	\$1,142	\$1,246	\$889	\$908

*\* Median Value changed due to reappraisal in FY16*

The median home “assessed market value” represents the value on the tax roll for a home within the Bozeman city limits. Median simply means that half of the homes in the city have a higher value and half have a lower value. Each year the Median Home value changes slightly. Last tax year, the Department of Revenue and the State Legislature made significant changes to tax policy. Due to those changes in tax policy and the implementation of new market values in a statewide reappraisal, the City’s median home value dropped slightly from \$279,000 in FY14 to \$256,000 in FY15. The median home will pay \$3.47 in City property taxes for every mill levied in Fiscal Year 2017. Residents living in the median home are estimated \$745 in annual property taxes to the City, an increase of \$16 above last year.

## **General Taxes - Cost per Mill**

For the coming fiscal year, we are estimating a 2% increase in the value of taxable property across the city. Taking into account the 1.5% reduction in values we experienced last year, taxable values for the City have an average increase of only

1.5% per year for the past 5 years. However, given the continued strong building permit activity, we believe this estimate is appropriate.

**Citywide Street and Tree Maintenance Assessments**

City property owners pay an annual street maintenance, arterial street, and tree assessment based on the square footage of the lot they own. These assessments are the major funding for Street Maintenance, Arterial Street capital, and Forestry Divisions.

The recommended budget is based on a 15% increase in the Street Maintenance assessment, resulting in an annual assessment of \$169.24 for the average sized lot. The majority of this increase is attributed to the second year phase-in of an added \$1 Million in annual pavement maintenance.

The new Arterial and Collector Street Assessment District is recommended to proceed with the original plan: to phase-in assessments that will total \$2 Million annually in construction on arterial and collector streets over 3 years. For FY17 (second year), we are recommending a 90% increase in the assessment from last year. For the average sized residential lot, the annual assessment would be \$41.33 for the year.

The Tree Maintenance District is in need of a 25% increase to support the addition of a Forestry Superintendent and to implement the Urban Forestry Management Plan. There was no increase to this assessment in FY13-15. There was actually a small decrease to the assessment in FY15, based on revised assessment methods adopted in July 2014. For the average sized residential lot, the annual assessment would be \$22.10 for the year.

Combined, property owners of an average sized city lot would pay \$231.82 in annual assessments. This is an increase over the previous year of \$46.11, or \$3.84 per month.

Lot Size	FY15 Approved 6.39% Streets & - 1.2% Trees	FY16 Approved 10% Streets & 2% Trees, with Arterial Street District	FY17 Recommended 15% Streets & 25% Trees, 90% Arterial Street District
<b>Small= 5,000 sq ft.</b>	Streets - \$89.18	Streets - \$98.10	Streets - \$112.81
	Trees - \$11.11	Trees - \$11.33	Trees - \$14.16
		New! Arterial Streets - \$14.36	Arterial Streets - \$27.55
<b>Average = 7,500 sq ft.</b>	Streets - \$133.79	Streets - \$147.17	Streets - \$169.24
	Trees - \$16.67	Trees - \$17.00	Trees - \$21.25
		New! Arterials Streets – \$21.54	Arterials Streets – \$41.33
<b>Large = 10,000 sq ft.</b>	Streets - \$178.39	Streets - \$196.23	Streets - \$225.66
	Trees - \$22.23	Trees - \$22.67	Trees - \$28.34
		New! Arterial Streets – \$28.73	Arterial Streets – \$55.10

**Utility Rates**

**Water & Sewer:** City property owners are by and large required to utilize the City’s water and sewer treatment systems. Last year, we updated our 5 year funding models for both Water and Sewer Rates. The Commission approved a 2.5% increase in Water rates and a 3% increase in sewer rates, for each of FY16 and FY17. The Recommended Budget incorporates these rate increases that have already been approved.

**Stormwater:** The Stormwater rates were adopted in April 2015. The new base charges took effect in May 2015 and the variable charges and credits took effect in December 2015, based on impervious area and existing infrastructure. We are not recommending a rate increase this year.

**In Total:** A residential customer utilizing 10 hundred cubic feet (HCF) of water each month will see an estimated combined monthly increase for these services of \$2.47/month.

Average Residential Customer	Approved FY15 Monthly Bill <i>Jan. 2015-June 2015</i> 0% Increase Water 3% Increase Sewer Stormwater, Revised	Approved FY16 Monthly Bill 2.5% Increase Water 3% Increase Sewer Stormwater, Revised	Approved FY17 Monthly Bill 2.5% Increase Water 3% Increase Sewer 0% Stormwater
<b>Water</b>	\$40.15 per month	\$41.15 per month	\$42.18 per month
<b>Sewer</b>	\$46.73 per month	\$48.13 per month	\$49.57 per month
<b>Stormwater</b>	\$ 3.23 per month	\$ 5.91 per month	\$ 5.91 per month
<b>Total</b>	<b>\$90.11 per month</b>	<b>\$95.19 per month</b>	<b>\$97.66 per month</b>

**In Conclusion**

The Approved Budget was developed to preserve and improve property values and the quality of life around town, while trying to minimize the financial impacts to residents, businesses, and property owners. To summarize, a typical residential property owner will likely see taxes and assessments increase by \$91.13 for the year, or \$7.59 per month.

Typical Resident: Annual Increase	Recommended Budget
Street Maintenance Assessments	\$22.07
Forestry Assessments	\$3.83
Arterial Street Assessment	\$19.79
Property Taxes	\$15.80
Water Services	\$12.36
Sewer Services	\$17.28
Storm Water Services	-

Annual Increase	<u>\$91.13</u>
Monthly Increase	<u>\$7.59</u>

We are thankful to the Commission, community members and staff who participated in the many processes that brought resulted in this Approved Budget.

Respectfully,

*Chris Kukulski*, City Manager

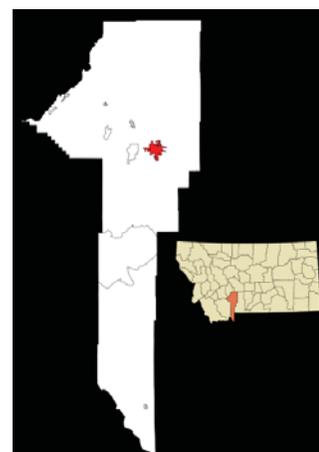
*Anna Rosenberry*, Administrative Services Director

## 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 fourth 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.

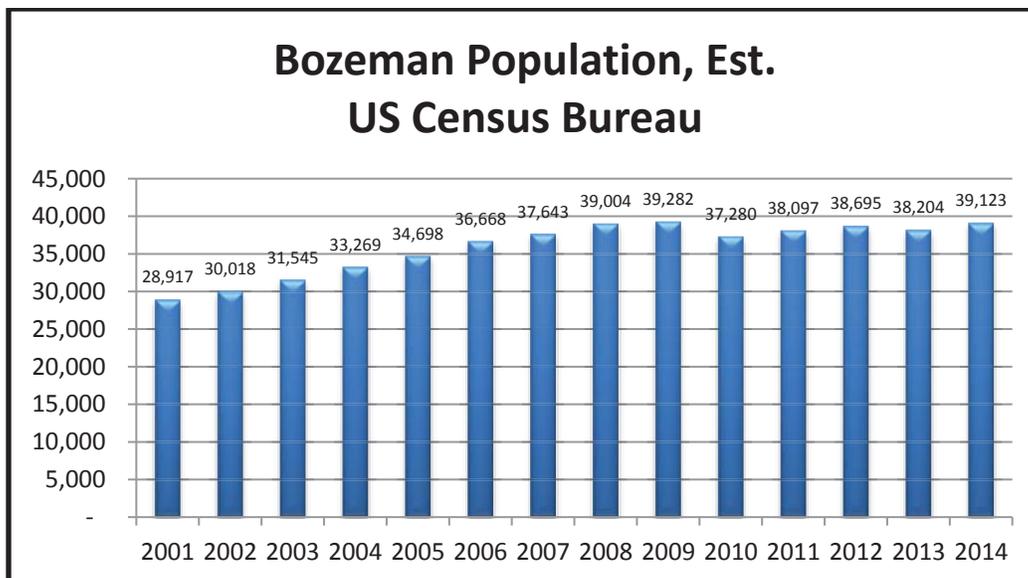


Below are a number of US Census Bureau facts for the City of Bozeman and the State of Montana.

People QuickFacts Source: US Census Bureau	Bozeman	Montana	Bozeman as % of Montana Data
Population: 2013 estimate	39,860	1,014,864	3.9%
Population: 2010 (April 1) estimates base	37,285	989,417	3.8%
Population: Percent change 4/01/10 to 7/01/13	6.9%	1.03 %	10.1%
Population: 2010 census	37,280	989,415	3.8%
Persons under 5 years old: % 2013	5.5%	6.0%	
Persons under 18 years old: % 2013	15.7%	22.1%	
Persons 65 years old and over: % 2013	8.1%	16.2%	
Female persons: % 2013	47.4%	49.8%	
White persons: % 2013 (a)	93.6%	89.5%	
Black persons: % 2013 (a)	0.5%	.06%	
American Indian and Alaska Native persons: % 2013	1.1%	6.5%	
Asian persons: % 2013 (a)	1.9%	.08%	
Native Hawaiian and Other Pacific Islander: % 2013	0.1%	.1%	
Persons reporting two or more races: % 2013	2.1%	2.5%	
Persons of Hispanic or Latino origin: % 2013 (b)	2.9%	3.3%	
Living in same house 1 year and over: % 2009-2013	62.8%	83.6%	
Foreign born persons: % 2009-2013	3.9%	2.0%	
Language other than English spoken at home: % age 5+ 2009-2013	5.4%	4.4%	
High school graduates: % age 25+ 2009-2013	97.2%	92.1%	
Bachelor's degree or higher: % age 25+ 2009-2013	53.6%	28.7%	
Mean travel time to work (min): workers age 16+ 2009-2013	13.6	18.0	

**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 39,860 for 2013 indicates a total 41.9% increase since the year 2000. Source: US Census Bureau

Year	Actual*/ Estimated Population	Bozeman’s Estimated Annual % Change in Population	Accumulated % Growth Since 2000
<b>2000*</b>	<b>28,083</b>	<b>n/a</b>	<b>-</b>
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%	36.8%
2008	39,004	3.6%	41.8%
2009	39,282	0.7%	42.8%
2010	37,280	-5.1%	35.5%
2011	38,097	2.2%	38.5%
2012	38,695	1.6%	40.7%
2013	38,204	-1.3%	39%
2014	39,123	2.4%	42.22%



Bozeman Population, Est US Census Bureau 1

**Business:** 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.

<b>Business QuickFacts</b> Source: US Census Bureau	<b>Bozeman</b>	<b>Montana</b>	<b>Bozeman as % of Montana Data</b>
<b>Merchant wholesaler sales: 2007 (\$1000)</b>	253,183	8,202,782	3.1%
<b>Retail sales: 2007 (\$1000)</b>	1,210,156	14,686,854	8.2%
<b>Retail sales per capita: 2007</b>	\$32,148	\$15,343	210.0%
<b>Accommodation and foodservices sales: 2007 (\$1000)</b>	140,984	2,079,426	6.8%
<b>Total number of firms: 2007</b>	6,100	114,398	5.3%
<b>Black-owned firms: % 2007</b>	<100	0.2%	n/a
<b>American Indian and Alaska Native owned firms: % 2007</b>	<100	2.0%	n/a
<b>Asian-owned firms: % 2007</b>	<100	0.6%	n/a
<b>Hispanic-owned firms: % 2007</b>	<100	1.0%	n/a
<b>Native Hawaiian and Other Pacific Islander owned firms: % 2007</b>	<100	<0.05%	n/a
<b>Women-owned firms: % 2007</b>	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 (2013 data).

<b>Employer</b>	<b>Employee Size</b>	<b>Employer</b>	<b>Employee Size</b>
Bozeman Deaconess Hospital	1,000+ Employees	Oracle America, Inc.	250-499 Employees
Ressler Motors	250-499 Employees	Albertsons	100-249 Employees
Barnard Construction Co Inc	100-249 Employees	Best Western Plus – Grantree Inn	100-249 Employees
Bozeman Daily Chronicle	100-249 Employees	Bozeman Trail Inc	100-249 Employees
Christie Electric Inc.	100-249 Employees	Community Food Co-Op	100-249 Employees
Costco	100-249 Employees	Famous Dave’s	100-249 Employees
First Security Bank	100-249 Employees	Gibson Guitars	100-249 Employees
Holiday Inn	100-249 Employees	Home Depot	100-249 Employees
Karst Stage Inc	100-249 Employees	Kohl’s	100-249 Employees
Lowe’s Home Improvement	100-249 Employees	Montana Ale Works	100-249 Employees
Murdoch’s Ranch & Home Supply	100-249 Employees	Old Chicago	100-249 Employees
Olive Garden Restaurant	100-249 Employees	Reach Inc.	100-249 Employees
The Ridge Athletic Club	100-249 Employees	Riverside Country Club	100-249 Employees

Employer	Employee Size	Employer	Employee Size
Rosauers Supermarket	100-249 Employees	Schlauch-Bottcher Construction	100-249 Employees
Simkins-Hallin Lumber Co	100-249 Employees	Simms Fishing Products	100-249 Employees
Target	100-249 Employees	Walmart Supercenter	100-249 Employees
Williams Plumbing & Heating	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
Gallatin County Rest Home	100-249 Employees	Crimestoppers	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 2014, the top taxpayers within the City were as follows. These ten taxpayers comprised a total of 9.85% of our property tax base.

Top Ten Property Taxpayers			
Name	Rank	Total Taxable Value	As a % of City as a whole
Northwestern Energy	1	3,668,602	4.28%
Qwest Corporation	2	1,040,298	1.21%
Bresnan Communications	3	813,246	0.95%
Verizon Wireless	4	555,252	0.65%
Harry Daum	5	500,755	0.58%
Stone Ridge Partners, LLC	6	468,297	0.55%
J&D Family Limited Partnership	7	350,638	0.41%
Bridger Peaks Holdings, LLC	8	350,440	0.41%
First Security Bank	9	349,000	0.41%
Wal-Mart Stores Inc	10	338,929	0.40%
<b>Total</b>		<b>8,435,457</b>	<b>9.85%</b>

## CORE VALUES

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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

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

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

**Goals:**

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

## ADOPTED WORK PLAN FOR 2016-2017

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### City of Bozeman 2016-2017 Priorities

On February 29, 2016, the City Commission adopted the following items as their top priorities for staff to focus on accomplishing in the coming year.

*Adopted Priorities:*

1. Joint Law & Justice Center
2. Story Mill Landfill
3. Unified Development Cod Rewrite
4. Vision & Strategic Plan
5. 2017 Legislative Agenda
6. Parks Maintenance District
7. Broadband Expansion
8. Impact Fee Updates

## PLANNING PROCESSES

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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:

- Bozeman Community Plan—Adopted 2010.
- Bozeman Area Transportation Plan—Adopted 2015.
- Police Services Facility & Staffing Plan—Adopted 2007.
- Fire Services Master Plan—Adopted 2006.
- Wastewater Facility Plan—Adopted 2015.
- Water Facility Plan—Adopted 2006.
- Stormwater Facility Plan—Presented February 2008.
- Parks, Recreation, Open Space, and Trails Plan—Adopted 2007.
- Municipal Climate Action Plan—Adopted 2008.
- Community Climate Action Plan – Adopted 2011.
- Economic Development Plan—Adopted 2010.
- Downtown Improvement Plan—Adopted 2010.

### Plans for Facility Maintenance:

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

### Financial Plans:

- Annual Budget—Adopted each June.
- Capital Improvements Plan - Updated & adopted each year; recently for FY17-FY21.
- Water Rate Study (5 Years) – Updated for FY16-FY20.
- Wastewater Rate Study (5 Years) – Updated for FY16-FY20.
- Impact Fee Studies (Water, Sewer, Streets, Fire) – Adopted 2012 & 2013.
- Solid Waste Rate Study – Completed 2012. Additional Operational Study, 2013.

## FINANCIAL POLICIES

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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
<b>General Fund</b>	1. Restricted 2. Committed 3. Assigned 4. Unassigned  The City Commission and the City Manager, individually, have the authority to express assignments in the General Fund.
<b>Special Revenue Funds</b>	1. Restricted 2. Committed 3. Assigned  The City Commission and the City Manager, individually, have the authority to express assignments in Special Revenue Funds.
<b>Debt Service Funds</b>	1. Assigned 2. Committed 3. Restricted  The City Commission and the City Manager, individually, have the authority to express assignments in Debt Service Funds.
<b>Capital Projects Funds</b>	1. Restricted 2. Committed 3. Assigned  The City Commission and the City Manager, individually, have the authority to express assignments in Capital Project Funds.

### **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

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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:

<b>Activity:</b>	<b>Public Service</b>
<b>Department:</b>	<b>Wastewater Plant</b>
<b>Division:</b>	<b>Operations</b>
<b>Budget Unit:</b>	<b>Construction</b>

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

Departments	Divisions and Budget Units	Budgeted Funds
City Commission	City Commission, Special Bodies (Ethics Board)	General
City Manager	Administration, City Clerk, Neighborhoods	General
Municipal Court	Operations	General
City Attorney	Administration, Civil Litigation, Criminal Litigation, Criminal Victim-Witness	General, Victim Witness Advocate
Administrative Services	Administration, Accounting, Treasury, Information Technology, Human Resources	General
Community Development	Operations, Development Review, Long-Range Planning, Historical Preservation	Community Development
Facilities Maintenance	City Hall, City Hall Annex, Shop Complex, Professional Building, Senior Center, Library, Fire Station #2, Fire Station #3, Vehicle Maintenance Shop	General
Police	Operations, Crime Control & Investigations, Drug Forfeiture, Parking, Animal Control	General, Drug Forfeiture, Law & Justice Center, Domestic Violence, Police-Court Facility
Fire	Administration, Operations, Operational Readiness, Fire Prevention, Special Fire Services, Hazardous Materials, Disaster & Emergency Services	General, Fire Impact Fees, Fire Special Revenue, Fire Capital/Equipment Replacement
Building Inspection	Operations, Life Safety	Building Inspection
Parking	Administration, Operations, Parking Garage	Parking Enterprise
Public Services Administration	Administration, GIS, Engineering, Snow Removal Enforcement, Weed Cutting Enforcement, Sidewalk Repair Program, Sidewalk & Curb Construction, SID Construction	Water Enterprise
Streets	Operations, Maintenance, Construction, Snow & Ice Removal, Lighting, Traffic Signs & Markers	General, Community Transportation, Gas Tax, Street Maintenance, Street Impact Fees, SIDs, Arterial Construction
Water Plant	Operations, Water Conservation, Construction	Water, Water Impact Fees
Water Operations	Operations, Utility Locates, Water Services, Construction, Reservoirs, Meters, Hydrants, Valves, Repairs	Water, Water Impact Fees
Wastewater Operations	Operations, Utility Locates, Services, Construction, Manholes, Televising, Flushing, Repairs	Wastewater, Wastewater Impact Fees
Water Reclamation Facility	Operations, Laboratory, Sludge Injection, Pretreatment,	Wastewater, Wastewater Impact Fees
Storm Water	Admin and Mapping, Operations, Capital Improvements	Stormwater Enterprise
Solid Waste Collection & Recycling	Collections, Recycling	Solid Waste Enterprise
Solid Waste Disposal	Operations, Landfill	Landfill Post-Closure Costs
Vehicle Maintenance	Operations	Vehicle Maintenance
Parks & Recreation	Cemetery, Parks, Forestry, Recreation	General, Parks & Open Space Bond, Tree Maintenance, Recreation Special Revenue, Story Mansion Operating
Library	Operations, Technical Services, Information, Children's Services, Circulation, Construction	General, Library Special Revenue, Library Depreciation
Community Services	Economic Development, Sustainability	General, Downtown TIF, Community Housing, Housing Revolving Loans, North 7 <sup>th</sup> . TIF, North East Urban Renewal TIF, Downtown BID, Development Impacts, Tourism BID
Non Departmental	Insurance, Contingencies, Transfers, Beautification of Bozeman, Band, Senior Transportation	General, Permissive Medical Levy, Senior Transportation, Employee Health Insurance
GO, SID & TIF Bonds, SID Revolving	Principal & Interest	GO Refunding Series 2012, Parks & Open Space Bond, Downtown TIF, SID Bonds

## 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—trails, open space and parks (TOPS) and library facilities.

Revenue Sources: Debt Service Funds are financed 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, solid waste, stormwater and parking services.

Revenue Sources: Enterprise Funds are financed by 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

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

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.

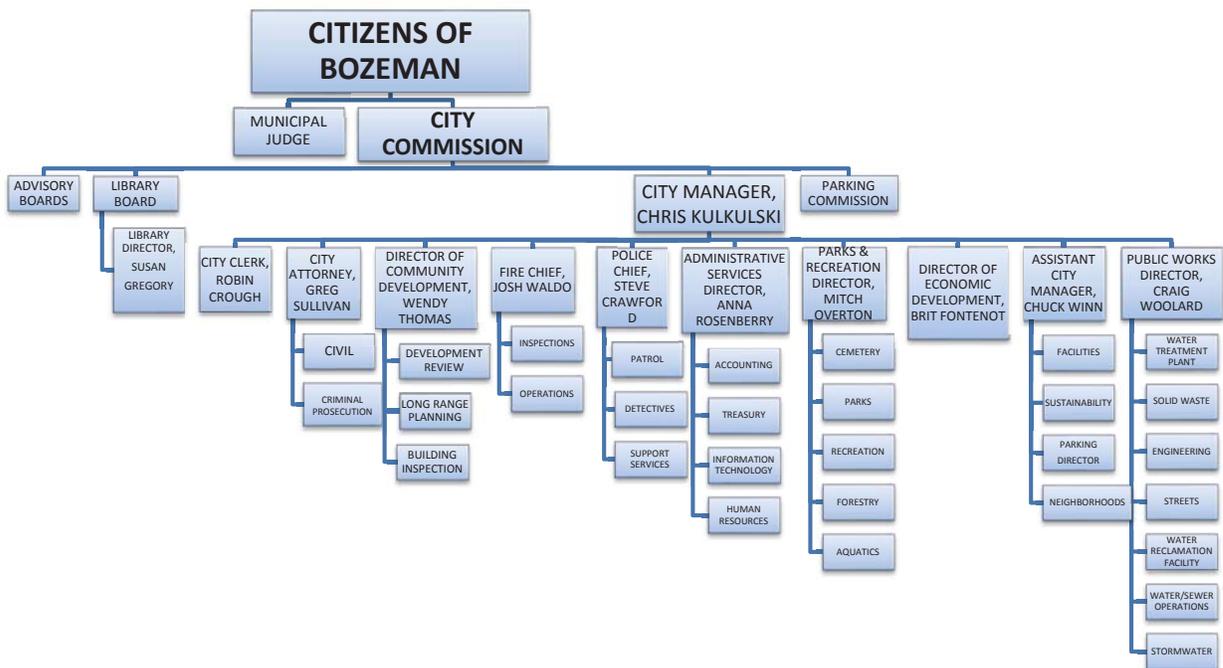
2. January: The Finance Department sends budget request forms and instructions to all departments.
3. January/February: Department administrators assess the needs of their departments and communicate their needs through their budget requests.
4. February: The department requests are compiled by the Administrative 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 30<sup>th</sup>.
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.



## 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 Final Budget Fiscal Year 2016-2017								
	General Fund	Special Revenue	Debt Service	Construction Projects	Enterprise	Internal Service	Permanent	All Funds
Projected Beginning Fund Balance/Working Capital	5,638,033	17,541,615	2,654,125	605,000	19,764,352	232,503	1,096,222	47,531,850
Estimated Revenues	28,534,746	22,209,781	2,429,615	834,756	29,092,298	6,026,612	106,000	89,233,808
Less Appropriations	29,413,605	26,916,597	2,411,482	1,688,375	32,010,922	6,069,245	-	98,510,226
Increase/(Decrease) in Fund Balance/Working Capital	(878,859)	(4,706,816)	18,133	(853,619)	(2,918,624)	(42,633)	106,000	(9,276,418)
Projected Ending Fund Balance/Working Capital	\$ 4,759,174	\$ 12,834,799	\$ 2,672,258	\$ (248,619)	\$ 16,845,728	\$ 189,870	\$ 1,202,222	\$ 38,255,432



CHANGES IN FUND BALANCE/WORKING CAPITAL					
Fiscal Year 2017					
	Projected Beginning	Estimated	Appropriations	Budgeted Ending	
	Fund Balance/ Working Capital	Revenues		Fund Balance/ Working Capital	
<b>General Fund</b>					
010 General Fund	\$ 5,638,033	\$ 28,534,746	\$ 29,413,605	\$ 4,759,174	
<b>Special Revenue Funds</b>					
100 Planning Fund	127,891	1,264,506	1,251,872	140,525	
103 Health-Medical Insurance	180,852	2,369,713	2,369,713	180,852	
108 Community Transportation	432,166	52,594	-	484,760	
109 Highway Safety Improvement Projects	-	180	-	180	
110 Gas Tax Apportionment	236,791	680,339	694,500	222,630	
111 Street Maintenance District	426,384	4,562,212	5,169,575	(180,979)	
112 Tree Maintenance	205,242	601,708	717,219	89,731	
113 Fire Impact Fee	892,205	318,537	25,000	1,185,742	
114 Street Impact Fee	6,166,545	2,388,901	5,170,475	3,384,971	
115 Building Inspection Special Revenue	1,152,293	1,685,248	1,978,444	859,097	
116 Downtown Improvement District	1,221,090	1,785,436	2,882,988	123,538	
119 Economic Development Loan Fund	-	48,500	31,000	17,500	
120 Community Housing	520,324	277,236	287,400	510,160	
121 Housing Revolving Loan Fund	13,325	5,325	-	18,650	
123 Big Sky Ec Dev Grant	16,500	-	16,500	-	
125 Drug Forfeiture	43,781	165,035	213,116	(4,300)	
128 Fish Wildlife And Park Management Areas	20,440	-	-	20,440	
130 Americans With Disability Act	35,382	240	-	35,622	
131 Beautification of Bozeman	991	-	-	991	
132 Bogert Park Special Revenue	13,728	2,200	-	15,928	
133 Recreation Department Special Revenue	11,658	1,035	-	12,693	
135 Cemetery Department Special Revenue	2,382	15	-	2,397	
136 Park Department Special Revenue	7,915	3,188	-	11,103	
137 Library Department Special Revenue	82,891	78,654	-	161,545	
138 Law & Justice Center	350,625	-	19,125	331,500	
139 Police Department Special Revenue	256,185	30,266	-	286,451	
140 Police Domestic Violence	140	115,000	200,325	(85,185)	
141 Street Arterial Construction	575,996	1,096,443	1,030,000	642,439	
143 TIF Midtown (formerly N7th)	1,926,163	728,013	1,027,000	1,627,176	
144 TIF NE Urban Renewal	300,335	1,704,800	1,877,944	127,191	
145 TIF Mandeville Industrial	(99,370)	36,097	-	(63,273)	
146 Lighting Dist.'s (146-170, 181, 182, 200-241)	552,228	373,361	441,133	484,456	
174 Victim Witness Advocate	330,411	79,563	140,000	269,974	
175 Senior Transportation	39,971	88,401	88,295	40,077	
176 Business Improvement District	7,484	146,700	140,800	13,384	
177 Neighborhood Associations	978	7	-	985	
179 Diaster Relief Fund (Hail Damage)	-	8,636	-	8,636	
183 Fire Department Special Revenue	3,733	3,506	-	7,239	
184 Parks Master Plan Develop	45,683	-	-	45,683	
185 Insurance Proceeds	-	-	-	-	
186 Development Impacts	157,034	1,234	-	158,268	
187 Fire Department Equipment	654,359	355,697	-	1,010,056	
188 City/County Drug Forfeiture	153,866	1,047	-	154,913	
189 Story Mansion Special Revenue	25,340	38,000	44,173	19,167	

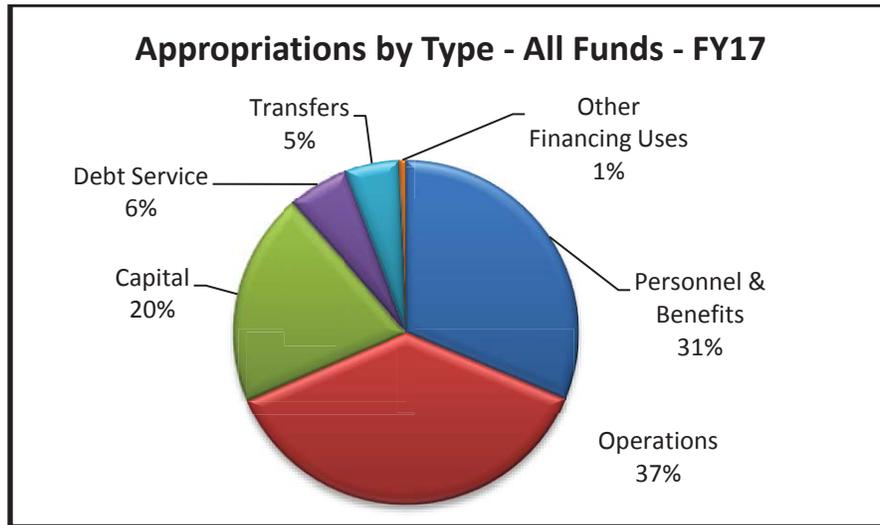
<b>CHANGES IN FUND BALANCE/WORKING CAPITAL</b>					
<b>Fiscal Year 2017</b>					
	<b>Projected Beginning</b>	<b>Estimated</b>	<b>Appropriations</b>	<b>Budgeted Ending</b>	
	<b>Fund Balance/ Working Capital</b>	<b>Revenues</b>		<b>Fund Balance/ Working Capital</b>	
191 Tourism BID	60,231	1,101,218	1,100,000		61,449
193 Street Maintenance - Babcock SID	5,800	5,700	-		11,500
194 Street Maintenance - Durston SID	5,600	5,290	-		10,890
850 Park Land - Cash in Lieu	378,047	-	-		378,047
<b>Total Special Revenue Funds</b>	<b>\$ 17,541,615</b>	<b>\$ 22,209,781</b>	<b>\$ 26,916,597</b>		<b>\$ 12,834,799</b>
<b>Debt Service Funds</b>					
300 Special Improvement District Revolv. Fund	2,358,864	19,000	236,756		2,141,108
303 G.O. Refunding Series 2012	59,372	276,000	276,000		59,372
304 Park & Trails Bond	-	1,082,738	1,082,738		
305 TIF 2007 Downtown Bonds	-	425,488	425,488		-
310 SID Funds	235,889	626,389	390,500		471,778
<b>Total Debt Service Funds</b>	<b>\$ 2,654,125</b>	<b>\$ 2,429,615</b>	<b>\$ 2,411,482</b>		<b>\$ 2,672,258</b>
<b>Construction Funds</b>					
<b>Capital Projects</b>	<b>605,000</b>	<b>834,756</b>	<b>1,688,375</b>		<b>(248,619)</b>
<b>Enterprise Funds</b>					
600 Water	11,131,378	9,622,926	10,467,425		10,286,879
610 Water Impact Fee - Net Assets	2,088,448	1,475,000	2,115,750		1,447,698
620 Waste Water	4,955,788	8,450,151	8,947,694		4,458,245
630 Waste Water Impact Fee - Net Assets	557,793	3,149,133	4,003,461		(296,535)
640 Solid Waste	333,018	3,359,309	3,130,050		562,277
641 Landfill Post-Closure & Monitoring	403,500	807,000	1,103,000		107,500
650 Parking Enterprise	89,429	780,999	851,048		19,380
670 Storm Water	204,998	1,447,780	1,392,494		260,284
<b>Total Enterprise Funds</b>	<b>\$ 19,764,352</b>	<b>\$ 29,092,298</b>	<b>\$ 32,010,922</b>		<b>\$ 16,845,728</b>
<b>Internal Service Funds</b>					
710 Vehicle Maintenance Shop	42,663	1,205,700	1,248,333		30
720 Health-Medical Self-Insurance Fund	189,840	4,820,912	4,820,912		189,840
<b>Total Internal Service Funds</b>	<b>\$ 232,503</b>	<b>\$ 6,026,612</b>	<b>\$ 6,069,245</b>		<b>\$ 189,870</b>
<b>Permanent Funds</b>					
800 Cemetery Perpetual Care	1,096,222	106,000	-		1,202,222
<b>Total Permanent Funds</b>	<b>1,096,222</b>	<b>106,000</b>	<b>-</b>		<b>1,202,222</b>
<b>Total All Funds</b>	<b>\$ 47,531,850</b>	<b>\$ 89,233,808</b>	<b>\$ 98,510,226</b>		<b>\$ 38,255,432</b>

## MILL LEVIES & MILL VALUES

** FINAL BUDGET						
MILL LEVIES & MILL VALUES						
FISCAL YEAR	FY12	FY13	FY14	FY15	FY16	FY17 Est
MILL VALUE (net of TIFD's)	\$ 82,062	\$ 83,226	\$ 85,637	\$ 87,894	\$ 86,564	\$ 88,295
	Issued 9/2011					
PERCENTAGE CHANGE	2.1%	14%	2.9%	2.6%	-15%	2.0%
<b>GENERAL FUND:</b>						
<b>All-Purpose</b>	<b>127.16</b>	<b>127.66</b>	<b>134.76</b>	<b>144.77</b>	<b>155.78</b>	<b>156.83</b>
<b>SPECIAL REVENUE:</b>						
City Planning	2.00	2.00	2.00	2.00	2.00	2.00
Local Government Study Commission						
Health/Med Insurance	22.53	23.22	22.57	23.18	27.11	26.84
<b>Fire Capital &amp; Equipment</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
Transfer to Stormwater - Landfill Project	0.00	0.00	0.00	157	162	159
Transfer to Landfill Closure - Monitoring						<b>4.00</b>
Senior Transportation	100	100	100	100	100	100
Workforce Housing	0.50	<b>0.50</b>	<b>0.50</b>	<b>1.00</b>	<b>3.00</b>	<b>3.00</b>
<b>TOTAL SPECIAL REVENUE</b>	<b>30.03</b>	<b>30.72</b>	<b>30.07</b>	<b>32.75</b>	<b>38.72</b>	<b>42.42</b>
<b>DEBT SERVICE:</b>						
Park & Trail G.O.Bonds			0.00	8.13	12.49	12.26
Library G.O. Bonds	3.84	3.30	3.06	3.11	3.16	3.13
Transportation G.O. Bonds	5.72	5.07	5.19	0.00	0.00	0.00
<b>TOTAL DEBT SERVICE</b>	<b>9.56</b>	<b>8.37</b>	<b>8.25</b>	<b>11.24</b>	<b>15.65</b>	<b>15.39</b>
<b>TOTAL ALL LEVIES</b>	<b>166.75</b>	<b>166.75</b>	<b>173.08</b>	<b>188.76</b>	<b>210.16</b>	<b>214.64</b>
Percentage Change in Mills	-1.2%	0.0%	3.8%	9.4%	12.4%	2.4%
Property Taxes Levied	\$ 13,683,839	\$ 13,878,293	\$ 14,821,724	\$ 16,590,871	\$ 18,191,892	\$ 18,951,933
Percentage Change in Dollars	0.9%	14%	6.8%	11.9%	9.7%	4.2%
<b>* These funds are being combined into the All Purpose Levy. They are all subject to MCA 15-10-420.</b>						
<b>Tax Authority Authorized but Not Levied</b>						
General Fund Reduction	462,720	\$ 694,976	\$ 1,263,330	\$ 1,271,667	\$ 363,096	\$ 539,000
Street & Tree Maintenance Offset	116,270	\$ -	\$ -	\$ -	\$ -	\$ -
Police & Fire Reductions	849,000	\$ 914,000	\$ 578,525	\$ -	\$ -	\$ -
SAFER Grant	189,720	\$ 113,985	\$ -	\$ -	\$ -	\$ -
911 Mills (Resolution No. 3954)	723,303	\$ 738,558	\$ 749,034	\$ 770,733	\$ 779,076	\$ 794,658
FY11 Certification Error:	59,753					
Total Authorized But Not Levied	\$ 2,400,766	\$ 2,461,995	\$ 2,590,889	\$ 2,042,400	\$ 1,442,172	\$ 1,333,658
Number of Mills	20.32	29.58	31.13	23.85	13.19	15.10

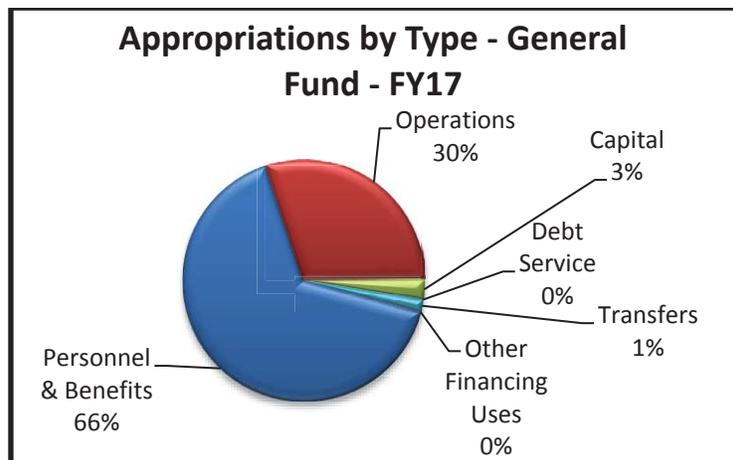
## APPROPRIATIONS BY TYPE

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 FY17 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.

