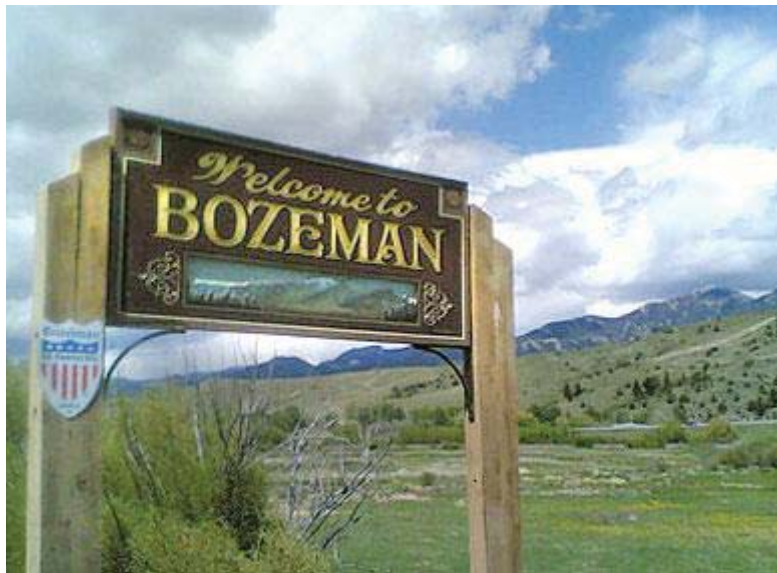


# City Manager's Recommended Budget

For Fiscal Year 2016

05/11/2015

City of Bozeman, Montana



**BOZEMAN** MT



# CITY OF BOZEMAN, MONTANA

FISCAL YEAR 2015-2016

CITY MANAGER’S RECOMMENDED  
OPERATING AND CAPITAL BUDGET

## CITY COMMISSION

Jeff Krauss— Mayor

Carson Taylor— Deputy Mayor

Cynthia Andrus—Commissioner

Chris Mehl—Commissioner

I-Ho Pomeroy- Commissioner

## CITY MANAGER

Chris Kukulski - City Manager

## CITY STAFF

Anna Rosenberry, CPA—Administrative Services Director

Stacy Ulmen—City Clerk

## **CITIZEN REVIEW AND PARTICIPATION**

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

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

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

- **Notices for these meetings are published in the legal advertisements of the Bozeman Daily Chronicle newspaper, and**
- **Notices are also posted on the City’s website at [www.bozeman.net](http://www.bozeman.net).**
- **Public Meetings of the City Commission are broadcast live on local-cable Channel 191. Meetings are also re-broadcast throughout the week.**
- **Public Meetings are streamed live on the City’s website at [www.bozeman.net](http://www.bozeman.net).**

## DISTINGUISHED BUDGET PRESENTATION AWARD

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The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Bozeman for its annual budget for the fiscal year beginning July 1, 2014. The City has received this award for each budget it has prepared in the past 24 years.

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

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



Distinguished Budget Presentation Award 1

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# CITY MANAGER'S BUDGET MESSAGE

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May 4<sup>th</sup>, 2015

Bozeman City Commission:

I am pleased to present to you the City Manager's Recommended Budget for Fiscal Year 2015-2016 (FY16). We will be presenting and discussing this recommended plan at public meetings in May and June, with adoption of a Final Budget tentatively scheduled for the evening of June 22, 2015.

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

The City Commission recently updated its priorities for staff to focus on in the coming months. Many of these priorities require budgetary support and have been incorporated into our recommended spending plan for FY16. The following list describes the priorities with significant budgetary implications; a full listing of the adopted priorities can be found on page 27.

### **1. Story Mill Landfill Project**

In October of 2012, the City, as part of ongoing monitoring efforts, detected volatile organic compounds (VOC's) in the soil at the Story Mill landfill. A loan to the City for approximately \$2 million has been approved by the State Revolving Loan Fund in order to design and install a system to limit the migration of VOCs off the landfill. The program provides a 20-year loan at 3% annual interest, secured by the City's Stormwater Fund. **This budget includes a tax levy dedication of 1.74 mills (\$140,000) for the estimated required annual loan payment.**

The city continues to address claims filed by property owners in this matter. At this time, insurance coverage is uncertain; the City's insurers have provided defense, and insurance coverage continues to be litigated. **This budget includes spending \$280,000 for ongoing insurance coverage and litigation matters.**

To date, our investigation, mitigation, and other costs have been paid from the Post-Closure Mitigation and Monitoring fund. The sale of the North Park industrial property in the coming months could replenish this fund and assist in future legal, project, and ongoing monitoring costs. **This budget includes the proceeds from the Sale of North Park, net of easement costs, as a deposit to the Post-Closure Mitigation and Monitoring Fund in the amount of \$1,130,000.**

### **2. Transportation System Improvements**

Over the past 12 months, numerous policy discussions have taken place surrounding the plans and funding structure for street expansions, reconstruction, and maintenance. Transportation issues were cited as the number one concern by citizens responding to last year's Online City Hall budget priorities question. This Recommended Budget substantially increases funding for

transportation projects by adding a new Street Arterial and Collector Assessment fund and increasing the dollars for pavement maintenance in the current Street Maintenance Fund. In addition, numerous other projects and efforts that enhance pedestrian and vehicle transportation are included in the budget recommendation.

