

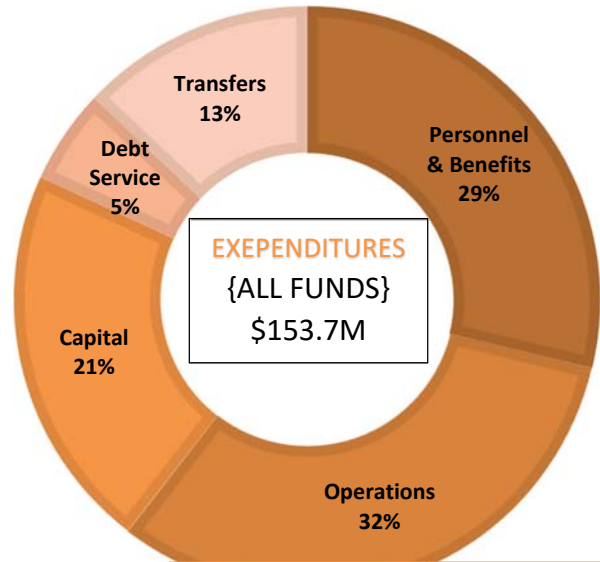
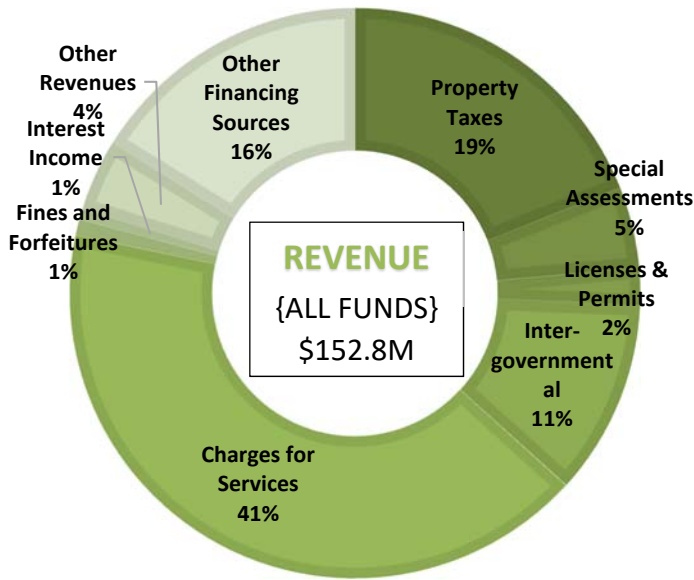


Approved Budget

For Fiscal Year 2022
July 1, 2021 to June 30, 2022
City of Bozeman, MT

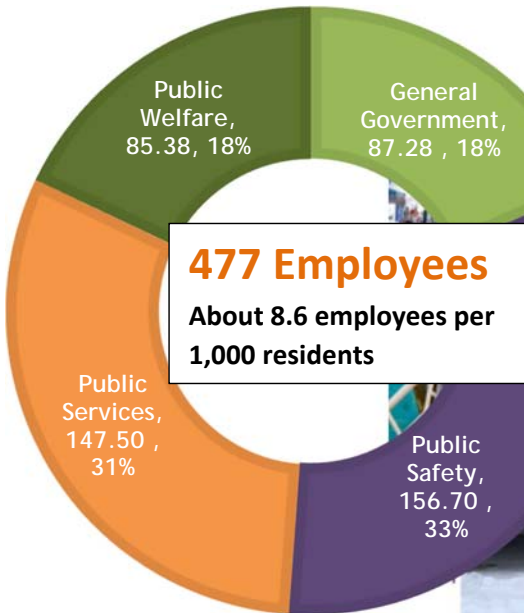
Fiscal Year 2022

VISION: Bozeman remains a safe, inclusive community, fostering civic engagement and creativity, with a thriving diversified economy, a strong environmental ethic, and a high quality of life as our community grows and changes.



Focus on Strategic Plan and Commission Priorities

- 1) An Engaged Community
- 2) An Innovative Economy
- 3) A Safe, Welcoming Community
- 4) A Well-Planned City.
- 5) A Creative, Learning Culture
- 6) A Sustainable Environment
- 7) A High Performance Organization



**INVESTMENTS IN
INFRASTRUCTURE**

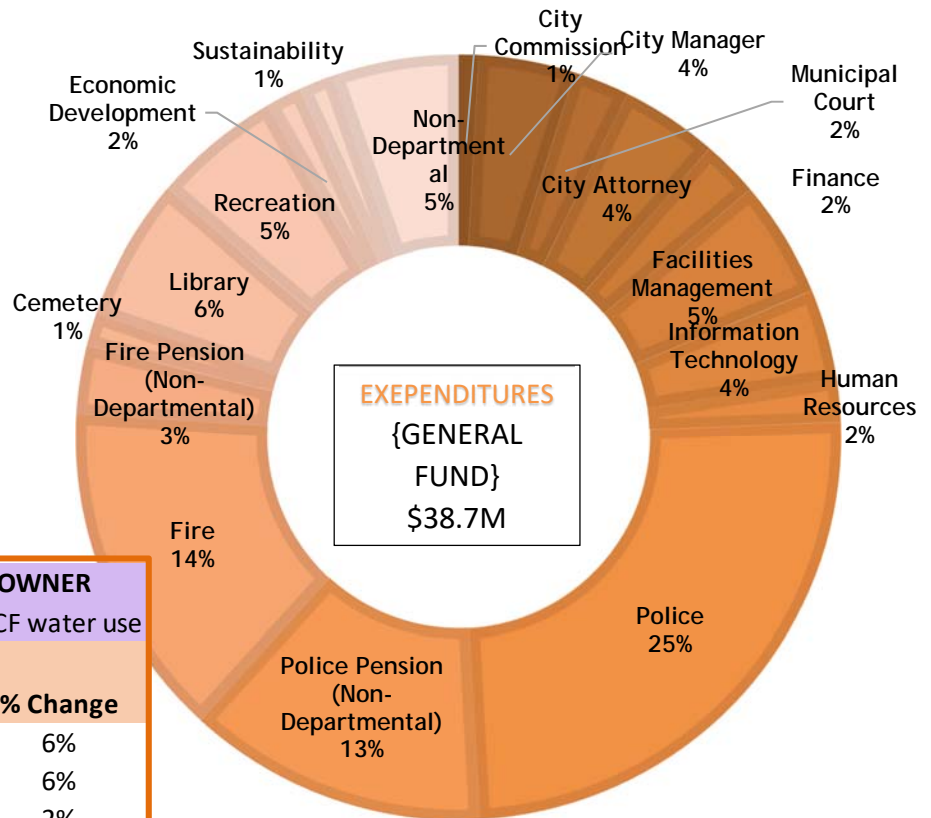
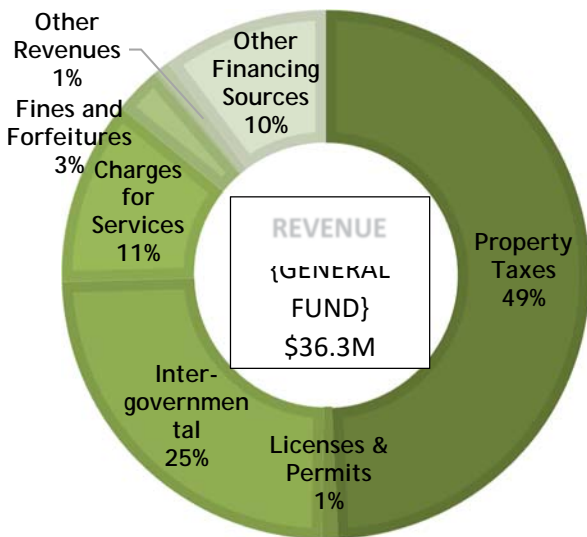
\$6.3 million in new street projects

\$13.3 million in water and sewer projects

Recreation Infrastructure- Splash pad at Storymill Community Park and new gym floor at the Storymill Community Center

Energy Saving Projects at City Facilities

Library Expansion Project



ESTIMATED CHANGE FOR A TYPICAL PROPERTY OWNER

Median home \$364,000, 7,500 SQFT lot and 10-HCF water use

Levy/Assessment	Increase (Decrease)	% Change
Street Assessment	14.55	6%
Arterial Street Assessment	3.20	6%
Tree (Forestry) Assessment	0.49	2%
Parks & Trails Assessment	42.08	33%
Property Taxes	(24.30)	-3%
Storm Water Services	6.97	9%
Water Service	-	0%
Sewer Services	-	0%
Annual Estimated Increase	42.99	2%
Monthly Estimated Increase	3.58	

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Executive Summary



June 22, 2021

Bozeman City Commission:

We are pleased to present to you the Budget for Fiscal Year 2021-2022 (FY22). This budget represents the thoughtful work of dozens of people in developing the spending plan for our organization for the coming fiscal year. Bozeman is a vital, growing, and changing city. The City's total budget this year is estimated to be \$158.3 million. This will support 476.86 full-time equivalent employees and \$32.8 million in capital spending. The FY22 budget estimates an annual increase in assessments and taxes for the typical residential property of \$42.99, or \$3.58 per month. This includes mill levies, rates, assessments and other changes based on recent rate studies, growth, inflation, and Strategic Plan objectives.

COVID, CARES ACT and American Rescue Plan

With the response to COVID-19 the United States' economy has fallen into a recession and in some areas is moving into recovery. We will continue to watch all cash flow in all funds and from all sources. The City received reimbursements from the State of Montana. These COVID-19 local government reimbursements are through the Governor's Coronavirus Relief Fund (CRF) contained in the Coronavirus Aid, Relief, and Economic Security Act ("CARES Act"). The majority was related to salaries that were budgeted in FY20. The money has been deposited into the General Fund. Last November through Resolution 5230 the Commission amended the FY21 budget to disburse these funds for small business loans, nonprofit grants and reserving some for City COVID related projects and expenses. This additional funding is aiding the General Fund budget for FY22.

On March 10, 2021, the House of Representatives approved a Senate-amended version of President Biden's \$1.9 trillion COVID-19 relief package - the American Rescue Plan. The package includes \$350 billion in aid for state and local governments, along with additional funding for other areas like education, rental assistance and transit. The President signed the bill into law on March 11, 2021. The City is estimated to receive \$6 million this June and \$6 million next June. Specifically, eligible uses include:

- Revenue replacement for the provision of government services to the extent the reduction in revenue due the COVID-19 public health emergency relative to revenues collected in the most recent fiscal year prior to the emergency,
- Premium pay for essential workers,
- Assistance to small businesses, households, and hard-hit industries, and economic recovery, and
- Investments in water, sewer and broadband infrastructure.

We have prepared the FY22 budget with use of this funding for the purposes described above. With \$912k covering lost revenues (\$500k being the General Fund), \$361k for COVID related expenditures, \$94,000 for Broad Band, \$100k for day care facility impact fee reimbursement, and \$9.8 million in water and sewer infrastructure projects. A small amount remains to be allocated later; the City may have other impacts and needs as we move through FY22.

Legislative Session Impacts

The Legislative session has had a number of budgetary impacts for FY22. Changes regarding municipal judges will require the city to create another full time elected judge position. This is an increase from our current part-time judge (working 75% of full time) and requiring an additional clerk for that judge. There was also legislation passed prohibiting inclusionary zoning, taking away a funding source for the Community Housing program from cash-in-lieu of affordable housing. Special District laws were restricted, which did not impact our Parks and Trails District but could impact the Arterial & Collector District in the future. Another major legislative change regards the implementation of marijuana sales by local governments. The legislation also added a local option tax provision for marijuana sales. With the session so recently ended, we expect we will need to discuss and adjust to numerous changes in the coming months.

Strategic Plan

The Strategic Plan significantly informs the items Approved in the FY22 budget. Below are some of the efforts towards the strategic plan with the **Top 13 Commission Priorities** highlighted (greater detail regarding strategic plan efforts by division can be found in the Activity Detail section of this document):



1) An Engaged Community. Fostering successful collaboration with other public agencies and building on our successes, which is being achieved through City-County Regional Planning and other areas such as the CATS (EPIC-N) program with MSU. We are continuing our work to foster a culture of civic engagement by using our adopted communication plan for the organization\ to expand **Community Outreach** and community engagement.



2) An Innovative Economy. Supporting retention and growth of both the traded and local business sectors in coordination with the Economic Development Plan that is budgeted to be updated. Working with our urban renewal districts we are strategically investing in infrastructure as a mechanism to encourage economic development. We are reviewing policies, **Perusing Grants and Philanthropic Funding**, and will aid the Commission in developing its steps towards its priority of **Property Tax Relief**.



3) A Safe, Welcoming Community. This budget includes steps towards an **Inclusive City** with training and a summit. The Bozeman Public Safety Center opens in the last quarter of FY22. Body worn cameras as planned in the recent capital plan will be integrated with the new technology being implemented at the Bozeman Public Safety Center. **Identify Options to Ban Flavored Tobacco** is being explored and a work session is planned for the Commission. All though new state law might limit our efforts.



4) A Well-Planned City. The **Parks, Recreation, Open Space, and Trails (PROST) Master Plan** is being updated and this work started at the end of FY21. Community Housing will be continuing the implementation of its action plan, which will provide more **Affordable Housing** opportunities along with a ballot question for this fall's election for a standalone mill levy. We have **Planning & Land Use Initiatives** with the City County Regional Planning, and Code Updates. We will continue moving forward with our **Annexation Analysis & Study** with a Commission work session this fall.



5) A Creative, Learning Culture. The 1% of arts has been incorporated into our Capital Improvement Plan and we have projects that will include the 1% on the ballot for a bond question this fall. This program provides a guaranteed funding mechanism for the acquisition of artwork for new public facilities and civic spaces.



6) A Sustainable Environment. This Approved Budget looks at *Climate Action Plan Implementation* and continues to increase the Sustainability Divisions’ budget from \$255,909 in FY20 to \$612,088 in FY22. We have work sessions scheduled at the end of FY21 and into FY22 for *Sensitive Lands Protection Planning*, and *Wetland Preservation and Banking*.



7) A High Performance Organization. We have already stated the ground work and will complete in FY22 *Advisory Board Consolidation*. Throughout the organization departments are working on collaborating and functioning as a high performing and innovative team. Staff continues to look at its rates, fees and charges to ensure we are using equitable and sustainable sources of funding for appropriate City services, and deliver them in a lean and efficient manner.

FY22 Recommended Budget

The City of Bozeman’s Fiscal Year 2022 budget shows increases when comparing it to FY21 the reason for this is infrastructure spending and increases in operations and personnel costs.

Revenues

Property Taxes- To calculate property tax revenues, a 4% growth rate is assumed from new construction. *This is a re-appraisal year, which makes it difficult to estimate the change in the levy and to estimate the median home.* With the increase of appraised value is also estimated but can only capture half inflation, so the maximum number mills decreases. The total annual property tax for the estimated median home of \$364,000 is estimated to be \$818.36 and this will be a decrease of \$14.46. This is an estimate and the value of a mill and the maximum number of mills could shift when we get final information in August. This means the mills may need to be adjusted in August and could change the amount of the decrease to the median home and the median home could be different as well.

	FY19	**FY20	FY21	**Estimated FY22
Total Levied	191.24	188.45	169.48	166.27
Number of Mills Not Levied	15.89	9.75	31.78	18.07
Maximum Levy Allowed	207.13	198.20	201.26	184.34

** Assessment Year of the two year cycle

Special Assessments- City property owners pay annual Street maintenance, Arterial Street, Tree maintenance and the new Parks & Trails assessments based on the square footage of the lot they own. With the growth of the street network and other rising costs, the Street Maintenance FY22 budget is larger; therefore, 6% is the increase in the assessment. With the gas tax funding decreasing and inflation costs there is a 6% increase approved for Arterial & Collector fund. For Tree Maintenance we needed an

Increases:
Streets - 6%
A&C- 6%
Tree – 2%
Parks – 33%

inflationary increase of 2%. Parks & Trails with the delay of a capital project in FY21 needs a greater increase along with the ramp up to silver level of service for a 33% increase.

Utility Rates- the City completed a water and sewer system rate study in FY19 and we are prepared to adopt FY22 and FY23 rates based on the model, which adjusts both water and sewer rates for all user classes based on costs of services. The residential customer is not seeing any change for water and sewer rates but the other categories do see an increase ranging from 2% to 20%. For Stormwater we are recommending a 9% increase in the Stormwater fees to keep up with growth and construction costs. We will adopt the same rate for FY23 as well and then we have a rate study planned to form recommendations going forward.

Storm Water Rate changes
 FY22 9% increase
 FY23 9% increase

Expenditures

Staffing- Budgets for personnel expenditures include both increases in wages and benefit costs, and the addition of some positions to our work teams. With the highly competitive job market in Bozeman, extremely low unemployment and surrounding areas, we will need to make pay and benefit adjustments that attempt to keep up with the wage inflation of our competitors. In order to take a strategic approach to staffing, we develop a three-year plan to address staffing levels across all departments in the organization. With the Bozeman Public Safety Center opening spring 2022 we are adding at mid-year 4 FTE and we have 4 FTE being added to Public Works to continue our level of service as the City grows. We are recommending a total addition of 11.25 FTE.

	FY19	FY20	FY21	FY21- Mid Year	Budget FY22	FY22 Total
General Government	76.05	78.15	82.03	3.00	2.25	87.28
Public Safety	147.30	151.30	152.70	-	4.00	156.70
Public Services	124.75	133.50	141.50	2.00	4.00	147.50
Public Welfare	84.98	85.98	83.88	0.50	1.00	85.38
Total	433.08	448.93	460.11	5.50	11.25	476.86
Net FTE % Increase From Pervious Year			4.33%			2.51%

Operating- Many factors have caused changes in operational budgets, which vary by fund. Growth, inflation, capital projects, and Strategic Plan priorities have influenced increases in operating costs. For FY22, operational costs total \$48.7 million, which is an 8% increase from FY21. This increase is in many areas and throughout most departments. The opening of the Bozeman Public Safety Center adds to the City’s operational costs. The General fund saw an increase of \$1.2million and many of these expenses are for software changes, COVID related expense, and the Commission’s Strategic Plan and Priorities.

Capital- FY22 has over \$32.8 million in capital expenditures, which is a 59% increase over FY21. There are major roads funded through the Street Impact Fee Fund and Arterial Collector District totaling \$6.3 million. Water and Sewer projects total \$13.3 million and this number is larger than planned in the capital plan due to the funding from the American Rescue Plan. Road maintenance, vehicle replacements, and building improvements are in the plan as well. Parks will be adding a splashpad and the parking delayed in FY21 to the Storymill Community Park.

\$6.3 million in new street projects and \$13.3 million in water and sewer projects

Reserves

The General Fund reserve policy requires a minimum of 16.67% of annual revenues. With economic changes we need to proceed with caution with other charges for services in the General fund that might be impacted if there is a resurgence of COVID-19. In Special Revenue and Enterprise funds, efforts have been made to maintain a reasonable fund balance based on the operating conditions and circumstances of the fund.

Estimated FY22 Citizen Impact

It is estimated that a typical residential property owner will see taxes and assessment increases of \$52.83 for the year, or \$4.40 per month. The typical resident is calculated using an average sized lot (7,500s qft), median home of \$364,000 (this is the estimated median home taxable value) and water use of 10-HCF (would be charged tier 2):

Median home \$364,000, 7,500 SQFT lot and 10-HCF water use					
Levy/Assessment	FY21 Approved	Increase (Decrease)	FY22 Approved	% Change	
Street Assessment	242.51	14.55	257.06	6.0%	
Arterial Street Assessment	53.33	3.20	56.53	6.0%	
Tree (Forestry) Assessment	24.56	0.49	25.05	2.0%	
Parks & Trails Assessment	127.5	42.08	169.58	33.0%	
Property Taxes	832.82	(14.46)	818.36	-1.7%	
Storm Water Services	77.45	6.97	84.42	9.00%	
Water Service	555.81	0.00	555.81	0.00%	
Sewer Services	630.99	0.00	630.99	0.00%	
Total Annual Estimated Increase	2,544.97	52.83	2,597.80	2.08%	
Monthly Increase		4.40			

Looking Forward

Bozeman Public Safety Center- The facility is slated to open May of 2022. For the FY23 budget we will have a Full year of operations. We will need additional mills for these expenditures to operate the facility and to pay for a full year of the positions added in FY22.

End of Special COVID Funding- This budget is possible and able to stay under its levy cap due to the funding provided by the CARES Act and the American Rescue Plan. Next fiscal year will need to see the return of certain regular revenue sources and will still need additional mills levied for increases in personnel, operating and capital costs that were absorbed by the fund balance that remained from CARES Act funding.

Budget Process-As we look to our future, the two-year appraisal cycle and Commission election, we will begin working towards a Bi-annual budget using Outcome Budgeting. Outcome Budgeting is a budget process that aligns resources with results for a local government. The process starts with a set of outcomes that are a priority for the agency and measurable goals, and requires agencies to make service-level proposals that justify investment in strategies that achieve these outcomes. The budget document and thought process would change to be organized at the service level around the City's Priority Outcomes. Instead of starting from last year's spending and adjusting allocations up or down, we would start with what results matter most to citizens.

Conclusion

In closing, we are thankful to the Commission, community members, and staff who participated in the many processes that resulted in this budget. Working together, we have consistently found innovative ways to deliver

services and invest in our community in fiscally responsible ways. We believe that the FY22 Budget will allow us to continue to operate and advance the City of Bozeman.

We are a resilient, enterprising, and creative community. The FY22 Budget is an achievable plan to provide efficient and effective services, and to achieve the Commission's vision and priorities set out in the Strategic Plan for the City of Bozeman.

Respectfully,

Jeff Mihelich

City Manager

Anna Rosenberry

Assistant City Manager

Kristin Donald

Finance Director



READERS GUIDE

The Budget document is divided into sections

SUMMARY

FY22 Budget Summary



The Budget summary includes a high-level overview about the City, its structure, and budget process. The summary also presents summary tables and graphs of the Fiscal Year 2021 Budget.

FUND SUMMARY

Funding Detail



This section explains the fund structure of the City and purpose of the funds. The budget for each fund is presented along with analysis of past financials and current projections.

DEPARTMENT DETAIL

Activity Detail of Funding



This section gives the organizational structure of the City. Each division is summarized with a background and its descriptions of programs. This summary includes, Strategic Plan activities, and performance measurements.

CAPITALSUMMARY

Capital Projects and Equipment



This plan shows the capital project planning for the City and discusses the projects, the funding, and any future costs or benefits.

APPENDICES

Budget Summary



Budget Summary

Municipal budgets serve a number of important functions. In addition to laying out a spending plan for the City, and allocating resources to meet the diverse needs of the community, Bozeman’s budget:

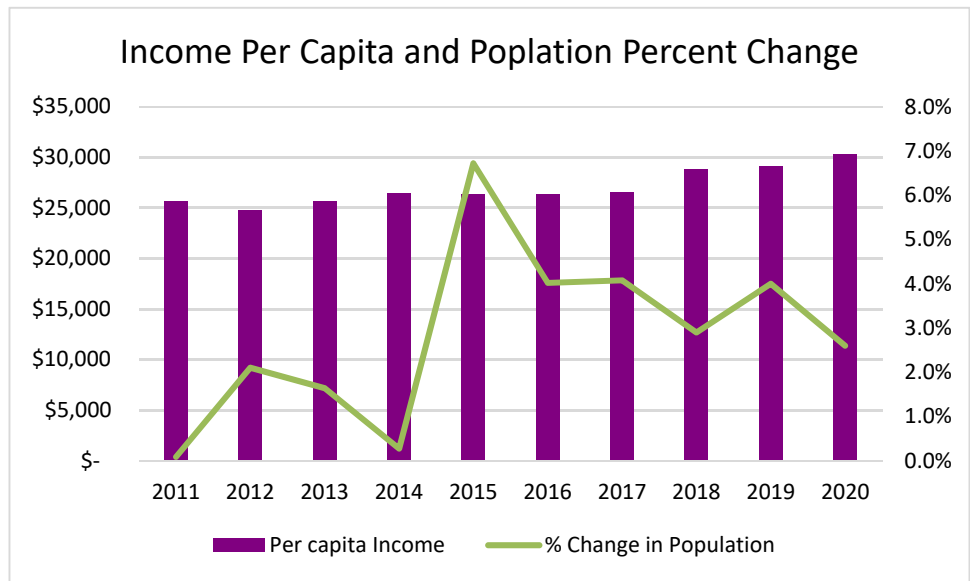
- Is a principal policy and management tool for the City’s administration, reflecting and defining the annual work program;
- Provides a framework for the City to accomplish its vision and strategic plan; and
- Reflects core City values of integrity, leadership, service, and teamwork.

This Budget Summary provides information about the City, along with information about the budget process, revenues, expenditures, and City programs and services. It is intended to provide an accessible, transparent way of learning about the City budget, while accurately showing how the City invests its resources.

Background

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. Named after one of its early settlers, John Bozeman, the town was incorporated in 1874 and declared a city in 1883 before Montana was admitted into the United States in 1889. 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.

Today, 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.

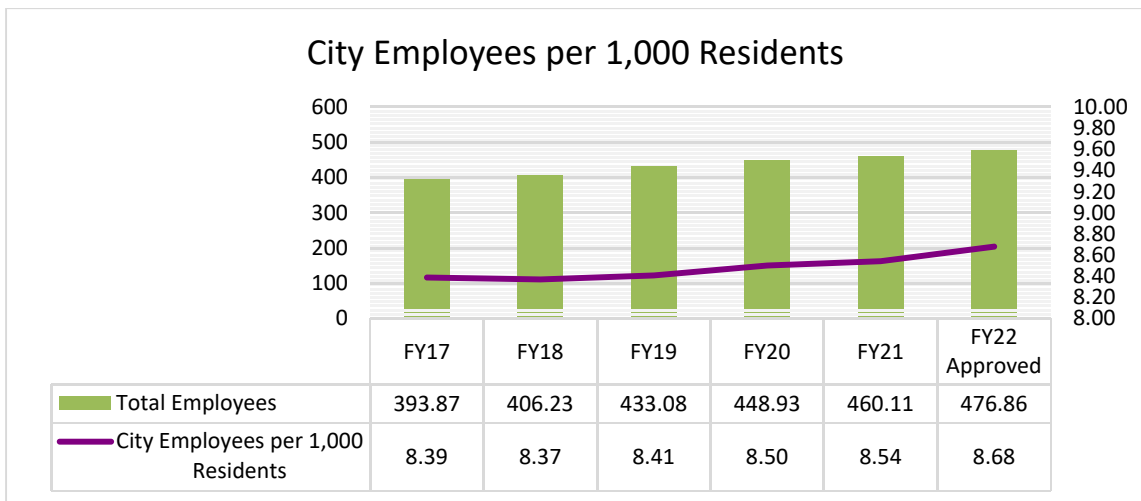
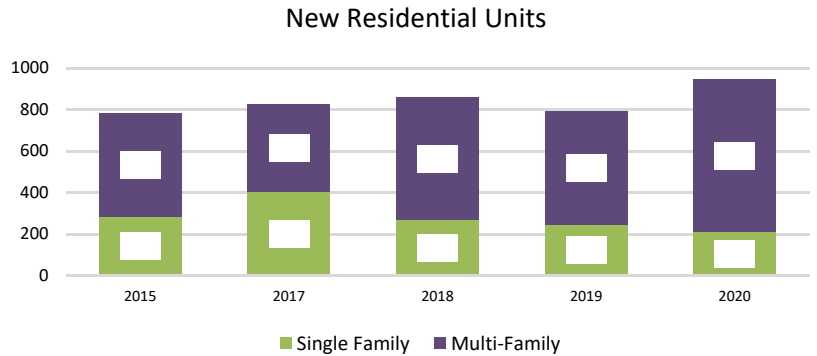


The city has seen large amounts of growth in the last five years going from a population of under 40,000 to 50,000. The population is expected to reach 51,287 in 2021. The average age is 28 and 56.9% of the population has a Bachelor’s Degree or higher.

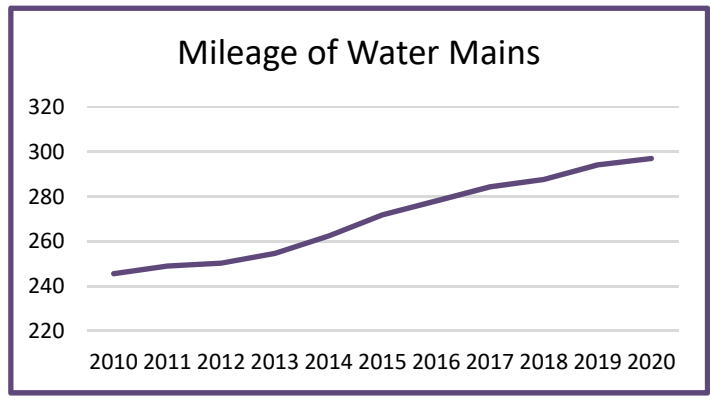
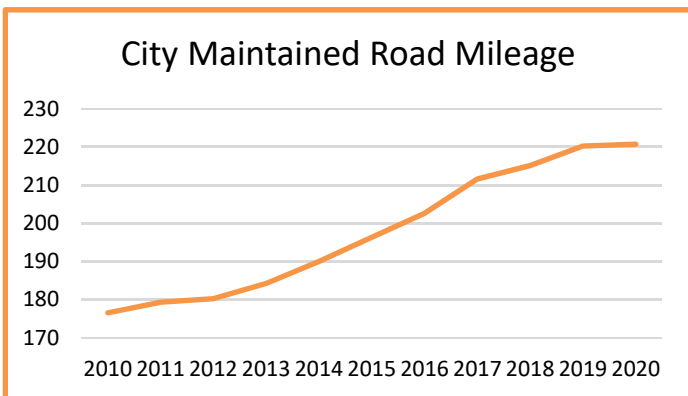
Continued Growth

Our community continues to see growth in all areas. We see strong building permit activity, increased traffic counts, and congestion on city streets. According to the 2017 Census estimates, the city of Bozeman population has increased by 25% since the 2010 Census, whereas Gallatin County, outside of Bozeman, has increased by 18.5%.

- Level of service** - There were 211 new, single-family homes and 734 multi-family residential units built in Bozeman in 2020. The City also has 925 acres of parkland, two swim facilities, and four recreation facilities. There are around 8.68 City employees per 1,000 residents.



- Transportation**- The City is responsible for maintaining 221 miles of streets, and over the past five years, the street mileage maintained by the City has increased by 25 miles.
- Clean water supply and conservation**- The City of Bozeman has 294 miles of water mains under our roadways. The average growth of the number of water accounts has been 4.1% a year for the last five years.



City Structure

The Bozeman City Commission is composed of four members and a Mayor that are elected by the voters of the city at large in accordance with the City Charter. At every, regular city election, the voters of the city shall elect a mayor at large for a term of four years. The person so elected shall serve as Deputy Mayor and a Commissioner for the first two years of their term, and mayor for the balance of their term of office. The City Manager is selected by, and reports to the City Commission. The City Manager's office is responsible for over-seeing City staff and completing tasks as directed by the City Commission.

City Vision and Strategic Goals

The plan was adopted in spring 2018. Below are the vision and vision statements adopted by the Commission as part of the Strategic Plan:

Vision

Bozeman remains a safe, inclusive community, fostering civic engagement and creativity, with a thriving diversified economy, a strong environmental ethic, and a high quality of life as our community grows and changes.

Strategic Vision Statements:



1) An Engaged Community. We foster a culture of engagement and civic leadership based on innovation and best practices involving community members of all backgrounds and perspectives.



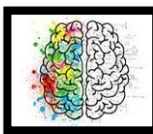
2) An Innovative Economy. We grow a diversified and innovative economy leveraging our natural amenities, skilled and creative people, and educational resources to generate economic opportunities.



3) A Safe, Welcoming Community. We embrace a safe, healthy, welcoming and inclusive community.



4) A Well-Planned City. We maintain our community's quality of life as it grows and changes, honoring our sense of place and the 'Bozeman feel' as we plan for a livable, affordable, more connected city.



5) A Creative, Learning Culture. We expand learning, education, arts, expression and creativity for all ages.



6) A Sustainable Environment. We cultivate a strong environmental ethic, protecting our clean air, water, open spaces and climate, and promote environmentally sustainable businesses and lifestyles.



7) A High Performance Organization. We operate as an ethical, high performance organization anticipating future needs, utilizing best practices, and striving for continuous improvement.

FY22 Goals

The Commission reviewed the seven priorities from FY21, removed one and added seven priorities. The thirteen priorities guiding the FY22 budget are:

- Advisory Board Consolidation
- Affordable Housing
- Annexation Analysis
- Climate Action Plan Implementation
- Community Engagement
- Identify Options to Ban Flavored Tobacco
- Inclusive City
- Parks, Recreation, Open Space, and Trails (PROST) Master Plan
- Planning and Land Use
- Property Tax Relief
- Pursue Grants and Philanthropic Funding
- Sensitive Lands Protection Planning
- Wetlands Preservation and Banking

Performance Measures

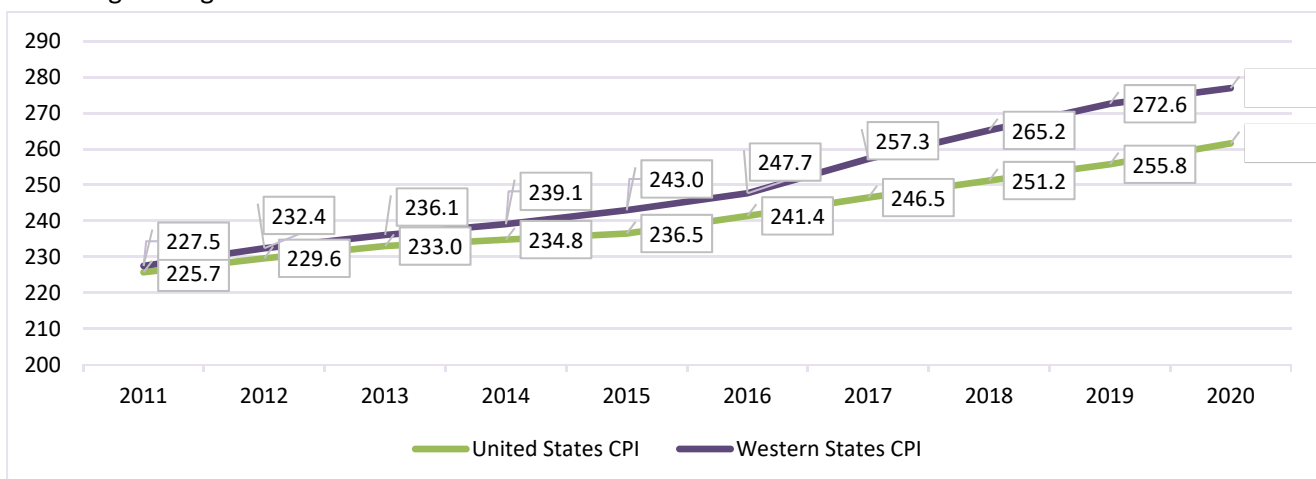
Specific Performance Measures are updated annually to compliment the City Manager’s approved budget. These measures help communicate trends and justify additional resources needed to maintain an acceptable level of service. Most charts include a “target” or “standard”, describing the overall goal or industry norm, respectively. At least three years of data is used to demonstrate trends in order to provide valuable context as it relates to an overall increase or decrease over time. Current fiscal year “Approved” figures represent previously adopted estimates, while future fiscal year “Recommended” figures represent estimates based on projected changes for the upcoming budget cycle.

FY2022 Economic Outlook

The population of the city has been growing over the last ten years. There were 211 new, single-family homes and 734 multi-family residential units built in Bozeman in 2020. This growth has increased the need for City services and infrastructure. Montana State University has seen a steady growth of enrollment over the last three years as well.

With the response to COVID-19 the United States’ (U.S.) economy has fallen into a recession and could fall into a depression. This economic downturn is unlike any other our economy has seen with its swift changes. For this budget we have estimated a u-shaped recovery.

The Consumer Price Index has grown over the last 10 years for the United States and particularly for the Western States. For FY20 the three year average change was 1.97% while the Western State CPI-U is showing 2.49% three year average change.

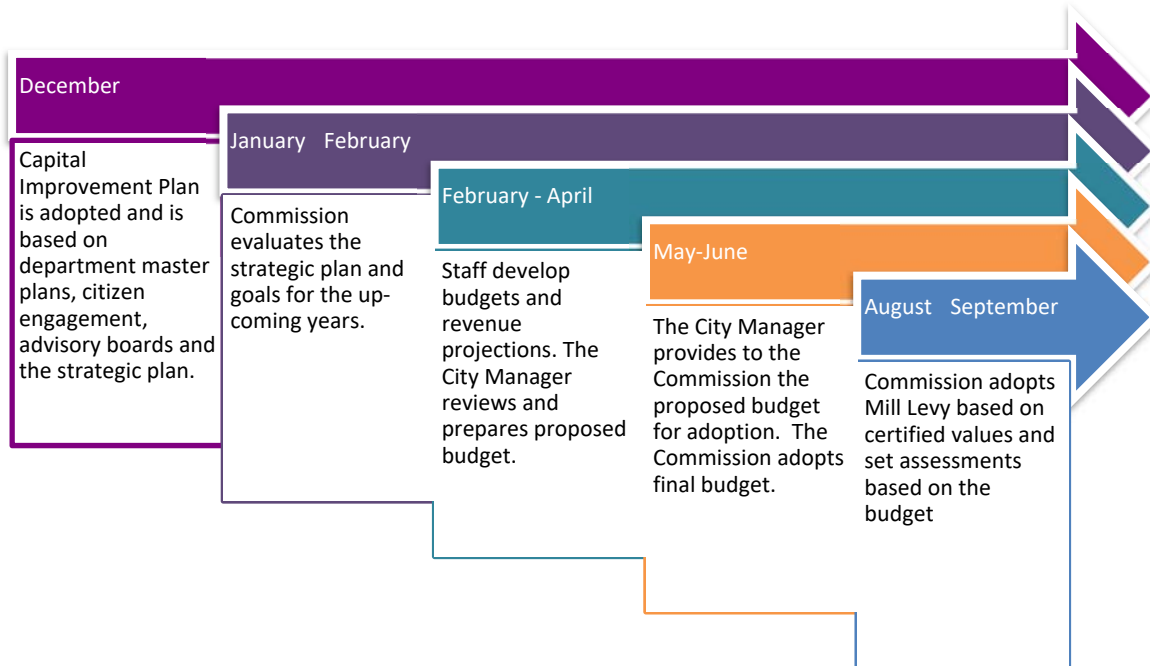


The unemployment rate is 3.4% and per capita income is \$30,268. The median home price as of March 2021 is \$599,000. The top three major employers are Bozeman Deaconess Hospital, Oracle America, and Bozeman School District #7.

See Appendix A for more statistical details about the City’s demographics and tax base.

Budget Process

The City plans for the long-term needs of our community through a number of efforts and studies. Consultants and staff, with numerous public hearings and advisory board meetings prior to their formal adoption by the Commission, usually develop these documents. Once adopted, we work diligently to implement the recommendations and changes outlined in the plans. The starting point is the Strategic Plan and then the other master plans that have been developed for each area of concern or study. Along with these documents, the capital improvement plan is used to budget for capital projects. The following chart outlines our process and timing for the budget:



Funding Structure

To better understand this budget document, a basic understanding of the structure, often-used terms, and fund types is helpful. The City’s operating expenditures are organized into 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.

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

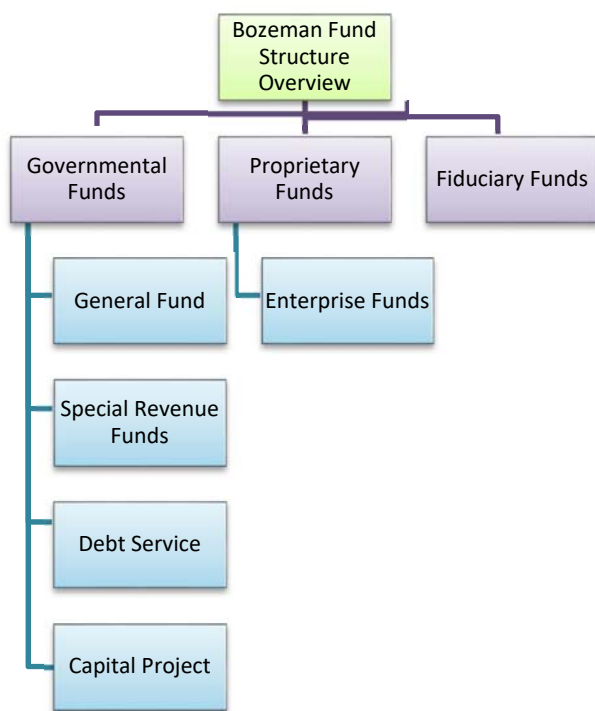
Division: Department can be further split into divisions, which are usually associated with functioning work groups that have more limited sets of work responsibilities. Their primary purpose is organizational and budgetary accountability.

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.

Funds:

The activities are funded through various means that are accounted for within specific funds. The City has a comprehensive fund plan for financial accounting in accordance with the provisions of the recommendations of the National Council on Governmental Accounting as outlined in their publication Governmental Accounting, Auditing, and Financial Reporting (GAAFR), which is the standard accounting guide for local governments.

Governmental funds are a group of funds that account for activities associated with the City's basic operations. This group of funds uses a modified accrual basis of accounting and focuses on operating revenues and expenditures.



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. The City's General Fund is financed heavily by property taxes, which provide nearly half of the General Fund revenue.

Special Revenue Funds: Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trusts, or for major capital projects) that are legally restricted to expenditure for specific purposes.

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.

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).

Proprietary Fund Types

Proprietary funds are a group of funds that account for activities that are often seen in the private sector and are operated in a similar manner as in the private sector. This group of funds uses a full accrual basis of accounting and focuses on net income and capital maintenance.

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.

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.

Fiduciary Fund Types

Fiduciary funds are trust and agency funds that account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, or other funds. These include expendable trust funds, non-expendable trust funds, pension trust funds, and agency funds.

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. Trust Funds are supported by donations and interest income.

Budget Policies

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. See detailed Budget and Fiscal Policies in Appendix B. The 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 Budget must be “balanced,” and the City can use fund balance as a resource to balance the budget. Fund balance should not be used as a long-term approach to balancing the budget. Planned uses of fund balances should be limited.

It is also appropriate to use fund balance when fund balances have increased beyond the reserve requirements due to higher than anticipated revenues. In this circumstance, the use of fund balances will be used for one-time expenditures, not ongoing operating costs. In all circumstances, it is important to retain sufficient undesignated fund balance for unforeseen circumstances. 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

Basis of Budgeting

The basis of budgeting and accounting refers to when a transaction or related event is recognized in an agency's budget, or in the operating statement, both of which follow GAAP principles. All governmental funds (including the general, special revenue, debt service and capital projects funds) use modified accrual as both the basis of budgeting and for accounting/financial reporting. Under the modified accrual system, revenues are recognized in the accounting period in which they become “measurable and available.” “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Property tax is reported as a receivable and deferred revenue when the levy is certified and as a revenue when due for collection in the subsequent year. An allowance for estimated uncollectible taxes is included in the estimated tax needed to balance the budget.

The basis of accounting for proprietary funds is full accrual, where revenues are recognized when earned and expenditures when they are incurred. The basis of budgeting for proprietary funds is full accrual with the exceptions of depreciation and amortization. For capital assets and capital purchases, funds are budgeted from a perspective of the actual cash outlay required (cash basis).

Financial and Reserve Policies

The following financial policies are established to provide direction in the fulfilling of duties and responsibilities for the City of Bozeman. The following is a summary of the policies that have a direct impact on the budget process; a complete listing of Fiscal Policies to be adopted with the budget are in Appendix B.

Long-range Planning

The City needs to have the ability to anticipate future challenges in revenue and expense imbalances so that corrective action can be taken before a crisis develops. To provide city officials with pertinent data to make decisions for multi-year policy direction, the Finance Director prepares revenue and expenditure forecasts. These forecasts will identify changes in revenue and expenditures due to projected new development in the City, program changes, collective bargaining agreements, asset replacement schedules, and capital projects coming online.

Capital Planning, and Asset Inventory and Condition Assessment

The City annually prepares its Capital Improvement Program to plan capital projects and equipment needs for a five-year period. The plan is created on the fund basis and reviews all capital needs greater than \$10,000. The plan can be found on the city website.

Revenue Policies

The City values a diversified mix of revenue sources to mitigate the risk of volatility. The major source of revenue for the General Fund is property tax, which comprised 56% percent of total General Fund revenue in 2019. Since property values are impacted by the economy and housing market, it is important to make every effort to improve the diversity of the City's revenue sources. Tax dollars should support essential city services that benefit and are available to everyone in the community (such as parks, police and fire protection). For services that largely or solely benefit individuals, the City should recover full or partial costs of service delivery through user fees.

Use of One-time and Unpredictable Revenues - One-time revenues should be used only for one-time expenditures and not for ongoing expenditures. By definition, one-time revenues cannot be relied on in future budget years. Appropriate uses of one-time revenues include early debt retirement, capital expenditures that will reduce operating costs or address deferred capital needs, and special projects that will not incur ongoing operating costs.

Expenditure Policies

Expenses should always be for City operations and strategic goals. Department heads and the Finance Department monitor expenditures. All expenditures must comply with City laws, rules, and regulations and have proper support and authorization.

Debt Capacity, Issuance and Management

The City shall evaluate and consider the following factors in analyzing, reviewing and recommending the issuance of obligations before presenting a proposal to the Commission and voters as needed:

1. Purpose, feasibility and public benefit of the project
2. Impact on debt ratios generally applied by rating agencies
3. Availability of appropriate revenue stream(s)
4. Aggregate debt burden upon the City's tax base, including other entities' tax supported debt
5. Analysis of financing and funding alternatives, including available reserves from other City funds

Awards and Accomplishments

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, 2020. The City has received this award for each budget it has prepared in the past 29 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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Bozeman

Montana

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morill

Executive Director

FY 2022 Budget Summary

The City of Bozeman's Fiscal year 2022 is estimated to receive over \$153 million in revenue. FY22 Approved Budget appropriations are \$158.3 million. This will support 476.86 full-time equivalent employees and \$32.8 million in capital spending. Major changes to the FY22 budget are listed below:

FY 2022 Financial Summary

Financial Summary- Approved Budget Fiscal Year 2021 -2022								
	General Fund	Special Revenue	Debt Service	Construction Projects	Enterprise	Internal Service	Permanent	All Funds
Projected Beginning								
Fund Balance/Working Capital	\$ 8,422,800	\$ 25,695,534	\$ 2,775,504	\$ 1,301,807	\$ 24,396,370	\$ 688,312	\$ 1,622,549	\$ 64,902,876
Estimated Revenues	36,395,332	43,146,917	4,705,314	7,078,825	49,783,553	11,885,759	60,000	153,055,700
Less Appropriations	38,750,903	54,003,932	6,353,617	6,256,724	40,996,389	11,961,694	-	158,323,259
Increase/(Decrease) in								
Fund Balance/Working Capital	(2,355,571)	(10,857,015)	(1,648,303)	822,101	8,787,164	(75,935)	60,000	(5,267,559)
Projected Ending								
Fund Balance/Working Capital	\$ 6,067,229	\$ 14,838,519	\$ 1,127,201	\$ 2,123,908	\$ 33,183,534	\$ 612,377	\$ 1,682,549	\$ 59,635,317

FY2022 Estimated Mill Levies and Values

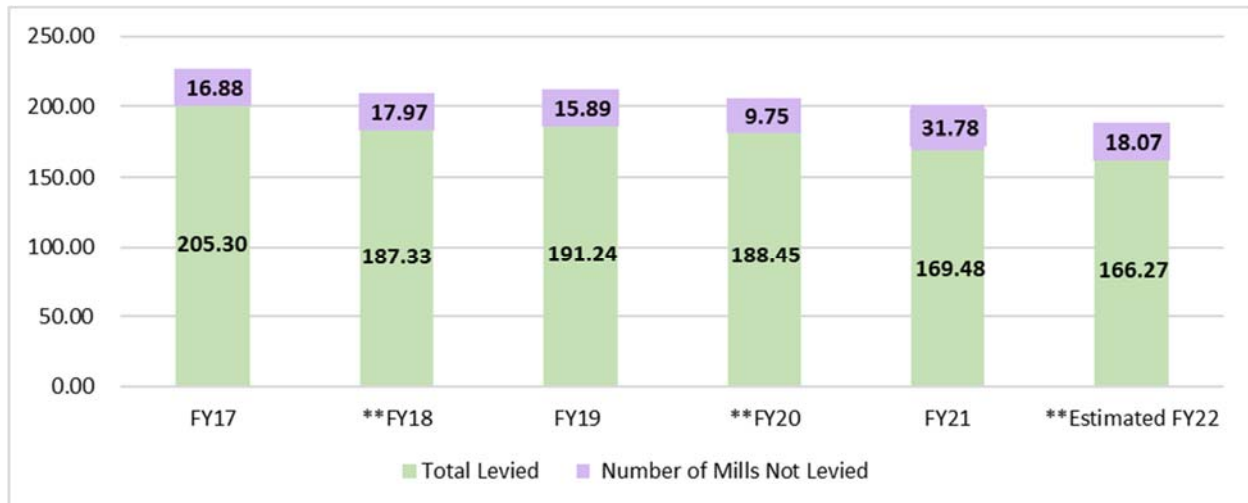
MILL LEVIES & MILL VALUES

FISCAL YEAR		FY17	**FY18	FY19	**FY20	FY21	**Estimated FY22
MILL VALUE (net of TIFD's)	\$	89,325	\$ 101,195	\$ 104,321	\$ 125,423	\$ 129,423	\$ 143,099
PERCENTAGE CHANGE		3.2%	13.3%	3.1%	20.2%	3.3%	10.6%
GENERAL FUND:							
All-Purpose		148.21	134.39	139.69	124.79	106.18	107.10
SPECIAL REVENUE:							
City Planning		2.00	2.00	2.00	2.00	2.00	2.00
Health/Med Insurance		26.40	24.48	25.44	22.45	21.37	19.17
Fire Capital & Equipment		4.00	4.00	4.00	4.00	4.00	4.00
Transfer to Stormwater - Landfill Proje		1.56	1.38	0.71	0.71	0.77	1.36
Transfer to Landfill Closure - Monitori		4.00	3.67	2.38	2.86	2.41	2.51
Senior Transportation		1.00	1.00	1.00	1.00	1.00	1.00
Community Housing		3.00	3.00	3.00	5.00	3.00	5.00
TOTAL SPECIAL REVENUE		41.96	39.53	38.53	38.02	34.55	35.04
DEBT SERVICE:							
BPSC GO Bonds		-	-	-	14.87	18.31	16.57
Park & Trail G.O.Bonds		12.06	10.68	10.38	8.58	8.31	7.56
Library G.O. Bonds		3.07	2.73	2.64	2.20	2.13	-
TOTAL DEBT SERVICE		15.13	13.41	13.02	25.65	28.75	24.13
Total Levied		205.30	187.33	191.24	188.45	169.48	166.27
Percentage Change in Mills		-2.6%	-8.8%	1.9%	-1.5%	-9.9%	-1.7%
Property Taxes Levied	\$	18,338,501	\$ 18,956,859	\$ 19,950,675	\$ 23,636,519	\$ 21,934,610	\$ 23,793,072
Percentage Change in Dollars		0.8%	3.4%	5.2%	18.5%	-7.2%	8.5%

These funds are being combined into the All Purpose Levy. They are all subject to MCA 15-10-420.

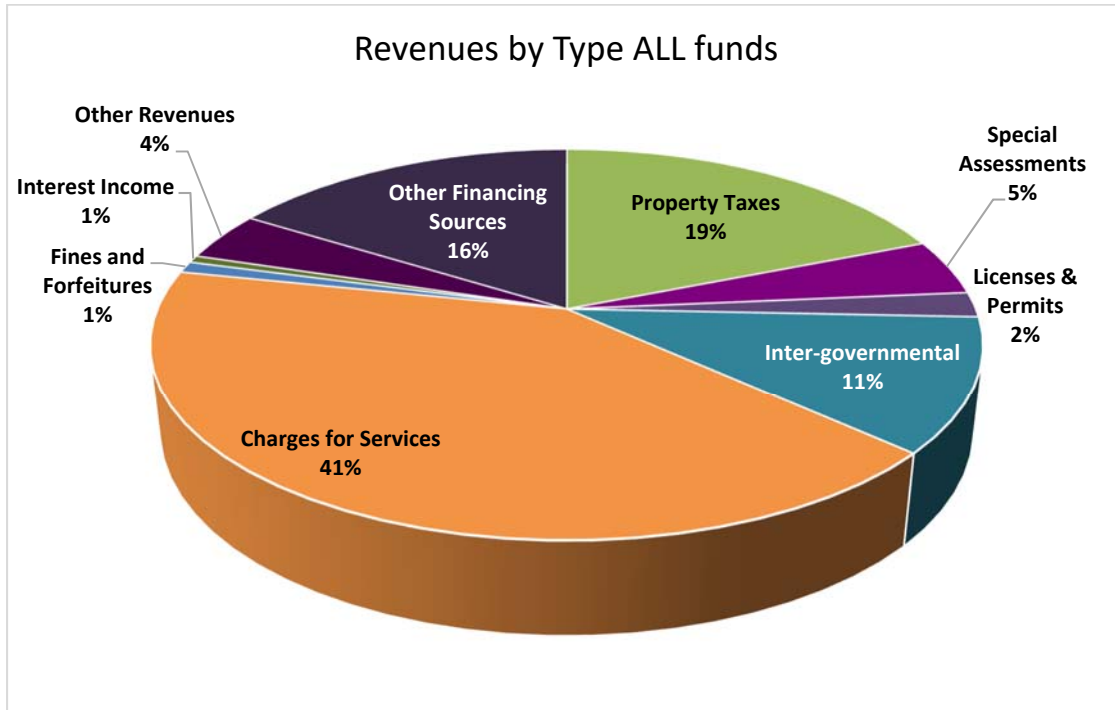
Tax Authority Authorized but Not Levied							
General Fund Reduction	\$	703,800	\$ 907,719	\$ 718,772	\$ 94,015	\$ 2,426,230	\$ 1,011,768
Capacity for future operations at BPSC						\$ 524,163	\$ 286,198
911 Mills (Resolution No. 3954)	\$	803,925	\$ 910,755	\$ 938,889	\$ 1,128,807	\$ 1,165,834	\$ 1,287,891
Total Authorized But Not Levied	\$	1,507,725	\$ 1,818,474	\$ 1,657,661	\$ 1,222,822	\$ 4,116,227	\$ 2,585,857
Number of Mills Not Levied		16.88	17.97	15.89	9.75	31.78	18.07

Maximum Levy Allowed 222.18 205.30 207.13 198.20 201.26 184.34
**** Assessment Year of the two year cycle**

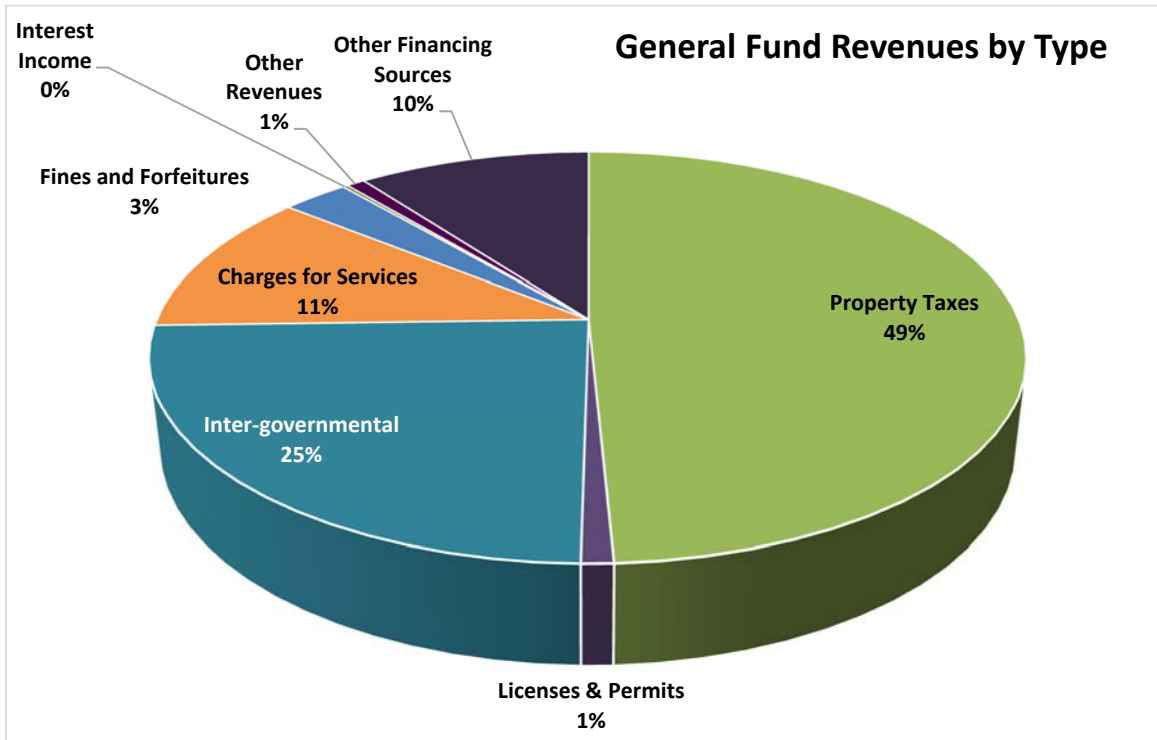


FY2022 Revenues

Overall, revenues are estimated at \$153 million, a \$31.5 million increase or 26%, over the prior year. The large difference is mainly due to the American Rescue Plan, growth, and the ramp up to silver level service for the Parks and Trails District. Charges for services make up 41% of revenues, followed by taxes at 19%.

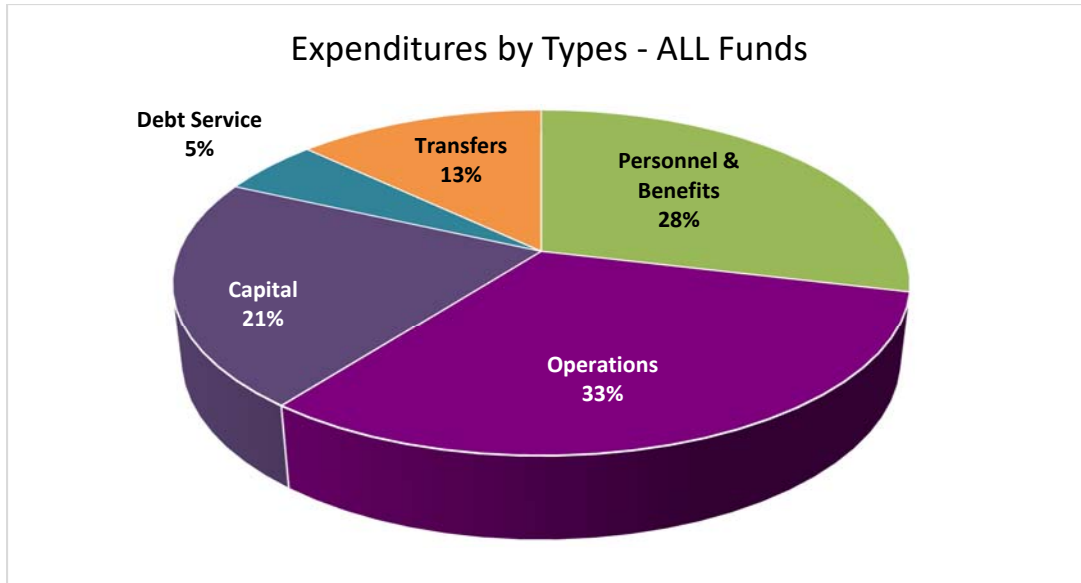


For the **General Fund**, taxes make up 49% of the revenue sources followed by intergovernmental revenue.

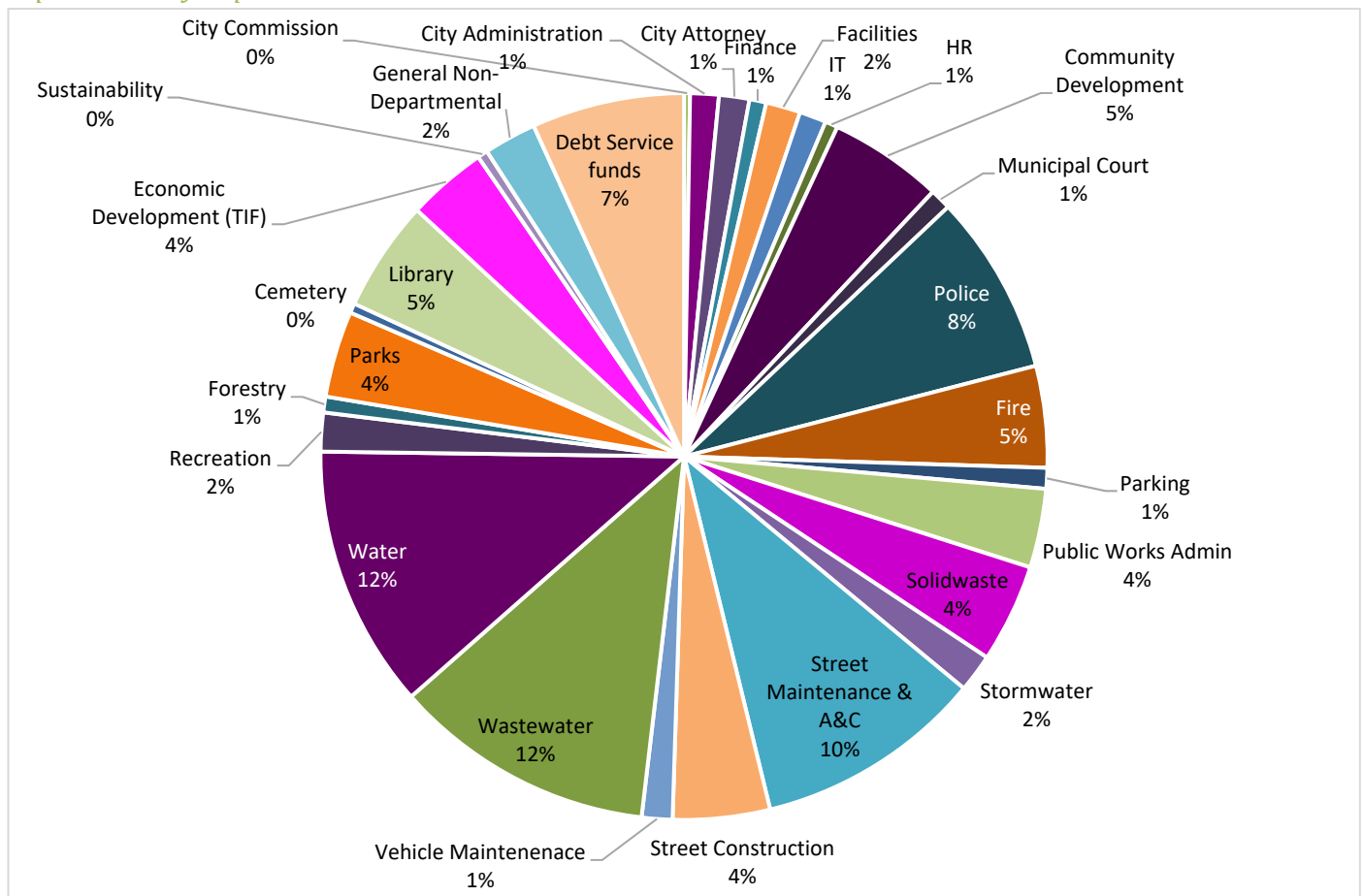


FY2022 Appropriations

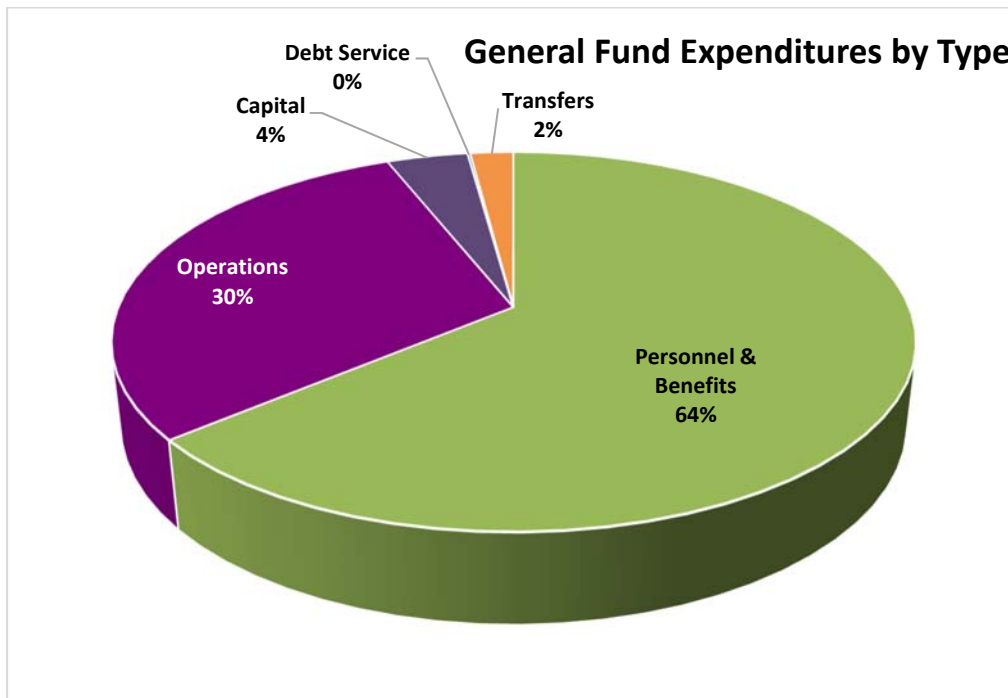
Expenditures, often called “Appropriations,” are classified under one of six major categories: Personnel & Benefits, Operating Expense, Capital, Debt Service, Transfers, and Other Financing Uses. FY22 Appropriations are \$158.3 million, an increase of \$36.5 million or 30%. This is mainly due to the increase in capital spending of the American Rescue Plan funding for water and sewer projects. The graph below shows the relative percentage of the FY22 budget expenditures for all funds. Operations makes up 33%, followed by Personnel at 28% and Capital at 21%.