**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.

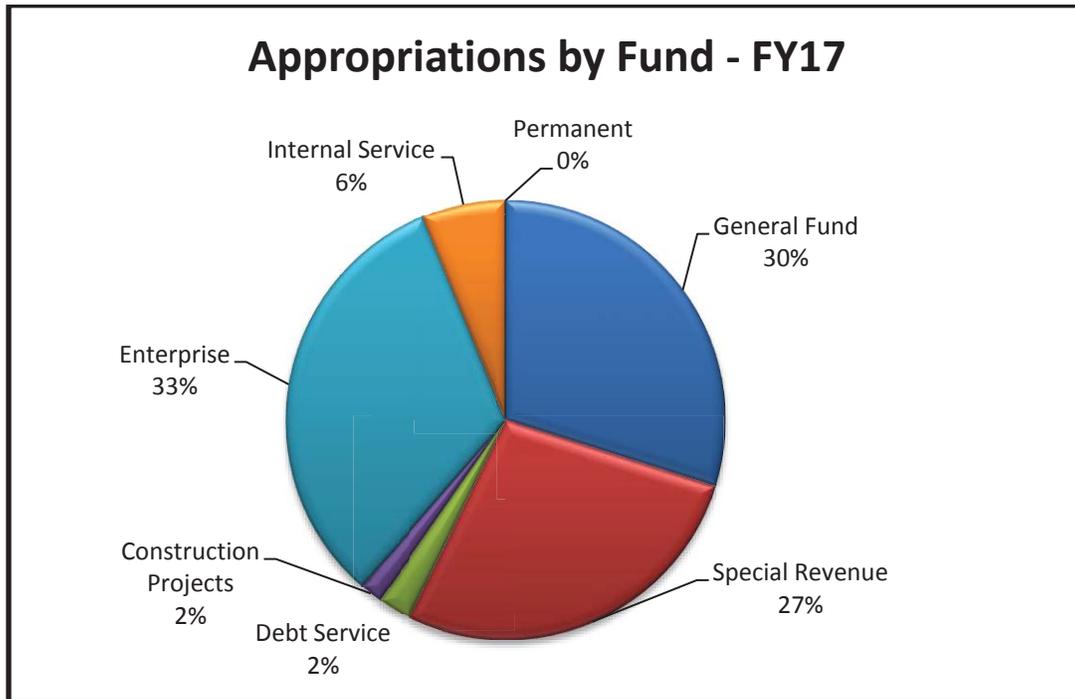


## APPROPRIATIONS BY FUND

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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, and Storm-water Utility Funds. These funds operate on a self-supporting basis.



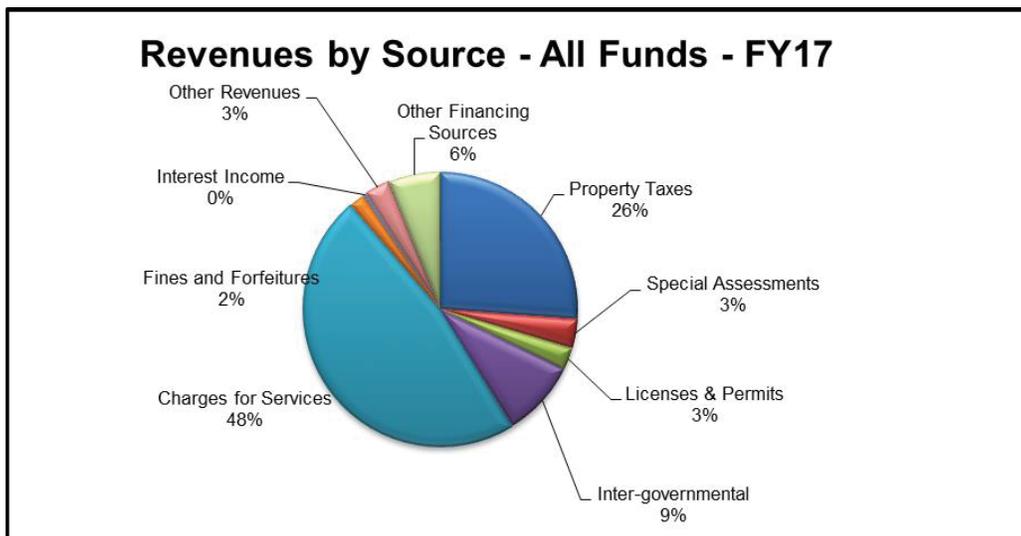
Appropriations by Fund - FY17

Special Revenue Funds, totaling 25% 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. We have added the proposed Arterial & Collector Assessment Fund this year.

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

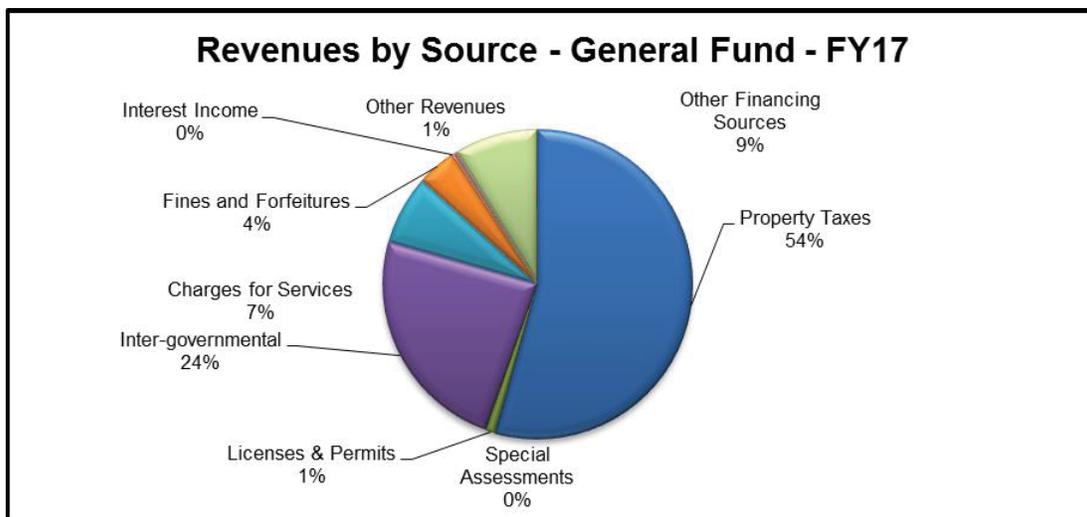
## REVENUES BY SOURCE

As shown, Charges for Services and Property Taxes account for 74% 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 and Trails, Open Space & Parks.



Revenues by Source - All Funds

**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.



Revenues by Source - General Fund

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 78% of General Fund revenues.

## LEGAL DEBT LIMIT & BOND RATINGS

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**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 \$5.9 Billion, a significant increase due to the statewide property reappraisal. We are estimating an increase of 2.0% for the coming year.

**General Obligation Bond Rating:** The City’s most recent general obligation bond rating was done in connection with the issuance of the Trails, Open Space & Parks bonds in October 2014. Moody’s rated that issue an “Aa3”, stating: “The rating reflects the City’s fairly large, stable tax base, improved wealth measures, a trend of sound financial operations and healthy reserve levels that largely remained intact despite a recent litigation payout, and a limited debt burden that is expected to increase over the near-term.”

**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 borrow a total of \$6.6 Million for the Sourdough Water Tank project, guaranteed by the Water Fund.

**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”. This budget includes anticipated borrowing of \$4.5 million for Special Improvement District (SID) debt for the Downtown Streetscape SID. 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 in 2010 and reaffirmed by Standard & Poor’s to BBB+/Stable in the spring of 2015.

Legal Debt Limit—G.O.	Estimated June 30, 2016	Estimated June 30, 2017
Statutory G.O. Debt Limit—2.5% of Valuation	\$142,464,717	\$145,314,011
Less: Outstanding G.O. Bonds	(\$14,965,000)	(\$14,965,000)
Less: Loans Payable	(\$1,209,518)	(\$809,518)
Plus: Fund Balances Reserved for Debt Payment	-	-
<b>Equals: Legal Debt Margin</b>	<b>\$126,290,199</b>	<b>\$129,539,493</b>

City of Bozeman Revenues: All Funds	Property Taxes	Special Assessment	Licenses & Permits	Inter-governmental	Charges for Services	Fines and Forfeitures	Interest Income	Other Revenues	Other Financing	TOTAL
010 - General Fund	\$ 15,417,000		\$ 316,170	\$ 7,037,266	\$ 2,122,555	\$ 1203,500	\$ 45,000	\$ 116,500	\$ 2,276,755	\$ 28,534,746
100 - Community Development/Planning	176,591			108,160	719,899		3,000	47,694	209,162	1,264,506
103 - Health-Medical Insurance	2,369,713									2,369,713
108 - Community Transportation	-			-			1,660	50,934	-	52,594
110 - Gas Tax				676,439			3,900			680,339
111 - Street Maintenance	11,000		7,619		4,526,593		17,000		-	4,562,212
112 - Tree Maintenance				250	593,858		1,600	6,000		601,708
113 - Fire Impact Fee					311,973		6,564			318,537
114 - Street Impact Fee					2,293,441		94,500			2,387,941
115 - Building Inspection Fund			1,670,333		195		13,000			1,685,248
116 - TIFD Downtown Improvement	1,727,000			45,436			10,000	3,000		1,785,436
119 - Economic Development Loan									48,500	48,500
120 - Community Housing Fund							2,850	9,500	264,886	277,236
121 - Housing Revolving Loan							50	5,275		5,325
125 - Drug Forfeiture Fund				-		53,931		-	111,104	165,035
132 - Bogert Park Special Revenue							325	2,115		2,440
133 - Recreation Special Revenue							40	995		1,035
135 - Cemetery Special Revenue							15			15
136 - Park Special Revenue							30	3,158		3,188
137 - Library Special Revenue							300	78,354		78,654
139 - Police Special Revenue					-		1,806	28,460	-	30,266
140 - Police Domestic Violence				115,000					-	115,000
141 - Street Arterial Construction		1,095,551						892		1,096,443
143 - TIF N 7th Corridor	719,213			-			8,800			728,013
144 - TIF NE Urban Renewal District	143,000			-			1,800			144,800
145 - TIF Mandeville Farm Industrial	36,097									36,097
146 - 170; 181; 182; 200 -241 - Lighting Districts		368,357					5,004			373,361
174 - Victim/Witness Advocate						76,800	2,763			79,563
175 - Senior Transportation	88,295						106			88,401

176 - BID Downtown Improv Dist			-				200	14,500	132,000	146,700
177 - Neighborhood Association							7			7
179 - Disaster Relief							8,816			8,816
183 - Fire Department Special Revenue							506	3,000		3,506
186 - Development Impacts							1,234			1,234
187 - Fire Dept Equipment	353,131						2,516	-		355,697
188 - City/County Joint Forfeiture							1,047			1,047
189 - Story Mansion Special Revenue					38,000					38,000
191 - Bozeman Tourism BID		1,100,000						1218		1,101,218
193 - Street Maintenance - Babcock SID							-	5,700		5,700
194 - Street Maintenance - Durston SID							40	5,250		5,290
300 - SID Revolving Fund			-				19,000		-	19,000
303 - G.O. Refunding Series 2012	276,000									276,000
304 - Parks & Open Space Bond	1,082,738									1,082,738
305 - 2007 Downtown TIF Bonds									425,488	425,488
310-447- SID Funds		626,389					-	-		626,389
500-566 - Construction Funds								834,756	-	834,756
600 - Water Fund				1500	7,898,330		70,000	135,000	1518,096	9,622,926
602 - Sourdough Tank Construction Fund									-	-
610 - Water Impact Fee					1,470,000		5,000			1,475,000
620 - Waste Water Fund				1500	8,149,451		15,000	284,200		8,450,151
630 - Waste Water Impact Fee					3,149,133					3,149,133
640 - Solid Waste Fund					3,332,444		6,365	20,500		3,359,309
641- Landfill Closure Costs							-	807,000	-	807,000
650 - Parking Fund			326,699	-		284,500	2,800	167,000		780,999
670 - Storm Water Fund					1,305,680		2,100		140,000	1,447,780
710 - Vehicle Maintenance				-	1,200,000		2,700	3,000		1,205,700
720 - Health-Medical Insurance					4,820,912			-		4,820,912
800 - Cemetery Perpetual Care					100,000		6,000			106,000
	\$ 22,399,828	\$ 3,190,297	\$ 2,320,821	\$ 7,985,551	\$ 42,034,184	\$ 1,618,731	\$ 363,444	\$ 2,634,001	\$ 5,125,991	\$ 87,672,848
% of Total	26%	4%	3%	9%	48%	2%	0%	3%	6%	100%

## REVENUE TRENDS & ANALYSIS

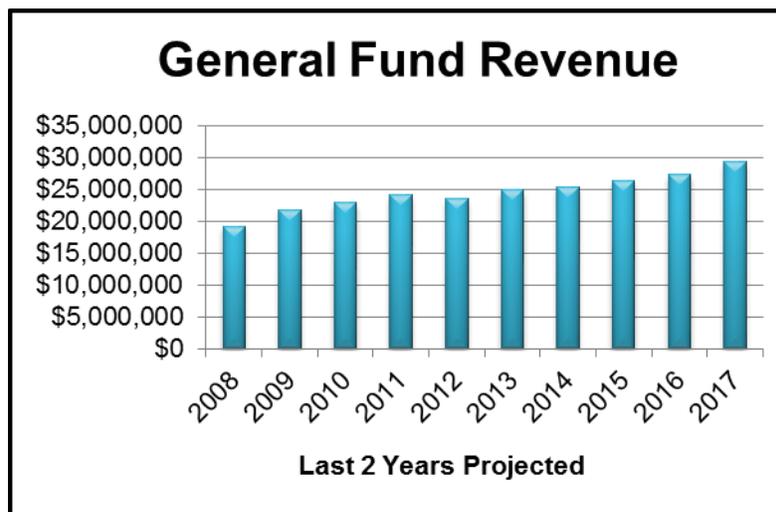
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Revenues are estimated for every fund of the City each year. This summary of revenue estimates is supported by detailed revenue estimates for each fund, as described later in the tables titled “Revenue & Expenditure Details”.

This section of the budget highlights major governmental and enterprise funds of the City: the General Fund, Street Maintenance Fund, along with Water, Wastewater, Stormwater 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 eight funds comprise over \$61 Million (70%) 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 \$28.5 Million for the budget year.



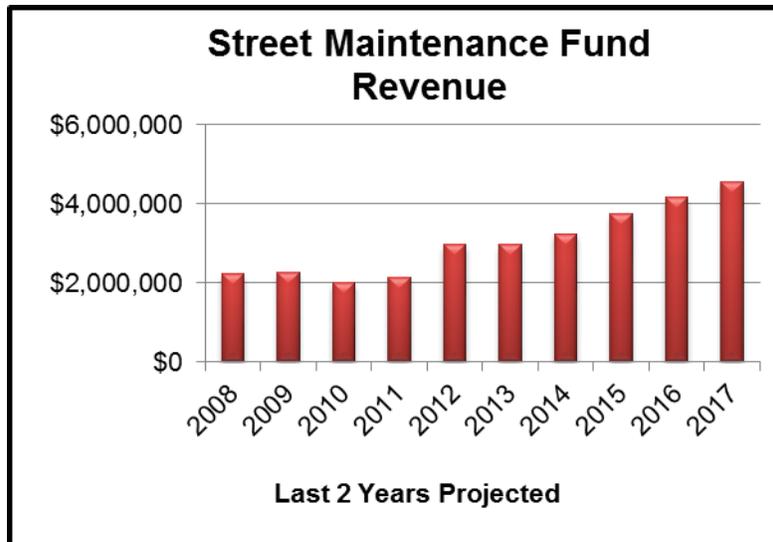
General Fund Revenue

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 the rate of local construction that began in 2008 reduced tax dollars from new construction.

## 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 \$4.6 Million in total revenues this fiscal year.

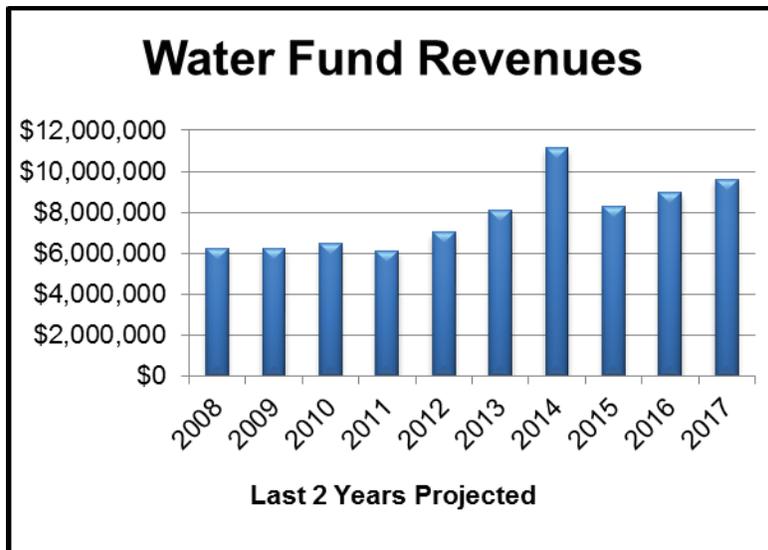


Street Maintenance Fund Revenue

- 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, there were no revenues from Other Sources, but an increase in assessments to continue to build resources for reconstruction and curb replacements.
- FY15 adopted a 6.4% rate increase for general street maintenance projects.
- FY16 budget approved increasing street assessments 10% - which includes a significant increase for pavement maintenance. This is intended to add \$1 Million over 3 years for additional construction projects.
- FY17 calls for a 15% Increase to fund operating increases and added pavement maintenance.

## WATER FUND

Shown on the graph on the following page are total water fund revenues, estimated at \$9.6 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.

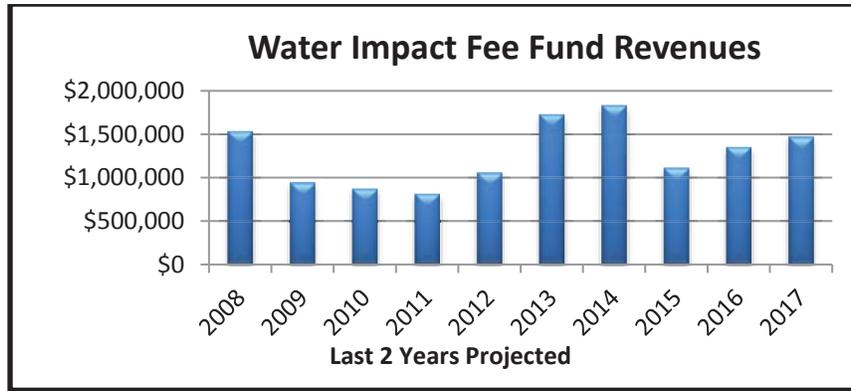


Water Fund Revenues

- 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 are coming 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.
- Discounts for ACH payments were discontinued in FY14.
- Beginning in FY15, the Public Works Department budget is charged to the Water Fund. This department's administrative overhead is charged out to the departments that use their services, which is a significant increase in the Water Fund revenues.
- The FY16 & FY17 budgets incorporate an adopted rate increase of 2.5% to continue to cover costs of the utility.

### **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. Based on the newly adopted Impact Fees in April 2013, and increased construction, rates and revenues increased significantly in FY13. Our budgets continue to be based on a 5 year average collections.



Water Impact Fee Fund Revenues

**WASTEWATER FUND**

Revenues in the Wastewater Fund have, in general, been increasing over the past 10 years, and are estimated at \$8.4 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, FY15, FY16 and FY17 there is an adopted 3% increase in rates.

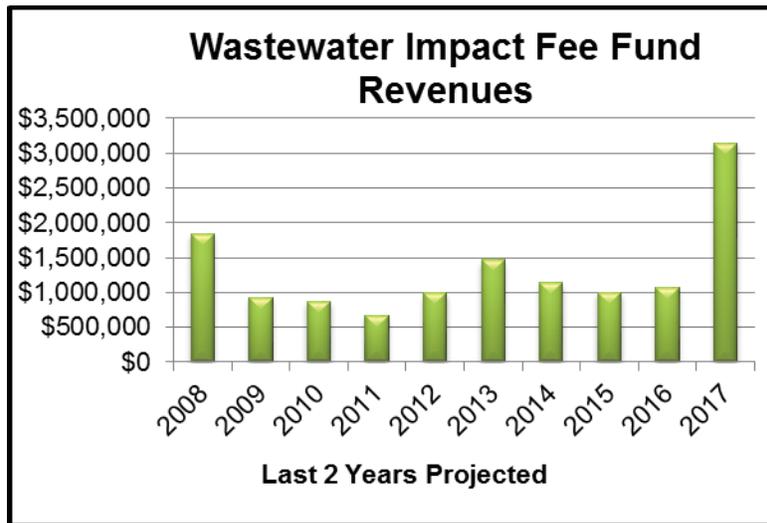


Wastewater Fund Revenues

**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. Based on the newly adopted Impact Fees in April 2013 and increased construction, revenues increased significantly in FY13. Based on the wastewater rate

study, fees are estimated to increase slightly in FY16. Our budgets continue to be based on a 5 year average collections. For FY17 we are also anticipating loan money to assist in project construction.



Wastewater Impact Fee Fund Revenues

**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.



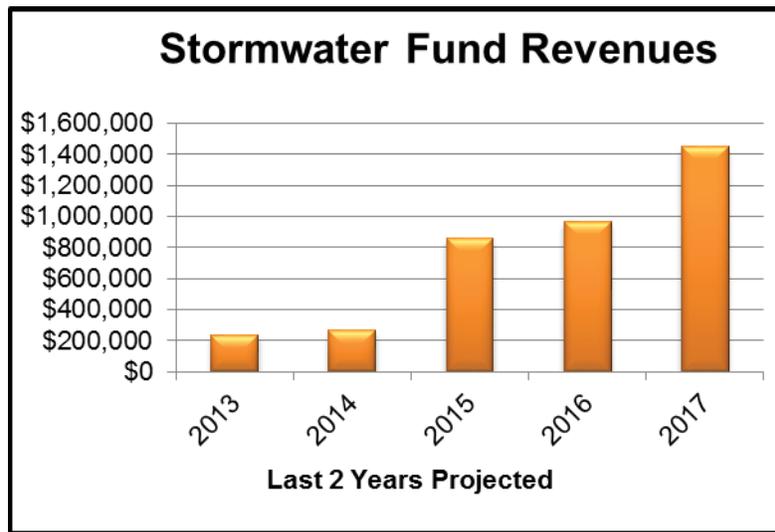
Solid Waste Fund Revenues 1

- 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 \$2.8 Million. An estimated 8% growth will increase revenue by \$120,000 over FY14.
- Increase in the rate for 35 gallon totes to full cost-recovery in FY15.
- Increased customer base is estimated for FY17, with a recommended 2% tote rate increases.

## **STORMWATER FUND**

The Stormwater Fund was created in FY13 to rejuvenate and protect local waterways from water that flows over hard surfaces (stormwater). The City Stormwater Utility Enhancement program was proposed to the City Commission and a utility was created. In FY15 we planned to significantly increase operations with additional staff, maintenance, and capital enhancements. The new rates and services were fully implemented in December 2015. We estimate revenues to be \$1.4 million in FY17.



Stormwater Fund Revenues

City of Bozeman Expenditures: All Funds	Personnel & Benefits	Operations	Capital	Debt Service	Transfers	Other Financing Uses	TOTAL
010 - General Fund	\$ 19,344,018	\$ 8,784,119	\$ 800,760	\$ 400	\$ 484,308		\$ 29,413,605
100 - Community Development/Planning	888,931	362,941	-	-			1,251,872
103 - Health-Medical Insurance					2,369,713		2,369,713
108 - Community Transportation		-	-				-
110 - Gas Tax		229,500	465,000				694,500
111 - Street Maintenance	1,410,250	1,600,002	1,376,501	184,822	598,000		5,169,575
112 - Tree Maintenance	390,966	191,253	135,000				717,219
113 - Fire Impact Fees		25,000					25,000
114 - Street Impact Fee		225,000	4,945,475				5,170,475
115 - Building Inspection Fund	1,441,924	504,020	32,500				1,978,444
116 - TIF Downtown Improvement		2,292,500				590,488	2,882,988
119 - Economic Development Loan		31,000					31,000
120 - Community Housing Fund		287,400					287,400
123 - Big Sky Ec Dev Fund		16,500					16,500
125 - Drug Forfeiture Fund	205,816	7,300					213,116
133 - Recreation Special Revenue		-					-
137 - Library Special Revenue		-					-
138 - Law & Justice Center		19,125					19,125
140 - Police Domestic Violence	19,325	181,000					200,325
141 - Street Arterial Construction			1,030,000				1,030,000
143 - TIF N 7th Corridor		991,000			36,000		1,027,000
144 - TIF NE Urban Renewal District		1,867,944			10,000		1,877,944
146 - 170;181;182; 200 -241 - Lighting Districts		409,233			31,900		441,133
174 - Victim/Witness Advocate		140,000					140,000

City of Bozeman Expenditures: All Funds	Personnel & Benefits	Operations	Capital	Debt Service	Transfers	Other Financing Uses	TOTAL
175 - Senior Transportation		88,295					88,295
176 - BID Downtown Improv Dist		140,800					140,800
187 - Fire Dept Equipment			-				-
189 - Story Mansion Special Revenue		44,173					44,173
191 - Bozeman Tourism BID		1,100,000					1,100,000
300 - SID Revolving Fund					236,756		236,756
303 - G.O. Refunding Series 2012				276,000			276,000
304 - Bond S & I Parks & Open Space Bond				1,082,738			1,082,738
305 - 2007 Downtown TIF Bonds				425,488			425,488
310-447- SID Funds				379,800	10,700		390,500
500-566 - Construction Funds			1,688,375				1,688,375
600 - Water Fund	2,890,482	4,163,532	2,100,401	1,313,010			10,467,425
602 - Sourdough Tank Construction Fund							-
610 - Water Impact Fee		320,000	1,195,750		600,000		2,115,750
620 - Waste Water Fund	1,992,572	3,409,874	1,841,001	1,704,247	-		8,947,694
630 - Waste Water Impact Fee		50,000	3,300,249		653,212		4,003,461
640 - Solid Waste Fund	1,140,881	1,879,169	110,000				3,130,050
641 - Landfill Closure Costs		1,103,000	-				1,103,000
650 - Parking Fund	316,951	359,097	175,000				851,048
670- Storm Water Fund	376,433	240,715	550,000	225,346			1,392,494
710 - Vehicle Maintenance	411,683	773,650	63,000				1,248,333
720 - Health-Medical Insurance		4,820,912					4,820,912
	<b>\$ 30,830,232</b>	<b>\$ 36,658,054</b>	<b>\$ 19,809,012</b>	<b>\$ 5,591,851</b>	<b>\$ 5,030,589</b>	<b>\$ 590,488</b>	<b>\$ 98,510,226</b>
% of Total	31%	37%	20%	6%	5%	1%	100%

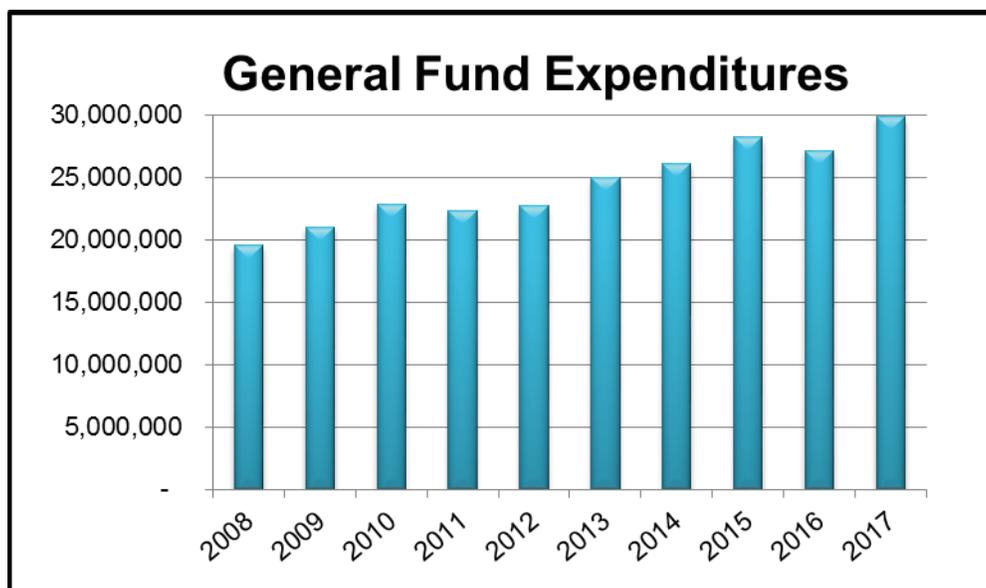
## EXPENDITURE TRENDS & ANALYSIS

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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 eight funds described below encompass \$65 Million (68%) of the total expenditures for FY17.

### 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 \$29.4 Million for this fiscal year.



General Fund Expenditures

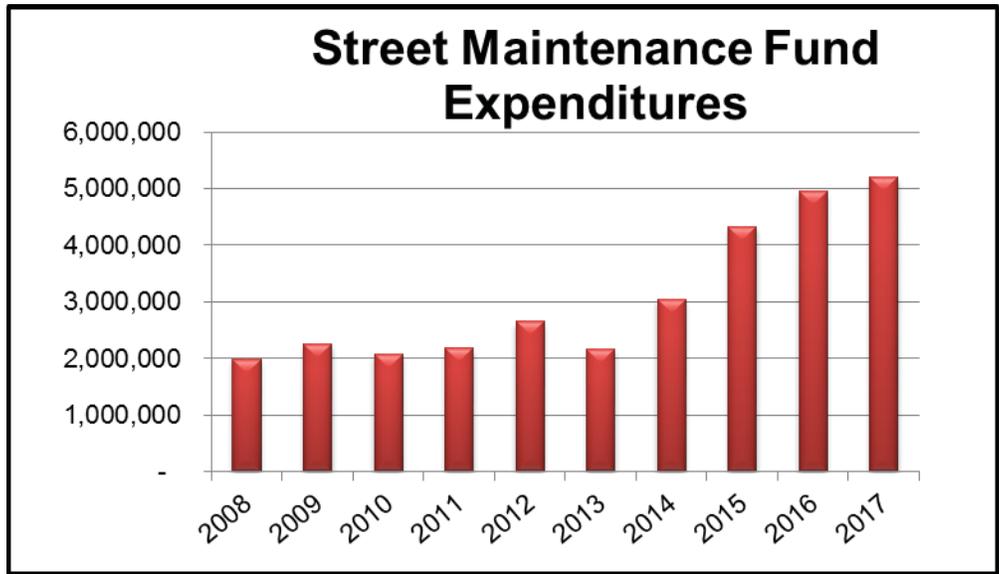
The increase in expenditure levels of the General Fund can be tied to the growth trend of our community. With this increase in property and population, there is a need for additional General Fund services. Staffing increases to handle citizen demands bring salary and health insurance expenditure increases.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

- 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.
- In FY15, the General Fund supported our last payment of \$675,000 to MMIA.
- The FY17 budget recommends a 4 mill increase for costs of Landfill Monitoring.

## **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.

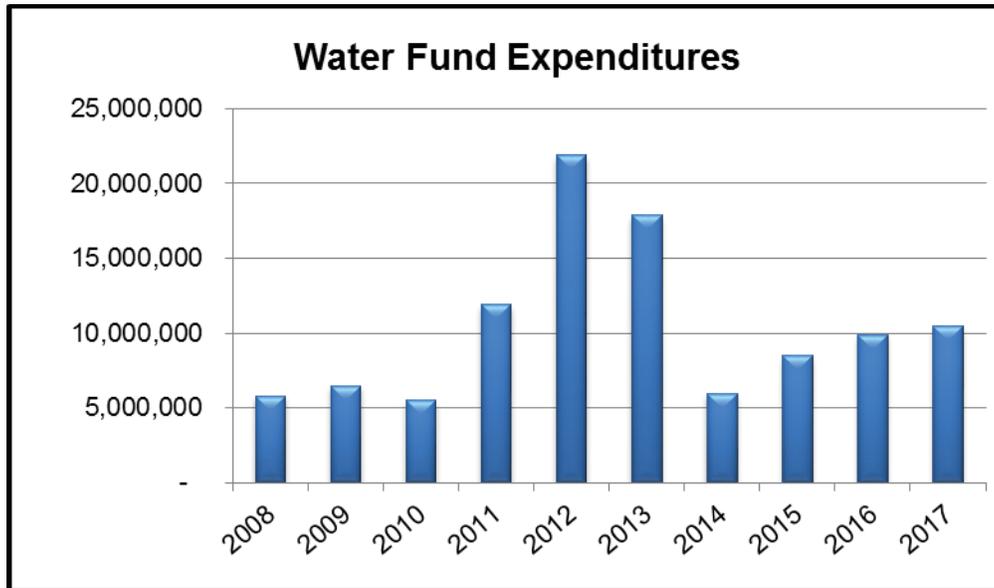


Street Maintenance Fund Expenditures

- 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.
- Expenditures in FY15 are budgeted at \$4.3 Million and include monies for a reconstruction project, chip sealing streets according to the Pavement Condition Survey, and Capital Improvement vehicles/equipment to aid in the Pavement Preservation Program.
- The McKinstry Energy project of replacing 200 City owned street lights with LED light bulbs was added to the Street Maintenance budget for FY15. The project is funded by an InterCap loan, to be paid back with the energy savings resulting from the project.
- The FY17 budget includes increased amounts of pavement maintenance capital projects, and the addition of a Streets Worker, which make up a large portion of the increased expenditures.

## WATER FUND

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



Water Fund Expenditures

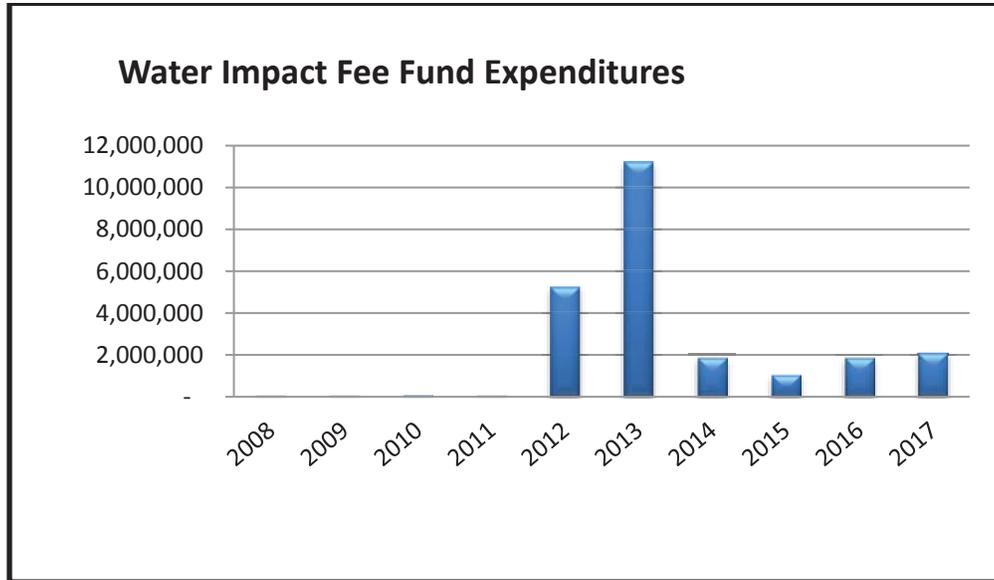
- FY12 expenditures total roughly \$14.5 Million, and included spending on the first year of construction of our new Water Treatment Facility, according to our long-rang Water Facility Plan.
- FY12 also saw a concerted improvement in our water distribution pipe replacement program, replacing rehabilitation 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 fell to normal operating levels of \$6 Million.
- FY15 expenditures were budgeted at \$8.4 million. The Water Fund includes the Department of Public Works beginning in FY15, so expenditures (in correlation with revenues) will increase significantly (previously in the General Fund)
- The FY16 recommended budget includes increased debt payments for the Water Treatment Plant loans. There is also an additional 1.0 FTE included for a Water Conservation Technician.
- The FY16 budget includes the construction of a 5.3MG water tank at Sourdough for \$6.6 Million. The loan proceeds and capital expenditures are included in a separate fund.
- The FY17 budget includes expenditures of \$10.5 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 FY12, 13, and 14, the Fund has assisted with the construction the new Water Treatment Facility.

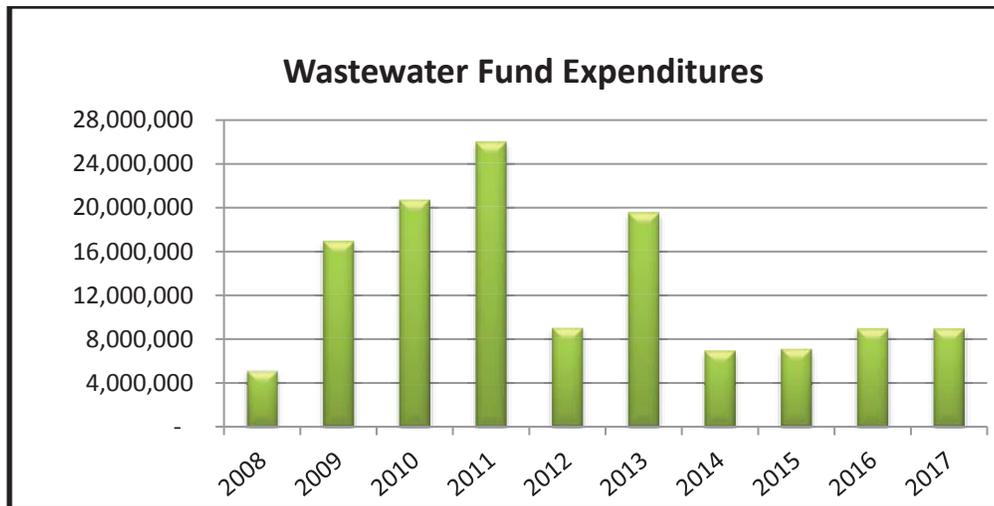
The budget for FY17 includes a transfer of all available impact fees to pay the debt service costs for the Sourdough Water Tank capital improvement project.



Water Impact Fee Fund Expenditures

## 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.

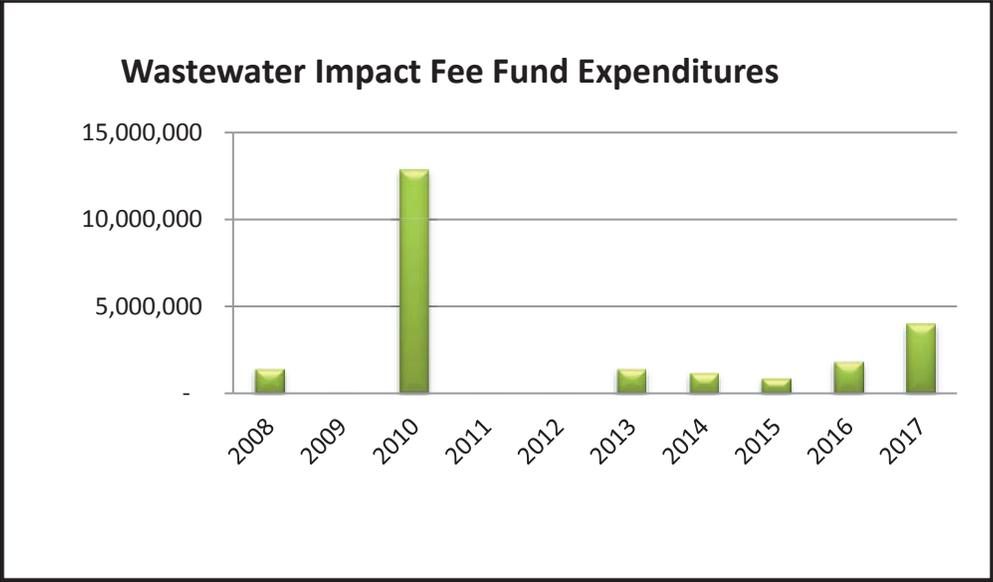


Wastewater Fund Expenditures

- 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).
- FY15 expenditures were \$7 Million.
- FY16 & FY17 expenditures are estimated at \$9 Million.