- a. NEW! The creation of a new Street Arterial and Collector Assessment District. The Arterial and Collector streets represent the major road-ways through the City. This district would provide dollars to construct portions of the transportation network (including the local share of intersections, and missing areas along City-owned parks) from all property owners via an annual special assessment. Money would be combined with Impact Fee dollars for the completion of projects; it would replace the 5 mills (approx. \$475,000) in property tax dollars that were dedicated for local share of streets in FY15. Our goal is to increase this Arterial and Collector Assessment to \$2 Million/year, phased in over the next 3 years. **This budget contains \$578,000 in new Arterial and Collector assessments.** The money will first go to complete the Baxter and Davis intersection project in FY16. Future years' capital projects will be incorporated into the annual CIP.
- b. Increase in Street Maintenance Assessments for pavement maintenance. Our goal is to increase street maintenance funding by \$1 Million/year, phased in over the next 3 years. **This budget contains an additional \$287,000 for pavement maintenance.**
- c. Capacity-expanding projects within our Street Impact Fee Fund. We are budgeting to **spend over \$8 Million on capacity expanding projects around the city.** Projects include:
  - a. SIF48 – Cottonwood (Fallon to Alpha Drive) \$2,540,000
  - b. SIF64 – Durston (Cottonwood to Western City Limits) \$1,012,000
  - c. SIF54 – Ferguson (Baxter to Oak) \$900,000
  - d. SIF50 – Laurel Parkway (Durston to Babcock) \$700,000
  - e. SIF42 – Intersection of Baxter and Davis \$675,000, additional.
  - f. Numerous Design contracts totaling nearly \$2 Million
- d. Street Reconstruction Project. We will be working on North Wallace as the next Special Improvement District (SID) Reconstruction project. We estimate **\$626,500 in Street Maintenance funding and \$626,500 in SID funding** paid by adjacent property owners.
- e. Gas Tax revenues are estimated to **provide \$662,400 in funding for pavement maintenance** commodities (primarily asphalt and chip seal.)
- f. Main Street Streetscape Special Improvement District. The Downtown Tax Increment District has been working to bring together numerous reconstruction projects in the downtown area for sidewalks, lighting, and other streetscape amenities. This coming year, we have budgeted to issue **\$4.5 Million in Special Improvement District (SID) bonds for the streetscape project.**
- g. Sidewalk Replacements. Under state law, the city may order the installation and reconstruction of deteriorated sidewalks. We began sending notices to property owners last summer. We now expect to **install \$400,000 in sidewalks**, to be financed with an Inter-cap loan, by adjacent property owners over a 5-year period.

### 3. Water & Sewer Systems

a. We have recently received a proposed update to the Wastewater Collection System master plan document. This document will come before the City Commission in the next weeks. As a result of the update, we have included two critical projects for FY16 that were not previously on the Capital Plan.

**South University District Wastewater Project (Total cost estimate of \$1,120,000)**

**Bridger Drive Extension Wastewater Project (Total cost estimate of \$400,000)**

Both of these projects are necessary to serve existing and growing development around town, and are funded by a combination of Wastewater utility and impact fee funds.

b. We have also updated our Water and Sewer rate models for the next 5 years. We are recommending that the Commission adopt two-year rate increases in both the Water and Sewer Funds of 3% in FY16 and 3% in FY17. The rate increases will help keep our utility operations and capital projects moving forward, with the required reserves and cash flow for borrowing, as necessary.

c. We will be borrowing \$6.6 Million for the construction of a 5.3 Million gallon water storage reservoir. The water rates will need to be pledged to repay this loan, as we cannot borrow against impact fee revenues. This added water storage is a capacity-expanding project that is necessary for continued development in the city.

### 4. Storm Water Utility

In 2012 the city created its Storm Water Utility. During the last three years, we have been working to identify assessment methodologies, infrastructure locations and conditions, and develop a funding plan for future storm water improvements. On April 13<sup>th</sup> 2015, the City Commission adopted Resolution No. 4590 establishing rates for stormwater service based on a more equitable “impervious surface” method. The new rates will go into effect in May and December of 2015. **This budget includes a full year of “impervious surface” method revenue. With the implementation of the new rate model, additional staff previously approved in the FY15 budget (but were not hired) are again included in the FY16 budget. Until the full cash flow under the new model is established (in FY17,) annual deferred maintenance & pipe rehabilitation have been scaled back to design phases. The FY16 budget focuses on design of future pipe rehabilitations and specific system upgrades.**

### 5. Broadband Infrastructure

The Bozeman Fiber Initiative is moving forward. The non-profit was created in May and will secure the private funding needed for system build-out. A number of the City’s Tax Increment Financing (TIF) Districts are intended to play a role in funding infrastructure within their

boundaries. **Presentation of these TIF District work-plans and budgets are scheduled for the June 1<sup>st</sup> Commission meeting.**

## **6. Affordable Housing**

In November 2014, the City hired a consultant to perform an Affordable Housing Survey. The work will assist in determining alternatives for the City to consider when drafting an updated Affordable Housing Ordinance. The previous ordinance was suspended during the recession, and has not been readopted. In February 2015, the consultant presented their study and recommended regulatory changes:

- a. Affordable housing requirements for new construction should be reinstated with a new set of rules;
- b. Regulatory incentives from previous ordinances should be retained and strengthened;
- c. Some of the strongest incentives depend upon increased City funding of affordable housing.