Expenditures by Department



In general, governmental agencies see their largest percentage of expenditures as personnel. With our growing city, there is a need for more infrastructure spending. The *General Fund* personnel expenses are a much higher percentage, at 64%. There are fewer capital items in the General Fund than all the funds as a whole.



FY2022 Changes in Fund Balance/Working Capital

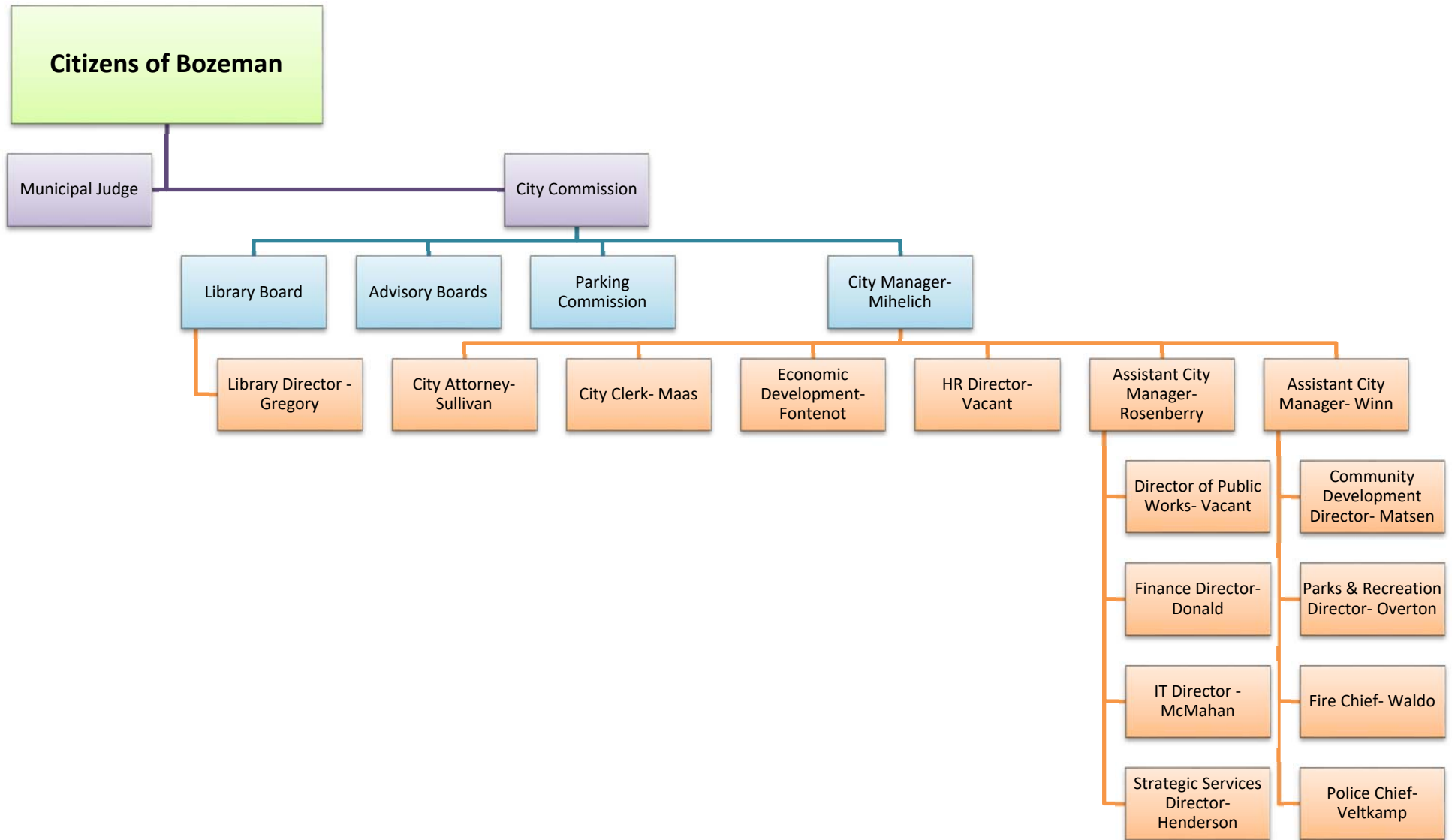
	Fiscal Year Projected Fund			Budgeted Ending
	Balance/Working Capital	Estimated Revenues	Appropriations	Fund Balance/Working Capital
General Fund				
General Fund	8,422,800	36,395,332	38,750,903	6,067,229
Special Revenue Funds				
Planning Fund	1,021,599	2,417,284	3,348,246	90,637
American Rescue Plan	6,032,500	6,032,500	11,817,620	247,380
Health-Medical Insurance	822,602	2,743,208	3,017,449	548,361
Gas Tax Apportionment	870,825	1,430,000	2,294,500	6,325
Street Maintenance District	1,201,028	7,116,270	7,779,645	537,653
Tree Maintenance	562,489	820,366	949,280	433,575
Fire Impact Fee	3,690,012	531,181	25,560	4,195,633
Street Impact Fee	56,248	5,788,830	3,943,392	1,901,686
Building Inspection Special Revenue	942,344	2,234,564	2,921,425	255,483
Community Housing	136,514	721,495	567,440	290,569
Police Domestic Violence	-	114,072	114,072	-
Downtown Improvement Districts	1,885,421	2,223,522	3,674,450	434,493
Street Arterial Construction	1,306,841	2,491,356	2,911,000	887,197
TIF Midtown (formerly N7th)	2,232,644	1,239,490	3,461,551	10,583
TIF NE Urban Renewal	370,000	274,354	641,000	3,354
TIF Mandeville Industrial	136,444	46,725	-	183,169
Fire Department Equipment	303,744	577,396	80,000	801,140
Parks & Trails District	292,733	4,655,189	4,863,522	84,400
Vet Court Funds	53,478	220,760	274,159	79
Lighting Districts	409,421	498,880	571,616	336,685
Department Special Revenue Fund Comb	2,171,948	914,475	743,005	2,343,418
Park Land - Cash in Lieu	1,196,699	55,000	5,000	1,246,699
Total Special Revenue Funds	25,695,534	43,146,917	54,003,932	14,838,519
Debt Service Funds				
Special Improvement District Revolv. Fun	2,321,083	10,000	2,112,724	218,359
Park & Trails Bond	-	1,081,188	1,081,188	-
TIF 2007 Downtown Bonds	-	332,373	332,373	-
TIF 2020 Midtown Bonds	-	408,550	408,550	-
Bozeman Public Safety Center - GO Bonds	-	2,371,850	2,371,850	-
SID Funds	454,421	501,353	46,932	908,842
Total Debt Service Funds	2,775,504	4,705,314	6,353,617	1,127,201
Construction Funds				
Capital Projects	1,301,807	7,078,825	6,256,724	2,123,908
Enterprise Funds				
Water Funds	19,635,734	17,793,198	15,866,256	21,562,676
Waste Water Funds	1,974,283	23,777,289	15,686,453	10,065,119
Solid Waste Funds	848,359	5,229,117	5,916,464	161,012
Parking Enterprise	1,444,829	1,118,421	1,251,364	1,311,886
Storm Water	493,165	1,865,528	2,275,852	82,841
Total Enterprise Funds	24,396,370	49,783,553	40,996,389	33,183,534
Internal Service Funds				
Vehicle Maintenance Shop	84,743	1,778,811	1,833,724	29,830
Health-Medical Self-Insurance Fund	431,569	5,310,117	5,310,117	431,569
Public Works Administration	172,000	4,796,831	4,817,853	150,978
Total Internal Service Funds	688,312	11,885,759	11,961,694	612,377
Permanent Funds				
Cemetery Perpetual Care	1,622,549	60,000	-	1,682,549
Total All Funds	64,902,876	153,055,700	158,323,259	59,635,317

FY2022 Staffing Changes

We strive to maintain service levels with our growing community. We have a strategic approach to staffing using a three-year staffing plan to address our staffing needs on a citywide level. We have added and are adding positions to help with development plan review and adding positions specific to the Bozeman Public Safety Center opening the second half of FY22.

FTE Summary By Department						
	FY19	FY20	FY21	FY21- Mid Year	Budget FY22	FY22 Total
General Government						
City Commission	2.10	2.10	2.10	-	-	2.10
City Manager	9.00	9.00	9.00	-	-	9.00
Municipal Court	9.50	9.60	9.98	-	1.25	11.23
City Attorney	10.70	12.70	12.70	-	-	12.70
Finance	14.00	14.00	14.00	-	-	14.00
Community Development	14.25	14.25	15.25	3.00	-	18.25
Facilities Management	5.00	5.00	6.00	-	1.00	7.00
Information Technology	7.00	7.00	8.00	-	-	8.00
Human Resources	5.00	5.00	5.00	-	-	5.00
	76.05	78.15	82.03	3.00	2.25	87.28
Public Safety						
Police	74.55	75.55	76.95	-	4.00	80.95
Fire	47.00	50.00	50.00	-	-	50.00
Building Inspection	19.75	19.75	19.75	-	-	19.75
Parking	6.00	6.00	6.00	-	-	6.00
	147.30	151.30	152.70	-	4.00	156.70
Public Services						
Public Works Administration	16.25	18.25	22.25	2.00	2.00	26.25
Streets	21.35	22.30	22.30	-	-	22.30
Stormwater	7.50	8.50	9.50	-	-	9.50
Water	26.45	27.65	29.15	-	0.50	29.65
Wastewater	28.55	29.55	30.05	-	0.50	30.55
Solid Waste Collection/Recycli	17.15	18.75	19.75	-	-	19.75
Vehicle Maintenance	7.50	8.50	8.50	-	1.00	9.50
	124.75	133.50	141.50	2.00	4.00	147.50
Public Welfare						
Parks	13.85	13.85	19.75	-	-	19.75
Recreation	21.90	21.90	21.90	-	-	21.90
Cemetery	4.55	4.55	4.55	-	-	4.55
Forestry	6.65	6.65	6.65	-	-	6.65
Library	25.78	25.78	26.53	-	-	26.53
Ecomic Development	2.00	3.00	3.00	-	-	3.00
Sustainability	1.50	1.50	1.50	0.50	1.00	3.00
	84.98	85.98	83.88	0.50	1.00	85.38
Total Employees	433.08	448.93	460.11	5.50	11.25	476.86
Net FTE % Increase From Pervious Year		3.66%	4.33%			2.51%
Mid-Year hires with BPSC opening in spring 2022 and Judge Election						

Organizational Chart



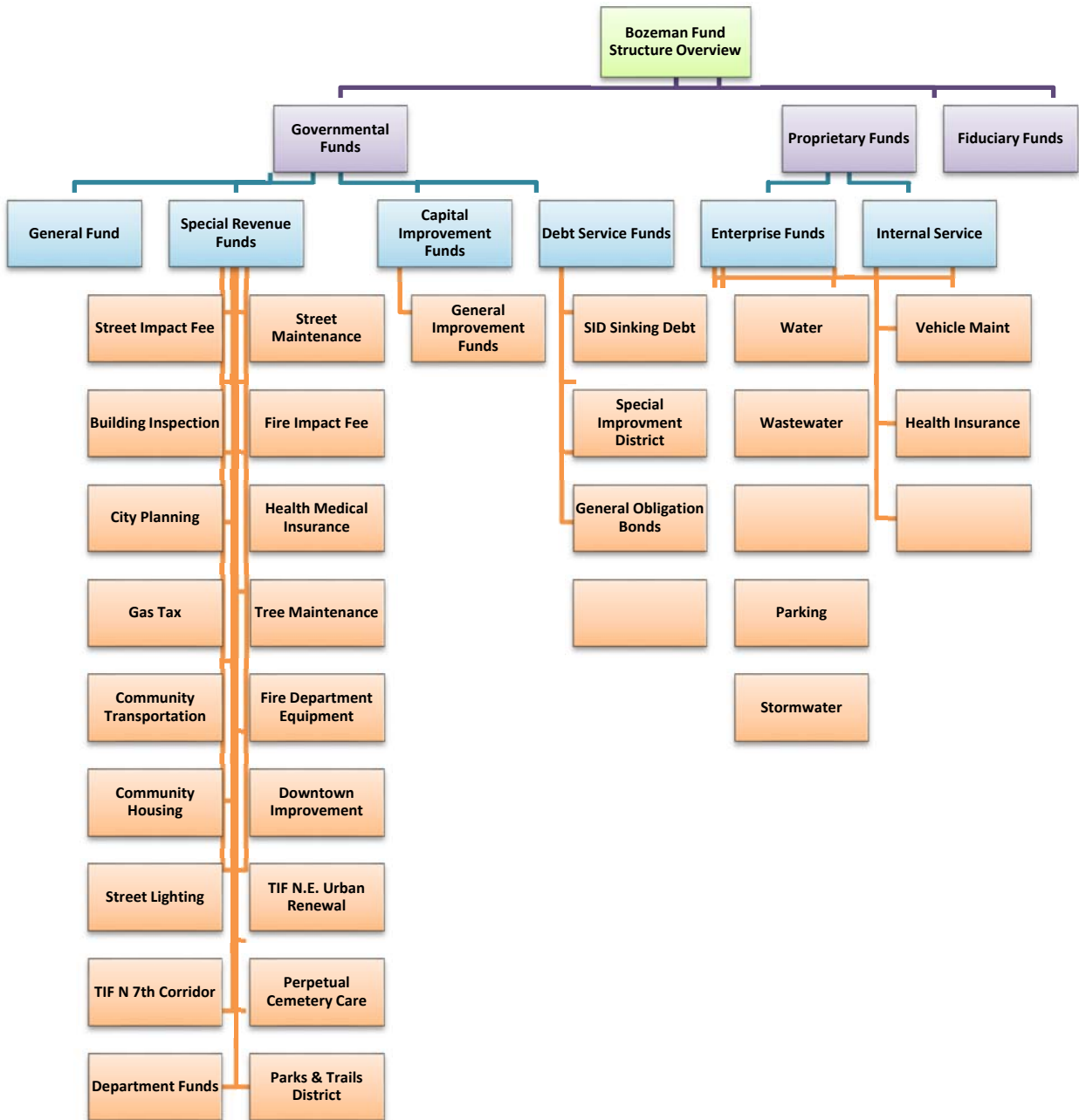
Fund Summaries



Fund Summaries

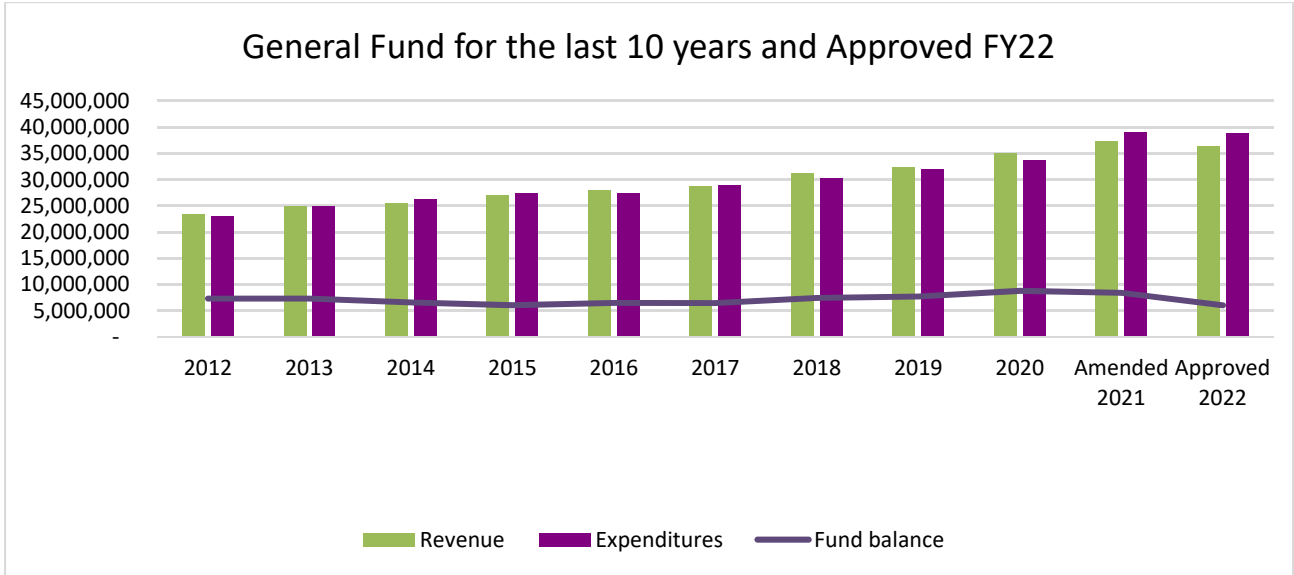
The purpose of fund summaries is to capture and detail the financial condition of each City fund. A fund summary provides information on revenues, expenditures and ending funds available. In addition, it functions as a planning mechanism, as it allows expenditures to be matched to available revenues and/or fund balance. Fund summaries also identify components of funds available and anticipated uses. It is important to note that sources and uses are always balanced because a fund's sources either are expended, become restricted, committed or assigned, or become unrestricted (unreserved or undesignated) funds available.

City funds can be divided into three categories: governmental funds, proprietary funds and fiduciary funds. By maintaining separate funds, the City is able to comply with laws that require certain money to be spent for specific purposes.



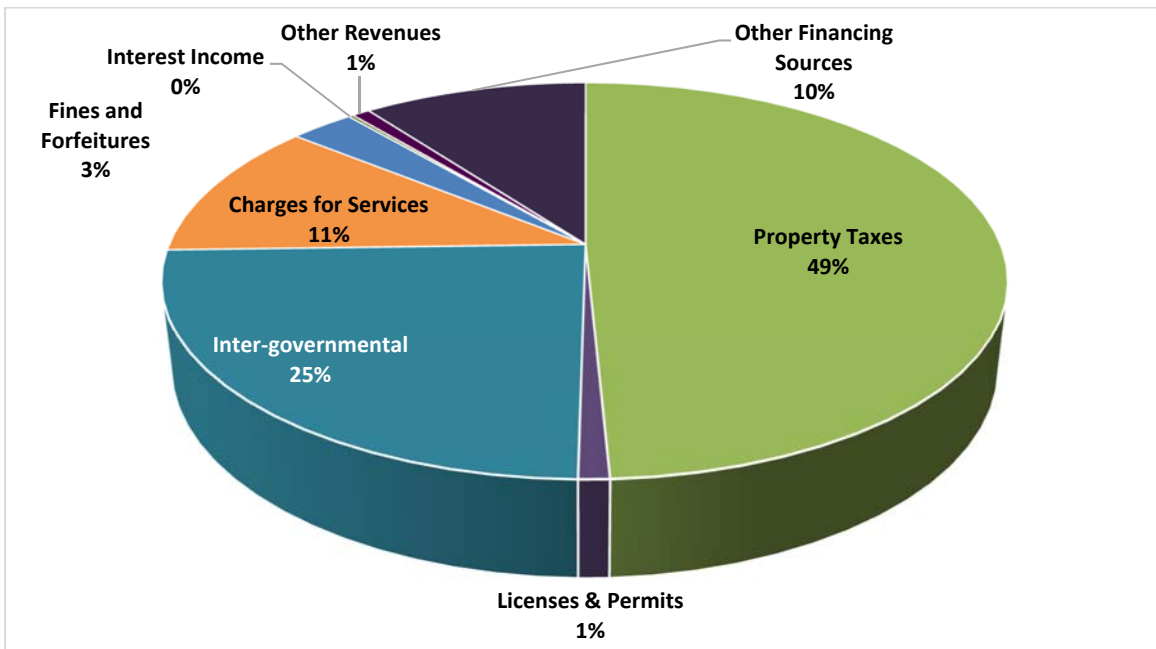
General Fund

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 General Administration, Police, Fire, Finance, Recreation, and Library services. Over the past ten years, the average percent increase in revenue is 5% while expenditure change is 5%.



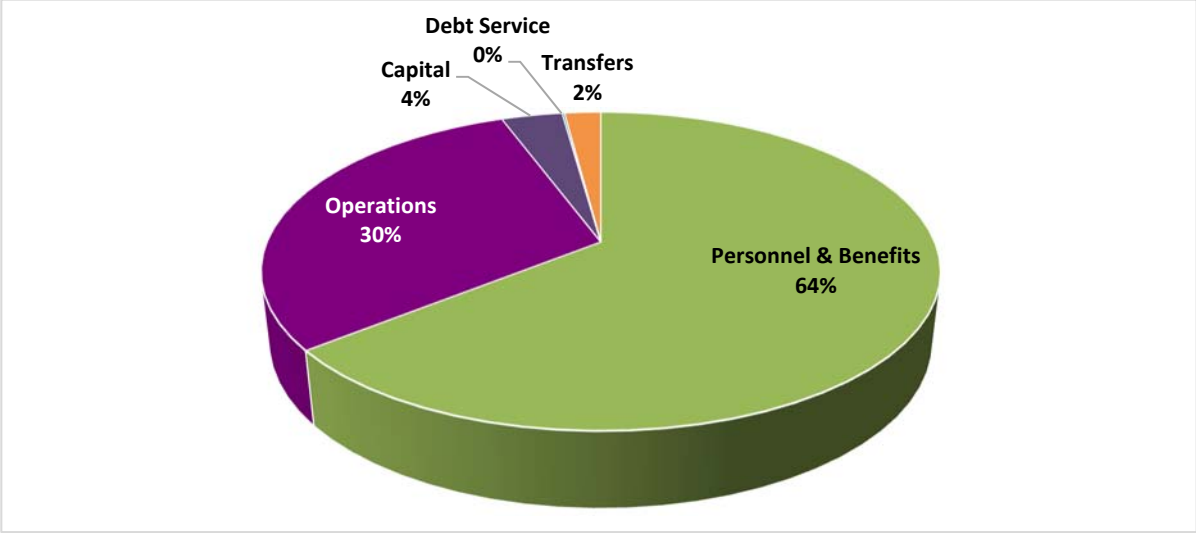
Revenues

The City's General Fund is financed heavily 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. For the budget we have estimated 4% growth. Other revenues are a transfer from the American Rescue Plan fund for lost revenues from FY20, FY21, and some anticipated for FY22 (other financing sources). We are estimating the General Fund to generate \$36.3 million in total revenue, with 49% is from property taxes, 25% from the State Entitlement share, and 11% for charges for services. The following chart shows the breakdown of esimated revenues:

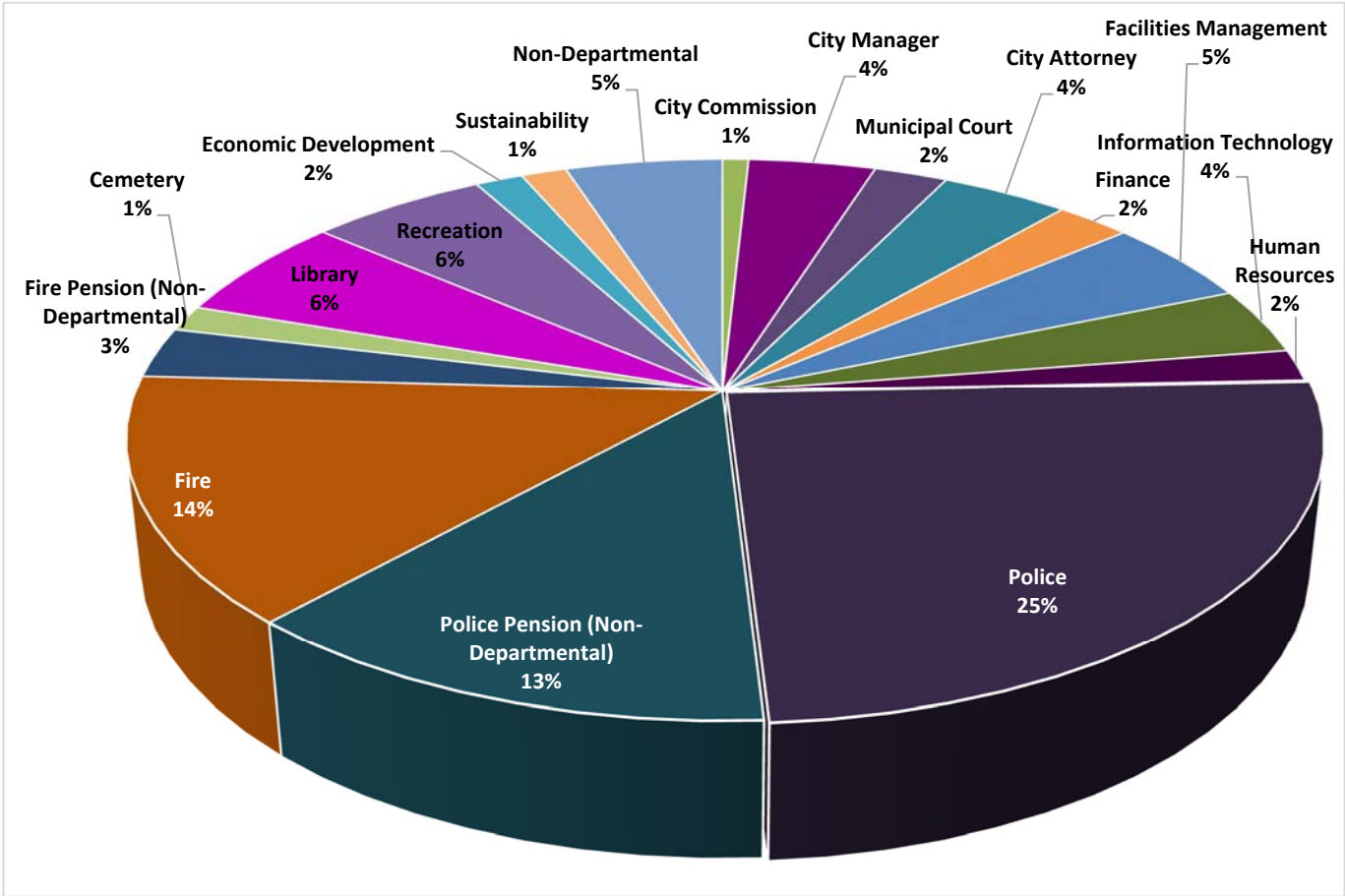


Expenditures

This year’s General Fund budget has \$38.7 Million in expenditures. Personnel expenses are the highest portion at \$24.9 million, followed by operations of \$11.6 million. The capital expenditures are \$1.3 million, which includes vehicle replacements, police body cameras, and Storymill Community Center gym floor replacement. The break down by percentage is below:

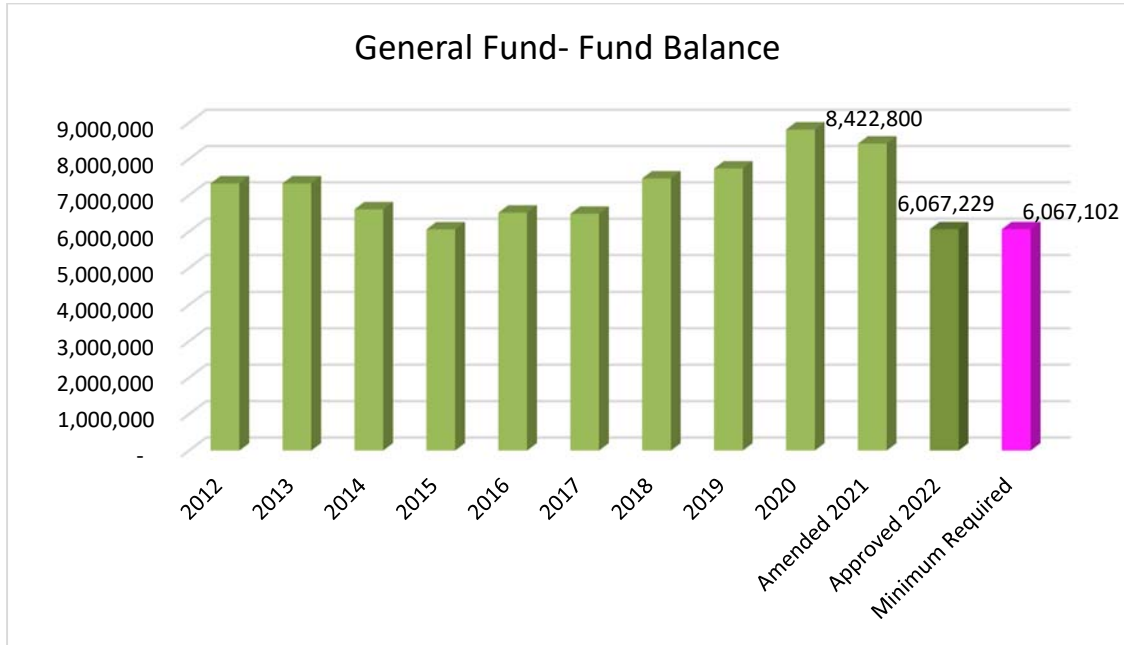


The expenditures by division show Police with 25% followed by Fire with 14%, non-cash transfer for State share of Police and Fire retirement adds to their portion. The next largest groups are the Library and Recreation. See budget details in the Activity/Division Detail section.



Fund Balance

The City-adopted policy for General Fund Reserve is to maintain at least 16.67% of the year's revenue in ending fund balance. This was based on former Government Finance Officers Association (GFOA) best practice. The fund balance will slightly exceed this minimum and with the COVID-19 economic uncertainty it would be financially prudent to have this slightly higher reserve.



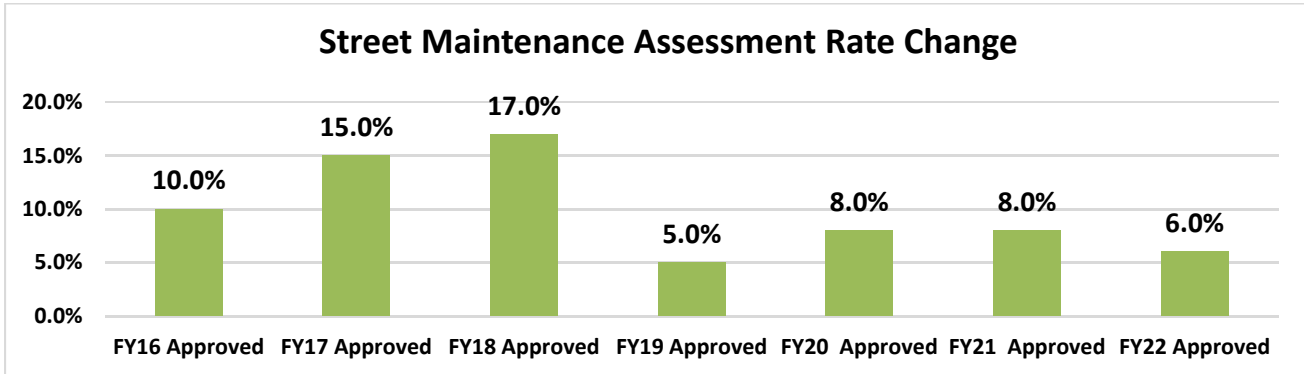
FUND	FY20 Actual	FY21 Budget	FY22 Approved
010 - General Fund			
Revenues			
Property Taxes	15,955,742	14,430,541	16,159,638
Gallatin County Option	1,745,882	1,800,000	1,760,000
Penalty & Interest	546	-	-
Business/Animal Licenses and Permits	368,835	371,900	364,300
Grants	1,543,148	50,000	50,000
County Shared - Library	740,716	740,716	817,983
State Shared	7,434,525	7,801,086	7,980,949
General Government Charges	3,119,774	3,573,896	4,111,159
Library Fines	14,597	18,000	10,000
Police Court Fines	996,022	1,020,000	1,020,000
Parking Fines	14,597	10,000	10,000
Snow Removal Fines	52,789	22,000	22,000
Interest Income	117,628	80,000	80,000
Admin Reimbursement	-	225,890	163,626
Miscellaneous Revenue	374,416	60,000	60,000
Refunds & Reimbursements	9,006	25,000	25,000
Rents and Royalties (Leases)	47,543	44,000	46,000
Transfers	2,457,254	2,580,934	3,709,677
Loan Proceeds	12,813	-	-
Proceeds-Asset Disposition	6,550	5,000	5,000
Total Revenues	35,012,383	32,858,963	36,395,332
Expenditures			
Personnel & Benefits	24,916,803	22,992,981	24,902,199
Operations	6,806,784	10,372,359	11,656,336
Capital	1,441,055	857,364	1,341,051
Debt Service	37,718	54,387	52,292
Transfers	413,769	540,000	799,025
Total Expenditures	33,616,129	34,817,091	38,750,903

Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specific purposes. The revenue is generated in different ways; some have assessments on properties, property taxes, charges for services, and some are funded through grants or donations. The City currently has over 100 special revenue funds with a total of \$54 million expenditures planned in FY22. Information on the programs funded or partially funded by these Special Revenue Funds can be found in the description by division in the Activity/Division Detail section. Highlighted in the following discussion are our Transportation special revenue funds and some of our major program special revenue funds, followed by the financial information for all special revenue funds.

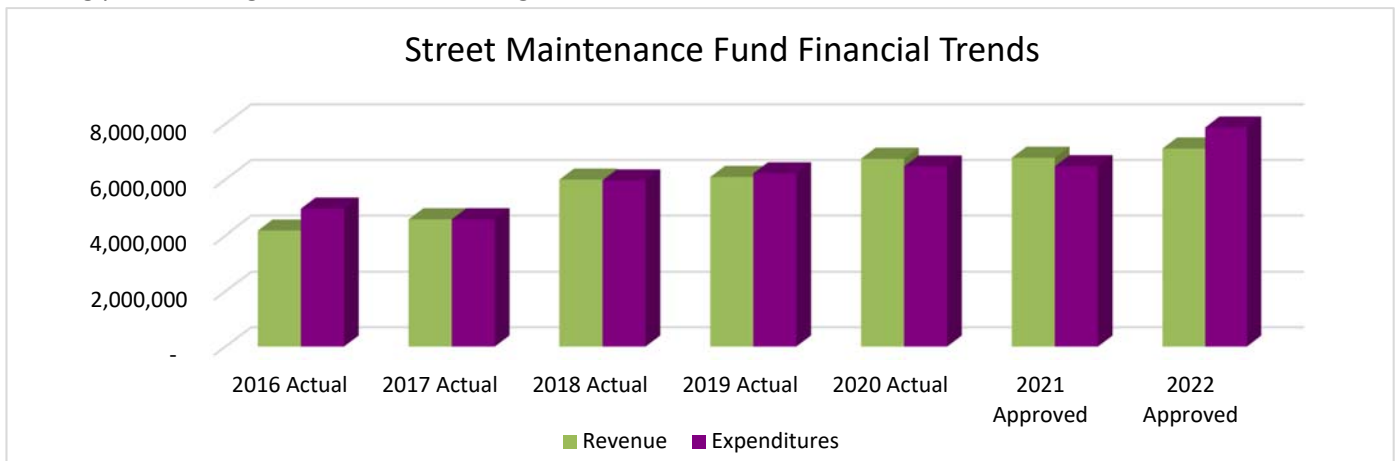
Transportation Special Revenue funds

Street Maintenance Fund relies on assessments for revenue generation for street maintenance and reconstruction. The City expanded the Streets program starting in FY16 to include increased maintenance. The City has seen an increase in the quantity of streets to maintain as well. This year we are increasing the assessment by 6% again to be able to adjust to growth and the increased costs.

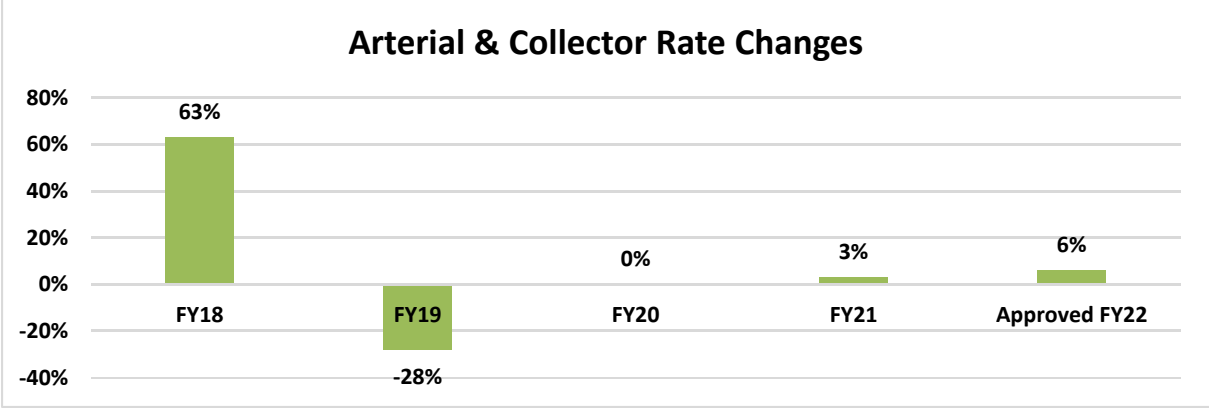


Street maintenance Assessments Lot Size	FY20 Approved Changes 8% Increase	FY21 Approved Changes 8% Increase	FY22 Approved Changes 6% Increase
Small - 5,000 sqft	149.67	161.65	171.35
Average= 7,500 sqft	224.55	242.51	257.06
Large= 10,000 sqft	299.40	323.35	342.75

The Street Maintenance fund budget includes increased amounts of pavement maintenance, capital projects, and the addition of Streets workers. This trend will continue with the Capital Improvement Plan and the three-year staffing plan showing increases for further growth.

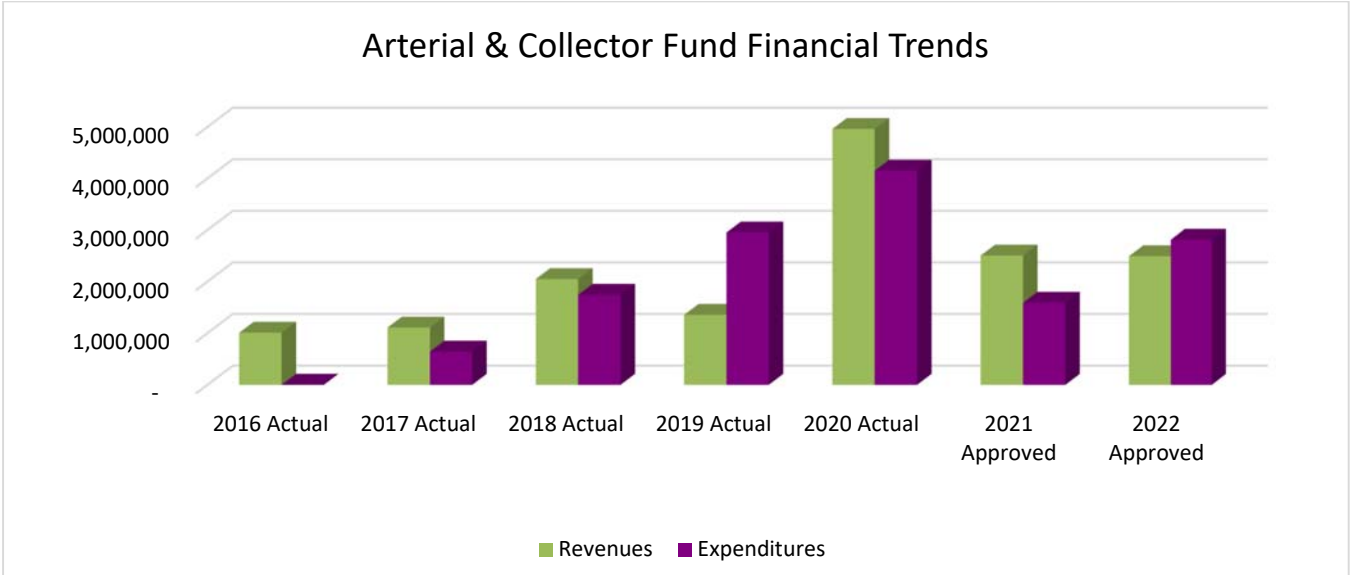


Arterial & Collector Street District Fund is a District that provides the “local share” of some projects in advance of development. Many of the projects funded help in the Street Impact Fee program’s efforts. Due to the role Street Impact Fees play in the expansion of our Arterial & Collector streets, the A&CD capital plan is tied to projects on the Street Impact Fee CIP. The City intends to create a payback district to recover the “local share” once an adjacent project is developed. The passing of the new gas tax reduced rates in FY19. We are recommending a 6% rate increase in FY22 to keep up with construction inflation, which has shown to be double of normal inflation.



Arterial & Collector Assessments Lot Size	FY20 Approved No Change	FY21 Approved Changes 3% Increase	FY22 Approved Changes 6% Increase
Small - 5,000 sqft	34.52	35.56	37.33
Average= 7,500 sqft	51.78	53.33	56.00
Large= 10,000 sqft	69.03	71.10	74.66

The appropriations are mainly planned from the Capital Improvement Plan and the project listing can be found in the Capital Expenditures Summary Section.

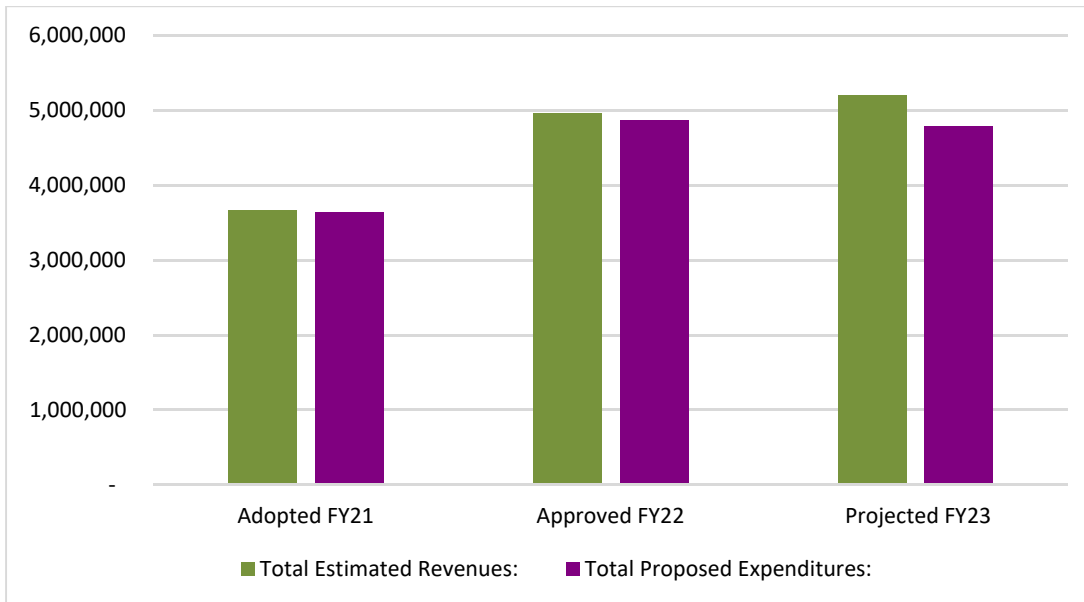


Gas Tax Fund accounts for revenues from State gasoline taxes apportioned from the State of Montana Department of Transportation. These go towards street maintenance projects and projects associated with the above arterial and collector fund. The total appropriation for FY22 is \$2.2 million. It is estimated that with the impacts of COVID-19 we will see less in Gas Tax revenue but not as dramatic as the 50% predicted last year. Due to conservative estimates and the rate increase described in the Arterial & Collector fund, we are able to keep all projects planned in the Capital Improvement Plan.

Street Impact Fee Fund- Street Impact Fees go towards capacity expanding road improvements. The appropriations are based on the Capital Improvement Plan and total \$3.9 million. Both the Capital Improvement Plan and the project listing can be found in the Capital Expenditures Summary Section.

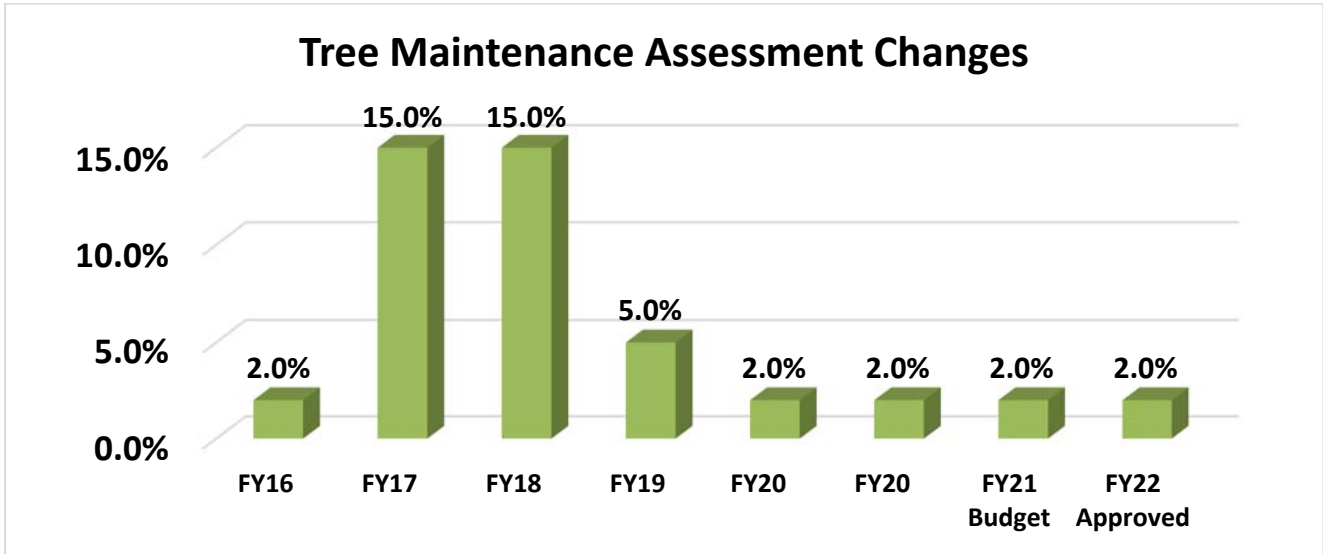
Program Special Revenue Funds

Parks & Trails District Fund accounts for special assessment revenues levied, received, and expended for the Parks & Trails district. This is a new fund with the voter approval on the District that came in May 2020 for the creation of the District for FY21. The plan, as approved by the Commission, is a five-year ramp up to Silver level of service. This first year the District will take on the Parks currently maintained by the Home Owner Associations and all the City Parks including the two recent, large additions of the Sports Park and the Storymill Community Park. Normal Parks capital is included in the budget and deferred maintenance will be added in future years as we continue the ramp up of the District. Last year a capital item was delayed to bring the initial assessment down and our recommendation includes the delayed capital item making the increase larger than planned.



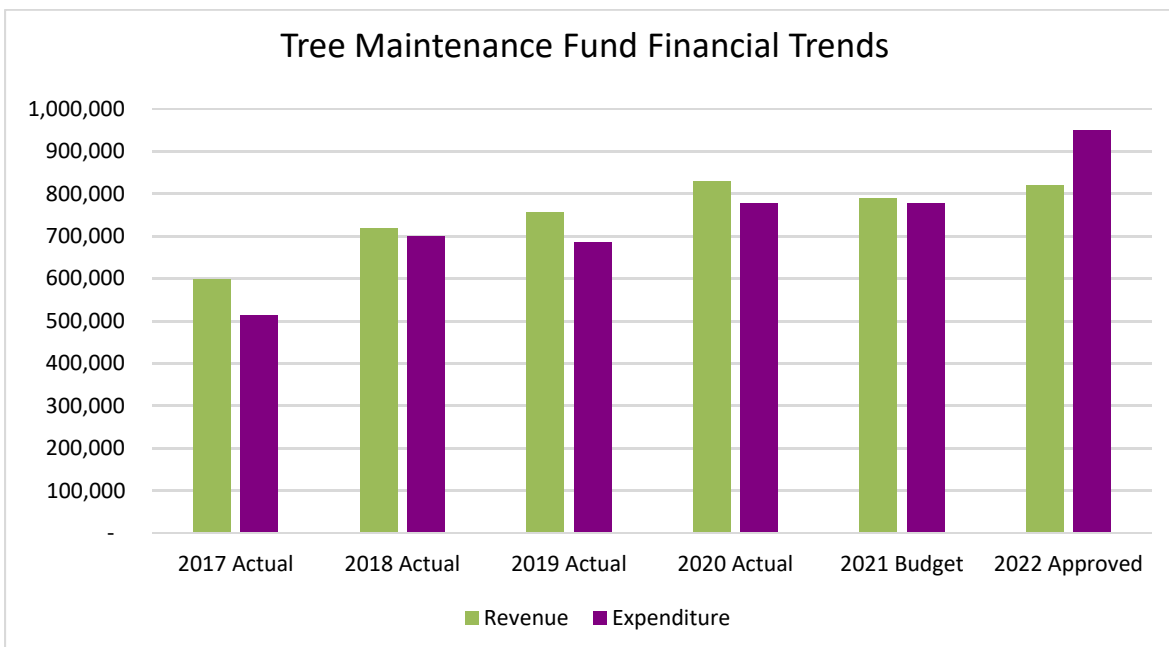
Parks & Trails Assessments Lot Size	FY21 Approved Changes	FY22 Approved Changes 33% Increase
Small - 5,000 sqft	85.00	116.44
Average= 7,500 sqft	127.50	169.58
Large= 10,000 sqft	170.00	226.10

Tree Maintenance Fund accounts for special assessment revenues levied, received, and expended for tree maintenance provided in the public right of way. In previous years we raised the assessment by 15% to aid working towards the Urban Forestry Management Plan. The desired reserve levels are being achieved and with basic inflation of costs and staffing, we are recommending an inflationary increase of 2%, the same increase as last fiscal year.

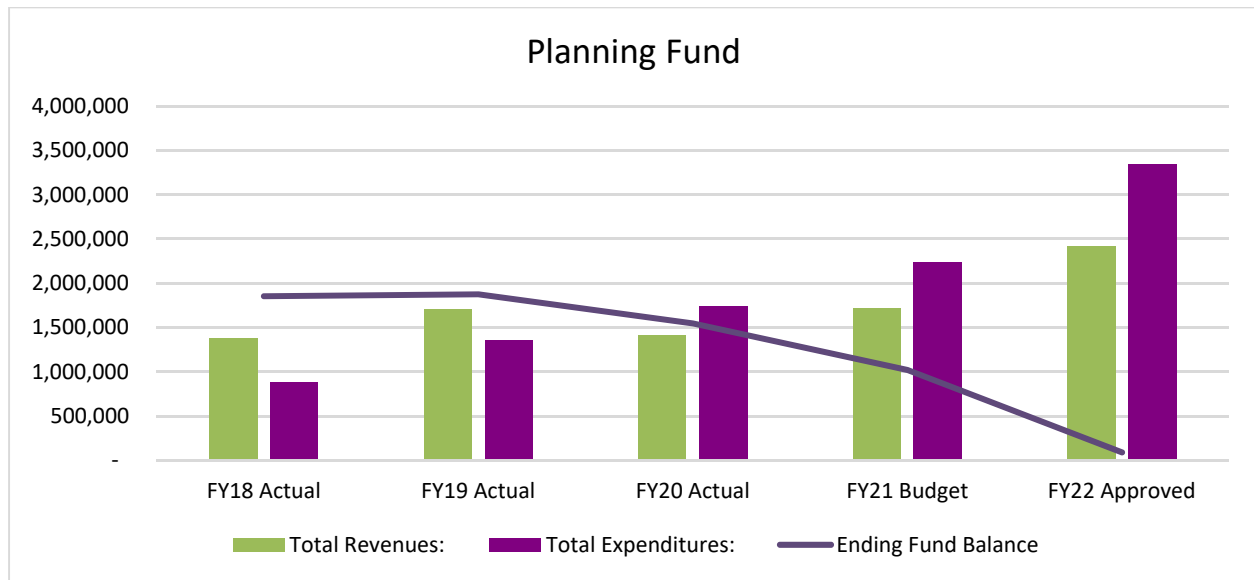


Tree Assessments Lot Size	FY20 Approved Changes 2% Increase	FY21 Approved Changes 2% Increase	FY22 Approved Changes 2% Increase
Small - 5,000 sqft	16.05	16.37	16.66
Average= 7,500 sqft	24.08	24.56	25.00
Large= 10,000 sqft	32.11	32.75	33.34

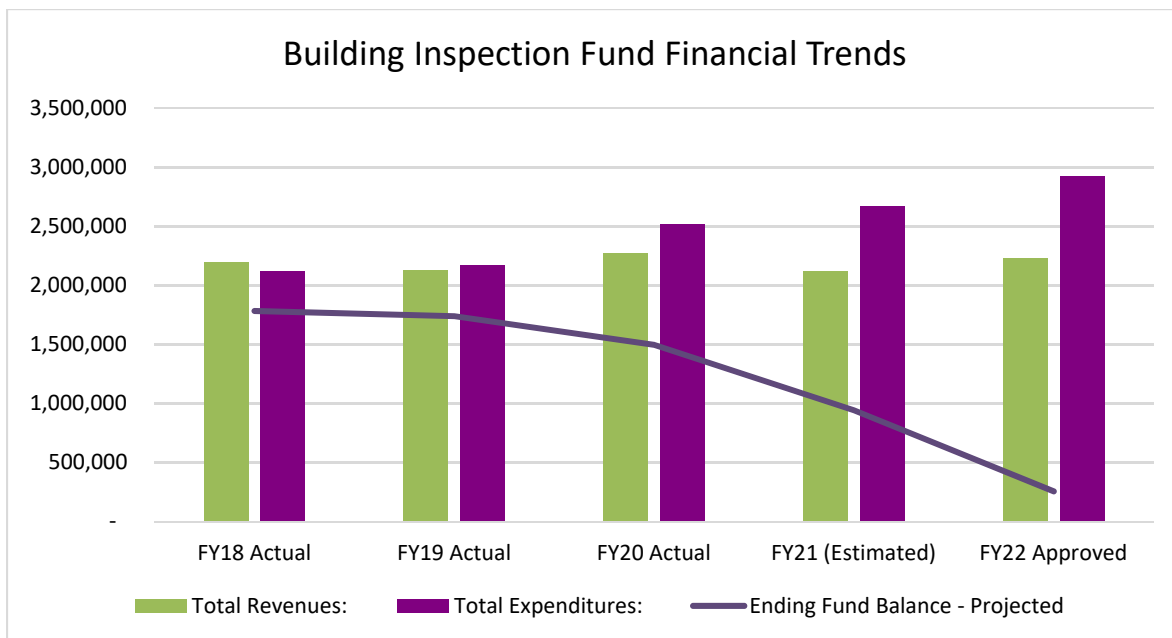
The Tree Maintenance fund budget includes operating and personnel expenditures, and no capital items are planned.



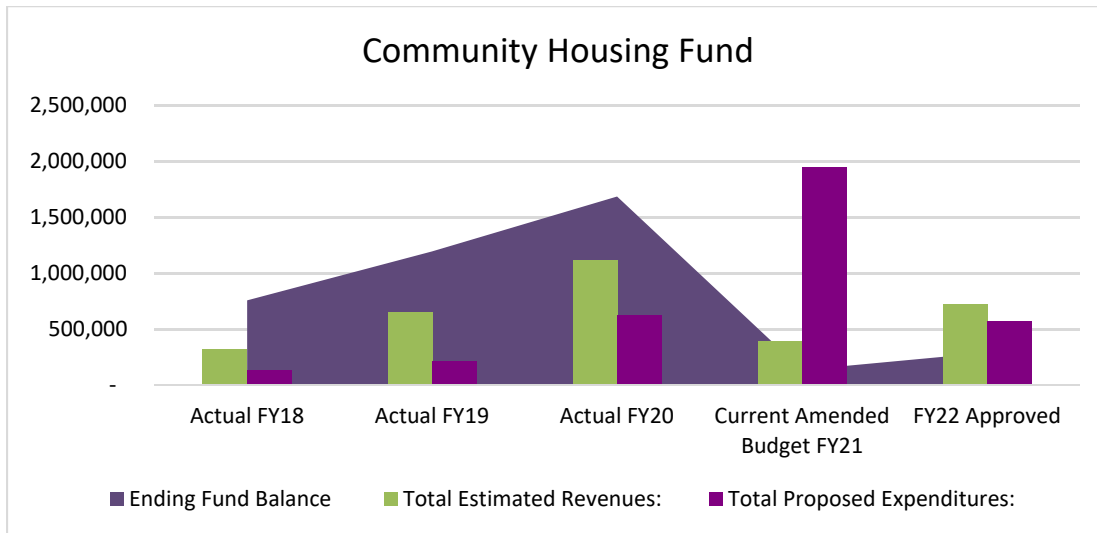
Community Development Planning Fund is a special revenue fund that accounts for revenues and expenditures related to community planning and zoning operations. There are two major revenue sources for the fund; mills from the general mill levy along with planning fees. Planning fees were part of a Community Development fee study and the Commission adopted new fees for better cost recovery. The total planned expenditures are \$3.3 million.



Building Inspection Fund is supported entirely by the revenue from building fees and permits. Revenues and expenditures are statutorily restricted to amounts that support the building safety program. Building Inspection Fees were part of the Community Development Fee study and new fees were adopted to be more in-line with best practices by following the International Code Council Valuation & Fee Calculation. This fund is dependent on construction in the City and is therefore monitored based on economic conditions. In addition, it is reported in the quarterly report to the Commission. Total planned expenditures are \$2.9 million which includes new software to aid in the efficiency and effectiveness of the Division.



The Community Housing Fund is where our affordable housing program is accounted for. Affordable Housing is part of our Strategic Plan and a priority for FY22. The fund receives three mills of the general mill levy as well as cash-in-lieu of affordable housing for projects. Over the years, the fund built up a large fund balance where the majority of the fund balances has been granted to affordable housing projects. The Community Affordable Housing Advisory Board recommended 7 mills be levied to have more grant funding for FY22. With the ballot question expected this fall for the 7 mills and with the effort to keep impacts lower to tax payers, we are recommending 5 General Fund mills.



American Recovery Fund is where the City is tracking its funding from the American Rescue Plan. On March 10, 2021, the House of Representatives approved a Senate-amended version of President Biden's \$1.9 trillion COVID-19 relief package - the American Rescue Plan. The package includes \$350 billion in aid for state and local governments, along with additional funding for other areas like education, rental assistance and transit. The President signed the bill into law on March 11, 2021. The City is estimated to receive \$6 million this June and \$6 million next June. Specifically, eligible uses include:

- Revenue replacement for the provision of government services to the extent the reduction in revenue due the COVID-19 public health emergency relative to revenues collected in the most recent fiscal year prior to the emergency,
- Premium pay for essential workers,
- Assistance to small businesses, households, and hard-hit industries, and economic recovery, and
- Investments in water, sewer and broadband infrastructure.