### **WASTEWATER IMPACT FEE FUND**

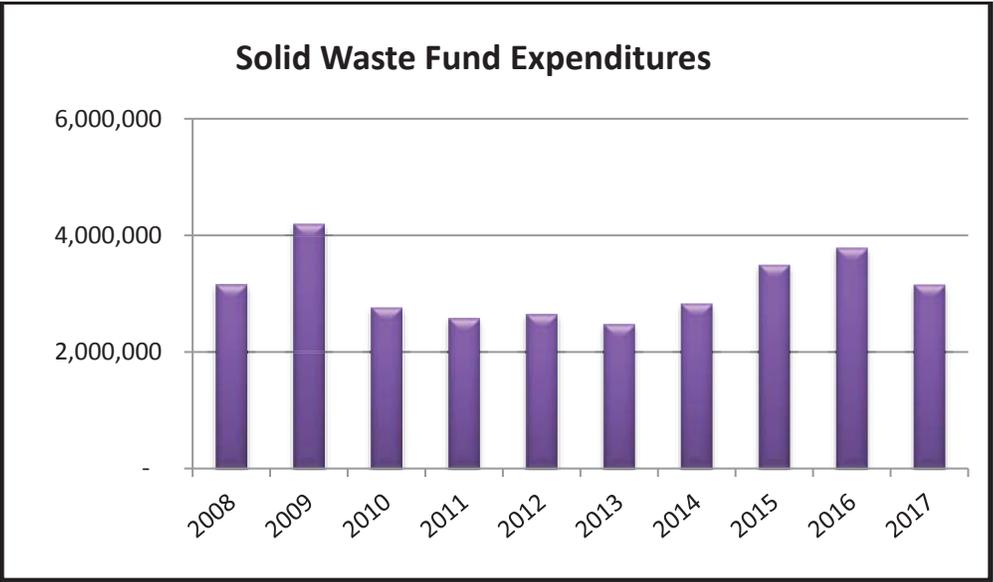
The Wastewater Impact Fee Fund accounts for the spending of wastewater system development impact fees. The fees are required to be spent on capital projects that expand the capacity of the City’s wastewater treatment and wastewater collection systems. As such, spending is sporadic and related to planned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



Wastewater Impact Fee Fund Expenditures

- In 2010, the fund assisted with the construction of the Water Reclamation Facility.
- Expenditures in FY17 are budgeted at \$4 Million.

**SOLID WASTE FUND**

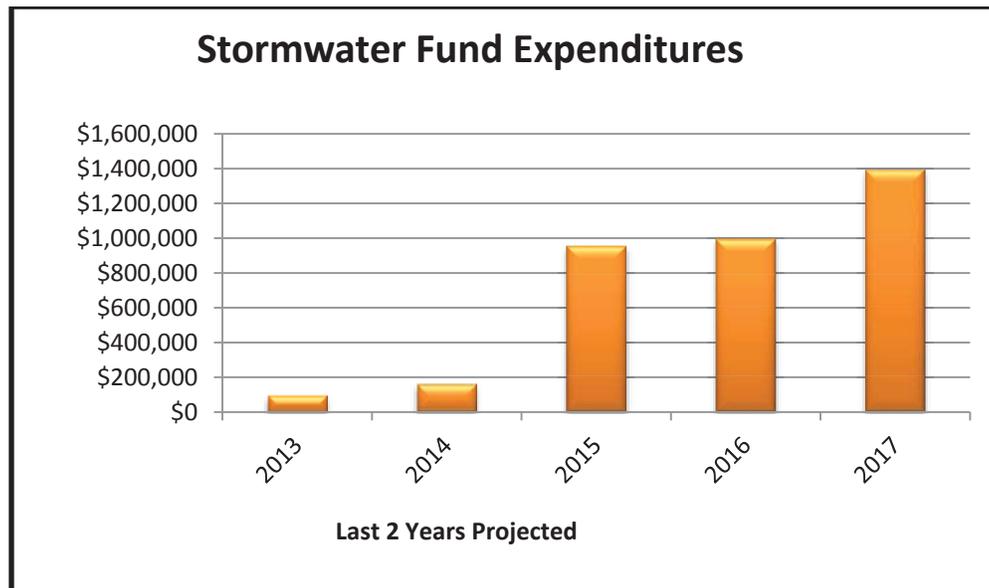


Solid Waste Fund Expenditures

- 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.
- 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 for FY17 are recommended at \$3.1 Million. The decrease is due mainly to scheduled equipment that was replaced in FY16.

## **STORMWATER FUND**

The Stormwater Fund was created in 2013 to collect revenues from Stormwater utility assessments, and use the funds to rejuvenate and protect underground pipes and infrastructure relating to stormwater transportation.



**Stormwater Fund Expenditures**

- In FY13, expenditures were minor and mainly for staff to begin mapping the current stormwater infrastructure and prep for the further development of the assessed fees and future needs of the utility.
- FY14 saw an increase in Staff to continue to develop the Stormwater utility.
- In April 2015, the City adopted a new rate model, as well as a 15 year plan for improving, replacing and installing stormwater infrastructure.
- The new Stormwater rate model was fully implemented in December 2015.
- FY17 represents the first year of fully budgeting operations and capital in the Storm Water Fund.

## FUND BALANCES/WORKING CAPITAL TRENDS & ANALYSIS

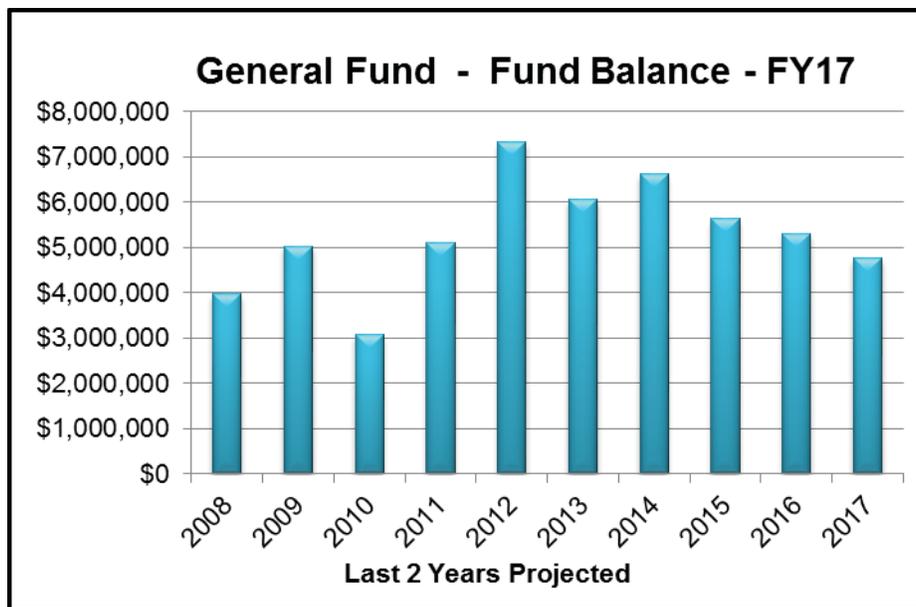
There are two fund types that are used to account for the City's operating funds. One is governmental fund types and the other is proprietary fund types. The best measure of a governmental fund types' financial condition is fund balance (assets minus liabilities). The best measure of a propriety fund 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 \$3 and \$7.3 Million over the past ten years.



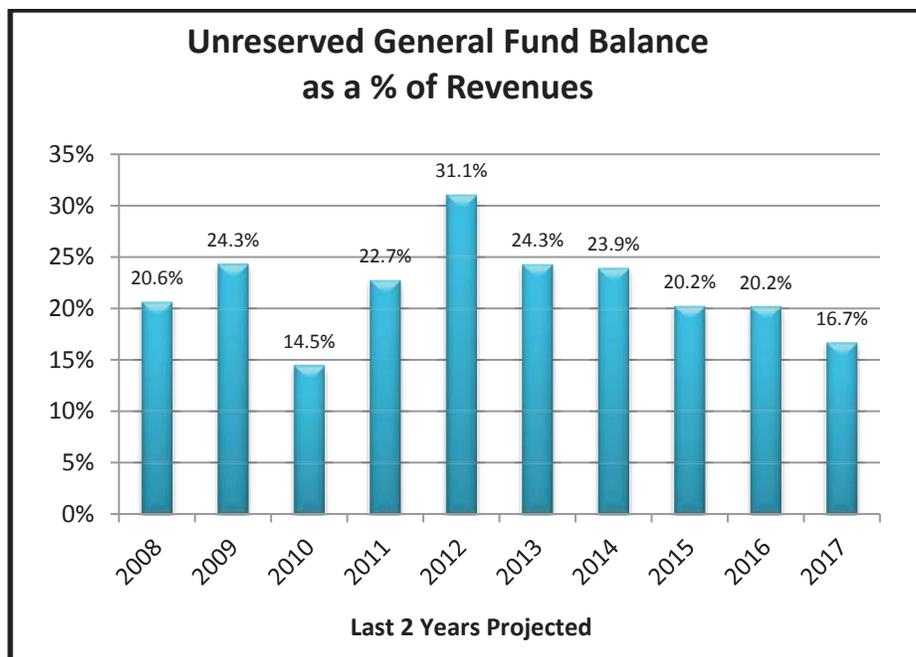
General Fund - Fund Balance - FY17

- Increases in fund balance in FY08 occurred as the result of unexpected revenues and vacancy savings (most significant in FY08).

- 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.
- The FY13 ended with over \$7 Million in fund balance, of which \$700,000 was earmarked for payment of the City’s second payment to the MMIA for the settlement of the declaratory action & over \$1 Million earmarked for a tax decrease in FY14
- The FY17 Budget is estimated to end the fiscal year at the required minimum (\$4.7 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, which 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.

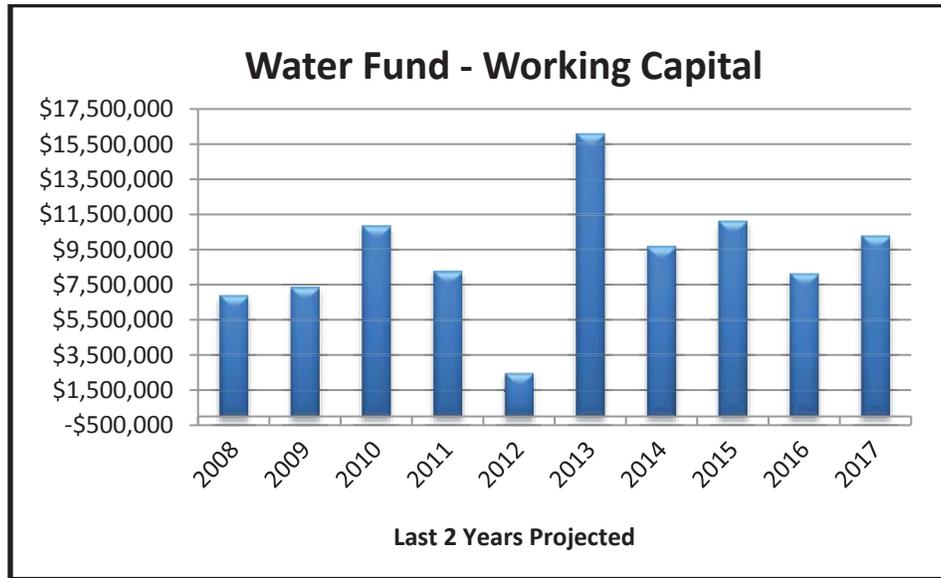


Unreserved General Fund Balance as a %

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 (FY16) and future (FY17) 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.

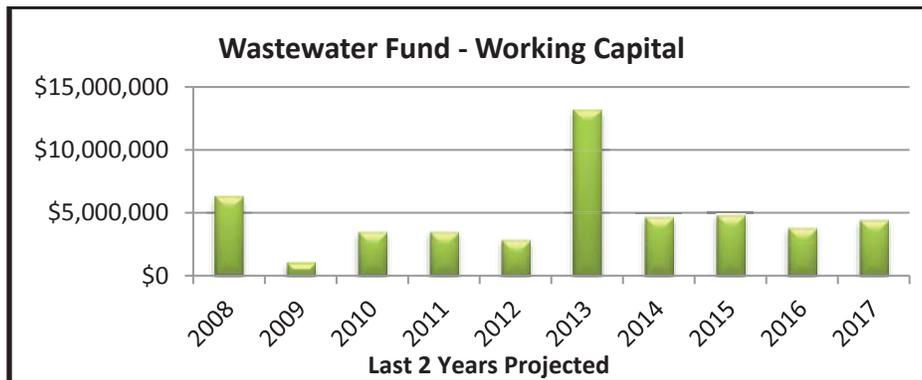


Water Fund - Working Capital

We accumulated, and are now utilizing, dollars for plant design and construction. FY16 budget projected an ending balance of \$8.1 Million, and FY17 projects an ending balance of \$10.2 Million.

## WASTEWATER FUND

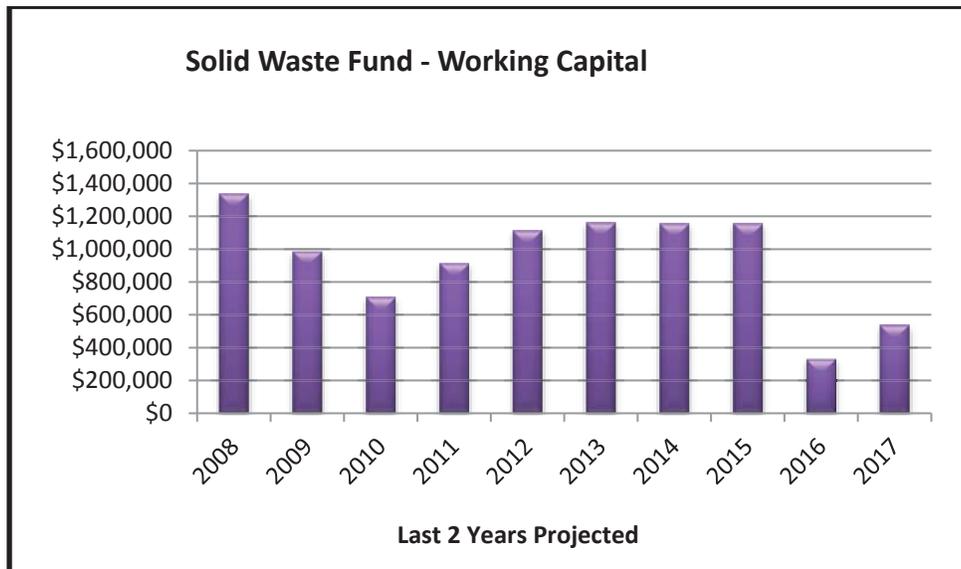
The FY09 spending on plant construction brings the working capital balance to its lowest level in ten years. This is to be expected, considering that the treatment plant project represents the most substantial investment in the City's Wastewater Facility in years. FY13 saw the end of construction and the opening of the new facility. The FY17 ending working capital balance is projected to be \$4.4 Million.



Wastewater Fund - Working Capital

## 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.

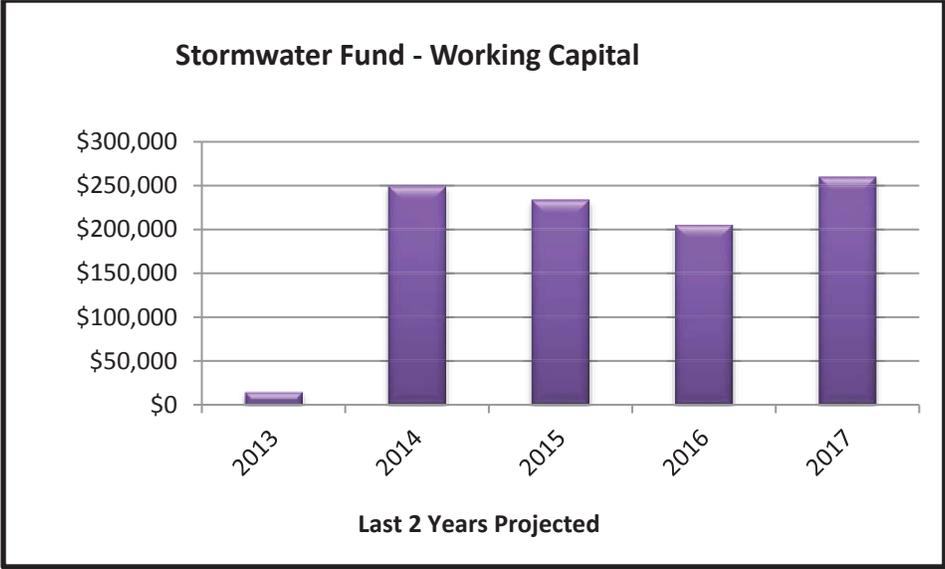


Solid Waste Fund - Working Capital

- 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 increased revenue from 35 gallon totes and expanding customer base, combined with a reduction in expenditures will see a slight increase in the FY15 ending working capital - \$789,000.
- A negative ending working capital in FY16 was expected, due to the timing of capital purchases. However, owing to better than expected revenues in FY15, we are projecting a positive balance in both FY16 & FY17

## STORMWATER FUND

The Stormwater utility was created in FY13. Being a newer utility, the working capital balance has not had time to accumulate and grow. With the implementation of the “Bronze Level of Service” model in May 2015, part of the accumulated working capital will be used to assist in implementing the infrastructure improvements.



**Stormwater Fund - Working Capital**

- The Bronze plan was initially projected to be implemented in January 2015. However, due to timing issues, the plan was delayed. Without the revenue from new rates, capital projects and the hiring of additional staff members was delayed as well.
- The working capital remaining at the end of FY15 will be used to implement the capital projects in FY16.
- FY16 will be the first full year of the new rate model for Stormwater.
- FY17 Estimates an ending working capital balance of \$260,000.

FUND	FY15 Actual	FY16 Budget	FY17 Final
<b>010 - General Fund</b>			
<b>Revenues</b>			
Property Taxes	13,301,089	13,746,511	14,202,000
Gallatin County Option	1,211,594	1,162,461	1,215,000
Penalty & Interest	45	-	-
Business/Animal Licenses and Permits	316,748	309,859	316,170
Grants	41,500	-	20,000
County Shared - Library	547,764	540,500	550,000
State Shared	6,218,491	6,305,179	6,467,266
General Government Charges	1,928,347	1,994,995	2,122,555
Library Fines	53,930	53,500	53,500
Police Court Fines	1,095,421	1,125,000	1,125,000
Weed Mowing Fines			-
Parking Fines	7,920	25,000	25,000
Animal Control Fines			-
Snow Removal Fines	-	-	-
Miscellaneous Fines			-
Interest Income	13,965	45,000	45,000
Admin Reimbursement			-
Cash Over/Short			-
Donations	100		50,000
Miscellaneous Revenue	14,244	12,000	12,000
Refunds & Reimbursements	70,263	50,000	50,000
Rents and Royalties	811	1,600	-
Sales/Unclaimed Property	4,267	4,500	4,500
Street & Alley Vacation			-
Transfers	2,103,262	2,272,004	2,276,755
Proceeds-Asset Disposition	28,272	-	-
Compensation for Loss	7,227	-	-
<b>Total Revenues</b>	<b>26,965,260</b>	<b>27,648,109</b>	<b>28,534,746</b>
<b>Expenditures</b>			
Personnel & Benefits	18,918,296	17,927,116	19,344,018
Operations	6,157,924	9,244,675	8,784,119
Capital	1,738,492	672,000	800,760
Debt Service	627	-	400
Transfers	702,254	294,250	484,308
<b>Total Expenditures</b>	<b>27,517,593</b>	<b>28,138,041</b>	<b>29,413,605</b>
<b>Special Revenue Funds</b>			
<b>100 - Community Development/Planning</b>			
<b>Revenues</b>			
Property Taxes	184,184	178,125	176,591
Grants	5,225	5,225	-
County Shared			-
State Shared	105,370	104,000	108,160
Charges for Services	395,094	461,150	719,899
Interest Income	3,961	3,000	3,000
Refunds & Miscellaneous Revenue	18,635	13,000	47,694
Transfers	123,849	164,228	209,162
<b>Total Revenues</b>	<b>836,318</b>	<b>928,728</b>	<b>1,264,506</b>
<b>Expenditures</b>			
Personnel & Benefits	626,091	780,262	888,931
Operations	160,062	428,047	362,941
Capital		7,500	-
Transfers	-	-	-
<b>Total Expenditures</b>	<b>786,153</b>	<b>1,215,809</b>	<b>1,251,872</b>

FUND	FY15 Actual	FY16 Budget	FY17 Final
<b>103 - Health-Medical Insurance</b>			
<b>Revenues</b>			
Property Taxes	2,115,859	2,346,544	2,369,713
Interest Income	-	-	-
<b>Total Revenues</b>	<b>2,115,859</b>	<b>2,346,544</b>	<b>2,369,713</b>
<b>Expenditures</b>			
Transfers	2,161,490	2,346,544	2,369,713
<b>Total Expenditures</b>	<b>2,161,490</b>	<b>2,346,544</b>	<b>2,369,713</b>
<b>108 - Community Transportation</b>			
<b>Revenues</b>			
Property Taxes			-
Interest Income	1,662		1,660
Donations	-		-
Grants	431,167	239,548	-
Transfers	454,470		-
Refunds & Misc Rev	5,584	-	50,934
<b>Total Revenues</b>	<b>892,883</b>	<b>239,548</b>	<b>52,594</b>
<b>Expenditures</b>			
Operations	9,729		-
Capital	574,318	239,548	-
<b>Total Expenditures</b>	<b>584,047</b>	<b>239,548</b>	<b>-</b>
<b>109 - Highway Safety Improvement Projects</b>			
<b>Revenues</b>			
Interest Income	179	-	180
<b>Total Revenues</b>	<b>179</b>	<b>-</b>	<b>180</b>
<b>110 - Gas Tax</b>			
<b>Revenues</b>			
State Shared	658,583	658,500	676,439
Interest Income	4,460	3,900	3,900
<b>Total Revenues</b>	<b>663,043</b>	<b>662,400</b>	<b>680,339</b>
<b>Expenditures</b>			
Operations	363,460	229,500	229,500
Capital	261,271	892,000	465,000
<b>Total Expenditures</b>	<b>624,731</b>	<b>1,121,500</b>	<b>694,500</b>
<b>111 - Street Maintenance</b>			
<b>Revenues</b>			
Penalty & Interest	10,351	11,000	11,000
Permits	18,684	17,600	7,619
State Shared	979		-
Public Service	3,462,079	4,082,124	4,526,593
Interest Income	16,622	17,000	17,000
Other Financing Sources		197,000	
Refunds & Reimbursements	11,672		-
Proceeds-Asset Disposition	30,389		-
Donations	2,000		-
Loan Proceeds	234,300		-
Transfers	48,584	31,900	-
<b>Total Revenues</b>	<b>3,835,660</b>	<b>4,356,624</b>	<b>4,562,212</b>

FUND	FY15 Actual	FY16 Budget	FY17 Final
<b>Expenditures</b>			
Personnel & Benefits	1,279,181	1,324,551	1,410,250
Operations	1,581,607	1,385,862	1,600,002
Capital	708,221	1,426,498	1,376,501
Debt Service	184,820	184,822	184,822
Transfers	400,000	626,500	598,000
<b>Total Expenditures</b>	<b>4,153,829</b>	<b>4,948,233</b>	<b>5,169,575</b>
<b>112 - Tree Maintenance</b>			
<b>Revenues</b>			
Penalty & Interest	1,209	1,350	1,350
Grants	19,200		-
State Revenue	1,025	250	250
Public Service	432,207	451,496	592,508
Interest Income	1,636	1,600	1,600
Refunds & Reimbursements			-
Refunds & Reimbursements			-
Sale of Raw Materials	7,670	6,000	6,000
<b>Total Revenues</b>	<b>462,947</b>	<b>460,696</b>	<b>601,708</b>
<b>Expenditures</b>			
Personnel & Benefits	330,995	325,238	390,966
Operations	105,630	147,813	191,253
Capital	41,650	-	135,000
<b>Total Expenditures</b>	<b>478,275</b>	<b>473,051</b>	<b>717,219</b>
<b>113 - Fire Impact Fee</b>			
<b>Revenues</b>			
Public Safety	424,190	265,000	311,973
Interest Income	6,026	-	6,564
Proceeds of Long Term Debt			
<b>Total Revenues</b>	<b>430,216</b>	<b>265,000</b>	<b>318,537</b>
<b>Expenditures</b>			
Operations	2,008	-	25,000
Capital	-	-	-
Transfers	-	-	-
<b>Total Expenditures</b>	<b>2,008</b>	<b>-</b>	<b>25,000</b>
<b>114 - Street Impact Fee</b>			
<b>Revenues</b>			
Public Service	3,849,705	2,236,375	2,293,441
Interest Income	87,276	94,500	94,500
Admin Reimbursement	260	-	960
Transfers	79,746		
<b>Total Revenues</b>	<b>4,016,987</b>	<b>2,330,875</b>	<b>2,388,901</b>
<b>Expenditures</b>			
Operations	54,397	224,000	225,000
Capital	871,245	8,825,640	4,945,475
Transfers	-		
<b>Total Expenditures</b>	<b>925,642</b>	<b>9,049,640</b>	<b>5,170,475</b>

FUND	FY15 Actual	FY16 Budget	FY17 Final
<b>115 - Building Inspection Fund</b>			
<b>Revenues</b>			
Permits	1,492,411	1,599,402	1,670,333
State Shared	32,305		
General Government	6,495	6,050	1,915
Public Safety			
Refunds & Reimbursements		-	-
Interest Income	8,400	13,000	13,000
Cash Over/Short			
Miscellaneous Revenue	12		
<b>Total Revenues</b>	<b>1,539,623</b>	<b>1,618,452</b>	<b>1,685,248</b>
<b>Expenditures</b>			
Personnel & Benefits	1,067,449	1,440,370	1,441,924
Operations	355,824	499,126	504,020
Capital	37,563	-	32,500
<b>Total Expenditures</b>	<b>1,460,836</b>	<b>1,939,496</b>	<b>1,978,444</b>
<b>116 - TIFD Downtown Improvement</b>			
<b>Revenues</b>			
Property Taxes	1,039,098	762,113	1,727,000
State Shared	56,050	45,436	45,436
Interest Income	17,134	11,000	10,000
Other Revenues	1,466	-	3,000
<b>Total Revenues</b>	<b>1,113,748</b>	<b>818,549</b>	<b>1,785,436</b>
<b>Expenditures</b>			
Operations	363,258	1,732,500	2,292,500
Transfers	596,584	437,000	590,488
<b>Total Expenditures</b>	<b>959,842</b>	<b>2,169,500</b>	<b>2,882,988</b>
<b>118 - HUD Projects</b>			
<b>Revenues</b>			
Grants	-	-	-
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>			
Personnel			
Capital	1,573	-	-
<b>Total Expenditures</b>	<b>1,573</b>	<b>-</b>	<b>-</b>
<b>119 - Economic Development Loan</b>			
<b>Revenues</b>			
Interest Income	451		
Loan Principal	-	35,500	35,500
Loan Interest	27,592	13,000	13,000
<b>Total Revenues</b>	<b>28,043</b>	<b>48,500</b>	<b>48,500</b>
<b>Expenditures</b>			
Operations	32,000	31,000	31,000
<b>Total Expenditures</b>	<b>32,000</b>	<b>31,000</b>	<b>31,000</b>

FUND	FY15 Actual	FY16 Budget	FY17 Final
<b>120 - Community Housing Fund</b>			
<b>Revenues</b>			
Property Tax Revenue	88,470	241,158	264,886
Interest Income	2,958	2,850	2,850
Refunds & Reimbursements			
Loan Principal & Interest	682	9,500	9,500
Transfers	56,248	-	-
<b>Total Revenues</b>	<b>148,358</b>	<b>253,508</b>	<b>277,236</b>
<b>Expenditures</b>			
Personnel	-		
Operations	180,423	54,400	287,400
<b>Total Expenditures</b>	<b>180,423</b>	<b>54,400</b>	<b>287,400</b>
<b>121 - Housing Revolving Loan</b>			
<b>Revenues</b>			
Interest Income	18	50	50
Other Revenues			
Loan Principal	-	4,900	4,900
Loan Interest	343	375	375
<b>Total Revenues</b>	<b>361</b>	<b>5,325</b>	<b>5,325</b>
<b>Expenditures</b>			
Operations	14,400		
<b>Total Expenditures</b>	<b>14,400</b>	<b>-</b>	<b>-</b>
<b>123 - Big Sky Econ. Development Grant</b>			
<b>Revenues</b>			
Grants	40,000		
<b>Total Revenues</b>	<b>40,000</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>			
Operations	40,000		16,500
<b>Total Expenditures</b>	<b>40,000</b>	<b>-</b>	<b>16,500</b>
<b>124 - Bozeman Area Bike Board</b>			
<b>Revenues</b>			
Donations	1,302	-	-
<b>Total Revenues</b>	<b>1,302</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>			
Operations	3,323		
<b>Total Expenditures</b>	<b>3,323</b>	<b>-</b>	<b>-</b>
<b>125 - Drug Forfeiture Fund</b>			
<b>Revenues</b>			
Grants	110,013	54,000	-
State Shared			
Police Court Fines	71,154	73,000	53,931
Interest Income			
Miscellaneous Revenue			
Other Financing Sources	29,317	110,562	111,104
<b>Total Revenues</b>	<b>210,484</b>	<b>237,562</b>	<b>165,035</b>
<b>Expenditures</b>			
Personnel & Benefits	227,279	191,239	205,816
Operations	10,483	9,300	7,300
<b>Total Expenditures</b>	<b>237,762</b>	<b>200,539</b>	<b>213,116</b>

FUND	FY15 Actual	FY16 Budget	FY17 Final
<b>128 - Fish Wildlife &amp; Park Mgmt</b>			
<b>Revenues</b>			
Grants	-	-	-
Other Revenue	-	-	-
Interest Income	163		
<b>Total Revenues</b>	-	-	-
<b>Expenditures</b>			
Operations	794	-	-
Capital	-	-	-
<b>Total Expenditures</b>	-	-	-
<b>130 - Americans with Disability</b>			
<b>Revenues</b>			
Interest Income	277	-	240
Transfers	-	-	-
<b>Total Revenues</b>	<b>277</b>	-	<b>240</b>
<b>131 - Beautification of Bozeman</b>			
<b>Revenues</b>			
Interest Income	8		
<b>Total Revenues</b>	<b>8</b>	-	-
<b>Expenditures</b>			
Operating	-	-	-
<b>Total Expenditures</b>	-	-	-
<b>132 - Bogert Park Special Revenue</b>			
<b>Revenues</b>			
Interest Income	100	85	85
Donations	-	-	-
Refunds & Reimbursements	-	-	-
Transfers & Other Revenue	1,912	-	2,115
<b>Total Revenues</b>	<b>2,012</b>	<b>85</b>	<b>2,200</b>
<b>133 - Recreation Special Revenue</b>			
<b>Revenues</b>			
Interest Income	61	40	40
Donations	2,100	3,000	995
<b>Total Revenues</b>	<b>2,161</b>	<b>3,040</b>	<b>1,035</b>
<b>Expenditures</b>			
Operations	-		
Capital			
<b>Total Expenditures</b>	-	-	-
<b>135 - Cemetery Special Revenue</b>			
<b>Revenues</b>			
Interest Income	19	15	15
<b>Total Revenues</b>	<b>19</b>	<b>15</b>	<b>15</b>

FUND	FY15 Actual	FY16 Budget	FY17 Final
<b>136 - Park Special Revenue</b>			
<b>Revenues</b>			
Interest Income	52	30	30
Donations	-	150	150
Miscellaneous Revenue	4,938	6,000	3,008
<b>Total Revenues</b>	<b>4,990</b>	<b>6,180</b>	<b>3,188</b>
<b>Expenditures</b>			
Operations		-	-
Capital	-	-	-
Transfers			
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>137 - Library Special Revenue</b>			
<b>Revenues</b>			
Grants	23,709	-	-
Interest Income	418	300	300
Donations	39,502	35,000	78,354
Refunds & Reimbursements	-		
Refunds & Reimbursements		-	-
<b>Total Revenues</b>	<b>63,629</b>	<b>35,300</b>	<b>78,654</b>
<b>Expenditures</b>			
Operations	56,599	-	-
Transfers	-	-	-
<b>Total Expenditures</b>	<b>56,599</b>	<b>-</b>	<b>-</b>
<b>138 - Law &amp; Justice Center</b>			
<b>Expenditures</b>			
Operations	19,125	19,125	19,125
<b>Total Expenditures</b>	<b>19,125</b>	<b>19,125</b>	<b>19,125</b>
<b>139 - Police Special Revenue</b>			
<b>Revenues</b>			
Grants	25,925	-	-
State Shared		-	-
Public Safety			
Interest Income	2,113	-	1,806
Donations	3,336	12,000	12,000
Miscellaneous Revenue			16,460
Miscellaneous Revenue		-	-
Refunds & Reimbursements		-	-
Transfers	-		
Sales		-	-
<b>Total Revenues</b>	<b>31,374</b>	<b>12,000</b>	<b>30,266</b>
<b>Expenditures</b>			
Personnel & Benefits		-	-
Operating	43,314	-	-
Transfers	776		
Capital		-	-
<b>Total Expenditures</b>	<b>44,090</b>	<b>-</b>	<b>-</b>

FUND	FY15 Actual	FY16 Budget	FY17 Final
<b>140 - Police Domestic Violence</b>			
<b>Revenues</b>			
Grants	162,184	218,633	115,000
State Shared			-
Refunds & Reimbursements	-	-	-
Transfers	-	-	-
<b>Total Revenues</b>	<b>162,184</b>	<b>218,633</b>	<b>115,000</b>
<b>Expenditures</b>			
Personnel & Benefits	28,676	25,633	19,325
Operating	133,506	193,000	181,000
<b>Total Expenditures</b>	<b>162,182</b>	<b>218,633</b>	<b>200,325</b>
<b>141 - Street Arterial Construction</b>			
<b>Revenues</b>			
Penalty & Interest			892
Street Maintenance Assessments		575,996	1,095,551
Interest Income			-
<b>Total Revenues</b>	<b>-</b>	<b>575,996</b>	<b>1,096,443</b>
<b>Expenditures</b>			
Operating			
Capital		1,000,996	1,030,000
<b>Total Expenditures</b>	<b>-</b>	<b>1,000,996</b>	<b>1,030,000</b>
<b>143 - TIF N 7th Corridor</b>			
<b>Revenues</b>			
Property Taxes	772,688	719,213	719,213
State Shared	37,926		
Interest Income	17,133	8,800	8,800
Transfers	-	-	-
Refunds & Reimbursements			
<b>Total Revenues</b>	<b>827,747</b>	<b>728,013</b>	<b>728,013</b>
<b>Expenditures</b>			
Operating	35,346	869,980	991,000
Capital	103,522		-
Transfers	51,000	36,000	36,000
<b>Total Expenditures</b>	<b>189,868</b>	<b>905,980</b>	<b>1,027,000</b>
<b>144 - TIF NE Urban Renewal District</b>			
<b>Revenues</b>			
Property Taxes	121,342	85,000	143,000
Grants			
State Share	1,353		
Interest Income	2,891	1,800	1,800
Proceeds of Bond Sale	-	-	1,560,000
<b>Total Revenues</b>	<b>125,586</b>	<b>86,800</b>	<b>1,704,800</b>
<b>Expenditures</b>			
Operating	2,814	411,002	1,867,944
Transfers	5,000	10,000	10,000
<b>Total Expenditures</b>	<b>7,814</b>	<b>421,002</b>	<b>1,877,944</b>
<b>145 - TIF Mandeville Farm Industrial</b>			
<b>Revenues</b>			
Property Taxes	94,089	36,097	36,097
<b>Total Revenues</b>	<b>94,089</b>	<b>36,097</b>	<b>36,097</b>
<b>Expenditures</b>			
Operating	1,197	-	
<b>Total Expenditures</b>	<b>1,197</b>	<b>-</b>	<b>-</b>

FUND	FY15 Actual	FY16 Budget	FY17 Final
<b>146 - 170;181;182; 200 -241 - Lighting Districts</b>			
<b>Revenues</b>			
Penalty & Interest			
Special Assessments	373,633	368,160	368,357
Interest Income	6,630	-	5,004
<b>Total Revenues</b>	<b>380,263</b>	<b>368,160</b>	<b>373,361</b>
<b>Expenditures</b>			
Operating	407,658	398,005	409,233
Transfers	31,900	31,900	31,900
<b>Total Expenditures</b>	<b>407,658</b>	<b>429,905</b>	<b>441,133</b>
<b>174 - Victim/Witness Advocate</b>			
<b>Revenues</b>			
Police Court Fines	76,742	76,800	76,800
Interest Income	3,263	3,000	2,763
<b>Total Revenues</b>	<b>80,005</b>	<b>79,800</b>	<b>79,563</b>
<b>Expenditures</b>			
Operating	79,384	140,000	140,000
<b>Total Expenditures</b>	<b>79,384</b>	<b>140,000</b>	<b>140,000</b>
<b>175 - Senior Transportation</b>			
<b>Revenues</b>			
Property Taxes	92,081	80,331	88,295
Interest Income	282	200	106
<b>Total Revenues</b>	<b>92,363</b>	<b>80,531</b>	<b>88,401</b>
<b>Expenditures</b>			
Operating	92,193	80,331	88,295
<b>Total Expenditures</b>	<b>92,193</b>	<b>80,331</b>	<b>88,295</b>
<b>176 - BID Downtown Improv Dist</b>			
<b>Revenues</b>			
Principal	120,004	132,000	132,000
Assessments			
Penalty & Interest	789	200	200
Donations	-	14,500	14,500
Refunds & Reimbursements	-		
<b>Total Revenues</b>	<b>120,793</b>	<b>146,700</b>	<b>146,700</b>
<b>Expenditures</b>			
Operating	120,028	140,800	140,800
<b>Total Expenditures</b>	<b>120,028</b>	<b>140,800</b>	<b>140,800</b>
<b>177 - Neighborhood Association</b>			
<b>Revenues</b>			
Refunds & Reimbursements		-	-
Interest Income	8	10	7
<b>Total Revenues</b>	<b>8</b>	<b>10</b>	<b>7</b>
<b>179 - Disaster Relief (Hail Damage Events)</b>			
<b>Revenues</b>			
Refunds & Reimbursements		-	-
Interest Income	9,943	-	8,636
<b>Total Revenues</b>	<b>9,943</b>	<b>-</b>	<b>8,636</b>