After discussing the study, the City Commission asked staff to draft a revised ordinance, taking into account the recommendations and Commission concerns. **This budget contains an increase in the amount of tax revenues that would be deposited to the Community Housing fund; increasing from 1.0 mills to 3.0 mills (increasing from \$86,000 to \$240,000.)**

## **7. Police & Municipal Courts Building**

In the fall of 2014, residents declined to approve the ballot measures that were needed to construct and operate a new Municipal Police and Courts building. However, a new, or improved, space is still necessary to accommodate the growing needs of the Police department, Courts, and other justice services. The City joined a taskforce with Gallatin County to explore options for a facility, moving forward. This joint taskforce is expected to recommend a construction strategy around July 1<sup>st</sup>, 2015. **This budget contains \$50,000 for consultant work in the Police Department for steps that might progress as a result of the taskforce's recommendations.**

## **8. Vision – Mission – Strategy**

**This budget contains \$125,000 for consulting work in the City Manager's department for the development of a City Strategic Plan.**

## **9. Unified Development Code Design**

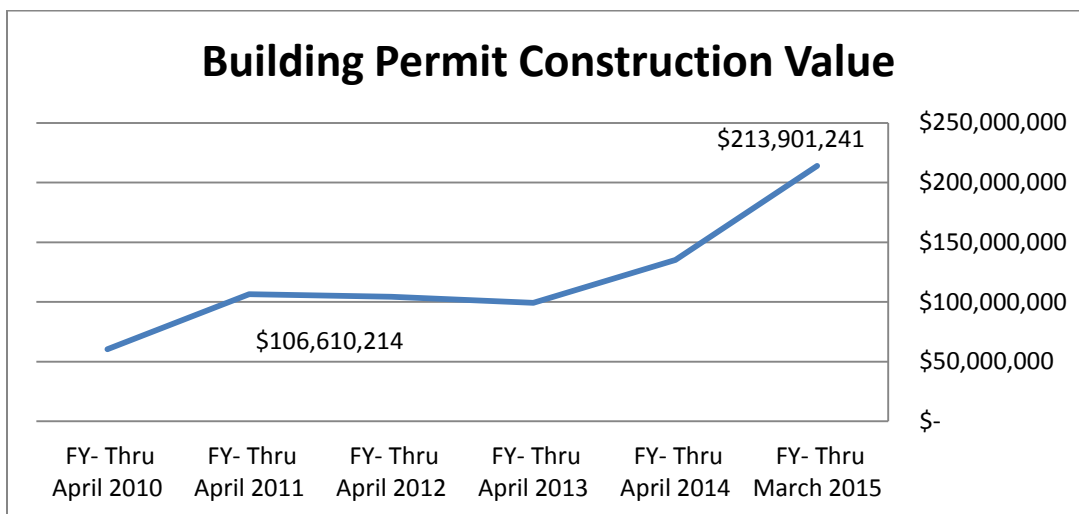
The Unified Development ordinance was last adopted on November 24, 2003. The Ordinance adopted a new Unified Development Code, which replaced existing zoning and subdivision regulations that govern the use and development of land. In recent months, the Community Development department has updated planning fees and reorganized its divisions in order to better assist the City of Bozeman residents. Along with these changes, new revisions to the Unified Development Code are needed to better address modern development within our rapidly growing city. **This budget includes spending \$300,000 for the design and adoption of a new Unified Development Code.**

## 10. Aquatics Facility

Previous studies have identified the limited life-span of Bogert pool, the city's only public outdoor swimming pool. The FY14 budget contained \$125,000 to begin the design of a replacement for Bogert Pool. **This budget includes an additional \$75,000 for architects to continue work on the design of a new outdoor aquatic facility.**

### Significant changes during the past 12 months

**Continued Growth in Construction Sector.** Our Building Inspection division has seen strong permit issuance over the past 12 months.



Building Permit Construction Value Chart 1

While never completely stopping, building construction significantly slowed during the recession. For the current fiscal year to date (July-March), the total value of Building Permits for New Construction is 110% of the same time frame during the previous year. Building permit values are more than double what they were for the same period ending April 2011. With this continued growth, additional staff was added to the building team mid-year in FY15. This additional staff included 2.0 FTE Building Inspectors, 1.0 FTE Permit Technician and a 1.0 FTE Senior Plans Examiner; all of these positions are funded with building permit revenues.

### State-wide Reappraisal of Property Values

In November we received preliminary data for the property reappraisal that the State of Montana is conducting and implementing for our FY16 fiscal year (2015 tax year). We will not receive the final Certified Taxable Values until July 2015; this necessitates using the preliminary information for a calculation of property tax levies in our budget.

The State has projected a dramatic decrease in assessed values for both commercial (19.25% decrease) and residential (3.52% decrease) property in Bozeman. They attribute this change to the timing of appraisal cycles and the Great Recession. Under existing laws, the City is both allowed and required to increase its number of mills in order to off-set decreased tax dollar collections that come about from decreased assessed property values.

The State estimates that the value of one mill, levied city-wide after Tax Increments are excluded, will be \$80,331 in FY16. This represents an 8.6% decrease in the city’s mill value in FY15.