We have prepared the FY22 budget with use of this funding for the purposes described above and summarized in the table below:

	Total
Revenue short falls	912,051
COVID expenditures	364,069
Business Recovery	100,000
Water Infrastructure	3,372,500
Sewer infrastructure	6,475,000
Broadband Infrastructure	94,000
	11,317,621

All Special Revenue Funds:

FUND	FY20 Actual	FY21 Budget	FY22 Approved
Special Revenue Funds			
100 - Community Development/Planning			
Revenues			
Property Taxes	199,071	258,516	286,198
State Shared	114,495	115,766	118,081
Charges for Services	909,607	879,600	1,326,580
Interest Income	-	10,000	10,000
Refunds & Miscellaneous Revenue	49,330	217,598	432,495
Transfers	106,750	162,174	243,930
Total Revenues	1,379,253	1,643,654	2,417,284
Expenditures			
Personnel & Benefits	1,034,485	1,629,272	2,107,367
Operations	389,692	793,640	1,205,879
Capital	319,030	122,671	35,000
Total Expenditures	1,743,207	2,545,583	3,348,246
101 - American Rescue Plan			
Revenues			
Grant	-	-	6,032,500
Total Revenues	-	-	6,032,500
Expenditures			
Operating	-	-	600,000
Transfers	-	-	11,217,620
Total Expenditures	-	-	11,817,620
103 - Health-Medical Insurance			
Revenues			
Property Taxes	2,810,355	2,768,752	2,743,208
Total Revenues	2,810,355	2,768,752	2,743,208
Expenditures			
Transfers	2,590,527	2,768,752	3,017,449
Total Expenditures	2,590,527	2,768,752	3,017,449
110 - Gas Tax			
Revenues			
State Shared	1,589,692	1,160,000	1,420,000
Interest Income	27,303	5,000	10,000
Total Revenues	1,616,995	1,165,000	1,430,000
Expenditures			
Operations	256,612	1,844,500	1,644,500
Capital	632,422	-	-
Transfers	847,708	500,000	650,000
Total Expenditures	1,736,742	2,344,500	2,294,500

FUND	FY20 Actual	FY21 Budget	FY22 Approved
Special Revenue Funds			
Street Maintenance (Combined 111, 193, 194)			
Revenues			
Penalty & Interest	15,816	15,000	15,000
Permits	44,710	18,000	18,000
Public Service	6,415,465	6,658,156	7,041,170
Interest Income	3,555	12,100	12,100
Other Financing Sources	208,923	5,000	5,000
Refunds & Reimbursements	21,879	25,000	25,000
Proceeds-Asset Disposition	23,017	-	-
Loan Proceeds	-	-	-
Transfers	25,110	50,000	-
Total Revenues	6,758,475	6,783,256	7,116,270
Expenditures			
Personnel & Benefits	1,750,739	1,829,674	1,917,417
Operations	2,232,931	2,765,984	3,035,670
Capital	1,385,515	842,000	1,744,039
Debt Service	420,536	310,800	344,418
Transfers	709,733	724,647	738,101
Total Expenditures	6,499,454	6,473,105	7,779,645

112 - Tree Maintenance			
Revenues			
Penalty & Interest	1,917	2,000	2,000
Grants	5,271	-	-
State Revenue	7,720	-	-
Public Service	763,238	806,252	808,366
Interest Income	7,981	4,000	4,000
Refunds & Reimbursements	34,219	-	-
Sale of Raw Materials	8,895	6,000	6,000
Total Revenues	829,241	818,252	820,366
Expenditures			
Personnel & Benefits	458,104	481,089	473,159
Operations	162,050	296,820	316,121
Capital	103,640	-	160,000
Total Expenditures	723,794	777,909	949,280

113 - Fire Impact Fee			
Revenues			
Public Safety	498,925	450,000	511,181
Interest Income	59,024	20,000	20,000
Refunds & Reimbursements	1,134	-	-
Total Revenues	559,083	470,000	531,181
Expenditures			
Operations	29,392	22,500	25,560
Transfers	-	-	-
Total Expenditures	29,392	22,500	25,560

FUND	FY20 Actual	FY21 Budget	FY22 Approved
Special Revenue Funds			
114 - Street Impact Fee			
Revenues			
Public Service	7,078,424	4,000,000	5,727,830
Interest Income	151,015	60,000	60,000
Admin Reimbursement	945	1,000	1,000
Refunds & Reimbursements	1,134	-	-
Total Revenues	7,231,518	4,061,000	5,788,830
Expenditures			
Operations	446,531	200,001	343,392
Capital	3,226	6,030,000	3,600,000
Transfers	-	-	-
Total Expenditures	449,757	6,230,001	3,943,392

115 - Building Inspection Fund			
Revenues			
Permits	2,109,135	2,050,000	2,213,964
General Government	133,471	600	600
Interest Income	29,094	20,000	20,000
Miscellaneous Revenue	1,057	-	-
Total Revenues	2,272,757	2,070,600	2,234,564
Expenditures			
Personnel & Benefits	1,791,018	2,002,912	1,852,410
Operations	545,515	862,925	1,022,615
Capital	178,426	352,015	46,400
Total Expenditures	2,514,959	3,217,852	2,921,425

Downtown Improvement Districts (116 TIF and BID 176)			
Revenues			
Property Taxes	1,685,251	1,919,863	1,919,863
State Shared	56,086	57,059	57,059
Interest Income	62,198	50,040	20,000
Other Revenues	127,569	175,750	226,600
Total Revenues	1,931,104	2,202,712	2,223,522
Expenditures			
Personnel	2,288	21,741	47,313
Operations	439,408	1,848,214	3,294,689
Capital	122,101		
Transfers	1,011,189	332,448	332,448
Total Expenditures	1,572,698	2,202,403	3,674,450

FUND	FY20 Actual	FY21 Budget	FY22 Approved
Special Revenue Funds			
120 - Community Housing Fund			
Revenues			
Property Tax Revenue	619,049	388,224	715,495
Interest Income	19,991	5,000	5,000
Loan Principal & Interest	187	1,000	1,000
Other Revenue	30,659	-	-
Affordable Housing	448,028	-	-
Total Revenues	1,117,914	394,224	721,495
Expenditures			
Personnel	75,190	88,705	90,090
Operations	549,151	936,000	477,350
Total Expenditures	624,341	1,024,705	567,440

140 - Police Domestic Violence			
Revenues			
Grants	151,149	187,040	114,072
Total Revenues	151,149	187,040	114,072
Expenditures			
Operating	151,149	187,040	114,072
Total Expenditures	151,149	187,040	114,072

141 - Street Arterial Construction			
Revenues			
Penalty & Interest	3,910	3,500	3,500
Street Maintenance Assessments	1,314,801	1,442,306	1,530,189
Other Revenues/Refunds	34,844	300,667	300,667
Interest Income	-	7,000	7,000
Transfers	3,593,091	867,000	650,000
Total Revenues	4,946,646	2,620,473	2,491,356
Expenditures			
Operating	7,617	138,500	153,000
Capital	4,141,588	1,450,000	2,758,000
Total Expenditures	4,149,205	1,588,500	2,911,000

143 - TIF Midtown (N 7th Corridor)			
Revenues			
Property Taxes	1,103,299	1,089,328	1,191,563
State Entitlement Share	37,926	37,927	37,927
Interest Income	36,645	37,500	10,000
Proceeds Sales of TIF Bonds	-	-	-
Transfers	-	-	-
Total Revenues	1,177,870	1,164,755	1,239,490
Expenditures			
Personnel	2,288	69,284	51,033
Operating	59,486	1,095,471	3,001,968
Capital	146,950	-	-
Transfers	40,000	-	408,550
Total Expenditures	246,436	1,164,755	3,461,551

FUND	FY20 Actual	FY21 Budget	FY22 Approved
Special Revenue Funds			
144 - TIF NE Urban Renewal District			
Revenues			
Property Taxes	284,786	268,847	270,000
State Entitlement Share	1,353	1,354	1,354
Interest Income	3,056	3,000	3,000
Total Revenues	289,195	273,201	274,354
Expenditures			
Personnel	1,146	9,100	15,366
Operating	2,744	172,101	533,634
Debt Service	92,000	92,000	92,000
Transfers	243,897	-	-
Total Expenditures	338,641	273,201	641,000

145 - TIF Mandeville Farm Industrial			
Revenues			
Property Taxes	44,500	25,000	46,725
Interest Income	1,265	-	-
Total Revenues	44,500	25,000	46,725
Expenditures			
Transfers	4,721	-	-
Total Expenditures	4,721	-	-

187 - Fire Dept Equipment			
Revenues			
Property Taxes	498,911	517,632	572,396
Interest Income	12,659	5,000	5,000
Total Revenues	511,570	522,632	577,396
Expenditures			
Operating	39,139	-	-
Capital	315,919	427,500	80,000
Transfers	600,000	50,000	-
Total Expenditures	955,058	477,500	80,000

195- Parks & Trails District			
Revenues			
Parks & Trails Assessment	-	3,713,907	4,652,689
Other	-	2,500	2,500
Total Revenues	-	3,716,407	4,655,189
Expenditures			
Personnel	-	1,501,072	1,449,546
Operating	-	1,918,102	2,228,976
Capital	-	213,000	1,185,000
Total Expenditures	-	3,632,174	4,863,522

FUND	FY20 Actual	FY21 Budget	FY22 Approved
Special Revenue Funds			
Vet Courts Funds (COOCLI Grant 196 and Vets Court Fund 178)			
Revenues			
Grants	132,541	203,851	41,663
Charges for Services	-	2,500	12,000
Donations	2,723	-	7,000
Transfers	-	36,000	160,097
Total Revenues	135,264	242,351	220,760
Expenditures			
Personnel & Benefits	78,399	96,621	144,104
Operating	58,877	141,345	130,055
Total Expenditures	137,276	237,966	274,159

Lighting Districts (146-170, 181,182, 200-252)			
Revenues			
Special Assessments	461,877	475,675	498,880
Total Revenues	461,877	475,675	498,880
Expenditures			
Operating	477,109	503,414	546,096
Transfers	25,111	25,520	25,520
Total Expenditures	502,220	528,934	571,616

Department Special Revenue Funds (108,109, 119,121-139, 174, 175, 177,179,183,184,186,188-191,192,197-199)			
Revenues			
Property Taxes	125,308	129,408	129,408
Grants	338,074	168,000	170,000
Donations	264,515	30,500	29,000
Interest Income	47,017	24,000	24,675
Miscellaneous Revenues	238,258	227,700	202,200
Loan Proceeds	24,441	51,175	25,250
Transfers	24,790	69,644	333,942
Total Revenues	1,062,403	700,427	914,475
Expenditures			
Personnel & Benefits	284,639	244,060	252,593
Operations	1,779,053	480,481	485,412
Capital	25,699	5,000	5,000
Transfers	63,890	-	-
Total Expenditures	2,153,281	729,541	743,005

850 - Cash in Lieu of Parkland			
Revenues			
Cash in Lieu of Parkland	308,490	50,000	50,000
Interest Income	16,490	4,500	5,000
Total Revenues	324,980	54,500	55,000
Expenditures			
Operations	-	5,000	5,000
Capital	50,000	-	-
Total Expenditures	50,000	5,000	5,000

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. General Obligation Bonds are backed by the full faith and credit of the City and are payable from ad valorem property taxes. Except for refunding bonds issued to achieve savings, Bozeman voters must approve general obligation debt prior to issuance. FY21 General Obligation bonds for the Bozeman Public Safety Center were issued with a full bond payment in FY22. Debt schedules are located at the end of the Activity/Division Section under the Non-Departmental.

FUND	FY20 Actual	FY21 Budget	FY22 Approved
Debt Service Funds			
300 - SID Revolving Fund			
Revenues			
Interest Income	50,009	50,000	5,000
Loan Interest	20,303	5,000	5,000
Other	-		-
Total Revenues	70,312	55,000	10,000
Expenditures			
Transfers	-	1,313,160	2,112,724
Total Expenditures	-	1,313,160	2,112,724

304 - Bond S & I Parks & Open Space Bond			
Revenues			
Property Taxes	1,077,366	1,076,463	1,081,188
Total Revenues	1,077,366	1,076,463	1,081,188
Expenditures			
Debt Service	1,081,138	1,076,463	1,081,188
Total Expenditures	1,081,138	1,076,463	1,081,188

305 - 2007 Downtown TIF Bonds			
Revenues			
Transfers In	819,837	332,448	332,373
Total Revenues	819,837	332,448	332,373
Expenditures			
Debt Service	4,508,837	332,448	332,373
Total Expenditures	4,508,837	332,448	332,373

306 - 2020 Midtown TIF Bonds			
Revenues			
Transfers In	-	-	408,550
Total Revenues	-	-	408,550
Expenditures			
Debt Service	-	-	408,550
Total Expenditures	-	-	408,550

FUND	FY20 Actual	FY21 Budget	FY22 Approved
Debt Service Funds			
307 - Bozeman Public Safety Center- GO Bonds			
Revenues			
Property Taxes	1,850,582	2,372,450	2,371,850
Interest Income	5,429	-	-
Total Revenues	1,856,011	2,372,450	2,371,850
Expenditures			
Debt Service	1,864,352	2,372,450	2,371,850
Total Expenditures	1,864,352	2,372,450	2,371,850
310-448- SID Funds			
Revenues			
Special Assessments	378,627	501,923	376,127
Penalty & Interest	38,306	29,431	29,431
Interest Income	73,368	95,795	95,795
Total Revenues	490,301	627,149	501,353
Expenditures			
Debt Service	226,724	172,728	46,932
Transfers	-	-	-
Total Expenditures	226,724	172,728	46,932

Construction Funds

Capital Projects Funds account for the construction of general improvement projects financed by special assessments other than those financed by proprietary funds. The City’s Capital Improvement Program (CIP) develops the five-year CIP, manages the City’s annual budget process for funding citywide capital maintenance and expansion projects, supports strategic capital planning and programming efforts with City departments, and provides analysis for judicious financial decision making.

FUND	FY20 Actual	FY21 Budget	FY22 Approved
Construction Funds			
500-566 - Construction Funds			
Revenues			
Interest Income	592,506	534,000	84,000
Donations	20,650	-	4,144,000
Refunds & Reimbursements	-	-	-
Transfers	1,839,003	2,087,807	738,101
Grants	62,458	-	-
Other Funding	38,177,031	-	2,112,724
Total Revenues	40,691,648	2,621,807	7,078,825
Expenditures			
Operating	334,465	-	-
Capital	7,213,794	2,250,000	6,256,724
Transfers	-	-	-
Total Expenditures	7,548,259	2,250,000	6,256,724

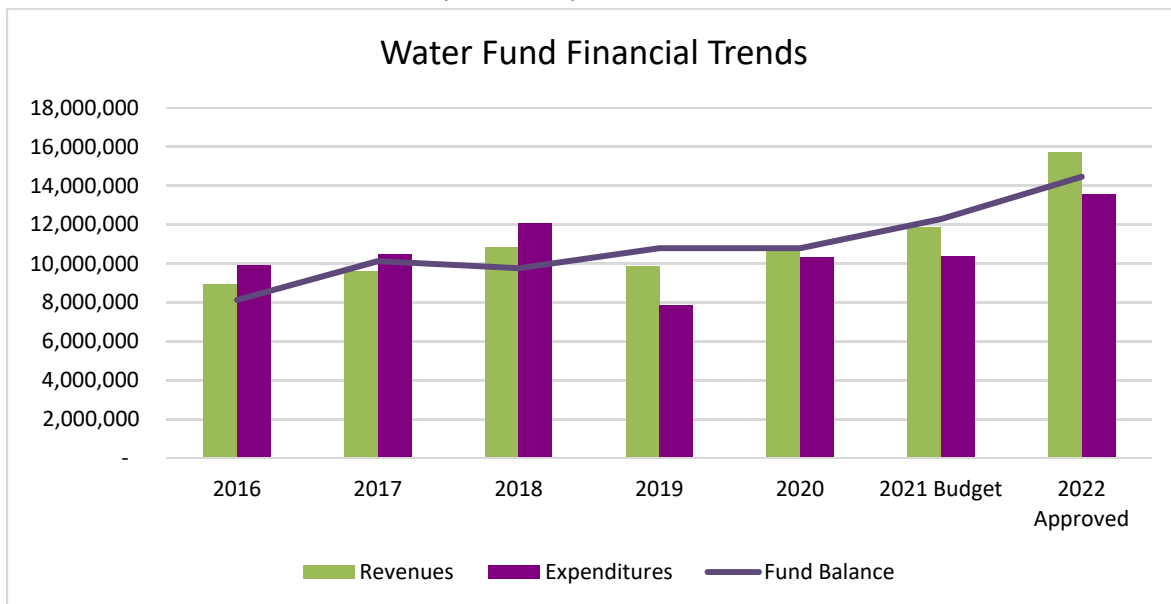
Enterprise Funds

Enterprise Funds are used to account for efforts 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. The following is a discussion of some of the major enterprise funds and ones with larger changes for FY22, followed by all Enterprise Fund financials.

Water Fund- City property owners are, by and large, required to use the City’s Water treatment systems. The City underwent a rate study in August 2019 that included water conservation rate examination, and drought rate and reserve design. The next two years in the model calls for no changes to residential and for increases based on user class:

Flow Charge - % Increase						
	2019	2020	2021	2022	2023	2024
Single Family/Low Income Residential						
Total	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Multi Family Residential						
Total	5.0%	2.0%	2.0%	2.0%	2.0%	1.0%
Commercial						
Total	5.0%	8.0%	8.0%	8.0%	8.0%	6.0%
Government						
Total	5.0%	20.0%	20.0%	20.0%	20.0%	20.0%
MSU						
Total	5.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Industrial						
Total	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%

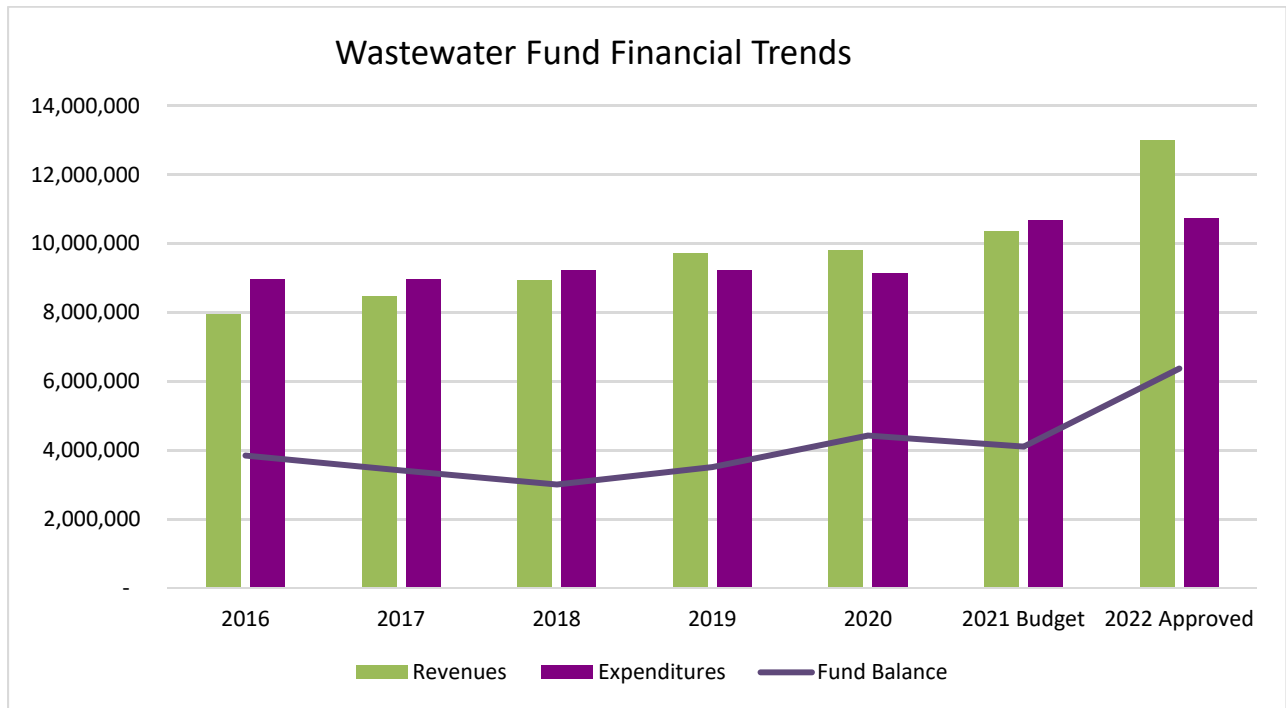
With these changes, appropriate users classes will be charged based on their cost of service and the City will be able to achieve and maintain appropriate revenue levels and reserves. Overall, the fund has maintained a healthy reserve and improved, as well as maintained, the City’s water system.



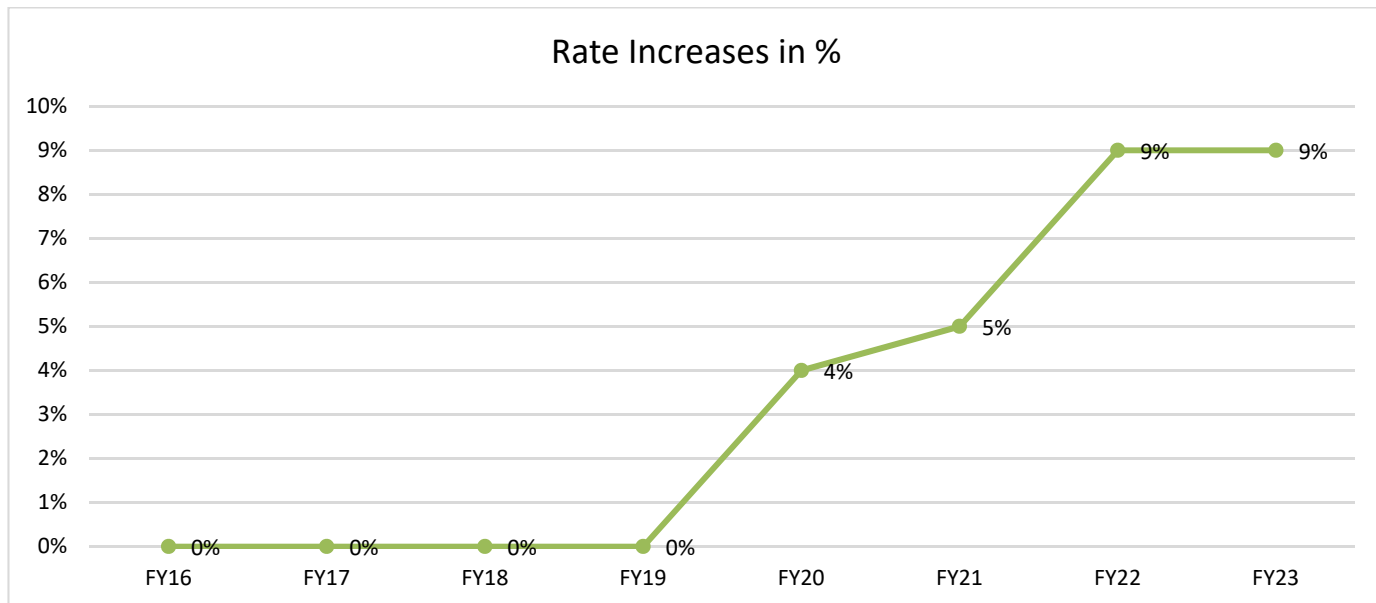
Wastewater Fund- City Property owners are, by and large, required to use the City’s Sewer treatment systems. The rates were based on a rate study adopted in August 2019. Rates vary by user class with all increases except residential:

Flow Charge - % Increase						
	2019	2020	2021	2022	2023	2024
Single Family						
Total	4.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Multi Family						
Total	4.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Commercial						
Total	4.0%	6.0%	6.0%	4.0%	4.0%	4.0%
Government						
Total	4.0%	6.0%	6.0%	6.0%	6.0%	6.0%
MSU						
Total	4.0%	8.0%	8.0%	8.0%	8.0%	6.0%
Industrial						
Total		3.0%	3.0%	3.0%	3.0%	3.0%

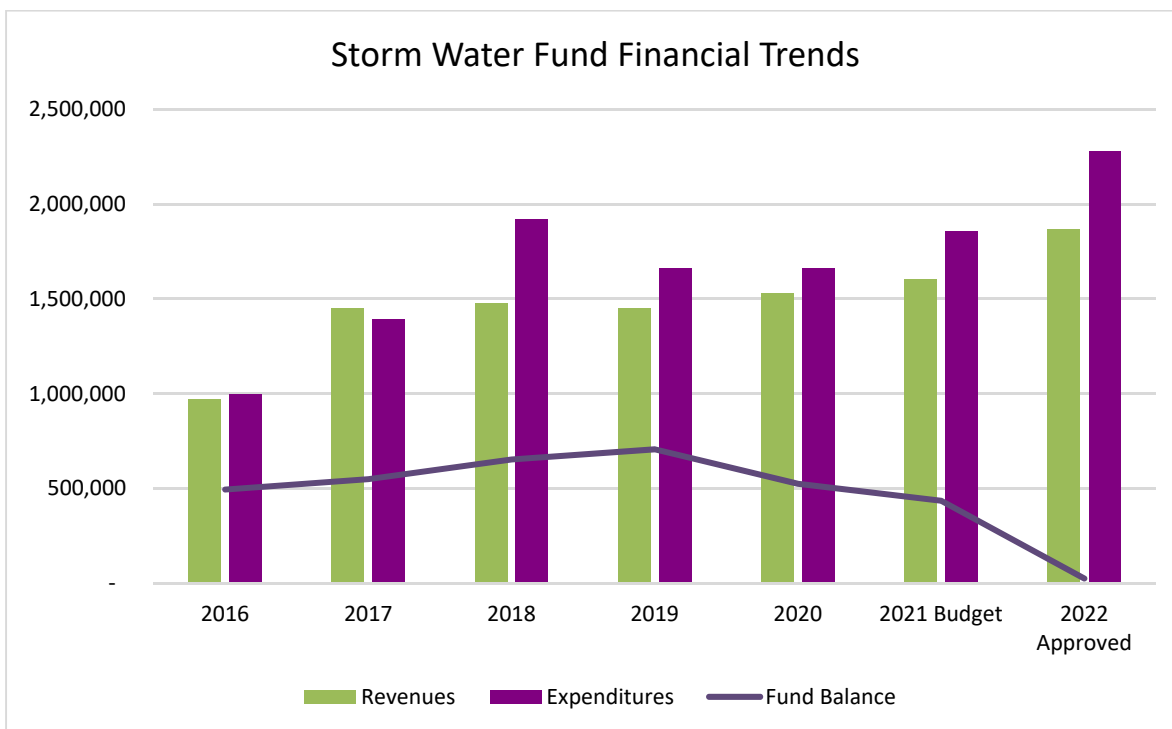
With these changes, appropriate users classes will be charged based on their cost of service and the City will be able to achieve and maintain appropriate revenue levels and reserves. Overall, the fund has maintained a healthy reserve and improved as well as maintained the City’s sewer system. The fund balance needs growth as the infrastructure is starting to age.



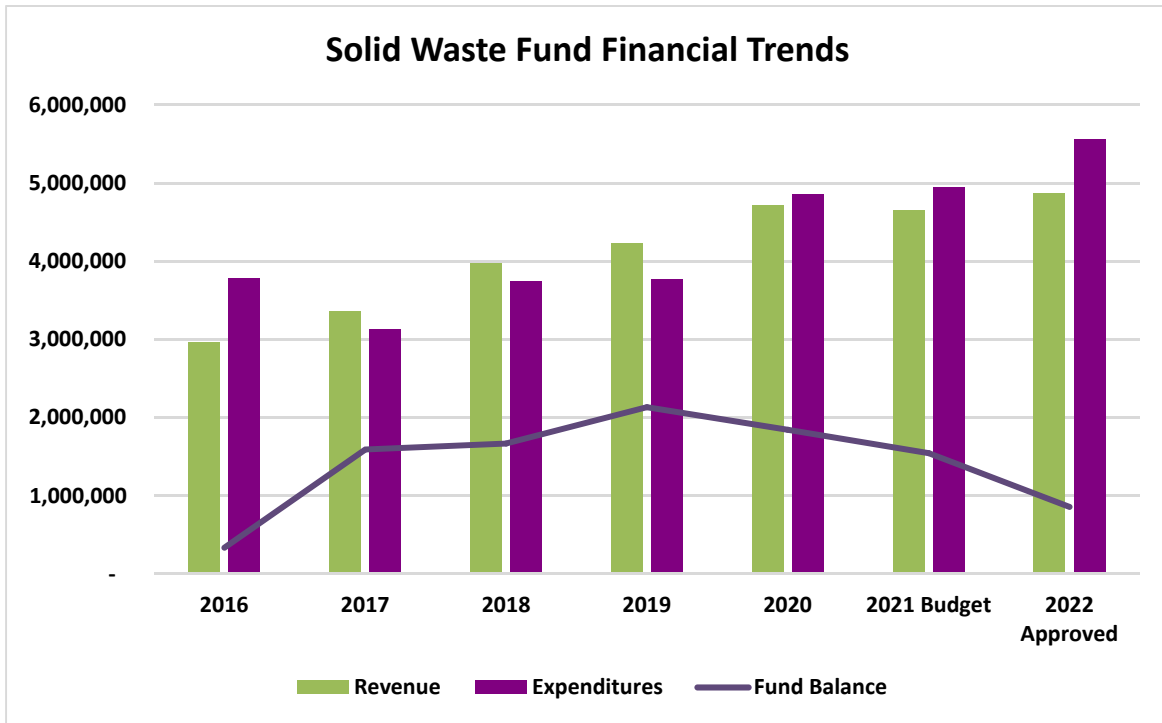
Stormwater Fund- The City's Stormwater fund started in 2013 and had its current rate structure set in April 2015, rates are based on impervious area, and existing infrastructure. The rate had not changed since the 2015 restructure until FY20. With inflation costs and growth, we are recommending a 9% rate increase.



Even with the rate increase and projected growth, the fund will remain unable to maintain a 45-day operating reserve and depreciation reserves to be able to replace unexpected loss of equipment.



Solid Waste Fund -The City’s Solid Waste Fund accounts for the garbage and recycling service provided to citizens. Revenues are comprised of solid waste and recycling fees. Expenses are for personnel, operations and capital items. Fund balance is sufficient for depreciation coverage and in the event we lose the use of a truck unexpectedly. A rate study was adopted October 2019 and rates were adopted based on the study. Rates varied depending on user class with increase focused in the commercial area.



FUND	FY20 Actual	FY21 Budget	FY22 Approved
Enterprise Funds			
Water Funds- (600 and 610- Water Impact fee)			
Revenues			
State Shared	33,024	1,500	55,000
Utility Charges	11,973,256	12,903,307	13,480,698
Interest Income	622,809	200,000	240,000
Donations - Contributed Capital	6,674,606	-	-
Miscellaneous Revenue	397,581	135,000	45,000
Transfers in	600,000	600,000	3,972,500
Total Revenues	20,301,276	13,839,807	17,793,198
Expenditures			
Personnel & Benefits	2,089,357	2,291,020	2,385,617
Operating	7,132,865	4,886,891	5,204,609
Capital	3,385,001	2,970,500	6,376,500
Debt Service	1,801,599	1,168,130	1,299,530
Transfers	600,000	600,000	600,000
Total Expenditures	15,008,822	11,916,541	15,866,256

Waste Water Funds (620 and 630-Wastewater Impact fee)			
Revenues			
State Shared	31,689	35,000	35,000
Utility & Enterprise	10,965,587	11,529,104	11,967,289
Interest Income	63,653	100,000	100,000
Refunds & Reimbursements	30,169	-	-
Contributed Capital	5,798,153	-	-
Loan Proceeds	-	5,200,000	5,200,000
Transfers	-	-	6,475,000
Total Revenues	16,889,251	16,864,104	23,777,289
Expenditures			
Personnel & Benefits	1,822,068	2,182,956	2,286,252
Operating	6,930,163	4,639,520	4,671,784
Capital	2,289,326	3,560,000	6,920,000
Debt Service	1,618,064	1,769,012	1,769,012
Transfers	-	39,405	39,405
Total Expenditures	12,659,621	12,190,893	15,686,453

FUND	FY20 Actual	FY21 Budget	FY22 Approved
Enterprise Funds			
Solid Waste Funds (640 and 641 Landfill)			
Revenues			
Penalty & Interest	594	-	-
State Shared	23,896	-	-
Recycling Revenue	583,399	578,133	600,901
Utilities & Enterprise	4,054,735	4,139,289	4,230,559
Interest Income	407	9,275	9,275
Miscellaneous Revenue	-	-	-
Refunds & Reimbursements	38,372	-	-
Rents and Royalties	-	8,571	8,571
Roll-Off Container Rental	20,811	17,363	20,811
Transfers	280,000	310,000	359,000
Total Revenues	5,002,214	5,062,631	5,229,117
Expenditures			
Personnel & Benefits	1,518,365	1,568,206	1,636,742
Operating	3,146,959	3,317,687	3,509,722
Capital	136,826	368,000	770,000
Transfers	-	-	-
Total Expenditures	4,802,150	5,253,893	5,916,464
650 - Parking Fund			
Revenues			
Licenses and Permits	633,110	532,500	555,000
Charges for Services	26,596	30,000	30,000
Fines and Forfeitures	369,334	408,000	352,000
Interest Income	26,596	5,000	5,000
Loan Interest	-	840	-
Miscellaneous Revenue	36,674	-	-
Rents & Receivables	4,049	1,500	1,500
Transfers from other Funds	191,353	170,000	174,921
Total Revenues	1,287,712	1,147,840	1,118,421
Expenditures			
Personnel & Benefits	475,524	449,382	498,019
Operating	831,863	464,082	633,345
Capital	84,411	315,000	120,000
Total Expenditures	1,391,798	1,228,464	1,251,364

FUND	FY20 Actual	FY21 Budget	FY22 Approved
Enterprise Funds			
670 - Storm Water Fund			
Revenues			
State Shared	8,873	-	-
Utilities & Enterprise	1,429,451	1,497,228	1,664,793
Interest Income	14,252	6,000	6,000
Contributed Capital	839,745	-	-
Transfers from other Funds	75,000	100,000	194,735
Total Revenues	2,367,321	1,603,228	1,865,528
Expenditures			
Personnel & Benefits	586,906	640,866	676,084
Opeartions	424,239	317,907	445,033
Capital	205,273	700,000	960,000
Debt Service	200,858	194,735	194,735
Transfers	-	-	-
Total Expenditures	1,417,276	1,853,508	2,275,852

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. The City has three Internal Services. Fund 750- Public Works Administration was new in FY19 to allocate the Public Works Administration, GIS, and Engineering to the enterprise funds. Fund 710 - Vehicle Maintenance accounts for the maintenance and repair of vehicles used in operation of City services. Medical Health Insurance Fund 720 Accounts for insurance premiums received from the various City employees and retirees, and the related costs of health and dental premiums paid to the City's insurance provider.

FUND	FY20 Actual	FY21 Budget	FY22 Approved
Internal Service Funds			
710 - Vehicle Maintenance			
Revenues			
General Government	1,349,900	1,414,978	1,776,144
Interest Income	-	250	-
Refunds & Reimbursements	69	500	500
Transfer	-	-	2,167
Total Revenues	1,349,969	1,415,728	1,778,811
Expenditures			
Personnel & Benefits	558,645	588,729	749,210
Operating	1,053,886	855,907	1,084,514
Capital	-	-	-
Total Expenditures	1,612,531	1,444,636	1,833,724

720 - Health-Medical Insurance			
Revenues			
Public Welfare	5,167,588	5,044,794	5,310,117
Refunds & Reimbursements	6,606	-	-
Total Revenues	5,174,194	5,044,794	5,310,117
Expenditures			
Operating	5,161,904	5,044,794	5,310,117
Total Expenditures	5,161,904	5,044,794	5,310,117

750 - Public Works Administration			
Revenues			
General Government	3,178,969	3,641,274	4,788,706
Transfers	-	-	8,125
Total Revenues	3,178,969	3,641,274	4,796,831
Expenditures			
Personnel & Benefits	1,921,938	2,460,379	2,694,866
Operating	440,002	1,057,280	1,630,787
Capital	86,789	277,671	485,000
Debt Service	7,759	7,200	7,200
Total Expenditures	2,456,488	3,802,530	4,817,853

Permanent Funds

Perpetual Cemetery Care Fund 800 accounts for the maintenance fees received from the sale of City cemetery lots, which is to be used for perpetual care. Beginning in FY19, 35% of all revenue is recorded in to the fund. The fund balance has seen healthy growth over the last five years and is estimated to be over \$1.6 million by the end of FY22. For FY22, 20% of plot sales will go to this fund.

FUND	FY20 Actual	FY21 Budget	FY22 Approved
Permanent Funds			
800 - Cemetery Perpetual Care			
Revenues			
Public Welfare	55,434	90,500	40,000
Interest Income	24,274	10,000	20,000
Total Revenues	79,708	100,500	60,000

Summary of Revenues for all Funds

City of Bozeman Revenues: All Funds	Property Taxes	Special Assessments	Licenses & Permits	Inter-governmental	Charges for Services	Fines and Forfeitures	Interest Income	Other Revenues	Financing Sources	TOTAL
010 - General Fund	\$ 17,919,638		\$ 364,300	\$ 8,848,932	\$ 4,111,159	\$ 1,062,000	\$ 80,000	\$ 294,626	\$ 3,714,677	\$ 36,395,332
100- Community Development	286,198			118,081	1,326,580		10,000	432,495	243,930	2,417,284
101- Amreican Rescue Plan				6,032,500						6,032,500
103 - Health-Medical Insurance	2,743,208									2,743,208
110 - Gas Tax				1,420,000			10,000			1,430,000
111 - Street Maintenance			18,000		7,041,170		12,100	40,000	5,000	7,116,270
112 - Tree Maintenance					808,366		4,000	8,000		820,366
113 - Fire Impact Fee					511,181		20,000			531,181
114 - Street Impact Fee					5,727,830		60,000	1,000		5,788,830
115 - Building Inspection Fund			2,213,964		600		20,000			2,234,564
116 - TIFD Downtown Improvement	1,919,863			57,059			20,000	226,600		2,223,522
120 - Community Housing Fund	715,495						5,000	1,000		721,495
140 -Police Domestic Violence				114,072						114,072
141 - Street Arterial Construction		1,530,189					7,000	304,167	650,000	2,491,356
143 - TIF N 7th Corridor	1,191,563			37,927			10,000		-	1,239,490
144 - TIF NE Urban Renewal District	270,000			1,354			3,000			274,354
145 - TIF Mandeville Farm Industrial	46,725									46,725
187 - Fire Dept Equipment	572,396						5,000			577,396
195- Parks & Trails Distritc		4,652,689					2,500			4,655,189
Vets Court Grant funds				41,663	12,000			7,000	160,097	220,760
Light District Funds		498,880								498,880
Department Funds	129,408			170,000			24,675	256,450	333,942	914,475
850 - Cash in Lieu of Parkland							5,000	50,000		55,000
300 - SID Revolving Fund							5,000	5,000		10,000
304 - Parks & Open Space Bond	1,081,188									1,081,188
305 - 2007 Downtown TIF Bonds									332,373	332,373
306- 2020 Midtown TIF Bonds									408,550	408,550
307 - BPSC GO Bonds	2,371,850									2,371,850
310-447- SID Funds		376,127					95,795	29,431		501,353
500-566 - Construction Funds							84,000	4,144,000	2,850,825	7,078,825
600 - Water Fund				55,000	13,480,698		240,000	45,000	3,972,500	17,793,198
620 - Waste Water Fund				35,000	11,967,289		100,000	-	11,675,000	23,777,289
640 - Solid Waste Fund					4,831,460		9,275	29,382	359,000	5,229,117
650 - Parking Fund			555,000		30,000	352,000	5,000	176,421		1,118,421
670 - Storm Water Fund					1,664,793		6,000	194,735		1,865,528
710 - Vehicle Maintenance					1,776,144		-		2,667	1,778,811
720 - Health-Medical Insurance					5,310,117					5,310,117
750 - Public Works Administration					4,788,706				8,125	4,796,831
800 - Cemetery Perpetual Care					40,000		20,000			60,000
	\$ 29,247,532	\$ 7,057,885	\$ 3,151,264	\$ 16,931,588	\$ 63,428,093	\$ 1,414,000	\$ 863,345	\$ 6,245,307	\$ 24,716,686	\$ 153,055,700
% of Total	19%	5%	2%	11%	41%	1%	1%	4%	16%	100%

Summary of Expenditures for all Funds

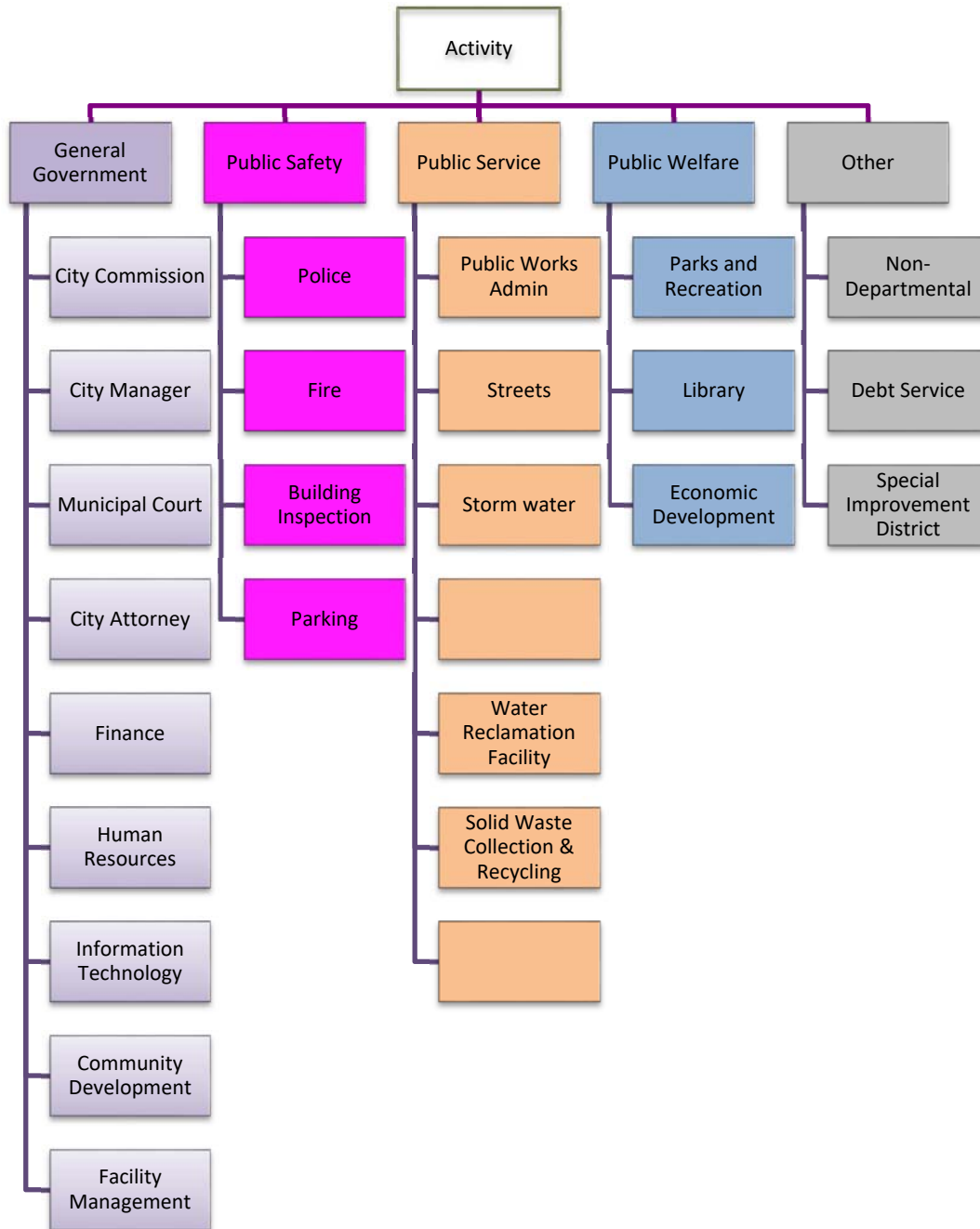
City of Bozeman Expenditures: All Funds	Personnel & Benefits	Operations	Capital	Debt Service	Transfers	TOTAL
010 - General Fund	\$ 24,902,199	\$ 11,656,336	\$ 1,341,051	\$ 52,292	\$ 799,025	38,750,903
100 - Community Development/Planning	2,107,367	1,205,879	35,000			3,348,246
101- American Rescue Plan		600,000			11,217,620	11,817,620
103 - Health-Medical Insurance					3,017,449	3,017,449
110 - Gas Tax		1,644,500			650,000	2,294,500
111 - Street Maintenance	1,917,417	3,035,670	1,744,039	344,418	738,101	7,779,645
112 - Tree Maintenance	473,159	316,121	160,000			949,280
113 -Fire Impact Fee		25,560				25,560
114 - Street Impact Fee		343,392	3,600,000			3,943,392
115 - Building Inspection Fund	1,852,410	1,022,615	46,400			2,921,425
116 - TIFD Downtown Improvement	47,313	3,294,689			332,448	3,674,450
120 - Community Housing Fund	90,090	477,350				567,440
140 -Police Domestic Violence		114,072				114,072
141 - Street Arterial Construction		153,000	2,758,000			2,911,000
143 - TIF N 7th Corridor	51,033	3,001,968			408,550	3,461,551
144 - TIF NE Urban Renewal District	15,366	533,634		92,000	-	641,000
187 - Fire Dept Equipment			80,000		-	80,000
195- Parks & Trails District	1,449,546	2,228,976	1,185,000			4,863,522
Vets Court Grants	144,104	130,055				274,159
Lighting Districts		546,096			25,520	571,616
Department Funds	252,593	485,412	5,000			743,005
850- Cash In Lieu of Parkland		5,000				5,000
300 - SID Revolving Fund					2,112,724	2,112,724
304 - Bond S & I Parks & Open Space Bond				1,081,188		1,081,188
305 - 2007 Downtown TIF Bonds				332,373		332,373
306- 2020 Midtown TIF Bonds				408,550		408,550
307- BPSC GO Bonds				2,371,850		2,371,850
310-447- SID Funds				46,932		46,932
500-566 - Construction Funds			6,256,724			6,256,724
Water Funds (600 and 610)	2,385,617	5,204,609	6,376,500	1,299,530	600,000	15,866,256
Wastewater Fund (620 and 630)	2,286,252	4,671,784	6,920,000	1,769,012	39,405	15,686,453
640 - Solid Waste Fund	1,636,742	3,509,722	770,000			5,916,464
650 - Parking Fund	498,019	633,345	120,000			1,251,364
670- Storm Water Fund	676,084	445,033	960,000	194,735		2,275,852
710 - Vehicle Maintenance	749,210	1,084,514				1,833,724
720 - Health-Medical Insurance		5,310,117				5,310,117
750 - Public Works Administration	2,694,866	1,630,787	485,000	7,200		4,817,853
	\$ 44,229,387	\$ 53,310,236	\$ 32,842,714	\$ 8,000,080	\$ 19,940,842	\$ 158,323,259
% of Total	27.9%	33.7%	20.7%	5.1%	12.6%	100%

Activity/Department Details

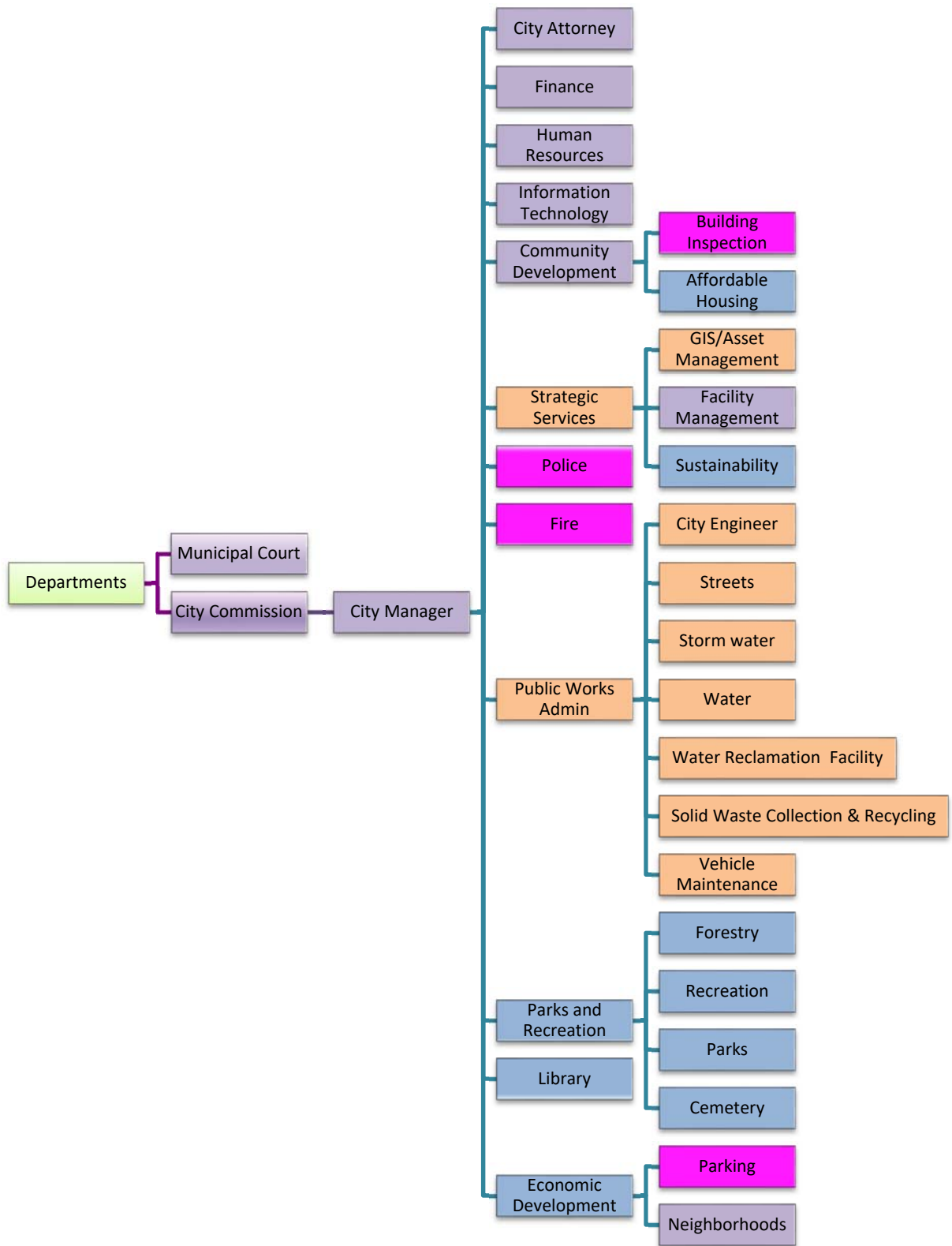


Activity/Division Detail

As stated in the Budget Summary, the budget is separated by activity. Within those activities are the divisions. See below the Activities and the corresponding divisions.



The divisions are part of larger departments. The following table lists the departments and corresponding divisions with their activity shown in corresponding color to the chart on the previous page.



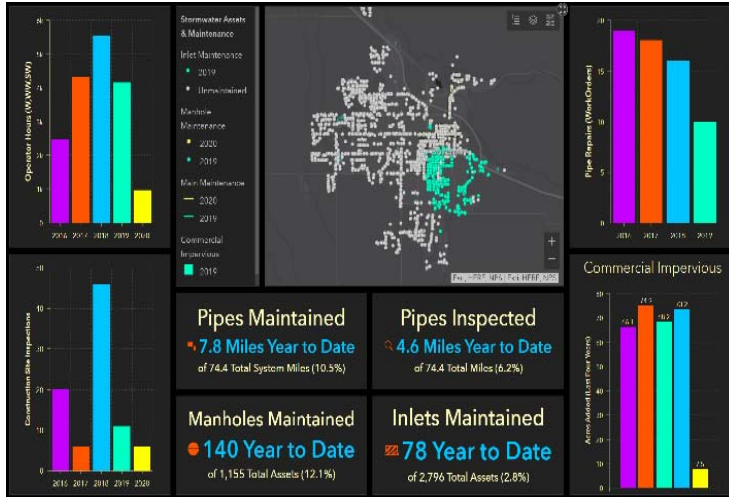
Performance Measures

The City of Bozeman relies on a variety of data to help inform decisions across the organization. Vision Statement 7 for a High Performance Organization in the City’s strategic plan states the purpose of “utilizing key performance and cost measures to monitor, track, and improve the planning and delivery of City programs and services, and promote greater accountability, effectiveness and efficiency” (Strategy 7.4 – Performance Metrics). Three major focus areas of Performance Measures are utilized to manage community and employee expectations about the City’s capacity to deliver services.

Many systems are currently in place to collect and visualize a wide range of data internal to the organization. Sophisticated tools such as Computerized Maintenance Management Systems (CMMS) provide detailed cost

information, including time, materials, and equipment in an effort to improve efficiencies throughout operations such as Public Works.

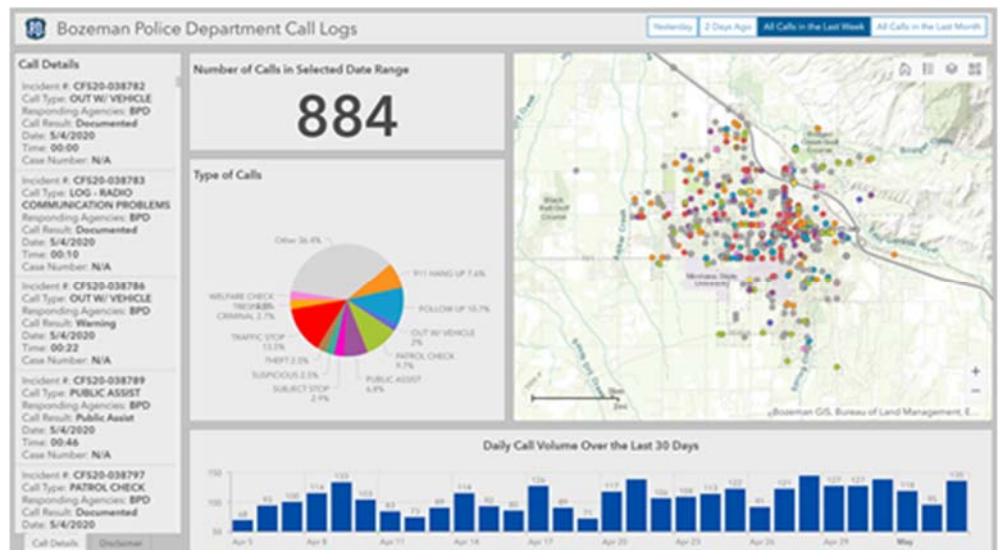
Specific Performance Measures are updated annually to compliment the City Manager’s approved budget. These measures help communicate trends and justify additional resources needed to maintain an acceptable level of service. Most charts include a “target” or “standard”, describing the overall goal or industry norm, respectively.



Extensive effort is made each year to identify relevant metrics to support decisions throughout the City’s budget process. At least three years of data is used to demonstrate trends in order to provide valuable context as it relates to an overall increase or decrease over time. Current fiscal year “Approved” figures represent previously adopted estimates, while future fiscal year “Recommended” figures represent estimates based on projected changes for the upcoming budget cycle.

Budget metrics improve confidence in municipal management, ensuring that limited resources are focused on the most pressing issues, including aging infrastructure and new growth.

Overall, Performance Measures are critical to maximizing the efficiency and effectiveness of local government. Timely and relevant metrics at all levels provide a framework for improved decision making, while resulting in a better understanding of the value of services provided throughout the community.



General Government



General Government

City Commission- The City Commission is the legislative body of city government comprised of a mayor and four commissioners. Responsibilities of the Commission include: establishment of policies governing the operation of the City and appointment of members to citizen advisory boards and commissions.

City Manager – The role of the City Manager is to operate at the will of the City Commission with a focus on policy, long range planning, and strategy. The purpose of the City Manager’s office is the administration of the City operations and to provide overall leadership, direction, coordination, and support for the City’s activities.

City Clerk (City Manager)- The City Clerk’s Office is dedicated to preparing the proceedings of the City Commission and preserving the City records, along with enhancing the ability of the citizenry to participate in local government.

Neighborhoods (Economic Development) - The Neighborhoods Program creates systems for communication and engagement with Bozeman neighbors.

City Attorney - 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 the legal operations of the city. The City Attorney and legal department staff represent the city before all courts, administrative agencies, and all city legal proceedings.

Finance - The Finance Department is charged with the overall Finance, Accounting and Treasury administration of the City. The Department is comprised of three divisions: Administration, Accounting, and Treasury. The Finance Department provides support to other departments for all financial matters.

Facilities Management (Strategic Services) - Facilities Management is responsible for coordinating remodeling, renovations, and new construction projects. Contracted services include activities such as: janitorial services; snow removal; lawn care; and building systems ventilation, mechanical controls, and building generators.

Information Technology - The Information Technology Department’s purpose is to manage and operate the City’s enterprise applications, hardware, and networking services. The division provides technology services, support to all departments across the city, and maintains daily operations of the data centers.

Human Resources - The Human Resources Department’s purpose is to support City functions by ensuring the capability and stability of the workforce. The department supports management and employees with current lawful information, sound recruitment practices, and benefits, protecting the employment rights of the City and its employees.



Planning (Community Development) - Plans for the growth and development of the City of Bozeman. Responsible for Long Range Planning, Development Review, Historic Preservation, Impact Fees, Affordable Housing and serving related Advisory Boards and Commissions.

Municipal Court- Municipal Court accounts for costs associated with the judicial branch of City government. The Municipal Court hears cases involving city ordinances, misdemeanor cases defined by state criminal codes, may conduct (preliminary hearings) in felony cases, and Orders of Protection.

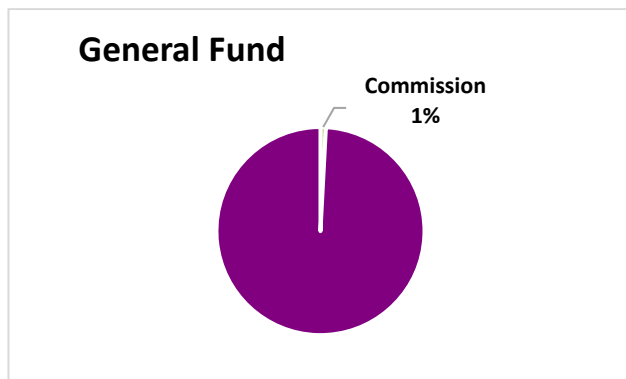
City Commission

Major Objectives:

- Work closely with the administration and other government officials to lobby for state legislation beneficial to cities.
- Improve public facilities and the quality of services delivered to the public in order to meet the needs of the citizenry.
- Ensure that all decisions are protective of the health, safety and general welfare of the citizens of this community.

Budget Allocation

Funded by the General Fund, making 1% of the funds expenses



FY21 Strategic Plan

Set FY21 Strategic Priorities

- Community Outreach
- Affordable Housing
- Planning & Land Use Initiatives
- Annexation Analysis & Study
- Parks Maintenance District
- Climate Action
- Property Tax Relief and Fairness

FY22 Strategic Plan

Set FY22 Strategic Priorities

- Advisory Board Consolidation
- Affordable Housing
- Annexation Analysis
- Climate Action Plan Implementation
- Community Engagement
- Identify Options to Ban Flavored Tobacco
- Inclusive City
- Parks, Recreation, Open Space, and Trails (PROST) Master Plan
- Planning and Land Use
- Property Tax Relief
- Pursue Grants and Philanthropic Funding
- Sensitive Lands Protection Planning
- Wetlands Preservation and Banking



FY22 Budget

Department Budget by Fund

Department	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
CITY COMMISSION	010- General	321,962	270,068	352,368	30.5%

Department Budget by Category

Department	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
CITY COMMISSION	Salaries & Benefits	150,671	163,189	162,224	-0.6%
CITY COMMISSION	Operating	109,852	81,500	153,800	88.7%
CITY COMMISSION	Capital	60,394	24,334	36,344	100.0%
CITY COMMISSION	Debt Service	1,045	1,045	-	0.0%
CITY COMMISSION	Transfers	-	-	-	0.0%
TOTALS		321,962	270,068	352,368	30.5%

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
CITY COMMISSION	1110- City Commission	321,962	270,068	352,368	30.5%

Personnel

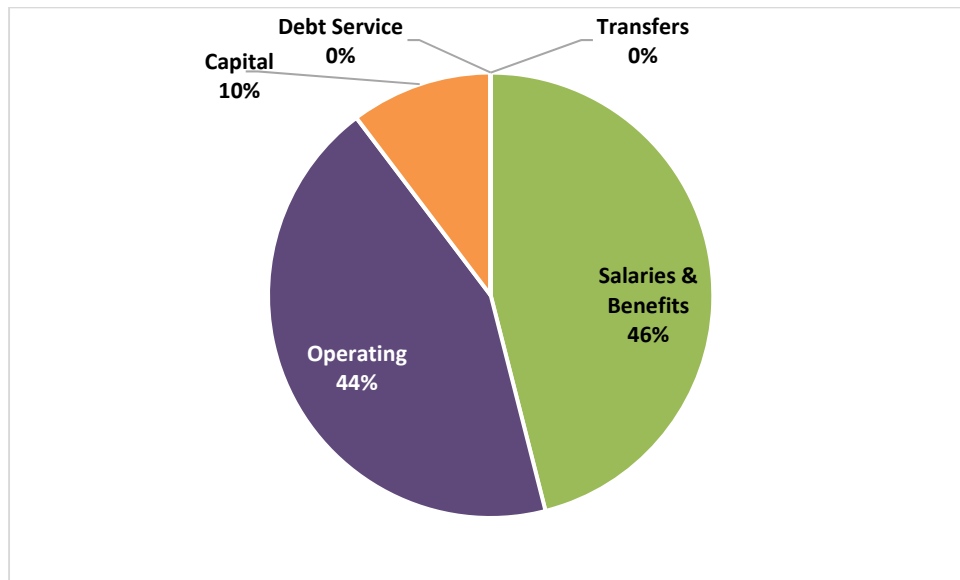
No FTE changes

Operating

Operating budget higher due to it being an election year and increases software costs for meeting and packets

Capital

Portion of Laserfishe upgrade



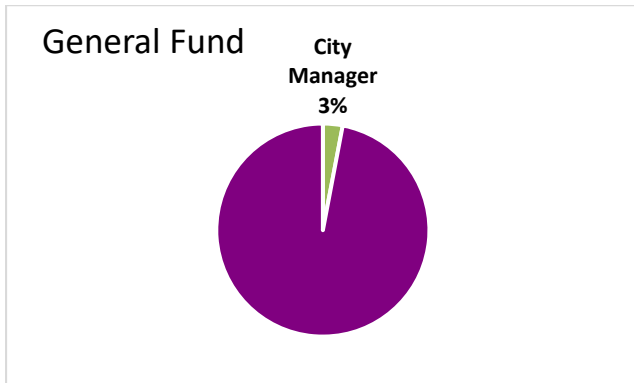
City Manager

Major Objectives:

Support of the Mission, Values, and Goals of the City and to implement the City's Strategic Plan.

Budget Allocation

Funded by the General Fund, making up 4% of the fund's expenditures.



FY21 Accomplishments

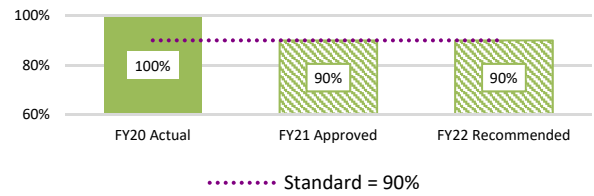
- Parks and Trails District: the City passed a Parks and Trails District that provides a dedicated source of funding for maintaining and improving our City's parks and trails.
- Municipal % for Art: The ordinance will set aside 1% of construction costs from future city capital projects to be used for public art installations.
- Climate and Community Plans: the City adopted a Climate Plan to create a more equitable, resilient and sustainable community as well as a Community Plan to guide growth and community development in Bozeman.

FY21 Strategic Plan

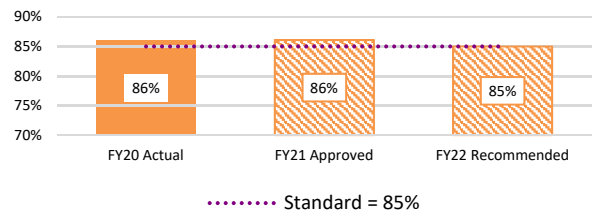
The City Manager is charged with implementing the Strategic Plan with a focus on the 7 priorities and the other projects selected by the City Commission. The City Manager's office supports staff's work in fulfilling the Strategic Plan.