FUND	FY15 Actual	FY16 Budget	FY17 Final
<b>183 - Fire Department Special Revenue</b>			
<b>Revenues</b>			
Interest Income	853	550	506
Donations	3,050	3,000	3,000
Grants	44,167	-	-
Transfers			
<b>Total Revenues</b>	<b>48,070</b>	<b>3,550</b>	<b>3,506</b>
<b>Expenditures</b>			
Operating	735	-	-
Transfers			
<b>Total Expenditures</b>	<b>735</b>	<b>-</b>	<b>-</b>
<b>184 - Parks Master Plan/Improvement Grants</b>			
<b>Revenues</b>			
Transfers		-	-
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>			
Operating			
Capital	33,451	-	-
Transfers	20,000		
<b>Total Expenditures</b>	<b>53,451</b>	<b>-</b>	<b>-</b>
<b>186 - Development Impacts</b>			
<b>Revenues</b>			
Transfers In	-	-	-
Interest Income	1,310		1,234
Other Revenue	64,944		
<b>Total Revenues</b>	<b>66,254</b>	<b>-</b>	<b>1,234</b>
<b>Expenditures</b>			
Operating	525	-	-
Transfers Out	56,248	-	-
<b>Total Expenditures</b>	<b>56,773</b>	<b>-</b>	<b>-</b>
<b>187 - Fire Dept Equipment</b>			
<b>Revenues</b>			
Property Taxes	364,399	321,324	353,181
Other	14,874	600	-
Interest Income	1,309	-	2,516
<b>Total Revenues</b>	<b>380,582</b>	<b>321,924</b>	<b>355,697</b>
<b>Expenditures</b>			
Operating			
Capital	26,218	40,000	-
<b>Total Expenditures</b>	<b>26,218</b>	<b>40,000</b>	<b>-</b>
<b>188 - City/County Joint Drug Forfeiture</b>			
<b>Revenues</b>			
Fines			
Interest Income	1,217		1,047
Donations	-	-	-
<b>Total Revenues</b>	<b>1,217</b>	<b>-</b>	<b>1,047</b>
<b>Expenditures</b>			
Operating	1,882	-	-
Transfers to Other Funds	-	-	-
<b>Total Expenditures</b>	<b>1,882</b>	<b>-</b>	<b>-</b>

FUND	FY15 Actual	FY16 Budget	FY17 Final
<b>189 - Story Mansion Special Revenue</b>			
<b>Revenues</b>			
Charges for Sevices	25,960	27,500	38,000
Refunds & Reimbursements	-	-	-
Transfers From other Funds	-	-	-
<b>Total Revenues</b>	<b>25,960</b>	<b>27,500</b>	<b>38,000</b>
<b>Expenditures</b>			
Operating	19,158	26,355	44,173
Capital	-	-	-
<b>Total Expenditures</b>	<b>19,158</b>	<b>26,355</b>	<b>44,173</b>
<b>190 - Energy Grants</b>			
<b>Revenues</b>			
Refunds & Reimbursements	3,900	-	-
<b>Total Revenues</b>	<b>3,900</b>	<b>-</b>	<b>-</b>
<b>191 - Bozeman Tourism BID</b>			
<b>Revenues</b>			
Special Assessments	472,879	930,250	1,100,000
Penalty & Interest	2,157	2,000	1,218
<b>Total Revenues</b>	<b>475,036</b>	<b>932,250</b>	<b>1,101,218</b>
<b>Expenditures</b>			
Operations	458,382	900,000	1,100,000
<b>Total Expenditures</b>	<b>458,382</b>	<b>900,000</b>	<b>1,100,000</b>
<b>192 - TIFD South Bozeman Technology</b>			
<b>Revenues</b>			
Special Assessments	1		
Interest Income	(57)		
<b>Total Revenues</b>	<b>(56)</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>			
Operations	536		
<b>Total Expenditures</b>	<b>536</b>	<b>-</b>	<b>-</b>
<b>193 - Street Maint - Babcock SID</b>			
<b>Revenues</b>			
Principal	4,630	4,500	4,500
Special Assessments			
Interest	984	1,200	1,200
Interest Income	143	100	-
<b>Total Revenues</b>	<b>5,757</b>	<b>5,800</b>	<b>5,700</b>
<b>Expenditures</b>			
Transfers to Other Funds	21,657		
<b>Total Expenditures</b>	<b>21,657</b>	<b>-</b>	<b>-</b>
<b>194 - Street Maint - Durston SID</b>			
<b>Revenues</b>			
Principal	3,422	3,500	3,500
Special Assessments			
Interest	1,516	1,750	1,750
Interest Income	434	350	40
Refunds & Reimbursements			
<b>Total Revenues</b>	<b>5,372</b>	<b>5,600</b>	<b>5,290</b>
<b>Expenditures</b>			
Transfers to Other Funds	58,089		
<b>Total Expenditures</b>	<b>58,089</b>	<b>-</b>	<b>-</b>

FUND	FY15 Actual	FY16 Budget	FY17 Final
<b>850 - Cash in Lieu of Parkland</b>			
<b>Revenues</b>			
Cash in Lieu of Parkland	-	-	-
Other Revenue	101,248	-	-
Interest Income	2,747	-	-
<b>Total Revenues</b>	<b>103,995</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>			
Operating	29,800	-	-
<b>Total Expenditures</b>	<b>29,800</b>	<b>-</b>	<b>-</b>
<b>Debt Service Funds</b>			
<b>300 - SID Revolving Fund</b>			
<b>Revenues</b>			
Special Assessments	2,956	-	-
Interest Income	20,545	19,000	19,000
Loan Principal	-	-	-
Loan Interest	1,314	-	-
Transfers	720,498	18,235	-
<b>Total Revenues</b>	<b>745,313</b>	<b>37,235</b>	<b>19,000</b>
<b>Expenditures</b>			
Operating	-	-	-
Transfers	-	626,500	236,756
<b>Total Expenditures</b>	<b>-</b>	<b>626,500</b>	<b>236,756</b>
<b>303 - G.O. Refunding Series 2012</b>			
<b>Revenues</b>			
Property Taxes	306,665	274,675	276,000
Transfers	-	-	-
<b>Total Revenues</b>	<b>306,665</b>	<b>274,675</b>	<b>276,000</b>
<b>Expenditures</b>			
Debt Service	273,775	274,675	276,000
<b>Total Expenditures</b>	<b>273,775</b>	<b>274,675</b>	<b>276,000</b>
<b>304 - Bond S &amp; I Parks &amp; Open Space Bond</b>			
<b>Revenues</b>			
Property Taxes	712,674	1,079,216	1,082,738
Interest	156	-	-
<b>Total Revenues</b>	<b>712,830</b>	<b>1,079,216</b>	<b>1,082,738</b>
<b>Expenditures</b>			
Debt Service	715,330	1,079,216	1,082,738
<b>Total Expenditures</b>	<b>715,330</b>	<b>1,079,216</b>	<b>1,082,738</b>

FUND	FY15 Actual	FY16 Budget	FY17 Final
<b>305 - 2007 Downtown TIF Bonds</b>			
<b>Revenues</b>			
Interest Income	-	-	-
Transfers In	426,237	422,088	425,488
<b>Total Revenues</b>	<b>426,237</b>	<b>422,088</b>	<b>425,488</b>
<b>Expenditures</b>			
Debt Service	426,328	422,088	425,488
<b>Total Expenditures</b>	<b>426,328</b>	<b>422,088</b>	<b>425,488</b>
<b>310-447- SID Funds</b>			
<b>Revenues</b>			
Special Assessments	586,115	615,179	626,389
Penalty & Interest	9,393	1,270	-
Interest Income		9,940	-
Refunds & Reimbursements			
Other Financing Sources	775,541		
<b>Total Revenues</b>	<b>1,371,049</b>	<b>626,389</b>	<b>626,389</b>
<b>Expenditures</b>			
Debt Service	345,069	379,800	379,800
Transfers	1,806,227	10,700	10,700
<b>Total Expenditures</b>	<b>2,151,296</b>	<b>390,500</b>	<b>390,500</b>
<b>Construction Funds</b>			
<b>500-566 - Construction Funds</b>			
<b>Revenues</b>			
Interest Income	117,935	-	-
Transfers		1,253,000	-
Asset Sale Proceeds			
Sale of Bonds	5,369,154	4,500,000	-
Other Funding	774,459		834,756
Loan Proceeds		400,000	-
<b>Total Revenues</b>	<b>6,261,548</b>	<b>6,153,000</b>	<b>834,756</b>
<b>Expenditures</b>			
Operating	92,982		
Capital	7,553,779	6,321,000	1,688,375
Transfers	16,684		
<b>Total Expenditures</b>	<b>7,663,445</b>	<b>6,321,000</b>	<b>1,688,375</b>
<b>Enterprise Funds</b>			
<b>600 - Water Fund</b>			
<b>Revenues</b>			
Penalty & Interest	11		
State Shared	46,622	1,500	1,500
Utility Charges	7,748,914	7,507,898	7,898,330
Interest Income	94,744	70,000	70,000
Donations	32,169		
Miscellaneous Revenue	4,173,740	50,000	50,000
Refunds & Reimbursements	14,504	5,000	5,000
Rents & Royalties	-	51,400	80,000
Administrative Reimbursement	521,717	1,260,128	1,518,096
Other Financing Sources	71,805		
<b>Total Revenues</b>	<b>12,704,226</b>	<b>8,945,926</b>	<b>9,622,926</b>

FUND	FY15 Actual	FY16 Budget	FY17 Final
<b>Expenditures</b>			
Personnel & Benefits	2,440,504	2,763,683	2,890,482
Operating	4,332,170	3,303,492	4,163,532
Capital	740,611	2,521,697	2,100,401
Debt Service	-	1,313,010	1,313,010
Transfers			
<b>Total Expenditures</b>	<b>7,513,285</b>	<b>9,901,882</b>	<b>10,467,425</b>
<b>601 - Water Plant Construction Subfund</b>			
<b>Revenues</b>			
Interest Income	23,201	-	-
Transfers In	401,400		
<b>Total Revenues</b>	<b>424,601</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>			
Operating	825,968		
Capital	580,693		
Debt Service	1,313,425		
<b>Total Expenditures</b>	<b>2,720,086</b>	<b>-</b>	<b>-</b>
<b>610 - Water Impact Fee</b>			
<b>Revenues</b>			
Utilities & Enterprise	1,655,405	1,344,000	1,470,000
Interest Income	8,175	5,000	5,000
<b>Total Revenues</b>	<b>1,663,580</b>	<b>1,349,000</b>	<b>1,475,000</b>
<b>Expenditures</b>			
Operating	62,731		320,000
Capital	22,105	132,000	1,195,750
Transfers	401,400	1,732,750	600,000
<b>Total Expenditures</b>	<b>486,236</b>	<b>1,864,750</b>	<b>2,115,750</b>
<b>602 - Sourdough Water Tank Construction</b>			
<b>Revenues</b>			
Other Financing Sources		6,600,000	-
Transfers In		1,732,750	-
<b>Total Revenues</b>	<b>-</b>	<b>8,332,750</b>	<b>-</b>
<b>Expenditures</b>			
Capital		6,600,000	-
<b>Total Expenditures</b>	<b>-</b>	<b>6,600,000</b>	<b>-</b>
<b>620 - Waste Water Fund</b>			
<b>Revenues</b>			
Penalties & Interest	5		
State Shared	41,726	1,500	1,500
Utility & Enterprise	7,631,118	7,640,050	8,149,451
Interest Income	55,089	15,000	15,000
Refunds & Reimbursements	133,699	284,200	284,200
Contributed Capital	2,080,091		
Other Financing	136,378		
<b>Total Revenues</b>	<b>10,078,106</b>	<b>7,940,750</b>	<b>8,450,151</b>
<b>Expenditures</b>			
Personnel & Benefits	2,169,808	2,048,154	1,992,572
Operating	2,790,080	3,218,778	3,409,874
Capital	665,795	1,995,619	1,841,001
Debt Service	-	1,704,247	1,704,247
Transfers			
<b>Total Expenditures</b>	<b>5,625,683</b>	<b>8,966,798</b>	<b>8,947,694</b>

FUND	FY15 Actual	FY16 Budget	FY17 Final
<b>630 - Waste Water Impact Fee</b>			
<b>Revenues</b>			
Utility & Enterprise	1,051,745	1,065,500	3,149,133
Interest Income	835	-	-
<b>Total Revenues</b>	<b>1,052,580</b>	<b>1,065,500</b>	<b>3,149,133</b>
<b>Expenditures</b>			
Operating	34,207		50,000
Capital	170,277	1,186,200	3,300,249
Debt Service	-	653,212	653,212
Transfers	670,152		
<b>Total Expenditures</b>	<b>874,636</b>	<b>1,839,412</b>	<b>4,003,461</b>
<b>640 - Solid Waste Fund</b>			
<b>Revenues</b>			
Penalty & Interest	51		
State Shared	25,274		
Recycling Revenue	246,361	240,750	323,544
Utilities & Enterprise	2,677,901	2,688,300	3,008,900
Interest Income	5,895	9,500	6,365
Miscellaneous Revenue	1,971		
Refunds & Reimbursements			
Rents and Royalties	13,924	12,500	12,500
Roll-Off Container Rental	9,584	8,000	8,000
Sales			
<b>Total Revenues</b>	<b>2,980,961</b>	<b>2,959,050</b>	<b>3,359,309</b>
<b>Expenditures</b>			
Personnel & Benefits	1,095,687	1,030,805	1,140,881
Operating	1,741,020	1,664,922	1,879,169
Capital	585,005	1,088,043	110,000
<b>Total Expenditures</b>	<b>3,421,712</b>	<b>3,783,770</b>	<b>3,130,050</b>
<b>641 - Landfill Post Closure and Monitoring Costs</b>			
<b>Revenues</b>			
Other Financing Sources	221,339		807,000
Interest Income	(2,273)	7,500	-
Sale of assets		1,130,000	-
<b>Total Revenues</b>	<b>219,066</b>	<b>1,137,500</b>	<b>807,000</b>
<b>Expenditures</b>			
Operations	482,106	180,000	1,103,000
Capital	-	100,000	-
<b>Total Expenditures</b>	<b>482,106</b>	<b>280,000</b>	<b>1,103,000</b>
<b>650 - Parking Fund</b>			
<b>Revenues</b>			
Licenses and Permits	297,831	252,303	326,699
State Shared	5,028		
General Government			
Fines and Forfeitures	278,527	359,939	284,500
Interest Income	2,296	1,400	1,400
Loan Interest	1,198	1,400	1,400
Refunds & Reimbursments	2,368		
Rents & Receivables	2,182	2,000	2,000
Transfers from other Funds	170,347	260,000	165,000
<b>Total Revenues</b>	<b>759,777</b>	<b>877,042</b>	<b>780,999</b>

FUND	FY15 Actual	FY16 Budget	FY17 Final
<b>Expenditures</b>			
Personnel & Benefits	265,791	282,946	316,951
Operating	525,462	354,081	359,097
Capital	190,442	218,000	175,000
<b>Total Expenditures</b>	<b>981,695</b>	<b>855,027</b>	<b>851,048</b>
<b>670 - Storm Water Fund</b>			
<b>Revenues</b>			
Grants	6,505		
State Shared			
Utilities & Enterprise	304,906	825,000	1,305,680
Interest Income	2,072	2,100	2,100
Admin Reimbursement	-	-	-
Transfers from other Funds	140,000	140,000	140,000
<b>Total Revenues</b>	<b>453,483</b>	<b>967,100</b>	<b>1,447,780</b>
<b>Expenditures</b>			
Personnel & Benefits	115,467	364,708	376,433
Operations	194,850	174,597	240,715
Capital	-	231,650	550,000
Debt Service	85,345	225,351	225,346
Transfers	221,339		
<b>Total Expenditures</b>	<b>617,001</b>	<b>996,306</b>	<b>1,392,494</b>
<b>Internal Service Funds</b>			
<b>710 - Vehicle Maintenance</b>			
<b>Revenues</b>			
State Shared	7,773		
General Government	985,863	875,771	1,200,000
Interest Income	2,916	2,700	2,700
Refunds & Reimbursements	3,864	3,000	3,000
Sales			
<b>Total Revenues</b>	<b>1,000,416</b>	<b>881,471</b>	<b>1,205,700</b>
<b>Expenditures</b>			
Personnel & Benefits	373,061	380,994	411,683
Operating	807,931	765,965	773,650
Capital	12,559	30,500	63,000
<b>Total Expenditures</b>	<b>1,193,551</b>	<b>1,177,459</b>	<b>1,248,333</b>
<b>720 - Health-Medical Insurance</b>			
<b>Revenues</b>			
Public Welfare	4,272,722	4,476,785	4,820,912
Refunds & Reimbursements		-	-
Transfers In			
<b>Total Revenues</b>	<b>4,272,722</b>	<b>4,476,785</b>	<b>4,820,912</b>
<b>Expenditures</b>			
Operating	4,333,749	4,476,785	4,820,912
<b>Total Expenditures</b>	<b>4,333,749</b>	<b>4,476,785</b>	<b>4,820,912</b>
<b>Permanent Funds</b>			
<b>800 - Cemetery Perpetual Care</b>			
<b>Revenues</b>			
Public Welfare	102,761	100,000	100,000
Interest Income	7,497	6,000	6,000
<b>Total Revenues</b>	<b>110,258</b>	<b>106,000</b>	<b>106,000</b>

FUND	FY15 Actual	FY16 Budget	FY17 Final
<b>865-883 - Public Welfare Grants</b>			
<b>Revenues</b>			
Cash Over/Short			
Interest Income			
Grants			
Refunds & Reimbursements	524,351		
<b>Total Revenues</b>	<b>524,351</b>	-	-
<b>Expenses</b>			
Operating	-		
<b>Expenditures</b>	<b>524,486</b>	-	-

## LONG RANGE FINANCIAL PLANS

### 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 FY18-FY22 Capital Improvement Plan.

The FY7-21 CIP contained scheduled projects totaling \$151 Million, and unscheduled projects of \$95 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**
- **Street & Curb Reconstructions**
- **Arterial & Collector 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**

**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**
- **Arterial & Collector 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

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## **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:**

- Lobbyist Consultant added to budget \$25,000 \* Ballot funds \$10,000

### **Accomplishments:**

Anticipated for FY17: • L & J Ballot item • Work with the City Employees to carry out the Adopted Work Plan Items

### **Adopted Work Plan Items:**

Joint Law & Justice Center, • Landfill, • UDC Rewrite, • Vision & Strategic Plan, • 2017 Legislative Agenda, • Parks Maintenance District, • Broadband Expansion, • Impact Fee Update

# Department: CITY COMMISSION

Activity: General Government

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$96,611	\$120,416	\$117,926	(\$2,490)	-2.07%
Operating	\$50,404	\$119,800	\$82,075	(\$37,725)	-31.49%
Capital	\$5,302	\$8,500	\$5,000	(\$3,500)	-41.18%
Debt Service	\$209	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$152,526</b>	<b>\$248,716</b>	<b>\$205,001</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
1110 City Commission	\$152,526	\$248,716	\$205,001	(\$43,715)	-17.58%
1130 Special Bodies/Study Commission/Ethics Board	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$152,526</b>	<b>\$248,716</b>	<b>\$205,001</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
010 General Fund	\$152,526	\$248,716	\$205,001	(\$43,715)	-17.58%
<b>Totals</b>	<b>\$152,526</b>	<b>\$248,716</b>	<b>\$205,001</b>		

# Department: CITY COMMISSION

Activity: General Government

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Workload Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
	<b>STAFF TO SUPPORT WORKLOAD</b>	<b>FTE</b>	2.10	2.10	2.10	2.10
WL1	ORDINANCES PASSED		22	17	30	30
WL2	RESOLUTIONS PASSED		66	75	70	70
WL3	COMMISSION MEETINGS HELD		48	50	50	50
WL4	PUBLIC HEARINGS HELD		48	50	50	50
WL5	HOURS OF MEETINGS		240	250	270	270
WL6	PAGES OF MINUTES		700	500	700	
WL7	EXECUTIVE SESSIONS		3	3	5	5
WL8	HOURS OF EXECUTIVE SESSIONS		10	15	15	15
WL9	PAGES OF MINUTES FROM EXECUTIVE SESSIONS		30	30	30	30

# Department: CITY MANAGER

Activity: General Government

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## **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.

### **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 public.
- 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 supervisory level staff to help ensure seamless governmental operations.
- Anticipate future service demands and resource deficiencies and be proactive in addressing them.
- Create a well-led, coordinated, and trained workforce.

### **Budget Highlights:**

• \$5,000 - Director's Retreat, • \$3,000 – Annual Ethics Training Development, • \$500 – Professional Photos for Media Library / Updated Directors' Team, • \$500 – Annual Mayors' Luncheon, • \$1,000 – Insurance Consultant, • \$500 – Rebranding Finalization

### **Accomplishments:**

Anticipated for FY17:

- Continue to work toward completing Commission Adopted Goals, completing as many as possible.
- Complete the Vision & Strategic Plan.
- Successfully educate voters about the passage of the joint Law & Justice Center ballot measure at election.
- Negotiate the Teamster contract.

### **Adopted Work Plan Items:**

The City Manager is working to fulfill the following Adopted Goals:

- Joint Law & Justice Center project design and adopt ballot language,
- Organizational Vision & Strategic Plan,
- Landfill remediation system and defend lawsuits,
- Employee Handbook,
- Enterprise-wide software implementation – CityWorks and SunGard,
- Legislative agenda/priorities for 2017 session,
- UDC rewrite,
- Transportation Plan update,
- Contract policy,
- Design Guidelines rewrite.

# Department: CITY MANAGER

Activity: General Government

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$589,060	\$635,194	\$676,230	\$41,036	6.46%
Operating	\$111,311	\$256,097	\$126,413	(\$129,684)	-50.64%
Capital	\$10,604	\$5,000	\$0	(\$5,000)	-100.00%
Debt Service	\$418	\$0	\$400	\$400	100.00%
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$711,393</b>	<b>\$896,291</b>	<b>\$803,043</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
1210 City Administration	\$512,018	\$620,280	\$540,394	(\$79,886)	-12.88%
1220 City Clerk	\$198,277	\$194,581	\$180,747	(\$13,834)	-7.11%
1260 Neighborhood/Economic Development Programs	\$1,098	\$81,430	\$81,902	\$472	0.58%
<b>Totals</b>	<b>\$711,393</b>	<b>\$896,291</b>	<b>\$803,043</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
010 General Fund	\$711,393	\$896,291	\$803,043	(\$93,248)	-10.40%
<b>Totals</b>	<b>\$711,393</b>	<b>\$896,291</b>	<b>\$803,043</b>		

# Department: CITY MANAGER

Activity: General Government

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM1	Support the City Commission in their decision process by providing unbiased, accurate research and data from the staff a minimum of five days prior to the introduction of an item as an agenda item.	90%	98%	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%	100%
PM3	An open local government supported by a visible City Manager who meets regularly with regional city and county administrators, leadership of MSU, the Chamber of Commerce, economic development organizations, the Bozeman School District, and civic groups.	100%	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%	95%	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%	100%
PM6	Opportunities to participate in world class leadership skills training seminars by supervisory 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%	100%
Workload Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
STAFF TO SUPPORT WORKLOAD		FTE	5.00	5.00	6.00	6.00
WL01	Contracts Negotiated with Bargaining Units		0	3	1	0
WL02	Commission Meetings Attended		44	41	46	45

# Department: MUNICIPAL COURT

Activity: General Government

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## **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 is 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:**

### **Accomplishments:**

Anticipated for FY17: • 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 recor; • 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

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$521,595	\$538,137	\$606,675	\$68,538	12.74%
Operating	\$167,782	\$156,638	\$163,820	\$7,182	4.59%
Capital	\$0	\$0	\$0	\$0	n/a
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$689,377</b>	<b>\$694,775</b>	<b>\$770,495</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
1310 Municipal Court	\$689,377	\$694,775	\$770,495	\$75,720	10.90%
<b>Totals</b>	<b>\$689,377</b>	<b>\$694,775</b>	<b>\$770,495</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
010 General Fund	\$689,377	\$694,775	\$770,495	\$75,720	10.90%
<b>Totals</b>	<b>\$689,377</b>	<b>\$694,775</b>	<b>\$770,495</b>		

# Department: MUNICIPAL COURT

Activity: General Government

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
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 <6 Mos.	100%	100%	100%	
PM02	Cases Resolved on First Appearance	60%	50%	50%	50%	
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%	100%	
PM04	Time Spent to Initialize Time Pay Agreement	10 min/case	10 min/case	10 min/case	10 min/case	
PM05	Daily Time Devoted to Time Pay Per Clerk (phone, counter, summons, warrant)	50% clerk	50% clerk	50% clerk	50% clerk	
Efficiency Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM06	Number of: Judge Trials, Jury Trials, Open Court, Misc. Hearings	3 days wkly, 2 wkly, 3 days wkly, 3 days wkly	100%	100%	100%	
PM07	Ticket Entry per Hour	20	15	15	15	
PM08	Processing of Open Court Paperwork & Judge Trials	1/2 DAY	½ day	½ day	½ - ¾ day	
PM09	Municipal Court Trials: Clerk Time in Court Room w/Judge During Trial	10%	30 %	30 %	30 %	
Workload Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
STAFF TO SUPPORT WORKLOAD		FTE	8.50	8.50	8.50	
WL01	Court Citations		7,189	7,400	7,500	
WL02	Judge Trial Requests	Calendar Year (FY14 = 2014)	296	325	325	
WL03	Jury Trial Requests	Calendar Year (FY14 = 2014)	332	360	345	

# Department: MUNICIPAL COURT

Activity: General Government

WL04	Pre-Trial Hearings (suppression, etc.) New procedure for FY11, instead of auto set Jury trial. Beginning in FY14, no longer tracking omnibus hearings.	Calendar Year (FY14 = 2014)	564	750	750
WL05	Open Court Proceedings: Hours per Week	7	8	8	8
WL06	Judge Trials Held	Calendar Year (FY14 = 2014)	33	35	37
WL07	Jury Trials Held	Calendar Year (FY14 = 2014)	17	15	17
WL08	Temporary orders of protection	Calendar Year (FY14 = 2014)	67	80	75
WL09	Summons Issued	Calendar Year (FY14 = 2014)	2,068	2,075	2,080
WL10	Warrants Issued	Calendar Year (FY14 = 2014)	1,260	1,275	1,270
WL11	Appeals	Calendar Year (FY14 = 2014)	9	7	9
WL11	Open Court appearances (daily average)	Calendar Year (FY14 = 2014)	23.09	25	24

# Department: CITY ATTORNEY

Activity: General Government

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## **PROGRAM INFORMATION**

### **Program Description:**

The City Attorney is the legal advisor and primary attorney for the city and as such is responsible for protecting the legal interests of the city and directing its legal operations. The City Attorney, Assistant City Attorneys and Prosecutors: 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 civil and criminal offenses committed within City; provide legal advice to the City Commission, City Manager, and all departmental staff and agencies and boards; and prepare or review 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 be a critical part of the City's leadership team through integration with department directors, HPO members, the City Commission, and other city agencies such as the Library Board, Parking Commission, etc.
- To work with the Bozeman Police Department and MSU Police Department to enforce state laws and city ordinances pertaining to misdemeanor offenses within the city.
- To work with other city personnel and officials in enforcing city ordinances including zoning, building code, fire code, etc.
- To review legitimate complaints from citizens for the filing of criminal offenses and, if accepted, prosecute the violations in court.
- To prosecute criminal cases in a timely= and efficient manner in the best interests of justice, the best interests of the citizens of Bozeman, and the interests of victims of crime.
- To direct the legal operations of the city and serve as the city's legal counsel and legal representative before all courts, administrative agencies, and in all legal proceedings involving the city, and to provide oversight of cases where the city retains special legal counsel.
- To provide legal advice to the City Manager, Mayor, City Commission, departmental staff, and city boards concerning legal matters that arise with respect to city governmental services and operations.
- To perform legal research and issue legal opinions including ethics opinions.
- To review or prepare contracts, deeds, resolutions, ordinances, and other municipal documents relating to governmental agreements, services, and operations of the city.
- To attend City Commission meetings and provide legal advice.
- To practice preventative law by being integral members of the city's departmental teams and by providing legal risk management services and proactive legal advice.

### **Budget Highlights:**

- Provide funding for 10% Domestic Violence prosecutor salary per 2014 Department of Justice Office of Violence Against Women grant
- Provide adequate funding for staff/attorney professional development
- Provide budget support for ongoing programs and costs
- Fully Fund Victim/Witness Program - \$140,000

### **Accomplishments:**

- Continue to build a stable and productive team through periodic department retreats, weekly criminal staff meetings (increase communication, cooperation, refine procedures and overall effectiveness of criminal services), and monthly meetings with Bozeman Police Department command staff and MSU Police.
- Continued to integrate legal services into all facets of City operations through active involvement in director team activities (playbook, work plan, etc.) and a strong leadership role in HPO.
- Demonstrated improvement in effectiveness of informing police officers and other witnesses of cancelled or amended dates for hearings and trials.
- Integrated second Assistant City Attorney into the department and organization and successfully recruited new prosecutors.
- Completed all requests for prosecution within 30 days of receipt (or document why the deadline has passed).
- Continue to implement policy to complete all requests for confidential or public criminal justice information within time period required by district court.
- Continued oversight of and active participation in civil litigation handled by outside counsel.
- Implemented new performance measures for prosecution services.
- Continued support code enforcement/quality of life actions and integrated function into code enforcement program.
- Partnered with Bozeman Police Department to, among others: Implement municipal infractions process; and to Develop and implement training and discussion sessions with police officers on matters of criminal procedure.
- Successfully used interns to assist in civil and criminal functions.

### **Adopted Work Plan Items:**

- Actively participate with the City's leadership team in prioritizing and managing all aspects of the City's services and operations.

## Department: CITY ATTORNEY

Activity: General Government

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Complete projects/initiatives established as goals by the City Commission. • Assist in implementing the City Manager's 2016/2017 Work Plan with a particular focus on public works projects, economic development (broadband), TOP projects, community development reforms, etc. • Continue to focus on improving efficiencies and effectiveness in all areas of prosecution services through professional development, better use of JustWare, and other program efficiencies. • Improve focus on professional development of all staff and use of online training resources. • Continue to participate in integrated water resources planning efforts. • Provide management of City's legal activities related to the Story Mill Landfill, TOPs program, and other critical program objectives. • Develop a contract and procurement policy and procedures manual for city departments and divisions. • Train city staff on insurance requirements, contract management, and risk transfer; contract with an insurance consultant to review current city practices and MMIA insurance services. • Clarify liability coverage for all boards and assist in development of comprehensive risk management program. • Continue to increase communication with police department through monthly meetings and trainings and shift briefings. • Purchase and implement litigation/claim hold software and develop procedures for securing electronically stored information. • Continue to use interns to assist in criminal and civil functions. • Continue to implement reform to the municipal infraction procedures.

# Department: CITY ATTORNEY

Activity: General Government

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$812,221	\$895,505	\$962,990	\$67,485	7.54%
Operating	\$366,249	\$328,800	\$383,500	\$54,700	16.64%
Capital	\$0	\$0	\$0	\$0	n/a
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$1,178,470</b>	<b>\$1,224,305</b>	<b>\$1,346,490</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
1410 City Attorney	\$873,171	\$984,305	\$1,056,490	\$72,185	7.33%
1430-1446 Civil Litigation	\$225,915	\$100,000	\$145,000	\$45,000	45.00%
1460 Criminal Prosecution - General	\$0	\$0	\$0	\$0	n/a
1462 Criminal Prosecution - Victim/Witness	\$79,384	\$140,000	\$145,000	\$5,000	3.57%
<b>Totals</b>	<b>\$1,178,470</b>	<b>\$1,224,305</b>	<b>\$1,346,490</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
010 General Fund	\$1,099,086	\$1,084,305	\$1,206,490	\$122,185	11.27%
174 Victim Witness Advocate	\$79,384	\$140,000	\$140,000	\$0	n/a
<b>Totals</b>	<b>\$1,178,470</b>	<b>\$1,224,305</b>	<b>\$1,346,490</b>		

# Department: CITY ATTORNEY

Activity: General Government

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Workload Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	7.00	10.20	10.20	10.2
WL01	New Cases: City Police		1061	1154	1100	1200
WL01	New Cases: MSU Police		110	148	150	150
WL03	Open Cases: Active		1200	1910	1600	1800
WL04	Open Cases: Warrant		450	475	450	450
WL05	Bench Trials: Guilty		52	39	40	40
WL06	Bench Trials: Not Guilty		16	6	5	5
WL07	Jury Trials: Scheduled		281	345	300	300
WL08	Jury Trials: Guilty		9	16	10	10
WL09	Jury Trials: Not Guilty		1	5	1	0
WL10	Jury Trials: Appealed		2	0	1	0
WL11	Hearings: Amount of Restitution Ordered		\$132,113	\$111,775	\$135,000	\$135,000
WL12	Hearings: Revocation Motions Filed		431	331	400	250
WL13	Number of Requests for Prosecution		65	36	50	65
WL14	Number of Requests for Hearings		616	1287	1000	1400
WL14	New Cases: Title 45		476	555	500	500
WL15	New Cases: Traffic		312	335	300	320
WL15	DUI Cases: Opened		314	307	300	300

# Department: CITY ATTORNEY

Activity: General Government

WL16	New Cases: Civil Infractions	21	26	30	10
WL16	DUI Cases: Amended To A Lesser Charge	152	240	150	250
WL18	DUI Cases: Dismissed	2	1	0	0
WL19	New Cases	1,171	1154	1250	1200
WL20	New Cases: Domestic	56	90	70	90
WL24	Requests for Confidential Criminal Justice Information (CCJI)	38	36	30	40

# 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. 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.

1. The ADMINISTRATION division's purpose 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.
2. The ACCOUNTING division's purpose 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.
3. The TREASURY division's purpose 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.
4. The INFORMATION TECHNOLOGY division's purpose is to manage and operate 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.
5. The HUMAN RESOURCES division's purpose is to support 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 Administrative Services with questions or concerns.
- To safeguard the City's financial assets through prudent investing, budgeting and expenditure control.
- 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:

- Addition of 1 FTE Sungard Application Manager (January 2017); Addition of 1 FTE Human Resources Generalist; Software maintenance contracts - \$245,167
- CIP GF062: Replacement of Personal Computers - \$65,000
- CIP GF080: City Wide Router &

# Department: ADMINISTRATIVE SERVICES

Activity: General Government

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Switch Replacement - \$40,000 • CIP GF079: Replacement of Professional Building Switches - \$25,000 • CIP GF197: Office 2013 Upgrade - \$70,000

## Accomplishments:

Anticipated for FY16: • 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. • Hire and train appropriate staff to meet the City's staffing needs; • Update of Strategic Information Technology Plan; • Development of a comprehensive employee training program; • Upgrade to Office 2013; • Migration of remaining SQL databases over to the new SQL Server 2012 Cluster; • Continue upgrades to City Website to enhance the public's access to City information; • Continue upgrade and maintenance to the City VoIP phones and gateways; • Continue the migration of physical servers to virtual servers and continue upgrades to aging routers and switches at selected locations; • Litigation hold solution.

## Adopted Work Plan Items:

Provide Financing, Accounting, Technology & HR support and planning services to all of the Adopted Work Plan items.

# Department: ADMINISTRATIVE SERVICES

Activity: General Government

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$1,467,219	\$1,528,097	\$1,787,648	\$259,551	16.99%
Operating	\$551,042	\$719,908	\$647,686	(\$72,222)	-10.03%
Capital	\$116,725	\$135,000	\$152,760	\$17,760	13.16%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$2,134,986</b>	<b>\$2,383,005</b>	<b>\$2,588,094</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
1510 Finance Administration	\$170,597	\$164,457	\$236,862	\$72,405	44.03%
1520 Accounting	\$443,238	\$441,646	\$472,402	\$30,756	6.96%
1530 Treasury	\$341,869	\$363,097	\$389,528	\$26,431	7.28%
1545 Information Technology	\$872,092	\$1,112,796	\$1,060,449	(\$52,347)	-4.70%
1560 Human Resources	\$307,190	\$301,009	\$428,853	\$127,844	42.47%
<b>Totals</b>	<b>\$2,134,986</b>	<b>\$2,383,005</b>	<b>\$2,588,094</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
010 General Fund	\$2,134,986	\$2,383,005	\$2,588,094	\$205,089	8.61%
500 Construction Funds	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$2,134,986</b>	<b>\$2,383,005</b>	<b>\$2,588,094</b>		

# Department: ADMINISTRATIVE SERVICES

Activity: General Government

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM01	Finance: Distinguished Budget Presentation Award for the Government Finance Officer's Association		RECEIVED	RECEIVED	WILL APPLY	Will Apply
PM02	Finance: Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officer's Association		APPLIED	RECEIVED	WILL APPLY	Will Apply
PM03	Finance: City's Bond Rating: General Obligation		Aa3	Aa3	Aa3	Aa3
PM04	Finance: City's Bond Rating: Downtown Tax Increment District Rating		BBB+	BBB+	BBB+	BBB+
PM05	Finance: Monthly Checklist Items Done Correctly the First Time	95%	99%	99%	99%	99%
PM06	IT: Help Desk Calls Resolved	99%	99%	99%	99%	99%
PM07	IT: Phone System Uptime	99%	99%	99%	99%	99%
PM08	IT: Data Network Uptime	99%	99%	99%	99%	99%
PM09	IT: Point to Point Links Uptime (Fiber and Copper)	99%	99%	99%	99%	99%
PM10	IT: Enterprise Application Uptime	99%	99%	99%	99%	99%
PM11	IT: Server Uptime	99%	99%	99%	99%	99%
PM12	Treasury: Accounts Receivable Statements Mailed by the 15th of the Month	98%	100%	100%	100%	100%
PM13	Treasury: Average # of Water Customers on Shut-off List per Month	<10	<12	<12	<12	<15
PM14	HR: The Recruitment process will protect the work force and City rights, and results in matching appropriate hires with appropriate jobs		100%	100%	100%	100%
PM15	HR: Low turnover, resulting in a stable workforce		100%	100%	100%	100%

# Department: ADMINISTRATIVE SERVICES

Activity: General Government

PM16	HR: Continual skill improvement training results in a competent, effective and efficient workforce		100%	100%	100%	100%
<b>Workload Measures</b>		<b>Standard</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Approved</b>	<b>FY17 Approved</b>
	<b>STAFF TO SUPPORT WORKLOAD</b>	<b>FTE</b>	19.00	22	22	24
WL01	Finance: Accounts Payable Checks Processed		10,453	11,098	11,000	11,800
WL02	Finance: Federal Awards Expended (Grants)		\$604,356	\$689,534	600,000	600,000
WL03	Finance: IRS Informational Returns		106	90	120	155
WL04	IT: Help Desk Calls Created and Completed		1,600	1386	1900	1800
WL05	IT: Hours Phone System is in Service: Possible Available = 8,760		8,745	8,750	8755	8755
WL06	IT: Hours Data Network is in Service: Possible Available = 8,760		8,755	8,750	8755	8755
WL07	IT: Point to Point Links: On Network/In Service (Fiber & Copper)		19	20	20	20
WL08	IT: Hours of Enterprise Applications Availability: Possible Available = 8,760		8,750	8,755	8755	8755
WL09	IT: Hours of Server Farm Availability: Possible Available = 8,760		8,755	8,759	8759	8759
WL10	Treasury: SID Statements Issued & Processed		16,424	16,506	16,893	17,200
WL11	Treasury: Utility Bills Issued & Processed		155,000	162,000	166,000	169,000
WL12	Treasury: Business Licenses (Calendar Year)		3,779	4,164	4,200	4,200
WL13	Open Positions (Calendar Year)		113	125	115	125
WL14	Positions Filled (Calendar Year)		112	125	115	125

# Department: COMMUNITY DEVELOPMENT

Activity: General Government

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## **PROGRAM INFORMATION**

### **Program Description:**

The Community Development Department plans for the growth and development of the City of Bozeman. We work with property owners, the design community, residents and business owners to plan, build and grow our community by considering the needs of the current and future residents and property owners within the city boundaries. Major elements of our work consist of: • Long Range Planning • Development Review • Historic Preservation • Impact Fees • Affordable Housing • • Boards Commissions Served

### **Major Objectives:**

**LONG RANGE PLANNING:** • Engage the community in preparing and periodically updating our “Growth Policy” (Comprehensive Plan) • Develop and evaluate the Unified Development Code (Zoning and Development Standards Code) to ensure effective and efficient implementation of the Comprehensive Plan. • Assist other departments and agencies with Capital Improvement planning. • Prepare and implement special studies, reports, and sub-area plans. • Coordinate with public and private organizations and agencies in implementing the community based vision. **DEVELOPMENT REVIEW:** • Provide exemplary customer service by making the planning process accessible, understandable, and efficient. • Evaluate and make recommendations to the Planning Board, City Commission, and /or Director of Public Works on all applications for annexations and subdivisions of land. • Evaluate and make recommendations to the Development Review Committee, Design Review Board, Zoning Commission and City Commission on all proposals for site development. • Provide property owners with assistance to resolve non-conformities • 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 the inclusionary housing ordinance. • 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. • 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 • Support the City’s economic development programs.