For levies that are required to be established at certain dollar values (i.e. debt service), we will need to raise our mills to bring in the same number of dollars.

For levies that were approved at set mill amounts (i.e. Fire Capital & Equipment levy), we will yield fewer dollars due to reappraisal.

### **Staffing Level Changes**

#### **General Fund Positions**

Recommended FY16 staffing for the General Fund includes adding the following positions. One Full-Time Equivalent (FTE) customarily works 2080 hours per year.

<b>Fund</b>	<b>Position</b>	<b>Full-Time Equivalent</b>
General Fund	Animal Control Officer – increased FTE to .40	.15
General Fund	Library Assistant I – increased FTE to 0.38	.38
General Fund	Librarian I – Supervisory – increased FTE to 1.0	.50
<b>Total</b>		<b>1.03</b>

Needs for increased staffing at the Library and for increased Animal Control work have resulted in our recommendation to add portions of FTE’s to those departments.

#### **Enterprise & Other Fund Positions**

The following positions were recommended to be added in Water and Sewer funds.

<b>Fund</b>	<b>Position</b>	<b>Full-Time Equivalent</b>
Water Fund	Water Conservation Technician	1.0
Wastewater Fund	City Service Worker – WRF	1.0
<b>Total Other Funds</b>		<b>2.0</b>

In order to continue to grow our water conservation program, we are recommending adding a Technician. We are also in need to one additional worker at the Water Reclamation Facility.

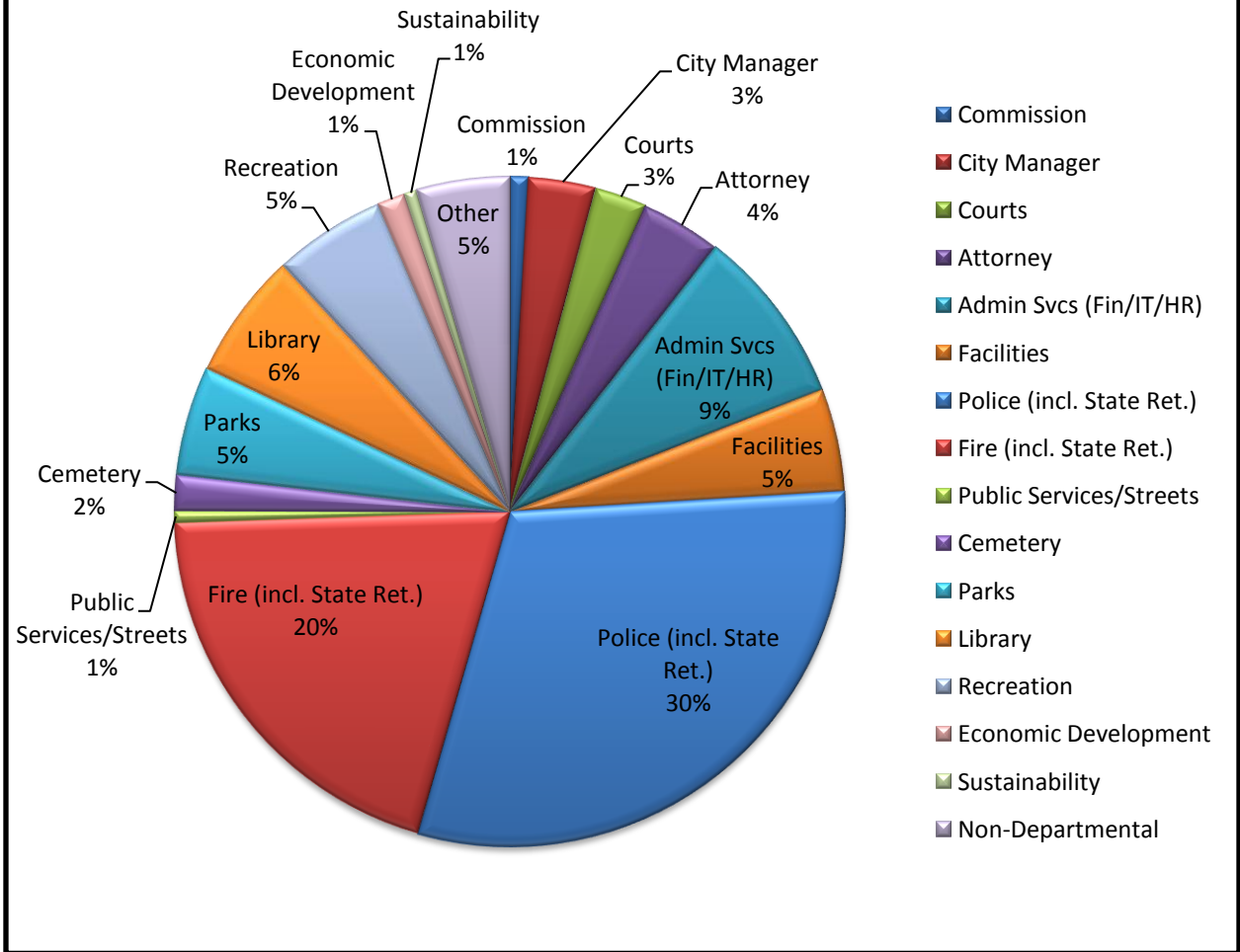
**The General Fund:**

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

This year’s General Fund budget has \$27.7 Million in expenditures, in the following areas:

Department	General Fund Amount
Commission	\$ 248,716
City Manager	896,291
Courts	694,775
Attorney	1,074,305
Admin Services (Fin/IT/HR)	2,383,005
Facilities	1,367,249
Police	8,433,228
Fire	5,567,004
Public Services/Streets	149,062
Cemetery	473,172
Parks	1,459,846
Library	1,700,561
Recreation	1,500,011
Economic Development	371,739
Sustainability	165,318
Other	1,245,290
<b>TOTAL Expenditures</b>	<b>\$27,729,572</b>

## FY16 Recommended - General Fund Budget



FY16 Recommended - General Fund Budget 1

As shown in the above graph, Police and Fire services combined comprise 50% (\$13.9 Million) of the General Fund’s spending. The next largest departments are grouped together, each spending roughly \$1.3 - \$2.4 Million and each comprising 5-9% of the budget: Administrative Services, Recreation, Library, Parks, and Facilities Maintenance. Nine other departments/areas comprise the balance of General Fund Expenditures.

**General Fund Undesignated Fund Balance:**

The City’s charter requires an established minimum level of General Fund Undesignated Fund Balance, in accordance with the Government Finance Officers’ Association (GFOA) Best Practices. GFOA’s Best Practice Recommendation was adopted and our required minimum reserve balance is 16 2/3% of budgeted revenues. As discussed in more detail on page 72, this budget meets the required minimum reserve of approximately \$4,767,000 (17.4%) at the end of Fiscal Year 2016.



**Additional Debt:**

We expect to issue \$2 Million in a Stormwater Utility revenue bond to fund the Story Mill Landfill project. The loan was budgeted in FY15, and will close in late FY15 or early FY16. This loan is backed by the Stormwater Utility and will be paid for through an allocation of the City’s all-purpose tax levy. We also intend to borrow \$400,000 from the State’s Intercap program to finance sidewalk reconstructions. This debt will be repaid by the property owners, but guaranteed by the General Fund.

We expect to issue \$6.6 Million in Water Revenue bonds to construct the Water Storage Reservoir. This debt can be repaid by Water Impact fees, once collected.

We also expect to issue Special Improvement District bonds totaling \$4.5 Million for the Downtown Streetscape projects. This debt will be repaid by adjacent property owners.

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

In November 2012, the voters approved this issuance of up to \$15 Million in General Obligation Bonds under for the purpose of expanding, creating new, and improving existing parks, trails, athletic fields and natural areas. At the time of the vote, we estimated that a \$15 Million bond will cost the typical household less than \$45/year. We issued \$9.9M of that debt in December 2013, and the remaining \$5.1 Million in November of 2014.

In total, the Recommended Budget would levy an estimated 223.71 mills on all taxable property within the City limits. Details of the estimated levy can be found on page 50. This represents an increase of 34.95 mills over last year. This increased levy is attributable to numerous issues, including:

1. The effects of reappraisal and the need to increase (float) mills to offset decreased taxable values.
2. Addition of the TOP Bond debt service levy of 5.33 mills.
3. Addition to our Workforce Housing levy from 1.0 mills to 3.0 mills.
4. Approximately \$240,000 in General Fund dollars is not recommended to be budgeted (under our statutory cap), amounting to a tax reduction of 3.0 mills.

<b>Assessed Market Value – after homestead exemption</b>	<b>FY15 Taxable Value*</b>	<b>FY14 City Tax Levy = 173.08 mills</b>	<b>FY15 City Tax Levy = 188.76 mills</b>	<b>FY16 City Tax Levy = 223.71 mills ESTIMATED</b>
<b>Median Home ~ \$146,000</b>	\$3,652	\$659	\$675	\$771
<b>\$200,000</b>	\$4,940	\$884	\$927	\$1,056
<b>\$300,000</b>	\$7,410	\$1,326	\$1,391	\$1,584

\* FY15 reported “Median Home” value & homestead exemption

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

Revenue and the State Legislature have made significant changes to tax policy. At this time, we have relied on the preliminary property tax information and will update the Commission as we move forward. It is currently estimated that the median home will pay \$3.45 in City property taxes for every mill levied in Fiscal Year 2016. Residents living in the median home are estimated \$771 in annual property taxes to the City.

**General Taxes - Cost per Mill**

Last year, we estimated a 4.0% increase in the city’s value of taxable property. Actual taxable values, upon certification in August 2014, showed a 2.6% increase over the previous year. For the coming fiscal year, due to the uncertainties related to property tax reappraisal, we are using the State’s estimate of an 8.6% decrease in taxable values. Taking into account the large projected decrease this year, taxable values for the City would have an average increase of only 0.1% per year for the past 5 years.

**Citywide Street and Tree Maintenance Assessments**

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

The recommended budget is based on a 12.2% increase in the Street Maintenance assessment, resulting in an annual assessment of \$150.11 for the average sized lot. The majority of this increase is attributed to the phase-in of an added \$1 Million in annual pavement maintenance over the next 3 years.