Performance Measures

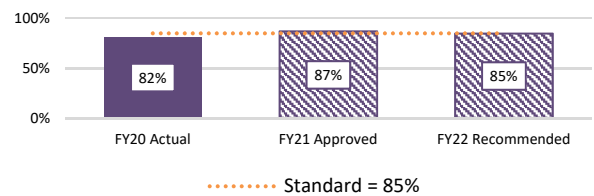
Percent Update Reports Delivered to City Commission On-time



Percent Staff Satisfaction with Communication Services Delivery



Percent of City Staff Attended "Talk it up" Sessions with City Manager



FY22 Strategic Plan

The City Manager is charged with implementing the plan. There is a focus on the seven priorities and the other projects selected by the Commission. Within the City Manager's Office there is a focus on:

- COVID-19 Management: Local Grant and Loan programs for the community; operations and workforce management through the pandemic.
- Inclusive City Charter
- Community Partner Collaboration and Employee Engagement

FY22 Budget

Department Budget by Fund

Department	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
CITY MANAGER	010- General	1,001,361	949,774	1,095,621	15.4%

Department Budget by Category

Department	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
CITY MANAGER	Salaries & Benefits	803,397	790,550	923,667	16.8%
CITY MANAGER	Operating	196,919	159,224	171,954	8.0%
CITY MANAGER	Capital	-	-	-	0.0%
CITY MANAGER	Debt Service	1,045	-	-	0.0%
CITY MANAGER	Transfers	-	-	-	0.0%
TOTALS		1,001,361	949,774	1,095,621	

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
CITY MANAGER	1210- City Administration	1,001,361	949,774	1,095,621	15.4%
TOTALS		1,001,361	949,774	1,095,621	

Personnel

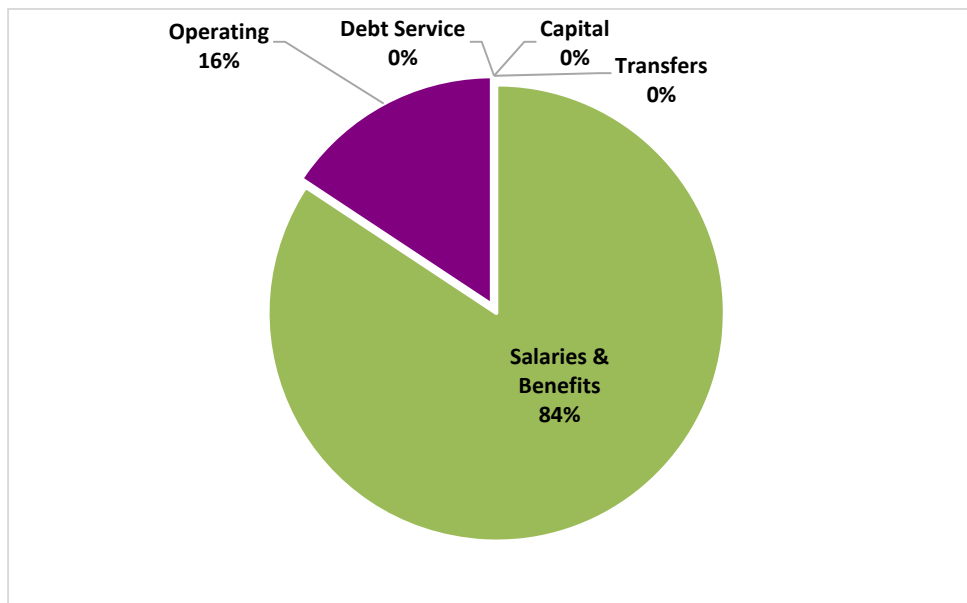
No FTE Changes

Operating

Increase due to funding the Equity and Inclusion Summit

Capital

None



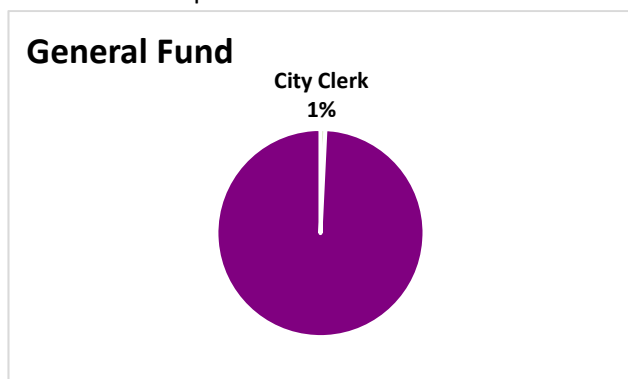
City Clerk (City Manager's Office)

Major Objectives:

- Support the City Commission by preparing the proceedings and managing the public meeting process.
- Preserve the City's records and manage organization, accuracy, accessibility, and completeness.
- Coordinate the City's many citizen advisory boards, commissions, and committees.
- Perform centralized administrative tasks including bid/RFP/RFP management, records requests, public noticing, public comment, codification, election coordination, ethics and financial disclosure tracking, grant approvals, etc.

Budget Allocation

Funded by the General Fund, making up less than 1% of the fund's expenditures.



FY21 Accomplishments

- New staff
- New agenda system and streaming platform with closed captioning
- Initiated new Laserfiche upgrade
- Expanded electronic document signatures and processing

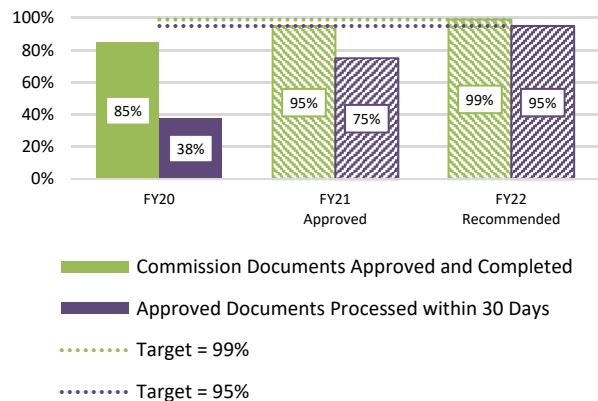
FY21 Strategic Plan

- 7.3 (a) System Integration – The new platform combines agenda, streaming, and minutes functions.
- 1.1 (b) Dramatically increase transparency and create access to all city documents
- 6. Sustainable Environment – The initial movement to digital packets and electronic document processing and signatures allowed for a reduction in used paper and energy.

Performance Measures

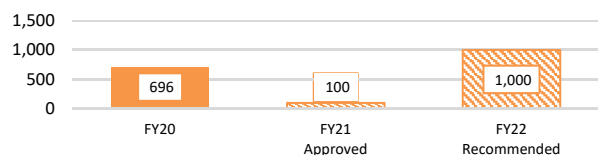
Commission Documents Access and Transparency

Strategic Plan Goal 1.1.b
*Source = Internal Tracking



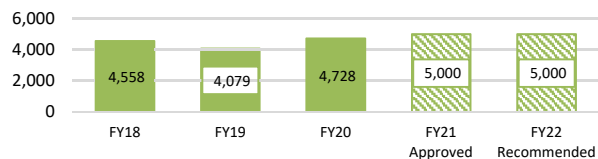
Records Disposed

*Source = Internal Tracking



Documents Processed for Public Access

*Source = Laserfiche



FY22 Strategic Plan

- 1.1 Outreach b.) Dramatically increase transparency and create access to all city documents
- 7.3 Best Practices, Creativity & Foresight- 69% completed within 1 day with DocuSign and eliminates need for separate distribution to parties.
- 6.3 Climate Action- Average monthly reduction of 10,000+ pieces of paper from digital packets. This accounts for 260 reams of papers (approx. \$10 each).
- 1.2 Community Engagement- Aiding with Advisory Board Consolidating and High Performing Board.

FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
CITY CLERK	010- General	188,505	256,881	331,416	29.0%

Department Budget by Category

Division	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
CITY CLERK	Salaries & Benefits	139,827	160,661	165,216	2.8%
CITY CLERK	Operating	47,633	95,175	166,200	74.6%
CITY CLERK	Capital	-	-	-	0.0%
CITY CLERK	Debt Service	1,045	1,045	-	-100.0%
CITY CLERK	Transfers	-	-	-	0.0%
TOTALS		188,505	256,881	331,416	

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
CITY MANAGER	1220-City Clerk	188,505	256,881	331,416	29.0%
TOTALS		188,505	256,881	331,416	

Personnel

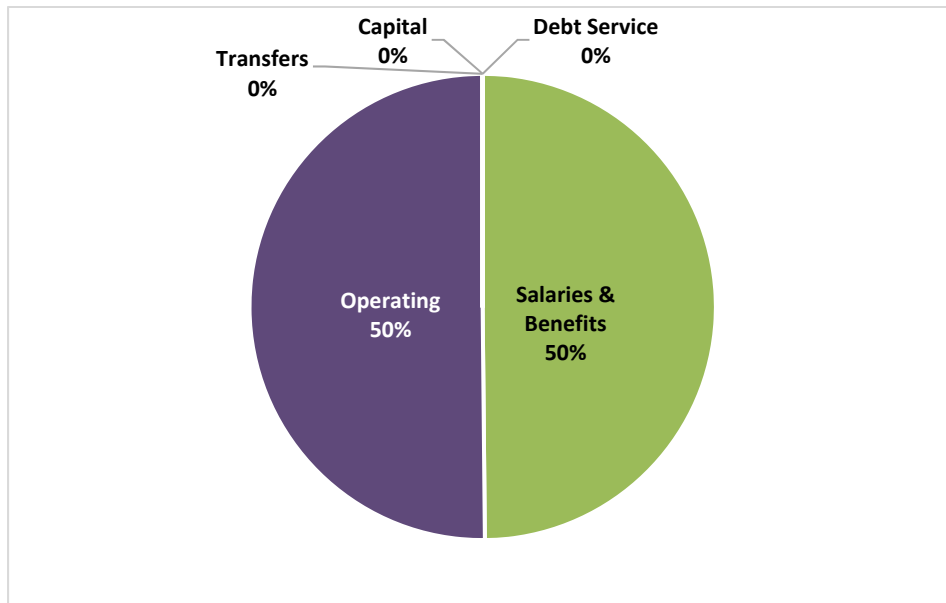
No FTE changes

Operating

Increases in electronic process software and new software with Granicus and closed captioning.

Capital

None



Neighborhoods

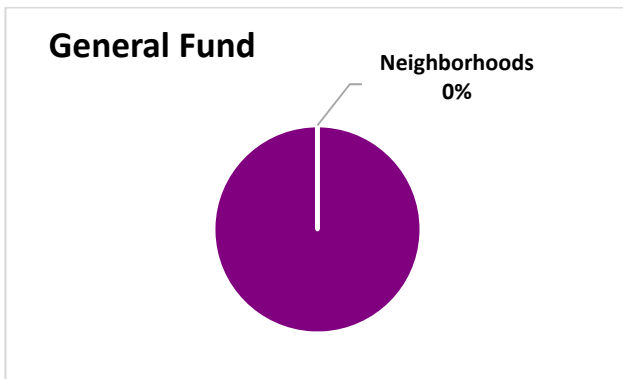
(Economic Development)

Major Objectives:

- Advance engagement opportunities and communication with Bozeman neighbors, MSU and students.
- Support neighbors by managing outreach systems that target underserved areas.
- Strengthen collaborations and partnerships with MSU, students, public agencies and community stakeholders.

Budget Allocation

Funded by the General Fund, making up less than 1% of the fund's expenditures.



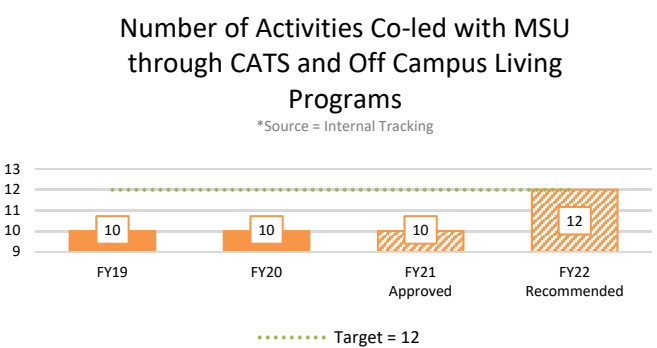
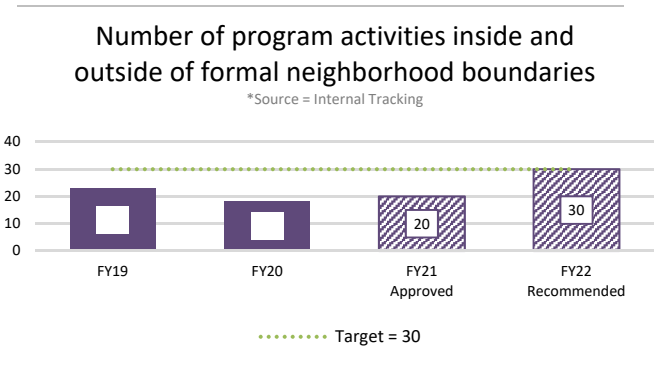
FY21 Accomplishments/ Strategic Plan

- Community Engagement Initiative (Strategic Plan 1.2b Community Engagement Plan) Staff training and technical support, building internal core team, developing metrics.
- Growing MSU Partnerships (Strategic Plan 1.3c Enhance our relationship with MSU) CaTS included 12 course collaborations in Fy21. Off Campus Living Partnerships
- Innovation in neighborhood engagement (Strategic Plan 7.1b Create a culture of innovation). Completed Neighborhood Engagement Case Study Analysis. 7 Virtual Neighborhood Association meetings and formation of 1 new Neighborhood Association.

Performance Measures

- Track the number of Community Engagement Plans created for City projects to monitor the implementation of the Community Engagement Initiative.
- Track the number of staff who have received Community Engagement training (IAP2, Facilitation, City's engagement framework).

*****The Community Engagement Initiative is a new initiative as of FY21. Development of performance measures are currently underway in a combined effort with the City Manager's office.**



FY22 Strategic Plan

- 1.2b Community Engagement Plan – Provide staff training and facilitation. Grow Community Engagement team. Measure and track engagement efforts.
- 1.3c Enhance our relationship with MSU- Grow opportunities for MSU and the City collaboration through course-based CaTS projects, Off Campus Living Program.
- Strategic Plan 3 Safe, Welcoming Community- Complete Equity Indicators and Gaps Analysis Project. Broaden and diversify neighborhood engagement efforts.

FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
NEIGHBORHOODS	010- General	67,097	103,466	213,350	106.2%

Department Budget by Category

Division	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
NEIGHBORHOODS	Salaries & Benefits	50,250	73,446	140,400	91.2%
NEIGHBORHOODS	Operating	16,577	30,020	72,950	143.0%
NEIGHBORHOODS	Capital	-	-	-	0.0%
NEIGHBORHOODS	Debt Service	-	-	-	0.0%
NEIGHBORHOODS	Transfers	-	-	-	0.0%
TOTALS		66,827	103,466	213,350	

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
Economic Development	1260- Neighborhood	67,097	103,466	213,350	106.2%
TOTALS		67,097	103,466	213,350	

Personnel

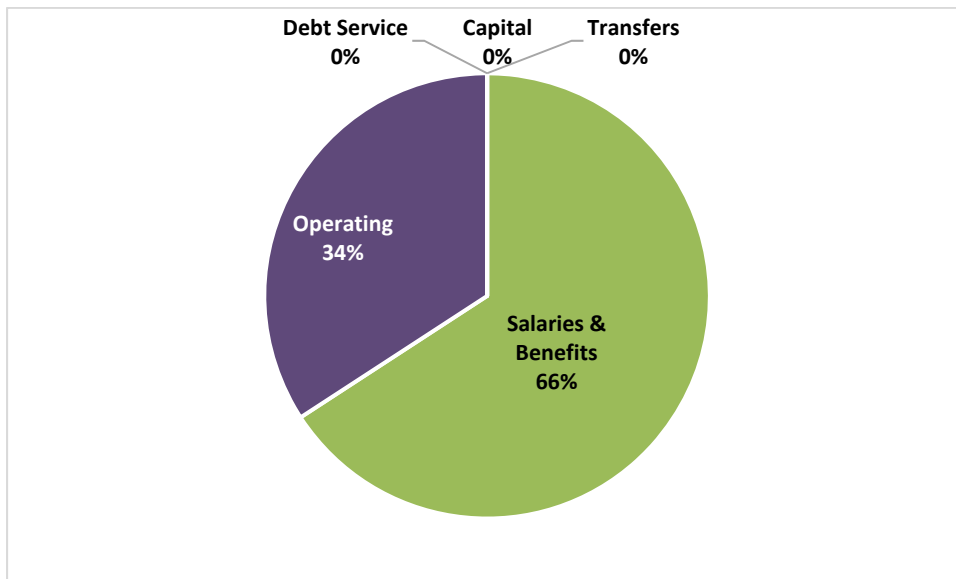
No FTE changes

Operating

CaTS program budget moved from City Manager’s office to the Neighborhoods budget

Capital

None



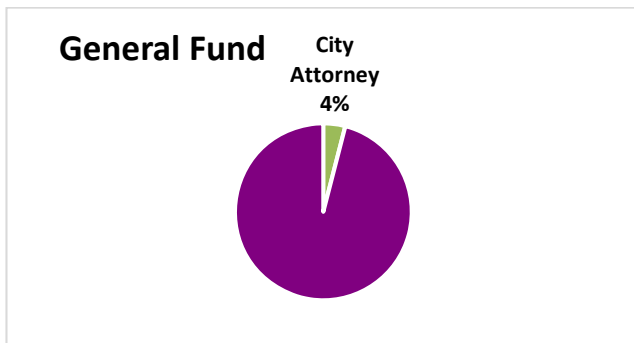
City Attorney

Major Objectives:

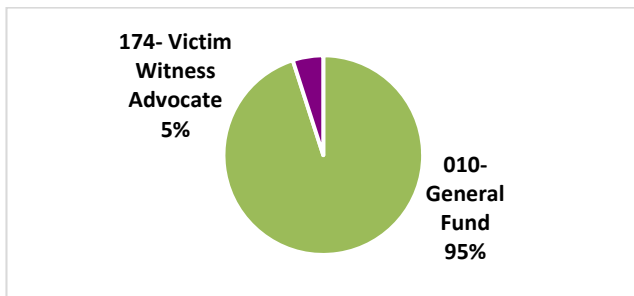
- To be a critical part of the City’s leadership through integration with department directors, HPO members, the City Commission, and other city agencies.
- To enforce state laws and city ordinances pertaining to misdemeanor offenses within the city and to prosecute criminal cases in a timely and efficient manner.
- To direct the legal operations of the city and serve as the city's legal counsel.

Budget Allocation

Funded mainly from the General Fund, making up 4% of the fund’s expenditures



The Department oversees the programming for the special revenue fund 174 Victim/Witness advocate. Total funding breakdown:



FY21 Accomplishments

- Despite issues related to the pandemic, we continuing to build our team and provide excellent legal services through professional development, training, and collaboration.
- Continued effective integration into all City departments and Strategic Plan items and priorities as demonstrated by a significant list of accomplishments.

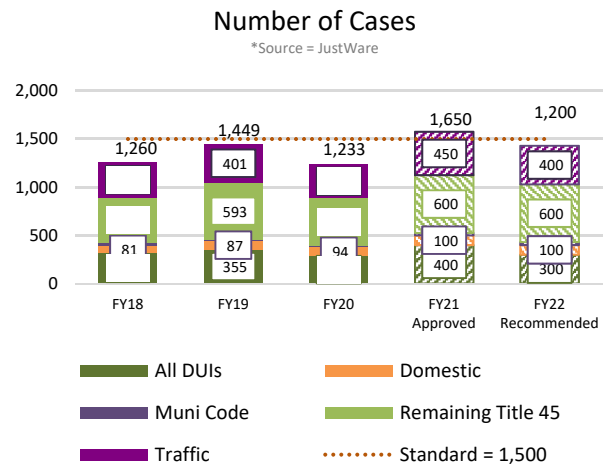
- Continue to prioritize increasing the efficiency and effectiveness of the prosecution team.

FY21 Strategic Plans

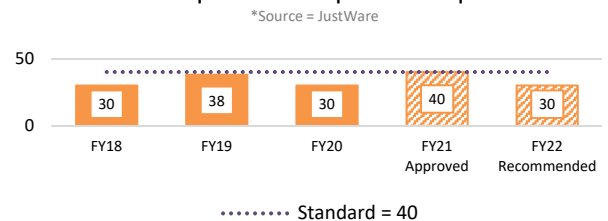
The City Attorney’s Office plays a role in the majority of strategic plan items especially, of the top seven, the following:

- Affordable Housing
- Planning and Land Use
- Annexation Analysis
- Parks & Trails District
- High Performing Organization

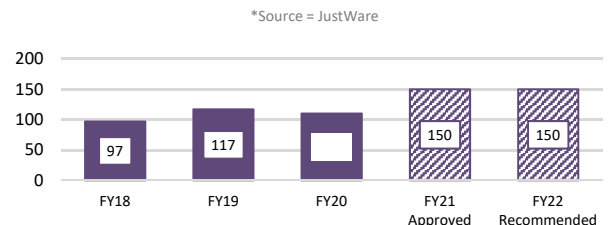
Performance Measures



CCJI Requests: Completed Requests



Civil Files Created: # of Files Created



FY22 Strategic Plan

Resources are needed to participate in all aspects of strategic plan implementation.

FY22 Budget

Department Budget by Fund

Department	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
CITY ATTORNEY	010- General Fund	1,377,335	1,523,785	1,702,060	11.7%
CITY ATTORNEY	174- Victim Witness Advocate	46,181	90,000	90,000	0.0%
TOTALS		1,423,516	1,613,785	1,792,060	

Department Budget by Category

Department	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
CITY ATTORNEY	Salaries & Benefits	1,253,186	1,355,085	1,502,160	10.9%
CITY ATTORNEY	Operating	167,430	236,700	289,900	22.5%
CITY ATTORNEY	Capital	2,900	22,000	-	0.0%
CITY ATTORNEY	Debt Service	-	-	-	0.0%
CITY ATTORNEY	Transfers	-	-	-	0.0%
TOTALS		1,423,516	1,613,785	1,792,060	

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
CITY ATTORNEY	1410- City Attorney	1,375,462	1,518,785	1,692,060	11.4%
CITY ATTORNEY	1460- Criminal Prosecution - General	1,873	5,000	10,000	100.0%
CITY ATTORNEY	1462- Criminal Prosecution - Victim/Witness	46,181	90,000	90,000	0.0%
TOTALS		1,423,516	1,613,785	1,792,060	

Personnel

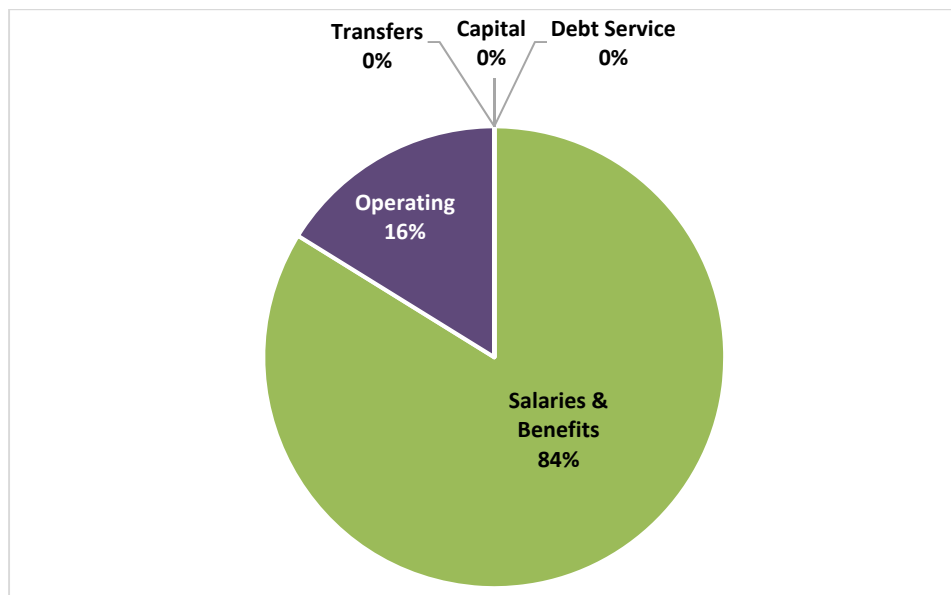
No changes in personnel, there was already an FTE added last year funded with different funds but is now in the General fund with our new administrative cost allocation we are able to recoup cost from other funds better.

Operating

No major changes

Capital

None



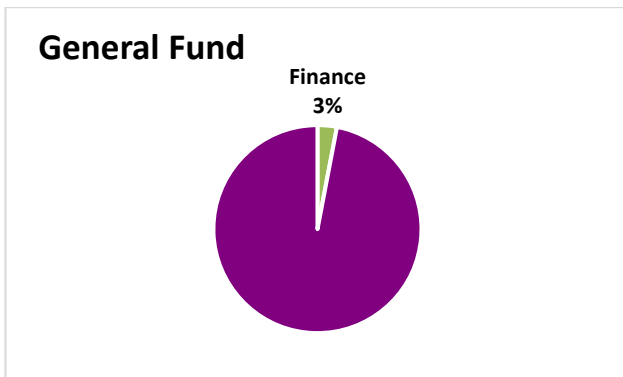
Finance

Major Objectives:

- To assure efficient and effective management of the public's resources by providing quality financial services and safeguarding the City's Assets
- To manage and account for the City's finances in accordance with Generally Accepted Accounting Principles, as set forth by the Governmental Accounting Standards Board and prepare a Comprehensive Annual Financial Report.
- To prepare a comprehensive budget on an annual basis that encompasses all funds of the City.

Budget Allocation

Funded by the General Fund, making up 3% of the fund's expenditures.



FY21 Accomplishments

- Financing of infrastructure - Midtown TIF Bond Offering and SRF funding for Davis Lane lift Station, Norton East Ranch Interceptor and the Front Street Interceptor.
- Pandemic adaptations without slowing the process of billing and processing payments while finding some process efficiency.
- Managed the transition of losing key staff in Accounting while accomplishing a clean audit, Single Audit and CARES ACT funding

FY21 Strategic Plans

The Finance Department supports the strategic plan efforts across the organization and focused internally on:

- We worked towards item 7.1 b -Create a Culture of Innovation through lean practices
- 7.3 C Improve Departmental Collaboration through cross functional teams and in our internal support role
- 7.5 Funding and Delivery of City Services - Use equitable and sustainable sources of funding for appropriate City services, and deliver them in a lean and efficient manner

Performance Measures

- **Receive Awards for financial reporting;** FY19 Comprehensive Annual Financial Report received Government Finance Officer Association's certificate in Achieving Excellence in financial reporting and the FY21 Budget received their Distinguished Budget Award.
- **Outside Indicators:** No audit findings and maintained Aa1 bond rating
- **Internal process improvement:** Through lean process, eliminate waste, and strive for efficiency while remaining effective.
 - FY19 saw \$1,200 in hard cost savings per year and 768 hours of staff time per year.
 - FY20 Saved 300 FTE hours through process efficiencies
 - FY21 Saved FTE hours and delays in bill paying by making AP all electronic so invoices no longer go through interoffice mail.

FY22 Strategic Plan

The Finance Department supports the strategic plan efforts across the organization and will focus internally on:

- 7.1 b - Create a Culture of Innovation
- 7.3 C Improve Departmental Collaboration through cross functional teams and in our internal support role
- 7.5 Funding and Delivery of City Services - Use equitable and sustainable sources of funding for appropriate City services, and deliver them in a lean and efficient manner

FY22 Budget

Department Budget by Fund

Department	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
FINANCE	010- General Fund	1,002,736	975,759	1,010,327	3.5%

Department Budget by Category

Department	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
FINANCE DEPARTMENT	Salaries & Benefits	800,011	752,367	742,596	-1.3%
FINANCE DEPARTMENT	Operating	200,925	195,362	267,731	37.0%
FINANCE DEPARTMENT	Capital	800	28,030	-	0.0%
FINANCE DEPARTMENT	Debt Service	-	-	-	0.0%
FINANCE DEPARTMENT	Transfers	-	-	-	0.0%
TOTALS		1,001,736	975,759	1,010,327	

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
FINANCE DEPARTMENT	1510- Finance Administration	208,770	233,893	218,094	-6.8%
FINANCE DEPARTMENT	1520- Accounting	539,727	476,657	519,753	9.0%
FINANCE DEPARTMENT	1530- Treasury	254,239	265,209	272,480	2.7%
TOTALS		1,002,736	975,759	1,010,327	

Personnel

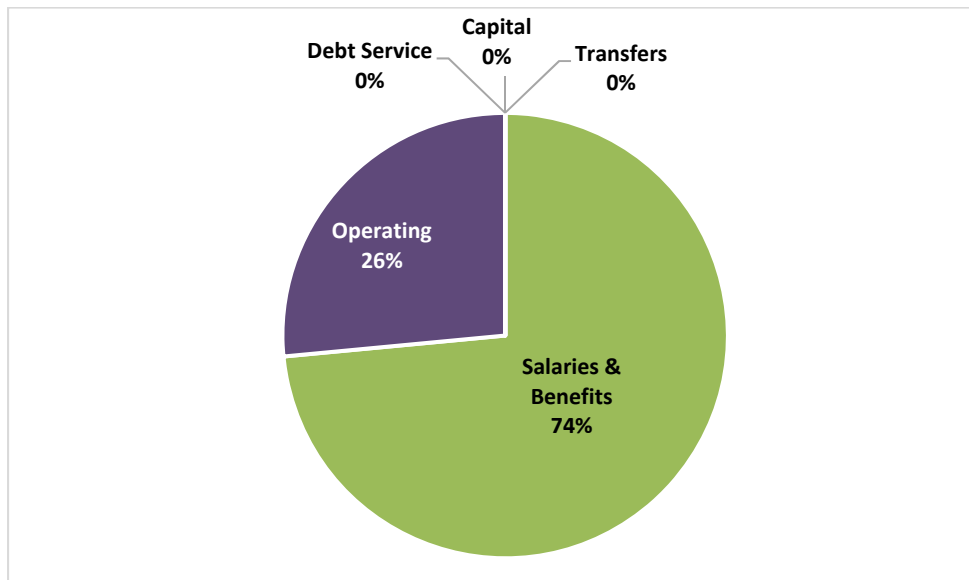
No FTE changes in regards to the General fund. Utility billing staff is budgeted under fund 750- PW Admin fund along with a Budget Analyst with a focus Public Works.

Operating

Increase in ERP maintenance

Capital

None



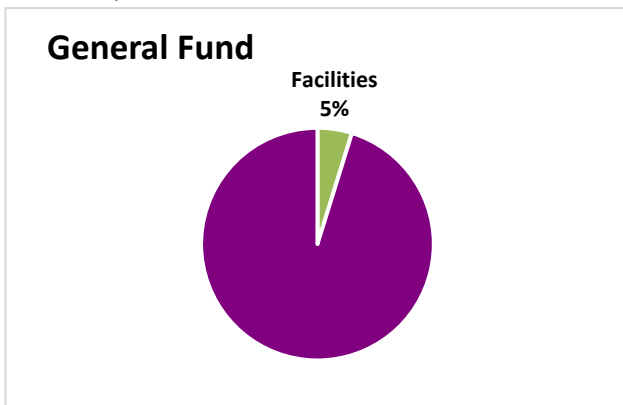
Facilities (Strategic Services)

Major Objectives:

- 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.
- Implement building design, maintenance, and operational practices resulting in energy saving measures.

Budget Allocation

Funded by the General Fund, making up 5% of the fund's expenditures.



FY21 Accomplishments

- COVID 19 – Coordinated citywide effort to implement new cleaning protocols for each facility and PPE for all staff, including local businesses, childcare services, and City operations.
- Professional Building Renovation – Completed a major remodel of all three floors to centralize customer service functions. *Facilities Team provided 1,132 Labor Hours (\$45,222.78) in support of this project.
- Anderson Pavilion Repair – Performed project management services
- Public Safety Center – Provided significant contributions to final design and initial construction.

FY21 Strategic Plans

3.1.a Bozeman Public Safety Center- Participated in all phases of the project design and initial construction

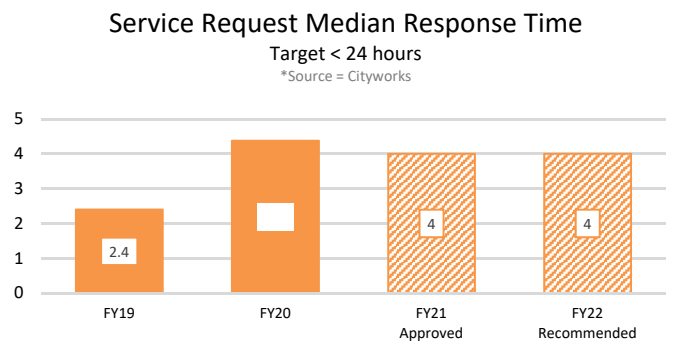
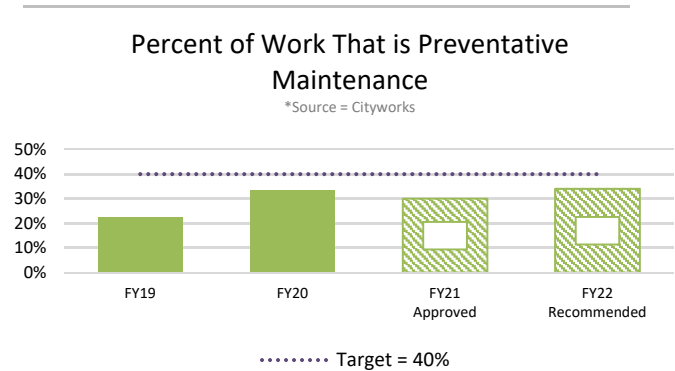
7.3.c Improve Departmental Collaboration- Covid 19 Support – Providing Divisions/Departments needed supplies and support during this pandemic

7.4.c Performance Measures- Data is being collected within the structure of Cityworks process

Performance Measures

- Establish a Facility Condition Index (FCI) for all City owned buildings to help prioritize current and future needs.

****Efforts in FY22 will establish necessary benchmarks, including future project needs*



FY22 Strategic Plan

3.1.a- Bozeman Public Safety Center- Support throughout construction phases

3.3.a-Ensure Diversity Through Policies and Public Awareness ADA Transition Plan (to include all five titles)

6.3.d Climate Change Adaptation and Mitigation

7.3.c Improve Departmental Collaboration

FY22 Budget

Department	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
FACILITIES MANAGEMENT	010- General Fund	1,387,995	1,813,708	2,072,655	14.3%

Department Budget by Category

Department	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
FACILITIES MANAGEMENT	Salaries & Benefits	325,578	445,648	416,714	-6.5%
FACILITIES MANAGEMENT	Operating	967,639	1,218,060	1,486,224	22.0%
FACILITIES MANAGEMENT	Capital	94,778	150,000	169,717	13.1%
FACILITIES MANAGEMENT	Debt Service				0.0%
FACILITIES MANAGEMENT	Transfers		-	-	0.0%
TOTALS		1,387,995	1,813,708	2,072,655	

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
STRATEGIC SERVICES	1810- City Hall	476,211	621,299	562,606	-9.4%
STRATEGIC SERVICES	1820- Fire Station #1	45,002	61,381	68,362	11.4%
STRATEGIC SERVICES	1830- Shop Complex	89,383	115,267	128,917	11.8%
STRATEGIC SERVICES	1840- Professional Building	261,924	434,203	472,087	8.7%
STRATEGIC SERVICES	1850- Senior Center	78,011	89,390	90,917	1.7%
STRATEGIC SERVICES	1860- Library	371,332	390,994	440,413	12.6%
STRATEGIC SERVICES	1870- Fire Station #2	18,342	29,131	33,186	13.9%
STRATEGIC SERVICES	1880- Fire Station #3	47,790	68,716	71,576	4.2%
STRATEGIC SERVICES	1890- BPSC	-	3,327	204,591	100.0%
TOTALS		1,387,995	1,813,708	2,072,655	

Personnel

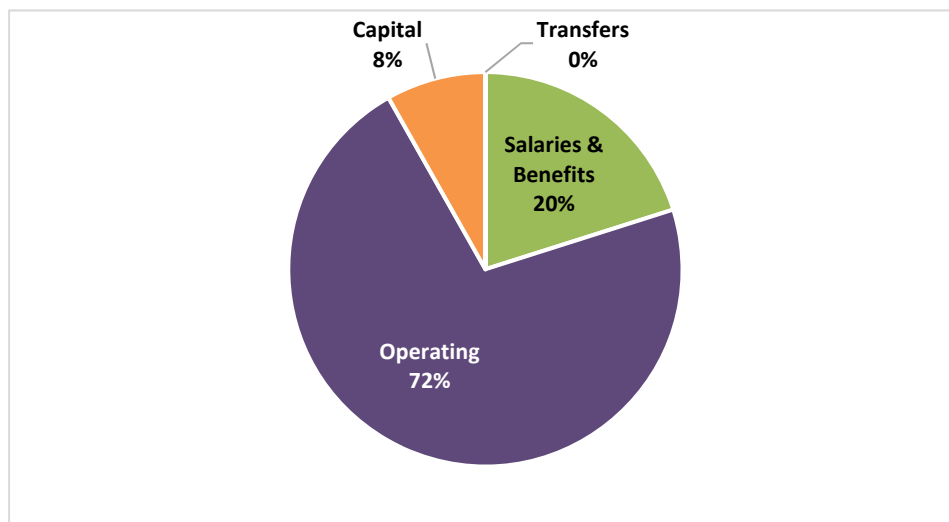
BPSC Facilities worker added

Operating

Slight Increase in service costs

Capital

Fund	Division	Project #	Project Name	FY22
General Fund				
10	Facilities	GF323	STIFF BUILDING MAIN PARKING LOT	42,717
10	Facilities	GF342	NEW VEHICLE- TOOLKAT	65,000
10	Facilities	GF349	NEW DEPARTMENT VEHICLE	62,000



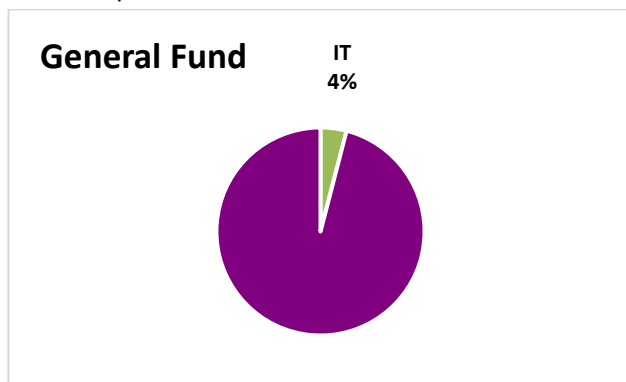
Information Technology

Major Objectives:

- Support all technology related hardware/software for the city.
- Maintain antivirus and other security related components to keep City data safe.
- Design and support systems that provide continuity of operations in the event of a system failure.
- Support Strategic plan objectives as they pertain to City Technology and communications.

Budget Allocation

Funded by the General Fund, making up 4% of the fund's expenditures.



FY21 Accomplishments

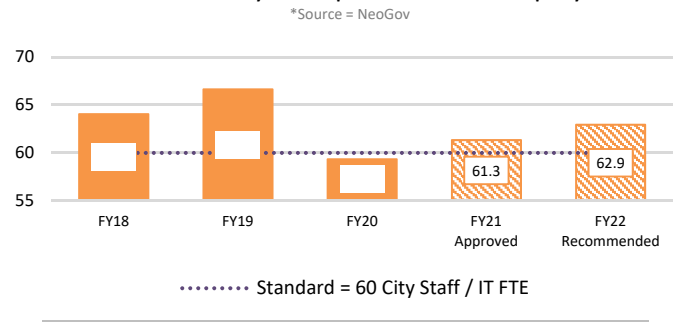
- Multi-Factor Authentication rolled out city wide
- Migration of email to Microsoft 365 and Teams rollout
- Public Meeting environment setup and support

FY21 Strategic Plans

- Increased Community Engagement in City Decision Making-1.2b- Facilitated choice of public comment software-not deployed yet.
- Library Expansion Planning-5.1a- Worked with BSD7 to connect new High school Library branch to City Network.
- Systems Integrations 7.3b- Ongoing work on development review integrations

Performance Measures

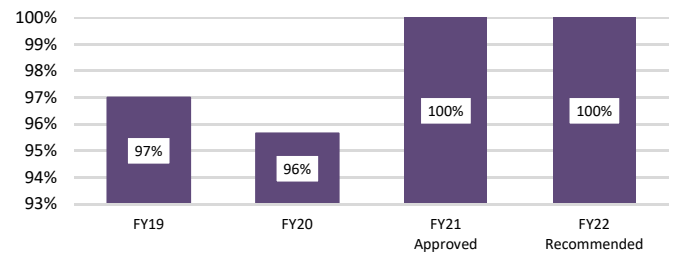
Number of City Staff per Full Time Employee



Deployments Completed

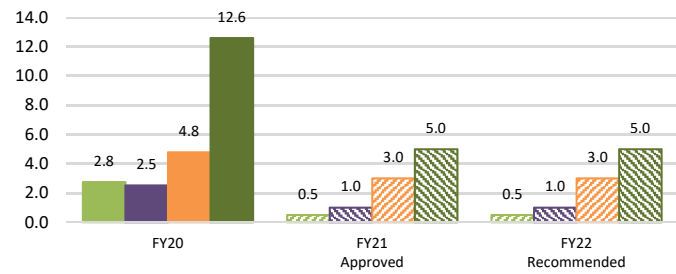
Standard = 100%

*Source = IT Documentation



Ticket Resolution (Days)

*Source = Lansweeper



- Emergency (Standard = 0.5 days)
- High (Standard = 1 day)
- Normal (Standard = 3 days)
- Low (Standard = 5 days)

FY22 Strategic Plan

- Police and Fire Technology Technology.1 d- Working on Body Worn Cameras, interview rooms, and in car systems for Police.
- Public Safety Center 3.1a- Ongoing work with systems.
- Improve Department Collaborations 7.3 c – Continue deployment of Office 365.

FY22 Budget

Department	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
INFORMATION TECHNOLOGY	010- General Fund	1,261,468	1,526,921	1,607,696	5.3%

Department Budget by Category

Department	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
INFORMATION TECHNOLOGY	Salaries & Benefits	717,436	850,565	884,826	4.0%
INFORMATION TECHNOLOGY	Operating	348,550	478,356	534,870	11.8%
INFORMATION TECHNOLOGY	Capital	83,147	198,000	188,000	-5.1%
INFORMATION TECHNOLOGY	Debt Service	-	-	-	0.0%
INFORMATION TECHNOLOGY	Transfers	-	-	-	0.0%
TOTALS		1,149,133	1,526,921	1,607,696	

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
INFORMATION TECHNOLOGY	1910- Information Technology	1,261,468	1,526,921	1,607,696	5.3%
TOTALS		1,261,468	1,526,921	1,607,696	

Personnel

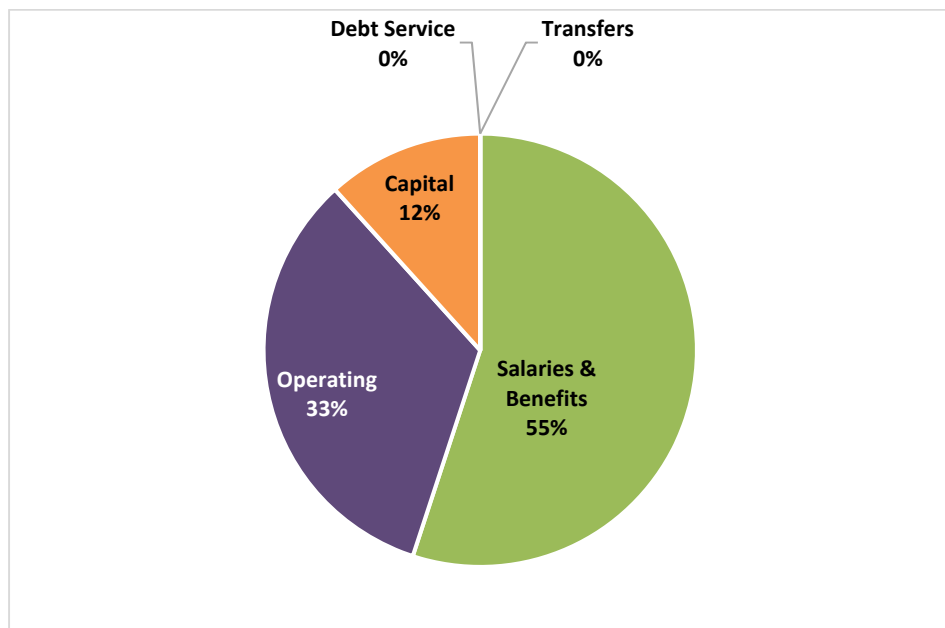
No FTE change

Operating

Increase due to software maintenance contracts

Capital

Fund	Division	Project #	Project Name	FY22
General Fund				
10	IT	GF062	PERSONAL COMPUTER (PC) RE	75,000
10	IT	GF080	CITY-WIDE SWITCHES&ROUTRS	55,000
10	IT	GF233	IT VEHICLE REPLACEMENT	26,000
10	IT	U25	SERVVER REPLACEMENT	20,000
10	IT	U25	APC BATTERY BACKUP SYSTEM	12,000



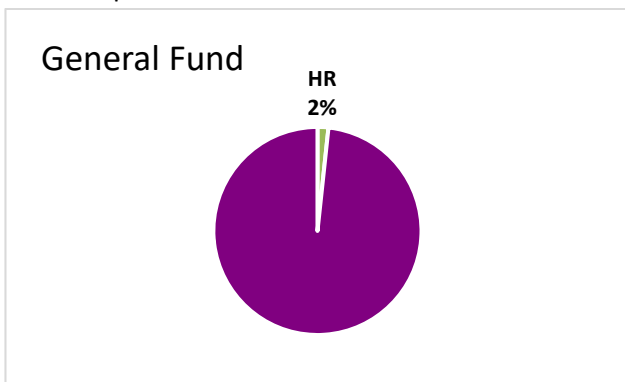
Human Resources

Major Objectives:

- Process the City’s payroll and process all related payment and tax filings
- Manage the City’s employee benefits
- Monitor compliance with labor contracts, employee handbook, laws, rules, and regulations
- Support Strategic Plan objectives as they pertain to the City’s workforce

Budget Allocation

Funded by the General Fund, making up 2% of the fund’s expenditures.



FY21 Accomplishments

- Successfully implemented Training Software (LMS)
- Managed COVID-19 virus workplace conditions including administration of leave programs
- Implemented initial Diversity training with employees

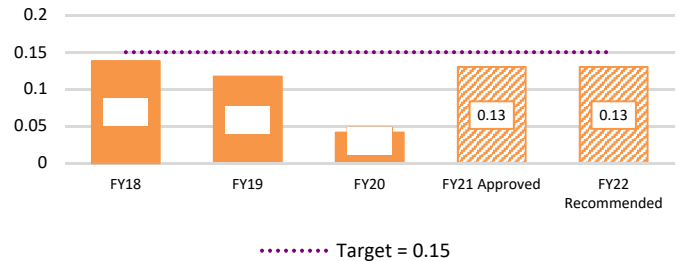
FY21 Strategic Plans

- 7.2a Be a “Best in Class” Employer We are reviewing our employer contributions and cost share strategy for health insurance.
- 7.2b Develop and Implement an Innovative Onboarding Program for New Employees – We developed a training portion of the new-hire orientation program for new hire through the LMS.
- 7. 2a Be a “Best in Class” Employer/7.3d Diversity Goals Identified and started implementation of workforce action items for Inclusive City charter.

Performance Measures

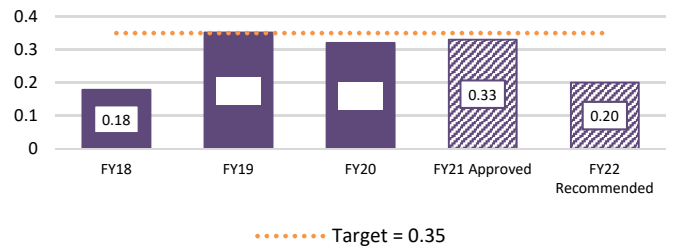
Selection Ratio

*Source = Internal Data/NeoGov



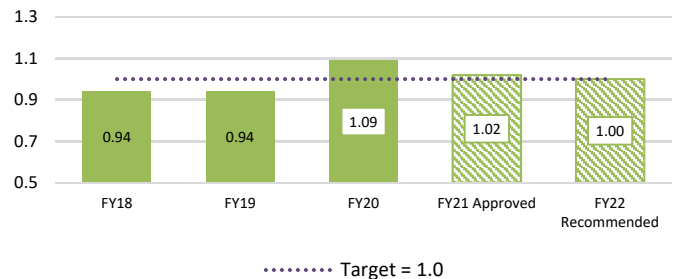
Turnover Rate

*Source = Internal Data



Work Comp Modification Factor

*Source = MMIA



FY22 Strategic Plan

- 7.2a/d- Increase training budget for Diversity & Inclusion to assist with achieving “Best in Class” Employer status and achieve diversity goals.
- 7.2d- Maintain diversity advertisement budget for focused effort on achieving diversity goals.
- 7.2a- Continue to refine and strengthen new hire orientation program to assure the City will remain a “Best in Class Employer”

FY22 Budget

Department Budget by Fund

Department	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
HUMAN RESOURCES	010- General Fund	508,994	616,143	757,411	22.9%

Department Budget by Category

Department	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
HUMAN RESOURCES	Salaries & Benefits	412,335	476,144	518,354	8.9%
HUMAN RESOURCES	Operating	88,945	139,999	239,057	70.8%
HUMAN RESOURCES	Capital	7,714	-	-	0.0%
HUMAN RESOURCES	Debt Service		-	-	0.0%
HUMAN RESOURCES	Transfers		-	-	0.0%
TOTALS		508,994	616,143	757,411	22.9%

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
HUMAN RESOURCES	2010- Human Resources	508,994	616,143	757,411	22.9%
TOTALS		508,994	616,143	757,411	

Personnel

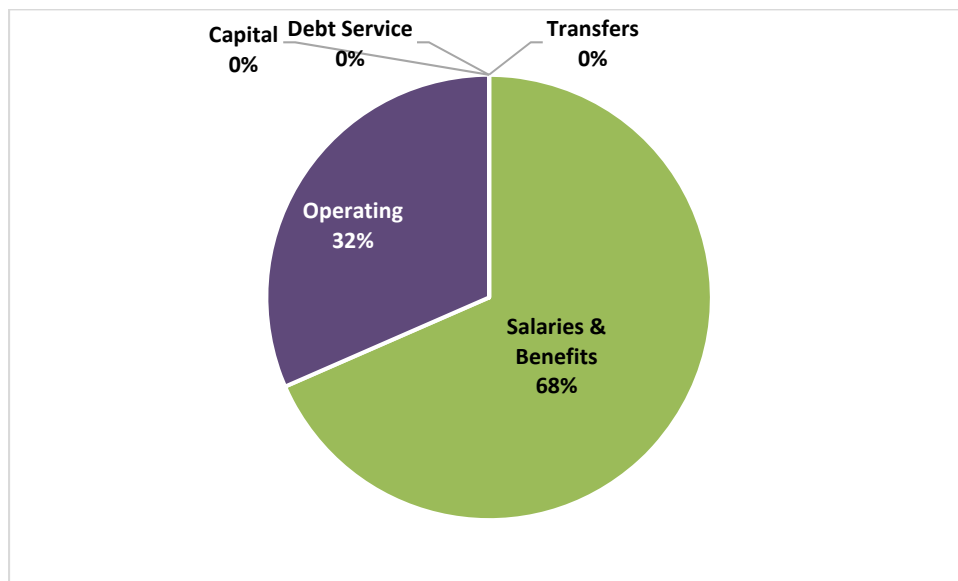
No FTE change

Operating

Increase is mainly due to inclusive City training and projects, along with regular increases in software licenses

Capital

None



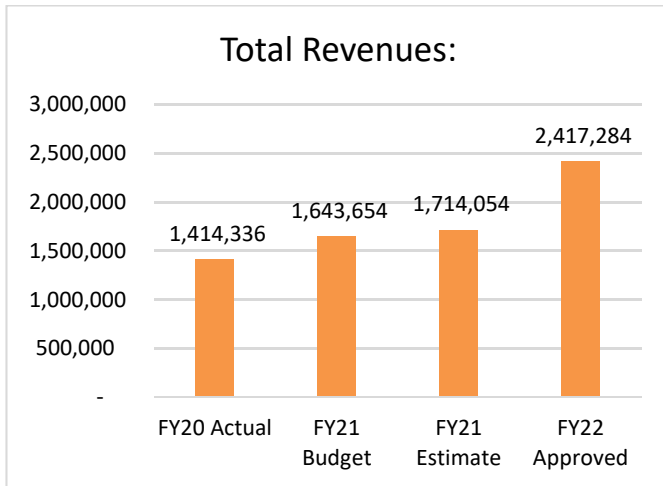
Planning (Community Development)

Major Objectives:

- Continually working toward making the planning process accessible, understandable and efficient for citizens
- Evaluate and make recommendations to the Planning Board, City Commission and the Director of Public Works on all annexations and subdivisions of land
- Review business licenses for compliance with the city’s zoning ordinance

Budget Allocation

Planning Fund – Special Revenue Fund



FY21 Accomplishments

- 2020 Community Plan Adopted
- Avolve Software implementation underway
- Development Review Coordinator Positions

FY21 Strategic Plans

- Well Planned City | Objective Item 4.1a- Informed Conversion of growth. Many work sessions with the City Planning Board and the City Commission resulted in the adoption of the 2020 Community Plan.
- High Performance Organization| Objective Item 7.3b- System integration. New project management software will allow tracking for guaranteed timelines, as well as an efficient, paperless review system.

- High Performance Organization | Objective Items 7.3c- Improve Department Collaboration. Development review coordinators will act as liaisons for customers, to manage project timelines, and assist in consistent cross-departmental review and communication related to planning items

Performance Measures

****Efforts are currently underway to implement technology systems needed to provide data (Avolve).*

- **Guarantee Review Timeframes:** Measure the median review timeframe for projects and plans by application type
- **Staff Capacity:** Calculate the median number of work days to review a building permit application for zoning compliance
- **Application Fees:** Analyze the percentage of fees intended to cover costs relative to both review timeframes and staffing levels

FY22 Strategic Plan

A Well Panned City

- Work to successfully implement the newly adopt 2020 Community Plan. (objective 4.1- Informed Conversation on Growth)
- Rewrite the Unified Development Code (UDC) to work toward a simplified, streamlined development review process (Objective 4.2- High Quality Urban Approach)

Sustainable Environment

- Switching to Electronic Plan Review (ERP) will drastically reduce paper use, as well as reduce applicant commute to and from planning office for project submittal. (Objective 6.3- Climate Action)

FY22 Budget

Department Budget by Fund

Department	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
COMMUNITY DEVELOPMENT	100-Community Development Fund	1,723,311	2,330,696	3,070,802	31.8%

Department Budget by Category

Department	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
COMMUNITY DEVELOPMENT	Salaries & Benefits	1,016,360	1,467,035	1,883,273	28.4%
COMMUNITY DEVELOPMENT	Operating	387,921	775,990	1,187,529	53.0%
COMMUNITY DEVELOPMENT	Capital	319,030	87,671	-	-100.0%
COMMUNITY DEVELOPMENT	Debt Service				0.0%
COMMUNITY DEVELOPMENT	Transfers				0.0%
TOTALS		1,723,311	2,330,696	3,070,802	78.2%

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
COMMUNITY DEVELOPMENT	1610- Planning Operations	984,479	1,341,215	2,051,981	53.0%
COMMUNITY DEVELOPMENT	1620- Development Review	483,342	696,491	704,113	1.1%
COMMUNITY DEVELOPMENT	1630- Long-Range Planning	255,490	292,990	314,708	7.4%
TOTALS		1,723,311	2,330,696	3,070,802	

Personnel

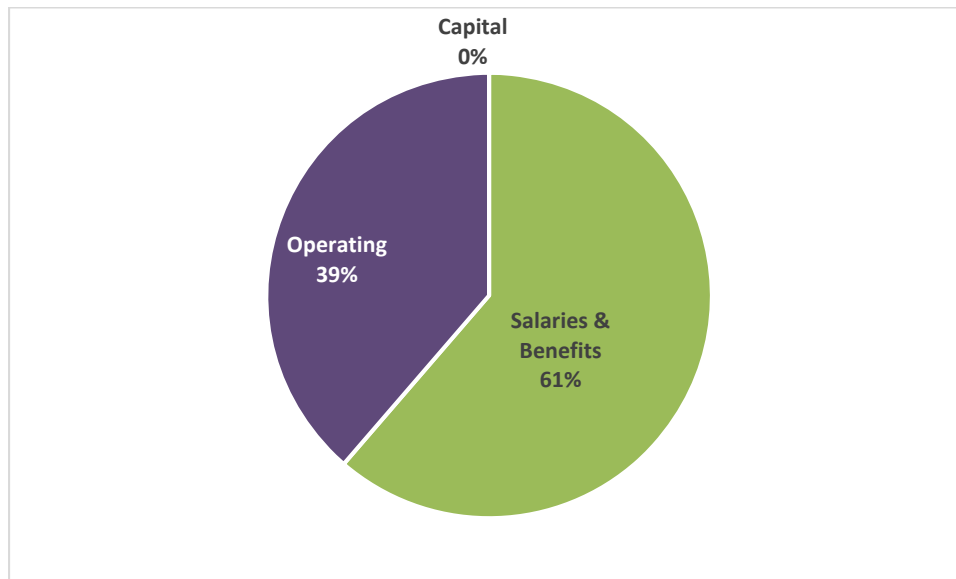
Additions in mid-year FY21 hires moving to full in FY22

Operating

Consulting services increase with code review and other projects

Capital

None



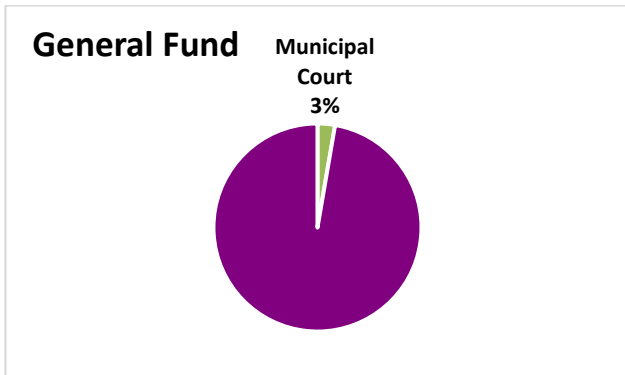
Municipal Court

Major Objectives:

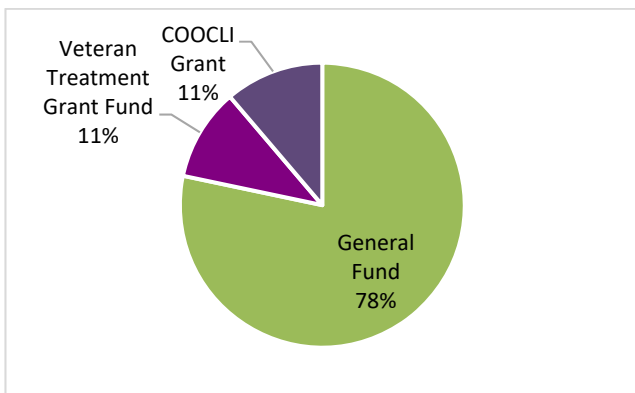
- Continue providing an up-to-date court docket.
- Plan an efficient operating space for the new BPSC.
- Begin planning for a smooth transition to the New Bozeman Public Safety Center.
- Maintain an efficient collection system concentrating on CitepayUSA.com, Municipal Services Bureau, and collection of fines and restitution.

Budget Allocation

Funded mainly by General Fund (* note the General fund covers with a transfer \$160k of the Vets Court program)



The Veteran Court is provided for by a grant and accounted for in the Special revenue fund 178- Veteran Treatment Grant and an opioid grant for the VET court supporting a case manager. Of the \$274k of Vets court expenditures, \$160k is covered by a transfer from the General fund of 58% of the program costs

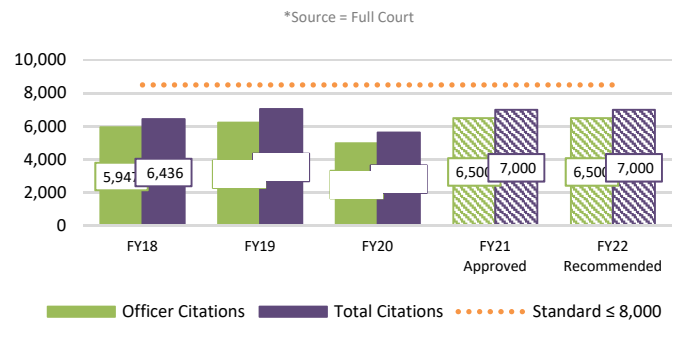


FY21 Accomplishments

- Kept docket up-to-date despite COVID related interference and employee shortages
- Maintained efficient court operations despite losing Judge Herrington to Military Deployment
- Implemented tech changes and COVID changes with minimal budget expense
- Overcame challenges of over-crowded space and building shortfalls

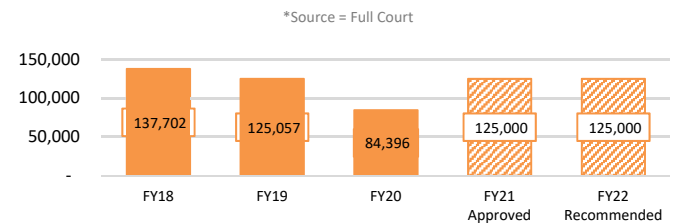
Performance Measures

Number of Citations

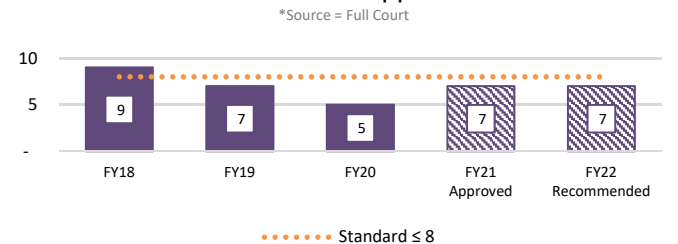


Restitution Collected

The target is to continuously increase the amount collected



Number of Appeals



FY22 Budget

Department Budget by Fund

Department	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
MUNICIPAL COURT	010- General Fund	830,910	908,462	989,647	8.9%
MUNICIPAL COURT	178- Veteran Court	109,732	195,409	132,290	-32.3%
MUNICIPAL COURT	196- COOCLI Grant	26,197	96,647	141,869	100.0%
TOTALS		966,839	1,200,518	1,263,806	

Department Budget by Category

Department	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
MUNICIPAL COURT	Salaries & Benefits	765,768	835,991	947,953	13.4%
MUNICIPAL COURT	Operating	199,188	362,637	313,968	-13.4%
MUNICIPAL COURT	Capital	-	-	-	
MUNICIPAL COURT	Debt Service	1,883	1,890	1,885	0.0%
MUNICIPAL COURT	Transfers	-	-	-	0.0%
TOTALS		966,839	1,200,518	1,263,806	5.3%

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
MUNICIPAL COURT	1310-Municipal Court	966,839	1,200,518	1,263,806	5.3%
TOTALS		966,839	1,200,518	1,263,806	5.3%

Personnel

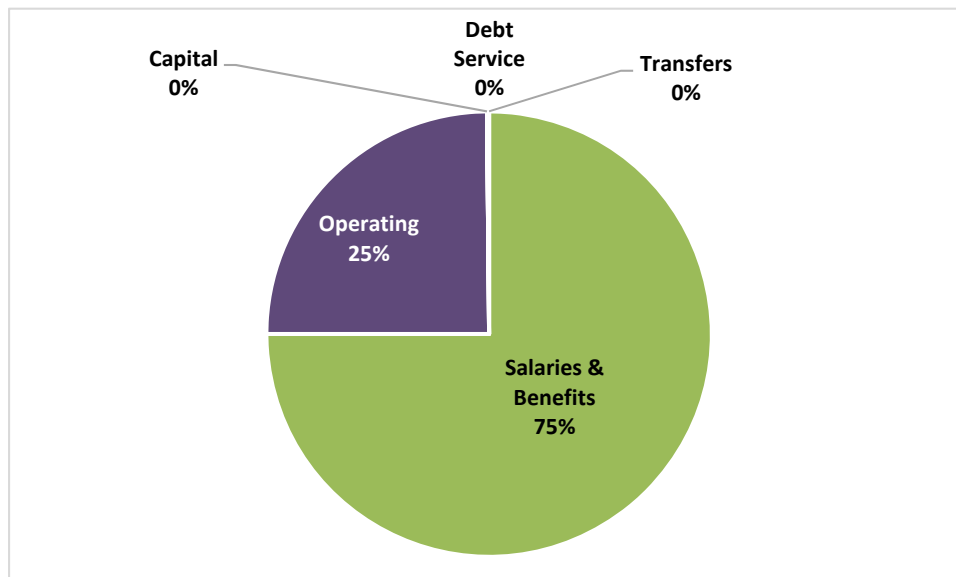
Full time judge at mid-year going from .75 FTE to 1 and adding a clerk at mid-year

Operating

Increase in grant funding operations that no longer have grant funding. The General fund is now funding the majority of the Vets Court program.