### **Budget Highlights:**

• Planning contracted services - \$35,000; • Additional Planner III 1.0 FTE; Community Plan Update (January 2017) - \$150,000; Historic Structure Inventory – \$12,000; Legal Services - \$10,000; Entryway Corridor Design Guideline Update – \$50,000; Training and Education \$15,000; Outreach/Education Tools– \$12,000; Addition of .34 FTE Historic Preservation Officer

### **Accomplishments:**

Continued implementation of community development customer service delivery improvements. • Continued excellent project management of current workload. • Review and revise City’s Unified Development Ordinance (UDC) 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 • Affordable Housing Code Evaluation and drafted amendments • Continue drafting of UDC amendments as part of update effort. • Continued coordination and cooperation on planning issues with Gallatin County, City of Belgrade, School District 7, Montana State University, Montana Department of Transportation, Gallatin Valley Land Trust, and other public and private organizations. • Special projects as directed.

### **Adopted Work Plan Items:**

Spearhead: UDC Update/Revision, Affordable Housing Goals, Priority Setting and Code Revisions, Provide planning assistance with: Police & Municipal Court building; Design Guideline update; Neighborhood Conservation Overlay follow up per city commission direction, undertake start of Community Plan update, continue to train staff to increase organizational capacity.

# Department: COMMUNITY DEVELOPMENT

Activity: General Government

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$626,091	\$780,262	\$888,931	\$108,669	13.93%
Operating	\$160,062	\$428,047	\$362,941	(\$65,106)	-15.21%
Capital	\$0	\$7,500	\$0	(\$7,500)	-100.00%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$786,153</b>	<b>\$1,215,809</b>	<b>\$1,251,872</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
1610 Planning Operations	\$304,860	\$604,782	\$287,918	(\$316,864)	-52.39%
1620 Development Review	\$248,665	\$395,562	\$561,804	\$166,242	42.03%
1630 Long-Range Planning	\$215,994	\$203,541	\$402,150	\$198,609	97.58%
1640 Annexation	\$1,017	\$0	\$0	\$0	n/a
1650 Code Enforcement	\$0	\$0	\$0	\$0	n/a
1660 Historic Preservation	\$10,275	\$11,924	\$0	(\$11,924)	-100.00%
1670 Zoning Operations	\$2,414	\$0	\$0	\$0	n/a
1680 Neighborhoods	\$2,928	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$786,153</b>	<b>\$1,215,809</b>	<b>\$1,251,872</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
100 Community Development Fund	\$786,153	\$1,215,809	\$1,251,872	\$36,063	2.97%
<b>Totals</b>	<b>\$786,153</b>	<b>\$1,215,809</b>	<b>\$1,251,872</b>		

# Department: COMMUNITY DEVELOPMENT

Activity: General Government

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM02	Resident satisfaction with how well the City is planning for growth	National Citize Survey	NA	Improved	High	Continued Improvement
Efficiency Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM01	Average number of work days to act on development applications		NA	54 days	120	
PM03	Percentage of building permit application reviewed within 3 work days		NA	9.1 days	85%	
PM04	Percentage of New Business Licenses Reviewed within 2 work days		NA	56%	95%	95%
Workload Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	8.00	11.60	11.60	13.00
WL01	Number of development applications submitted		609	639	450	550
WL02	Number of Development Applications Denied or Withdrawn	Reduce	5/6	6/17	405	10/20
WL03	Long-range planning hours		NA	2,887	2,200	2,200
WL04	Certificates of Appropriateness		229	252	100	100
WL05	Sign Reviews: Permanent and Temp		162	178	150	120

# Department: FACILITIES MANAGEMENT

Activity: General Government

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## **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 Center. Facilities Management is also responsible for coordinating remodeling, renovations, and new construction projects. Contracted services include activities such as: janitorial services; snow removal; lawn care; and building systems including elevator and fire suppression systems, heating, ventilation, air conditioning systems, mechanical controls, and building generators. The department also assists other divisions with building and grounds related projects and construction related services.

### **Major Objectives:**

Review and update the Division's workload indicators and performance measures to provide accurate and meaningful data to use in future decision making • Provide a safe, comfortable, and professional working environment in all city facilities. • 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:**

• CIP Item GF103- Continue ADA Improvements citywide - \$20,000; • CIP Item GF130 – City Hall Site Improvements Phase II - \$40,000; • CIP Item GF243 – Replacement of Keyless Locks at City Hall and Professional Building - \$10,000; • CIP Item GF244 – Parking Lot Drainage at Library - \$15,000; • CIP Item GF242 – Replacement for Professional Building Rooftop AC Condenser - \$50,000; • Security Upgrades for Finance, City Attorney and Human Resources - \$25,000; • Fiber Installation at 6 City Facilities - \$12,500

### **Accomplishments:**

Completed, or will complete, all the CIP projects funded in FY16 • Anticipated for FY17: Onboard new Facilities Superintendent • Fully implement Cityworks asset management, tracking and help desk functions • Review and update Facility Condition Reports; • Annual Generator Maintenance for Multiple Buildings; • Improve drainage and pedestrian access at the Library; • Stripe, Crack Seal and Seal Coat Multiple Building Parking Lots; • Complete the CIP Items for FY 17; • Irrigation Repairs and Upgrades on Building Grounds; • Annual Maintenance of all HVAC Units; • General Building Maintenance for all City Buildings; • Review and rebid or Renew Contracted Services Agreements for lawn care, janitorial services and snow removal.

### **Adopted Work Plan Items:**

# Department: FACILITIES MANAGEMENT

Activity: General Government

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$263,089	\$268,792	\$247,613	(\$21,179)	-7.88%
Operating	\$811,748	\$921,857	\$1,039,699	\$117,842	12.78%
Capital	\$18,931	\$184,500	\$45,000	(\$139,500)	-75.61%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$1,093,768</b>	<b>\$1,375,149</b>	<b>\$1,332,312</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
1810 City Hall	\$363,335	\$402,114	\$456,177	\$54,063	13.44%
1820 Fire Station #1	\$39,567	\$47,400	\$47,475	\$75	0.16%
1830 Shops Complex	\$85,864	\$161,550	\$88,100	(\$73,450)	-45.47%
1840 Professional Building	\$169,861	\$248,100	\$294,500	\$46,400	18.70%
1850 Senior Center	\$102,398	\$127,500	\$77,750	(\$49,750)	-39.02%
1860 Library	\$255,070	\$255,750	\$274,400	\$18,650	7.29%
1870 Fire Station #2	\$16,072	\$44,375	\$20,375	(\$24,000)	-54.08%
1880 Fire Station #3	\$33,668	\$42,045	\$42,545	\$500	1.19%
1890 Vehicle Maintenance Facility	\$27,933	\$46,315	\$30,990	(\$15,325)	-33.09%
<b>Totals</b>	<b>\$1,093,768</b>	<b>\$1,375,149</b>	<b>\$1,332,312</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
010 General Fund	\$1,093,768	\$1,375,149	\$1,332,312	(\$42,837)	-3.12%
<b>Totals</b>	<b>\$1,093,768</b>	<b>\$1,375,149</b>	<b>\$1,332,312</b>		

# Department: FACILITIES MANAGEMENT

Activity: General Government

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM01	Outside of Department Budget Request (Requests for assistance from other Departments on facility related request.	5%			5%	5%
PM02	Preventative maintenance completion (Air filters, drive belts and seasonal inspections)	90%			95%	95%
PM03	Unscheduled Work (reactive). Projects not planned or budgeted, or new requests from Departments/Divisions	40%			40%	40%
PM04	Safety Inspections (Emergency and life-safety equipment inspections)	90%			90%	90%
PM05	Employee Certifications	100%			100%	100%
PM06	Staff Survey (Survey of building occupants to obtain their assessments of the Facilities Division's performance)	80%			80%	80%
PM07	Response time to non-emergency service requests	1 Day			1 Day	1 Day
PM08	Response time to emergency service requests	1 Hour			1 Hour	1 Hour
Efficiency Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM09	Invoices and Claims Processing (Reviewed, processed and submitted to Finance for payment)	5 Days			5 Dayx	5 Days
Workload Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
WL07	STAFF TO SUPPORT WORKLOAD.	FTE	3.50	3.50	3.50	3.50

# Department: POLICE

Activity: Public Safety

## **PROGRAM INFORMATION**

### **Program Description:**

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, and handle emergency calls for service along with proactive foot and bicycle patrols, property checks, public assists and citizen education. Additionally, the traffic unit proactively patrols for traffic violations and helps ensure the safety of our roadways through traffic education and enforcement. A civilian crash investigator responds to motor vehicle crashes and performs necessary investigations and reporting. Additional specialty assignments include K9, Special Response Team, Field Training Officers, Crisis Intervention Team and Drug Recognition Experts. **SUPPORT SERVICES DIVISION:** The Support Services Division oversees animal control officers, code compliance officers, community resource officer, vehicle procurement and maintenance, uniform and equipment procurement, departmental training and standards, and police officer recruitment and hiring. The division also conducts background investigations on prospective employees, coordinates citizen volunteers, and handles the bicycle registration program and abandoned bicycle auction. Support Services conducts various community outreach events such as the Citizen's Police Academy, Coffee with a Cop, National Night Out, and Shop with a Cop and participates in ongoing community programs such as the Bozeman Police Landlord Partnership, various homeowners associations, and the Inter-Neighborhood Council. **DETECTIVE DIVISION:** The Detective Division is responsible for investigating felony criminal activity including crimes against persons, sexual offenses, crimes against children, internet crimes, property crimes, and other complex investigations. Detectives are also responsible for conducting public education presentations, assisting with background investigations, carrying out internal affairs investigations and assisting the patrol division and other agencies with investigations. The Detective Division maintains a Computer Crime Unit that is a part of the Montana Internet Crimes Against Children Task Force (ICAC), and maintains team memberships in the Gallatin County Sexual Assault Response Team and the Child Sexual Assault Multi-Disciplinary Team. There are four School Resource Officers (SRO's) in the Detective Division assigned to the Bozeman School District whose primary duties are to enforce laws on the school campuses and provide safety and security input to school staff. The Detective Division is also responsible for administering the department's Sexual and Violent Offender Registry Program (SVORP). **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 Inter-local 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:**

- Continue to address public safety concerns 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 incidents.
- 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.

# Department: POLICE

Activity: Public Safety

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## Budget Highlights:

• CIP Item GF053 - Replacement of 2 patrol vehicles and equipment - \$110,500; • CIP Item GF240 – Purchase of Crash Investigation Unit response vehicle - \$35,000; • CIP Item GF235 - Purchase of Evidence Bar Coding System - \$20,000 • OVW Gallatin Project Grant - \$181,000; Addition of 1 FTE Digital Forensic Examiner (50/50 split with Gallatin County, MRDTF will pay 1/2 salary)

## Accomplishments:

Anticipated for FY17: • Continue to work jointly with City/County/911 leadership to implement and fund necessary communication infrastructure improvements; • Continue to work jointly with City/County leadership toward bond education and beginning construction of joint justice facility; • 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; • Improve recruitment efforts for employees that include focused outreach to female and minority applicants; • Continue to refine and improve our quality of life program; • Enhance our ability to handle physical and digital evidence; • fully implement operations of civilian crash investigation unit; • hiring of shared Computer Forensics Examiner with Gallatin County; • Improve and increase positive programs and partnerships with the community, such as “Coffee with a Cop” and placing a work station and presence in the library; • 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 jointly with City/County leadership on design, bond education and hopeful construction of a shared justice facility; • we continue to also work with City/County/911 leadership to implement and fund necessary communication infrastructure improvements; • we help encourage economic development, safety on parks and trails and assurance that residents are safe on the streets and in their homes through meetings, enforcement and education, • we continue to share and promote city core values of Integrity, Leadership, Service and Teamwork; • we are considering options for new vehicles that minimize negative climate impact, to include continued introduction of foot and bike patrols when they can augment or replace vehicle patrols.

# Department: POLICE

Activity: Public Safety

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$6,968,589	\$6,282,687	\$6,470,651	\$187,964	2.99%
Operating	\$1,046,322	\$1,148,438	\$1,071,831	(\$76,607)	-6.67%
Capital	\$1,476,652	\$195,000	\$148,500	(\$46,500)	-23.85%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$8,513	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$9,500,076</b>	<b>\$7,626,125</b>	<b>\$7,690,982</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
3010 Police Operations	\$7,953,243	\$5,960,486	\$5,828,984	(\$131,502)	-2.21%
3020 Crime Control & Investigations	\$1,126,714	\$1,261,868	\$1,436,665	\$174,797	13.85%
3030 DARE	\$0	\$0	\$0	\$0	n/a
3040 Drug Forfeiture	\$239,644	\$200,539	\$213,116	\$12,577	6.27%
3070 Animal Control	\$180,475	\$203,232	\$212,217	\$8,985	4.42%
<b>Totals</b>	<b>\$9,500,076</b>	<b>\$7,626,125</b>	<b>\$7,690,982</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
010 General Fund	\$9,035,035	\$7,187,828	\$7,258,416	\$70,588	0.98%
125 Drug Forfeiture	\$239,644	\$200,539	\$213,116	\$12,577	6.27%
138 Law & Justice Center Prepaid Rent	\$19,125	\$19,125	\$19,125	\$0	n/a
139 Police Special Revenue	\$44,090	\$0	\$0	\$0	n/a
140 Police Domestic Violence	\$162,182	\$218,633	\$200,325	(\$18,308)	-8.37%
501 Police-Court Shared Facility	\$0	\$0	\$0	\$0	n/a

Department: POLICE

Activity: Public Safety

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Totals	\$9,500,076	\$7,626,125	\$7,690,982
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# Department: POLICE

Activity: Public Safety

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM01	Provide adequately staffed, trained and equipped patrol division		88%	88%	76%	90%
PM02	Provide adequately staffed, trained and equipped detective division		91%	95%	75%	85%
PM03	Provide adequately staffed, trained and equipped focused Quality of Life Program		80%	80%	80%	85%
PM05	Provide adequately staffed, trained and equipped K9 Program		85%	95%	95%	95%
PM06	Provide adequately staffed, trained and equipped joint Special Response Team		90%	90%	80%	85%
PM07	Provide training and focus on Crisis Intervention and dealing with mentally ill citizens		90%	90%	70%	70%
PM08	Provide adequately staffed, trained and equipped officers to Missouri River Drug Task Force		90%	90%	85%	85%
PM09	Provide adequately staffed, trained and equipped assignment to Digital Forensic Analysis		85%	90%	50%	70%
PM10	Provide adequately staffed, trained and equipped Crash Investigation Team		95%	100%	75%	90%
PM11	Provide adequately staffed, trained and equipped Arson/Fire Investigation Team		85%	90%	70%	75%
PM12	Provide adequately staffed, trained and equipped and dedicated Traffic Enforcement Unit		100%	100%	50%	90%
PM13	Provide current updated Sexual and Violent Offender Registration Program		95%	97%	97%	97%
PM14	Provide adequately staffed, trained and equipped animal control enforcement and education		80%	90%	90%	95%
PM15	Provide adequately staffed, trained and equipped Evidence Technician and Evidence Storage Location		80%	80%	50%	80%

# Department: POLICE

Activity: Public Safety

PM16	Provide initial and on-going training program for employees that fulfills core training needs	90%	90%	75%	70%	
PM17	Participate in community organizations that promote partnerships	90%	90%	85%	85%	
PM19	Participate in Sexual Assault Response Team	100%	100%	90%	90%	
PM20	Participate in Domestic Violence Response Team	95%	100%	85%	90%	
PM21	Participate in child Multi-Disciplinary Team	90%	90%	90%	90%	
<b>Efficiency Measures</b>		<b>Standard</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Approved</b>	<b>FY17 Approved</b>
PM18	Promote enhanced use of volunteers and internship programs	60%	75%	70%	70%	
<b>Workload Measures</b>		<b>Standard</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Approved</b>	<b>FY17 Approved</b>
<b>STAFF TO SUPPORT WORKLOAD</b>			72.75	71.55	72.15	73.40
WL01	Total Calls for Service	24 hrs/ 365days/year	48,542	46,290	47,400	48,200
WL02	Agency Assist		1,586	1,199	1,562	1,600
WL03	Aggravated Assault / Assault with Weapon		8	14	20	20
WL04	Assault (all other)		222	141	180	185
WL05	Alarm Response		953	1,017	922	980
WL06	Animal Complaints		2232	2,039	2,688	2,700
WL07	Arson		2	6	4	5
WL08	Burglary		82	94	72	80
WL09	Civil Assistance		773	785	878	880
WL10	Code Compliance and Community Resource Officer Complaints		965	1,321	1,597	1,750
WL11	Criminal Trespass		358	382	468	470

# Department: POLICE

Activity: Public Safety

WL12	Criminal Mischief / Vandalism	393	427	380	400
WL13	Disorderly Conduct / Fighting / Threats / Harassment / Stalking	801	931	890	900
WL14	Disturbance / Loud Party	946	852	934	950
WL15	DUI Alcohol and/or drugs	454	480	414	450
WL16	Drugs (Possession and Paraphernalia)	131	232	270	300
WL17	Identity Theft / Deceptive Practice / Forgery	40	65	56	60
WL17	Homicide (includes Deliberate, Attempted and Negligent)	2	4	2	3
WL19	Motor Vehicle Theft (includes unauthorized use of motorvehicle)	33	88	100	90
WL20	Parking Complaints (not including Abandoned Vehicles)	2,062	1,630	1,476	1,550
WL21	Protective Custody / Welfare Check / Suicide / Attempted Suicide	993	1,089	1,120	1,200
WL22	Partner/Family Member Assault	236	273	296	300
WL23	Public Assistance	2,317	2,199	2,782	2,800
WL24	Public Education Presentations	187	211	220	230
WL25	Robbery	6	3	10	6
WL26	Sexual Crime (Sex Assault/Sexual Intercourse without Consent/Incest/Indecent Exposure)	78	91	52	70
WL27	Subject Stops	1,167	1,151	1,564	1,500
WL28	Suspicious Circumstances	873	844	800	850
WL29	Theft (non-vehicular)	1,183	1,198	1,208	1,220
WL30	<b>Total Arrests</b>	<b>2,165</b>	<b>2,195</b>	<b>2,078</b>	<b>2,200</b>

# Department: POLICE

Activity: Public Safety

WL31	Traffic Crashes	1,469	1,601	1,792	1,850
WL32	Traffic Stops	8,210	7,757	7,482	7,900
WL33	Misdemeanor citations issued (includes traffic citations)	6,045	6,169	6,390	6,500
WL34	Citations for Using Cell phone while driving	132	88	90	100
WL35	Provide assistance and liaison to other City Departments	100%	100%	85%	85%
WL36	Provide Education and outreach to the Community	90%	90%	80%	85%
WL37	Provide adequately staffed, trained and equipped School Resource Officers	90%	100%	90%	95%
WL38	Provide Bicycle and walking patrols	100%	100%	90%	90%

# Department: FIRE

Activity: Public Safety

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## **PROGRAM INFORMATION**

### **Program Description:**

The Fire Department budget is developed and administered to provide fire, rescue, hazardous materials, and emergency medical services throughout Bozeman while ensuring that firefighters are equipped and trained to meet nationally recognized minimum consensus standards. Additionally the budget provides resources necessary for the department to maintain a fire prevention program that is comprised of fire and life safety inspection, community outreach, school programs, rental safety initiatives, emergency preparedness, and public education.

### **Major Objectives:**

Anticipated for FY 17: The goal of the department for the next fiscal year is to continue to build a shared vision for the future of the fire department that allows us to provide the highest level of service to the citizens of our community. A big piece of this vision will be crafted by the Fire Protection Master Plan which we hope to update from its original 2006 edition to give us a better look at where the department is today and where our gaps and needs are moving forward. Completion of this plan revision should take approximately six months and will look to incorporate national consensus standards from bodies such as the National Fire Protection Association (NFPA), Center for Public Safety Excellence (CPSE), and Insurance Service Office (ISO). Focusing on employee development we are working on all of our firefighters obtaining nationally recognized Firefighter II credentials and all of the Captains / Chief Officers obtaining nationally recognized Fire Officer I credentials as our current certifications are in-house certifications and carry no credibility or validity. This is a project that we have already begun in FY-16 but hope to show tremendous growth in FY-17. We plan to continue to improve our public education programs and community outreach. We have re-engaged in social media, our department web page, and other forms of communication and look to roll out several updates and new programs during the next 12 months. Several of these updates will have to do with the current rental safety initiative and increase involvement in neighborhood associations and community events. The hiring of a new Fire Marshal will give us someone who can devote the time to these programs that has been missing over the past 16 months. Another project we are looking to address in FY-17 is to formalize and standardize our technical rescue programs, particularly our confined space program, to ensure that we are adequately equipped and trained to provide the required OSHA rescue services needed by our Public Works Department, Montana State University, and other contractors working in Bozeman. While there are a number of technical rescue disciplines that the fire department is responsible for, we feel this is our biggest risk based on the amount of confined space work currently being conducted on a routine basis in the city. Lastly we are working to update and modify our existing facilities to provide us with opportunities to better diversify our workforce in the future. Currently we are not prepared to employ both male and female employees in the same stations and we want to make sure we aren't missing opportunities to hire the best employees based on lacking facilities. This coupled with a different approach and emphasis in our recruitment efforts will better prepare us to enhance our opportunities to diversify our workforce in the future. These plans will require facility modifications in our living quarters and restrooms.

### **Budget Highlights:**

- Updating of Fire Protection Master Plan, emphasis on continued training/certifications of Fire Officers

### **Accomplishments:**

FY 16 saw an increase in the fire department workload and some major changes for the fire department. In calendar year 2015 we answered a record number of calls, 3919, which was just over a 10% increase from calendar year 2014. In August, Josh Waldo, was hired as the 14th Fire Chief in the history of the Bozeman Fire Department and that was followed up with the hiring of Trisha Wolford as our new Deputy Chief – Fire Marshal in February. Both of these positions were hired in from the outside and have required some acclimating and adjusting but with the help of Deputy Chief Megaard and our three Battalion Chiefs the administrative staff is quickly coming up to speed and developing plans for the future that includes several new ideas and perspectives. In September the department re-engaged in social media for the first time in almost 18 months. We continue to work on updating our department web page to increase our contact and interaction with the community. In October we continued our fire prevention programs by visiting and delivering fire prevention programs to all eight of the Bozeman School District elementary schools. The department is continuing to work on our employee development and certification programs as we progress towards nationally recognized consensus standards in areas such as Firefighter I & II and Fire Officer I. To this point we

# Department: FIRE

Activity: Public Safety

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have made significant progress in this area but this is a project that will continue throughout FY-17 and FY-18. The department is currently updating our standard operating guidelines and internal policies and while several have been updated and reviewed this is another project that will continue into FY-17.

## **Adopted Work Plan Items:**

Assess and Re-familiarize the Community on Voluntary Rental Safety Inspection Program

# Department: FIRE

Activity: Public Safety

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$5,080,405	\$4,251,869	\$4,497,966	\$246,097	5.79%
Operating	\$568,103	\$461,535	\$574,330	\$112,795	24.44%
Capital	\$44,533	\$40,000	\$0	(\$40,000)	-100.00%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$5,693,041</b>	<b>\$4,753,404</b>	<b>\$5,072,296</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
3110 Fire Administration	\$544,941	\$452,307	\$523,448	\$71,141	15.73%
3120 Fire Operations	\$5,070,680	\$4,250,361	\$4,485,398	\$235,037	5.53%
3130 Operational Readiness	\$24,075	\$21,300	\$29,000	\$7,700	36.15%
3140 Fire Prevention	\$7,331	\$20,386	\$25,400	\$5,014	24.60%
3160 Hazardous Materials	\$46,014	\$9,050	\$9,050	\$0	n/a
3170 Disaster & Emergency Services	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$5,693,041</b>	<b>\$4,753,404</b>	<b>\$5,072,296</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
010 General Fund	\$5,664,080	\$4,713,404	\$5,047,296	\$333,892	7.08%
113 Fire Impact Fees	\$2,008	\$0	\$25,000	\$25,000	100.00%
183 Fire Department Special Revenue	\$735	\$0	\$0	\$0	n/a
187 Fire Capital & Equipment Replacement	\$26,218	\$40,000	\$0	(\$40,000)	-100.00%
<b>Totals</b>	<b>\$5,693,041</b>	<b>\$4,753,404</b>	<b>\$5,072,296</b>		

# Department: FIRE

Activity: Public Safety

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM01	Emergency Operations: 6 Minute Response Time (Commission Adopted)	100% of City	80%	78.2%	80.0%	80.0%
PM03	Fire Prevention: Bars - Occupancy Checks for special events and high traffic weekends	100%	100%	100%	100%	100%
PM04	Fire Prevention: Sororities & Fraternities	100%	0%	0%	100%	100%
PM05	Fire Prevention: Schools	100%	100%	100%	100%	100%
PM06	Fire Prevention: Montana State University	100%	100%	100%	100%	100%
PM07	Fire Prevention: Business License Inspections	100%	100%	100%	100%	100%
PM08	Training: Number of average training hours per Fire Fighter, National Fire Protection Association and Insurance Service Office standard is 240 hours per calendar year	240 hours	0	hours per mer	N/A	240 hours
PM09	Training: National Fire Protection Association 1001, Firefighter 1, nationally certified	100%	Data not available	74%	90%	100%
PM10	Training: National Fire Protection Association 1001, Firefighter 2, nationally certified	100%	Data not available	36%	70%	100%
PM11	Training: Haz Mat Technician, 20 Hazardous Materials Technician Team Members / 16 Hazardous Materials Operations Level Trained Members	100%	hnicians / 16 opericians / 16 ope		100%	ehnicians / 16 Operat
PM12	Training: EMT/Paramedic Refresher	100%	100%	100%	100%	100%
PM13	Training: Car Seat Safety Technicians Recertified	100%	100%	100%	100%	100%
Efficiency Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM02	Fire Prevention: Annual Inspections as a percentage of properties in need of inspection (not including new construction) Total properties requiring inspection: 2,519 (we are scheduled to complete ½ of that number each year)	100%	51%	38%	100%	100%

# Department: FIRE

Activity: Public Safety

Workload Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	45.75	46.00	46.00	46
WL01	<b>Fires</b>		70	78	80	85
WL02	<b>Rupture/Explosion</b>		4	7	7	7
WL03	<b>EMS/Rescue</b>		2051	2032	2328	2500
WL04	<b>Hazardous Condition</b>		266	211	254	275
WL05	<b>Service Calls</b>		212	202	244	250
WL06	<b>Good Intent Calls</b>		561	628	651	650
WL07	<b>False Calls</b>		385	401	338	400
WL08	<b>Severe Weather/Other</b>		4	1	2	2
WL09	<b>Total Calls</b>		3554	3556	3919	4000

# Department: BUILDING INSPECTION

Activity: Public Safety

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## **PROGRAM INFORMATION**

### **Program Description:**

The Building Inspection Division unit accounts for expenditures utilized to monitor construction projects within the City of Bozeman Jurisdictional Area 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. The support team utilized to attend this process currently includes one Chief Building Official, three Plans Examiners, six Building Inspectors, two Project Permit Coordinators one Permit Technician and two Fire Inspectors. We currently have one vacant Building Inspector II and one vacant Code Compliance Officer position. Staff team members receive, process and review residential and commercial building plans and applications for compliance with adopted codes and ordinances. Staff assesses and collects fees for building, plumbing, electrical, mechanical, and demolition permits in addition to collecting City Impact Fees and fees for other miscellaneous city services. Team members issue permits and perform inspections to verify compliance with approved plans and applicable codes and ordinances. In addition, staff provides verbal and written permit related information to the customers. Upon completion of a project, staff processes and issues certificates of occupancy. Code violations, building related citizen complaints, and expired building permits are turned over to the Building Division Code Compliance Officer for processing and remedial action. All staff participates in providing general code information to our customers on a daily basis and frequently provide onsite consultation for contractors and property owners during the planning and construction phases of a project. All building division staff is on call and ready to respond as needed to structural emergencies resulting from fire, earthquakes, explosions, weather damage, vehicle accidents, and similar occurrences.

### **Major Objectives:**

1. Communication and 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. • Continue working with all city departments to help with in-house city building renovation and remodel projects. • Continue working to improve communications with City Administrators and the City Commissioners. 2. Customer Service: • Work in conjunction with the Planning and Engineering departments to develop and implement an improved and more efficient building permit issuance procedure. • Provide technical advice and consultation for all city departments to help facilitate in-house city projects and minimize costs to the taxpayer. • Continue implementing and working with new technology in order to provide faster, higher quality, more accessible and streamlined services for our customers in the coming years. 3. Technology: • Fine tune and promote Click2Gov software that allows Building Division customers online access to permit and project files. • Fine tune and continue to de-bug software integrated into our field inspection procedures to allow for more efficient and consistent field inspections and inspection documentation. • Fine tune and promote software that will allow for online plan submittal and work towards providing a complete electronic plan review process for our customers.

### **Budget Highlights:**

• Staff vehicle - \$32,500 • Continued operations for Building Inspection Division.

### **Accomplishments:**

Anticipated for FY17: 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

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$1,067,449	\$1,440,370	\$1,441,924	\$1,554	0.11%
Operating	\$355,824	\$499,126	\$504,020	\$4,894	0.98%
Capital	\$37,563	\$0	\$32,500	\$32,500	100.00%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$1,460,836</b>	<b>\$1,939,496</b>	<b>\$1,978,444</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
3210 Building Inspection Operations	\$1,460,836	\$1,939,496	\$1,978,444	\$38,948	2.01%
<b>Totals</b>	<b>\$1,460,836</b>	<b>\$1,939,496</b>	<b>\$1,978,444</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
115 Building Inspection Fund	\$1,460,836	\$1,939,496	\$1,978,444	\$38,948	2.01%
<b>Totals</b>	<b>\$1,460,836</b>	<b>\$1,939,496</b>	<b>\$1,978,444</b>		

# Department: BUILDING INSPECTION

Activity: Public Safety

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM01	Residential Plan Reviews: Within Standard - 2 weeks	75%	75%	80%	85%	85%
PM02	Commerical Plan Reviews: Within Standard - 4 weeks	75%	85%	95%	95%	95%
PM04	Frame Inspections: Within Standard (1 audit/month/employee)	90%	85%	85%	85%	85%
PM05	Commercial Plan Checks: Within Standard (1 audit/month/employee)	90%	95%	95%	95%	95%
PM06	Residential Plan Checks: Within Standard (1 audit/month/employee)	90%	98%	98%	98%	98%
PM07	Final Inspections: Within Standard (1 audit/month/employee)	90%	90%	90%	90%	90%
Efficiency Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM11	Average Daily Inspections per Inspector	15	30.52	32.56%	Depends on staffing	Depends on staffing
Workload Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
STAFF TO SUPPORT WORKLOAD		FTE	12.55	14.50	18.50	17
WL01	Commercial Permits: Number		1165	1560	1200	1200
WL02	Commercial Permits Valuation		\$44.50 M	\$98.02 M	\$65 M	\$65 M
WL03	Residential Permits: Number		2911	2836	3500	3500
WL04	Residential Permits Valuation		\$130.68 M	\$191.97 M	\$130 M	\$130 M
WL05	New Permits: Single Family Dwellings		375	313	250	250
WL06	New Permits: Multi-Unit Dwellings		486	441	425	425

# Department: PARKING

Activity: Public Safety

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## **PROGRAM INFORMATION**

### **Program Description:**

Effective July 1, 2013 the Parking Enterprise Fund, under the authority of the Bozeman Parking Commission (BPC), now consists of the entire city of Bozeman and not just the Downtown Parking, the MSU Residential Parking District, and the High School Residential Parking District. Additional jurisdiction of the BPC includes Bridger Park Downtown, and the City's 435-space parking garage. The Assistant City Manager directly supervises the administrative responsibilities of the City's parking manager, who, in turn, oversees the Parking Enforcement staff (4.0 FTE). The Parking Clerk is not supervised or evaluated by the Parking Manager, but rather by the City Treasurer. There are four sources of revenue: citations, permits for the MSU and high school residential districts, monthly leases in surface lots 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; vehicle expenses and seasonal snow removal. While primary responsibility of each enforcement person is to a specific area, they exercise flexibility daily to meet the ever changing needs of the department to respond whenever and wherever needed.

### **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:**

CIP Item P001 - Willson Lot Redesign & Improvements - \$165,000; CIP Item P020 – lease of 3 hybrid parking enforcement vehicles-\$10,000; CIP Item P014 - Parking Garage Crack Maintenance & Repair - \$5,000; Pedestrian safety guard rails at garage -\$15,000; Connection to and use of Bozeman Fiber -\$9,000; Parking garage fire extinguisher refit - \$7,000; Parking garage power washing and restriping - \$10,000.

### **Accomplishments:**

Anticipated for FY17: FY16 has been a rebuilding year. The parking manager and three of four parking officers are new. Our revenue in parking services has been reduced and previous expectations may not be met as hoped. The public perception of the parking department is improving and we expect to see the results of our contracted parking study to give us clear defined measure to work towards in the future. FY16 has continued to see increased awareness and usage of the public parking facilities, especially the Downtown garage. Permit sales in surface lots and parking garage use has continued to increase as local businesses, downtown employees, and general visitors become more aware of the garage. Overall, parking has seen a noticeable improvement in both services provided and the public perception while achieving a positive financial outcome. FY17 will temporarily lose parking spaces during construction of two projects currently underway. As we move forward with the implementation of our parking plan I expect to see a increase in the financial outlook of the parking services department.

### **Adopted Work Plan Items:**

While the Bozeman Parking Commission governs and sets the Overall Work Plan for the Parking Department, our goal is to maximize the use of the parking we have and continue to look for areas of growth that will benefit the public. In FY17 our work will be based on the results of our parking plan developed as part of the parking study conducted in FY16.

# Department: PARKING

Activity: Public Safety

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$265,791	\$282,946	\$316,951	\$34,005	12.02%
Operating	\$525,462	\$354,081	\$359,097	\$5,016	1.42%
Capital	\$190,442	\$218,000	\$175,000	(\$43,000)	-19.72%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$981,695</b>	<b>\$855,027</b>	<b>\$851,048</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
3310 Parking Administration	\$192,582	\$467,060	\$380,337	(\$86,723)	-18.57%
3320 Parking Operations/Enforcement	\$213,064	\$215,752	\$260,794	\$45,042	20.88%
3330 Parking Garage Operations	\$576,049	\$172,215	\$209,917	\$37,702	21.89%
<b>Totals</b>	<b>\$981,695</b>	<b>\$855,027</b>	<b>\$851,048</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
650 Parking Enterprise Fund	\$981,695	\$855,027	\$851,048	(\$3,979)	-0.47%
<b>Totals</b>	<b>\$981,695</b>	<b>\$855,027</b>	<b>\$851,048</b>		

# Department: PARKING

Activity: Public Safety

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Workload Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
	<b>STAFF TO SUPPORT WORKLOAD</b>	<b>FTE</b>	5.50	6.00	6.00	6.00
WL01	Courtesy Citations Written (no charge)		2,500	2,500	2,000	2,500
WL02	Parking Lots: Spaces Managed & Maintained		188	160	117	117
WL03	Parking Lots: Managed & Maintained		4	4	4	4
WL04	Parking Garages: Number Managed & Maintained	<b>1 Downtown Garage</b>	1	1	1	1
WL06	Total Citations Written		11,915	12,000	11,000	11,000

# Department: PUBLIC WORKS ADMINISTRATION

Activity: Public Service

## **PROGRAM INFORMATION**

### **Program Description:**

The Public Works Administration budget unit includes the Director of Public Works, Engineering, and GIS. The Director of Public Works has oversight responsibilities for water, wastewater and stormwater utilities, streets maintenance, signs and signals, vehicle maintenance, solid waste, engineering, and GIS. The Director also manages the City's asset management and deferred maintenance programs. Code enforcement on sidewalk snow removal and weed control was completed by the engineering division but these enforcement activities were 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 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 and remediation activities. The GIS Division develops, supports, delivers and promotes enterprise geographic data and spatial technologies to all levels of government and the public. The GIS Division performs a wide variety of data maintenance and analysis for most City departments and coordinates data sharing among various public and private agencies. The GIS Division also implements and maintains the City's work order management and maintenance system (Cityworks) as well as several public web mapping applications and data portals.