NEW! We are proposing to create a new Arterial and Collector Street Assessment District. The intent is to phase-in an additional \$2 Million in construction on arterial and collector streets over the next 3 years. For FY16, we are recommending an assessment of \$0.002873 per square foot of assessable area. For the average sized residential lot, the annual assessment would be \$21.54 for the year.

The Tree Maintenance District is in need of a 2% increase for base operating needs. There was no increase to this assessment in the past three fiscal years. There was actually a small decrease to the assessment last year, based on revised assessment methods adopted in July 2014.

Combined, the annual increase in special assessments over the previous year is \$38.19 for owners of an averaged sized lot in the city.

Lot Size	FY14 Approved 6.9% Streets & 0% Trees	FY15 Approved 6.39% Streets & -1.2% Trees	FY16 Recommended 12.2% Streets & 2% Trees, with Arterial Street District
Small= 5,000 sq ft.	Streets - \$81.07	Streets - \$89.18	Streets - \$100.06
	Trees - \$11.24	Trees - \$11.11	Trees - \$11.33
			<b>New! Arterial Streets - \$14.36</b>
Average = 7,500 sq ft.	Streets - \$121.63	Streets - \$133.79	Streets - \$150.11
	Trees - \$16.86	Trees - \$16.67	Trees - \$17.00
			<b>New! Arterials Streets – \$21.54</b>
Large = 10,000 sq ft.	Streets - \$162.17	Streets - \$178.39	Streets - \$200.15
	Trees - \$22.50	Trees - \$22.23	Trees - \$22.67
			<b>New! Arterial Streets – \$28.73</b>

## Utility Rates

**Water & Sewer:** City property owners are by and large required to utilize the City's water and sewer treatment systems. We have updated our 5 year funding models for both Water and Sewer Rates. We are recommending a 3% increase in Water rates and a 3% increase in sewer rates, effective September 1, 2015. We would like the Commission to advertise and adopt 2-year rate resolutions this summer; we will propose an added 3% in Water and 3% in Sewer rates for FY17.

**Stormwater:** The Stormwater rates were adopted in April 2015. The new base charges take effect in May 2015 and the variable charges and credits take effect in December 2015, based on impervious area and existing infrastructure.

**In Total:** By December 2015, a residential customer utilizing 10 hundred cubic feet (HCF) of water each month will see an estimated combined monthly increase for these services of \$5.28/month. Over half of the monthly the increase is attributed to the adopted Stormwater charges.

<b>Average Residential Customer</b>	<b>Adopted FY14 Monthly Bill 0% Increase Water 3% Increase Sewer 4% Incr Storm Water</b>	<b>Approved FY15 Monthly Bill Jan. 2015-June 2015 0% Increase Water 3% Increase Sewer Stormwater, Revised</b>	<b>Recommended FY16 Monthly Bill 3% Increase Water 3% Increase Sewer Stormwater, Revised</b>
<b>Water</b>	\$40.15 per month	\$40.15 per month	\$41.35 per month
<b>Sewer</b>	\$45.36 per month	\$46.73 per month	\$48.13 per month
<b>Stormwater</b>	\$ 1.75 per month	\$ 3.23 per month	\$ 5.91 per month
<b>Total</b>	<b>\$87.26 per month</b>	<b>\$90.11 per month</b>	<b>\$95.39 per month</b>

## Capital Improvement Impact on Operating Budget

The City annually prepares a Five Year Capital Improvement Plan (CIP); most recently adopted for FY16-FY20. The items that are scheduled in that plan become the starting point for budget requests at budget development time. This year, capital expenditures total over \$34 Million. A complete listing of capital project is included in the Appendix to this budget document. The six largest capital total over \$17 Million.

<b>Project</b>	<b>Amount</b>
Water Storage Reservoir	\$6.6 Million
Downtown Streetscape SID Project	\$4.5 Million
Cottonwood Road Project (Fallon to Alpha Drive)	\$2.5 Million
Water System Renovations	\$2.0 Million
Durston Road Project (Cottonwood to Western City Limits)	\$1.0 Million
Professional Building Remodel Project	\$1.0 Million
<b>Top 6 Project Total</b>	<b>\$17.6 Million</b>

The General Fund's share of the Professional Building Remodel Project is planned to be paid for with cash carry-over in the current year. We will be prepared to talk more about the need for this project and our proposed funding strategy when we discuss the General Fund budget in more detail.

## **In Conclusion**

We understand the effects this budget will have on preserving and improving property values and the quality of life around town, as well as the financial impacts to residents, businesses, and property owners. To summarize, a typical residential property owner will see taxes and assessments increase by \$185 for the year, or \$15.35 per month.

Typical Resident: Annual Increase	Recommended Budget
Street Maintenance Assessments	\$16.32
Forestry Assessments	\$0.33
NEW - Arterial Street Assessment	\$21.54
Property Taxes	\$96.00
Water Services	\$14.40
Sewer Services	\$16.80
Storm Water Services	\$18.76
<b>Annual Increase</b>	<b><u>\$184.15</u></b>
<b>Monthly Increase</b>	<b><u>\$15.35</u></b>

This Recommended Budget represents the thoughtful consideration and work of dozens of staff members and citizen advisors. We look forward to Commission and community discussions regarding its improvement and adoption.