Capital

None





Public Safety



Public Safety

Police- The Police Department budget accounts for costs associated with providing all law enforcement services within the City of Bozeman. The general fund budget primarily supports the operation of the patrol, investigative and support services divisions. Officers from these divisions are responsible for detecting, preventing, and investigating all crimes occurring within the City as well as providing a broad range of public safety services.

Fire Department - The Fire Department provides fire, rescue, hazardous materials, and emergency medical services throughout Bozeman, while ensuring that firefighters are equipped and trained to nationally recognized consensus standards. Additionally the department maintains a fire prevention program that is comprised of fire and life safety inspections, community outreach, school programs, emergency preparedness, and public education.



Building Inspection (Community Development) - The Building Division unit accounts for expenditures utilized to

monitor construction projects within the City of Bozeman jurisdictional area as allowed by state law. The intent of this budget unit is to provide guidance and to enforce the minimum building code standards in order to safeguard life, health, property and public welfare by regulating and controlling the use, design, quality of materials and construction of buildings and structures within the Bozeman city limits.



Parking (Economic Development)- The Parking Services Division (PSD), recently joined to the Economic Development Department, has responsibility for managing and enforcing public parking within the City of Bozeman, to include the Downtown (B-3), MSU &

Bozeman High Residential Parking Permit Districts, Bridger Park Downtown Garage, the Black/Rouse/N Willson/S. Willson surface lots, and on all on-street parking.

Code Enforcement (Community Development)- The City of Bozeman's Code Compliance Officers address City and State ordinances and codes as they relate to the health, safety and general quality of life concerns of our residents, neighborhoods, and community.

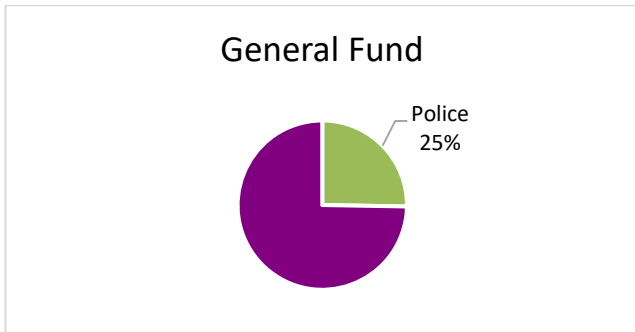
Police

Major Objectives:

- Detect, investigate, and proactively deter criminal activity and apprehend and hold criminal offenders accountable.
- Provide assistance to those who cannot care for themselves or those in danger of physical harm.
- Develop positive programs, in partnership with the members of our community, to address public safety issues through community engagement and outreach.

Budget Allocation

Funded mainly by the General Fund



Additional programs are funded by special revenue funds.

FY21 Accomplishments

- Reached full staffing levels for a period of time in fall of 2020 and added a new School Resource Officer, assigned to Gallatin High School
- Began posting daily reports to portal
- Addressed issues of bias-free policing, de-escalation, and use of force concerns by increasing training and updating related policies

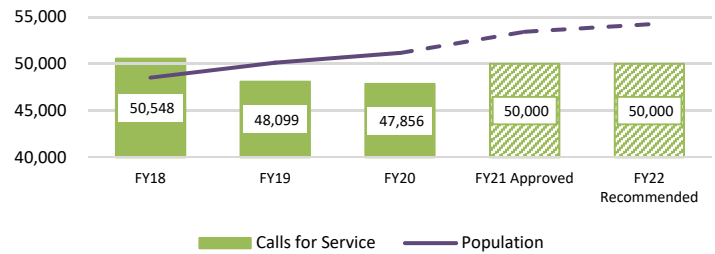
FY21 Strategic Plans

- 3.1 a: Develop a Criminal Justice Facility Plan - Continued to work with consultants on BPSC
- 3.1 d: Update Public Safety Technology Systems - Further increased functionality of records management system to increase efficiency, improve workflow, and increase accessibility of information.
- 3.2.c Develop a City/County Social Service Network. Worked with Gallatin County and other community partners.

Performance Measures

Total Calls for Service

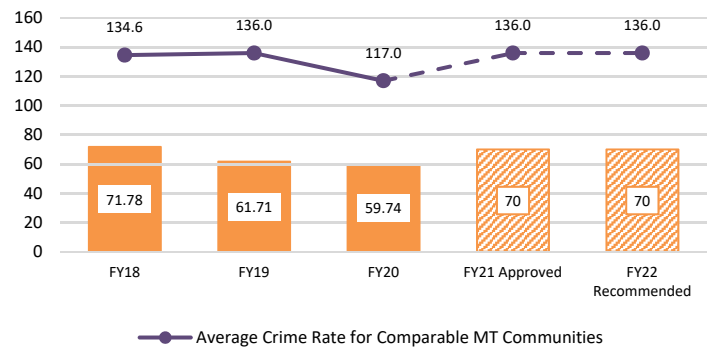
*Source = Zuercher



Crime Rate per 1,000 Citizens

The target is to have a lower crime rate than the average of comparable communities

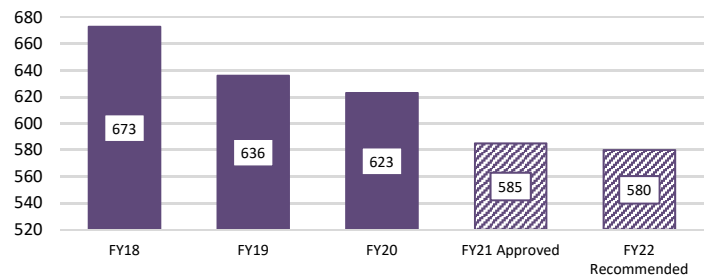
*Source = Zuercher



Mental Health-Related Calls for Service

The target is to improve service delivery and reduce repeat calls

*Source = Zuercher



FY22 Strategic Plan

- 1.1 a: Continue to strengthen and innovate in how we deliver information to the community and our partners.
- 3.1 a: Develop a Criminal Justice Facility Plan - Properly plan for a smooth transition and move to the BPSC.
- 3.1.d: Update Public Technology System – Begin the implementation of a body worn camera program by changing over the patrol car systems.

FY22 Budget

Department Budget by Fund

Department	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
POLICE	010- General Fund	8,414,196	9,453,639	10,399,231	10.0%
POLICE	125- Drug Forfeiture	239,597	251,960	260,893	3.5%
POLICE	138- Law & Justice Ctr. Prepaid Rent	19,125	19,125	19,125	0.0%
POLICE	139- Police Special Revenue	29,088	40,000	25,000	-37.5%
POLICE	140- Police Domestic Violence	151,149	187,040	114,072	-39.0%
TOTALS		8,853,155	9,951,764	10,818,321	

Department Budget by Category

Department	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
POLICE	Salaries & Benefits	7,438,833	8,507,486	9,304,104	9.4%
POLICE	Operating	1,137,513	1,231,278	1,126,217	-8.5%
POLICE	Capital	276,809	213,000	388,000	82.2%
POLICE	Debt Service				0.0%
POLICE	Transfers				0.0%
TOTALS		8,853,155	9,951,764	10,818,321	8.7%

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
POLICE	3010- Police Operations	6,899,568	7,539,794	8,168,397	8.3%
POLICE	3020- Crime Control & Investigations	1,448,902	1,882,769	2,118,965	12.5%
POLICE	3040- Drug Forfeiture	239,597	251,960	260,893	3.5%
POLICE	3070- Animal Control	265,088	277,241	270,066	-2.6%
TOTALS		8,853,155	9,951,764	10,818,321	

Personnel

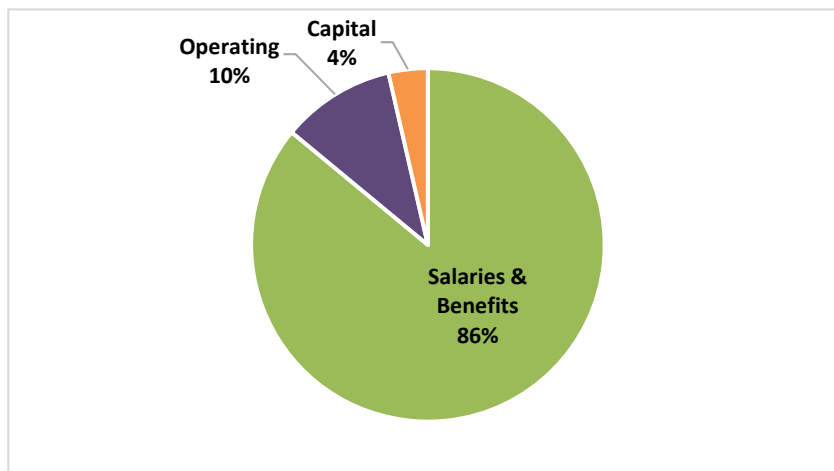
Bozeman Public Safety center positions starting at mid-year

Operating

No major changes

Capital

Fund	Division	Project #	Project Name	FY22
General Fund				
10	Police	GF053	PATROL CAR & EQUIP RPLCMT	183,000
10	Police	GF292	MOBILE DATA EQUIP	30,000
10	Police	GF293	NON-PATROL CAR NEW VEHICLES	35,000
10	Police	GF316	POLICE BODY CAMERA SYSTEM	140,000



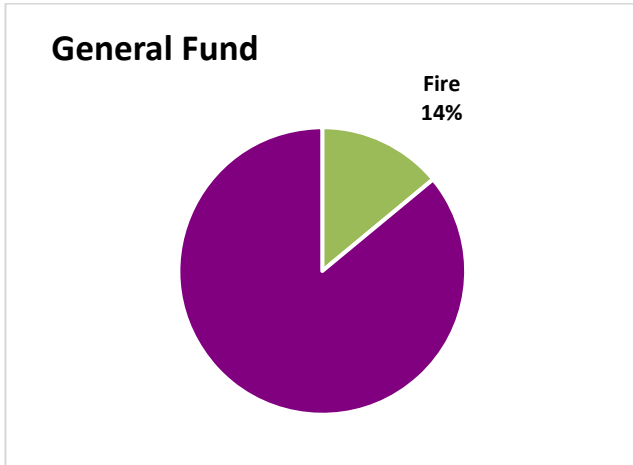
Fire

Major Objectives:

- Continued Implementation of Fire Master Plan
- Continued pursuit of Fire Department Accreditation
- Bozeman Public Safety Center

Budget Allocation

Fire is supported operationally through the General Fund.



The Fire Department is supported also by special revenue funds with one being for its capital replacements making up 1% of the department's funding.

FY21 Accomplishments

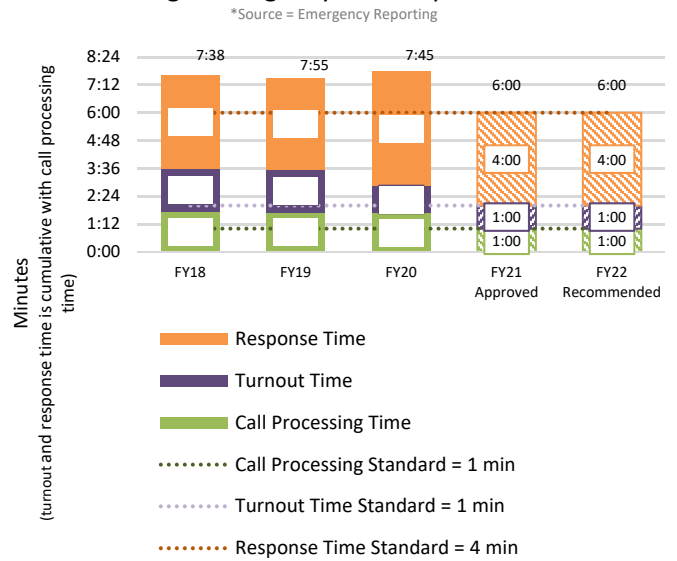
- Managed COVID operations
- Implemented EMD protocols
- Installed Ward diesel filters on all apparatus
- Took delivery of new wildland truck
- Survived Rouse construction project

FY21 Strategic Plans

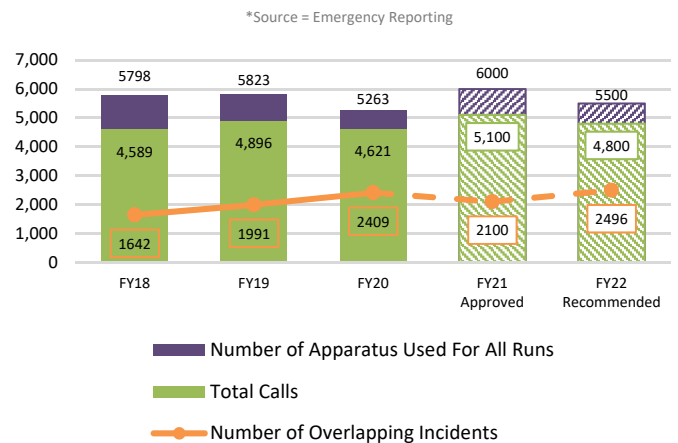
- 1.3. Public Agency Collaboration- COVID work with GCCHD, GCEM, BDH & AMR
- 3.1.d Implement the Fire Station Location Plan- Construction of BPSC/Fire Station 2 re-location plan/ Fire Station 4
- 6.2 Protect Local Air Quality- Ward diesel filter installation/ Implemented EMD protocols

Performance Measures

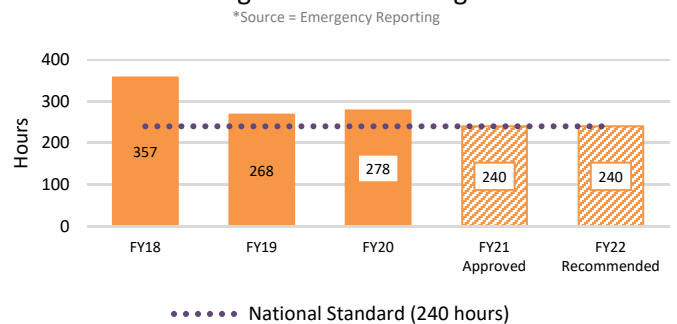
Average Emergency Call Response Time



Incident Numbers



Training Hours Per Fire Fighter



FY22 Strategic Plan

- 1.3 Public Agency Collaboration- COVID
- 3.1.c Implement Fire Station Location Plan - BPSC / Fire Station 2 re-location with November ballot.

FY22 Budget

Department Budget by Fund

Department	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
FIRE	010- General Fund	5,686,609	5,779,015	5,967,525	0.0%
FIRE	113- Fire Impact Fees	29,392	22,500	25,560	0.0%
FIRE	183- Fire Department Special Revenue	7,861	10,000	10,000	0.0%
FIRE	187- Fire Capital & Equipment Replacement	955,058	477,500	80,000	100.0%
TOTALS		6,678,920	6,289,015	6,083,085	

Department Budget by Category

Department	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
FIRE	Salaries & Benefits	5,178,552	5,262,860	5,313,933	1.0%
FIRE	Operating	584,449	548,655	689,152	25.6%
FIRE	Capital	315,919	427,500	80,000	-81.3%
FIRE	Debt Service				0.0%
FIRE	Transfers	600,000	50,000	-	0.0%
TOTALS		6,678,920	6,289,015	6,083,085	-3.3%

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
FIRE	3110- Fire Administration	453,675	471,987	552,834	17.1%
FIRE	3120- Fire Operations	6,128,033	5,716,128	5,439,851	-4.8%
FIRE	3130- Operational Readiness	45,752	51,500	51,000	-1.0%
FIRE	3140- Fire Prevention	29,246	36,000	26,000	-27.8%
FIRE	3160- Hazardous Materials	22,214	13,400	13,400	0.0%
TOTALS		6,678,920	6,289,015	6,083,085	

Personnel

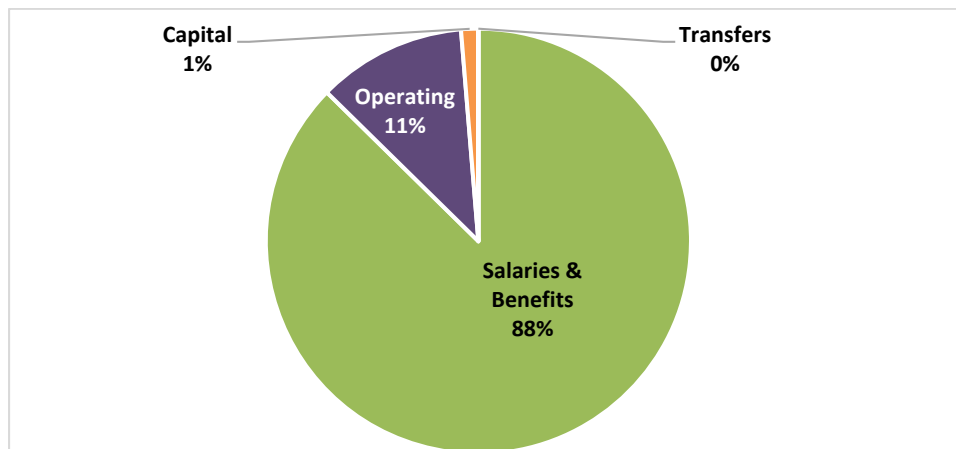
No changes to FTE

Operating

Operational increases due maintenance expenses

Capital

Fund	Division	Project #	Project Name	FY22
Fire Capital and Equipment Fund				
187		FE12	PERSONAL PROTECTIVE EQUIPMENT	80,000



Building Inspection

(Community Development)

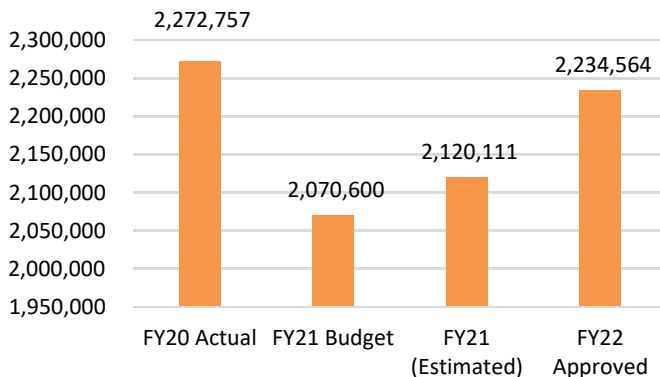
Major Objectives:

- Recruit staff to provide an adequate level of qualified staff to handle our current and projected workload.
- Build a diverse workforce in both experience and education without sacrificing our work quality, service and minimum performance standards.
- Reevaluate and adjust the Division operational budget to eliminate any unnecessary spending but ensure funding for all of the necessary/required Division expenditures.

Budget Allocation

Department is funded in a single fund, Building Inspection Fund – Special Revenue Fund.

115- Building Inspection Fund



FY21 Accomplishments

- Continued working to improve coordination and communications between the Building Division, other city departments and our customers.
- Provided expert technical advice and consultation for our customers.
- Kept up with our critical workload even though understaffed in the office and in the field and in spite of COVID complications.

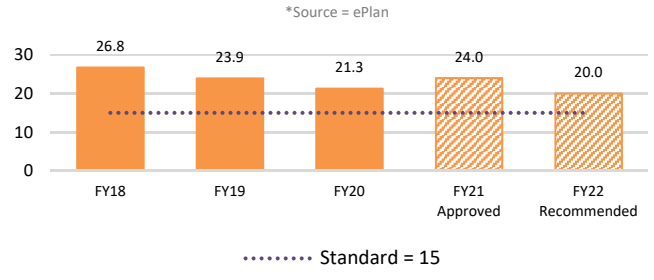
FY21 Strategic Plans

- Continue to provide educational opportunities for our customers and our staff.
- Maintain the Building Division web page to keep it functioning as a valuable tool and information source for our customers.

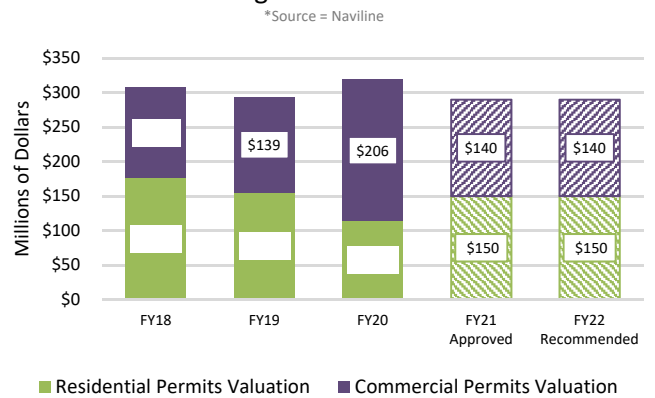
- Fine tune and optimize our computer software for both field and office staff to improve customer service and gain staff efficiency.

Performance Measures

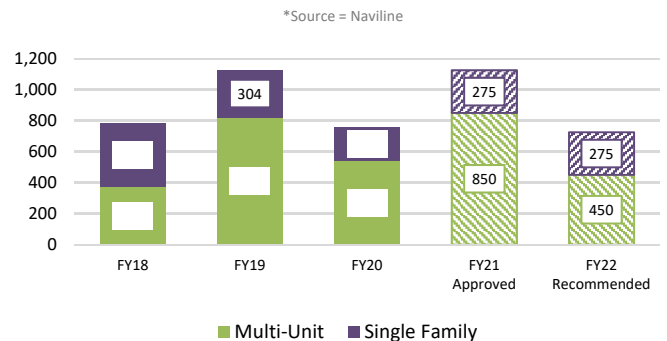
Average Daily Inspections Per Inspector



Building Permit Valuation



Residential Permits



FY22 Strategic Plan

- Continue to make staff time available allowing customers to make appointments with Plans Examiners and the Building Official to review plans and code requirements.
- Continue with our Winter Training Program to provide building code based classes for our staff and our customers.

FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
BUILDING INSPECTION	115- Building Inspection Fund	2,381,491	3,217,852	2,921,425	-9.2%

Department Budget by Category

Division	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
BUILDING INSPECTION	Salaries & Benefits	1,657,548	2,002,912	1,852,410	-7.5%
BUILDING INSPECTION	Operating	545,517	862,925	1,022,615	18.5%
BUILDING INSPECTION	Capital	178,426	352,015	46,400	100.0%
TOTALS		2,381,491	3,217,852	2,921,425	-9.2%

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
COMMUNITY DEVELOPMENT	3210-Buidling Inspection	2,381,491	3,217,852	2,921,425	-9.2%
TOTALS		2,381,491	3,217,852	2,921,425	

Personnel

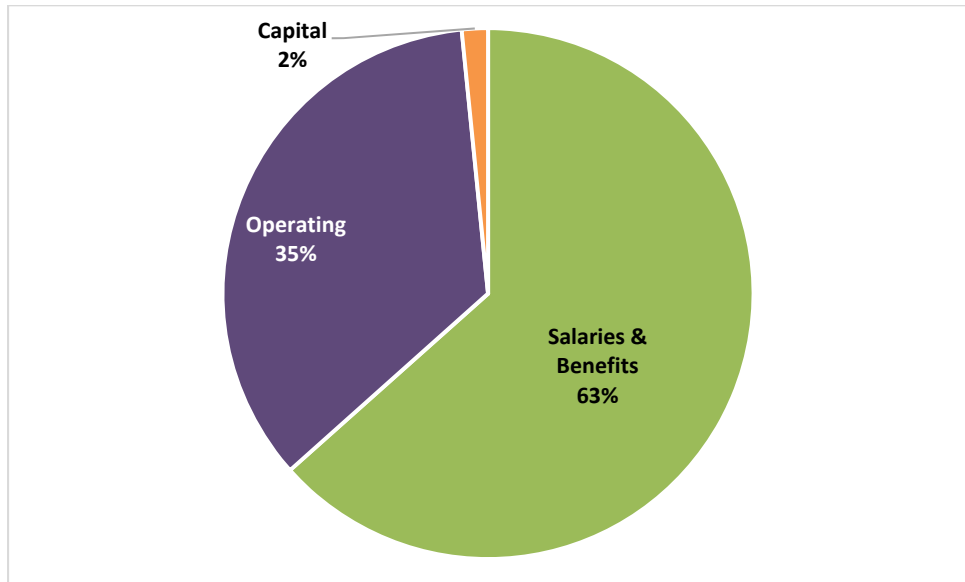
No changes in FTE

Operating

Minor increase

Capital

Fund	Division	Project #	Project Name	FY22
Buidling Inspection Fund				
115	Building Inspection	U25	Copier	6,400
115	Building Inspection	BI03	Vehicle Replacment (SUV)	40,000



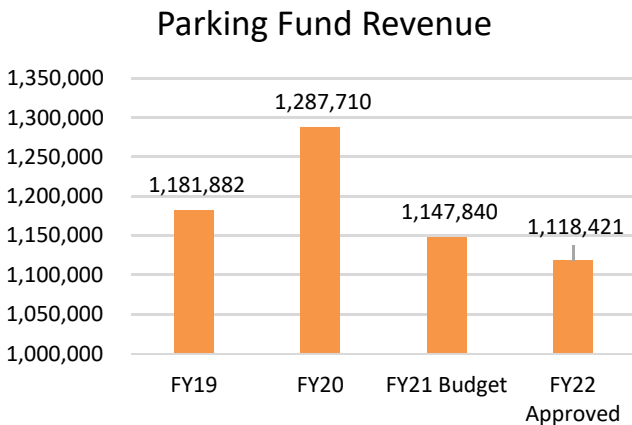
Parking (Economic Development)

Major Objectives:

- Regulate the use of on-street and off-street public parking to the best use of our citizens through equitable enforcement and management practices.
- Operate the Parking Services Division in an effective and fiscally sustainable manner.
- Facilitate a prosperous local economic environment through the provision of safe, convenient, available, and cost-appropriate public parking resources.

Budget Allocation

Parking Fund- Enterprise fund



FY21 Accomplishments

- Implemented the Passport Parking App, creating a more enjoyable parking experience for all users.
- Completed the first start-to-finish Community Engagement session with the Neighborhoods program on the remaining goals in the Strategic Parking Management Plan.
- Created the Parking Benefit District through Ordinance 2033, counted all available parking in the Parking Benefit Area, worked with GIS to develop program to use License Plate Reader technology to collect occupancy data.

FY21 Strategic Plans

- 4.2 High Quality Urban Approach - implement parking policies and strategies that improve the urban environment, create tools such as the

Parking benefit area option to allow neighborhoods to manage their parking supplies

- 7.3 Best Practices, Creativity, and Foresight- push our license plate reader technology to the very edge of its capabilities, collaborating with our partners in GIS to find innovative ways to share data.
- 1.2 Community Engagement. In January, February and March held community engagement sessions via WebEx

Performance Measures

****Systems are currently being implemented (FY21) to collect and analyze data.*

- Track occupancy of block faces within the Downtown Parking Benefit Zone, public lots, and parking structures to monitor exceedance of target range of 75-85% average occupancy within all parking enforcement areas.
- Track occupancy of block faces in permit restricted areas, report the number of permits issued, and the average permit holder occupancy.
- Where parking leases are issued, report the number of leases issued, the number of available parking spaces, the average occupancy, and the lease holder occupancy.

FY22 Strategic Plan

- 1.1 Outreach- Make data collected on occupancy downtown and in the surrounding neighborhoods easily accessible via the City website and the Passport App.
- 4.2 High Quality Urban Approach- Continue to work with the Community Development and other Department to ensure Municipal Code aligns with actual parking needs.
- 7.1 Values- Driven Culture – Encourage our Parking Enforcement Officers to maintain a customer service oriented mind set when interacting with the public.

FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
PARKING	650- Parking Enterprise Fund	1,334,783	1,228,464	1,251,364	1.9%

Department Budget by Category

Division	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
PARKING	Salaries & Benefits	418,509	449,382	498,019	10.8%
PARKING	Operating	831,863	464,082	633,345	36.5%
PARKING	Capital	84,411	315,000	120,000	-61.9%
PARKING	Debt Service	-	-	-	0.0%
PARKING	Transfers	-	-	-	0.0%
TOTALS		1,334,783	1,228,464	1,251,364	

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
Economic Development	3310- Parking Administration	446,684	369,967	491,718	32.9%
	3320- Parking Operations/Enforcement	311,486	598,886	395,030	-34.0%
	3330- Parking Garage Operations	576,613	259,611	364,616	40.4%
TOTALS		1,334,783	1,228,464	1,251,364	

Personnel

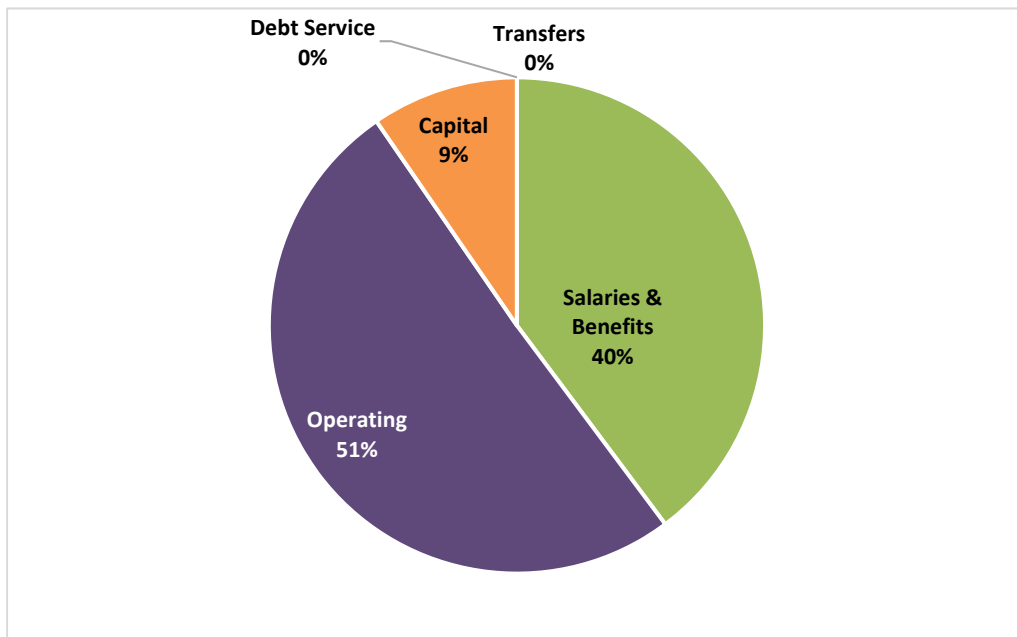
No FTE added

Operating

Increase in costs in consulting services

Capital

Fund	Division	Project #	Project Name	FY22
Parking Fund				
650	Parking	U25	LPR Technolgy Upgrades	5,000
650	Parking	U25	Enforcement Officer Workspace Upgrades	5,000
650	Parking		Maintenance Projects	25,000
650	Parking	P004	Lot Hardware Sytems	15,000
650	Parking	P025	REPLACEMENT VEHICLE	35,000
650	Parking	P026	REPLACEMENT VEHICLE	35,000



Code Enforcement

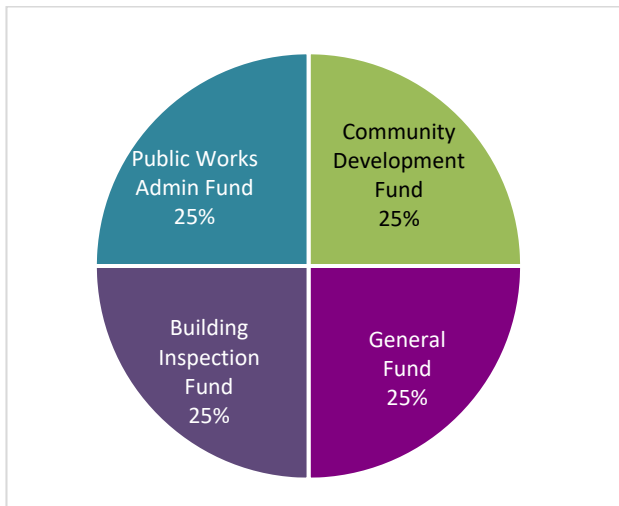
(Community Development)

Major Objectives:

- Promote and maintain a safe and desirable living and work environment
- Maintain and improve the quality of life for community members
- Administer fair and unbiased enforcement to correct violations of State and Municipal Codes

Budget Allocation

Funding split with 4 funds:



FY21 Accomplishments

- Host Compliance- New Short Term Rental Software
- Cross Departmental Collaboration with Building, Forestry, and Solidwaste
- Snow removal enforced for 500 residents

FY21 Strategic Plans

- High Performance Organization | Objective 7.3 b- System Integration- Host Compliance software increases effectiveness in both enforcement and registration process for STRs.
- Safe, Welcoming Community | Objective 3- Left notices for lack of snow removal for 500 residents.
- High Performance Organization | Objective 7.3c- Improve Collaboration- Continued collaboration with Solid Waste and Forestry regarding code

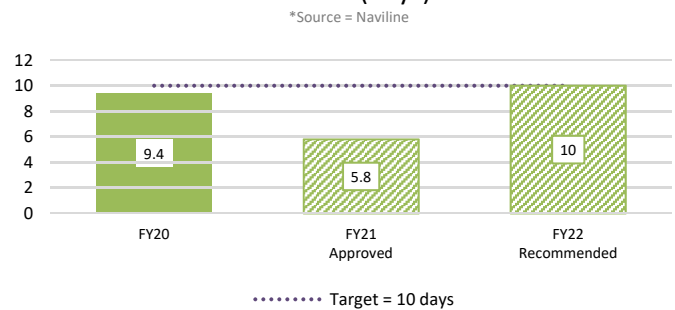
compliance issues, Assisted Building Division with closing out sign permits.

Performance Measures

****Performance Measures will be refined in FY22 to match systems necessary to collect data*

- Track the median compliance time from complaint to closure for zoning code compliance complaints to show the effectiveness of the code compliance program and gauge our public education communication efforts.
- Track the median length of time to complete the initial investigation to gauge responsiveness of the program

Median compliance time from complaint to closure (days)



FY22 Strategic Plan

- High Performance Organization | Objective 7.3 b- System Integration- Increase efficiency with access to Code Enforcement Module on-the-go
- High Performance Organization | Objective 7.2b- Best in Class Employer- Professional Development Opportunities
- Sustainable Environment | Objective 6.3- Climate Action- Reduce commute by completing office work in the field with vehicle station.

FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
CODE ENFORCEMENT	100-Community Development Fund	-	214,887	277,444	29.1%

Department Budget by Category

Division	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
CODE ENFORCEMENT	Salaries & Benefits	-	162,237	224,094	38.1%
CODE ENFORCEMENT	Operating	-	17,650	18,350	4.0%
CODE ENFORCEMENT	Capital	-	35,000	35,000	0.0%
TOTALS		-	214,887	277,444	29.1%

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
COMMUNITY DEVELOPMENT	1650- Code Enforcement	-	214,887	277,444	29.1%
TOTALS		-	214,887	277,444	

Personnel

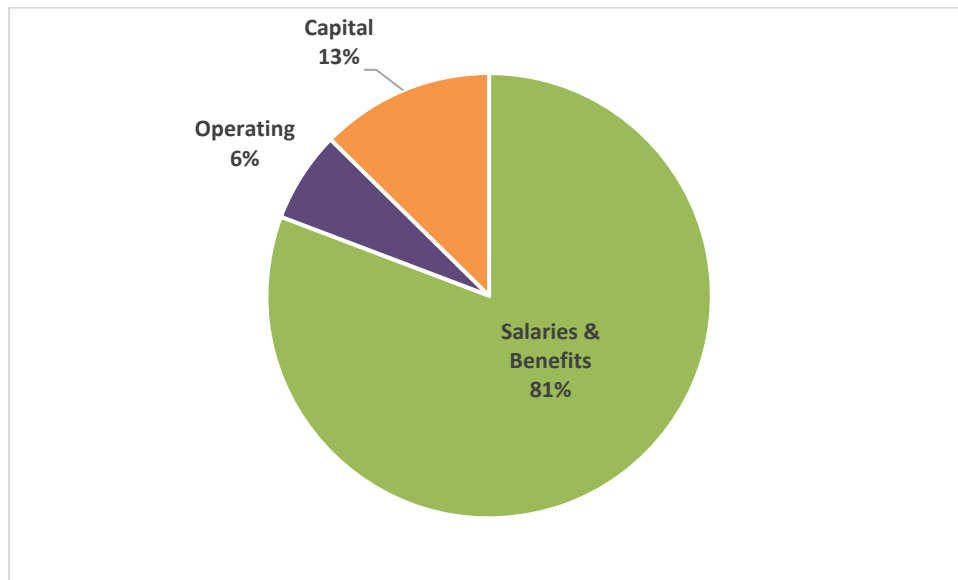
No FTE added

Operating

Typical operating costs for this program

Capital

Fund	Division	Project #	Project Name	FY22
Planning Fund				
100	Code Compliance	CC01	Code Compliance Vehicle	35,000





Public Works



Public Works

Public Works Administration- Public Works administration oversees and supports the Public Works' divisions.

Engineering - Provide professional level technical support to the other Public Works divisions and other City Departments.

GIS & Asset Management (Strategic Services)- Geographic Information System provides the foundation for data collection, analysis and visualization for many aspects of city government. Asset Management leverages this data to minimize risk and life-cycle costs to effectively deliver best-in-class service throughout the community.

Solidwaste - The Solid Waste Division (SWD) proudly serves the City of Bozeman Solid Waste customers by providing them with a myriad of programs and services that effectively and efficiently manage municipal solid waste generated within the Bozeman City limits.

Stormwater- Manage stormwater infrastructure through maintenance, improvement, and repair activities to ensure the adequate control and conveyance of urban stormwater runoff, reducing the City's liability associated with flooding. Protect and improve waterway health and treatment infrastructure projects to safeguard the public, environment, and local waterways from pollution.

Streets Maintenance - 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 in a quick, convenient, safe and comfortable manner while minimizing harmful effects on the environment.



Vehicle Maintenance - The Vehicle Maintenance budget unit accounts for the costs of repairing and maintaining vehicles of the City. The budget unit operates under an internal service fund. Charges are assessed against departments, which have vehicles repaired.

Wastewater – Operations - Providing and maintaining a wastewater collection system for the City. The Division maintains a program of inspecting, cleaning, root cutting, repairing sanitary sewer mains and manholes, and tapping for new wastewater stubs. Wastewater operations is also responsible for maintaining the City's eight sanitary sewer lift stations.

Wastewater- Water Reclamation Facility (WRF) - The WRF is an award-winning plant with the main objective being to protect and enhance the water quality of the East Gallatin River where it discharges. Through its beneficial reuse program, the WRF maintains compliance with the Montana Pollutant Discharge Elimination System (MPDES) discharge permit administered by the DEQ.

Water – Operations - Operating and maintaining the City's water transmission and distribution system. We are responsible for: locating, maintaining, and repairing existing water lines and appurtenances; overseeing installation of new water lines; installing and rotating water meters and reading all meters monthly.

Water- Water Treatment Plant (WTP) - Water Treatment Plants maintain a quality drinking water supply. The City has 2 WTPs: 22 MGD Sourdough Plant and 3.7 MGD Lyman Creek Plant. All plants are operated 24 hours per day, 365 days per year.

Water- Water Conservation - Protect and enhance water resources through conservation in order to meet the IWRP's 50-year demand reduction target.

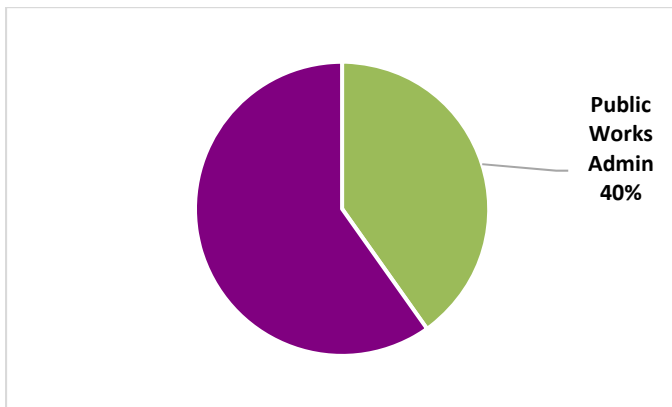
Public Works Admin

Major Objectives:

- Coordinate the activities of the Public Works Dept. Divisions.
- Establish and maintain policies, procedures, and protocol for the department’s functions.
- Provide general oversight of activities affected by new federal and state mandates.
- Assure master plan implementation is cost-effective and that infrastructure improvements are constructed in a quality manner to provide reliable service for immediate and long-term needs.

Budget Allocation

Public Works Admin Internal Service Fund



FY21 Accomplishments

The Administrative Division has successfully hired a new Public Works Director.

- Consolidated Administrative group into a single division for consistency, cross training, and continuity.
- Completed the Public Works Facilities Master Plan.
- Working to increase our outreach efforts on various projects and initiatives

FY21 Strategic Plans

- 1.1 Outreach – Improved the Bozeman Street Report webpage and currently working with The Nest on the S. 6th Reconstruction project outreach
- 1.3 Public Agencies Collaboration – Collaboration between the City and the County on the transfer station project

- 4.3 Strategic Infrastructure Choices – Davis Lane Lift Station/Norton Ranch Interceptor & Front Street Sewer

Performance Measures

This function oversees the performance of all of public works.

FY22 Strategic Plan

Oversee all of Public Works Strategic Plan efforts in FY22



FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
PUBLIC WORKS ADMIN	750- Public Services Admin.	548,987	1,013,370	1,986,146	96.0%
TOTALS		548,987	1,013,370	1,986,146	

Department Budget by Category

Division	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
PUBLIC WORKS ADMIN	Salaries & Benefits	482,485	638,760	902,197	41.2%
PUBLIC WORKS ADMIN	Operating	66,502	355,277	598,949	68.6%
PUBLIC WORKS ADMIN	Capital	-	19,333	485,000	100.0%
PUBLIC WORKS ADMIN	Debt Service	-	-	-	0.0%
PUBLIC WORKS ADMIN	Transfers	-	-	-	0.0%
TOTALS		548,987	1,013,370	1,986,146	96.0%

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
PUBLIC WORKS ADMIN	4010- Public Services Administration	548,987	1,013,370	1,986,146	96.0%
TOTALS		548,987	1,013,370	1,986,146	

Personnel

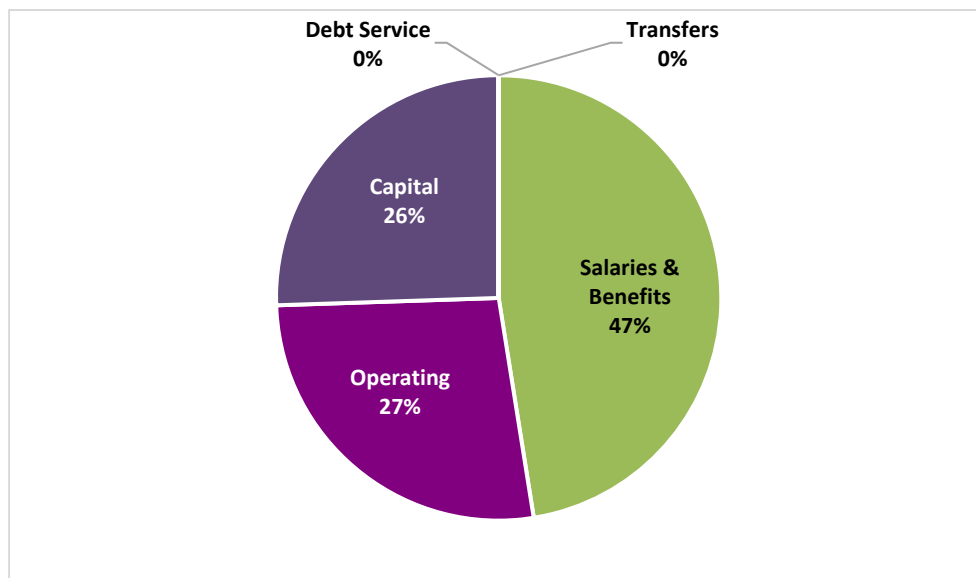
No changes

Operating

Increase in operating is due the scanning project and other increase in software maintenance costs.

Capital

Fund	Division	Project #	Project Name	FY22
Public Works Admin Fund				
750	Public Works Admin	PW011	PUBLIC WORKS SUV	35,000
750	Public Works Admin		TEMPORARY BUILDINGS	450,000



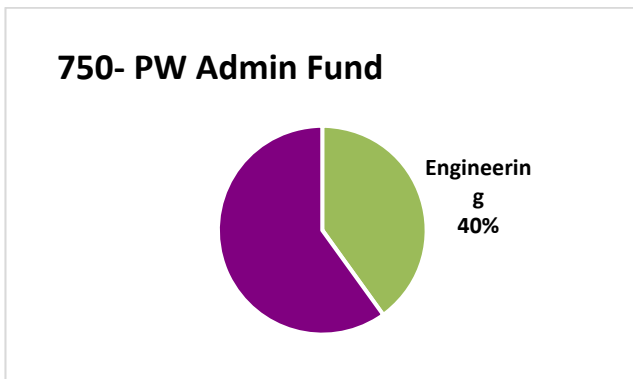
Engineering

Major Objectives:

- Design and oversee construction of the annual street, water, and wastewater replacement projects
- Review and ensure that public infrastructure installed by private sector conforms to the City's standards
- Develop and implement the City's water, wastewater, stormwater, water resources, and transportation master plans and associated capital budgets

Budget Allocation

Engineering personnel and basic operating costs are funded Public Works Admin Internal Service Fund:



FY21 Accomplishments

- Completed streets surrounding the new high school
- Completed Manley Road and sewer
- Completed Front Street Interceptor
- Sanitary Sewer hydraulic model update

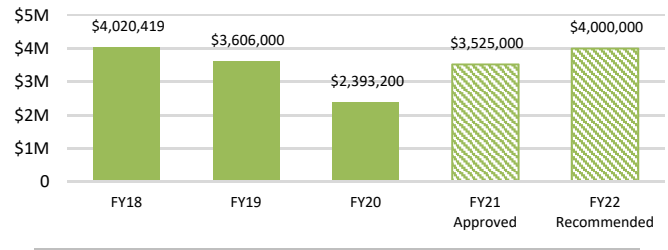
FY21 Strategic Plans

- Completed critical sewer infrastructure (4.3b)
- Completed LED street light improvements (4.3d, 6.3d)
- Completed street improvements around new high school, Manley road and Graf/3rd (4.5)
- Increased Community Engagement (1.20)

Performance Measures

Value of Internal Design Work

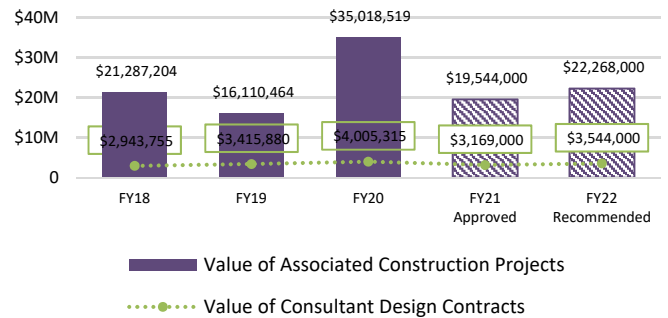
*Source = Internal Tracking



Value of Consultant Work

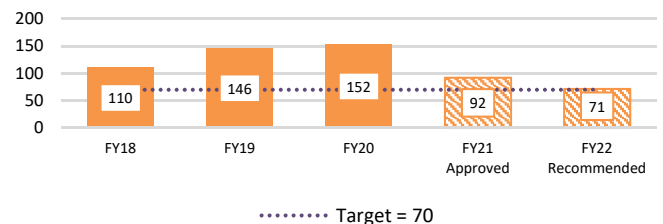
*Actual FY19 & FY20 numbers will vary due to the start/completion date of the approved projects.

*Source = Internal Tracking



Development Application Plan Reviews Per FTE

*Source = Internal Tracking



FY22 Strategic Plan

- Focus on vision 4 through the many planning and execution of infrastructure projects

FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
ENGINEERING	750- Public Services Admin.	1,061,460	1,544,935	1,894,229	22.6%
TOTALS		1,061,460	1,544,935	1,894,229	

Department Budget by Category

Division	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
ENGINEERING	Salaries & Benefits	815,745	973,288	1,157,588	18.9%
ENGINEERING	Operating	105,251	282,470	311,809	10.4%
ENGINEERING	Capital	32,649	-	68,338	#DIV/0!
ENGINEERING	Debt Service	7,117	-	7,200	0.0%
ENGINEERING	Transfers		-		0.0%
TOTALS		960,762	1,255,758	1,544,935	23.0%

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
PUBLIC WORKS ADMIN	4020- Engineering	1,061,460	1,544,935	1,894,229	22.6%
TOTALS		1,061,460	1,544,935	1,894,229	

Personnel

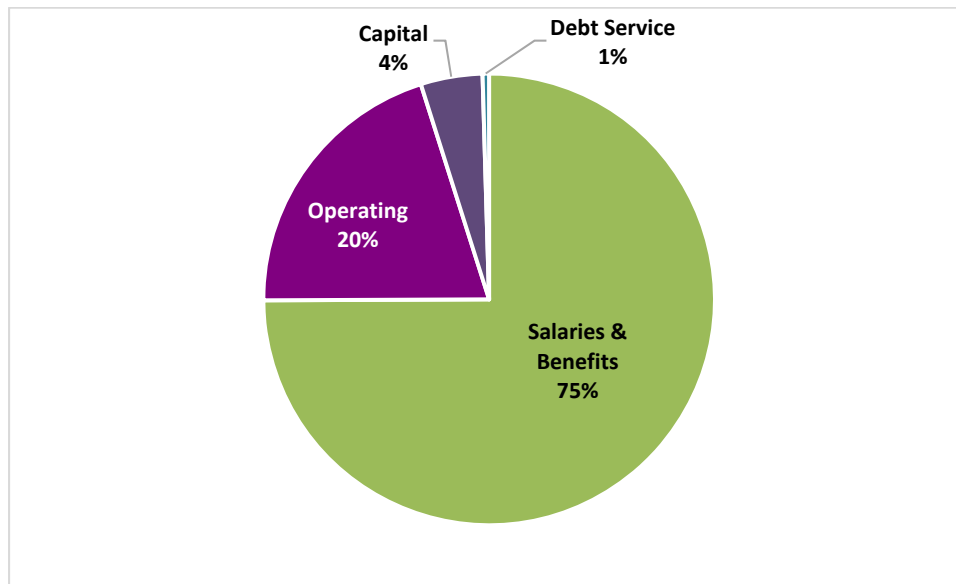
Two Engineers were added mid-year FY21 and will be full year funded along with an additional Engineer in FY22.

Operating

Increases in outside consulting work for the division

Capital

Oversees capital in the impact fee funds and the Arterial & Collector fund.



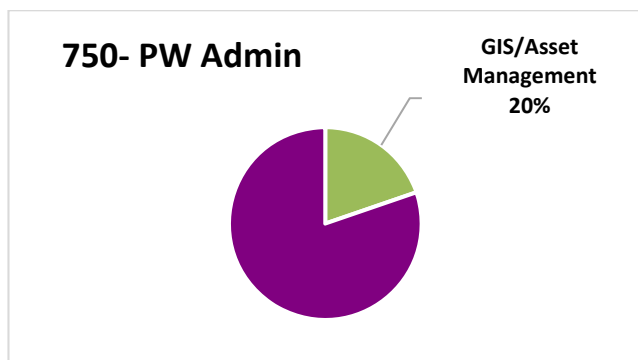
GIS/Asset Management (Strategic Services)

Major Objectives:

- Reduce operations & maintenance costs by leveraging data to be more efficient
- Plan for future growth while mitigating issues related to aging infrastructure
- Measure, monitor and communicate performance for city services
- Engage citizens and provide transparency to effectively communicate value

Budget Allocation

Funded by the Public Works Admin Internal Service Fund



FY21 Accomplishments

- Dashboards- Recovery Dashboard, Community Housing Hub, and Winter Operations
- New Technology- AVL for Water/Sewer Operations, Mobile Solutions for Park Operations, and Modern Mapping Tools for staff.
- Enterprise system upgrades- ESRI, Cityworks, Geocortex, FME, and AVL

FY21 Strategic Plans

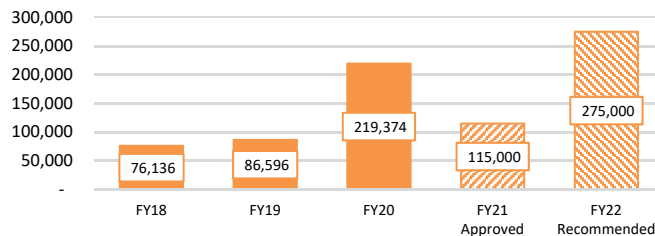
- 4.1 Community Plan
- 4.5 Housing and Transportation
- 7.4 Performance Metrics

Performance Measures

Number of Web Map Application Sessions

Target is to continuously increase web map use

*Source = Geocortex Analytics, ArcGIS Portal, & ArcGIS Online



Cityworks Users

*Source = Cityworks



Asset Management Report Card

Grades reflect GIS/AM work in support of the Divisions

*Source = GIS/AM Staff

	Parks	Forestry	Streets	Water/	
Overall Risk (analyzed)			B-	A+	A-
Preventative Maintenance (In place)		B	A	A+	A+
Overall Grade	C	B-	B+	A	A

FY22 Strategic Plan

- Improve Communication between Divisions with Community Dashboards (7)
- Data Analysis Tools (7.4a)- ArcGIS Urban 3-D and Geocortex CIP Viewer
- System Integration (7.3b &c)- Intergrate Avolve with Cityworks

FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
GIS/ASSET MANGT	750- Public Services Admin.	754,881	1,241,225	933,478	-24.8%
TOTALS		754,881	1,241,225	933,478	

Department Budget by Category

Division	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
GIS/ASSET MANGT	Salaries & Benefits	487,094	664,031	503,205	-24.2%
GIS/ASSET MANGT	Operating	195,993	387,194	430,273	11.1%
GIS/ASSET MANGT	Capital	71,794	190,000	-	-100.0%
GIS/ASSET MANGT	Transfers	-	-	-	0.0%
TOTALS		754,881	1,241,225	933,478	-24.8%

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
STRATEGIC SERVICES	4025- GIS/Asset Management	754,881	1,241,225	933,478	-24.8%
TOTALS		754,881	1,241,225	933,478	

Personnel

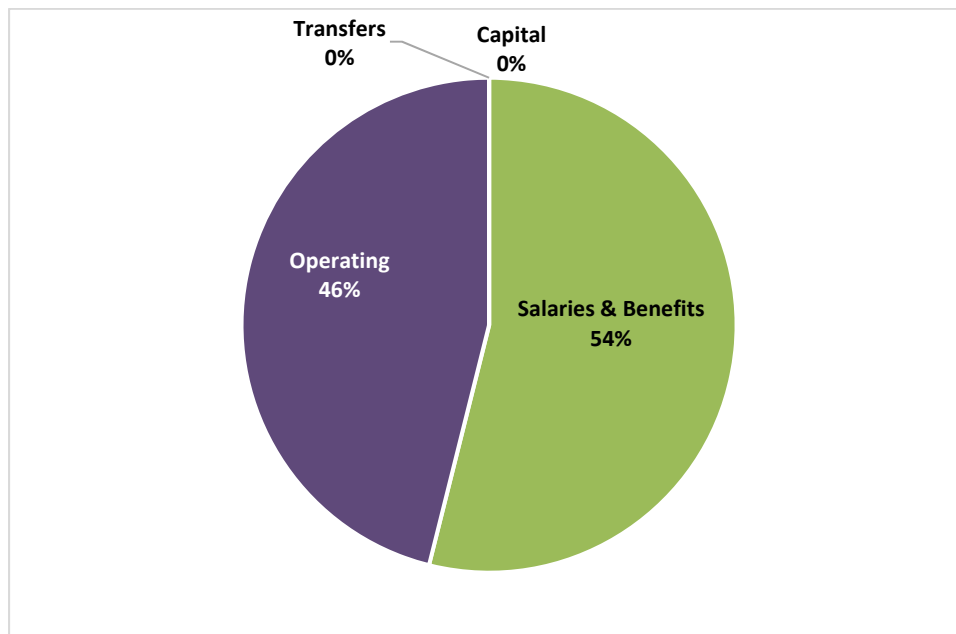
No changes in FTE

Operating

Increases due to software maintenance contracts and software purchases

Capital

None



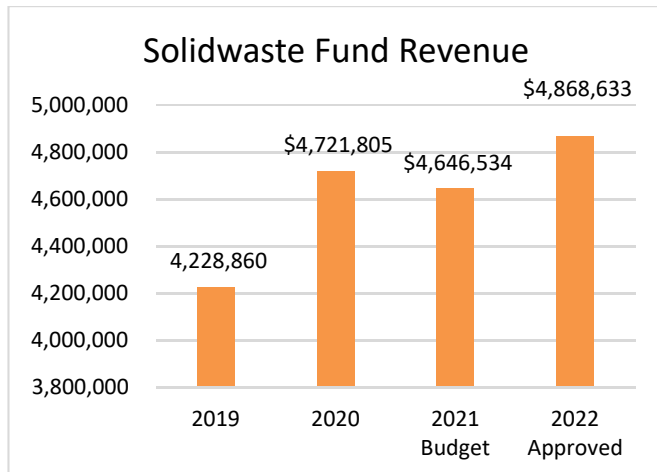
Solid Waste

Major Objectives:

- Offer quality service to the residents of Bozeman
- Promote waste reduction thru recycling efforts
- Optimize operational efficiencies

Budget Allocation

Solid Waste Fund – Enterprise Fund



The Division also oversees the Landfill Post Closure fund, which is funded by a mill levy.

FY21 Accomplishments

- Increase in landfill diversion rates- Collected 1,114 tons of co-mingled recycling, 756 tons of commercial cardboard, 277 tons of yard waste and 254 tons of food scraps
- Landfill condensate hauling program savings over 100K for the City.
- City/Private partnership composting feedstocks

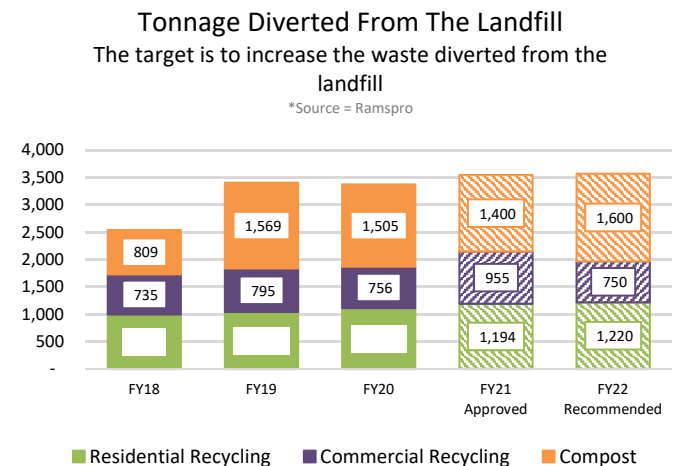
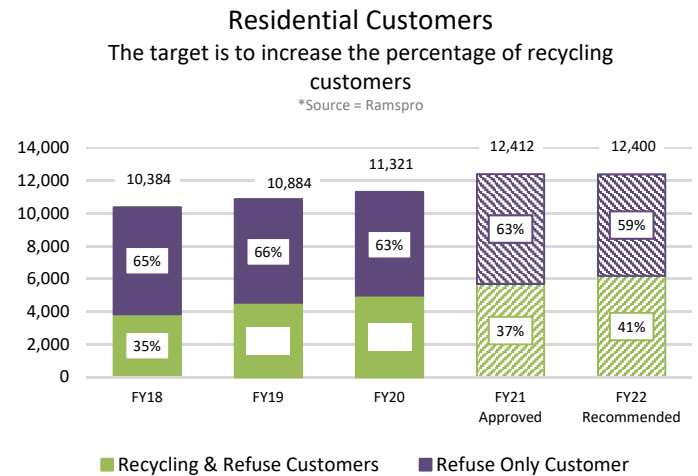
FY21 Strategic Plans

- 6.3b Increase Solid Waste Recycling Services. Adopt incentive programs to increase the public's utilization of city recycling and solid waste services.

Performance Measures

- Measure the pounds of refuse and recycling per customer per collection event to measure the impact of the waste diversion programs.