### **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, stormwater, 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.
- To deliver accurate and complete spatial data and analysis for the City of Bozeman and its citizens.

### **Budget Highlights:**

- Training for New GIS Employees
- Addition of 1.25 FTE Short Term Workers for data collection (MSU Internship for GIS)
- CIP Item GIS01 - Internal Service Request System (311) - \$15,000

### **Accomplishments:**

Anticipated for FY16: ESRI/Cityworks Upgrades. Interactive Website Replacement. Cityworks for Parks, Facilities, Solid Waste, and more. GIS integration with Sungard. Zoning Profile Report. State of the Assets Report. Internal Service Request System 311.

### **Adopted Work Plan Items:**

#1 – Story Mill Landfill. #2 – Development of a Transportation System, #3 - Water & Sewer Systems #4 – Stormwater Utility.

# Department: PUBLIC WORKS ADMINISTRATION

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$333,093	\$805,210	\$962,034	\$156,824	19.48%
Operating	\$190,576	\$314,095	\$548,315	\$234,220	74.57%
Capital	\$36,519	\$15,000	\$81,400	\$66,400	442.67%
Debt Service	\$16,684	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$576,872</b>	<b>\$1,134,305</b>	<b>\$1,591,749</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
4010 Public Services Administration	\$80,748	\$206,071	\$247,792	\$41,721	20.25%
4020 Engineering	\$215,744	\$382,363	\$633,217	\$250,854	65.61%
4025 GIS	\$236,780	\$545,871	\$710,740	\$164,869	30.20%
4030 Snow Removal Enforcement	\$22,491	\$0	\$0	\$0	n/a
4040 Weed Cutting Enforcement	\$4,425	\$0	\$0	\$0	n/a
4070 Other Financing	\$16,684		\$0		
<b>Totals</b>	<b>\$576,872</b>	<b>\$1,134,305</b>	<b>\$1,591,749</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
010 General Fund	\$0	\$0	\$0	\$0	n/a
562 #713	\$16,684	\$0	\$0	\$0	n/a
600 Water	\$560,188	\$1,134,305	\$1,591,749	\$457,444	40.33%
<b>Totals</b>	<b>\$576,872</b>	<b>\$1,134,305</b>	<b>\$1,591,749</b>		

# Department: PUBLIC WORKS ADMINISTRATION

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM01	GIS: Overall Customer Satisfaction Rating (based on annual customer survey)	90%	89%	95%	95%	95%
Efficiency Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM02	GIS: GIS map/data requests processed within one week that have no custom development requirements	95%	93%	100%	100%	100%
Workload Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
STAFF TO SUPPORT WORKLOAD		FTE	12.00	10.25	10.25	11.50
WL01	GIS: Number of Work Orders Completed		7,309	11,572	19,500	25,000
WL02	GIS: Number of Asset Types		54	57	120	130
WL03	GIS: Number of Inspection Templates		47	53	55	75
WL04	GIS: Website Visits		18,930	19,877	20,871	21,915
WL05	GIS: Number of Work Order Templates		385	375	715	750
WL06	GIS: Number of Inspections Completed		372	2,269	3,900	5,500
WL07	GIS: Number of Cityworks Users		45	53	72	85
WL08	GIS: Number of Cityworks Domains		3	4	7	9
WL09	Private Water Projects - Lineal Feet (Calendar Year)		41,265	58,579	57,750	61,507
WL10	Private Sewer Projects - Lineal Feet (Calendar Year)		23,753	41,914	20,690	30,000
WL11	Public Water Projects - Lineal Feet (Calendar Year)		2,791	10,553	7,257	7,620
WL12	Public Sewer Projects - Lineal Feet (Calendar Year)		265	1,807	21,228	1,900

# Department: PUBLIC WORKS ADMINISTRATION

Activity: Public Service

WL13	Private Street Projects - Lineal Feet (Calendar Year)	26,000	12,750	19,420	Unknown
WL15	Public Street Projects - Lineal Feet (Calendar Year)	3,484	0	6895	7540
WL16	Public Stormwater Projects - Lineal Feet (Calendar Year)	2,558	10,380	2,953	10,900
WL17	Misc. Curbscut/Sidewalk Permits Issued	28	31	32	33
WL18	Sign Change Requests Processed	24	28	23	26
WL19	Encroachment Permits Processed	60	50	69	55
WL20	Street Cut Permits Processed	82	56	61	59
WL21	Flood Plain Permits Processed	7	5	6	6
WL22	Engineering Service Contracts	4	4	4	4
WL23	Street/Transportation/Misc Service Contracts	8	4	5	4
WL24	Landfill Service Contracts	2	2	2	2
WL25	Planning Reviews - Zoning and Subdivision	135	120	105	126

# 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.
- Utilize pavement condition assessment for planning and scheduling our repairs from potholes to complete reconstruction
- 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 and communicate to the citizens so that they may be better informed and plan for it.
- 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:

- Addition of 1 FTE City Service Worker; SIF055: Baxter (19th to Davis) – Construction (\$1,500,000); SIF069: Ferguson & Durston (Intersection) – Design & Construction (\$150,000); SIF072: Baxter (Ferguson to Cottonwood) – Construction (\$1,264,475); SCR01: Annual Curb Replacement & Concrete Repair Program (\$60,000); SCR03: W Olive (8th to Grand) Design & Construction \$1,578,375); SIF001: Right of Way Acquisition (\$132,000); SIF027: Cottonwood & Durston (Intersection) – Construction (\$160,000); SIF071: Ferguson (Baxter to Oak) Design (\$50,000); SIF077: Graf Street Extension (Ritter to 19th) Construction (\$1,035,000); SIF082: WTI Transportation Model (\$100,000); SIF084: Baxter (Davis to Cottonwood) Design (\$225,000); SIF085: Baxter (7th to 19th) Construction (\$500,000); SIF087: Catamount St (27th to Valley Center) Construction (\$300,000); SIF088: Street Impact Fee Study (\$100,000); SIF093: Oak Street (15th to 19th) Construction (\$350,000); SIF094: Catamount St (27th to Valley Center) Design (\$45,000); SIF103: S 11th Ave (Kagy Blvd to Graf St Extension) Design (\$396,000); • STR20: Bike Path Improvements - \$25,000 • STR22: Grader Lease - \$17,650 • STR30: Annual Median & Boulevard Maintenance - \$55,000 • STR34: Sweepers Lease - \$33,496 • STR33: Replace Asphalt Patch Truck - \$150,000 • STR01: Replace 1 vehicle (1 ton 4x4) - \$45,000 • STR73: Small Light Duty 4x4 Truck to Maintain Luminaires - \$30,000 • STR 57: Replace Cold Planer Attachment - \$30,000 • STR48: Chip Seal (Gas Tax) - \$365,000 • STR49&50: Sanders & Plows - \$26,000 • STR71: Mill & Overlay - \$723,000 • STR60: Articulating Tractor. Shared With Parks (CIP GF030) • STR61: Replace Asphalt Paving Machine - \$110,000 • STR65: Replace Self Loading Crack Sealer - \$85,000 • STR68: Rectangular Rapid Flashing Beacon-RRFB - \$10,000 • Replace Paint Sprayer and Driver \$17,000 • STR72: Digital Message Board - \$14,000 • STR59: Power to Sand Storage to Run Conveyor - \$20,000 • GF262: Paving at Shops Streets Share - \$94,834 • GF258: City Shops Office Window Replacement \*Split W/Water and Sewer Ops - \$6,667 •

### Accomplishments:

Anticipated for FY17: • Complete all CIP improvements. • Continue Transportation plan update. • Facilitate street reconstruction

Department: STREETS

Activity: Public Service

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projects identified in the adopted work plan.

**Adopted Work Plan Items:**

Transportation System - Facilitate street & intersection reconstruction projects, assist in updating the Transportation plan.

# Department: STREETS

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$1,288,851	\$1,324,551	\$1,410,250	\$85,699	6.47%
Operating	\$2,498,398	\$2,377,698	\$2,586,066	\$208,368	8.76%
Capital	\$3,064,741	\$18,537,682	\$9,455,351	(\$9,082,331)	-48.99%
Debt Service	\$184,820	\$184,822	\$184,822	\$0	n/a
Transfers	\$511,646	\$658,400	\$629,900	(\$28,500)	-4.33%
<b>Totals</b>	<b>\$7,548,456</b>	<b>\$23,083,153</b>	<b>\$14,266,389</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
4110 Street Operations	\$3,249,761	\$12,582,422	\$9,176,340	(\$3,406,082)	-27.07%
4120 Street Maintenance	\$628,054	\$1,121,500	\$694,500	(\$427,000)	-38.07%
4130 Street Construction	\$2,764,556	\$8,413,720	\$3,400,051	(\$5,013,669)	-59.59%
4150 Street Lighting	\$552,814	\$487,905	\$499,133	\$11,228	2.30%
4171 Traffic Signs & Markers	\$353,271	\$477,606	\$496,365	\$18,759	3.93%
<b>Totals</b>	<b>\$7,548,456</b>	<b>\$23,083,153</b>	<b>\$14,266,389</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
010 General Fund	\$87,894	\$140,331	\$122,331	(\$18,000)	-12.83%
108 Community Transportation Fund	\$584,047	\$239,548	\$0	(\$239,548)	-100.00%
110 Gas Tax Fund	\$624,731	\$1,121,500	\$694,500	(\$427,000)	-38.07%
111 Street Maintenance Fund	\$4,153,829	\$4,948,233	\$5,169,575	\$221,342	4.47%
114 Street Impact Fees	\$925,642	\$9,049,640	\$5,170,475	(\$3,879,165)	-42.87%
124 Bozeman Area Bike Board	\$3,323	\$0	\$0	\$0	n/a

# Department: STREETS

Activity: Public Service

141	Street Arterial Construction	\$0	\$1,000,996	\$1,030,000	\$29,004	2.90%
146	Lighting Districts	\$519,304	\$429,905	\$441,133	\$11,228	2.61%
500	Construction Funds	\$0	\$6,153,000	\$1,638,375	(\$4,514,625)	-73.37%
502	Story Street Reconstruction	\$649,686	\$0	\$0	\$0	n/a
<b>Totals</b>		<b>\$7,548,456</b>	<b>\$23,083,153</b>	<b>\$14,266,389</b>		

# Department: STREETS

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM01	Potholes: Number Inventoried	Varies	1200	957	900	850
PM02	Potholes Repaired	2000	NA	2431	2000	2000
PM09	Residential Street Plowing within 5 days	100%	50%	60%	70%	90%
Efficiency Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
	Crack Sealing: City blocks per day	3	0	3	3	3.5
PM21	Curb Miles of Streets Swept per Day	35-40 miles	26	40	40	45
PM22	Streets Plowed & Sanded: Miles plowed/hr, Arterials and Collectors	14 lane-miles/	14	15	14	14
Workload Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
	STAFF TO SUPPORT WORKLOAD	FTE	18.62	18.85	18.85	19.85
WL01	Street & Alley Mileage		252	253	254	274
WL02	Curb Replaced: Lineal Feet		0	0	3789	4170
WL03	Pedestrian Ramps Installed		35	35	0	39
WL04	Miles Chip Sealed		0	0	5	6.7
WL05	Miles Paved (Includes Asphalt Mill and Overlay)		1.8	1.05	0.9	1.8
WL06	Miles of Gravel Streets		2	1	1	1
WL08	Crack Sealer Used: Pounds	5000	0	5,000	5,000	6000
WL10	Signs replaced by Retro Reflectivity testing		798	600	600	600

# Department: STREETS

Activity: Public Service

WL11	Lane Miles Painted		34.6	49.2	50	50
WL13	Crosswalks Painted		110	115	125	150
WL14	Crosswalks Hot Tape Applied		12	18	30	34
WL15	Miles of Yellow Curb Painted		25	30	35	40
WL18	Miles of Streets Swept		14,000	12,500	3,800	4,000
WL19	Signal Lights Maintained, City, County, State		75	79	80	81
WL20	Flashing Lights Maintained		12	17	17	
WL21	Dead Animals Picked Up		30	30	23	30
WL22	Leaves Collected: Tons per block	3.5	3.64	4.52	4	4
WL23	Frequency of Residential Streets Swept per Year	4	4	3	4	5
WL24	Street Closures for Special Events	30	30	28	30	30
WL27	Signal Repairs	Varies	250	250	200	200
WL28	Number of Luminaires maintained by the City	As Accepted b City	200	383	450	470
WL29	Number of Luminaire Reparis	Varies	200	426	500	600
WL30	Overall Pavement Index (PCI)	80+	Unknown	80	80	85

# Department: STORM WATER

Activity: Public Service

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## **PROGRAM INFORMATION**

### **Program Description:**

The Stormwater Division was formed with the creation of a utility in 2012 to better manage the City's Municipal Separated Sewer Stormwater System (MS4) Permit, maintain city-owned infrastructure, and improve local water quality. Stormwater related activities and issues have been traditionally addressed by the Streets, Engineering, Water and Sewer, Planning, and GIS Departments. Over the past year, staff integrated stormwater related duties into a central Stormwater Division, while continuing to coordinate with others for specific expertise, resources, and equipment. In addition, a new utility funding mechanism was implemented significantly increasing the Stormwater Division's capacity to meet community needs and provide a high level of service.

### **Major Objectives:**

This year the City's Stormwater Division plans to complete various stormwater infrastructure projects, work toward improved MS4 Permit compliance, maintain the existing infrastructure network, update the rate model as growth occurs, and develop a construction site management program.

### **Budget Highlights:**

Addition of 0.25 FTE Short Term Worker for data collection. STRM10: Annual System Enhancement Projects' Design - \$25,000; STRM15: Annual System Enhancement Program Solids Handling Facility - \$112,500; Law & Justice Center - \$112,500; STRM13: Annual Unplanned Pipe Rehabilitation and Drainage Projects - \$165,000; STRM04: Annual Pipe Rehabilitation and Drainage Projects' Design - \$25,000; STRM18: Annual System Enhancement Program N Wallace and E Tamarack - \$75,000

### **Accomplishments:**

Anticipated for FY17: The City plans to develop a construction site permitting/inspection program, develop solutions for historic programmatic issues, finish negotiations with the State of Montana regarding the City's future MS4 Permit, coordinate with other cities in Montana to develop a Montana Stormwater Control Manual, install multiple stormwater treatment projects, and amend multiple City engineering standards, development codes, and ordinances.

### **Adopted Work Plan Items:**

Stormwater Utility – Finalize the implementation of the City's new stormwater rate model and maintain moving forward.

# Department: STORM WATER

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$115,467	\$364,708	\$376,433	\$11,725	3.21%
Operating	\$194,850	\$174,597	\$240,715	\$66,118	37.87%
Capital	\$0	\$231,650	\$550,000	\$318,350	137.43%
Debt Service	\$85,345	\$225,351	\$225,346	(\$5)	0.00%
Transfers	\$221,339	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$617,001</b>	<b>\$996,306</b>	<b>\$1,392,494</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
4510 Admin, Enforc. + Mapping	\$604,077	\$706,792	\$602,350	(\$104,442)	-14.78%
4520 Operations and Mtc	\$12,924	\$192,864	\$185,144	(\$7,720)	-4.00%
4530 Construction	\$0	\$96,650	\$605,000	\$508,350	525.97%
<b>Totals</b>	<b>\$617,001</b>	<b>\$996,306</b>	<b>\$1,392,494</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
670 Storm Water Fund	\$617,001	\$996,306	\$1,392,494	\$396,188	39.77%
<b>Totals</b>	<b>\$617,001</b>	<b>\$996,306</b>	<b>\$1,392,494</b>		

# Department: STORM WATER

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM01	Tons of sediment prevented from entering local waterways through system maintenance	1,000	0	0	0	4,000
PM02	Percentage of planned system enhancement capital improvement projects completed per year	100%	0	0	0	100
PM03	Number of construction site violations issued		0	0	0	30
PM04	Number of structural failures per 10 miles of underground stormwater main		0	0	0	0
Workload Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
	<b>STAFF TO SUPPORT WORKLOAD</b>	<b>FTE</b>	1.00	1.00	6.25	6.5
WL01	Number of stormwater inlets cleaned	25%	3083	2789	3083	650
WL02	Miles of underground stormwater main flushed	25%	0	0.5	0	18.6
WL03	Miles of streets swept	2,000	0	0	0	3500
WL04	Acres of city improved through completion of system enhancement projects	100	0	1.8	0	191
WL05	Number of construction site compliance inspections conducted	50%	0	0	0	30
WL06	Number of pollution events responded to and resolved		0	2	0	10
WL07	Number of feet of stormwater underground main added to system		11,541	13,397	7,745	13,397

# 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 22 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 6 Operators, 1 Forepersons, 1 Lab and Compliance Coordinator, 1 Controls Integrator and a Superintendent as of FY15. 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 13,000 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) Membrane Racks 1-6 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 +5 MG Water Tank Levels; 9) Clear Well Level; 10) Coagulant, Sodium Hydroxide, Sodium Hypochlorite, Hydrofluorosilicic Acid (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. Major operating expenses of the Water Treatment Plant include staffing, maintenance, chemicals, and utilities. A piloting project for a replacement Sourdough Water Treatment plant was completed in FY10. Design for the new plant was completed in FY11, construction started in FY12. The new water treatment plant went online in FY14. The project is expected to be totally completed early in FY15. As constructed it is a 22 million gallon per day membrane plant with extensive pretreatment, residuals treatment, workshop and office areas. The new plant can be easily expanded to a capacity of 36 million gallons per day. A holistic water resource planning project was completed in FY 14; this is the Intergrated Water Resource Plan. The Lyman Reservoir leakage dechlorination project was completed in FY12. Construction of guardrails on the Hyalite Canyon Road for protection of Hyalite source water was completed during FY10. This was a cooperative project between the City and the Gallatin national Forest. The Lyman Creek Water Treatment Plant expansion project was completed in FY 10, plant capacity was increased to 3.7 million gallons per day. The Sourdough Tank repair project was completed in FY 09. This project included structural repairs to and reinforcement of the tank and the replacement of several major valves. The Hilltop Tank was completely repainted, inside and out, in FY 08. The new Hyalite raw water intake, pipeline, and connection building was completed in FY 07.

### 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:

• Complete construction of the FY16 Project - 5.3 MG Water Tank, \$6.6 M. Addition of Maintenance Catwalk, \$10,000 (CIP W55). Repair of Sourdough Intake, \$50,000 (CIP W60)

### Accomplishments:

Anticipated accomplishments for FY17: Build and Complete new 5.3 MG finished water storage tank. Work on the Sourdough intake dam. Add a Catwalk in the Pretreatment area for maintenance on blower motors Continued optimization of Both Plants. Continued Water Facility Plan and Water Conservation Program implementations. Continuing to Provide adequate quantity and quality water to our ratepayers with zero state or federal violations.

### Adopted Work Plan Items:

#3 - Water & Sewer Systems

# Department: WATER TREATMENT PLANT (WTP)

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$866,211	\$861,944	\$909,050	\$47,106	5.47%
Operating	\$2,151,046	\$1,699,316	\$2,147,776	\$448,460	26.39%
Capital	\$660,939	\$6,700,000	\$235,000	(\$6,465,000)	-96.49%
Debt Service	\$1,313,425	\$1,313,010	\$1,313,010	\$0	n/a
Transfers	\$401,400	\$1,732,750	\$0	(\$1,732,750)	-100.00%
<b>Totals</b>	<b>\$5,393,021</b>	<b>\$12,307,020</b>	<b>\$4,604,836</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
4610 Water Plant Operations	\$1,957,490	\$3,617,994	\$4,175,368	\$557,374	15.41%
4620 Water Plant Construction	\$3,267,570	\$8,332,750	\$0	(\$8,332,750)	-100.00%
4640 Water Conservation	\$167,961	\$356,276	\$429,468	\$73,192	20.54%
<b>Totals</b>	<b>\$5,393,021</b>	<b>\$12,307,020</b>	<b>\$4,604,836</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
600 Water Fund	\$2,239,953	\$3,974,270	\$4,604,836	\$630,566	15.87%
601 Water Plant Construction	\$2,720,086	\$0	\$0	\$0	n/a
602 Sourdough Tank Construction	\$0	\$6,600,000	\$0	(\$6,600,000)	-100.00%
610 Water Impact Fees	\$432,982	\$1,732,750			
<b>Totals</b>	<b>\$5,393,021</b>	<b>\$12,307,020</b>	<b>\$4,604,836</b>		

# Department: WATER TREATMENT PLANT (WTP)

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM01	Water Use GPCD (gallons per person per day)	Trend over tin year to year	NA	7.2% decline	0	Decline
PM01	Adequate Tank Reserves (40%): Drinking & Fire Fighting Water	100%	100%	100%	100%	100%
PM02	Fluoride Levels: Up to the EPA limit of 0.70 PPM Daily Average	100%	70%	100%	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 < 0.15 NTU	100%	100%	100%	100%	100%
PM05	Optimize Water Quality by Maintaining Lowest Possible WTP Effluent NTU: WTP daily average, Goal = < 0.05	98%	100%	100%	100%	100 %
PM06	Optimize Water Quality by MaintainingLowest Possible WTP Effluent NTU: WTP High Daily Individual Membrane Rack , Goal = < 0.05	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%	100%	100%	100%	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:>13,000 readings/tests per year	100%	100%	100%	100%	100%
Efficiency Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM11	Price per Million Gallons of Water Treated Annually (driven by weather)		\$1,020	\$1,054	\$1,054	1,054
PM12	Plant Capacity Per Day	15M gallons	18.7 M	25.7 M	25.7 M	25.7 M
PM13	Maximum Water Demand Per Day	Gallons	12 M	13 M	14 M	14 M

# Department: WATER TREATMENT PLANT (WTP)

Activity: Public Service

PM14	Average Water Demand per Day	Gallons	5.5 M	5.7 M	5.8 M	5.8 M
PM15	Annual Water Demand	Billion gallons	2,000 M	2,000 M	2,200 M	2,200 M
<b>Workload Measures</b>		<b>Standard</b>	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	11.27	10.50	10.50	10.5
WL01	Plant Operation	Avg Hrs/Day	24	24	24	24
WL02	Laboratory Analysis & Collection	Avg Hrs/Day	8	9	9	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	5	4

# Department: WATER OPERATIONS

Activity: Public Service

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## **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 also responsible for: locating, maintaining, and repairing existing water lines and appurtenances; overseeing installation of new lines; installing water meters 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 program.
- 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:**

- CIP item W41 – ½ ton pickup - \$27,000;
- CIP item W04-W17 - Water pipe replacement program - \$1,200,000;
- CIP item W03 - Engineering design for rehab - \$22,500;
- CIP item W40 Replacement of Meter Van

### **Accomplishments:**

Anticipated for FY17: •Increased replacement of water distribution system pipes, significantly enhances maintenance of the water distribution system. • Continued Use of seven fixed base water meter receivers at Kenyon Dr. Water Tank, City Shops, 911 center, Laurel Glen Annex , Solid Waste office, Nelson Story Tower MSU and Loyal Gardens Lift Station.

### **Adopted Work Plan Items:**

#3 - Water & Sewer Systems

# Department: WATER OPERATIONS

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$1,241,200	\$1,096,529	\$1,019,398	(\$77,131)	-7.03%
Operating	\$2,879,247	\$1,290,081	\$1,787,441	\$497,360	38.55%
Capital	\$645,951	\$2,538,697	\$2,979,751	\$441,054	17.37%
Debt Service	\$0	\$0	\$600,000	\$600,000	100.00%
<b>Totals</b>	<b>\$4,766,398</b>	<b>\$4,925,307</b>	<b>\$6,386,590</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
5010 Water Operations	\$2,142,360	\$2,330,333	\$2,410,468	\$80,135	3.44%
5020 Utility Locates	\$5,243	\$7,450	\$7,450	\$0	n/a
5030 Water Services	\$36,279	\$35,000	\$35,000	\$0	n/a
5040 Water Construction	\$1,935,687	\$2,005,297	\$3,288,250	\$1,282,953	63.98%
5050 Reservoirs	\$46,932	\$0	\$0	\$0	n/a
5060 Meter Reading	\$531,117	\$444,727	\$527,922	\$83,195	18.71%
5070 Hydrants	\$48,695	\$65,000	\$80,000	\$15,000	23.08%
5080 Water Valves	\$8,460	\$17,500	\$17,500	\$0	n/a
5090 Main Repairs	\$11,625	\$20,000	\$20,000	\$0	n/a
<b>Totals</b>	<b>\$4,766,398</b>	<b>\$4,925,307</b>	<b>\$6,386,590</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
600 Water Fund	\$4,713,144	\$4,793,307	\$4,270,840	(\$522,467)	-10.90%
610 Water Impact Fees	\$53,254	\$132,000	\$2,115,750	\$1,983,750	1502.84%
<b>Totals</b>	<b>\$4,766,398</b>	<b>\$4,925,307</b>	<b>\$6,386,590</b>		

# Department: WATER OPERATIONS

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM01	Water Main Breaks/Leaks 100 Miles of Pipe	31.0	3.8	1.5	5	5
PM02	Operate 50% of 4,485 Water Valves/Year	50%	50%	50%	50%	50%
PM03	Flush 30% of 2,491 Fire Hydrants/Year	30%	21.8%	21%	30%	30%
PM04	Disruption of Water Service/1,000 Accounts	hrs = 1.43	.69	7	.75	7
PM04	Disruption of Water Service/1,000 Accounts	<4 hrs = 3.56	5.0	3.5	5.5	5.0; 7;.04
PM04	Disruption of Water Service/1,000 Accounts	>12 hrs = .08	0.08	0.2	0.06	0.04
PM05	Backflow Assembly Testing Voluntary Compliance		69%	51%	75%	75%
PM06	New Water Service Inspections with 4 hr Response	90%	100%	100%	100%	100%
Workload Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
STAFF TO SUPPORT WORKLOAD		FTE	15.62	13.45	14.45	14.45
WL01	New Service Main Taps		57	70	60	50%
WL02	Renew Water Service Lines		2	6	7	15
WL03	Meter Replacement/Repair		479	1006	1500	1500
WL04	Valve Operation		1,900	829	2,300	2,300
WL05	One-Call Location Requests		5,114	5,472	5,300	5,100
WL06	Fire Hydrant Flush		21.8%	21.7	30%	30%
WL07	Hydrant Replacement		2	2	2	2
WL08	New Water Service Line Inspections		392	420	475	400

# Department: WATER OPERATIONS

Activity: Public Service

WL09	Water Main Repairs	7	5	6	6
WL10	Fire Hydrant Repairs	61	23	65	50
WL11	Water Main Valves Replaced	2	10	10	15
WL12	Water Main Valve Box Repairs	19	20	30	25
WL13	Water Service Line Repairs	27	13	35	30
WL14	Curb Box Repairs	40	28	30	30
WL15	Water Main Breaks	7	5	6	6
WL16	Commercial Cross Connection Survey	4	0	20	30

# Department: WASTEWATER OPERATIONS

Activity: Public Service

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## **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.
- Televisive 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.
- Televisive 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:**

- Addition of 0.75 Short Term Worker for Data Collection, CIP item WW07 - Engineering project design - \$22,500;
- CIP item WW08-17 - Wastewater pipe replacement - \$1,000,000;
- CIP item WW63 Chemical Root Control Applicator -\$45,000;
- CIP item WW64 Sewer Flow Meter - \$15,000

### **Accomplishments:**

Anticipated for FY17: •Increased replacement of wastewater collection system pipes, significantly enhancing maintenance of the wastewater collection system.

### **Adopted Work Plan Items:**

#3 - Water & Sewer Systems

# Department: WASTEWATER OPERATIONS

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$988,252	\$867,181	\$807,076	(\$60,105)	-6.93%
Operating	\$1,228,357	\$1,248,060	\$1,122,623	(\$125,437)	-10.05%
Capital	\$638,291	\$2,916,819	\$4,931,250	\$2,014,431	69.06%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$2,854,900</b>	<b>\$5,032,060</b>	<b>\$6,860,949</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
5210 Wastewater Operations	\$1,550,703	\$2,364,641	\$2,488,200	\$123,559	5.23%
5220 Utility Locates	\$4,829	\$4,900	\$4,900	\$0	n/a
5230 Wastewater Services	\$5,266	\$5,000	\$5,000	\$0	n/a
5240 Wastewater Construction	\$1,274,982	\$2,617,419	\$4,322,749	\$1,705,330	65.15%
5250 Manholes	\$3,192	\$25,000	\$25,000	\$0	n/a
5260 Televising	\$10,902	\$10,100	\$10,100	\$0	n/a
5280 Main Repairs	\$5,026	\$5,000	\$5,000	\$0	n/a
<b>Totals</b>	<b>\$2,854,900</b>	<b>\$5,032,060</b>	<b>\$6,860,949</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
620 Wastewater Fund	\$2,550,363	\$3,845,860	\$3,510,700	(\$335,160)	-8.71%
621 Wastewater EPA Grant	\$100,053	\$0	\$0	\$0	n/a
630 Wastewater Impact Fees	\$204,484	\$1,186,200	\$3,350,249	\$2,164,049	182.44%
<b>Totals</b>	<b>\$2,854,900</b>	<b>\$5,032,060</b>	<b>\$6,860,949</b>		

# Department: WASTEWATER OPERATIONS

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM01	Flush City Mains (trunk lines not included)	Annually	30 miles	45 miles	60 miles	60 Miles
PM02	Root Cut Affected City Mains (do not root cut PVC only root cut in areas with large trees)	Annually	65.33 miles	50 miles	50 miles	50
PM04	Televise Sanitary Sewer Mains	30 Miles	41.5 miles	40 miles	40 miles	40
PM05	Sanitary Sewer Overflow Events per 100 Miles of Main	1.7	0	0	0	0
Workload Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
STAFF TO SUPPORT WORKLOAD		FTE	11.25	13.30	13.30	13.95
WL01	Main Line Flushing		30 miles	90 miles	60 miles	65
WL03	Main Line Root Cutting		65.33 miles	57.36 miles	50 miles	50 miles
WL04	Main Line Inspection TV		41.5 miles	29.16 miles	40 miles	40 miles
WL06	New Infrastructure TV		2 miles	8 miles	11 miles	5 miles
WL07	Sewer Manhole Repairs		5	5	5	5
WL08	Main Line Repairs		2	4	5	5
WL09	New Service Taps		37	44	45	40
WL10	One Call Location Requests		5,114	5,472	5,300	5,100

# Department: WATER RECLAMATION FACILITY

Activity: Public Service

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## **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 dewatered with a screw press. The screw press cake is trucked to the county landfill where it is composted for top soil. The WRF is now at 100% completion of a significant plant expansion and technology upgrade that will meet the growing demand for waste water 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:**

- CIP item WW39 - Sandblast & paint old clarifier drives - \$85,000;
- CIP item WW45 - Final clarifier launder covers - \$40,000;
- CIP item WW27 - Watershed Study & Stream Modeling - \$200,000;
- Magnesium Hydroxide for Phosphorus removal - \$110,000;
- Polymer for Rotary Screen Thickener - \$80,000;
- Polymer for Screw Press - \$100,000.

### **Accomplishments:**

Anticipated for FY17: Our staff will continue to 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 City's new BNR facility is now producing some of the best effluent in the State. Digester #3 has been on line since March 2015 and we have been sending thickened anaerobically digested sludge to the county landfill for composting. Sending thickened sludge to the county landfill will allowed us to stop liquid sludge injection except under emergency conditions.

### **Adopted Work Plan Items:**

No specific items identified this year.

# Department: WATER RECLAMATION FACILITY

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$1,181,556	\$1,180,973	\$1,185,496	\$4,523	0.38%
Operating	\$2,927,804	\$1,970,718	\$2,337,251	\$366,533	18.60%
Capital	\$197,781	\$265,000	\$210,000	(\$55,000)	-20.75%
Debt Service	\$1,685,135	\$2,357,459	\$2,357,459	\$0	n/a
Transfers	\$670,152	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$6,662,428</b>	<b>\$5,774,150</b>	<b>\$6,090,206</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
5610 WRF Operations	\$2,205,365	\$2,501,729	\$2,665,772	\$164,043	6.56%
5620 Laboratory	\$323,737	\$457,023	\$480,126	\$23,103	5.06%
5630 Sludge Injection	\$353,975	\$451,439	\$522,149	\$70,710	15.66%
5640 Pretreatment	\$1,874	\$6,500	\$64,700	\$58,200	895.38%
5650 WRF Construction	\$3,777,477	\$2,357,459	\$2,357,459	\$0	n/a
<b>Totals</b>	<b>\$6,662,428</b>	<b>\$5,774,150</b>	<b>\$6,090,206</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
620 Wastewater Fund	\$3,075,320	\$5,120,938	\$5,436,994	\$316,056	6.17%
621 EPA Grant	\$262,019	\$0	\$0	\$0	n/a
622 Wastewater Reclamation Facility	\$2,654,937	\$0	\$0	\$0	n/a
630 Wastewater Impact Fees	\$670,152	\$653,212	\$653,212	\$0	n/a
<b>Totals</b>	<b>\$6,662,428</b>	<b>\$5,774,150</b>	<b>\$6,090,206</b>		

# Department: WATER RECLAMATION FACILITY

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
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%	92%	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%	99.3%	99.4%	99%	99%
PM07	% of Total Suspended Solids Removed	85%	98.7%	98.8%	98%	98%
PM08	% of Chronic 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	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM11	Million Gallons of Wastewater Flow Treated Daily (MGD)	5.78	6.12	5.92	6.5	6.5
PM12	Gallons of Wastewater Flow Treated Annually (MG)	2,110	2,234	2,148	2373	2,300
PM13	CBOD Plant Loading (lbs/day)	8,580	10364	10,566	12,000	12,000
PM14	TSS Plant Loading (lbs/day)	7,220	8004	8,393	10,000	10,000
PM17	Total O&M Dollars per Million Gallons of Wastewater Flow Treated Annually	NA	\$718	\$599	\$900	\$900

# Department: WATER RECLAMATION FACILITY

Activity: Public Service

PM19	Annual \$\$ per Million Gallons of Wastewater Flow Treated	NA	\$1238	\$1,554	\$1,300	\$1,600
<b>Workload Measures</b>		<b>Standard</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Approved</b>	<b>FY17 Approved</b>
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	13.75	15	14.75	15
WL01	Maintenance: Preventative	Tasks	1090	944	\$1,100	1,100
WL02	Maintenance: Corrective	Tasks	75	92	90	100
WL03	Maintenance: Buildings & Grounds (Seasonal)	Tasks	960 hrs	960 hrs	960 hrs	960
WL04	BNR / Nutrient Removal Process Control Tests	Tasks	7,200	7,200	7,200	7,200
WL05	Required MPDES Regulatory Tests	Tasks	6,550	6,550	6,550	6,550
WL06	Calibration of Lab Equipment	Tasks	850	850	850	850
WL07	Population Served		45,000	45,000	50,000	65,000
WL08	Influent Flow (MGD)		5.17	4.86	5.7	5.65
WL11	Biosolids Injected (Metric tons)		501	221	600	100
WL12	Acres Injected		335 acres	149 acres	400 acres	100 acres
WL13	Screw press cake hauled		0	.35 metric tons	0	800 metric tons
WL14	Discharge TN loading		215 (lbs./day)	318 (lbs/day)	0	325 (lbs/day)
WL15	Discharge TP loading		11 (lbs./day)	11 (lbs/day)	0	12 (lbs/day)

# Department: SOLID WASTE COLLECTION & RECYCLING

Activity: Public Service

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## **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. 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: • Single-stream recycling of paper, cardboard, plastic, tin & aluminum cans • 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. • Recycling bins at community events.

### **Major Objectives:**

• Continue the highest quality service to the Citizens of Bozeman • Promote waste reduction thru recycling efforts. • Optimize operational efficiencies. • 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 single-stream recycling program.

### **Budget Highlights:**

Addition of 1 FTE City Service Worker for Solid Waste Collections, \$50,000 reduction in fuel costs, Purchase of \$76,000 in totes/dumpsters for new accounts, CIP - \$60,000 for dumpster delivery truck, CIP - \$50,000 for compost mixer, CIP - SWD Rate Study, Recycling equipment reduction of \$10,000, Purchase of \$30,000 in totes for new customers, Recycling processing cost increase of \$41,000 due to low commodity rebates and increased recycling volumes.

### **Accomplishments:**

• Growth of 5.5% in refuse customer accounts; • Growth of 24.5% in recycling customer accounts, 30% of accounts now have recycling service, increase of 30% in weight of recyclables collected and single stream recycling now collects over 61 tons each month; • Continued partnership with MSU to expanded recycling opportunities at games and campus housing.

### **Adopted Work Plan Items:**

No specific items identified this year.

# Department: SOLID WASTE COLLECTION & RECYCLING

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$1,095,687	\$1,030,805	\$1,140,881	\$110,076	10.68%
Operating	\$1,741,020	\$1,664,922	\$1,879,169	\$214,247	12.87%
Capital	\$585,005	\$1,088,043	\$110,000	(\$978,043)	-89.89%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$3,421,712</b>	<b>\$3,783,770</b>	<b>\$3,130,050</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
5810 Solid Waste Collection	\$3,274,960	\$3,302,769	\$2,905,751	(\$397,018)	-12.02%
5820 Recycling	\$146,752	\$481,001	\$224,299	(\$256,702)	-53.37%
<b>Totals</b>	<b>\$3,421,712</b>	<b>\$3,783,770</b>	<b>\$3,130,050</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
640 Solid Waste Fund	\$3,421,712	\$3,783,770	\$3,130,050	(\$653,720)	-17.28%
<b>Totals</b>	<b>\$3,421,712</b>	<b>\$3,783,770</b>	<b>\$3,130,050</b>		

# Department: SOLID WASTE COLLECTION & RECYCLING

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Workload Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	15.74	15.15	15.15	16.15
WL01	Collection: Residential Accounts		7,869	8,369	8,878	9378
WL02	Collection: Commercial Accounts		258	265	270	275
WL03	Collection: Commercial Cardboard Collected: Tons		571	633	696	680
WL04	Collection: Containers Emptied Weekly		8,433	8,940	9,600	10,100
WL05	Collection: Annual Tonnage		10,960	11,457	11,691	12,490
WL06	Collection: Vehicles		7.25	7.5	7.5	7.5
WL07	Collection: Roll-off Program: Roll-offs Serviced		971	995	1,050	1,050
WL08	Collection: Roll-off Trucks		4	4	4	4
WL09	Collection: Rolloff Program: Annual Tonnage		2,963	3,094	3,248	3,100
WL10	Recycling: Total Customers		1,601	2,200	2,663	3,300
WL15	Recycling: Curbside Recycling: Annual Tonnage		320	561	670	950

# Department: SOLID WASTE DISPOSAL

Activity: Public Service

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## ***PROGRAM INFORMATION***

### **Program Description:**

Solid Waste Disposal houses Landfill Closure Costs as well as Post-Closure Monitoring & Mitigation.