Respectfully,

*Chris Kukulski*, City Manager

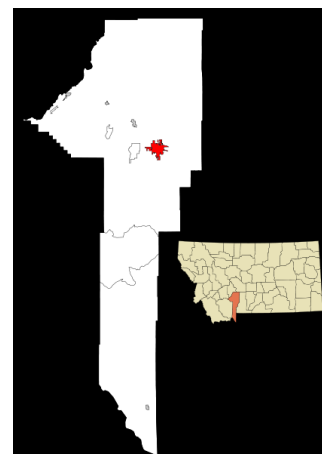
*Anna Rosenberry*, Administrative Services Director

## COMMUNITY, DEMOGRAPHIC, AND STATISTICAL INFORMATION

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

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

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

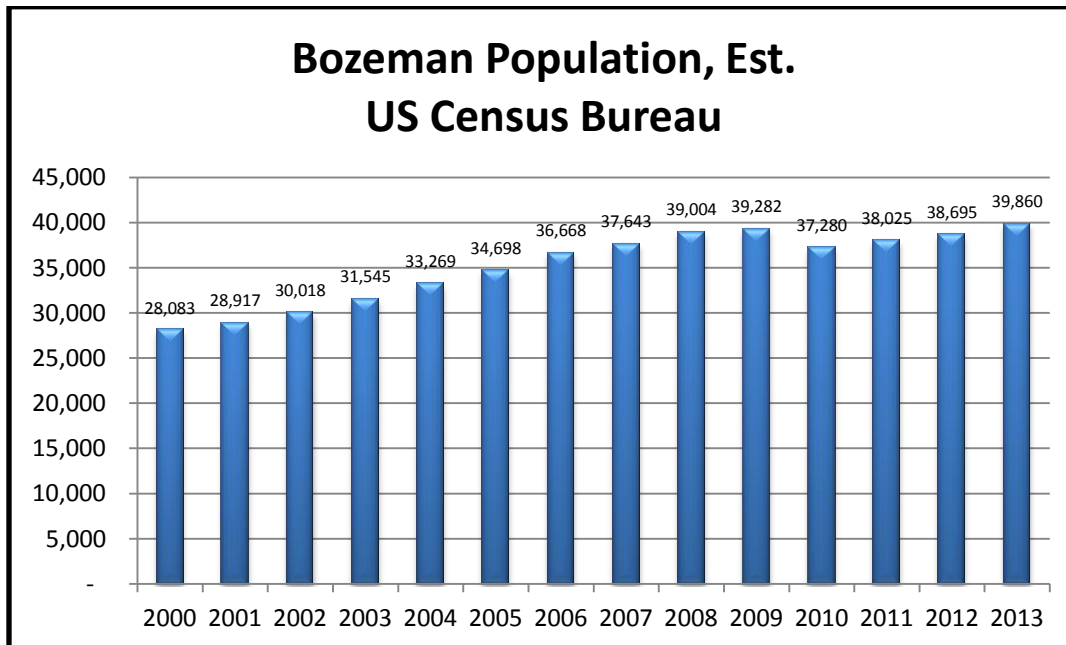


Below are a number of US Census Bureau facts for the City of Bozeman and the State of Montana.

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

**Population:** Bozeman’s population has been growing steadily since 2000. The rate of population increase peaked in 2006 at an estimated 5.7% annual growth. The official 2010 Census puts Bozeman’s population count below the Census estimates of 2007, 2008, 2009, an indication of how difficult it can be to estimate the population changes of relatively fast-growing communities. A total citizenry of 39,860 for 2013 indicates a total 41.9% increase since the year 2000. Source: US Census Bureau

Year	Actual*/ Estimated Population	Bozeman’s Estimated Annual % Change in Population	Accumulated % Growth Since 2000
<b>2000*</b>	<b>28,083</b>	<b>n/a</b>	<b>-</b>
2001	28,917	3.0%	3.0%
2002	30,018	3.8%	6.9%
2003	31,545	5.1%	12.3%
2004	33,269	5.5%	18.5%
2005	34,698	4.3%	23.6%
2006	36,668	5.7%	30.6%
2007	37,643	2.7%	34.0%
2008	39,004	3.6%	38.9%
2009	39,282	0.7%	39.9%
<b>2010*</b>	<b>37,285</b>	<b>-5.1%</b>	<b>32.7%</b>
2011	38,025	2.0%	35.4%
2012	38,695	1.8%	37.8%
2013	39,860	3.0%	41.9%



Bozeman Population, Est US Census Bureau 1

**Business:** The US Census Bureau accumulates and reports various business data for Bozeman.

Below are a number of Business Quick Facts for both the City of Bozeman and the State of Montana as a whole. The most recent information of this type is from 2007.

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

**Private Employers:** The Montana Department of Labor and Industry reports the following largest private employers within the City’s boundaries (2013 data).

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

Employer	Employee Size	Employer	Employee Size
Rosauers Supermarket	100-249 Employees	Schlauch-Bottcher Construction	100-249 Employees
Simkins-Hallin Lumber Co	100-249 Employees	Simms Fishing Products	100-249 Employees
Target	100-249 Employees	Walmart Supercenter	100-249 Employees
Williams Plumbing & Heating	100-249 Employees	Zoot Enterprises	100-249 Employees

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

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

**Principal Tax Payers:** The annual certified valuation of taxable real and personal property is completed by the Montana Department of Revenue and transmitted to the City each August. For fall of 2014, the top taxpayers within the City were as follows. These ten taxpayers comprised a total of 9.85% of our property tax base.