*****Methodology is currently being developed based on recently implemented systems to track the necessary data.**



FY22 Strategic Plan

- 1.3c Enhance our relationship with Montana State University
- 6.3b Increase Solid Waste Recycling Services. Adopt incentive programs to increase the public's utilization of city recycling and solid waste service
 - Efforts underway in a feasibility study on City-wide recycling and organics collection program delivery due end of April 2020.
 - Adding ReCollect Software to our webpage

FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
SOLIDWASTE	640- Solid Waste Fund	4,660,915	4,943,893	5,557,464	12.4%
SOLIDWASTE	641 - Landfill Post Closure	50,313	310,000	359,000	0.0%
TOTALS		4,711,228	5,253,893	5,916,464	

Department Budget by Category

Division	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
SOLIDWASTE	Salaries & Benefits	1,427,443	1,568,206	1,636,742	4.4%
SOLIDWASTE	Operating	3,146,959	3,317,687	3,509,722	5.8%
SOLIDWASTE	Capital	136,826	368,000	770,000	109.2%
SOLIDWASTE	Transfers	-	-	-	0.0%
TOTALS		4,711,228	5,253,893	5,916,464	12.6%

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
PUBLIC WORKS	5810-Collection Operation	4,154,911	4,420,004	4,993,495	13.0%
PUBLIC WORKS	5820- Recycling	506,004	523,889	563,969	7.7%
PUBLIC WORKS	Landfill Post Closure	50,313	310,000	359,000	15.8%
TOTALS		4,711,228	5,253,893	5,916,464	

Personnel

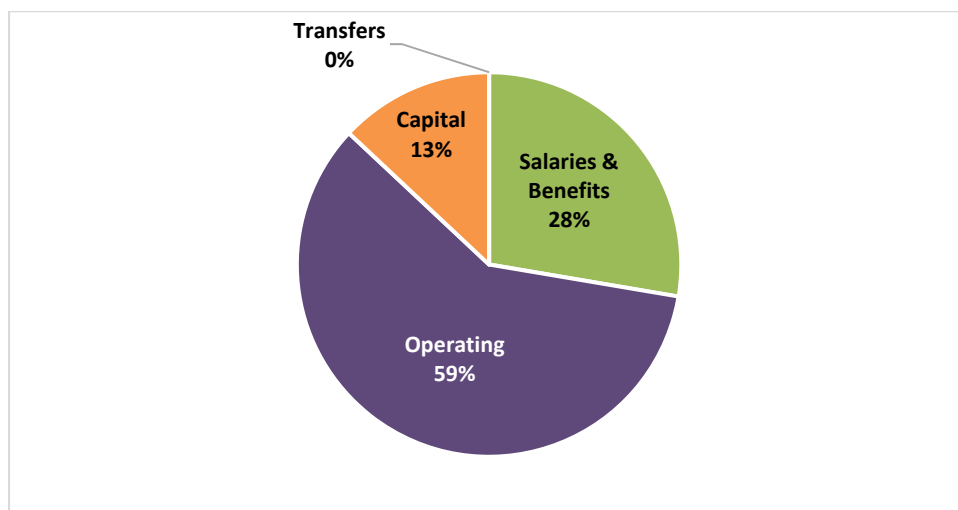
No changes in FTE

Operating

Increases in costs of operations

Capital

Fund	Division	Project #	Project Name	FY22
Solidwaste Funds Total				
640	Solidwaste	SW48	TROMMEL SCREEN	200,000
640	Solidwaste	SW57	ROLL-OFF TRUCK	220,000
640	Solidwaste	SW61	SWD BUILDING EXPANSION	350,000



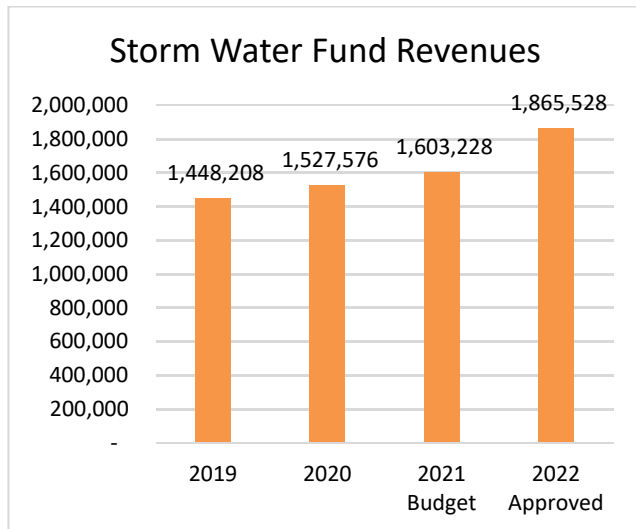
Stormwater

Major Objectives:

- Protect the public from flooding and pipe failures
- Improve stream health
- Comply with environmental regulations

Budget Allocation

Stormwater Fund – Enterprise Fund



FY21 Accomplishments

- Inspected and Maintained 19% of the Storm Sewer
- Facilities Plan and Engineering Standards
- LED MS4 Work Group

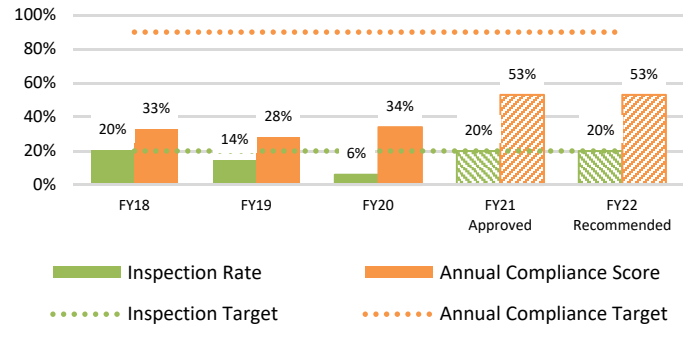
FY21 Strategic Plans

- An Engaged Community -1.2 Community Engagement
- 4.3 Strategic Infrastructure choices
- 6. Sustainable Environment
 - 6.1 Clean Water Supplies
 - 6.6 Habitat

Performance Measures

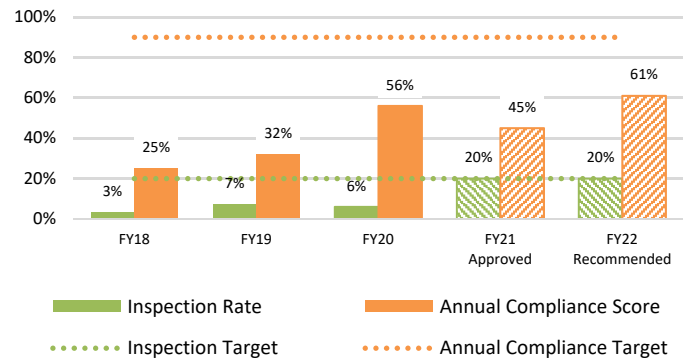
Construction Site Management Program

*Sources = Cityworks



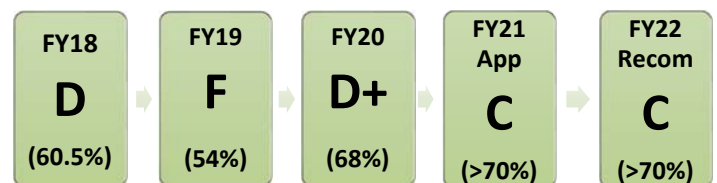
Stormwater Facility Management Program

*Source = Cityworks



Stormwater River Impact Report Card

*Source = COB Stormwater Management Plan



** See the City of Bozeman and Montana State University Stormwater Management Plan for more information at <https://www.bozeman.net/government/stormwater/learn-about-stormwater>.

FY22 Strategic Plan

- Continue working towards strategic vision 4 for a well-planned City
- Work towards vision statement 7 High Performing Organization

FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
STORM WATER	670- Storm Water Fund	1,358,905	1,853,508	2,275,852	22.8%

Department Budget by Category

Division	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
STORM WATER	Salaries & Benefits	528,535	640,866	676,084	5.5%
STORM WATER	Operating	424,239	317,907	445,033	40.0%
STORM WATER	Capital	205,273	700,000	960,000	37.1%
STORM WATER	Debt Service	200,858	194,735	194,735	0.0%
STORM WATER	Transfers	-	-	-	0.0%
TOTALS		1,358,905	1,853,508	2,275,852	

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
STORM WATER	4510- Admin., Enforc. & Mapping	765,310	1,546,012	1,323,790	-14.4%
STORM WATER	4520- Operations & Mtc.	299,241	307,496	277,062	-9.9%
STORM WATER	4530- Construction	294,354	-	675,000	100.0%
TOTALS		1,358,905	1,853,508	2,275,852	

Personnel

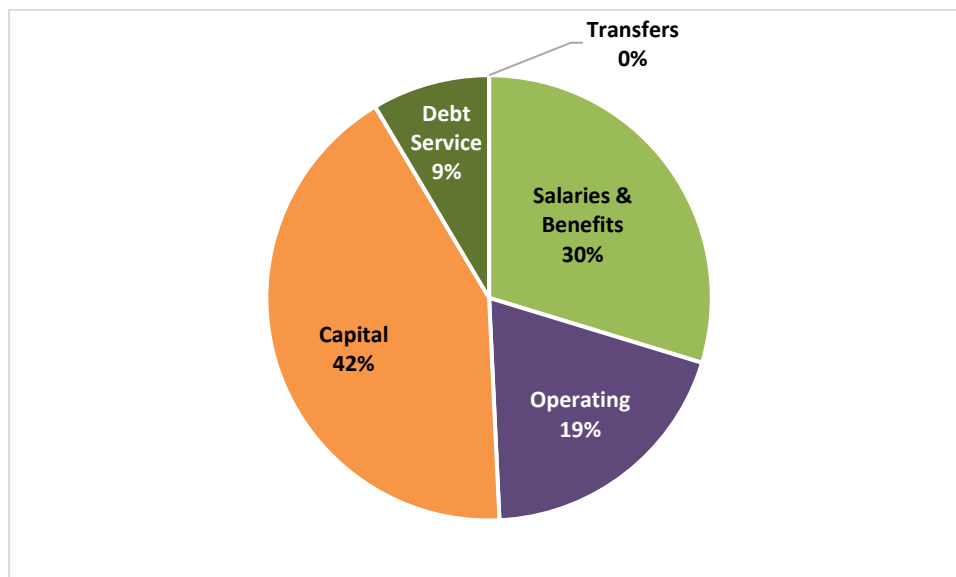
No FTE changes

Operating

Increases in costs of operations

Capital

Fund	Division	Project #	Project Name	FY22
Stormwater Fund				
670	Stormwater	STDM04	HISTORIC PIPE REPLACE PRG	280,000
670	Stormwater	STDM05	ANNUAL UNPLANNED PIPE REH	45,000
670	Stormwater	STOP03	STORMWATER VEHICLE	35,000
670	Stormwater	STOP05	STREET SWEEPER	250,000
670	Stormwater	STOS01	SEDIMENT DISP FAC RD RPR	50,000
670	Stormwater	STRH01	DOWNTOWN MECH STORM PH3	300,000



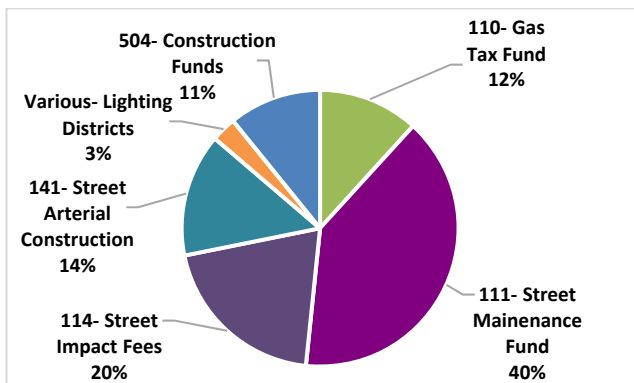
Street Maintenance

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.

Budget Allocation

Funded is from Special revenue funds mainly the Street Maintenance Fund and Street Projects funded by Street Impact Fees and the Arterial & Collector Fund



FY21 Accomplishments

- With the help of HR, we never got below 80% staffed. Went into winter with every team member having their Commercial Driver’s License.
- No pothole damage claims.
- Milled and overlaid a double cul-de-sac (Blackmore Place). First time accomplishment in the history of Bozeman.

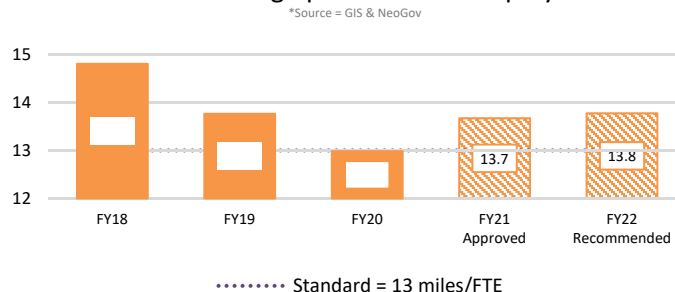
FY21 Strategic Plans

- 1.1 Outreach- continue our engagement with citizens by working with the Neighborhoods Coordinator to develop and install pop-up traffic calming projects.
- 1.3 Public Agencies Collaboration- Donated our recycled asphalt millings to Gallatin County Road Department for reuse in their operations.

- 6.2 Protect Local Air Quality- Continue year round sweeping to keep the fine particles from becoming airborne.

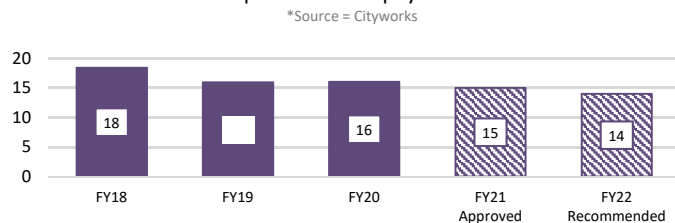
Performance Measures

Street Mileage per Full Time Employee



Number of Potholes Filled per Street Mile

Standard is to fill potholes at a rate to sustain 0 MMIA pothole claim payouts



Number of Paid Pothole Related MMIA Claims*



The COB Streets Department's standard is to have 0 paid pothole related claims
*Source = MMIA

Strategic Plan

- 4.3d Strategic Infrastructure Choices: Explore Sustainable Technology-Always look at ways to purchase or up fit vehicles and equipment with non-fossil fuel energy sources such as electricity and solar power.
- 4.5a Enhance Non-motorized Transportation-Continue to explore other sources of revenue such as Montana Department of Transportation for the preventative maintenance of separated transportation paths.
- 6.2 Protect Local Air Quality- Protect local air quality by sweeping up sand and other road debris as soon as possible.

FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
STREETS	010- General Fund	170,000	-	-	0.0%
STREETS	108- Community Transportaion Fund	3,759	5,000	5,000	0.0%
STREETS	110- Gas Tax Fund	1,736,742	2,344,500	2,294,500	-2.1%
STREETS	111- Street Mainenance Fund	6,471,036	6,473,105	7,779,645	20.2%
STREETS	114- Street Impact Fees	9,443,144	6,230,001	3,943,392	-36.7%
STREETS	141- Street Arterial Construction	4,149,205	1,588,500	2,911,000	83.3%
STREETS	Various- Lighting Districts	502,220	528,934	571,616	8.1%
STREETS	504- Construction Funds	1,670,824	2,178,000	2,112,724	-3.0%
TOTALS		24,146,930	19,348,040	19,617,877	

Department Budget by Category

Division	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
STREETS	Salaries & Benefits	1,722,321	1,829,674	1,917,417	4.8%
STREETS	Operating	3,625,762	5,452,399	5,722,658	5.0%
STREETS	Capital	16,795,759	10,505,000	10,219,763	-2.7%
STREETS	Debt Service	420,536	310,800	344,418	10.8%
STREETS	Transfers	1,582,552	1,250,167	1,413,621	13.1%
TOTALS		24,146,930	19,348,040	19,617,877	

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
PUBLIC WORKS	4110- Street Operations	5,542,314	11,326,597	10,220,767	-9.8%
	4120- Street Maintenance	1,871,893	2,344,500	2,404,500	2.6%
	4130- Street Construction	15,694,171	4,639,147	5,909,825	27.4%
	4150- Street Lighting	601,779	586,934	648,216	10.4%
	4171- Traffic Signs & Markers	436,773	450,862	434,569	-3.6%
TOTALS		24,146,930	19,348,040	19,617,877	

Personnel

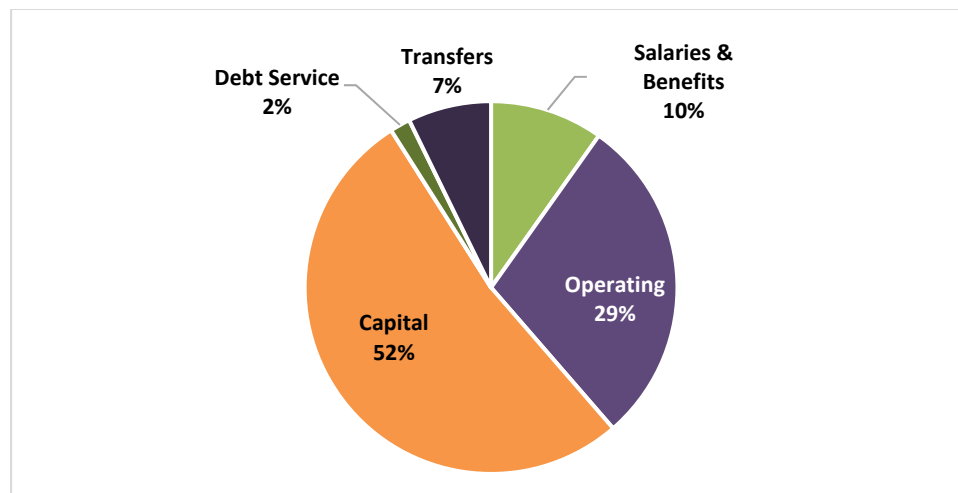
No FTE Changes

Operating

Operational costs increasing with maintaining more roads and an increase in general construction costs.

Capital

Many replacement and new vehicles and annual street projects, see Capital section for all the detailed capital listing for the Street maintenance fund, Gas tax fund, Street Impact Fee fund, and Arterial & Collector fund.



Vehicle Maintenance

Major Objectives:

- To maintain vehicles and equipment in good running condition thereby enabling various City personnel to perform 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.

Budget Allocation

Internal Service Fund- Vehicle Maintenance Internal Service Fund and its services are billed out to other funds

FY21 Accomplishments

- Continued our high level of certifications with no interruptions.
- Maintained emergency services fleet (Fire and Police) at the highest level
- Worked with divisions to find creative solutions to body installations

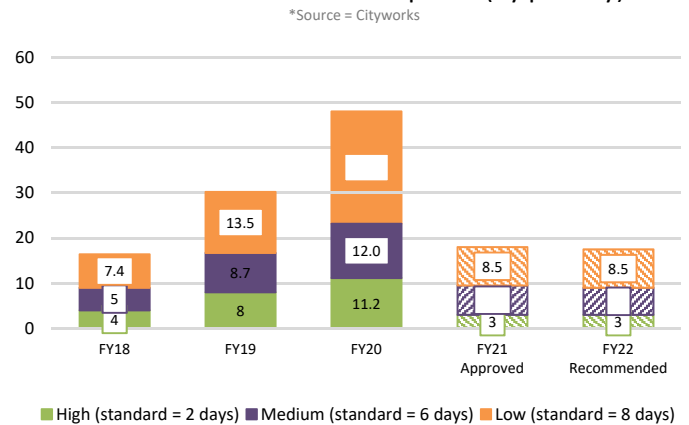
FY21 Strategic Plans

- 1.3 Public Agencies Collaboration- While a fire engine was on loan from Big Sky Fire, we treated it as if we owned it. Made sure all apparatus systems were functional.
- 6.2 Protect Local Air Quality- Maintain a robust preventative maintenance program so engines do not exceed their design emission levels.
- 7.2 Employee Excellence- Offer the best in class work place amenities and facilities.

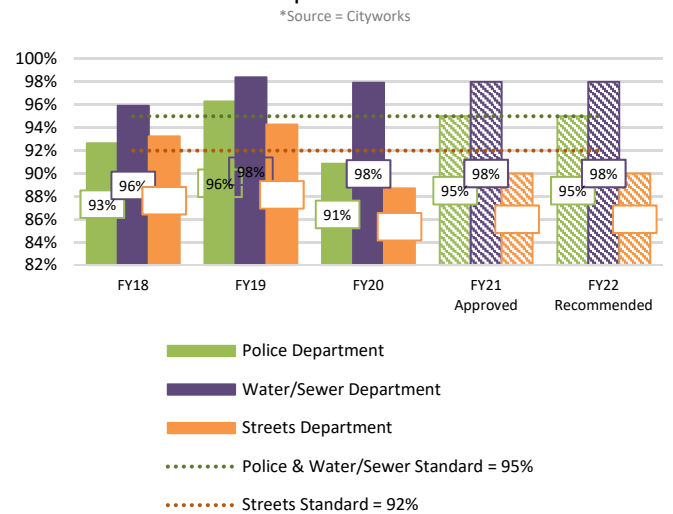
Performance Measures

- Calculate and monitor preventative vs reactive maintenance.
***** Working with Asset Management to implement the necessary system changes to be able to accurately track this information for future years**

Days from Initiation to Completion for Internal Vehicle Service Requests (by priority)



Fleet Operational Time



FY22 Strategic Plan

- 7.2 Protect local Air Quality- Any time we diagnose an emissions problem it is repaired.
- 7.2 Employee Excellence- Our mechanics are the best in the valley maybe even the state.
- 7.3c Best Practices, Creativity & Foresight- Improve Departmental Collaboration. Work with departments on their vehicle purchases considering serviceability, environmental and climate influence and alternative propulsion systems.

FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
VEHICLE MAINTENANCE	710- Vehicle Maintenance Fund	1,554,635	1,444,636	1,833,724	26.9%

Department Budget by Category

Division	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
VEHICLE MAINTENANCE	Salaries & Benefits	548,441	588,729	749,210	27.3%
VEHICLE MAINTENANCE	Operating	1,006,194	855,907	1,084,514	26.7%
VEHICLE MAINTENANCE	Capital	-	-	-	0.0%
TOTALS		1,554,635	1,444,636	1,833,724	26.9%

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
PUBLIC WORKS	6010- Vehicle Maintenance Shop	1,554,635	1,444,636	1,833,724	26.9%
TOTALS		1,554,635	1,444,636	1,833,724	

Personnel

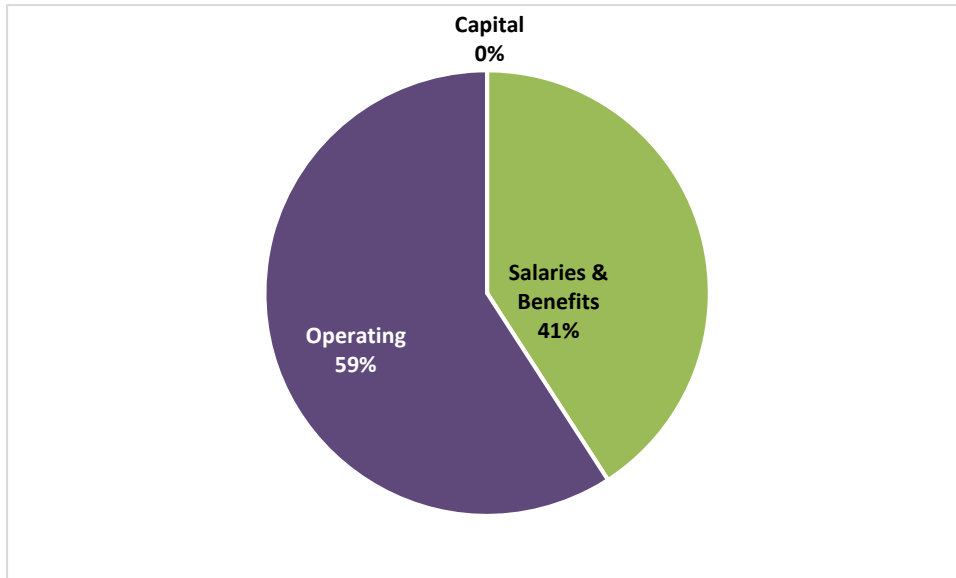
1 FTE Vehicle Mechanic

Operating

Increases in costs for services

Capital

None



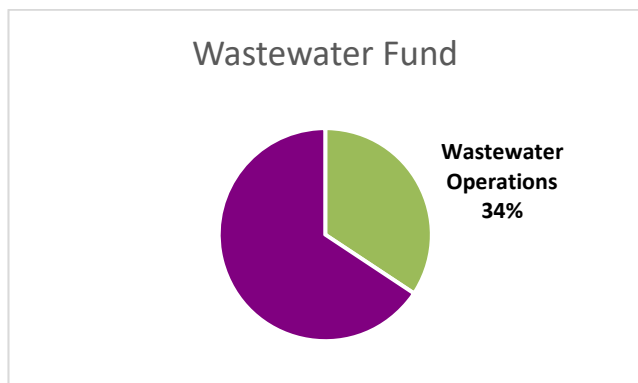
Wastewater- Operations

Major Objectives:

- Adequately maintain and locate the City's wastewater system including manholes, wastewater collection and transmission systems and lift stations
- Clean our entire collections system annually to minimize stoppages
- Televisive the existing sewer infrastructure to determine problems and overall condition of sewer mains, enabling repairs in a timely manner and helping to prioritize renovation projects funded through CIP

Budget Allocation

Operations are funded by the Wastewater Enterprise Fund and new capacity projects are funded by the Wastewater Impact Fee



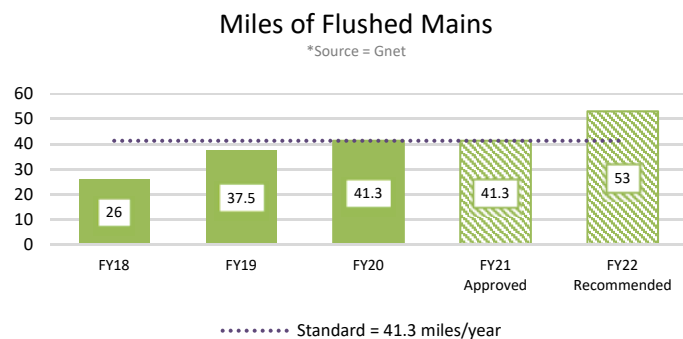
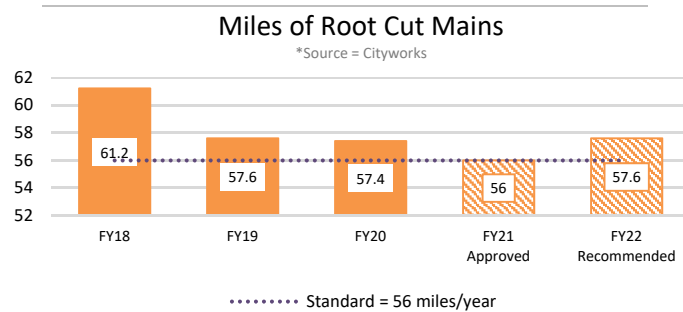
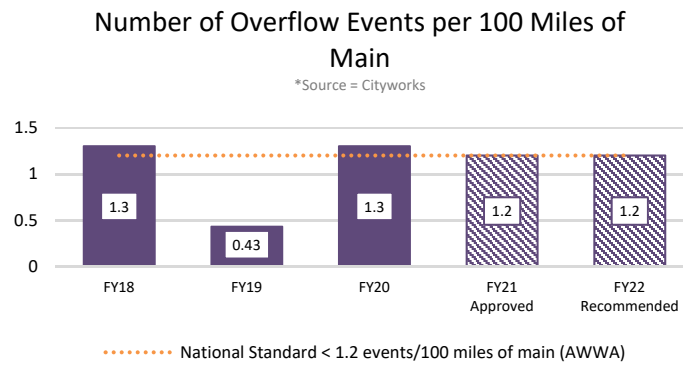
FY21 Accomplishments

- Continued aggressively engaging, educating and inspecting businesses for Fats Oils and Grease issues inspected over 50 businesses this FY.
- Lower than median sewer backups caused by blockages in the main.- .43 / 100 miles of pipe / year
- Replaced root bound sewer connections in New Hyalite view this summer.
- Helped inspect the Front Street and Davis Lane interceptor mains.

FY21 Strategic Plans

- 6.1 Clean Water Supplies- Ensure adequate supplies of clean water for today and tomorrow. By cleaning and root cutting our sewer mains we maintain a low number of backups.

Performance Measures



FY22 Strategic Plan

- 6.1 Clean Water Supplies- Ensure adequate supplies of clean water for today and tomorrow. By cleaning and root cutting our sewer mains we maintain a low number of backups.

FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
WASTEWATER OPERATIONS	620- Wastewater Fund	2,612,635	3,579,910	3,685,220	2.9%
WASTEWATER OPERATIONS	630- Wastewater Impact Fee	1,730,051	1,508,452	4,647,102	208.1%
TOTALS		4,342,686	5,088,362	8,332,322	

Department Budget by Category

Division	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
WASTEWATER OPERATIONS	Salaries & Benefits	733,800	942,035	973,059	3.3%
WASTEWATER OPERATIONS	Operating	1,724,238	1,901,910	1,729,846	-9.0%
WASTEWATER OPERATIONS	Capital	1,884,243	1,675,000	5,060,000	202.1%
WASTEWATER OPERATIONS	Debt Service	405	530,012	530,012	0.0%
WASTEWATER OPERATIONS	Transfers	-	39,405	39,405	0.0%
TOTALS		4,342,686	5,088,362	8,332,322	

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
PUBLIC WORKS	5210- Wastewater Operations	2,852,988	3,883,957	7,114,267	83.2%
	5220- Utilities Locates	97,018	92,900	106,550	14.7%
	5230- Wastewater Services	2,281	5,000	5,000	0.0%
	5240- Wastewater Construction	1,358,098	1,064,405	1,064,405	0.0%
	5250- Manholes	20,539	25,000	25,000	0.0%
	5260- Televising	11,111	12,100	12,100	0.0%
	5280- Main Repairs	651	5,000	5,000	0.0%
TOTALS		4,342,686	5,088,362	8,332,322	

Personnel

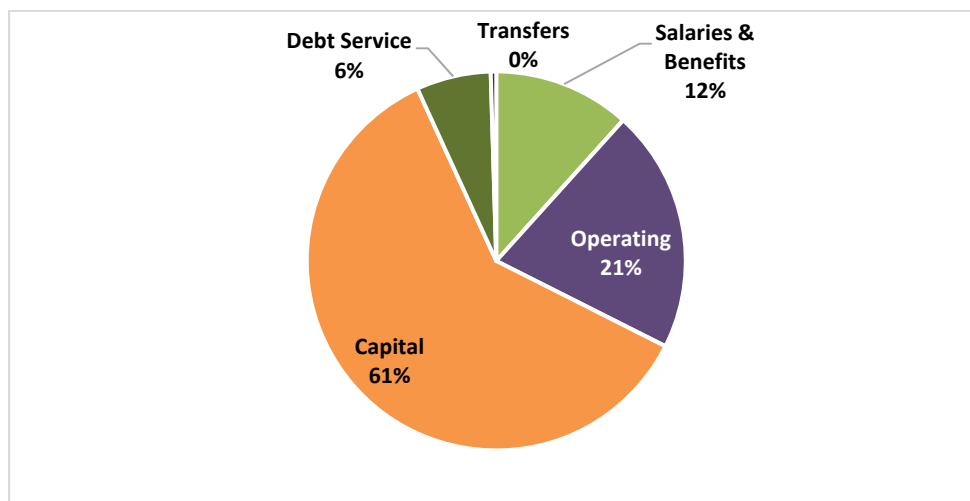
Adding 1 FTE- Water/Sewer Operator split with the Water fund

Operating

Mine reductions in operating expenses

Capital

Annual pipe replacement and other annual projects, see Capital section for all the detailed capital listing for the Wastewater fund, and Wastewater Impact Fee fund.

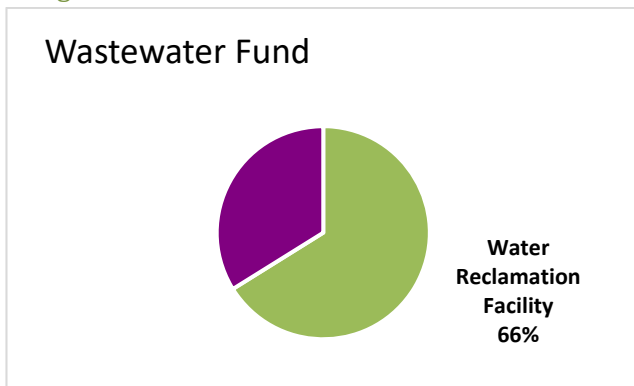


Wastewater- Water Reclamation Facility

Major Objectives:

- Protect and enhance the water quality of the East Gallatin River
- Consistently achieve compliance with all aspects of the city's Discharge permit (MPDES) and in most cases be below allotted limit.
- Comply with all EPA 503 Bio-solids requirements and regulations, minimizing unpleasant odors.

Budget Allocation



FY21 Accomplishments

- Met Montana Department of Environmental Quality discharge permit requirements. No permit violations.
- Stayed below budget performance measure in regards to rate of cost for treatment.
- Maintained an aggressive proactive preventative vs. corrective maintenance program.

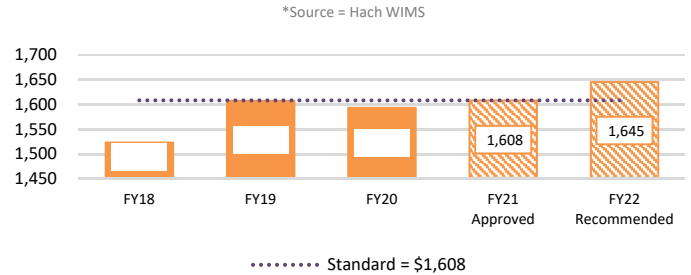
FY21 Strategic Plan

- 1.3c) Enhance our relationship with State and Federal Agencies: The WRF had several projects with MSU including Wastewater surveillance testing for COVID-19, Optimization of WRF biogas system and the ongoing Wetland pilot project.
- 6.1a) The WRF main objective is to protect the East Gallatin River. The Bozeman WRF discharges a best in class product to the outflow. Because the WRF is a biological nutrient removal facility (BNR) no chemicals are used in the processing of the wastewater.

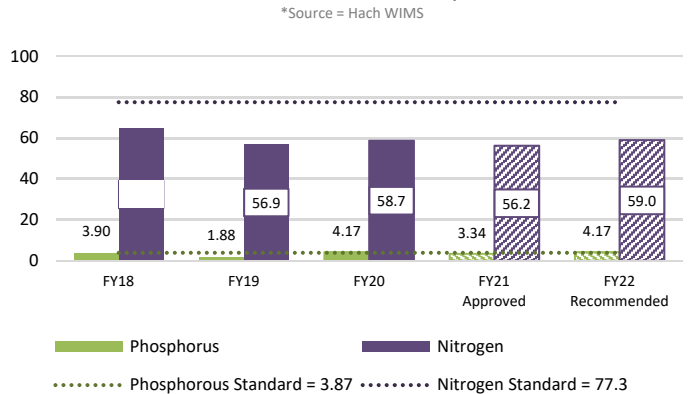
- 7.2a) Be a "Best in Class" Employer: 10 out of 14 WRF employees are State of Montana Wastewater Certified.

Performance Measures

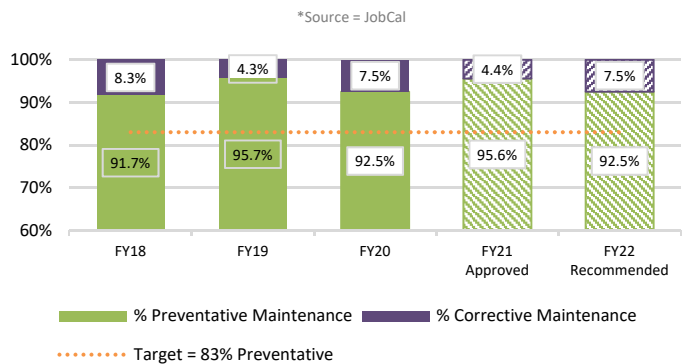
Total O&M Dollars per Million Gallons of Wastewater Flow Treated Annually



Loading Per Million Gallons of Wastewater Flow Treated Daily



Preventative vs. Corrective Maintenance



FY22 Strategic Plan

- 6.1 Clean Water Supplies- The WRF has, in preparation for their permit renewal, studied and will continue to study the river downstream of the WRF plant discharge. The goal of the WRF is to understand the river so we can protect the watershed downstream of the treatment plant.

FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
WATER RECLAMATION FACILITY	620- Wastewater Fund	5,498,662	7,102,531	7,054,131	-0.7%
WATER RECLAMATION FACILITY	630- Wastewater Impact Fee	-	-	300,000	100.0%
TOTALS		5,498,662	7,102,531	7,354,131	

Department Budget by Category

Division	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
WATER RECLAMATION FACILITY	Salaries & Benefits	1,124,898	1,240,921	1,313,193	5.8%
WATER RECLAMATION FACILITY	Operating	2,351,022	2,737,610	2,941,938	7.5%
WATER RECLAMATION FACILITY	Capital	405,083	1,885,000	1,830,000	-2.9%
WATER RECLAMATION FACILITY	Debt Service	1,617,659	1,239,000	1,239,000	0.0%
WATER RECLAMATION FACILITY	Transfers	-	-	-	0.0%
TOTALS		5,498,662	7,102,531	7,324,131	

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
PUBLIC WORKS	5610- WRF Operations	3,006,961	6,070,039	6,030,074	-0.7%
	5620- Laboratory	424,177	463,492	454,157	-2.0%
	5630- Sludge Injection	448,308	554,200	555,100	0.2%
	5640- Pretreatment	1,557	14,800	14,800	0.0%
	5650- WRF Construction	1,617,659	-	300,000	0.0%
TOTALS		5,498,662	7,102,531	7,354,131	

Personnel

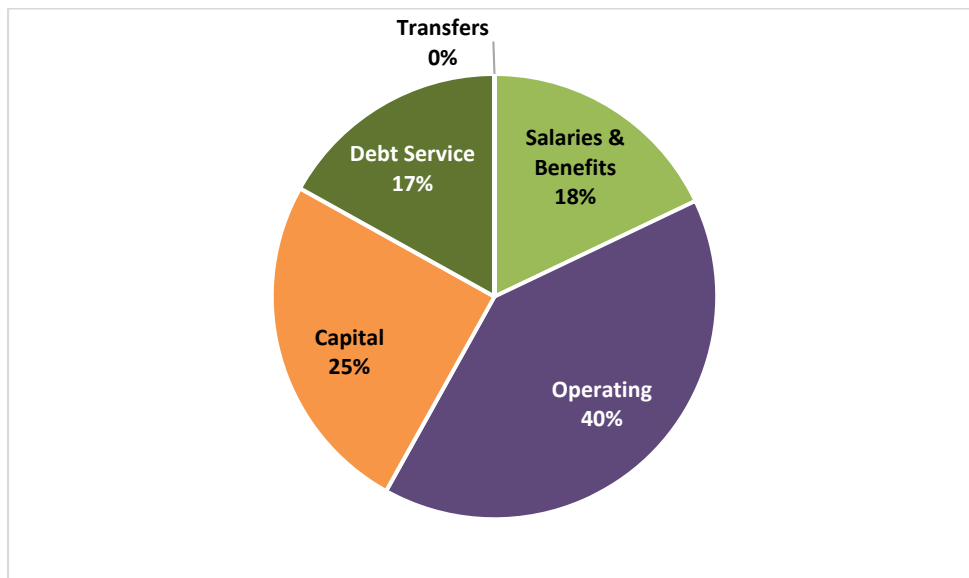
No change

Operating

Minor inflationary costs to operations

Capital

Annual projects, see Capital section for all the detailed capital listing for the Wastewater fund, and Wastewater Impact Fee fund.



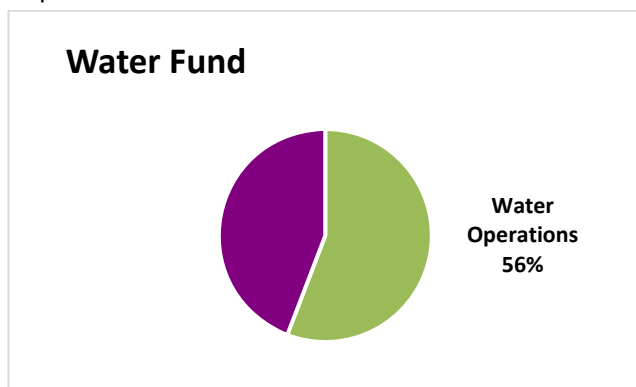
Water- Operations

Major Objectives:

- Maintain the City's 295 miles of the water distribution system, hydrants, valves, meters and pressure reducing valves.
- Respond to water distribution problems 24 hours a day, 7 days a week.

Budget Allocation

Operations are funded by the Water Enterprise Fund and new capacity projects are funded by the Water Impact Fee



FY21 Accomplishments

- Helped oversee refurbishment and startup of the Pear Street Booster Station.

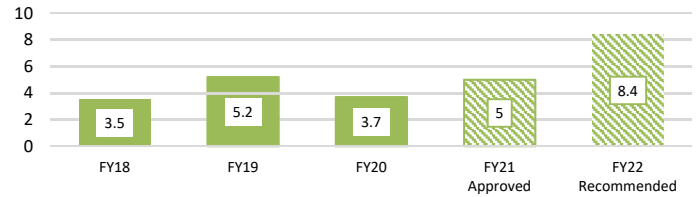
FY21 Strategic Plans

- 6.1 Clean Water Supplies Continued Lead Service Line removal both within the department and outside contractors down to 30 known lead service lines. Have started second inventory looking for galvanized lines with lead goosenecks.

Performance Measures

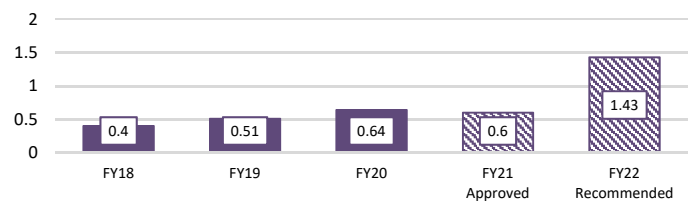
Water Main Breaks/Leaks 100 Miles of Pipe
National Standard (AWWA) ≤ 8.4

*Source = Cityworks



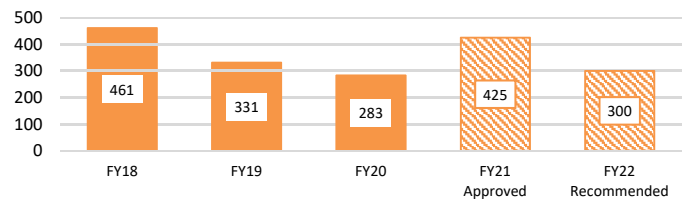
4-12 Hour Disruption of Water Service/1,000 Accounts
National Standard (AWWA) ≤ 1.43

*Source = Cityworks



New Water Service Line Inspections

*Source = Cityworks



FY22 Strategic Plan

6.3 Climate Action- Reduce community and municipal Greenhouse Gas (GHG) emissions, increase the supply of clean and renewable energy; foster related businesses.

FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
WATER OPERATIONS	600- Water Fund	5,997,497	4,585,224	7,563,729	65.0%
WATER OPERATIONS	610- Water Impact Fees	2,681,371	1,036,291	856,241	-17.4%
TOTALS		8,678,868	5,621,515	8,419,970	

Department Budget by Category

Division	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
WATER OPERATIONS	Salaries & Benefits	998,178	1,212,444	1,271,386	4.9%
WATER OPERATIONS	Operating	3,861,433	2,219,571	2,425,684	9.3%
WATER OPERATIONS	Capital	3,217,855	1,589,500	4,119,500	159.2%
WATER OPERATIONS	Debt Service	1,402	-	3,400	0.0%
WATER OPERATIONS	Transfers	600,000	600,000	600,000	0.0%
TOTALS		8,678,868	5,621,515	8,419,970	

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
PUBLIC WORKS	5010- Water Operations	2,640,616	2,624,554	4,925,350	87.7%
	5020- Utility Locates	97,422	93,750	107,475	14.6%
	5030- Water Services	37,642	35,000	35,000	0.0%
	5040- Water Construction	5,222,979	2,162,500	2,657,500	22.9%
	5060- Meter Reading	584,103	588,211	577,145	-1.9%
	5070- Hydrants	35,085	80,000	80,000	0.0%
	5080- Water Valves	23,024	17,500	17,500	0.0%
	5090- Main Repairs	37,997	20,000	20,000	0.0%
TOTALS		8,678,868	5,621,515	8,419,970	

Personnel

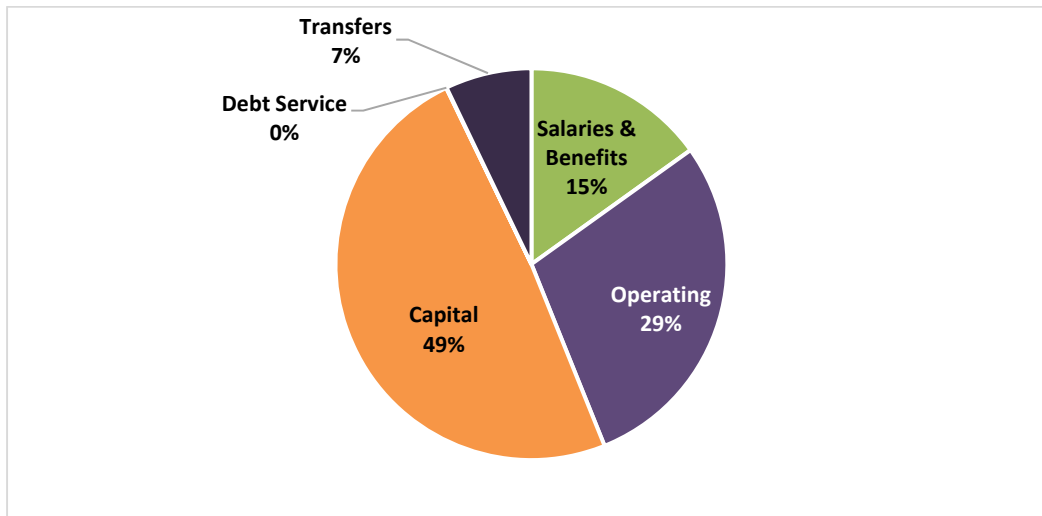
Adding 1 FTE- Water/Sewer Operator shared funding with the Wastewater fund.

Operating

Inflationary increases in the costs of operations

Capital

Annual projects and equipment replacements, see Capital section for all the detailed capital listing for the Water fund, and Water Impact Fee fund.



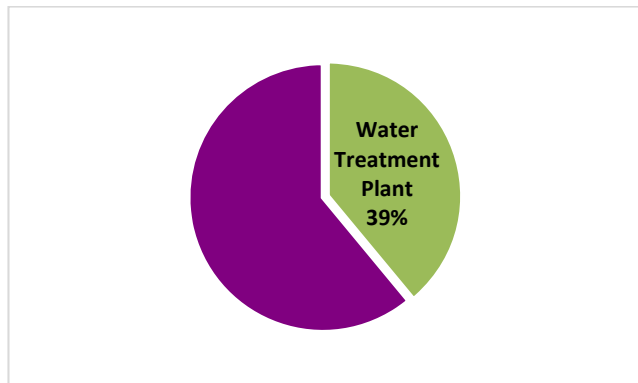
Water- Water Treatment Plant

Major Objectives:

- Protect public health through optimization of the Sourdough and Lyman Creek Plants.
- Maintain high-quality drinking water of low turbidity, void of contaminants, and meeting water supply demands of the City.
- Monitoring and maintaining WTP facilities to ensure current needs are met and to anticipate future water quality and quantity needs.

Budget Allocation

Operations are funded by the Water Enterprise Fund and new capacity projects are funded by the Water Impact Fee.



FY21 Accomplishments

- Reduced overflow when using Hyalite Lake water by almost 500,000 gpd since FY18
- Optimizing chemical use for residuals handling
- Experimenting with recycling backwash water to head of the plant

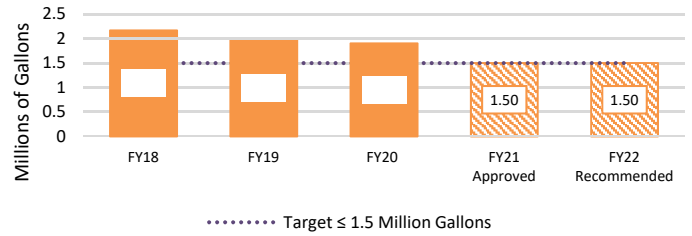
FY21 Strategic Plans

- 6.1 Clean Water Supplies
- 7.3 Best Practices, Creativity & Foresight
- 7.4 Performance Metrics

Performance Measures

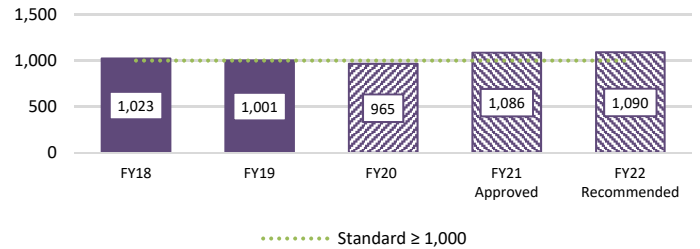
Purchased Median Daily Surplus Hyalite Water
(Indicating water the City purchased but did not use)

*Source = Hach WIMS



Number of samples per 10,000 people

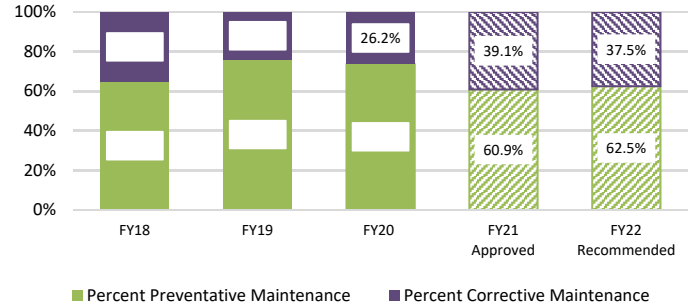
*Source = Hach WIMS



Corrective vs Preventative Maintenance

Target = 60% Preventative / 40% Corrective

*Source = JobCal



FY22 Strategic Plan

6.1 Clean Water Supplies

7.3 Best Practices, Creativity & Foresight

- 7.3c Improve Departmental Collaboration
- 7.3d Update Departmental Plans- Complete Risk and Resiliency Plan required by EPA

7.4 Performance Metrics- Continue to improve on performance measures through plant optimization and data collection

FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
WATER PLANT	600- Water Fund	5,601,239	5,111,197	5,387,560	5.4%
WATER PLANT	610- Water Impact Fees	78,648	525,000	1,350,000	157.1%
TOTALS		5,679,887	5,636,197	6,737,560	

Department Budget by Category

Division	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
WATER PLANT	Salaries & Benefits	789,944	918,347	947,205	3.1%
WATER PLANT	Operating	2,970,947	2,207,220	2,311,725	4.7%
WATER PLANT	Capital	122,468	1,345,000	2,185,000	62.5%
WATER PLANT	Debt Service	1,796,528	1,165,630	1,293,630	11.0%
WATER PLANT	Transfers	-	-	-	
TOTALS		5,679,887	5,636,197	6,737,560	

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
PUBLIC WORKS	4610- Water Plant Operations	2,715,295	5,111,197	5,387,560	5.4%
	4620 - Water Plan Construction	2,964,592	525,000	1,350,000	157.1%
TOTALS		5,679,887	5,636,197	6,737,560	

Personnel

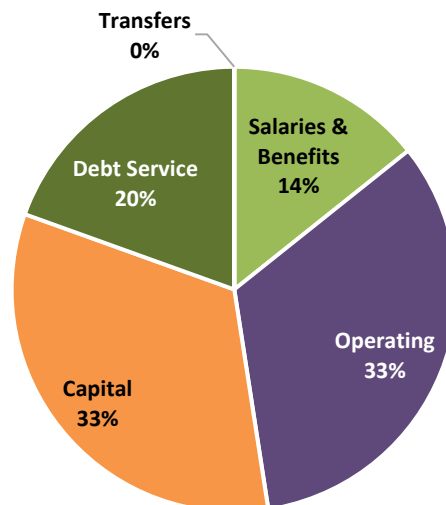
No changes

Operating

No major changes

Capital

Annual projects and equipment replacements, see Capital section for all the detailed capital listing for the Water fund, and Water Impact Fee fund.



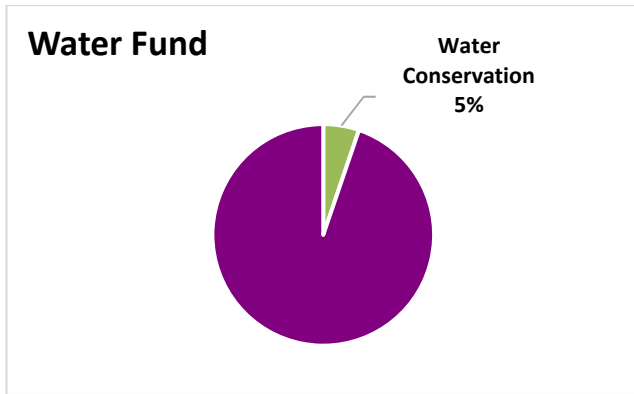
Water Conservation

Major Objectives:

- Establishing and strengthening the community's water conservation ethic.
- Ensuring adequate water supplies are available; to meet current and future demands, in times of drought, for emergency response and long term drought mitigation

Budget Allocation

Funded by the Water Enterprise Fund



FY21 Accomplishments

- Completion of Net Blue Water Offset Project & revisions to water adequacy code
- Developed & launched Dropcountr irrigation tool (~1800 users)
- Completion of three large bulk retrofit projects through new commercial rebate program (35%-50% water use reduction)

FY21 Strategic Plans

- An Engaged Community: 1.1 Outreach, 1.2 Community Engagement, - Sprinkler system assessments, residential & commercial incentives, commercial water use assessments, kid activity sheets & kits
- A Well Planned City: 4.3.d Explore Sustainable Technology - New Dropcountr irrigation tool, rate structure pricing & usage information
- A Sustainable Environment: 6.1.a Watershed Management Safe Community & 6.3 d Climate Change Adaptation and Mitigation: Net Blue Water Offset Project, ongoing drought

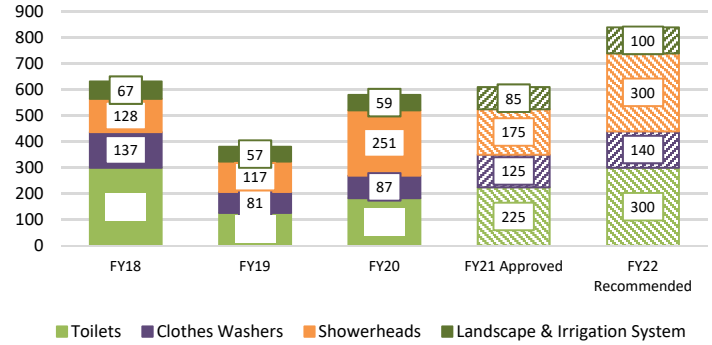
monitoring & public education campaign, outdoor water use efficiency campaign

Performance Measures

Water Conservation Rebates

The target is to continuously increase the rebate program

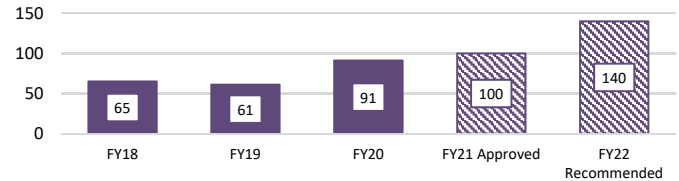
*Source = GIS Rebate Tracking Database



Number of Outdoor Sprinkler System Assessments

Target = 200 assessments

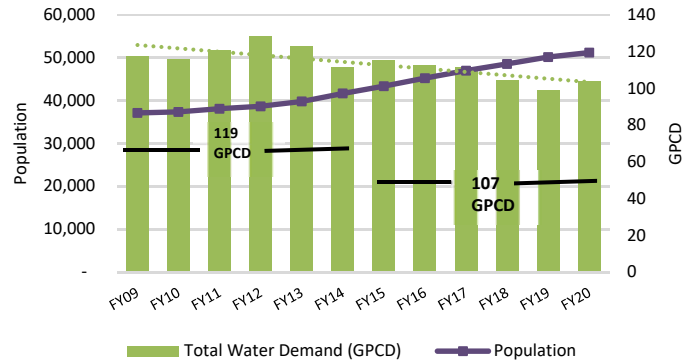
*Source = Internal Tracking System



Gallons Per Capita Per Day (GPCD) Water Demand & Population

The target is to show a long term decreasing GPCD trend independent of annual weather anomalies

*Source = Naviline & US Census



FY22 Strategic Plan

- An Engaged Community: 1.1 Outreach and 1.2 Community Engagement- Professional Services for Water Smart Bozeman Education Campaign

FY22 Budget

Department Budget by Fund

Division	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
WATER CONSERVATION	600- Water Fund	450,711	658,829	708,726	7.6%

Department Budget by Category

Division	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
WATER CONSERVATION	Salaries & Benefits	150,992	160,229	167,026	4.2%
WATER CONSERVATION	Operating	251,372	460,100	467,200	1.5%
WATER CONSERVATION	Capital	44,678	36,000	36,000	100.0%
WATER CONSERVATION	Debt Service	3,669	2,500	2,500	100.0%
WATER CONSERVATION	Transfers				0.0%
TOTALS		450,711	658,829	672,726	

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
PUBLIC WORKS	4640- Water Conservation	450,711	658,829	708,726	7.6%
TOTALS		450,711	658,829	708,726	

Personnel

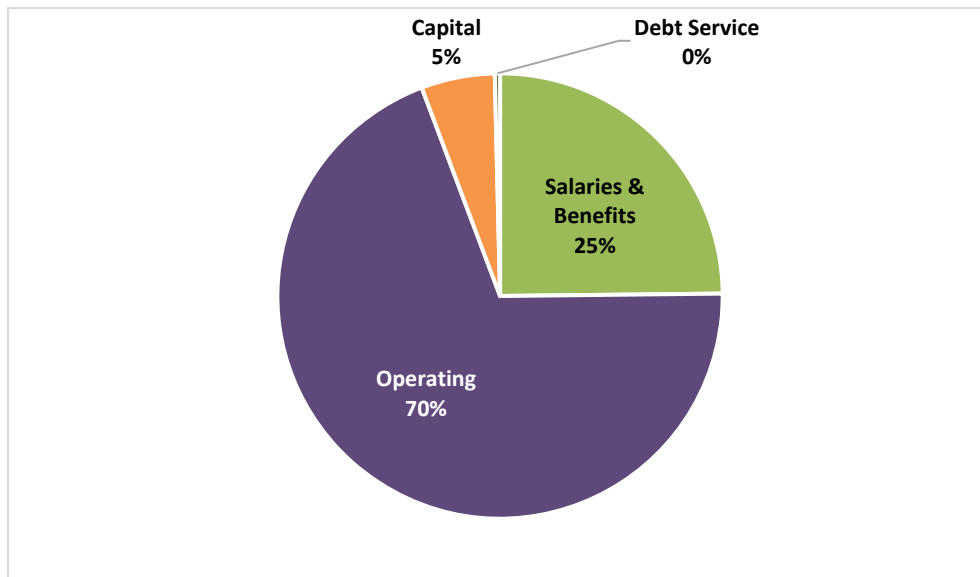
No FTE changes

Operating

Increases in operations with expanding program

Capital

Fund	Division	Project #	Project Name	FY22
Water Funds				
600	Water	WC02	METER SOFTWARE SUBSCRIPTION	36,000





Public Welfare

Public Welfare

Recreation (Parks & Recreation)- The Recreation Division is responsible for identifying the recreation needs of our growing community and offering quality programs in diverse interest areas that satisfy those needs. The division has a committed staff that remains focused on program quality and customer satisfaction while offering all-inclusive opportunities in outdoor recreation, sports, fitness, and cultural arts. The Aquatics Division is comprised of one year-round indoor facility, the Swim Center and one outdoor seasonal facility, Bogert Pool.



Forestry (Parks & Recreation)- The Forestry Division

is committed to providing a healthy, safe, and aesthetically pleasing community forest. Environmental, economic, and social benefits from the urban forest raise the standard of living for Bozeman residents.

Parks (Parks & Recreation)- The Parks Division is responsible for the overall development and maintenance of 44 public parks, 52 + miles of trails and associated sports fields and open space within the City limits.

Cemetery (Parks & Recreation)- The 73+acre Sunset Hills Cemetery, the only City owned and maintained cemetery, is a virtual arboretum of stately pine, fir, spruce, ash, maple, cedar and various ornamental trees, which are maintained by the Forestry Division with assistance from the Cemetery Division. The cemetery currently contains over 16,000 burial sites, three columbariums, nine dedicated affiliation areas and ample room for expansion.



Library- The Bozeman Public Library creates opportunities that inspire curiosity, exploration and connection. The Library is the community cultural center that connects all Bozeman citizens to their neighbors and the world.

Economic Development - Our community strengthens and diversifies the local economy by supporting business sectors that create & sustain mid- to high-paying jobs, enhancing the high quality of life in the greater Bozeman

Sustainability (Strategic Services) - Coordinates with city departments and community stakeholders to promote a sustainable environment and reduce greenhouse gas emissions.

Affordable Housing (Community Development) - As Bozeman grows, the city is working to develop a long-term plan to meet the housing needs of its residents through the Affordable Housing Program.

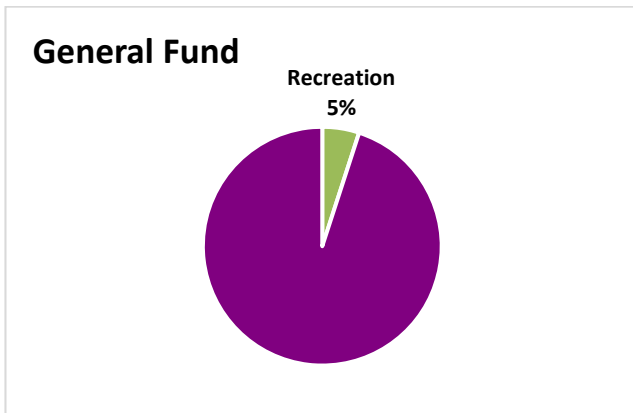
Recreation (Parks & Recreation)

Major Objectives:

- Offer recreational opportunities and facilities that promote health and wellness and improve the quality of life for the Bozeman community.
- To provide recreation and fitness opportunities to the community in an environment that encourages and instructs individuals how to be safe in, on, and around water.

Budget Allocation

Funded by the General Fund



FY21 Accomplishments

- Developed COVID-19 related protocols and safely implemented traditional community recreation programs during the pandemic with a 99% satisfaction rate.
- Developed and implemented innovative COVID appropriate recreation programs
 - Operation Rec Ed
 - Rec Mobile
 - Rec2Go
- Successful opening, programming, and managing two public swimming pools during phase 2 of the COVID-19 pandemic

FY21 Strategic Plans

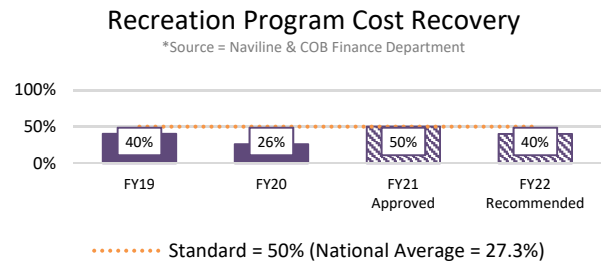
- An Engaged Community 1.4 Business and Institutional Partnerships- Random Acts of Silliness-Menagerie of the Imaginary, United Way KidsLink , World Language , Girl Scouts, Optimist Club, Thrive + Bozeman School District
- A Safe Welcoming Community 3.4 Active Recreation – Facilitate and promote recreational

opportunities and active health programs and facilities.