### **Major Objectives:**

To budget for post landfill closure costs appropriately.

### **Budget Highlights:**

- Litigation Costs - \$180,000

### **Accomplishments:**

Anticipated for FY17: Fund the Story Mill Landfill Project remediation.

### **Adopted Work Plan Items:**

- Story Mill Landfill Project

# Department: SOLID WASTE DISPOSAL

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$0	\$0	\$0	\$0	n/a
Operating	\$482,106	\$180,000	\$1,103,000	\$923,000	512.78%
Capital	\$0	\$100,000	\$0	(\$100,000)	-100.00%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$482,106</b>	<b>\$280,000</b>	<b>\$1,103,000</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
5910 Operations	\$482,106	\$280,000	\$1,103,000	\$823,000	293.93%
<b>Totals</b>	<b>\$482,106</b>	<b>\$280,000</b>	<b>\$1,103,000</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
641 Landfill Closure Costs	\$482,106	\$280,000	\$1,103,000	\$823,000	293.93%
<b>Totals</b>	<b>\$482,106</b>	<b>\$280,000</b>	<b>\$1,103,000</b>		

Department: **SOLID WASTE DISPOSAL**

Activity: Public Service

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PERFORMANCE - WORKLOAD INFORMATION

**Department Performance Measures:**

# Department: VEHICLE MAINTENANCE

Activity: Public Service

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## **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, and one full-time waste oil disposal specialist. 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:**

- VM01: Modify Existing Vehicle Exhaust System - \$35,000
- VM02: Electric Scissor Lift with Trailer - \$11,000
- VM03: Replace Parts Washer - \$17,000

### **Accomplishments:**

Anticipated for FY17: 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. Continue 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

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$373,061	\$380,994	\$411,683	\$30,689	8.05%
Operating	\$807,931	\$765,965	\$773,650	\$7,685	1.00%
Capital	\$12,559	\$30,500	\$63,000	\$32,500	106.56%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$1,193,551</b>	<b>\$1,177,459</b>	<b>\$1,248,333</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
6010 Vehicle Maintenance Shop	\$1,145,859	\$1,177,459	\$1,248,333	\$70,874	6.02%
6020 Construction	\$47,692	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$1,193,551</b>	<b>\$1,177,459</b>	<b>\$1,248,333</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
710 Vehicle Maintenance Fund	\$1,193,551	\$1,177,459	\$1,248,333	\$70,874	6.02%
<b>Totals</b>	<b>\$1,193,551</b>	<b>\$1,177,459</b>	<b>\$1,248,333</b>		

# Department: VEHICLE MAINTENANCE

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM03	Returns for Rework	<0.5%	0.2%	0.2%	0.2%	0.2%
PM04	Mechanics Certified	100%	100%	100%	100%	100%
PM09	Fleet Operational Time: Streets Dept	99%	95%	95%	95%	97%
PM10	Fleet Operational Time: Water/Sewer Dept	99%	99%	98%	99%	99%
PM11	Fleet Operational Time: Police Dept	95%	90%	90%	95%	95%
Workload Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
STAFF TO SUPPORT WORKLOAD		FTE	5.00	6.50	6.50	6.5

# Department: CEMETERY

Activity: Public Welfare

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## **PROGRAM INFORMATION**

### **Program Description:**

The Cemetery budget unit accounts for the costs of operating and maintaining the City's Cemetery approximately 140 acres, of which 65 acres are developed. The Cemetery division includes a foreman, two maintenance workers, and seasonal or short term 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 with recommendations provided 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:**

• Efforts on development of the Master Plan for the Veteran's Cemetery to be continued.

### **Accomplishments:**

Anticipated in FY16: • Continued design and development of the Southwestern Montana Veteran's Cemetery. • Continued implementation of growth regulator program in effort to reduce carbon footprint. • Further implementation of the CityWorks asset management program. • Continued collaboration with local farmer and user groups to target invasive weeds within the open undeveloped areas outside of the "formal" cemetery. • On-going collaboration with our water conservation team, in attempting to transition the cemetery off of treated water • Continue to provide the community with a compassionate, caring, and professional service during their time of need.

### **Adopted Work Plan Items:**

No specific items identified this year.

# Department: CEMETERY

Activity: Public Welfare

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$315,468	\$310,759	\$333,748	\$22,989	7.40%
Operating	\$102,816	\$112,413	\$126,469	\$14,056	12.50%
Capital	\$10,990	\$50,000	\$0	(\$50,000)	-100.00%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$429,274</b>	<b>\$473,172</b>	<b>\$460,217</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
7210 Cemetery Operations	\$429,274	\$473,172	\$460,217	(\$12,955)	-2.74%
<b>Totals</b>	<b>\$429,274</b>	<b>\$473,172</b>	<b>\$460,217</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
010 General Fund	\$429,274	\$473,172	\$460,217	(\$12,955)	-2.74%
135 Cemetery Special Revenue	\$0	\$0	\$0	\$0	n/a
800 Cemetery Perpetual Care	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$429,274</b>	<b>\$473,172</b>	<b>\$460,217</b>		

# Department: CEMETERY

Activity: Public Welfare

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
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	55%	60%	60%	50%
PM03	Mowing: Formal Cemetery	1/week	80%	80%	80%	80%
PM04	Mowing: Cemetery Trails & Perimeter	2/year	75%	90%	90%	90%
PM05	Fertilize Formal Cemetery	2/year	50%	50%	50%	50%
PM06	Irrigation: Entire Formal Cemetery (above ground pipes and automated)	Est 3x/week	75%	75%	75%	75%
PM07	Herbicide Application: Formal Cemetery	2/year	75%	75%	75%	100%
PM08	Herbicide Application: Undeveloped Area Perimeter	2/year	85%	85%	100%	100%
PM09	Leaf Mulch & Pinecone Removal (weather related)	1x/yr. (in the f	75%	75%	75%	75%
PM10	Weed Eating:	2/year	75%	80%	50%	75%
PM11	Police Grounds (flower & trash removal)	1x/yr (in the f	90%	90%	90%	75%
PM12	Tree & Hedge Maintenance	5 Days/wk	80%	100%	100%	100%
PM13	Response to Complaints & Questions	< 2 Days	100%	100%	100%	100%
PM14	Response to Memorial & Resolution Compliance	< 2 Days	100%	100%	100%	100%
PM15	Plowing: Highland & Park Sidewalks (weather & workload related)	By 10AM	75%	95%	95%	95%
PM16	Plowing: All Roads within the Cemetery (weather & workload related)	By 10AM	75%	90%	90%	90%

# Department: CEMETERY

Activity: Public Welfare

PM17	Plowing: Assist Parks with Parking Lots (weather and workload related)	Same day	50%	50%	50%	50%
<b>Workload Measures</b>		<b>Standard</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Approved</b>	<b>FY17 Approved</b>
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	3.33	5.04	5.04	5.04
WL01	Burials: Full & Ash		120	130	130	130
WL02	New Lot Development		0	0	0	0
WL03	Grave Repairs & Reclamation		25	25	25	25
WL04	Formal Turf Acres: Acres Mowed & Irrigated Weekly		55	60	60	60
WL05	Undeveloped Acres		54	54	54	54
WL06	Miles of Trails		2	2	2	2
WL07	Miles of Trails/Sidewalks to Plow		5	5	5	5
WL08	User Agreements		2	2	2	2
WL09	Volunteer Projects		4	4	4	4
WL10	Parking Lots to Plow- this is addressed below		11	11	5	11
WL11	Herbicide Application: Formal Acres		54	55	55	55
WL12	Herbicide Application: Acres Undeveloped		8	8	8	8
WL13	Restrooms		1	1	1	1
WL14	Parking Lots		2	2	2	2

# Department: PARKS

Activity: Public Welfare

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## **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 Cemetery Division, is responsible for snow removal on all public sidewalks, adjoining parks, and street rights-of-way designated as the City's responsibility. The Street Division is no longer assisting in sidewalk snow removal.

### **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.
- Continue to implement a uniform system of park signage and identification.

### **Budget Highlights:**

\*Additional increases within the operational budget are attributable to: Actively accepting the maintenance responsibilities associated with the 8 acre Oak Springs Park and the 9 acre Bozeman Pond Expansion. Over the past two years, the Parks Division has accepted the additional maintenance responsibilities of 27 acres. \*Continued implementation and use of CityWorks into the Parks Division. \* Added over a mile to the snow plowing routes, which included North side of the new College street. • CIP item GF194 - Park signage continuation - \$10,000; GF 115 Park vehicle replacement (hybrid) \$24,000; GF 251 Park Maintenance District feasibility study \$32,000; GF 262 Paving of the Shop Complex (Parks portion) \$37,500; GF 092 Playground Equipment Replacement (Beall) \$60,000; GF 030 Articulating Tractor (split with the Streets Division) - \$65,000; GF 108 Sidewalk Replacements (Story Mansion) \$11,000; GF 031 Park Improvement Grants \$100,000.

### **Accomplishments:**

- Continue to button up and complete Park Improvement Grant Projects, The last three remaining are: Oak Springs Park irrigations and related site improvements, trail renovation at Rose Park and park bike rack replacement project.
- Continue to develop and Enhance Public/Private and Public/Non-Profit Partnerships, Rotary and Optimist clubs and sports groups are recent examples.
- Continued implementation of the TOP Bond.
- Continued collaboration with volunteers, such as the trail work done through GVL, Sacajawea Middle School and the Boy Scouts.
- Continued improvements made to our sports fields, which has translated to more tournaments coming to Bozeman. Examples include: Batting in the Bridger's youth baseball tournament at Christie Fields and Rhino Lacrosse camp and tournament at Bronken Park.
- Eradication of numerous vagrant camps located in public parks and along the trail system.

### **Adopted Work Plan Items:**

The Parks and Recreation Department is working to fulfill the following Adopted Work Plan Item: #4 - Continue to implement the 2012 parks & trails bond to expand the capacity of our parks, trails, and open spaces. 14.1 million dollars has been allocated to five bond projects: The trail to the "M", Bozeman Pond expansion, Story Mill Community Park, Bozeman Sports Park and the Bozeman Creek Enhancement project at Bogert Park. Emphasis will be placed on continuing to build out these projects in the coming years, with the Bozeman Pond expansion slated to be operational in the late summer of 2016.

# Department: PARKS

Activity: Public Welfare

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$768,385	\$844,569	\$907,311	\$62,742	7.43%
Operating	\$640,186	\$611,277	\$692,171	\$80,894	13.23%
Capital	\$4,918,873	\$69,000	\$339,500	\$270,500	392.03%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$20,000	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$6,347,444</b>	<b>\$1,524,846</b>	<b>\$1,938,982</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
7610 Parks Operations	\$6,347,444	\$1,524,846	\$1,938,982	\$414,136	27.16%
<b>Totals</b>	<b>\$6,347,444</b>	<b>\$1,524,846</b>	<b>\$1,938,982</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
010 General Fund	\$1,387,679	\$1,524,846	\$1,938,982	\$414,136	27.16%
128 FWP Management Areas	\$794	\$0	\$0	\$0	n/a
184 Park Improvement Grants	\$53,451	\$0	\$0	\$0	n/a
563 Parks & Open Space Bond	\$4,905,520	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$6,347,444</b>	<b>\$1,524,846</b>	<b>\$1,938,982</b>		

# Department: PARKS

Activity: Public Welfare

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM01	Mowing: Core Parks	1/week	80%	80%	75%	75%
PM02	Mowing: Sports Fields	2/week	70%	75%	75%	75%
PM03	Mowing: Natural Parks	2/year	90%	95%	95%	95%
PM04	Fertilize: Core Parks	2/year	75%	75%	75%	75%
PM05	Fertilize: Sports Fields	3/year	75%	75%	75%	75%
PM06	Fertilize: Neighborhood Parks	1/year	50%	50%	50%	50%
PM07	Irrigation: Activate all park systems	By May	100%	100%	100%	100%
PM08	Irrigation: Winterize All Park's Systems	By Oct. 31	100%	100%	100%	100%
PM09	Leaf Mulch & Pickup	All Parks	80%	80%	75%	75%
PM10	Playground: Inspection	1/week	100%	100%	100%	100%
PM11	Playground: Repairs	Same Day	80%	90%	90%	90%
PM12	Trails: Inspections	2/month	80%	80%	80%	80%
PM13	Trails: Maintenance	2/year	50%	50%	50%	50%
PM14	Weed Control: Roundup	3/year	40%	40%	50%	50%
PM15	Weed Control: Broadleaf	2/year	50%	50%	50%	50%
PM16	Weed Control: Noxious	2/year	50%	50%	50%	50%
PM17	Weed Eating	2/month	50%	50%	50%	50%
PM18	Garbage Collection	7 days/week	100%	100%	100%	100%

# Department: PARKS

Activity: Public Welfare

PM19	Police All Grounds	5 days/week	25%	25%	25%	25%
PM20	Building Maint & Repairs	Same Day	75%	45%	50%	50%
PM21	Restrooms: Clean & Maintain	7 days/week	100%	100%	100%	100%
PM22	Response to Complaints	Within 2 days	100%	100%	100%	100%
PM23	Plowing: Sidewalks	By 10AM	90%	90%	75%	75%
<b>Workload Measures</b>		<b>Standard</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Approved</b>	<b>FY17 Approved</b>
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	11.77	13.51	14.51	14.51
WL01	Park Reservations: Annual		400	400	400	400
WL02	Formal Turf Acres		125	126	140	140
WL03	Natural Parkland Acres		220	220	220	220
WL04	Miles of Trails		61	63	63	63
WL05	Park Fund Grant Projects		6	8	02	2
WL06	User Agreements		16	17		18
WL07	Volunteer Projects		4	4	4	4
WL08	Miles of Sidewalks plowed- 1 additional route – and new park sidewalks		11	11	16	17
WL09	Baseball/Softball Fields		16	16	16	16
WL10	Playgrounds: City Maintained		20	20	20	20
WL11	Playgrounds: HOA Maintained		18	18	15	18
WL12	Ice Rinks		4	4	4	4
WL13	Weed Spraying: Undeveloped Acres		165	165	165	165

# Department: PARKS

Activity: Public Welfare

WL14	Weed Spraying: Developed Acres	125	138	140	140
WL15	Garbage Collection: Number of Cans	150	150	160	164
WL16	Dog Sanitation Stations	40	40	44	45
WL17	Picnic Tables	125	127	127	127
WL18	Pavilions/Shelters	12	12	12	12
WL19	Restrooms	12	12	12	12
WL20	Parking Lots	14	14	14	14

# Department: FORESTRY

Activity: Public Welfare

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## **PROGRAM INFORMATION**

### **Program Description:**

The Forestry budget unit accounts for the costs of maintaining Bozeman’s urban forest and is financed by a special assessment tax on all properties within the City of Bozeman. The use of the funds generated by the assessment tax is limited to caring for and preserving city-owned trees in order to obtain the maximum benefit for our community. 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 maintenance for Bozeman’s 20,000 trees on street boulevards, in developed parks, on trails and open space, cemetery property and around public buildings.
- Remove or reduce the potential risk factors associated with publicly owned trees.
- Identify and correct encroachment problems including street and sidewalk clearance, and the obstruction of sight vision triangles and signs.
- Detect, identify, and eradicate harmful tree insects and disease.
- Follow the guidelines of the current arboricultural specifications, and related ordinances.
- Maintain and update a city-wide tree inventory.
- Pursue state and federal grants for urban forestry related activities.
- Implement the city’s cost share tree program, voucher replacement program, and other planting projects to ensure a diversity in species and age distribution.
- Coordinate with planning and design efforts to promote trees as a green resource. Provide education to the public on the care and maintenance of trees and the benefits of a healthy urban forest.
- Maintain positive work relationships with other departments within the City of Bozeman.
- Continue to promote Arbor Day activities.
- Maintain International Society of Arboriculture certifications, Tree City USA status, and staff education.

### **Budget Highlights:**

Addition of 1 FTE Forestry Superintendent (mid-year hire). Adoption of 2016 Urban Forest Management Plan and Emerald Ash Borer Course of Action Plan. Creating Bozeman’s first Arboretum at Rose Park. Assist in development of new parks and trails.

### **Accomplishments:**

Anticipated for FY17: • Continued systematic maintenance of public trees on streets, in parks, cemetery, and around public buildings. • Continued trimming for sidewalk and street clearance, traffic signs, sight triangles. • Continue cost share and voucher program of 300 trees planted. • Continue ISA Certified Arborist education and Tree City USA status (22 yrs). • 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. • Continue to review landscape plans and oversee tree installations in coordination with Planning and Building Departments. • Integrate City Works technology into forestry operations. • Continue Arbor Day activities. • Work injury free. • Continue to provide prompt service to citizen requests. • Promote use of trees in Storm Water management. • Respond in a safe and effective manner to emergency storm events. Follow Emerald Ash Borer Course of Action Plan by removing and replacing ash trees in very poor condition with an alternative and diverse species selection, and utilize the EAB sampling technique to assist in early detection.

### **Adopted Work Plan Items:**

No specific items identified this year.

# Department: FORESTRY

Activity: Public Welfare

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$330,995	\$325,238	\$390,966	\$65,728	20.21%
Operating	\$105,630	\$147,813	\$191,253	\$43,440	29.39%
Capital	\$41,650	\$0	\$135,000	\$135,000	100.00%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$478,275</b>	<b>\$473,051</b>	<b>\$717,219</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
7710 Tree Maintenance	\$478,275	\$473,051	\$717,219	\$244,168	51.62%
<b>Totals</b>	<b>\$478,275</b>	<b>\$473,051</b>	<b>\$717,219</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
112 Tree Maintenance Fund	\$478,275	\$473,051	\$717,219	\$244,168	51.62%
<b>Totals</b>	<b>\$478,275</b>	<b>\$473,051</b>	<b>\$717,219</b>		

# Department: FORESTRY

Activity: Public Welfare

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM01	Response to Citizen Requests: Within 2 Days - Assessed & Prioritized	100%	100%	100%	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%	100%	95%	100%	100%
PM04	Survey for Hazardous Tree Situations	Weekly	100%	95%	100%	100%
PM05	Maintain & Update Tree Inventory	Bi-monthly	75%	75%	75%	75%
Workload Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
STAFF TO SUPPORT WORKLOAD		FTE	4.60	5.65	5.65	6.50
STAFF TO SUPPORT WORKLOAD		FTE	3.50	3.50	3.50	3
WL01	Trees Trimmed		400	350	450	500
WL02	Trees Removed	Scheduled according to priority.	200	150	250	250
WL03	Trees Planted	Annual	135	195	205	235
WL04	Emergency Storm Damage: Tons		10	10	10	10
WL05	Christmas Trees: Chipped and Composted (Tons)		35	38	40	40
WL06	Cost Share Trees		125	175	175	175
WL07	Tree Vouchers		225	135	250	225
WL08	Miscellaneous/Arbor Day/Tree Spade, etc		15	20	30	55
WL09	Encroachments Addressed: Sidewalk, Sight Triangle, Street Sign obstruction, Parking Lots.		400	325	445	325

Department: FORESTRY

Activity: Public Welfare

WL10	Site inspections for tree planting	120	120	100	100
WL11	DRC Reviews	100	120	140	100
WL12	Vandalism	10	15	18	15
WL13	Service Requests	800	850	875	875
WL14	Trees Inventoried	2,500	1,500	2500	1,500

# Department: LIBRARY

Activity: Public Welfare

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## **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 excellent customer service to Library patrons in a welcoming environment;
- Provide efficient, effective and visionary operation of the Bozeman Public Library;
- Provide a dynamic, relevant collection of materials in all formats to residents of the Library's service area;
- Provide Library services, programming, and opportunities for lifelong learning for people of all ages;
- Ensure that daily library operations are efficient, timely and provided in a courteous manner;
- Provide excellent Library service by ensuring that the knowledge and skills of Library staff are kept up-to-date through training, workshops, conference attendance and other continuing education opportunities.

### **Budget Highlights:**

The Library Foundation is gifting the City's first Bookmobile – with anticipated delivery in December 2016 (CIP-LIB21 Bookmobile), and will be fund-raising in order to cover the vehicle operations costs. Addition of 1 FTE Bookmobile & Outreach Librarian position; Addition of 1 FTE Library Assistant for Bookmobile (January 2017). CIP item, Library Depreciation fund: • LIB12 Pedestrian Access Library Parking Lot.

### **Accomplishments:**

Anticipated for FY17 • Continue implementation of the Library's 2013-2017 Strategic Plan's five main goals: • Serve as an Information Epicenter for community business, educational and cultural organizations; • Create a coordinated Marketing & Public Awareness Plan with a designated Communications Coordinator professional on the Library's staff; • Expand Outreach & Access by improving current building space use and extending outreach programs; Begin operation of Library Bookmobile for Bozeman area community by December, 2016 • Continue to provide the highest-quality Early Literacy programs and services to pre-K children and their families; • Enhance and expand Partnerships & Collaborations with existing and new partners; • Complete a Children's Garden and play area on the Library's northeast side; • Review and update policies with Library Board of Trustees; • Complete pedestrian walkway project and phase one of Library parking lot improvements • Continue existing space reconfiguration project in Library building; • Create and implement a landscape master plan for Library grounds

### **Adopted Work Plan Items:**

No specific items identified this year.

# Department: LIBRARY

Activity: Public Welfare

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$1,189,060	\$1,261,526	\$1,523,908	\$262,382	20.80%
Operating	\$464,946	\$426,235	\$436,505	\$10,270	2.41%
Capital	\$45,474	\$168,000	\$50,000	(\$118,000)	-70.24%
Debt Service	\$44,271	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$1,743,751</b>	<b>\$1,855,761</b>	<b>\$2,010,413</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
7810 Library Operations	\$798,917	\$833,659	\$844,438	\$10,779	1.29%
7820 Technical Services	\$237,645	\$284,704	\$273,052	(\$11,652)	-4.09%
7830 Information Services	\$281,242	\$266,670	\$378,002	\$111,332	41.75%
7840 Children's Services	\$181,005	\$186,827	\$217,986	\$31,159	16.68%
7850 Circulation Services	\$244,942	\$283,901	\$296,935	\$13,034	4.59%
<b>Totals</b>	<b>\$1,743,751</b>	<b>\$1,855,761</b>	<b>\$2,010,413</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
010 General Fund	\$1,612,540	\$1,687,761	\$1,960,413	\$272,652	16.15%
137 Library Special Revenue Fund	\$56,599	\$0	\$0	\$0	n/a
561 Library Depreciation Fund	\$74,612	\$168,000	\$50,000	(\$118,000)	-70.24%
<b>Totals</b>	<b>\$1,743,751</b>	<b>\$1,855,761</b>	<b>\$2,010,413</b>		

# Department: LIBRARY

Activity: Public Welfare

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Efficiency Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM01	Visitors	14,000/FT (est)	16,985	16,563	16,900	16,800
PM02	Circulation of Materials: per Full- Time Equivalent Employee (FTE)	20,000/FTE	33,047	32,893	32,290	28,300
PM03	Registered Borrowers	1,000/FTE	1,075	1,170	1,160	1,500
PM04	Questions answered	2,000/FTE	3,834	3,889	4,000	4,000
PM05	Program Attendance (adult, teen, children, outreach, and computer)	650/FTE	1,008	1,145	1,390	1,000
PM06	Total Volumes	4,000/FTE	8,030	8,177	8,100	7,534
Workload Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
STAFF TO SUPPORT WORKLOAD		FTE	23.11	23.41	26.02	28.27
WL01	Visitors		392,526	387,735	440,000	475,000
WL02	Library Materials Circulated		763,712	770,029	780,000	800,000
WL03	Children's Programs Provided		722	788	750	800
WL04	Children's Programs Attendance		18,084	19,299	17,300	20,000
WL05	Adult Programs Provided		151	252	326	350
WL06	Adult Programs Attendance		5,208	7,497	8,000	8,250
WL07	Total Volumes		185,584	191,434	210,762	213,000
WL08	Volunteer Hours		5,354	5,676	5,997	6,319
WL09	Public computer use		75,147	68,592	64,600	62,000

Department: LIBRARY

Activity: Public Welfare

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WL10	Meeting room use by the Public	1,153	1,135	1,000	1,100
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# Department: RECREATION

Activity: Public Welfare

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## **PROGRAM INFORMATION**

### **Program Description:**

ADMINISTRATION: The Parks and 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 Division offers programs and events for people of all ages in a variety of interest areas such as art, music, sports, science, and outdoor. 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. This facility is staffed with professional lifeguards who provide a wide variety of aquatic activities. Bogert Pool offers 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. • 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.

### **Budget Highlights:**

Recreation: Addition of 0.92 Lifeguard FTE in Aquatics, 1.00 FTE Asst. Aquatics Mgr., 0.25 FTE Short Term Rec Leader. FY17 CIP GF236: Beall Wood Floor Replacement-\$35,000. Moving the Parks and Recreation Department Admin and Recreation Division offices to the Story Mill Community Building. Increasing the capacity of the Beall Park Recreation Center and making it available to the public to rent seven days a week, creating more opportunities for community events. Adding the Parks and Recreation Department to the City marketing contract.

### **Accomplishments:**

Recreation FY17 Anticipated Accomplishments: Completing Story Mill Community Building and Beall Park Recreation Center Projects, increasing program opportunities and enhancing existing ones. Aquatics FY17 Anticipated Accomplishments: Continue to expand our Junior Lifeguard program. Addition of a Removable Bulkhead for increased programming. Evening swim lessons added at Bogert. Working with Gallatin County Health Department to set up a water testing program for East Gallatin Recreation Area. Begin developing a water safety program that we can take into the community. Continue to expand the certifications and qualifications of our lifeguards

### **Adopted Work Plan Items:**

No specific items identified this year.

# Department: RECREATION

Activity: Public Welfare

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$816,316	\$910,395	\$1,107,086	\$196,691	21.61%
Operating	\$470,319	\$525,971	\$723,474	\$197,503	37.55%
Capital	\$8,203	\$25,000	\$110,000	\$85,000	340.00%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$1,294,838</b>	<b>\$1,461,366</b>	<b>\$1,940,560</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
8010 Recreation Operations	\$889,631	\$985,501	\$1,189,383	\$203,882	20.69%
8020 Swim Center	\$246,382	\$253,770	\$353,301	\$99,531	39.22%
8030 Bogert Pool	\$58,628	\$73,260	\$65,175	(\$8,085)	-11.04%
8040 Facilities: Lindley, Beall, & Story	\$52,845	\$77,211	\$233,087	\$155,876	201.88%
8050 Recreation Programs	\$47,352	\$71,624	\$99,614	\$27,990	39.08%
<b>Totals</b>	<b>\$1,294,838</b>	<b>\$1,461,366</b>	<b>\$1,940,560</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
010 General Fund	\$1,275,680	\$1,435,011	\$1,896,387	\$461,376	32.15%
133 Recreation Special Revenue Fund	\$0	\$0	\$0	\$0	n/a
189 Story Mansion Operating Fund	\$19,158	\$26,355	\$44,173	\$17,818	67.61%
<b>Totals</b>	<b>\$1,294,838</b>	<b>\$1,461,366</b>	<b>\$1,940,560</b>		

# Department: RECREATION

Activity: Public Welfare

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM01	Aquatics Scheduled Maintenance (air filter exchanges, pumps greased, etc.)	Performed on scheduled day	95%	98%	100%	100%
PM02	Plowing: Swim Center Sidewalk	by 5:30 am	99%	100%	99%	100%
PM03	Plowing: Beall Sidewalk & Entrance	by 8:30 am	95%	100%	100%	100%
PM04	Plowing: Swim Center Parking Lot	by 5:00 am	98%	99%	100%	99%
PM05	Risk Management Reports: Recreation Facilities	1 per week	85%	80%	90%	95%
PM06	Risk Management Reports: Aquatics Facilities	1 per week	99%	99%	100%	100%
PM08	Recreation Programs: Classes Cancelled	Less than 8%	17%	17%	8%	6%
PM09	Recreation Programs: Staff to Participants - Preschool; Youth; Adult	1:8, 1:10, 1:15	Meets	Meets	Meets	Meets
PM10	Staff Certification: CPR & First Aid	100%	100%	100%	100%	100%
PM12	Staff Certification: Certified Parks & Recreation Professional (CPRP)	1	1	1	1	1
PM13	Aquatics: Classes Cancelled	Less than 5%	8%	17%	5%	8%
PM14	Aquatics: Staff to Participants	6:1 -preferred, 10:1 -Red Cross	6:1, 10:1	6:1, 10:1	6:1, 10:1	6:1, 10:1
PM15	Lifeguard per Square feet of Pool (Montana Health Code)	1:2,000 sq ft	1:2,000 sq ft	1:3250	1:2,000 sq ft	1:2000 sq ft
PM16	Aquatics Staff Certification: WSI	50%	80%	80%	90%	60%
PM17	Aquatics Staff Certification: Pool Operators	5	2	3	5	4
PM18	Aquatics Professional Certification	1	0	0	0	0
PM19	Swim Center: Annual Maintenance Closure	2 weeks	1 week	2 weeks	2 weeks	2 weeks

# Department: RECREATION

Activity: Public Welfare

PM20	<b>Bogert Pool: Opened After Last Day of School</b>	<b>3 Days After</b>	3 days	3 days	3 days	3 days
PM25	<b>Participants satisfied with recreation programs</b>	<b>90%</b>	90%	100%	99%	99%
<b>Efficiency Measures</b>		<b>Standard</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Approved</b>	<b>FY17 Approved</b>
PM21	<b>Board agendas and minutes prepared and sent</b>	<b>No less than 4 hours prior/post meetings</b>	100%	100%	100%	100%
PM22	<b>Calls answered verses going to voicemail during office hours: Spring &amp; Summer; Fall &amp; Winter</b>	<b>80%; 80%</b>	85%; 98%	83%; 98%	83%; 98%	83%; 98%
PM23	<b>Invoices entered in the system accurately and by weekly deadlines</b>	<b>100%</b>	98%	98%	98%	98%
PM24	<b>Facilities cleaned before and after public rentals (Beall, Lindley Center, Story Mansion)</b>	<b>100%</b>	95%	98%	100%	100%
<b>Workload Measures</b>		<b>Standard</b>	<b>FY14 Actual</b>	<b>FY15 Actual</b>	<b>FY16 Approved</b>	<b>FY17 Approved</b>
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	16.83	23.55	23.55	
WL01	<b>Facilities to Maintain, Clean, and Contract</b>		3	3	3	4
WL02	<b>Beall Center: Rentals Per Year</b>		168	143	153	200
WL03	<b>Lindley Center: Rentals Per Year</b>		187	210	215	220
WL04	<b>Story Mansion: Rentals Per Year</b>		92	92	98	105
WL05	<b>Swim Center: Agreements</b>		5	5	6	6
WL06	<b>Bogert Pool: Rentals per year</b>		4	1	1	1
WL07	<b>Beall Center: Cleaning Hours per Week</b>		10	10	5	5
WL08	<b>Lindley Center: Cleaning Hours Per Week</b>		8	8	4	4
WL09	<b>Swim Center: Cleaning Hours Per Week</b>		88	88	88	88
WL10	<b>Swim Center: Filter Cleaning Hours Per Week</b>		5	5	5	5

# Department: RECREATION

Activity: Public Welfare

WL11	Bogert Pool: Cleaning Hours Per Week	60	70	60	70
WL12	Bogert Pool: Filter Cleaning Hours Per Week	5	6	3	3
WL13	Beall & Lindley Center: CIP Projects Funded	1	1	1	0
WL14	Aquatics: CIP Projects Funded	1 Boilers/Drains	1	0	1
WL15	Beall Center: Front Desk Hours	2080	2080	2080	2080
WL16	Recreation class meetings	1046	1046	1050	1055
WL17	Rec: One Day Special Events	10	11	15	18
WL18	Rec: Program Agreements	6	10	10	13
WL19	Aquatics: Annual Class Meetings	550	550	512	525
WL20	Annual High School Student Visits	22,100	23,620	29,000	25,000
WL21	Swim Center: Annual Visits	58,390	63,665	68,270	65,000
WL22	Bogert Pool: Annual Visits	16,169	17,809	16,300	18,000
WL23	Swim Center: Guard Hours	18,080	18,600	18,616	18,750
WL24	Swim Center: Front Desk Hours	4,167.5	4700	4278	4700
WL25	Bogert Pool: Guard Hours	4200	4200	4795	4280
WL26	Bogert Pool: Front Desk Hours	600	605	685	685
WL27	Program Guides Produced Annually	2	2	2	
WL28	Bogert Pool: Cash Balancing Hours/week	10	5	5	5
WL29	Number of staff training hours per year-Recreation Division	595	600	625	625
WL30	Story Mansion Cleaning Hours Per Week	6	6	3	3

# Department: RECREATION

Activity: Public Welfare

WL31	<b>Number of Park User Group Agreements</b>		25	30	40	45
WL32	<b>Recreation Office cash balancing hours per week</b>		3	2.5	2.5	2.5
WL33	<b>Administrative Assistant hours per week to the Director</b>	<b>15 Hours</b>	2	3	5	8
WL34	<b>Administrative Assistant hours per week to Recreation</b>	<b>38hrs/week</b>	15	30	35	35
WL35	<b>Park Reservations Per Year</b>		410	371	400	425
WL36	<b>Administrative Assistant hours per week to Cemetery</b>	<b>1hr/week</b>	1	1	1	1
WL37	<b>Administrative Assistant hours per week to Aquatics</b>	<b>15hrs/week</b>	2	2	15	15
WL38	<b>Web and Social Media Updates</b>	<b>1 time/day</b>	20%	20%	40%	80%
WL39	<b>Administrative Assistant hours per week to Forestry</b>	<b>1 needed</b>	1	1	1	1
WL40	<b>Administrative Assistant hours per week to Parks</b>	<b>10hrs/week</b>	5	10	10	15

# 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: • Implement the Bozeman Fiber Master Plan by planning the expansion of a City-owned conduit system. • Proactively manage the City's tax increment finance districts. • Partner on a unified marketing strategy for business expansion and recruitment with other economic development partners • Update the 2009 Economic Development Plan. • 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. 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:

• City Conduit Network Expansion Engineering Policies and Specifications - \$20,000 • Capital for Conduit Expansion - \$30,000 • Update the 2009 Economic Development Plan - \$15,000 • Economic Development Marketing Collaborative - \$20,000 • Collaborate with Prospera Business Network and the Montana Photonics Industry Alliance to promote Bozeman's photonics industry cluster - \$12,500 • Collaborate with Prospera Business Network and the Chamber of Commerce on the Economic Profile \$10,000

### Accomplishments:

Anticipated for FY16: • Completed and passed the Broadband Master Plan and Feasibility Study • Promote the photonics industry through the Montana Photonics Industry Alliance and participation in the Photonics West Conference • North Park is under contract for sale to a development group • Green fleet assessment • Promote energy conservation programs • Continue support for TIF district.

### Adopted Work Plan Items:

# Department: COMMUNITY SERVICES

Activity: Public Welfare

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$286,233	\$296,042	\$329,407	\$33,365	11.27%
Operating	\$1,961,502	\$4,348,697	\$6,978,049	\$2,629,352	60.46%
Capital	\$105,095	\$0	\$0	\$0	n/a
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$708,832	\$483,000	\$636,488	\$153,488	31.78%
<b>Totals</b>	<b>\$3,061,662</b>	<b>\$5,127,739</b>	<b>\$7,943,944</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
8210 Downtown Improvement District	\$1,737,667	\$4,537,282	\$7,028,732	\$2,491,450	54.91%
8230 Urban Development & Housing	\$251,071	\$54,400	\$287,400	\$233,000	428.31%
8240 Economic Development	\$917,638	\$370,739	\$460,929	\$90,190	24.33%
8250 Sustainability	\$155,286	\$165,318	\$166,883	\$1,565	0.95%
<b>Totals</b>	<b>\$3,061,662</b>	<b>\$5,127,739</b>	<b>\$7,943,944</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
010 General Fund	\$474,340	\$505,057	\$580,312	\$75,255	14.90%
116 Downtown TIF District	\$959,842	\$2,169,500	\$2,882,988	\$713,488	32.89%
118 Community Housing	\$1,573	\$0	\$0	\$0	n/a
119 Economic Development	\$32,000	\$31,000	\$31,000	\$0	n/a
120 Community Housing Fund	\$180,423	\$54,400	\$287,400	\$233,000	428.31%
121 Housing Revolving Loans	\$14,400	\$0	\$0	\$0	n/a
123 Big Sky Economic Development Grant	\$40,000	\$0	\$16,500	\$16,500	100.00%
143 North 7th Corridor TIF District	\$189,868	\$905,980	\$1,027,000	\$121,020	13.36%

# Department: COMMUNITY SERVICES

Activity: Public Welfare

144	North East Urban Renewl TIF District	\$7,814	\$421,002	\$1,877,944	\$1,456,942	346.07%
145	Mandeville Farm TIF	\$1,197	\$0	\$0	\$0	n/a
176	Downtown BID	\$120,028	\$140,800	\$140,800	\$0	n/a
186	Development Impacts (Big Box)	\$56,773	\$0	\$0	\$0	n/a
191	Tourism BID	\$458,382	\$900,000	\$1,100,000	\$200,000	22.22%
192	TIFD South Bozeman Technology	\$536	\$0	\$0	\$0	n/a
883	CMC Bozeman Site Remediation	\$524,486	\$0	\$0	\$0	n/a
<b>Totals</b>		<b>\$3,061,662</b>	<b>\$5,127,739</b>	<b>\$7,943,944</b>		

# Department: COMMUNITY SERVICES

Activity: Public Welfare

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## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Workload Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
WL01	Tax Increment Districts		5	5	5	5

# Department: NON-DEPARTMENTAL

Activity: Other

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## **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 allocation of liability & property insurance - \$350,508; • General fund contribution to the band - \$6,000;
- Contingency appropriation - \$115,000; • Transfer to Police & Fire state share retirement (non-cash) - \$2,059,000; • Payment to HRDC for Galavan - \$89,277; • Transfer to Landfill Monitoring Fund - \$353,000; • Transfer to Stormwater Fund for Landfill Loan payments - \$140,000.

### **Accomplishments:**

To properly account for non-departmental costs.

### **Adopted Work Plan Items:**

No specific items identified this year.

# Department: NON-DEPARTMENTAL

Activity: Other

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$0	\$0	\$0	\$0	n/a
Operating	\$5,447,090	\$7,097,256	\$7,668,715	\$571,459	8.05%
Capital	\$0	\$0	\$0	\$0	n/a
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$2,810,321	\$2,640,794	\$2,854,021	\$213,227	8.07%
<b>Totals</b>	<b>\$8,257,411</b>	<b>\$9,738,050</b>	<b>\$10,522,736</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
8910 Insurance	\$4,675,518	\$4,854,825	\$5,171,420	\$316,595	6.52%
8920 City Band	\$6,000	\$6,000	\$6,000	\$0	n/a
8940 Other/Contingencies	\$673,335	\$2,156,100	\$2,403,000	\$246,900	11.45%
8960 Transfers	\$2,810,321	\$2,640,794	\$2,854,021	\$213,227	8.07%
8970 Senior Transportation	\$92,193	\$80,331	\$88,295	\$7,964	9.91%
<b>Totals</b>	<b>\$8,257,367</b>	<b>\$9,738,050</b>	<b>\$10,522,736</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
010 General Fund	\$1,669,935	\$2,834,390	\$3,243,816	\$409,426	14.44%
103 Permissive Medical Levy Fund	\$2,161,490	\$2,346,544	\$2,369,713	\$23,169	0.99%
131 Beautification of Bozeman	\$0	\$0	\$0	\$0	n/a
175 Senior Transportation Fund	\$92,193	\$80,331	\$88,295	\$7,964	9.91%
720 Employee Health Insurance	\$4,333,749	\$4,476,785	\$4,820,912	\$344,127	7.69%
<b>Totals</b>	<b>\$8,257,367</b>	<b>\$9,738,050</b>	<b>\$10,522,736</b>		

# Department: NON-DEPARTMENTAL

Activity: Other

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## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
WL01	Health Insurance: Plan Options Offered	Health Insurar Committee and MMIA	5	5	5	5
Workload Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
WL02	Pension Plans Participated In	MPERA	3,	3	3	3

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

Activity: Other

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## **PROGRAM INFORMATION**

### **Program Description:**

The General Obligation Bond division accounts for debt service payments associated with the transportation general obligation bonds. 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. Both series were jointly refunded in 2012. 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. • The first series of TOP GO bonds was issued in December 2013, totaling \$9.9 M. The second series of TOP GO bonds was issued in December 2014, totaling \$5.1 M.

### **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:**

Debt Service Payments

### **Accomplishments:**

Anticipated for FY16: •Continue to make debt service payments in a timely manner.

### **Adopted Work Plan Items:**

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

Activity: Other

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$0	\$0	\$0	\$0	n/a
Operating	\$0	\$0	\$0	\$0	n/a
Capital	\$0	\$0	\$0	\$0	n/a
Debt Service	\$989,105	\$1,353,891	\$1,358,738	\$4,847	0.36%
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$989,105</b>	<b>\$1,353,891</b>	<b>\$1,358,738</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
9310 G.O. Bonds	\$989,105	\$1,353,891	\$1,358,738	\$4,847	0.36%
<b>Totals</b>	<b>\$989,105</b>	<b>\$1,353,891</b>	<b>\$1,358,738</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
301 Library Bonds	\$0	\$0	\$0	\$0	n/a
302 Transportation Bonds	\$0	\$0	\$0	\$0	n/a
303 GO Refunding Series 2012	\$273,775	\$274,675	\$276,000	\$1,325	0.48%
304 Parks & Open Space Bond	\$715,330	\$1,079,216	\$1,082,738	\$3,522	0.33%
<b>Totals</b>	<b>\$989,105</b>	<b>\$1,353,891</b>	<b>\$1,358,738</b>		

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

Activity: Other

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PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Workload Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
WL01	GO Bond Issues Outstanding		4	3	3	2

# Department: SPECIAL IMPROVEMENT DISTRICT REVOLVING FUND

Activity: Other

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## **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 used the Revolving Fund to provide a low-cost loan to finance the Wallace Street Reconstruction SID.

### **Accomplishments:**

Anticipated for FY17: Provide a low-cost loan to finance the next identified reconstruction SID.

### **Adopted Work Plan Items:**

Transportation - Loans and SID financing to reconstruction projects.

# Department: SPECIAL IMPROVEMENT DISTRICT REVOLVING FUND

Activity: Other

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$0	\$0	\$0	\$0	n/a
Operating	\$0	\$0	\$0	\$0	n/a
Capital	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$626,500	\$236,756	(\$389,744)	-62.21%
<b>Totals</b>	<b>\$0</b>	<b>\$626,500</b>	<b>\$236,756</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
9510 SID Bonds Revolving	\$0	\$626,500	\$236,756	(\$389,744)	-62.21%
<b>Totals</b>	<b>\$0</b>	<b>\$626,500</b>	<b>\$236,756</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
300 SID Revolving Fund	\$0	\$626,500	\$236,756	(\$389,744)	-62.21%
<b>Totals</b>	<b>\$0</b>	<b>\$626,500</b>	<b>\$236,756</b>		

Department: SPECIAL IMPROVEMENT DISTRICT REVOLVING FUND

Activity: Other

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
PM01	State Minimum Fund Balance Requirement Met	5%	Yes	Yes	Yes	Yes

# Department: SPECIAL DISTRICT DEBT

Activity: Other

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## **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

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
Salaries & Benefits	\$0	\$0	\$0	\$0	n/a
Operating	\$0	\$0	\$0	\$0	n/a
Capital	\$0	\$0	\$0	\$0	n/a
Debt Service	\$2,151,296	\$390,500	\$379,800	(\$10,700)	-2.74%
Transfers	\$0	\$0	\$10,700	\$10,700	100.00%
<b>Totals</b>	<b>\$2,151,296</b>	<b>\$390,500</b>	<b>\$390,500</b>		

### Department Expenditures by Division

Division	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
9710 SID Bonds	\$2,151,296	\$390,500	\$390,500	\$0	n/a
<b>Totals</b>	<b>\$2,151,296</b>	<b>\$390,500</b>	<b>\$390,500</b>		

### Department Expenditures by Fund

Fund	FY15 Actual	FY16 Approved	FY17 Approved	\$ Change	% Change
310-445 SID Bond Funds	\$2,151,296	\$390,500	\$390,500	\$0	n/a
<b>Totals</b>	<b>\$2,151,296</b>	<b>\$390,500</b>	<b>\$390,500</b>		

# Department: SPECIAL DISTRICT DEBT

Activity: Other

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## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Workload Measures		Standard	FY14 Actual	FY15 Actual	FY16 Approved	FY17 Approved
WL01	Tax Increment District: Number of Bond Issues		1	1	1	2
WL02	TID - Reimbursement Agreements		0	0	0	1
WL03	TID - Interlocal Agreements		1	1	1	1

## APPENDIX

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The Appendix includes:

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

DIVISION	PROJECT DESCRIPTION		APPROVED AMOUNT
<b>GENERAL FUND</b>			
City Commission	Hardware replacement project		5,000
Administrative Services	Naviline software upgrade, shared	GF 226	12,760
Information Services	Router & switch	GF 80	40,000
	ISCSI storage	GF 229	40,000
	Add to backup capacity	GF 246	15,000
	Firewalls not in CIP		15,000
	Shared portion of GF062	GF 62	30,000
City Hall Facilities	ADA improvements	GF 103	20,000
	Security analysis upgrades		25,000
Police Operations	Patrol vehicles less trade ins	GF 53	110,500
	Crash investigation response vehicle	GF 240	35,000
	Vehicle budget increase		3,000
Parks Operations	Hybrid vehicle for superintendent	GF 115	24,000
	Articulating tractor, shared	GF 30	65,000
	Feasibility study	GF 251	32,000
	Park signage	GF 194	10,000
	Central irrigation control system	GF 31	100,000
	Playground equipment Beall	GF 92	60,000
	Paving at city shops, shared	GF 262	37,500
	Sidewalk replacement projects	GF 108	11,000
	Removable bulkhead, shared	GF 257	75,000
	Wood floor replacement Beall	GF 236	35,000
<b>GENERAL FUND CAPITAL EXPENDITURES \$</b>			<b>800,760</b>
<b>SPECIAL REVENUE FUNDS</b>			
Gas Tax	Ongoing chip seal projects		465,000
		Total Gas Tax	465,000
Street Maintenance	1 ton 2WD Ford truck, replace #1456	STR 1	45,000
	Sanders per replacement schedule	STR 49	16,000
	Plows per replacement schedule	STR 50	10,000
	Cold planer attachment	STR 57	30,000
	Articulating tractor, shared	STR 60	85,000
	Asphalt paving machine	STR 61	110,000
	Self loading crack sealer	STR 65	85,000
	Power to sand storage to run conveyor	STR 59	20,000
	Window replacement, city shops, shared	GF 258	6,667
	Medians & boulevard maintenance	STR 30	55,000
	Street improvements mill & overlay	STR 71	723,000
	Paving at city shops, shared	GF 262	94,834
	Truck light duty 4x4	STR 73	30,000
	Rapid flashing beacon	STR 68	10,000
	Paint sprayer & driver	STR 69	17,000
	Digital message board	STR 72	14,000
	Bike path improvements	STR 20	25,000
		Total Street Maintenance	1,376,501
Tree Maintenance	Truck, 1 ton flatbed 2WD replacement	FOR 7	45,000
	Backhoe replacement	FOR 8	90,000
		Total Tree Maintenance	135,000
Street Impact Fee	Cottonwood & Durston intersection	SIF 27	160,000
	Baxter (19th to Davis) construction, shared	SIF 55	1,000,000
	Ferguson & Durston intersection design, shared	SIF 69	120,000
	Ferguson (Baxter to Oak) design	SIF 71	50,000
	Baxter (Ferguson to Cottonwood), shared	SIF 72	764,475
	Graf Street (Ritter to 19th) extension	SIF 77	1,035,000
	Baxter (Davis to Cottonwood) design	SIF 84	225,000
	Baxter (7th to 19th) construction	SIF 85	500,000
	Catamount (27th to Valley Center) construction	SIF 87	300,000

DIVISION		PROJECT DESCRIPTION		APPROVED AMOUNT
	Oak (15th to 19th) construction	SIF	93	350,000
	Catamount St (27th to Valley Center) design	SIF	94	45,000
	Graf Street (S 11th to Kagy) extension	SIF	103	396,000
	Total Street Impact Fee			4,945,475
Building Inspection	Staff vehicle	B	103	32,500
	Total Building Inspection			32,500
Street Arterial Construction	Infrastructure & improvements	SIF	55	500,000
	Infrastructure & improvements	SIF	69	30,000
	Infrastructure & improvements	SIF	72	500,000
	Total Street Arterial Construction			1,030,000
<b>SPECIAL REVENUE FUNDS CAPITAL EXPENDITURES</b>				<b>\$ 7,984,476</b>
<b>CONSTRUCTION FUNDS</b>				
Street Construction	West Olive project	SCR	3	1,578,375
	Annual curb replacement & concrete repaint	SCR	1	60,000
	Total Street Construction			1,638,375
Library Depreciation	Pedestrian access from parking lot	LIB	12	50,000
	Total Library Operations			50,000
<b>CONSTRUCTION FUNDS CAPITAL EXPENDITURES</b>				<b>\$ 1,688,375</b>
<b>ENERPRISE FUNDS</b>				
Water	Naviline software upgrade, shared	GF	226	10,000
	Electronic planning application	CD	4	45,000
	Public works computer replacements	GIS	11	26,400
	Fall protection equipment for dam	W	61	15,000
	Meters, transducers, communications for Scada tech	W	66	15,000
	Sourdough Tank antenna tower & additional radio link	W	54	25,000
	Catwalk for motor maintenance	W	55	50,000
	Sourdough intake	W	60	50,000
	Module replacement	W	58	50,000
	Meter software upgrade	WC	2	30,000
	Ford van, replace #3156	W	40	33,000
	Ford pickup/plow 1/2 ton, replace #1288	W	41	27,000
	Asset management software	GIS	3	50,000
	Window replacement, city shops, shared	GF	258	6,667
	Paving at city shops, shared	GF	262	94,834
	Shops facility expansion	PW	2	350,000
	Water pipe replacement program engineer/design	W	3	22,500
	Water pipe replacement program	W	4	1,200,000
	Total Water			2,100,401
Water Impact Fee	Graf Street extension	WIF	7	701,929
	Baxter Lane (Lasso to Harper Puckett) water main	WIF	22	493,821
	Total Water Impact Fee			1,195,750
Waste Water	Dodge 1 ton flatbed valve truck, replace #2915	WW	74	70,000
	Chevy S-10 pickup, replace #1677	WW	75	27,000
	Chemical root control applicator	WW	63	45,000
	Sewer flow meter	WW	64	15,000
	Paving at city shops, shared	WW	262	94,834
	Shops facilities expansion construction	WW	2	350,000
	Window replacement, city shops, shared	WW	258	6,667
	Engineering project design	WW	7	22,500
	Waste water pipe replacement	WW	8	1,000,000
	Positive displacement lobe pump	WW	53	20,000
	Online ammonia probes	WW	61	35,000
	Secondary launder covers	WW	68	30,000
	Sandblast & paint beaches, baffles, weirs	WW	39	85,000
	Final clarifier launder cover	WW	45	40,000
	Total Waste Water Fee			1,841,001
Waste Water Impact Fee	Cattail Creek Basin extension	WWIF	25	1,263,674
	South University District/Cattail Cr Basin	WWIF	26	1,413,746

DIVISION	PROJECT DESCRIPTION			APPROVED AMOUNT
	Bridger Canyon Road improvement	WWIF	28	322,829
	Wastewater right of way across MSU farm	WWIF	30	300,000
	Total Waste Water Impact Fee			3,300,249
Solid Waste	Frontload container transport truck	SW	43	60,000
	Compost mixer	SW	44	50,000
	Total Solid Waste			110,000
Parking	Willson lot redesign & improvements	P	1	165,000
	Lease 3 hybrid enforcement vehicles	P	20	10,000
	Total Parking			175,000
Storm Water	Storm water service truck	STRM	2	45,000
	Annual unplanned pipe rehab & drainage projects	STRM	13	165,000
	Annual system enhancement, fairgrounds	STRM	15	225,000
	Annual system enhancement Wallace/Tamarack	STRM	18	75,000
	Annual pipe rehab program Tamarack	STRM	28	40,000
	Total Storm Water			550,000
<b>ENTERPRISE FUNDS CAPITAL EXPENDITURES \$</b>				<b>9,272,401</b>
<b>INTERNAL SERVICE FUNDS</b>				
Vehicle Maintenance	Vehicle exhaust system modification	VM	1	35,000
	Electric scissor lift w trailer	VM	2	11,000
	Parts washer	VM	3	17,000
	Total Vehicle Maintenance			63,000
<b>INTERNAL SERVICE FUNDS CAPITAL EXPENDITURES \$</b>				<b>63,000</b>
<b>GRAND TOTAL FY17 CAPITAL EXPENDITURES \$</b>				<b>19,809,012</b>

## WATER, WASTEWATER & STORMWATER RATE INCREASES

Fiscal 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	0%	3.0%	4.0%
2015	0%	3.0%	Restructuring – 2015
2016	2.5%	3.0%	Restructuring – 2016
2017	2.5%	3.0%	-

## US CONSUMER PRICE INDEX

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

<b>Consumer Price Index— All Items, Unadjusted, Urban Consumers (CPI-U)</b>		
<b>Source: Bureau of Labor Statistics, US Dept of Labor</b>		
<b>Year Ending December,</b>	<b>CPI-U</b>	<b>% Change</b>
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%
2013	233.0	1.5%
2014	234.8	0.8%
2015	<b>236.5</b>	<b>0.7%</b>

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

<b>Consumer Price Index, WESTERN STATES— All Items, Unadjusted, Urban Consumers (CPI-U). Source: Bureau of Labor Statistics, US Dept of Labor</b>		
<b>ANNUAL</b>	<b>CPI-U Western</b>	<b>% Change</b>
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	2.2%
2013	236.1	1.6%
2014	239.1	1.3%

**TRAILS, OPEN SPACE AND PARKS BOND SCHEDULES**

<b>CITY OF BOZEMAN</b> <b>General Obligation Refunding Bonds, Trails, Open Space &amp; Parks, Series 2014</b> <b>DEBT SERVICE SCHEDULE</b>					
Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
					5,100,000.00
1/1/2016			174,884.38	174,884.38	
7/1/2016	110,000.00	1.000%	82,406.25	192,406.25	4,990,000.00
1/1/2017			81,856.25	81,856.25	
7/1/2017	205,000.00	2.000%	81,856.25	286,856.25	4,785,000.00
1/1/2018			79,806.25	79,806.25	
7/1/2018	210,000.00	2.000%	79,806.25	289,806.25	4,575,000.00
1/1/2019			77,706.25	77,706.25	
7/1/2019	215,000.00	2.000%	77,706.25	292,706.25	4,360,000.00
1/1/2020			75,556.25	75,556.25	
7/1/2020	215,000.00	2.000%	75,556.25	290,556.25	4,145,000.00
1/1/2021			73,406.25	73,406.25	
7/1/2021	220,000.00	2.250%	73,406.25	293,406.25	3,925,000.00
1/1/2022			71,206.25	71,206.25	
7/1/2022	225,000.00	2.250%	71,206.25	296,206.25	3,700,000.00
1/1/2023			68,675.00	68,675.00	
7/1/2023	230,000.00	2.500%	68,675.00	298,675.00	3,470,000.00
1/1/2024			65,800.00	65,800.00	
7/1/2024	235,000.00	2.500%	65,800.00	300,800.00	3,235,000.00
1/1/2025			62,862.50	62,862.50	
7/1/2025	245,000.00	2.500%	62,862.50	307,862.50	2,990,000.00
1/1/2026			59,800.00	59,800.00	
7/1/2026	250,000.00	4.000%	59,800.00	309,800.00	2,740,000.00
1/1/2027			54,800.00	54,800.00	
7/1/2027	260,000.00	4.000%	54,800.00	314,800.00	2,480,000.00
1/1/2028			49,600.00	49,600.00	
7/1/2028	270,000.00	4.000%	49,600.00	319,600.00	2,210,000.00
1/1/2029			44,200.00	44,200.00	
7/1/2029	280,000.00	4.000%	44,200.00	324,200.00	1,930,000.00

Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
1/1/2030			38,600.00	38,600.00	
7/1/2030	290,000.00	4.000%	38,600.00	328,600.00	1,640,000.00
1/1/2031			32,800.00	32,800.00	
7/1/2031	305,000.00	4.000%	32,800.00	337,800.00	1,335,000.00
1/1/2032			26,700.00	26,700.00	
7/1/2032	315,000.00	4.000%	26,700.00	341,700.00	1,020,000.00
1/1/2033			20,400.00	20,400.00	
7/1/2033	325,000.00	4.000%	20,400.00	345,400.00	695,000.00
1/1/2034			13,900.00	13,900.00	
7/1/2034	340,000.00	4.000%	13,900.00	353,900.00	355,000.00
1/1/2035			7,100.00	7,100.00	
7/1/2035	355,000.00	4.000%	7,100.00	362,100.00	
<b>TOTALS</b>	<b>5,100,000.00</b>		<b>2,266,840.63</b>	<b>7,366,840.63</b>	

**CITY OF BOZEMAN**

**General Obligation Refunding Bonds, Trails, Open Space & Parks, Series 2013**

**DEBT SERVICE SCHEDULE**

Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
					9,900,000.00
1/1/2015			328,567.78	328,567.78	
7/1/2015	225,000.00	2.000%	160,712.50	385,712.50	9,675,000.00
1/1/2016			158,462.50	158,462.50	
7/1/2016	395,000.00	2.000%	158,462.50	553,462.50	9,280,000.00
1/1/2017			154,512.50	154,512.50	
7/1/2017	405,000.00	2.000%	154,512.50	559,512.50	8,875,000.00
1/1/2018			150,462.50	150,462.50	
7/1/2018	410,000.00	2.000%	150,462.50	560,462.50	8,465,000.00
1/1/2019			146,362.50	146,362.50	
7/1/2019	420,000.00	2.000%	146,362.50	566,362.50	8,045,000.00
1/1/2020			142,162.50	142,162.50	
7/1/2020	430,000.00	2.250%	142,162.50	572,162.50	7,615,000.00
1/1/2021			137,325.00	137,325.00	
7/1/2021	435,000.00	2.500%	137,325.00	572,325.00	7,180,000.00
1/1/2022			131,887.50	131,887.50	
7/1/2022	450,000.00	2.750%	131,887.50	581,887.50	6,730,000.00
1/1/2023			125,700.00	125,700.00	
7/1/2023	460,000.00	3.000%	125,700.00	585,700.00	6,270,000.00
1/1/2024			118,800.00	118,800.00	
7/1/2024	475,000.00	2.800%	118,800.00	593,800.00	5,795,000.00
1/1/2025			112,150.00	112,150.00	
7/1/2025	490,000.00	3.250%	112,150.00	602,150.00	5,305,000.00
1/1/2026			104,187.50	104,187.50	
7/1/2026	505,000.00	3.500%	104,187.50	609,187.50	4,800,000.00
1/1/2027			95,350.00	95,350.00	
7/1/2027	520,000.00	3.750%	95,350.00	615,350.00	4,280,000.00
1/1/2028			85,600.00	85,600.00	
7/1/2028	540,000.00	4.000%	85,600.00	625,600.00	3,740,000.00
1/1/2029			74,800.00	74,800.00	
7/1/2029	565,000.00	4.000%	74,800.00	639,800.00	3,175,000.00
1/1/2030			63,500.00	63,500.00	
7/1/2030	585,000.00	4.000%	63,500.00	648,500.00	2,590,000.00
1/1/2031			51,800.00	51,800.00	
7/1/2031	610,000.00	4.000%	51,800.00	661,800.00	1,980,000.00

1/1/2032			39,600.00	39,600.00	
7/1/2032	635,000.00	4.000%	39,600.00	674,600.00	1,345,000.00
1/1/2033			26,900.00	26,900.00	
7/1/2033	660,000.00	4.000%	26,900.00	686,900.00	685,000.00
1/1/2034			13,700.00	13,700.00	
7/1/2034	685,000.00	4.000%	13,700.00	698,700.00	
<b>TOTALS</b>	<b>9,900,000.00</b>		<b>4,355,805.28</b>	<b>14,255,805.28</b>	

**LIBRARY G.O. BOND SCHEDULE**

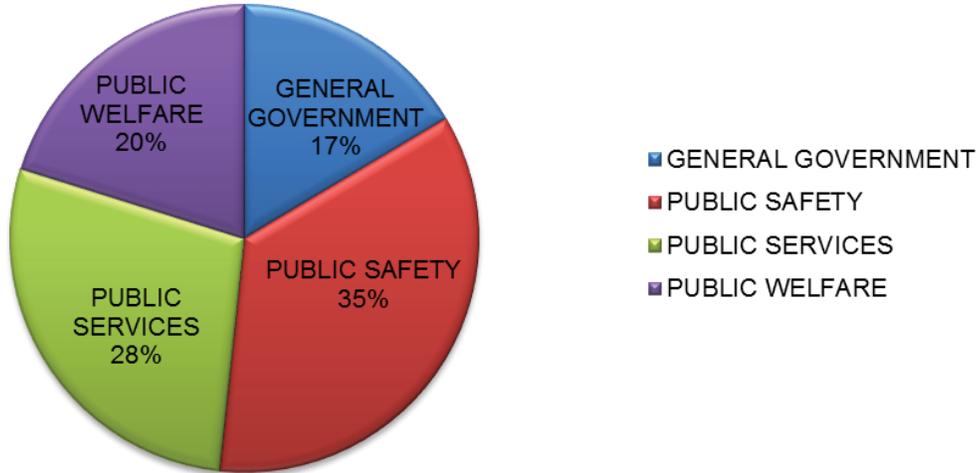
<b>CITY OF BOZEMAN</b>					
<b>General Obligation Refunding Bonds, Series 2012</b>					
<b>DEBT SERVICE SCHEDULE</b>					
Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
6/14/2012					3,080,000.00
1/1/2013			32,381.88	32,381.88	
7/1/2013	635,000.00	2.000%	29,587.50	664,587.50	2,445,000.00
1/1/2014			23,237.50	23,237.50	
7/1/2014	660,000.00	2.000%	23,237.50	683,237.50	1,785,000.00
1/1/2015			16,637.50	16,637.50	
7/1/2015	240,000.00	1.500%	16,637.50	256,637.50	1,545,000.00
1/1/2016			14,837.50	14,837.50	
7/1/2016	245,000.00	1.500%	14,837.50	259,837.50	1,300,000.00
1/1/2017			13,000.00	13,000.00	
7/1/2017	250,000.00	2.000%	13,000.00	263,000.00	1,050,000.00
1/1/2018			10,500.00	10,500.00	
7/1/2018	255,000.00	2.000%	10,500.00	265,500.00	795,000.00
1/1/2019			7,950.00	7,950.00	
7/1/2019	260,000.00	2.000%	7,950.00	267,950.00	535,000.00
1/1/2020			5,350.00	5,350.00	
7/1/2020	265,000.00	2.000%	5,350.00	270,350.00	270,000.00
1/1/2021			2,700.00	2,700.00	
7/1/2021	270,000.00	2.000%	2,700.00	272,700.00	-
<b>TOTALS</b>					
	<b>3,080,000.00</b>		<b>250,394.38</b>	<b>3,330,394.38</b>	

**TAX INCREMENT URBAN RE NEWAL REVENUE BONDS, SERIES**

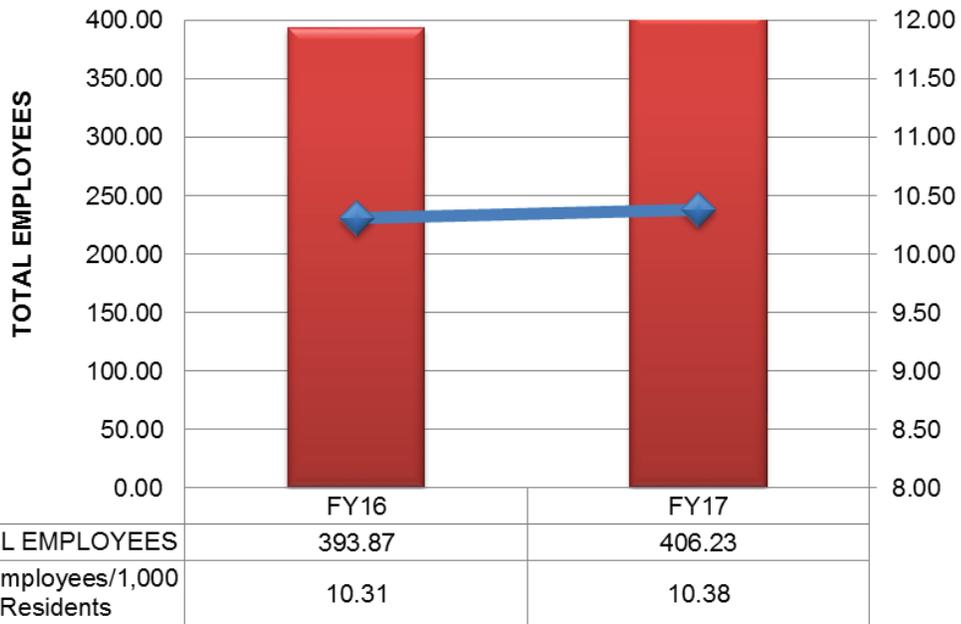
<b>CITY OF BOZEMAN                      TAX INCREMENT URBAN RENEWAL REVENUE BONDS, SERIES 2007                      (DOWNTOWN BOZEMAN IMPROVEMENT DISTRICT)                      DEBT SERVICE SCHEDULE</b>						
<b>Payment Date</b>		<b>Principal Payment</b>	<b>Interest Rate</b>	<b>Interest Payment</b>	<b>Semi-Annual Payment</b>	<b>Principal Balance</b>
January 1,	2015	\$ -	-	117,943.75	117,943.75	
July 1,	2015	\$ 190,000.00	4.00	117,943.75	307,943.75	4,825,000.00
January 1,	2016	\$ -	-	114,143.75	114,143.75	
July 1,	2016	\$ 195,000.00	4.00	114,143.75	309,143.75	4,630,000.00
January 1,	2017	\$ -	-	110,243.75	110,243.75	
July 1,	2017	\$ 205,000.00	4.00	110,243.75	315,243.75	4,425,000.00
January 1,	2018	\$ -	-	106,143.75	106,143.75	
July 1,	2018	\$ 210,000.00	4.15	106,143.75	316,143.75	4,215,000.00
January 1,	2019	\$ -	-	101,786.25	101,786.25	
July 1,	2019	\$ 220,000.00	4.25	101,786.25	321,786.25	3,995,000.00
January 1,	2020	\$ -	-	97,111.25	97,111.25	
July 1,	2020	\$ 230,000.00	4.40	97,111.25	327,111.25	3,765,000.00
January 1,	2021	\$ -	-	92,051.25	92,051.25	
July 1,	2021	\$ 240,000.00	4.50	92,051.25	332,051.25	3,525,000.00
January 1,	2022	\$ -	-	86,651.25	86,651.25	
July 1,	2022	\$ 250,000.00	4.60	86,651.25	336,651.25	3,275,000.00
January 1,	2023	\$ -	-	80,901.25	80,901.25	
July 1,	2023	\$ 260,000.00	4.70	80,901.25	340,901.25	3,015,000.00
January 1,	2024	\$ -	-	74,791.25	74,791.25	
July 1,	2024	\$ 275,000.00	4.80	74,791.25	349,791.25	2,740,000.00
January 1,	2025	\$ -	-	68,191.25	68,191.25	
July 1,	2025	\$ 290,000.00	4.95	68,191.25	358,191.25	2,450,000.00
January 1,	2026	\$ -	-	61,013.75	61,013.75	
July 1,	2026	\$ 300,000.00	4.95	61,013.75	361,013.75	2,150,000.00
January 1,	2027	\$ -	-	53,588.75	53,588.75	
July 1,	2027	\$ 315,000.00	4.95	53,588.75	368,588.75	1,835,000.00
January 1,	2028	\$ -	-	45,792.50	45,792.50	
July 1,	2028	\$ 330,000.00	4.95	45,792.50	375,792.50	1,505,000.00
January 1,	2029	\$ -	-	37,625.00	37,625.00	
July 1,	2029	\$ 350,000.00	5.00	37,625.00	387,625.00	1,155,000.00
January 1,	2030	\$ -	-	28,875.00	28,875.00	
July 1,	2030	\$ 365,000.00	5.00	28,875.00	393,875.00	790,000.00
January 1,	2031	\$ -	-	19,750.00	19,750.00	
July 1,	2031	\$ 385,000.00	5.00	19,750.00	404,750.00	405,000.00
January 1,	2032	\$ -	-	10,125.00	10,125.00	
July 1,	2032	\$ 405,000.00	5.00	10,125.00	415,125.00	0.00
<b>TOTALS</b>		<b>\$ 6,270,000.00</b>		<b>4,317,205.00</b>	<b>10,587,205.00</b>	

Staffing Cost Summary			*Full Time Mid-Year Hires are added as 1.0
		Revised FY16	Final FY17
<b>GENERAL GOVERNMENT</b>			
	City Commission	2.10	2.10
	City Manager	6.00	6.00
	Municipal Court	8.50	8.50
	City Attorney	10.20	10.20
	Administrative Services	21.50	23.50
	Community Development	11.60	13.00
	Building Maintenance	3.50	3.50
	<b>TOTAL GENERAL GOVERNMENT</b>	<b>63.40</b>	<b>66.80</b>
<b>PUBLIC SAFETY</b>			
	Police Department	71.70	72.70
	Fire Department	46.00	46.00
	Building Inspection	18.50	18.50
	Parking	6.00	6.00
	<b>TOTAL PUBLIC SAFETY</b>	<b>142.20</b>	<b>143.20</b>
<b>PUBLIC SERVICES</b>			
	Public Works Administration/Engineering	10.25	11.50
	Streets	18.85	19.85
	Storm Water	6.25	6.50
	Water Plant	10.50	10.50
	Water Operations	14.45	14.45
	Wastewater Operations	13.30	14.05
	Wastewater Plant	14.75	14.75
	Solid Waste Collection/Recycling	15.15	16.15
	Vehicle Maintenance	6.50	6.50
	<b>TOTAL PUBLIC SERVICES</b>	<b>110.00</b>	<b>114.25</b>
<b>PUBLIC WELFARE</b>			
	Cemetery (numerous short terms)	5.04	5.04
	Parks (numerous short terms)	14.51	14.51
	Forestry	5.65	6.65
	Library	26.02	28.02
	Recreation (numerous short terms)	23.55	24.26
	Community Services	3.50	3.50
	<b>TOTAL PUBLIC WELFARE</b>	<b>78.27</b>	<b>81.98</b>
<b>TOTAL EMPLOYEES</b>		<b>393.87</b>	<b>406.23</b>
	Net FTE Increase from Previous Year	9.40	12.36
	% Increase from Previous Year	2.5%	3.1%

## Staffing Summary - All Funds - FY17



## City Employees Per 1,000 Residents



## GLOSSARY OF KEY TERMS

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<b>ACCRUAL BASIS</b>	A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.
<b>AMERICAN RECOVERY &amp; REINVESTMENT ACT (ARRA)</b>	Federal legislation signed in early 2009. Commonly referred to as the “Stimulus Bill” or “stimulus.”
<b>APPROPRIATION</b>	Legal authorization granted by City Commission to make expenditures and incur obligations.
<b>ARRA</b>	See “American Recovery & Reinvestment Act”
<b>ASSESSED VALUATION</b>	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.)
<b>ASSET</b>	Resources owned or held by a government having monetary value.
<b>AVAILABLE (UNDESIGNATED) FUND BALANCE.</b>	Refers to the funds remaining from the prior years which are available for appropriation and expenditure in the current year
<b>BALANCED BUDGET</b>	Refers to a government budget with revenues equal to expenditures.
<b>BOND</b>	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.
<b>BOND RATING</b>	An evaluation of a bond issuer’s credit quality and perceived ability to pay the principal and interest on time and in full.
<b>BOND REFINANCING</b>	The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.
<b>BUDGET</b>	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.

<b>BUDGET AMENDMENT</b>	A procedure to revise the appropriation ordinance through action by the City Commission.
<b>BUDGET CALENDAR</b>	The schedule of key dates or milestones which the City follows in the preparation, adoption, and administration of the budget.
<b>BUDGET MESSAGE</b>	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.
<b>BUDGETARY BASIS</b>	This refers to the form of accounting utilized throughout the budget process. These generally take one of three forms: GAAP, Cash, and Modified Accrual.
<b>BUDGETARY CONTROL</b>	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.
<b>CAPITAL BUDGET</b>	The Capital Budget comprises the capital improvements that are funded in the current budget year.
<b>CAPITAL EXPENDITURE</b>	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.
<b>CAPITAL IMPROVEMENTS</b>	Expenditures related to the acquisition, expansion, or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.
<b>CAPITAL IMPROVEMENTS PROGRAM (CIP)</b>	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.
<b>CAPITAL OUTLAY</b>	Items that cost more than \$5,000 and have a useful life of one year or more.
<b>CAPITAL PROJECT</b>	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.

<b>CASH BASIS</b>	A basis of accounting in which transactions are recognized only when cash is increased or decreased.
<b>CDBG</b>	Community Development Block Grant.
<b>CIP</b>	See Capital Improvement Program.
<b>CONTINGENCY</b>	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.
<b>CONTRACTED SERVICES</b>	Expenditures for services performed by firms, individuals, not other city departments.
<b>DEBT LIMIT</b>	The maximum amount of gross or net debt which is legally permitted.
<b>DEBT RATIO</b>	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.
<b>DEBT SERVICE</b>	Payment of principal and interest related to long term loans or bonds.
<b>DEBT SERVICE FUND</b>	A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.
<b>DEBT SERVICE FUND REQUIREMENT</b>	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.
<b>DEFICIT</b>	The excess of an entity's liabilities over its assets or the excess of expenditures over revenues during a single accounting period.
<b>DEPARTMENT</b>	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.
<b>DEPRECIATION</b>	Expiration in the service life of fixed assets, attributable to wear and tear, deterioration, action of physical elements, inadequacy, and obsolescence.
<b>DESTINGUISHED BUDGET PRESENTATION AWARDS PROGRAM</b>	A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.
<b>DIVISION</b>	A group of homogenous cost centers within a department.
<b>ENTERPRISE FUND</b>	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.
- 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 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.

<b>INTERGOVERNMENT REVENUE</b>	Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.
<b>INTERNAL SERVICE FUND</b>	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.
<b>LEASE-PURCHASE AGREEMENT</b>	Contractual agreements which are termed "leases", but which in substance amount to purchase contracts for equipment and machinery.
<b>LEVY</b>	(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.
<b>LINE-ITEM BUDGET</b>	A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specific category.
<b>LONG-TERM DEBT</b>	Debt with a maturity of more than one year after the date of issuance.
<b>MANDATE</b>	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.
<b>MILL LEVY</b>	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.
<b>OBJECT</b>	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.
<b>OBJECTIVE</b>	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.
<b>OPERATING BUDGET</b>	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.
<b>ORDINANCE</b>	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.

<b>OUTSTANDING BONDS</b>	Bonds not yet retired through principal payment.
<b>OVERLAPPING DEBT</b>	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.
<b>PAYMENT IN LIEU OF TAXES</b>	Also referred to as PILT. Payments made in lieu of taxes from another government or entity.
<b>PERFORMANCE BUDGET</b>	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.
<b>PERSONNEL SERVICES</b>	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.
<b>PROPERTY TAX</b>	A levy upon each \$100 of assessed valuation of real and personal property within the City of Bozeman.
<b>PROPRIETARY FUND</b>	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.
<b>RESOLUTION</b>	A special or temporary order of a legislative body (City Commission) requiring less legal formality than an ordinance or statute.
<b>RESOURCES</b>	Total amounts available for appropriation including estimated revenues, fund transfers, and beginning fund balances.
<b>REVENUE</b>	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.
<b>REVENUE BONDS</b>	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.
<b>RISK MANAGEMENT</b>	An organized attempt to protect a government's assets against accidental loss in the most economical method.
<b>SPECIAL IMPROVEMENT DISTRICT (SID)</b>	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.

<b>SPECIAL REVENUE FUND</b>	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.
<b>STATE SHARED REVENUE</b>	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.
<b>TAXES</b>	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.
<b>TIF</b>	Tax Increment Financing. A method of using incremental increases in property tax values to fund the improvements or efforts of a designated area.
<b>TRANSFERS IN/OUT</b>	Amounts transferred from one fund to another to assist in financing the services from the recipient fund.
<b>UNRESERVED FUND BALANCE</b>	The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.
<b>USER CHARGES OR FEES</b>	The payment of a fee for direct receipt of a public service by the party benefiting from the service.
<b>WORKING CAPITAL</b>	The different between current assets and current liabilities.
<b>WORKLOAD INDICATOR</b>	A unit of work to be done (e.g. number of permit applications received for the number of burglaries to be investigated.)
<b>WRF</b>	Water Reclamation Facility; commonly referred to in the past as a Wastewater Treatment Plant