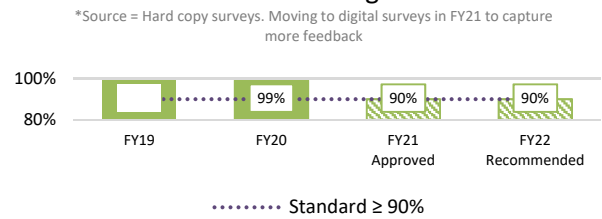
- A Creative Learning Culture 5.3 Partnerships for Education and Learning- World Language, MSU School of Arch-Intergenerational Community Center Project, MSU Education Department- Operation Rec Ed Book and Tech Club, MSU Health and Human Development Department- Operation Rec Ed Book and Tech Club, MOSS, GV Farm2 School, Food Bank

Performance Measures

Recreation

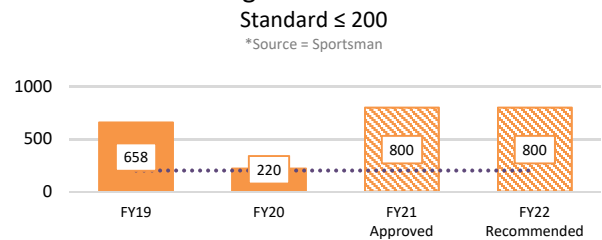


Percentage of Participants Satisfied with Recreation Programs

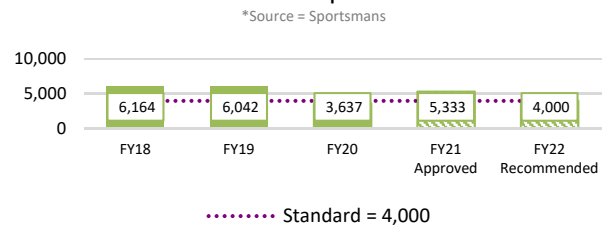


Aquatics

Number of Individuals on the Aquatics Program Wait Lists



Visitation per FTE



FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
RECREATION	010- General Fund	1,803,062	2,182,249	2,275,169	4.3%
RECREATION	189- Story Mansion Operating Fund	33,083	35,048	47,579	35.8%
TOTALS		1,836,145	2,217,297	2,322,748	

Department Budget by Category

Division	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
RECREATION	Salaries & Benefits	981,616	1,164,451	1,190,722	2.3%
RECREATION	Operating	706,958	891,158	801,338	-10.1%
RECREATION	Capital	145,227	157,000	326,000	100.0%
RECREATION	Debt Service	2,344	4,688	4,688	0.0%
RECREATION	Transfers				0.0%
TOTALS		1,836,145	2,217,297	2,322,748	

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
PARKS AND RECREATION	8010- Recreation Operations	612,187	657,550	640,734	-2.6%
PARKS AND RECREATION	8020- Swim Center	927,454	1,066,584	1,048,459	-1.7%
PARKS AND RECREATION	8030- Bogert Pool	87,623	85,976	90,990	5.8%
PARKS AND RECREATION	8040- Facilities: Lindley, Beall & Story	162,032	328,159	465,915	42.0%
PARKS AND RECREATION	8050- Recreation Programs	46,849	79,028	76,650	-3.0%
TOTALS		1,836,145	2,217,297	2,322,748	

Personnel

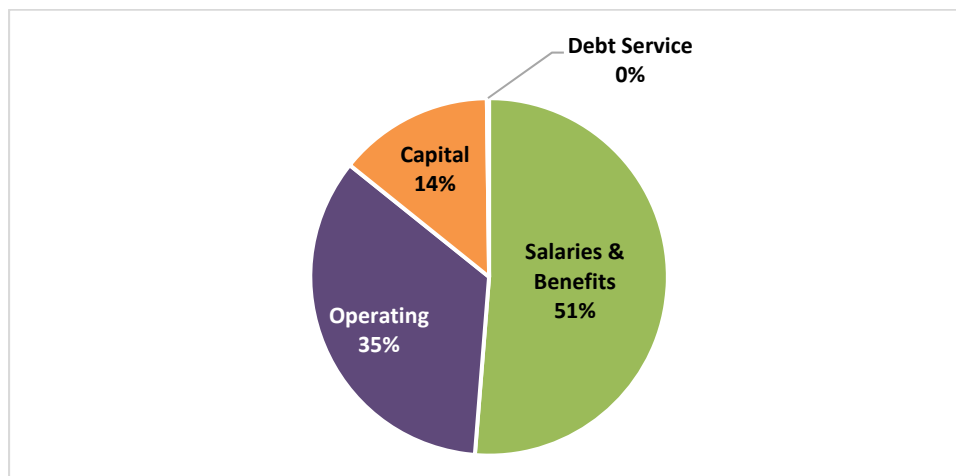
No FTE changes

Operating

Decreases in operating costs with limited programming and hours

Capital

Fund	Division	Project #	Project Name	FY22
General Fund				
10	Recreation	GF300	SMCC GYM FLOOR REPLACEMENT	146,000
10	Recreation	GF301	STORY MANSION EXTERIOR PAINT	130,000
10	Recreation	GF348	REC SOFTWARE	50,000



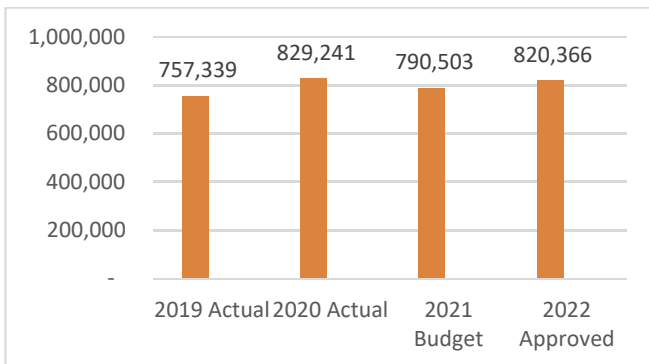
Forestry (Parks & Recreation)

Major Objectives:

- Continue both reactive and proactive maintenance for Bozeman’s 23,946 public trees in boulevards, developed city parks, and city-owned properties.
- Manage potential risk factors through site inspections, proper pruning, and high-risk tree removals.
- Identify and correct encroaching vegetation utilizing Forestry staff (public trees) and Code Compliance (private trees).
- Maintain Cost Share and Voucher Replacement programs, while increasing Public Outreach to improve tree diversity and resident interaction.

Budget Allocation

Funded by the Tree Maintenance Special Revenue Fund



FY21 Accomplishments

- Frost Bites (removal of 900+ frost damaged trees)
- Proactively prepared all chip seal and milling routes
- Successful build and use of Grapple Truck with Solid Waste

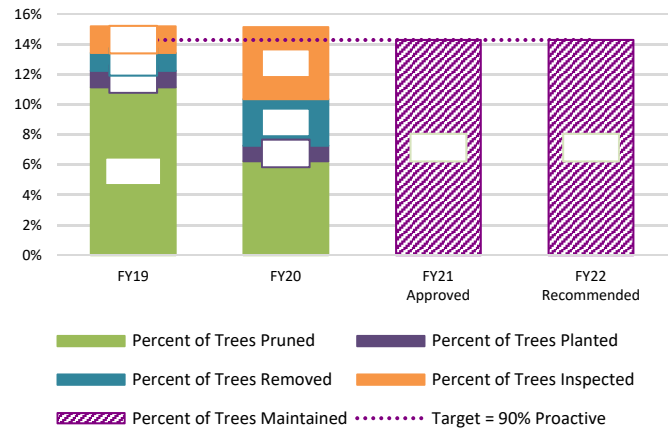
FY21 Strategic Plans

- Sustainable Environment 6.2 Protect Local Air Quality- Healthy established trees and increased plantings improve air quality
- Sustainable Environment 6.3 Climate Action d) resiliency/preparedness for climate change- Trees reduce cooling needs, provide habitat, reduce watering needs for turf, sequester carbon, reduce severity of flooding/drought

Performance Measures

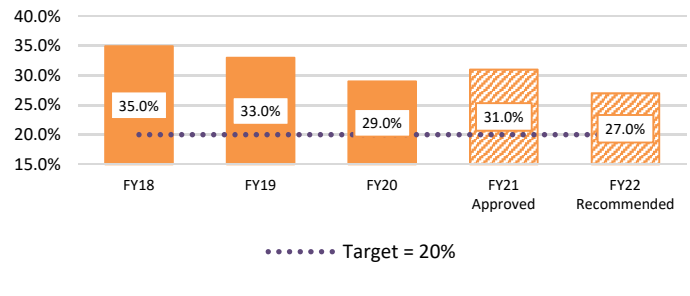
Percent of Tree Population Maintained Standard: 7-year cycle (14.3% of population)

Source = GIS Work Tracking System



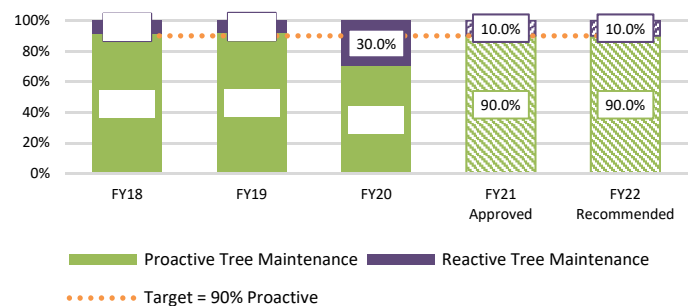
Percent of Population That is Ash Standard: Reduce Ash to 20% of Population

Source = GIS Work Tracking System



Proactive vs. Reactive Maintenance

Source = GIS Work Tracking System



FY22 Strategic Plan

- 6.2 Protect Local Air Quality
- 6.3 Climate Action -d) Climate Change Adaptation and Mitigation - Increase the community's resiliency and preparedness in response to climate change.
- 6.5- Tree maintenance extends beyond boulevards into PTOS.

FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
FORESTRY	112- Tree Maintenance Fund	716,074	777,909	949,280	22.0%

Department Budget by Category

Division	Category	FY20 Actual	FY21 Budget	FY22 Approved	% Change
FORRESTRY	Salaries & Benefits	450,384	481,089	473,159	-1.6%
FORRESTRY	Operating	173,720	296,820	316,121	6.5%
FORRESTRY	Capital	103,640	-	160,000	100.0%
FORRESTRY	Debt Service	-	-	-	0.0%
FORRESTRY	Transfers	-	-	-	0.0%
TOTALS		727,744	777,909	949,280	

Department Budget by Division

Department	Division	FY20 Actual	FY21 Budget	FY22 Approved	% Change
PARKS AND RECREATION	7710- Tree Maintenance	716,074	777,909	949,280	22.0%
TOTALS		716,074	777,909	949,280	

Personnel

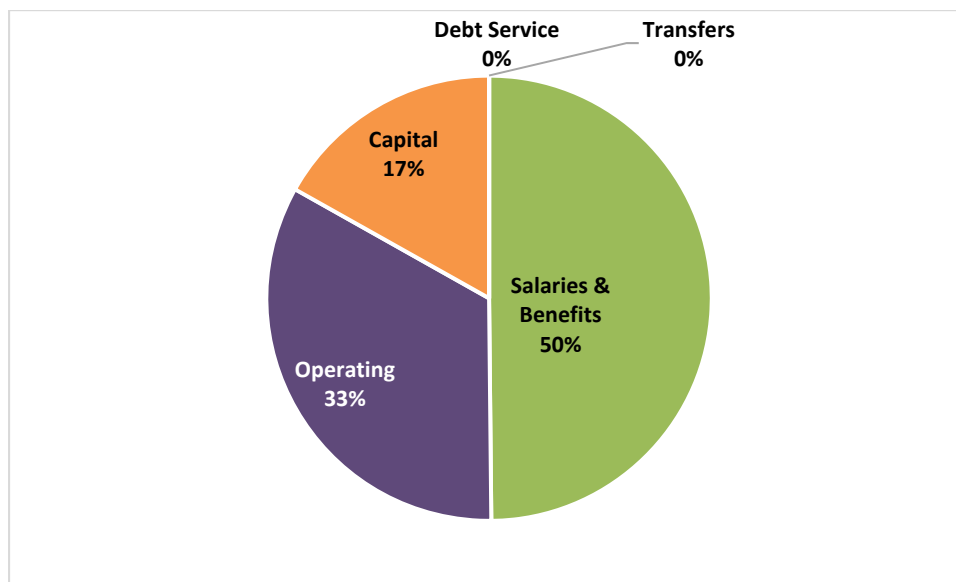
No changes

Operating

Increase in District administrative costs.

Capital

Fund	Division	Project #	Project Name	FY22
Tree Maintenance Fund				
112	Tree Maintenance	FOR13	Aerial Lift/ Bucket Truck	160,000



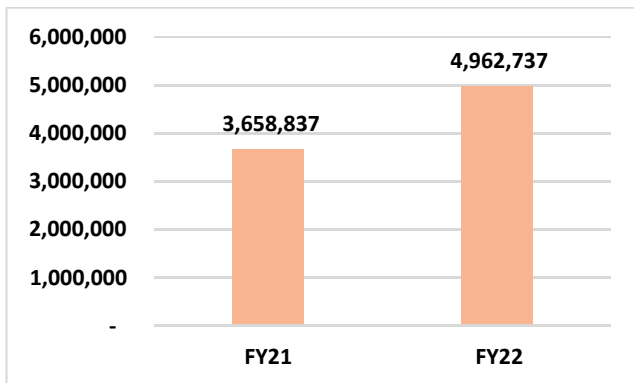
Parks (Parks & Recreation)

Major Objectives:

- Continue adding, upgrading, and maintaining safe and quality sports fields, trail corridors, community gathering areas, and playground equipment.
- Provide expanded maintenance and care to restrooms, litter control, pet waste disposal, turf care, and water conservation efforts.
- Improve, maintain, and expand the trail system in coordination with development and our partners.
- Continue to upgrade park signage for uniformity and less maintenance.

Budget Allocation

With the New District, Parks will be funded through a special assessment in a special revenue fund. It's the second year of the Parks & Trails District Special Revenue fund.



FY21 Accomplishments

- Implementation and oversight of the new Parks and trails District, with the Parks Division assuming maintenance responsibilities in 33 additional parks with over 235 acres.
- Assumed maintenance responsibilities of the Path to the "M" and continued maintenance of the new Story Mill Community Park.
- Expanded the irrigation system at the Bozeman Sports Park to include irrigation around the playground area and the boulevard along Baxter Lane.

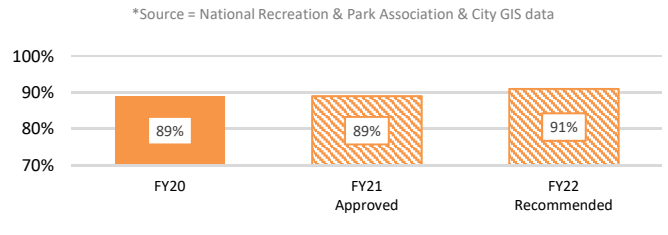
FY21 Strategic Plans

- 3.4 Active Recreation

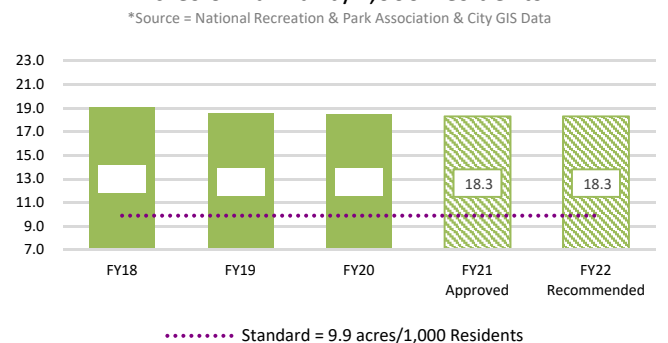
- 4.3 Strategic Infrastructure (Parks and Trails District.)
- 6.5 Parks, Trails & Open Space

Performance Measures

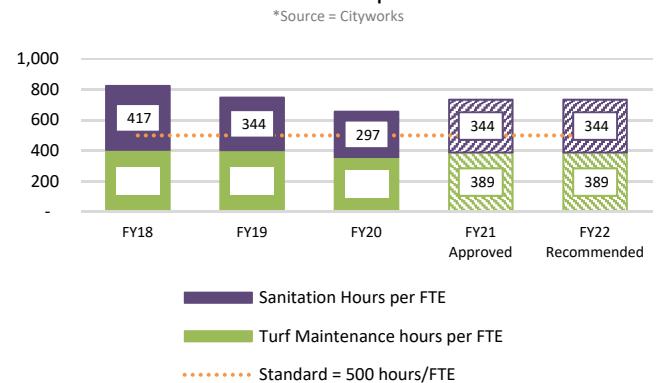
Percent of City Limits within 1/2 mile of a Park



Acres of Parkland/1,000 Residents



Hours spent on Sanitation & Turf Maintenance per FTE



FY22 Strategic Plan

- 3. A Safe, Welcoming Community 3.4- Active Recreation- Facilitate and promote recreational opportunities and active health programs and facilities. (Maintaining and operating high quality playgrounds, sports fields, trail corridors.)
- 4. High Quality Urban Approach 4.3- Prioritize long-term investment and maintenance for existing and new infrastructure.

FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
PARKS	10- General Fund	1,968,350	-	-	0.0%
PARKS	128- FWP Management Areas	73	2,000	2,000	0.0%
PARKS	132 - Bogart Park	-	5,000	12,000	140.0%
PARKS	136- Park Special Revenue	34,024	-	-	0.0%
PARKS	184- Parks Master Plan Development	13,991	5,000	5,000	0.0%
PARKS	189-	1,250	-	-	0.0%
PARKS	195 - Parks & Trails Mtc District	556	3,632,174	5,092,179	40.2%
PARKS	198-	79,223	-	-	0.0%
PARKS	199- Sports Park	82,429	51,000	51,000	0.0%
PARKS	563- 568- Parks & Open Space Bond	316,664	-	-	0.0%
PARKS	850- Parkland Trust	20,000	5,000	5,000	0.0%
TOTALS		2,516,560	3,700,174	5,167,179	

Department Budget by Category

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
PARKS	Salaries & Benefits	1,013,136	1,501,072	1,678,203	11.8%
PARKS	Operating	965,208	1,986,102	2,303,976	16.0%
PARKS	Capital	447,302	213,000	1,185,000	456.3%
PARKS	Debt Service	63,890	-	-	0.0%
TOTALS		2,489,536	3,700,174	5,167,179	

Department Budget by Division

Department	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
PARKS AND RECREATION	7610- Parks Operations	2,489,536	3,700,174	5,167,179	39.6%
TOTALS		2,489,536	3,700,174	5,167,179	

Personnel

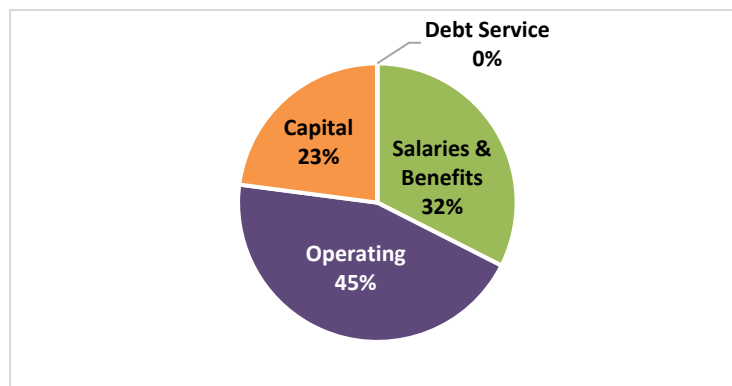
No change in FTE

Operating

Increases in operational costs with the increase in level of service

Capital

Fund	Division	Project #	Project Name	FY22
Parks & Trails District				
195	Parks & Trails District	GF034	LARGE DECK MOWER	64,000
195	Parks & Trails District	GF084	PARKS RESTROOMS UPGRADES	36,000
195	Parks & Trails District	GF092	PLAYGROUND EQUIPMENT	110,000
195	Parks & Trails District	GF115	PARK VEHICLE REPLACEMENTS	85,000
195	Parks & Trails District	GF250	SPLASH PADS	360,000
195	Parks & Trails District	GF339	ADDITIONAL PARKING SMC	425,000
195	Parks & Trails District	GF340	ADDITIONAL BRIDGE SMA	105,000



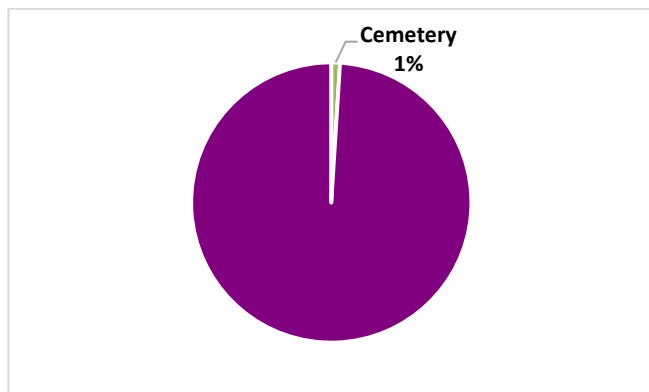
Cemetery (Parks & Recreation)

Major Objectives:

Develop new cemetery blocks and lots for interments as demand dictates. Provide an easily accessible, safe, and serene setting for cemetery/gravesite visitation. Continued excellence in providing professional and dignified interment services.

Budget Allocation

Funding through the General Fund



FY21 Accomplishments

- Construction continuing on the Southwest Montana Veteran’s Cemetery, with the terraced retaining wall complete (420+ individual blocks), rough grade established and irrigation and sod in the summer of 2021.
- Construction of the walkway and spine through the center of the project slated for the summer of 2021.
- GF 231-Cemetery irrigation project completed in the fall of 2019, with full implementation during the summer of 2020. Water bill decreased by \$18,500.

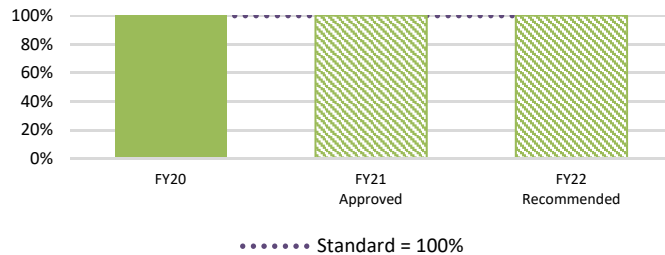
FY21 Strategic Plans

- Sustainable Environment
- Climate Action-Ensure adequate supplies of clean water for today and tomorrow
- Project GF 231- converted the cemetery from treated water to surface water. Saving 258 acre feet of treated water per year on an average.

Performance Measures

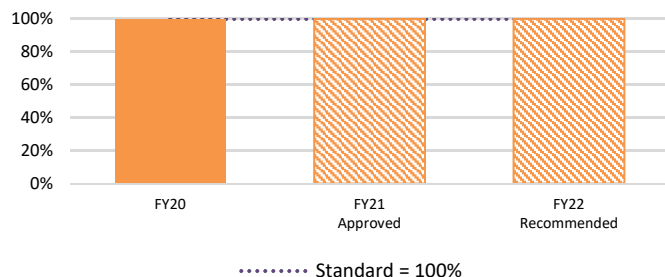
Percent Burial and Interments Performed within 24 Hours of Funeral Home Notice

*Source = Cemetery staff



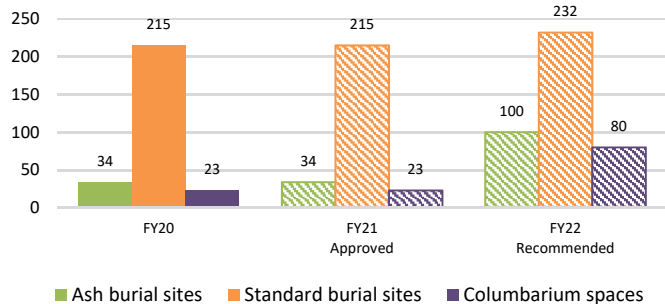
Percent Customer Inquiries Responded to within 24 Hours

*Source = Cemetery staff



Block/Lot and Niche Availability

*Source = Cemetery staff



FY22 Strategic Plan

- 6.A Sustainable Environment - We cultivate a strong environmental ethic; protect our clean air, water, open spaces and climate; and promote environmentally sustainable businesses and lifestyles.
- 6.1-Clean Water Supplies- Ensure adequate supplies of clean water for today and tomorrow. GF 231- Cemetery Irrigation Project
- 6.2- Protect local air quality- The cemetery’s diverse array of trees, turf and open space .

FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
CEMETERY	010- General Fund	959,598	564,835	579,385	2.6%

Department Budget by Category

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
CEMETERY	Salaries & Benefits	325,848	363,299	349,562	-3.8%
CEMETERY	Operating	110,992	156,536	156,823	0.2%
CEMETERY	Capital	522,758	45,000	73,000	62.2%
CEMETERY	Debt Service	-	-	-	0.0%
CEMETERY	Transfers	-	-	-	0.0%
TOTALS		959,598	564,835	579,385	

Department Budget by Division

Department	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
PARKS AND RECREATION	7210- Cemetery Operations	959,598	564,835	579,385	2.6%
TOTALS		959,598	564,835	579,385	

Personnel

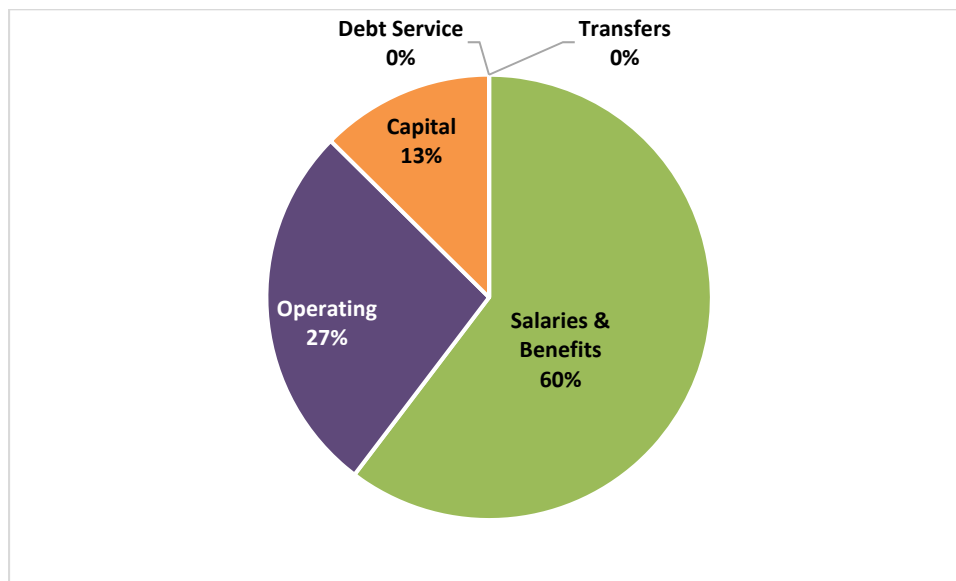
No changes

Operating

Small equipment purchase increase operating costs.

Capital

Fund	Division	Project #	Project Name	FY22
General Fund				
10	Cemetery	GF252	CEMETERY COLUMBARIUMS	55,000
10	Cemetery	U25	MOWER REPLACEMENTS	18,000



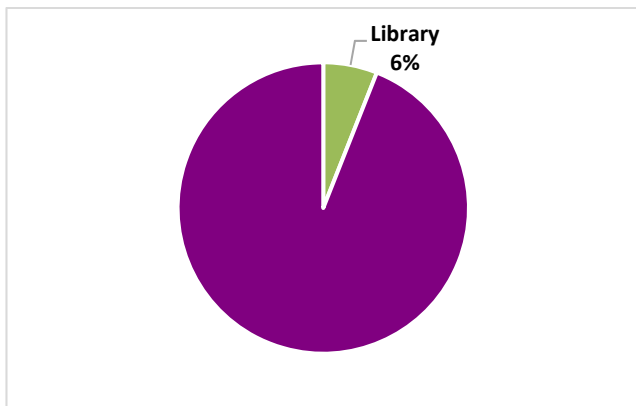
Library

Major Objectives:

- Space - Design & Implement an expansion to ensure that the Library has adequate space to Bozeman's growing needs.
- Technology - Use technology & digital resources to enhance the Library experience.
- Programming - Provide unique programming to inform & enrich the lives of target audiences of Library users.
- Outreach - Engage new & broader audiences in taking advantage of the Library's resources.

Budget Allocation

Funded through the General fund



A construction fund is setup for Library Maintenance which is funded by up to 2% of unspent appropriation from the prior year. There is a donation for the Library expansion project in the Construction fund as well in FY22.

FY21 Accomplishments

- Goal 1: Space – Strategy 1: Assess the Library’s current space to determine if existing spaces can be reconfigured for new uses and follow through on new configurations.
- Goal 2: Technology – Strategy 3: - Maximize the Library’s website to increase public awareness of the Library’s resources and encourage broader use of services and programs.
- Goal 4: Outreach – Strategy 1: - Identify and implement strategies for bringing new Bozeman residents into the Library community.

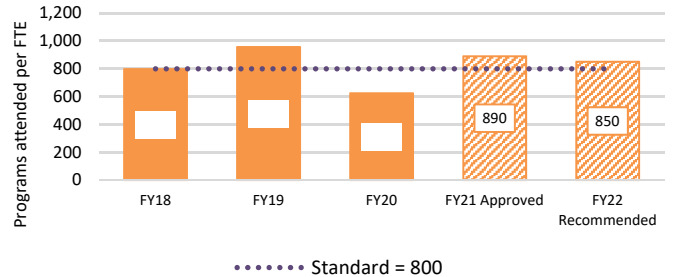
FY21 Strategic Plans

5.1 a) Library Expansion Planning

Performance Measures

Program Attendance per FTE

*Source = Library Tracking System

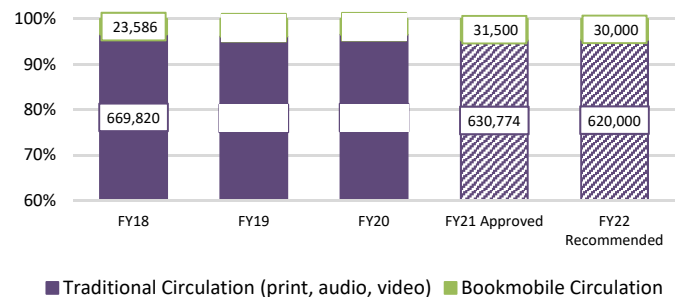


Library* vs Bookmobile Circulation Trends

Standard is to see increased bookmobile use

*Library circulation refers to all traditional hard copy print, audio, & video circulation

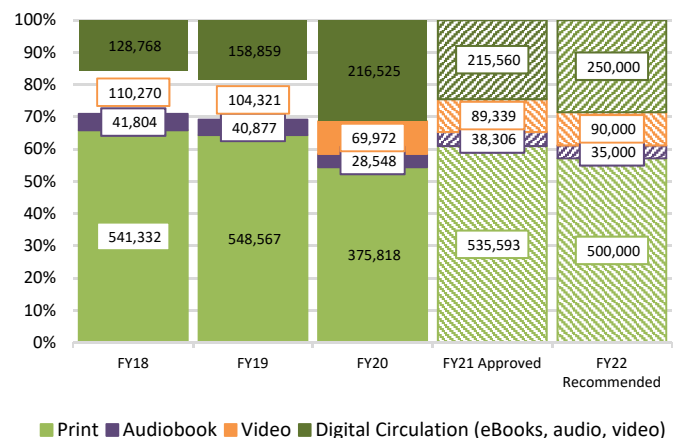
Source = Workflows



Circulation Trends

Standard is to increase digital circulation

*Source = Workflows



FY22 Strategic Plan

- Strategic Plan 5.1 a) Library Expansion Plan

FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
LIBRARY	010- General Fund	2,243,783	2,478,892	2,522,624	1.8%
LIBRARY	137- Library Special Revenue	38,676	-	-	0.0%
LIBRARY	561- Library Depreciation Fund	78,775	72,000	4,144,000	5655.6%
TOTALS		2,361,234	2,550,892	6,666,624	

Department Budget by Category

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
LIBRARY	Salaries & Benefits	1,662,935	1,802,659	1,872,088	3.9%
LIBRARY	Operating	558,092	676,233	650,536	-3.8%
LIBRARY	Capital	77,375	72,000	4,144,000	0.0%
LIBRARY	Debt Service	4,063	-	-	0.0%
LIBRARY	Transfers	58,769	-	-	0.0%
TOTALS		2,361,234	2,550,892	6,666,624	

Department Budget by Division

Department	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
LIBRARY	7810- Library Operations	939,812	1,000,265	5,112,218	411.1%
	7820- Technical Services	314,384	337,626	358,628	6.2%
	7830- Information Services	477,969	528,224	541,980	2.6%
	7840- Children's Services	267,578	287,813	237,975	-17.3%
	7850- Circulation Services	361,490	396,964	415,823	4.8%
TOTALS		2,361,233	2,550,892	6,666,624	

Personnel

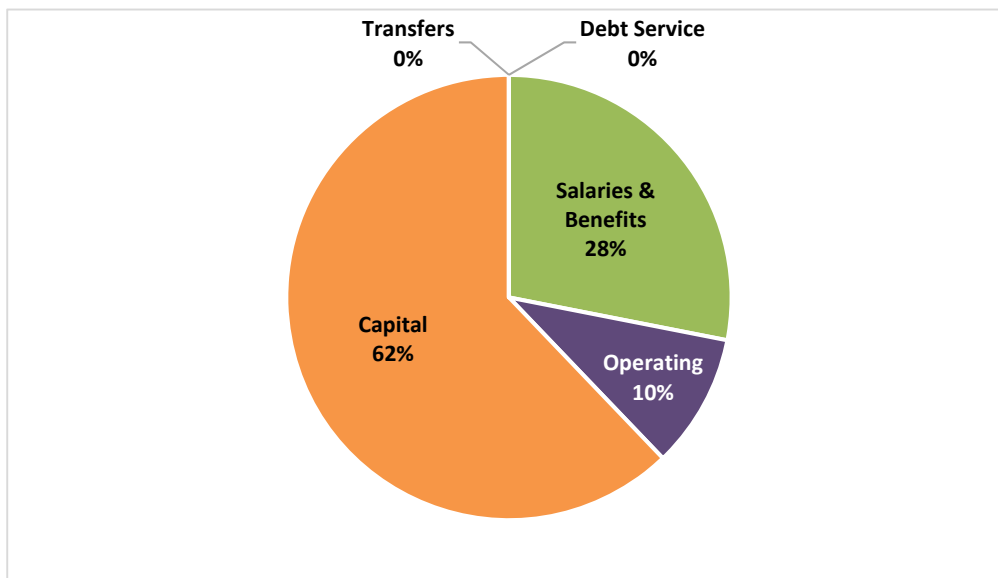
No changes in FTE

Operating

Slight decrease from savings

Capital

Fund	Division	Project #	Project Name	FY22
Construction Funds				
561	Library Depreciation Fun	LIB22	NEW CARPET PUBLIC AREA	72,000
561	Library Depreciation Fun	LIB28	LIBRARY EXPANSION PROJECT	4,000,000



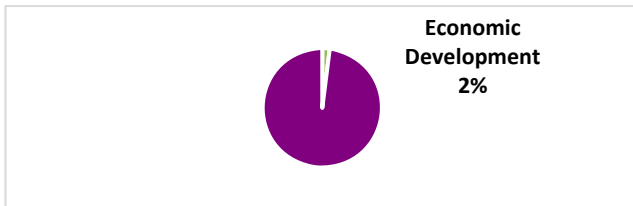
Economic Development

Major Objectives:

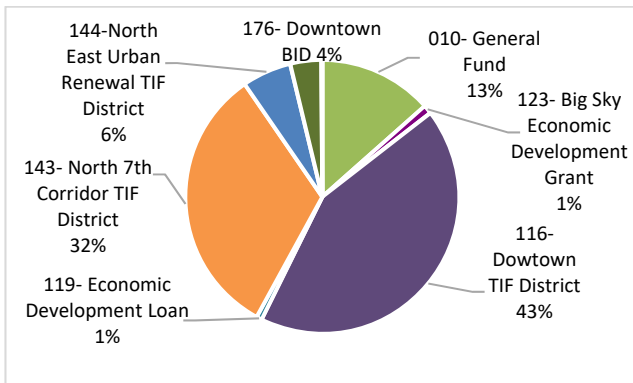
- Increasing economic activity that improves our community's prosperity;
- Supporting innovation and encouraging growth in mid-to-high wage sectors; and
- Facilitating the creation of mid-to-high paying jobs/high quality employment to match the high quality of life.

Budget Allocation

Funded Operationally from the General Fund



Oversees the programming of Special Revenue Fund, which includes Urban Renewal Districts.



FY21 Accomplishments/ FY21 Strategic Plan

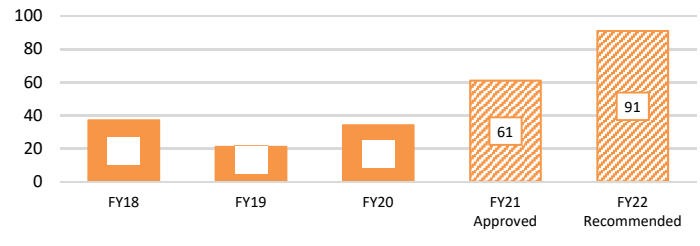
- 2.1 Business Growth - Support retention and growth of both the traded and local business sectors while welcoming and encouraging new and existing businesses, in coordination with the Economic Development Plan.
- 2.2 Infrastructure Investments - Strategically invest in infrastructure as a mechanism to encourage economic development. a) Identify Commercial/Industrial Infrastructure Needs. Identify sites for new or redevelopment in areas that lack adequate infrastructure and develop new financing strategies to fund these investments.

- 2.3 Workforce Development - Support education and workforce development initiatives to improve the skills of our citizens.

Performance Measures

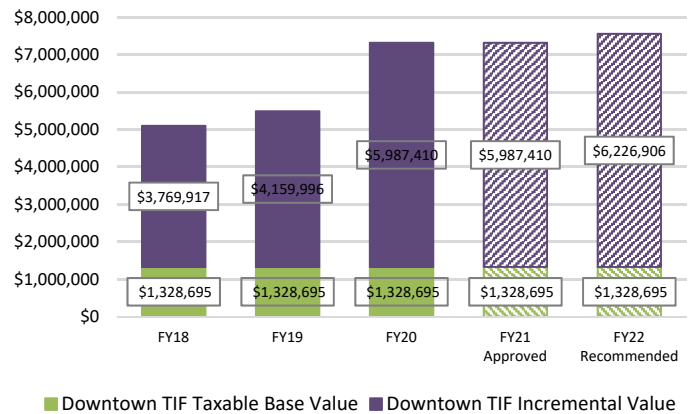
Jobs created through the Big Sky Trust Fund Program

*Source = Big Sky Trust Fund



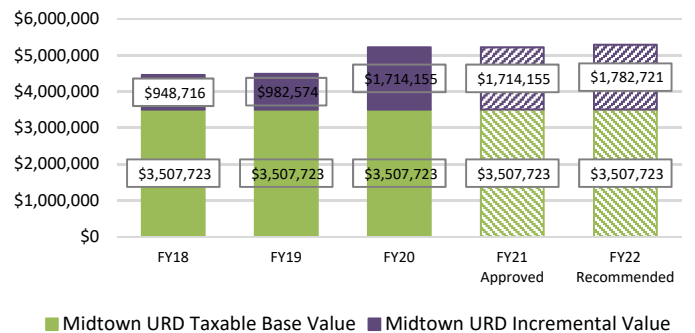
Downtown TIF Incremental Taxable Value

*Source = MT Department of Revenue



Midtown TIF Incremental Taxable Value

*Source = MT Department of Revenue



FY22 Strategic Plan

- 2.1 Business Growth
- 2.2 Infrastructure Investments
- 2.3 Workforce Development

FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
ECONOMIC DEVELOPMENT	010- General Fund	415,474	467,010	644,996	38.1%
ECONOMIC DEVELOPMENT	123- Big Sky Economic Development Grant	205,000	50,000	50,000	0.0%
ECONOMIC DEVELOPMENT	116- Downtown TIF District	1,447,646	2,026,653	2,052,225	1.3%
ECONOMIC DEVELOPMENT	119- Economic Development Loan	21,840	31,000	31,000	0.0%
ECONOMIC DEVELOPMENT	143- North 7th Corridor TIF District	208,688	1,164,755	1,555,054	33.5%
ECONOMIC DEVELOPMENT	144-North East Urban Renewal TIF District	189,844	273,201	279,467	2.3%
ECONOMIC DEVELOPMENT	176- Downtown BID	127,304	175,750	175,788	0.0%
ECONOMIC DEVELOPMENT	186- Development Impacts (Big Box)	2,500	5,000	5,000	0.0%
ECONOMIC DEVELOPMENT	191- Tourism BID	1,150,732	-	-	0.0%
ECONOMIC DEVELOPMENT	505,571- NEURD TIF Bond Construction	1,107,618	-	-	0.0%
TOTALS		4,876,646	4,193,369	4,793,530	

Department Budget by Category

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
ECONOMIC DEVELOPMENT	Salaries & Benefits	249,565	292,745	330,158	12.8%
ECONOMIC DEVELOPMENT	Operating	2,029,635	3,456,176	3,590,364	3.9%
ECONOMIC DEVELOPMENT	Capital	1,400,285	20,000	40,000	100.0%
ECONOMIC DEVELOPMENT	Debt Service	92,000	92,000	92,000	0.0%
ECONOMIC DEVELOPMENT	Transfers	1,105,161	332,448	740,998	122.9%
TOTALS		4,876,646	4,193,369	4,793,520	

Department Budget by Division

Department	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
ECONOMIC DEVELOPMENT	8240- Economic Development	650,446	653,135	844,708	29.3%
	- Downtown Improvement Districts	4,226,200	3,540,324	3,948,812	11.5%
TOTALS		4,876,646	4,193,459	4,793,520	

Personnel

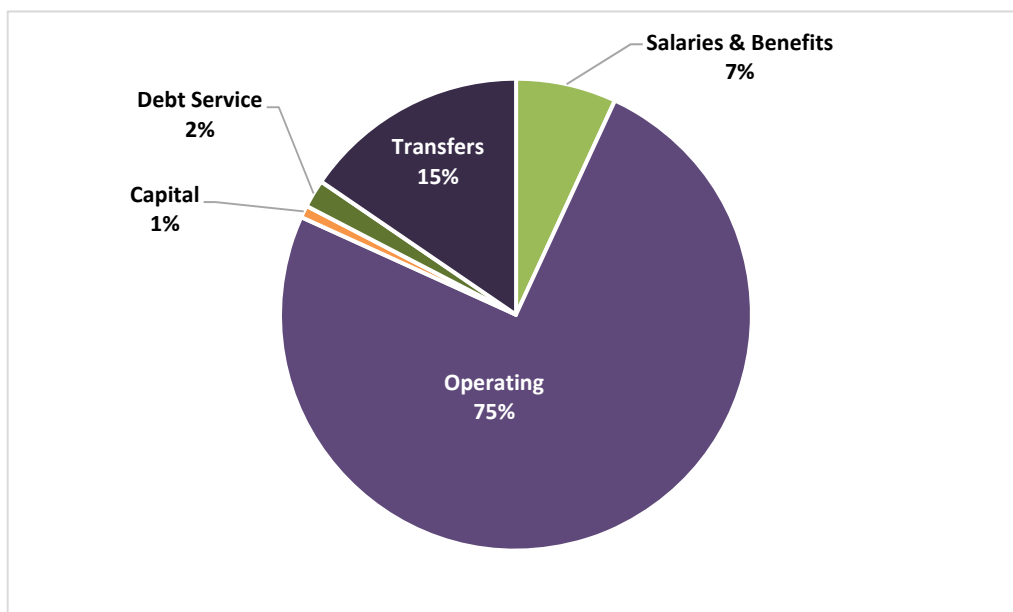
No FTE changes

Operating

Broadband study match and Economic Development Strategy update.

Capital

Fund	Division	Project #	Project Name	FY22
General Fund				
10	Economic Development	GF275	FIBER OPTIC CONDUIT AND VAULTS	40,000



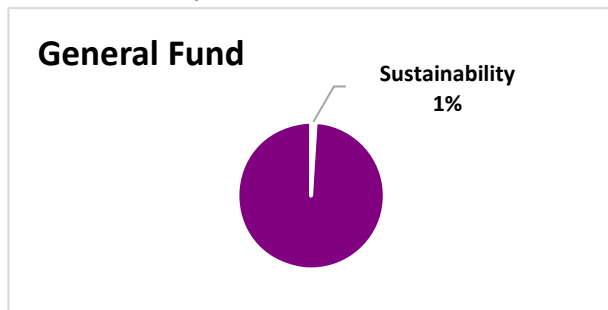
Sustainability (Strategic Services)

Major Objectives:

- Advance our utility tracking capabilities and reporting
- Develop a Climate Action & Resiliency Plan
- Implement the 2019 Climate Vulnerability Assessment & Resiliency Strategy
- Explore a building energy stretch code

Budget Allocation

Funded by the General Fund:



FY21 Accomplishments

- Updated community greenhouse gas emissions inventory, showing per capita emissions down 15% since 2008
- Representation on NorthWestern Energy’s Big Sky Energy Collaborative, Green Power Stakeholder Advisory Committee, & Demand Side Management Advisory
- Interlocal agreement between the City of Missoula, Missoula County, and the City of Helena

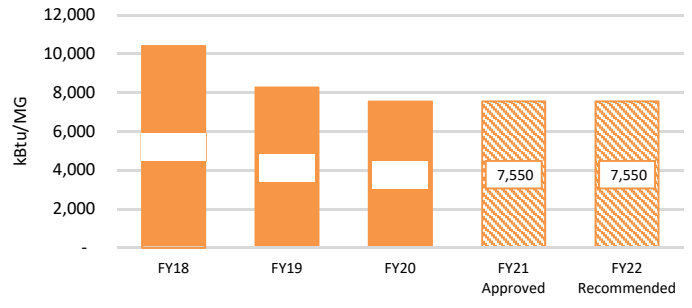
FY21 Strategic Plans

- Finalized and adopted the Bozeman Climate Plan (Update Climate Action Plan 6.3.a)
- Renewable Energy Steering Committee with Big Sky, Bozeman, Helena, Missoula, and NorthWestern Energy
- Helped secure a 264 kW solar photovoltaic system in the final design of the Bozeman Public Safety Center (Explore Sustainable Technology 7.3.b)

Performance Measures

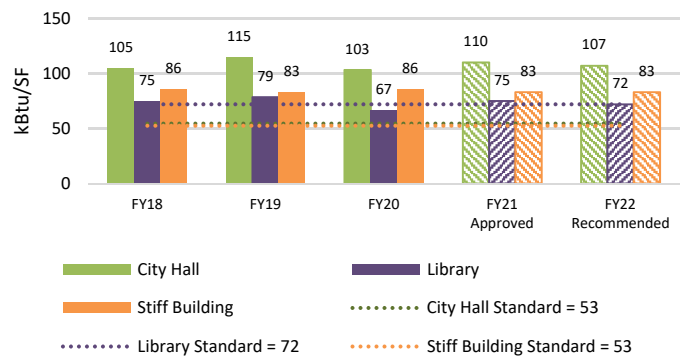
Water Reclamation Process Energy Use

*Source = NorthWestern Energy



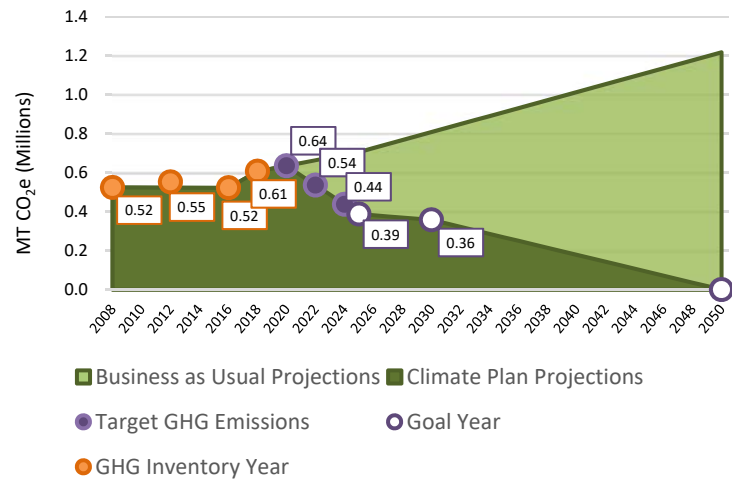
Municipal Building Energy Use Intensity (EUI)

*Source = NorthWestern Energy



Green House Gas Emissions

*Source: Global Protocol for Community-Scale Greenhouse Gas Emissions Inventory (GPC)



FY22 Strategic Plan

- Update the Climate Action Plan 6.3.a
- Create Solar Energy Policies 6.3.c
- Climate Change Adaptation & Mitigation, 6.3.d
- Explore Sustainable Technology 7.3.b

FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
SUSTAINABILITY	10- General Fund	253,467	349,205	612,088	75.3%

Department Budget by Category

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
SUSTAINABILITY	Salaries & Benefits	130,541	136,641	255,274	86.8%
SUSTAINABILITY	Operating	95,008	207,325	231,575	11.7%
SUSTAINABILITY	Capital	22,679	-	120,000	100.0%
SUSTAINABILITY	Debt Service	5,239	5,239	5,239	0.0%
SUSTAINABILITY	Transfers	-	-	-	0.0%
TOTALS		253,467	349,205	612,088	

Department Budget by Division

Department	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
STRATEGI SERVICES	8250- Sustainability (Strategic Services)	253,467	349,205	612,088	75.3%
TOTALS		253,467	349,205	612,088	

Personnel

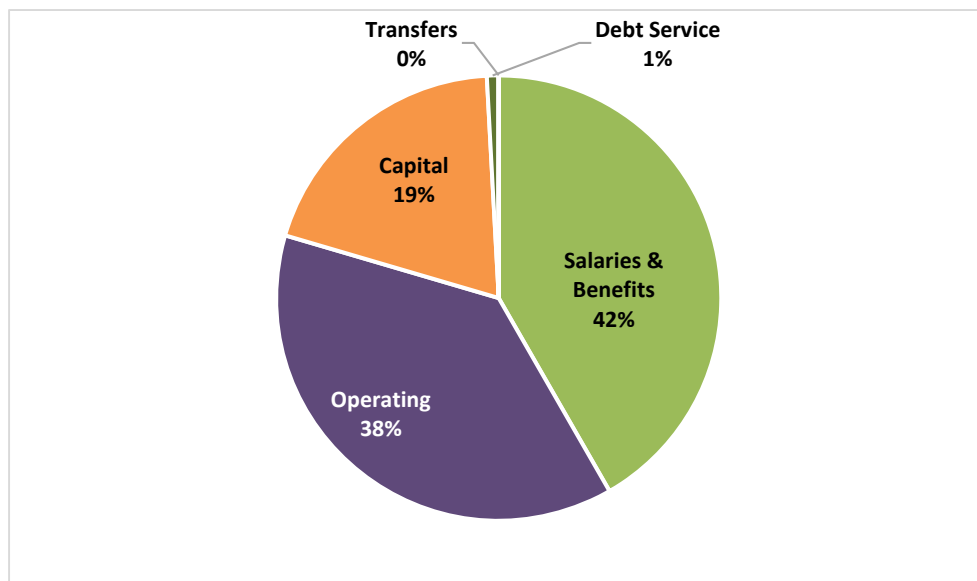
1 FTE Operations Analyst

Operating

Operating costs increase with expanded program

Capital

Fund	Division	Project #	Project Name	FY22
General Fund				
10	Sustainability	GF245	ENERGY PROJECTS-CH	75,000
10	Sustainability	GF353	SAFETY CENTER EV STATION	45,000



Community Housing

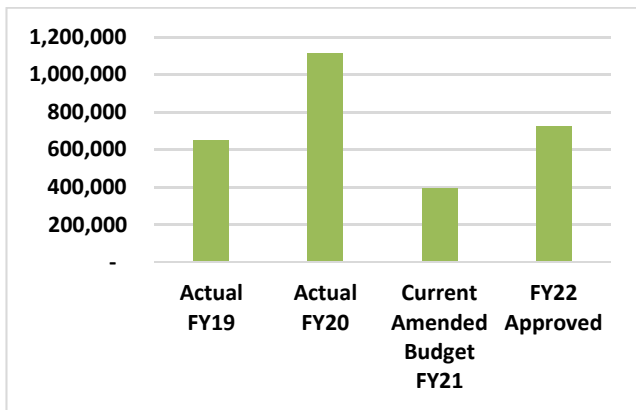
(Community Development)

Major Objectives:

- Provide down-payment assistance & low-interest loans
- Offer impact fee reimbursement for affordable housing projects
- Match funds for low-interest tax credit project applications.

Budget Allocation

Funded by the Community Housing Special Revenue Fund which is funded from General Fund mill levies.



FY21 Accomplishments

- Committed \$1.5 million to 4 community housing projects, serving 384 households and creating 120 shelter beds, addressing housing needs across the spectrum of affordability.
- Initiated the implementation of the 2020 Community Housing Action Plan, making progress on 45 of the 78 individual action items in the plan in the first year.
- Crafted the Community Housing HUB as an initial step of several to present housing data that is consumable and accessible to diverse individuals and stakeholders.

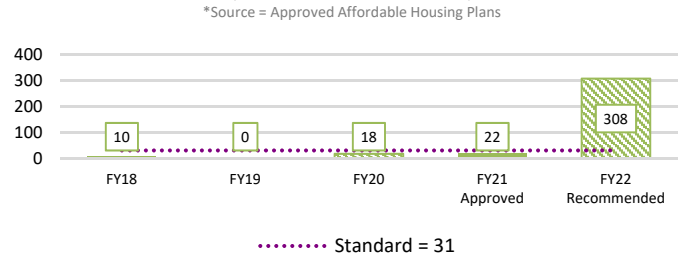
FY21 Strategic Plans

Strategic Plan - Develop a Comprehensive Affordable Housing Action Plan that does the following: (Objective 4.5b)

Performance Measures

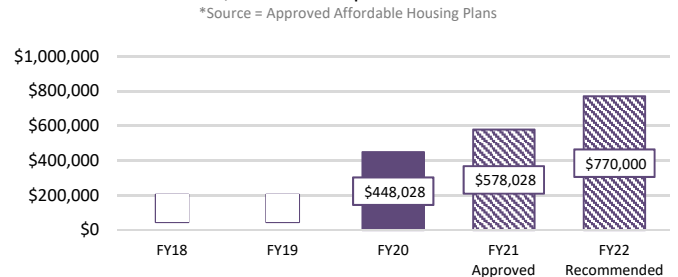
***Performance measures will be adjusted to reflect major changes to the City's inclusionary zoning ordinance (Affordable Housing Ordinance), and will evolve as a result of the outcome of the November 2021 ballot initiative to provide our community with a stable funding source for affordable housing.

Number of Affordable Units Constructed (mandated or facilitated)



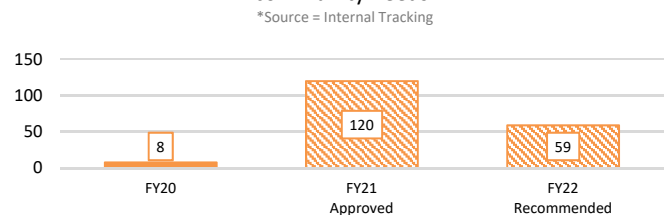
Cash-in-Lieu Funds Received

Standard = \$0, as units are preferable to Cash-in-Lieu



Transitional and Emergency Community Housing

The goal is to facilitate additional beds in response to community needs.



FY22 Strategic Plan

A Well Planned City | Housing & Transportation Choices (Objective 4.5b, 1-3)

1.2b-Community Engagement Plan – Develop a plan to increase community engagement in city decision making processes

FY22 Budget

Department Budget by Fund

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
COMMUNITY HOUSING	120- WCommunity Housing Fund	623,072	1,942,605	567,440	-70.8%

Department Budget by Category

Division	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
COMMUNITY HOUSING	Salaries & Benefits	73,921	88,705	90,090	1.6%
COMMUNITY HOUSING	Operating	548,951	1,853,900	477,300	-74.3%
COMMUNITY HOUSING	Capital	-	-	-	0.0%
COMMUNITY HOUSING	Debt Service	-	-	-	0.0%
COMMUNITY HOUSING	Transfers	-	-	-	0.0%
TOTALS		622,872	1,942,605	567,390	

Department Budget by Division

Department	Fund	FY20 Actual	FY21 Budget	FY22 Approved	% Change
COMMUNITY DEVELOPMENT	8230- Community Housing	622,872	1,942,605	567,390	-70.8%
TOTALS		622,872	1,942,605	567,390	

Personnel

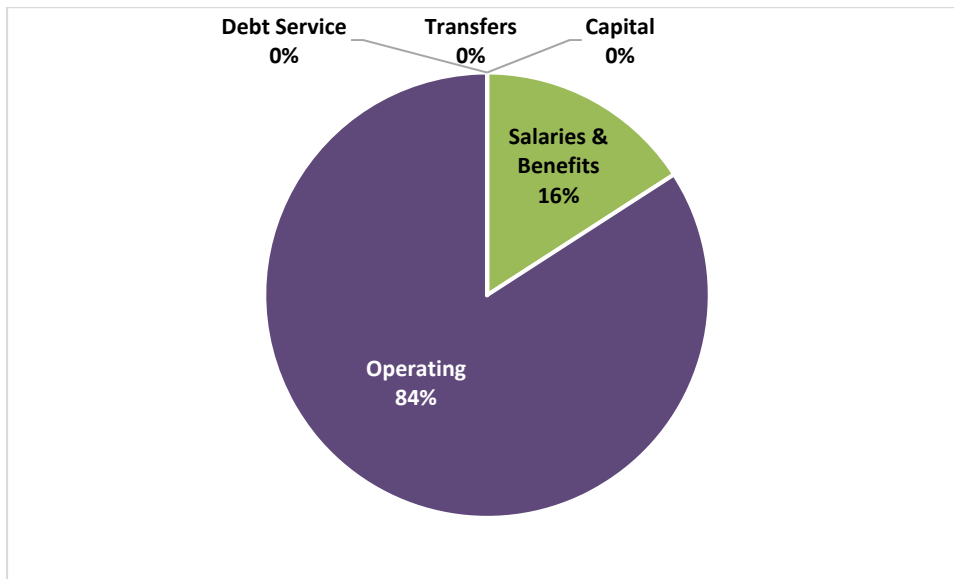
No changes

Operating

Decrease due to the fund balance has been used to fund grant for projects in FY21 and only 3 mills remain for funding.

Capital

None



Non-Departmental

About:

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 Issues and Details

For additional information see Fund Summaries Section

General Fund

- General fund allocation of liability & property insurance
- Contributions:
 - Police & Fire state share retirement (non-cash)
 - City band
 - HRDC Streamline \$400,000
 - HAVEN \$30,000
 - Creation of sobering center/intake center in Gallatin County \$30,000
 - Non-police crisis response study (CAHOOTS model analysis) \$10,000
- Contingency appropriation
- Professional services for the landfill
- Debt service
- Transfer to Landfill Monitoring Fund; Transfer to Stormwater Fund for Landfill Loan payments; and Special revenue funds support.

Fund	Category	Description	FY20 Actual	FY21 Budget	FY22 Approved
10	Operating	General Fund	919,388	4,593,279	5,388,687
101	Grant	American Rescue Plan	-	-	11,317,620
103	Transfers	Transfers - Insurance	2,590,527	2,768,752	3,017,449
175	Operating	General - Galavan	122,183	129,408	129,408
300	Transfers	SID Revolving Loan Fund	-	1,313,160	2,112,724
303	Debt Service	G.O. Refunding Series 2012	276,200	254,400	-
304	Debt Service	Parks and Open Space Bond	1,081,138	1,076,788	1,081,188
305	Debt Service	2007 Downtown TIF Bonds	4,508,837	332,448	332,373
306	Debt Service	2020 Midtown TIF Bonds	-	-	405,550
307	Debt Service	Bozeman Public Safety Center	1,864,352	2,372,450	2,371,850
310-448	Debt Service	SID debt services	58,434	172,178	46,932
720	Operating	Insurance	5,161,904	5,044,794	5,310,117
			16,582,963	18,057,657	31,513,898

Below are the budget details followed by the debt schedules:

CITY OF BOZEMAN					
General Obligation Bonds Bozeman Publice Safet Center, Series 2019					
DEBT SERVICE SCHEDULE					
Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
1/1/2022	-		533,425.00	533,425.00	
7/1/2022	1,305,000.00	2.000%	533,425.00	1,838,425.00	2,371,850.00
1/1/2023	-		520,375.00	520,375.00	
7/1/2023	1,330,000.00	3.000%	520,375.00	1,850,375.00	2,370,750.00
1/1/2024			500,425.00	500,425.00	
7/1/2024	1,370,000.00	4.000%	500,425.00	1,870,425.00	2,370,850.00
1/1/2025	-		473,025.00	473,025.00	
7/1/2025	1,425,000.00	4.000%	473,025.00	1,898,025.00	2,371,050.00
1/1/2026	-		444,525.00	444,525.00	
7/1/2026	1,480,000.00	4.000%	444,525.00	1,924,525.00	2,369,050.00
1/1/2027	-		414,925.00	414,925.00	
7/1/2027	1,540,000.00	4.000%	414,925.00	1,954,925.00	2,369,850.00
1/1/2028	-		384,125.00	384,125.00	
7/1/2028	1,600,000.00	4.000%	384,125.00	1,984,125.00	2,368,250.00
1/1/2029	-		352,125.00	352,125.00	
7/1/2029	1,665,000.00	4.000%	352,125.00	2,017,125.00	2,369,250.00
1/1/2030	-		318,825.00	318,825.00	
7/1/2030	1,730,000.00	4.000%	318,825.00	2,048,825.00	2,367,650.00
1/1/2031	-		284,225.00	284,225.00	
7/1/2031	1,800,000.00	4.000%	284,225.00	2,084,225.00	2,368,450.00
1/1/2032	-		248,225.00	248,225.00	
7/1/2032	1,875,000.00	4.000%	248,225.00	2,123,225.00	2,371,450.00
1/1/2033	-		210,725.00	210,725.00	
7/1/2033	1,950,000.00	4.000%	210,725.00	2,160,725.00	2,371,450.00
1/1/2034	-		171,725.00	171,725.00	
7/1/2034	2,025,000.00	4.000%	171,725.00	2,196,725.00	2,368,450.00
1/1/2035	-		131,225.00	131,225.00	
7/1/2035	2,110,000.00	2.250%	131,225.00	2,241,225.00	2,372,450.00
1/1/2036			107,487.50	107,487.50	
7/1/2036	2,155,000.00	2.375%	107,487.50	2,262,487.50	2,369,975.00
1/1/2037			81,896.88	81,896.88	
7/1/2037	2,205,000.00	2.375%	81,896.88	2,286,896.88	2,368,793.76
1/1/2038			55,712.50	55,712.50	
7/1/2038	2,260,000.00	2.375%	55,712.50	2,315,712.50	2,371,425.00
1/1/2039			28,875.00	28,875.00	
7/1/2039	2,310,000.00	2.500%	28,875.00	2,338,875.00	2,367,750.00
TOTALS	32,135,000.00		10,523,743.76	42,658,743.76	42,658,743.76

CITY OF BOZEMAN					
General Obligation Refunding Bonds, Trails, Open Space & Parks, Series 2014					
DEBT SERVICE SCHEDULE					
Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
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
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	-
TOTALS	5,100,000.00		2,266,840.63	7,366,840.63	

CITY OF BOZEMAN

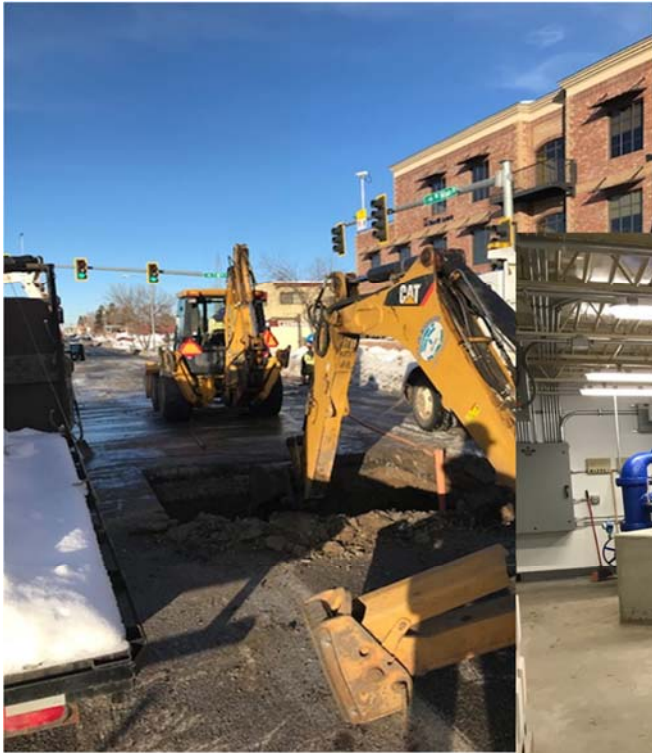
General Obligation Refunding Bonds, Trails, Open Space & Parks, Series 2013

DEBT SERVICE SCHEDULE

Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
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	-
TOTALS	9,900,000.00		4,355,805.28	14,255,805.28	

CITY OF BOZEMAN					
TAX INCREMENT URBAN RENEWAL REVENUE BONDS, SERIES 2007					
(DOWNTOWN BOZEMAN IMPROVEMENT DISTRICT)					
DEBT SERVICE SCHEDULE					
Payment Date	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
1/1/2022	-	-	38,686.20	38,686.20	
7/1/2022	255,000.00	2.44	38,686.20	293,686.20	2,916,000.00
1/1/2023	-	-	35,575.20	35,575.20	
7/1/2023	259,000.00	2.44	35,575.20	294,575.20	2,657,000.00
1/1/2024	-	-	32,415.40	32,415.40	
7/1/2024	268,000.00	2.44	32,415.40	300,415.40	2,389,000.00
1/1/2025	-	-	29,145.80	29,145.80	
7/1/2025	277,000.00	2.44	29,145.80	306,145.80	2,112,000.00
1/1/2026	-	-	25,766.40	25,766.40	
7/1/2026	279,000.00	2.44	25,766.40	304,766.40	1,833,000.00
1/1/2027	-	-	22,362.60	22,362.60	
7/1/2027	286,000.00	2.44	22,362.60	308,362.60	1,547,000.00
1/1/2028	-	-	18,873.40	18,873.40	
7/1/2028	293,000.00	2.44	18,873.40	311,873.40	1,254,000.00
1/1/2029	-	-	15,298.80	15,298.80	
7/1/2029	303,000.00	2.44	15,298.80	318,298.80	951,000.00
1/1/2030	-	-	11,602.20	11,602.20	
7/1/2030	308,000.00	2.44	11,602.20	319,602.20	643,000.00
1/1/2031	-	-	7,844.60	7,844.60	
7/1/2031	317,000.00	2.44	3,977.20	320,977.20	326,000.00
1/1/2032	-	-	3,977.20	3,977.20	
7/1/2032	326,000.00	2.44	10,125.00	336,125.00	-
TOTALS	3,171,000.00		485,376.00	3,656,376.00	

CITY OF BOZEMAN					
TAX INCREMENT URBAN RENEWAL REVENUE BONDS, SERIES 2020 (Midtown)					
DEBT SERVICE SCHEDULE					
Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
1/1/2022	-		114,275.00	114,275.00	
7/1/2022	180,000.00	2.000%	114,275.00	294,275.00	6,145,000.00
1/1/2023	-		112,475.00	112,475.00	
7/1/2023	185,000.00	2.000%	112,475.00	297,475.00	5,960,000.00
1/1/2024			110,625.00	110,625.00	
7/1/2024	190,000.00	3.000%	110,625.00	300,625.00	5,770,000.00
1/1/2025	-		107,775.00	107,775.00	
7/1/2025	195,000.00	4.000%	107,775.00	302,775.00	5,575,000.00
1/1/2026	-		103,875.00	103,875.00	
7/1/2026	205,000.00	4.000%	103,875.00	308,875.00	5,370,000.00
1/1/2027	-		99,775.00	99,775.00	
7/1/2027	210,000.00	4.000%	99,775.00	309,775.00	5,160,000.00
1/1/2028	-		95,575.00	95,575.00	
7/1/2028	220,000.00	4.000%	95,575.00	315,575.00	4,940,000.00
1/1/2029	-		91,175.00	91,175.00	
7/1/2029	230,000.00	4.000%	91,175.00	321,175.00	4,710,000.00
1/1/2030	-		86,575.00	86,575.00	
7/1/2030	235,000.00	4.000%	86,575.00	321,575.00	4,475,000.00
1/1/2031	-		81,875.00	81,875.00	
7/1/2031	245,000.00	4.000%	81,875.00	326,875.00	4,230,000.00
1/1/2032	-		76,975.00	76,975.00	
7/1/2032	255,000.00	4.000%	76,975.00	331,975.00	3,975,000.00
1/1/2033	-		71,875.00	71,875.00	-
7/1/2033	265,000.00	4.000%	71,875.00	336,875.00	3,710,000.00
1/1/2034	-		66,575.00	66,575.00	
7/1/2034	275,000.00	4.000%	66,575.00	341,575.00	3,435,000.00
1/1/2035	-		61,075.00	61,075.00	
7/1/2035	290,000.00	4.000%	61,075.00	351,075.00	3,145,000.00
1/1/2036			55,275.00	55,275.00	
7/1/2036	300,000.00	4.000%	55,275.00	355,275.00	2,845,000.00
1/1/2037			49,275.00	49,275.00	
7/1/2037	310,000.00	4.000%	49,275.00	359,275.00	2,535,000.00
1/1/2038			43,075.00	43,075.00	
7/1/2038	325,000.00	4.000%	43,075.00	368,075.00	2,210,000.00
1/1/2039			36,575.00	36,575.00	
7/1/2039	335,000.00	4.000%	36,575.00	371,575.00	1,875,000.00
1/1/2040			29,875.00	29,875.00	
7/1/2040	350,000.00	4.000%	29,875.00	379,875.00	1,525,000.00
1/1/2041			22,875.00	22,875.00	
7/1/2041	365,000.00	3.000%	22,875.00	387,875.00	1,160,000.00
1/1/2042			17,400.00	17,400.00	
7/1/2042	375,000.00	3.000%	17,400.00	392,400.00	785,000.00
1/1/2043			11,775.00	11,775.00	
7/1/2043	385,000.00	3.000%	11,775.00	396,775.00	400,000.00
1/1/2044			6,000.00	6,000.00	
7/1/2044	400,000.00	3.000%	6,000.00	406,000.00	-
TOTALS	6,500,000.00		2,929,400.00	7,379,400.00	76,065,000.00



CAPITAL EXPENDITURES SUMMARY

Capital Expenditure Summary

The CIP includes any planned expenditure of \$25,000 or greater, that results in the acquisition of an asset with a useful life of 3 years or more. There is a couple of “exceptions” or “extensions” of this definition that we have found helpful and necessary in past years:

- General Planning Documents (master plans, community surveys, etc.) are NOT included in our CIP.
- Specific plans that involve pre-engineering or preliminary design of facilities are often (but not always) included in the CIP.
- Software purchases that could potentially be “software as a service”. Cloud based services are beginning to replace our purchase of outright software and hardware. In the CIP, we have treated the software projects as a capital outlay purchase; although a “service” type, solution may actually be chosen during the bidding/proposal process.

State law and City charter require the City to prepare the CIP. State Law requires the City to maintain a Capital Improvement Plan for our Development Impact Fee programs. Under Montana Code Annotated (MCA), this Capital Improvement Plan provides the schedules and cost projections required under MCA §7-6-1602(2)(k)(i-iv). In Article 5.06 of the adopted City Charter, the City Manager is responsible for preparing and submitting a multi-year capital program to the City Commission no later than December 15 for the ensuing fiscal year.

This five-year plan includes long-range plans for our current facilities while keeping in mind level of service standards. In a community with relatively high cost of living, the ability of citizens to afford the needed utility rate, fee, and assessment levels is of concern. At the same time, the City strives to keep existing facilities properly maintained — and not pass deferred maintenance costs and problems on to future generations. The staff have taken a lot of time and care in preparing this document. The efforts toward our Strategic Plan when developing our plan.

Once adopted, the Capital Improvements Plan becomes the basis of the City Manager’s Approved Budget for FY22. The City will continue to invest in capital infrastructure in order to keep Bozeman as a vibrant and active city. We are a resilient, enterprising, and creative community. The 2022- 2026 CIP is a plan to provide efficient and effective services, and to achieve the Commission’s vision and priorities set out in the Strategic Plan for the City of Bozeman. The Plan can be found on the City website: [CIP FY22-FY26](#).

Strategic Plan

The Strategic Plan helps inform the planning and decision process for the CIP. Below highlights some of the items included in the plan:



1) An Engaged Community. We are continuing our work to foster a culture of civic engagement by using our newly adopted communication plan. Several of the projects will include an element of **Community Outreach** specifically:

- The potential for a Westside Recreation Center and Library.
- WC02 Meter Software Subscription, \$36,000 annually is for the Dropcountr water use portal. The Dropcountr water use portal alerts customers to water leaks and inefficient usage, provides customers with the ability to track their water use, and compares use to efficient neighbors and unique efficiency goals specific to each customer’s property. This project relates to Strategic Plan priorities **1.1 outreach, 1.2 community engagement**.



2) **An Innovative Economy.** Supporting retention and growth of both the traded and local business sectors is addressed with the plans for our expanded infrastructure. In addition, annual amounts for the purchase of fiber conduit and vaults, GF275, this is an investment into broadband infrastructure taking a step towards **2.2 a Identify Commercial/Industrial Infrastructure needs.**



3) **A Safe, Welcoming Community.** There are several projects on the horizon to continue the City being a safe welcoming community:

- With the plan to relocate Fire Stations 2 and strategizing Fire Station 4 to address **3.1 c implement the Fire Station Location Plan.**
- **3.4 Active Recreation** is included throughout the General fund plan and the Parks & Trails District Fund with many projects that encourage and promote active recreation such as the proposed Westside Recreation and Library, GF355, splashpads and playground updates.



4) **A Well-Planned City.** We have developed a Comprehensive Parks Maintenance and Facilities Funding Program and with the recent voter approval of the **Parks & Trails District** we are continuing in implementing the District. Many of the funds work together towards the well-planned City vision:

- SIF150 15th (Patrick to Tschache) aids in the efforts for **Affordable Housing**, specifically, the Arrowleaf and Perennial Parks mixed-use project by GMD Development.
- All the road projects funded by the Street Impact Fee fund will include bike lanes and aid in our efforts towards the Strategic Plan **4.5 a Enhance Non-motorized Transportation.** City staff calculated the proportion of recent street corridor projects that was used to improve the bike and pedestrian facilities on those projects ranged from 20%-30% of total project costs indicating a significant investment in non-motorized facilities. In addition, every year the Street Maintenance fund has allocation of \$50,000 for bike path improvements (STR20) and some additional funding have been included in STR116 of \$25,000 for Bike paths and STR117 of \$25,000.
- The Wastewater fund and Wastewater Impact fund have many projects that achieve **4.3 b Increase Capacity of Sewer Pipes to Accommodate Development Projects.**



5) **A Creative, Learning Culture.** Developing an ordinance to create a program for all public buildings built to have 1% of the construction costs to be set aside for art in that public space. This type of program provides a guaranteed funding mechanism for the acquisition of artwork for new public facilities and civic spaces. The new item this year is added to FY22 LIB28 Library Expansion, which is an expansion of the current facility to meet growing program needs, in addition to expanded meeting room space, and covered parking for the bookmobile addressing **5.1.a Library Expansion Planning** - Ensure library services and facilities meet the demands of the city. This is also addressed with GF355 with the Westside Recreation and Library Facility.



6) **A Sustainable Environment.** This Approved Budget looks at **Climate Action** with GF245 has Energy Saving projects for City Hall and GF353 plans for Electrical Vehicle stations at the new Bozeman Public Safety Center planned in the General Fund. Efforts towards clean water and watershed management are included in the water and water impact fee funds:

- As mention under Community engagement WC02: Meter Software Subscription for Dropcountr water use portal also helps us work towards with through water conservation **6.1.a clean water supplies.**

- WIF32 Groundwater Well Field and Transmission Construction - Water right permitting and mitigation plan; construction of aquifer recharge or other mitigation infrastructure; and transmission main construction to tie ground water supply into the existing system. WIF32 enhances connectivity by providing a redundant water supply source in the event of Sourdough WTP outage and aids in our efforts towards **6.1 a Watershed Management**.



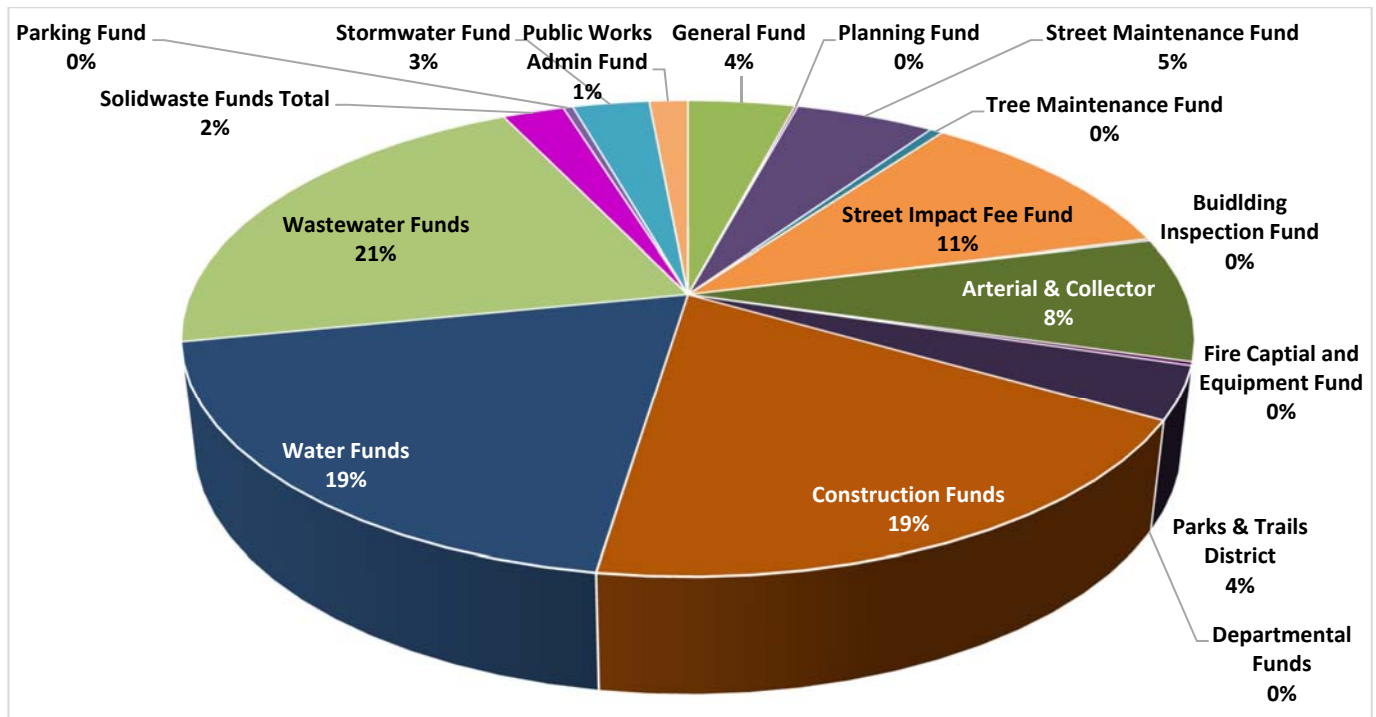
7) A High Performance Organization. There are projects to further expand facilities to accommodate new staff to have adequate work space in addition to new vehicles, tools and equipment to aid in the basic services for the City.

FY22 Capital impacts on operational costs:

\$32.8 million in spending is planned in FY22. Majority being spent on water and sewer infrastructure projects.

The larger infrastructure projects have an impact on our operational costs, which can include increased cost for maintenance, additional monitoring, and additional services such as more roads to plow with the street construction scheduled.

- The major wastewater projects discussed earlier will add maintenance time and monitoring.
- The streets that will be constructed will affect the Street Maintenance fund’s operational budgets in FY22 with the additional snow plowing and into the future for repairs and maintenance.
- Expanding the vehicle fleet increases maintenance and gas expenditures. This budget year there are some vehicles and other mobile equipment replacements that will not have as big of impact as the new vehicles expanding the number in the fleet.
- We are not constructing any major building in this budget but there are some remodels but their operational impact is minimal since there is not additional need for cleaning and utilities



FY22 Capital Project Listing

FY22 Capital Listing

Fund	Division	Project #	Project Name	FY22
General Fund				
10	Cemetery	GF252	CEMETERY COLUMBARIUMS	55,000
10	Cemetery	U25	MOWER REPLACEMENTS	18,000
10	City Commission	U25	TECH SOFTWARE UPGRADES	17,000
10	City Commission	GF284	LASER FICHE UPGRADE	19,334
10	Economic Development	GF275	FIBER OPTIC CONDUIT AND VAULTS	40,000
10	Facilities	GF323	STIFF BUILDING MAIN PARKING LOT	42,717
10	Facilities	GF342	NEW VEHICLE- TOOLKAT	65,000
10	Facilities	GF349	NEW DEPARTMENT VEHICLE	62,000
10	IT	GF062	PERSONAL COMPUTER (PC) RE	75,000
10	IT	GF080	CITY-WIDE SWITCHES&ROUTRS	55,000
10	IT	GF233	IT VEHICLE REPLACEMENT	26,000
10	IT	U25	SERVVER REPLACEMENT	20,000
10	IT	U26	APC BATTERY BACKUP SYSTEM	12,000
10	Police	GF053	PATROL CAR & EQUIP RPLCMT	183,000
10	Police	GF292	MOBILE DATA EQUIP	30,000
10	Police	GF293	NON-PATROL CAR NEW VEHICLES	35,000
10	Police	GF316	POLICE BODY CAMERA SYSTEM	140,000
10	Recreation	GF300	SMCC GYM FLOOR REPLACEMENT	146,000
10	Recreation	GF301	STORY MANSION EXTERIOR PAINT	130,000
10	Recreation	GF348	REC SOFTWARE	50,000
10	Sustainability	GF245	ENERGY PROJECTS-CH	75,000
10	Sustainability	GF353	SAFETY CENTER EV STATION	45,000
General Fund Total				1,341,051
Planning Fund				
100	Code Compliance	CC01	Code Compliance Vehicle	35,000
Planning Fund Total				35,000
Street Maintenance Fund				
111	Street Maintenance	STR20	Annual Bike Path Improvement	50,000
111	Street Maintenance	STR22	Grader Lease	120,000
111	Street Maintenance	STR30	Annual Median & Boulevard	70,000
111	Street Maintenance	STR34	Sweepers	100,000
111	Street Maintenance	STR49	Sanders	27,000
111	Street Maintenance	STR58	Tandem Axle Dump Truck	250,000
111	Street Maintenance	STR71	Street Imrv Mill & Overlay	280,789
111	Street Maintenance	STR75	Annual Pedestrian Ramp Repair	100,000
111	Street Maintenance	STR84	Plug In Electric Work Truck	60,000
111	Street Maintenance	STR92	Oak St Median Landscaping & irrigation (Davis to Ferguson)	60,000
111	Street Maintenance	STR93	Snow Blower	110,000
111	Street Maintenance	STR100	REPLACE #1438-LIGHT DUTY	45,000
111	Street Maintenance	STR101	REPLACE #3484-LIGHT DUTY	40,000
111	Street Maintenance	STR102	Tandem Axle Dump Truck with Plows & Sanders	260,000
111	Street Maintenance	STR104	Bridger Creek Stabilization	50,000
111	Street Maintenance	STR109	Toolcat Utility Vehicle	65,000
111	Street Maintenance	STR113	Snow Storage Drainage	56,250
Street Maintenance Fund Total				1,744,039

FY22 Capital Listing				
Fund	Division	Project #	Project Name	FY22
Tree Maintenance Fund				
112	Tree Maintenance	FOR13	Aerial Lift/ Bucket Truck	160,000
Tree Maintenance Total				160,000
Street Impact Fee Fund				
114	Street Impact Fee	SIF001	RIGHT OF WAY ACQUISITION	350,000
114	Street Impact Fee	SIF113	GRIFFIN (7TH TO ROUSE) - CONSTRUCTION	2,700,000
114	Street Impact Fee	SIF118	BABCOCK (15TH TO 19TH)	550,000
Street Impact Fee Total				3,600,000
Building Inspection Fund				
115	Building Inspection	U25	Copier	6,400
115	Building Inspection	BI03	Vehicle Replacment (SUV)	40,000
Building Inspection Fund total				46,400
Arterial & Collector				
141	Arterial & Collector	SIF113	GRIFFIN (7TH TO ROUSE) - CONSTRUCTION	1,700,000
141	Arterial & Collector	SIF118	BABCOCK (15TH TO 19TH)	750,000
141	Arterial & Collector	SIF145	KAGY/SOURDOUGH INTERSECTION IMPROVEMENTS	85,000
141	Arterial & Collector	SIF150	15TH - PATRICK TO BAXTER	200,000
141	Arterial & Collector	SIF170	7th/GRIFFIN INTERSECTION	23,000
Arterial & Collector Fund Total				2,758,000
Fire Captial and Equipment Fund				
187		FE12	PERSONAL PROTECTIVE EQUIPMENT	80,000
Fire Captial and Equipment Fund Total				80,000
Parks & Trails District				
195	Parks & Trails District	GF034	LARGE DECK MOWER	64,000
195	Parks & Trails District	GF084	PARKS RESTROOMS UPGRADES	36,000
195	Parks & Trails District	GF092	PLAYGROUND EQUIPMENT	110,000
195	Parks & Trails District	GF115	PARK VEHICLE REPLACEMENTS	85,000
195	Parks & Trails District	GF250	SPLASH PADS	360,000
195	Parks & Trails District	GF339	ADDITIONAL PARKING SMC	425,000
195	Parks & Trails District	GF340	ADDITIONAL BRIDGE SMA	105,000
Parks & Trails District Total				1,185,000
Departmental Funds				
Misc	Department funds	U25	FY22 TAP Projects	5,000
Departmental Funds total				5,000
Construction Funds				
504	Street Reconsturction	SCR13	S 6TH (BABCOCK TO CLEVELAND)-DESIGN & CONSTRUCTION	2,184,724
561	Library Depreciation Fun	LIB22	NEW CARPET PUBLIC AREA	72,000
561	Library Depreciation Fun	LIB28	LIBRARY EXPANSION PROJECT	4,000,000
Construction Funds Total				6,256,724

FY22 Capital Listing

Fund	Division	Project #	Project Name	FY22
Water Funds				
600	Water	W03	ANNUAL WATER PIPE REPLACEMENT	22,500
600	Water	W04-22-26	WATER PIPE REPLACEMENT PROGRAM - CONSTRUCTION	1,200,000
600	Water	W49	REPLACE #3078 - 2002 1/2 TON CHEVY PICKUP	27,000
600	Water	W56	WTP FACILITY REPAIR & REPLACEMENT	40,000
600	Water	W72	PRV PHASE I - MECHANICAL & STRUCTURAL UPGRADES	2,000,000
600	Water	W96	FLOW CONTROL VALVE & METER	500,000
600	Water	W106	SCADA MASTER PLAN	75,000
600	Water	W112	RESIDUALS HANDLING STUDY	200,000
600	Water	W117	W/S SYSTEM CONTROLS UPGRADE	31,000
600	Water	W118	WATER SUPPLY MGMT TOOL	60,000
600	Water	WC02	METER SOFTWARE SUBSCRIPTION	36,000
600	Water	WIF40	SOURDOUGH TRANSMISSION PH2	680,000
610	Water Impact Fee	WIF28	5126 WEST SOURDOUGH RESERVOIR 1 - SITING	350,000
610	Water Impact Fee	WIF40	SOURDOUGH TRANSMISSION PH2	1,000,000
610	Water Impact Fee	WIF54	PRV OVERSIZING- NELSON MDW	155,000
Water Funds Total				6,376,500
Wastewater Funds				
620	Wastewater	WW07	ANNUAL WASTEWATER PIPE REPLACEMENT PROGRAM-DESIGN	25,000
620	Wastewater	WW08	WASTEWATER PIPE REPLACEMENT PROGRAM-CONSTRUCTION	1,000,000
620	Wastewater	WW49	ROLL-OFF STORAGE BUILDING	300,000
620	Wastewater	WW69	SMALL WORKS PROJECTS	120,000
620	Wastewater	WW70	WRF FACILITY ENGINEERING & OPTIMIZATION	60,000
620	Wastewater	WW71	WRF FACILITY PLAN UPDATE	300,000
620	Wastewater	WW96	E GALLATIN RIVER AVULSION	70,000
620	Wastewater	WW110	SCREWPRESS	425,000
620	Wastewater	WW111	E GALLATIN STREAMBANK ERO	100,000
620	Wastewater	WW112	E GALLATIN RIVER DATA COL	60,000
620	Wastewater	WWIF50	JOINT MSU/DEQ PILOT	50,000
620	Wastewater	W106	SCADA PLAN UPDATE	75,000
620	Wastewater	W117	W/S SYSTEM CONTROLS UPGRADE	35,000
630	Wastewater Impact Fee	WWIF45	BIOTRAIN #1 RETRO FIT	300,000
630	Wastewater Impact Fee	WWIF20	NORTH FRONTAGE ROAD INTERCEPTOR	3,000,000
630	Wastewater Impact Fee	WWIF44	WRF INTERCEPTOR	1,000,000
Wastewater Funds Total				6,920,000
Solidwaste Funds Total				
640	Solidwaste	SW48	TROMMEL SCREEN	200,000
640	Solidwaste	SW57	ROLL-OFF TRUCK	220,000
640	Solidwaste	SW61	SWD BUILDING EXPANSION	350,000
Solidwaste Fund Total				770,000
Parking Fund				
650	Parking	U25	LPR Technolgy Upgrades	5,000
650	Parking	U25	Enforcement Officer Workspace Upgrades	5,000
650	Parking		Maintenance Projects	25,000
650	Parking	P004	Lot Hardware Sytems	15,000
650	Parking	P025	REPLACEMENT VEHICLE	35,000
650	Parking	P026	REPLACEMENT VEHICLE	35,000
Parking Fund Total				120,000

FY22 Capital Listing

Fund	Division	Project #	Project Name	FY22
Stormwater Fund				
670	Stormwater	STDM04	HISTORIC PIPE REPLACE PRG	280,000
670	Stormwater	STDM05	ANNUAL UNPLANNED PIPE REH	45,000
670	Stormwater	STOP03	STORMWATER VEHICLE	35,000
670	Stormwater	STOP05	STREET SWEEPER	250,000
670	Stormwater	STOS01	SEDIMENT DISP FAC RD RPR	50,000
670	Stormwater	STRH01	DOWNTOWN MECH STORM PH3	300,000
Stormwater Fund Total				960,000
Public Works Admin Fund				
750	Public Works Admin	PW011	PUBLIC WORKS SUV	35,000
750	Public Works Admin		TEMPORARY BUILDINGS	450,000
Public Works Admin Fund				485,000
Total Captial Projects for All funds				32,842,714

Appendices

Appendix A- Statistical Information

Appendix B- Budget Financial Policies

Appendix C- Long Range Planning

Appendix D- Glossary

Appendix A: Statistical Information

Statistical Information

Consumer Price Index

The City uses the Consumer Price Index as a general gauge of price inflation this includes all Items, Unadjusted, Urban Consumers (CPI-U). The City's living wage ordinance bases increases on CPI-U for Western States.

Source: Bureau of Labor Statistics, US Department of Labor

United States CPI			Western States CPI		
Year Ending December,	CPI-U	% Change	ANNUAL	CPI-U Western	% Change
2010	219.2	1.50%	2010	221.2	1.10%
2011	225.7	3.00%	2011	227.5	2.90%
2012	229.6	1.70%	2012	232.4	2.20%
2013	233.0	1.50%	2013	236.1	1.60%
2014	234.8	0.80%	2014	239.1	1.30%
2015	236.5	0.70%	2015	243.0	1.60%
2016	241.4	2.10%	2016	247.7	1.90%
2017	246.5	2.11%	2017	257.3	3.88%
2018	251.2	1.92%	2018	265.2	3.07%
2019	255.8	1.80%	2019	272.6	2.79%
2020	261.6	2.28%	2020	277.0	1.60%

Population

Bozeman's population has been growing steadily since 2000. The rate of population has shown a larger increase the last three years. The Bozeman Population has median age 28 and has a high percentage of residents holding a bachelor's degree or higher at 56.9%. Source: US Census Bureau:

Fiscal Yr	Estimated Population	Bozeman's Estimated Annual % Change in Population	Accumulated % Growth Since 2010
2010	37,336	0.94%	
2011	38,091	0.09%	0.09%
2012	38,645	2.15%	2.24%
2013	39,788	1.67%	3.91%
2014	41,645	0.28%	4.19%
2015	43,334	7.21%	11.39%
2016	45,200	4.19%	15.58%
2017	46,951	4.25%	19.83%
2018	48,532	4.25%	24.08%
2019	49,504	4.25%	28.33%
2020	52,800	4.25%	32.58%

Year	% Change in Population	Per capita Income	Median Age	% Residents w/ Bachelors	K-12 enrollment	Unemployment rate
2010	0.9%	\$ 25,909	26.0	50.6%	5,509	5.8%
2011	0.1%	\$ 25,611	27.2	50.1%	5,679	5.6%
2012	2.1%	\$ 24,709	27.2	53.9%	5,810	5.2%
2013	1.6%	\$ 25,608	27.1	55.4%	5,994	4.3%
2014	0.3%	\$ 26,427	26.8	53.3%	6,216	3.5%
2015	6.7%	\$ 26,335	27.3	53.6%	6,294	2.9%
2016	4.0%	\$ 26,350	27.5	54.4%	6,533	2.8%
2017	4.1%	\$ 26,506	27.7	56.5%	6,770	2.8%
2018	2.9%	\$ 28,748	27.9	56.5%	6,908	2.8%
2019	4.0%	\$ 29,097	28	56.9%	7,015	3.8%
2020	2.6%	\$ 30,268	28	56.8%	7,152	4.5%

Business:

Private Employers: The Montana Department of Labor and Industry reports the following largest private employers within the City’s boundaries (2018 data).

Private Employers	Size
Bozeman Deaconess Hospital	1,000+ Employees
Oracle America	500 to 999 Employees
Kenyon Noble Lumber & Hardware	250 to 499 Employees
Town Pump Convenience Stores	250 to 499 Employees
Wal Mart	250 to 499 Employees
Zoot Enterprises	250 to 499 Employees
Albertson's	100 to 249 Employees
Target	100 to 249 Employees
Bridger Bowl	100 to 249 Employees
Community Food Co-Op	100 to 249 Employees
Costco	100 to 249 Employees
First Security Bank	100 to 249 Employees
First Student	100 to 249 Employees
Reach Inc	100 to 249 Employees
McDonalds	100 to 249 Employees
Murdoch's Ranch & Home Supply	100 to 249 Employees
Ressler Motor	100 to 249 Employees
Simms Fishing Products	100 to 249 Employees
Town & Country Foods	100 to 249 Employees
Williams Plumbing & Heating	100 to 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.

Public Employers	Size
Montana State University	1,000+ Employees
School District #7	500 to 999 Employees
Belgrade School District	500 to 999 Employees
Gallatin County	500 to 999 Employees
City of Bozeman	250 to 499 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 2019, the top taxpayers within the City were as follows. These ten taxpayers comprised a total of 9.4% of our property tax base.

Tax Payer	Assessed Value	% of Total City Taxable Value
Northwestern Energy - Transmission & Distribution	3,870,184	3.71%
Verizon Wireless	374,861	0.36%
Harry Daum - Gallatin Mall	344,005	0.33%
Mitchell Development & Investment	320,473	0.31%
NB Stadium View District	312,170	0.30%
Stone Ridge Partners LLC	298,223	0.29%
CCC Bozeman LLC	292,641	0.28%
Bridger Peaks Holding LLC	259,668	0.25%
First Security Bank	257,102	0.25%
SNH/LTA Properties Trus	248,664	0.24%

Debt Limits

	Fiscal Year			
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Debt limit*	147,500,000	168,633,783	174,548,585	214,906,344
Total net debt applicable to limit	\$ (11,230,087)	\$ (20,709,106)	\$ (21,947,366)	\$ (57,148,561)
Legal debt margin	\$ 136,269,913	\$ 147,924,677	\$ 152,601,219	\$ 157,757,783
Total net debt applicable to the limit as a percentage of debt limit	7.6%	12.3%	12.6%	26.6%

Appendix B: Budget and Financial Policies

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

Budget Development & Administration

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Revenue Collection

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

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

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

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

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

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

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

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

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

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

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

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

Expenditures and Payments

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

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

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

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

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

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

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

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

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

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

6. Spending Policy:

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

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

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

Fund Type	Order of Spending
General Fund	1. Restricted 2. Committed 3. Assigned 4. Unassigned The City Commission and the City Manager, individually, have the authority to express assignments in the General Fund.
Special Revenue Funds	1. Restricted 2. Committed 3. Assigned The City Commission and the City Manager, individually, have the authority to express assignments in Special Revenue Funds.
Debt Service Funds	1. Assigned 2. Committed 3. Restricted The City Commission and the City Manager, individually, have the authority to express assignments in Debt Service Funds.
Capital Projects Funds	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. (See Appendix D for recommendation)

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.

Appendix C: Long Range Financial Planning

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:

Special Revenue Funds

- Street Maintenance Fund
- Arterial & Collector Fund
- Tree Maintenance Fund
- Parks & Trails District Fund

Enterprise Funds

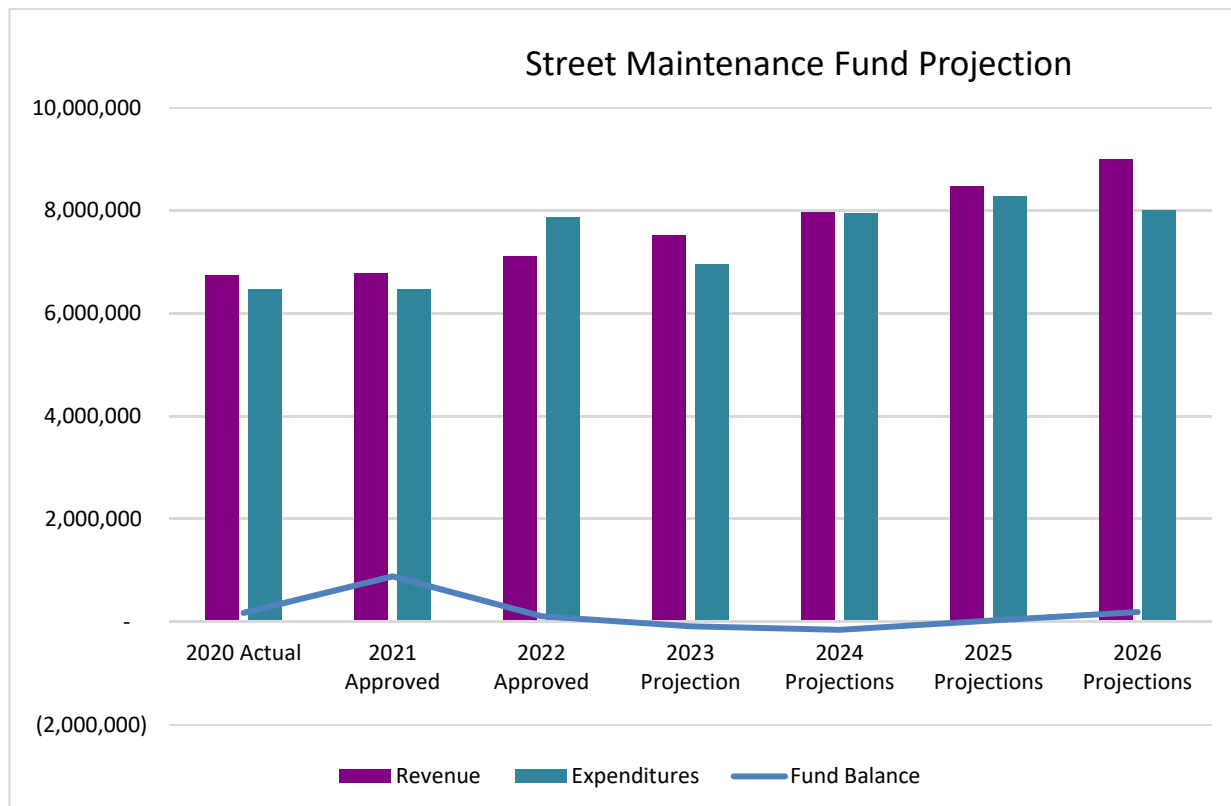
- Water Fund
- Wastewater Fund
- Stormwater Fund

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 recommended the capital plans. The plans project revenue requirements, expenditure levels, and estimated reserve levels for each of the five years.

Special Revenue Funds

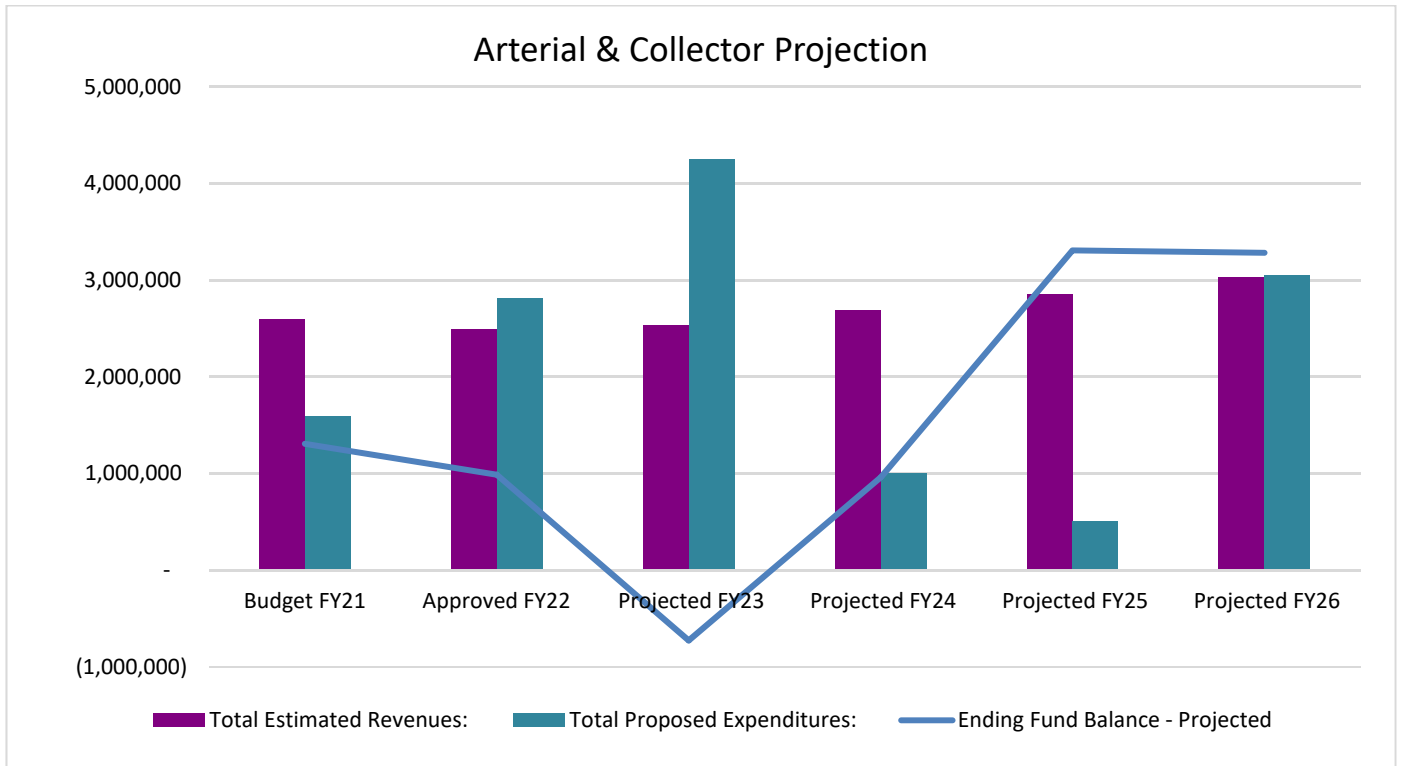
STREET MAINTENANCE:

The Street Maintenance long-term plan continues to show increases in assessment to meet the needs of the capital plan and growth. We are showing stabilization in rates but are having to dip below our desired reserve level unless we raise rates, lower the level of services or reduce capital costs.



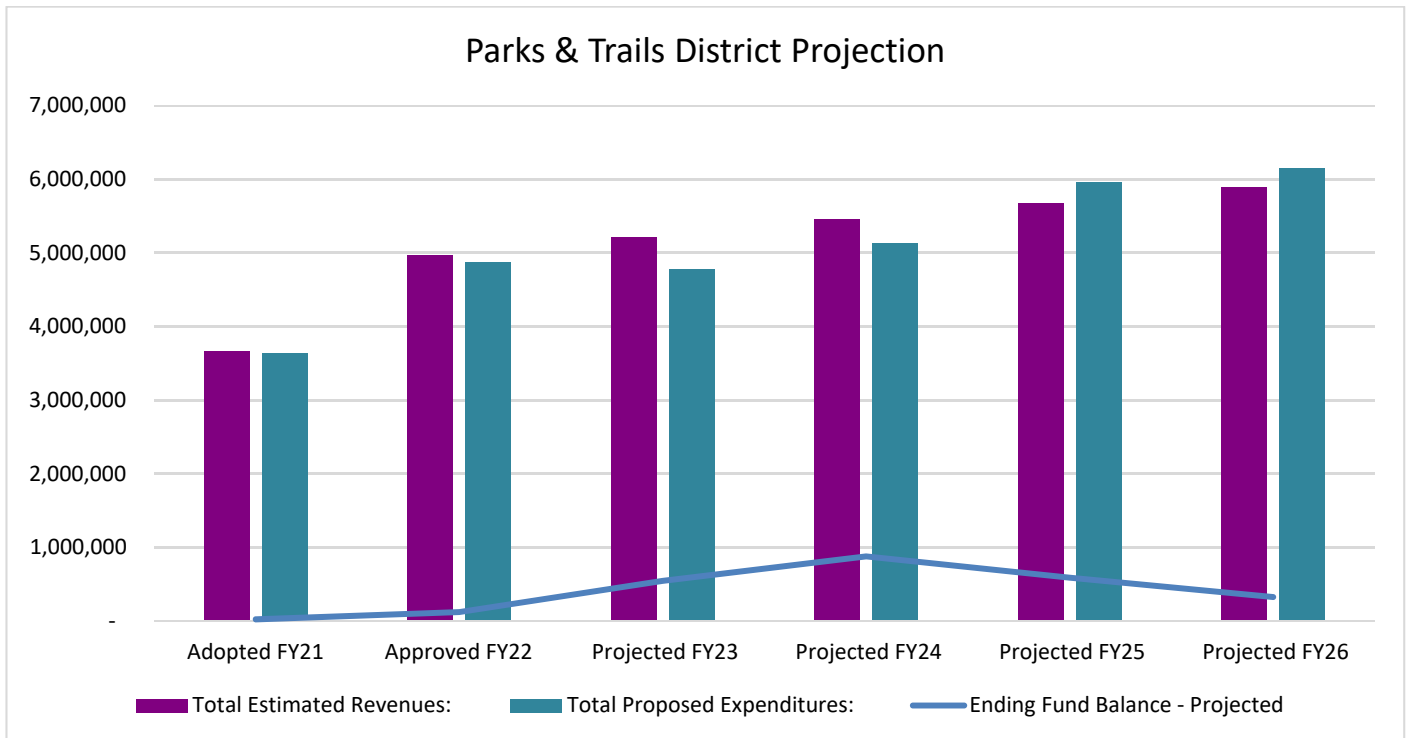
ARTERIAL AND COLLECTOR

The assessment is increasing in FY22 rate and need slight increases in the future to fund the capital program. This fund also relies on the gas tax remaining at current levels as well.



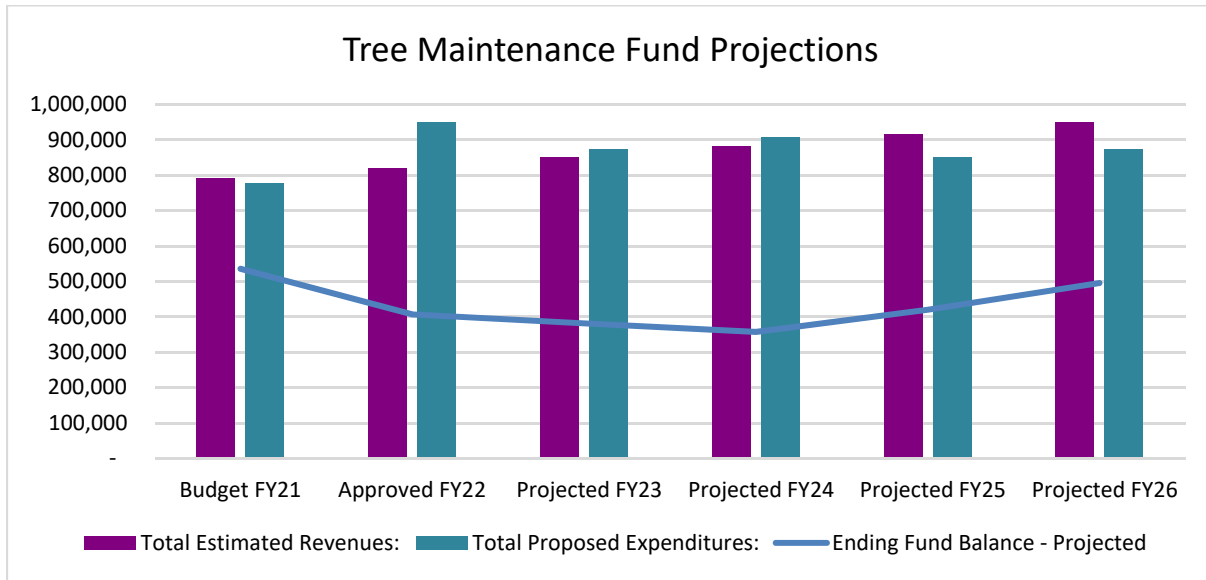
PARKS & TRAILS DISTRICT FUND

Parks & Trails District Fund plan as approved by the Commission is a five-year ramp up to Silver level of service. A major capital item was delayed to decrease the initial assessment. This year's increase is higher to include the needed capital item. Going forward minor increase are needed to keep up with costs.



TREE MAINTENANCE FUND

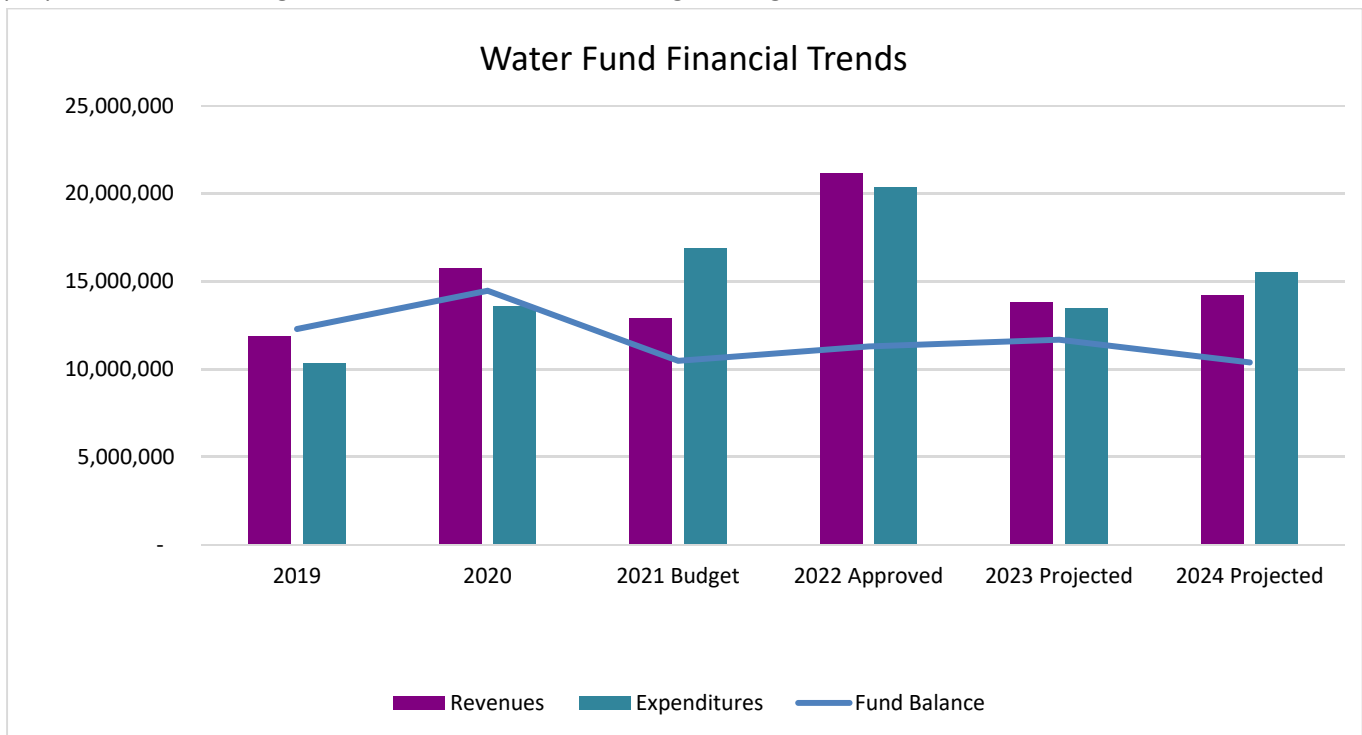
The Tree maintenance fund needs to continue to build a fund balance to be able to address capital needs and emergency funds.



Enterprise Funds

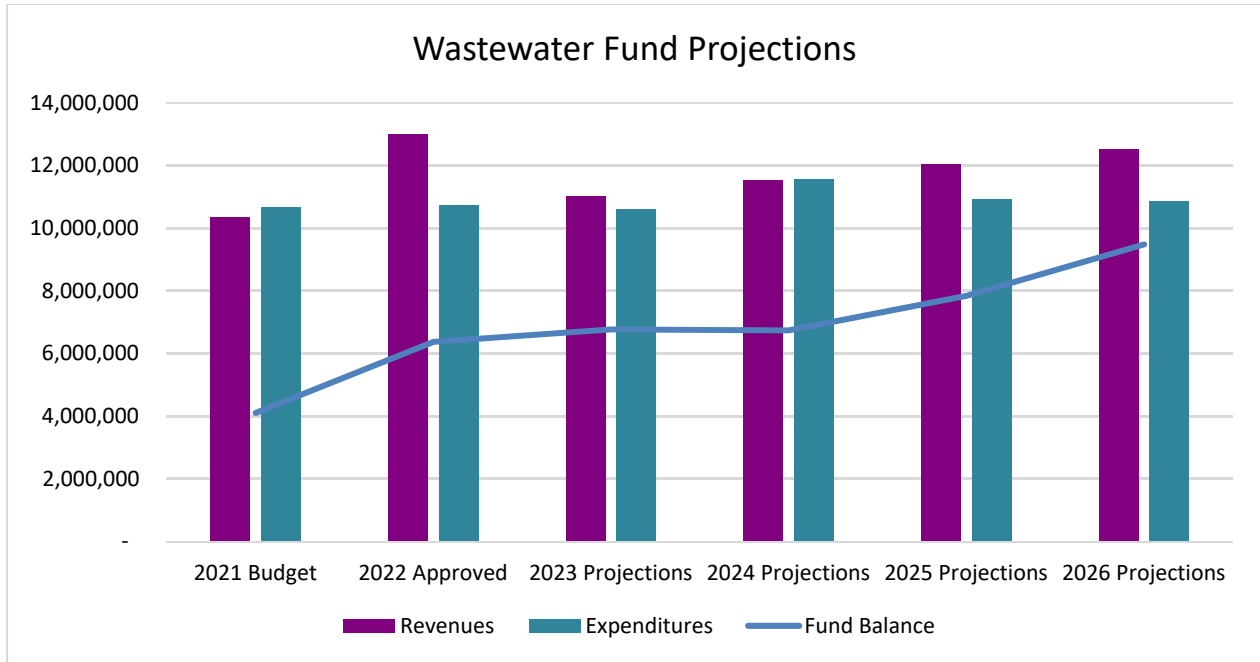
WATER FUND

Recently, the City had a rate study completed for the Water fund. Rates and reserve levels were designed to ensure proper revenue coverage and reserve amounts, including a drought reserve.



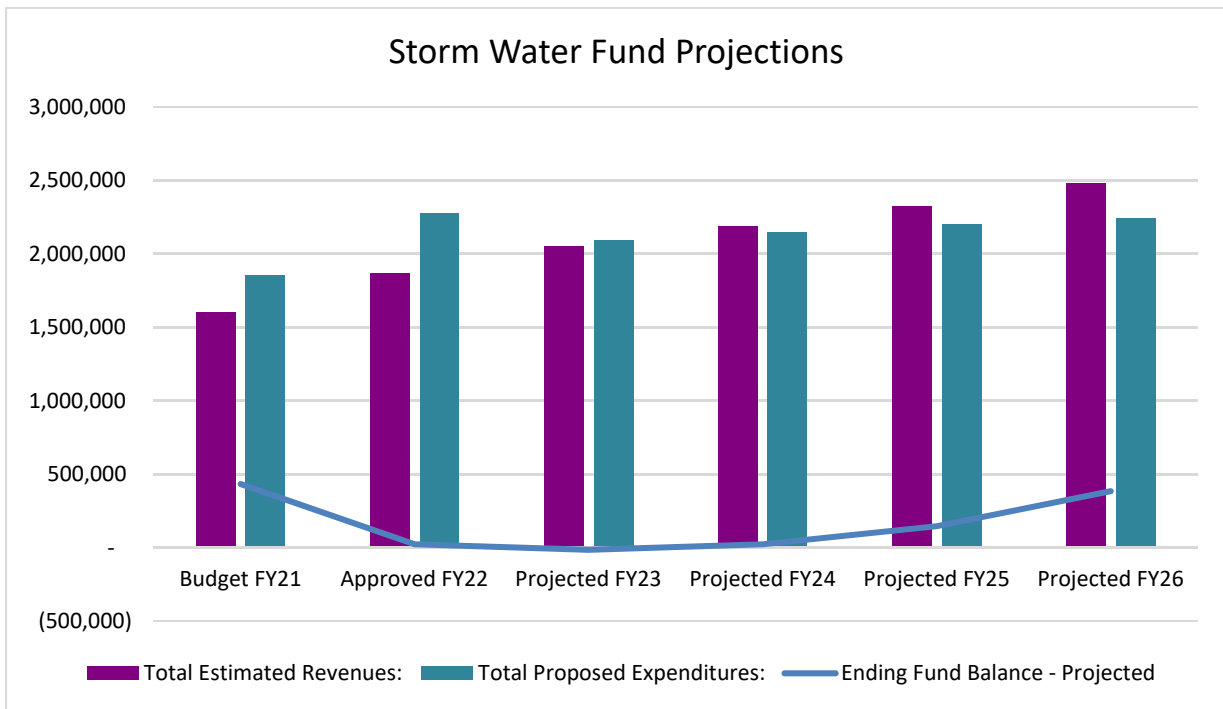
WASTEWATER FUND

Recently, the City had a rate study completed for the Wastewater fund. Rates and reserve levels were designed to ensure proper revenue coverage and reserve amounts.



STORM WATER FUND

Projected with 2% growth assumption and increases in rates are needed to further compensate in growth and higher construction costs to continue to maintain and replace infrastructure.



Appendix D: Glossary of Key Terms

ACCRUAL BASIS- A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

APPROPRIATION- Legal authorization granted by City Commission to make expenditures and incur obligations.

ASSESSED VALUATION - A value that is established for real and personal property for use as a basis for levying property taxes. (For the City of Bozeman, the Montana Department of Revenue establishes Property values.)

ASSET - Resources owned or held by a government having monetary value.

BALANCED BUDGET - Refers to a government budget with revenues equal to expenditures.

BOND - A written promise to pay a sum of money on a specific date at a specified interest rate. The most common types of bonds are general obligation, revenue, and special assessment district bonds. These are most frequently used for construction of large capital projects such as buildings, streets, and water and waste water lines.

BOND RATING - An evaluation of a bond issuer's credit quality and perceived ability to pay the principal and interest on time and in full.

BOND REFINANCING - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

BUDGET - Plan of financial operation, embodying an estimate of proposed expenditures for a given period (City of Bozeman's budget is for a fiscal year July 1—June 30) and the proposed means of financing them. Upon approval by Commission, the appropriation ordinance is the legal basis for incurring expenditures.

BUDGET AMENDMENT- A procedure to revise the appropriation ordinance through action by the City Commission.

BUDGET CALENDAR - The schedule of key dates or milestones which the City follows in the preparation, adoption, and administration of the budget.

BUDGET MESSAGE - The opening section of the budget which provides the City Commission and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations regarding the financial policy for the upcoming period.

BUDGETARY BASIS - This refers to the form of accounting utilized throughout the budget process. These generally take one of three forms: GAAP, Cash, and Modified Accrual.

BUDGETARY CONTROL - The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

CAPITAL BUDGET - The Capital Budget comprises the capital improvements that are funded in the current budget year.

CAPITAL EXPENDITURE - The item has a unit cost over \$5,000, benefits future periods, has a normal useful life of 1 year or more, has an identity that does not change with use (i.e. retains its identity throughout its useful life), and is identifiable and can be separately accounted for. Improvements to existing assets must add life and value to be included as a capital item.

CAPITAL IMPROVEMENTS - Expenditures related to the acquisition, expansion, or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

CAPITAL IMPROVEMENTS PROGRAM (CIP) - A plan for capital expenditures needed to maintain, replace, and expand the City's heavy equipment and public infrastructure (for example streets, parks, buildings, etc.) The CIP projects these capital equipment and infrastructure needs for a set number of years (5 years for City of Bozeman's Program) and is updated annually to reflect the latest priorities, cost estimates and changing financial estimates or strategies. The first year of the adopted CIP becomes the basis of the City's capital budget.

CAPITAL OUTLAY - Items that cost more than \$5,000 and have a useful life of one year or more.

CAPITAL PROJECT - New facility, technology system, land or equipment acquisition, or improvements to existing facilities beyond routine maintenance. Capital projects are included in the CIP and become fixed assets.

CASH BASIS - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

CDBG - Community Development Block Grant.

CONTINGENCY - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

CONTRACTED SERVICES - Expenditures for services performed by firms, individuals, not other city departments.

DEBT LIMIT - The maximum amount of gross or net debt which is legally permitted.

DEBT RATIO - Ratios which provide a method of assessing debt load and the ability to repay debt which plays a part in the determination of credit ratings. They are also used to evaluate the City's debt position over time and against its own standards and policies.

DEBT SERVICE - Payment of principal and interest related to long term loans or bonds.

DEBT SERVICE FUND - A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

DEBT SERVICE FUND REQUIREMENT - The amounts of revenue which must be provided for a Debt Service Fund so that all principal and interest payments can be made in full on schedule.

DEFICIT - The excess of an entity's liabilities over its assets or the excess of expenditures over revenues during a single accounting period.

DEPARTMENT - A major administrative division of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area.

DEPRECIATION - Expiration in the service life of fixed assets, attributable to wear and tear, deterioration, action of physical elements, inadequacy, and obsolescence.

DESTINGUISHED BUDGET PRESENTATION AWARD - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

DIVISION - A group of homogenous cost centers within a department.

ENTERPRISE FUND - A fund established to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

ESTIMATE - The most recent prediction of current year revenue and expenditures. Estimates are based upon many months of actual expenditure and revenue information and are prepared to consider the impact of unanticipated costs or other economic changes.

ESTIMATED REVENUE - The amount of projected revenue to be collected during the fiscal year.

EXPENDITURES - Decreases in net financial resources.

FISCAL YEAR - The time period signifying the beginning and ending period for recording financial transactions. The City's fiscal year begins on July 1 and ends on June 30 of each year.

FIXED ASSETS - Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

FTE - See Full Time Equivalent.

FULL FAITH AND CREDIT- A pledge of a government's taxing power to repay debt obligations.

FULL TIME EQUIVALENT Also referred to as FTE. The yearly personnel hours worked by a position divided by the total available work hours for a full year (2080).

FUND - An accounting entity with a self-balancing set of accounts which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

FUND BALANCE - The excess of assets over liabilities. The beginning fund balance is the residual funds brought forward from the previous fiscal year.

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.

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

INTERNAL SERVICE FUND - A fund used to account for the financing of goods or services provided by one department or agency to other departments on a cost-reimbursement basis.

LEASE-PURCHASE AGREEMENT - Contractual agreements, which are termed "leases", but which in substance, amount to purchase contracts for equipment and machinery.

LEVY - (Verb) To impose taxes, special assessments, or service charges for the support of governmental activities. (Noun) The total amount of taxes, special assessments, or service charges imposed by a government.

LINE-ITEM BUDGET - A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specific category.

LONG-TERM DEBT - Debt with a maturity of more than one year after the date of issuance.

MANDATE - Legislation passed by the state or federal government requiring action or provision of services and/or programs by the City. Examples include the Americans with Disabilities Act, which requires such actions as physical facility improvements and provision of specialized equipment for public recreation and transportation.

MILL LEVY - Rate applied to Assessed Valuation to determine property taxes. A mill is 1/10th of a penny or \$1.00 of tax for each \$1,000 of assessed valuation.

OBJECT - As used in expenditure classification, this term applies to the article purchased or the service obtained (as distinguished from the results obtained from expenditures). Examples are personnel services, contracted services, and supplies and materials.

OBJECTIVE - Desired outcome-oriented accomplishments that can be measured and achieved within a given time frame, and advances the activity or organization toward a corresponding goal.

OPERATING BUDGET - The portion of the budget pertaining to daily operations that provides basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, and services.

ORDINANCE - A formal legislative enactment by the City Commission. If it is not in conflict with any higher form of law, such as state statute or constitutional provision, it has the full force and effect of law within the boundaries of the City.

OUTSTANDING BONDS - Bonds not yet retired through principal payment.

OVERLAPPING DEBT - The City's proportionate share of the debt of other local governmental units, which either overlap it or underlie it. The debt is generally apportioned based on relative assessed value

PAYMENT IN LIEU OF TAXES - Also referred to as PILT. Payments made in lieu of taxes from another government or entity.

PERFORMANCE BUDGET - A budget that focuses on departmental goals and objectives rather than line items, programs, or funds. Workload and unit cost data are collected in order to assess effectiveness and efficiency of services.

PERSONNEL SERVICES - Items of expenditures in the operating budget for salaries and wages paid for services performed by City employees, as well as the fringe benefit costs.

PROPERTY TAX - A levy upon each \$100 of assessed valuation of real and personal property within the City of Bozeman.

PROPRIETARY FUND- Funds that focus on the determination of operating income, changes in net position (or cost recovery) financial position, and cash flows. Proprietary funds include enterprise and internal service funds.

RESOLUTION- A special or temporary order of a legislative body (City Commission) requiring less legal formality than an ordinance or statute.

RESOURCES - Total amounts available for appropriation including estimated revenues, fund transfers, and beginning fund balances.

REVENUE - Funds that the government receives as income. It includes items such as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

REVENUE BONDS - Bonds sold for constructing a project that will produce revenue for the government. That revenue is pledged to pay the principal and interest of the bond.

RISK MANAGEMENT - An organized attempt to protect a government's assets against accidental loss in the most economical method.

SPECIAL IMPROVEMENT DISTRICT (SID) - An area defined and designated for improvements, often financed with bond proceeds that specifically benefit the property owners within the area of the district. Debt is repaid through annual assessments to property owners.

SPECIAL REVENUE FUND - A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or of major capital projects) that are legally restricted to expenditure for specified purposes.

STATE SHARED REVENUE - Revenues levied and collected by the state but shared with local governments as determined by state government. Entitlement funds received by the City from the state of Montana is the largest State Shared Revenue.

TAXES - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not refer to specific charges made against particular property for current or permanent benefits, such as special assessments.

TIF- Tax Increment Financing. A method of using incremental increases in property tax values to fund the improvements or efforts of a designated area.

TRANSFERS IN/OUT- Amounts transferred from one fund to another to assist in financing the services from the recipient fund.

UNRESERVED FUND BALANCE - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

USER CHARGES OR FEES - The payment of a fee for direct receipt of a public service by the party benefiting from the service.

WORKING CAPITAL - The different between current assets and current liabilities.

WORKLOAD INDICATOR - A unit of work to be done (e.g. number of permit applications received for the number of burglaries to be investigated.)

WRF - Water Reclamation Facility; commonly referred to in the past as a Wastewater Treatment Plant.