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



## CORE VALUES

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

### **Integrity**

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

### **Leadership**

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

### **Service**

*Work unselfishly for our community and its citizens.*

### **Teamwork**

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

## VISION, MISSION, AND GOALS

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

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

**Goals:**

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

## ADOPTED WORK PLAN FOR 2015-2016

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### City of Bozeman 2015-2016 Priorities

On January 26<sup>th</sup> 2015, the City Commission adopted the following ten items as their top priorities for staff to focus on accomplishing in the coming year. They also included items we are continuing to work on, and items without budget implications

#### *Adopted Priorities:*

- 1. Story Mill Landfill Project**
- 2. Transportation System Improvements**
- 3. Water & Sewer Systems**
- 4. Stormwater Utility**
- 5. Broadband Infrastructure**
- 6. Affordable Housing**
- 7. Police & Municipal Courts Building**
- 8. Vision – Mission – Strategy**
- 9. Unified Development Code Design**
- 10. Aquatics Facility**

#### *Currently Ongoing:*

- 1. Parks & Trails**
- 2. Downtown & Parking**
- 3. Economic Development**
- 4. Information Technology**
- 5. Rental Safety**
- 6. Climate**
- 7. Veterans Cemetery**

#### *Ongoing Items without Budget Implications:*

- 1. LED Lights**
- 2. Ghost Signs**
- 3. ADA Corners**
- 4. Solar Panels**
- 5. Urban Forestry Plan**

## PLANNING PROCESSES

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

### **Plans for Service Provision, Facility Expansion & Maintenance:**

- **Bozeman Community Plan—Adopted 2010.**
- **Bozeman Area Transportation Plan—Adopted 2009. Planned Update 2015.**
- **Police Services Facility & Staffing Plan—Adopted 2007.**
- **Fire Services Master Plan— Adopted 2006. Update 2015.**
- **Wastewater Facility Plan—Adopted 2006. Update 2015.**
- **Water Facility Plan—Adopted 2006.**
- **Stormwater Facility Plan—Presented February 2008.**
- **Parks, Recreation, Open Space, and Trails Plan—Adopted 2007.**
- **Municipal Climate Action Plan—Adopted 2008.**
- **Community Climate Action Plan – Adopted 2011.**
- **Economic Development Plan—Adopted 2010.**
- **Downtown Improvement Plan—Adopted 2010.**

### **Plans for Facility Maintenance:**

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

### **Financial Plans:**

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

## FINANCIAL POLICIES

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

### **Budget Development & Administration**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **Revenue Collection**

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

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

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

Aggressive revenue estimates significantly increase the chances of budgetary shortfalls occurring during the year--resulting in either deficit spending or required spending reductions. Realistic

and conservative revenue estimates, on the other hand, will serve to minimize the adverse impact of revenue shortfalls and will also reduce the need for mid-year spending reductions.

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

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

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

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

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

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

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

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

## **Expenditures and Payments**

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

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

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

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

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

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

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

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

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

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

**6. Spending Policy:**

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

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



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

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

### **Debt Administration**

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

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

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

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

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

This policy reflects the view that those residents who benefit from a service should pay for the

service. Utilization of long-term debt to support current operations would result in future residents supporting services provided to current residents.

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

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

**Reserves and Fund Balances**

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

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

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

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

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

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

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

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

## **Financial Reporting & Accounting**

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

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

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

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

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

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

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

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

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

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

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

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

## FINANCIAL STRUCTURE

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

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

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

<b>Activities</b>
General Government
Public Safety
Public Service
Public Welfare
Other

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

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

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

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

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

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

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

## USEFUL TERMS

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

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

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

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

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

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

## GOVERNMENTAL FUND TYPES

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

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

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

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

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

**Debt Service Funds:** Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. Debt Service Funds provide financing for the City's two general obligation bonds—trails, open space and parks (TOPS) and library facilities.

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

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

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

## **PROPRIETARY FUND TYPES**

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

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

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

Revenue Sources: Enterprise Funds are financed by user charges, penalties, and interest income.

## **FIDUCIARY FUND TYPES**

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

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



## THE BUDGET PROCESS

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The City of Bozeman budget serves several purposes.

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

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

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

### **BASIS OF BUDGETING**

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

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

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

### **BUDGET DEVELOPMENT PROCESS**

In the past, the City Manager's Recommended Budget served as the preliminary budget and is normally adopted as such in June following six months of development and analysis by staff and the City Commission. In 2013, we developed a revised budget calendar that will NOT have us adopting a

preliminary budget in June and a final budget in August. Instead, we will adopt a final budget in June and only amend the budget in August if our taxable value estimates were significantly different from our Certified Values received from the State. The Approved Budget document will be issued after Taxable Values are received in August, and the final tax levy is set.

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

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

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

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

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

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

## **PERFORMANCE BUDGETING**

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

## **PRESENTATION**

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

- **The first section provides a description of the division.**
- **The second section describes its major objectives to be accomplished.**
- **The third section provides detailed financial information.**
- **The fourth section identifies the division's performance measures for the coming budget year and the past three years.**
- **The fifth section lists the workload indicators for the division.**

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

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

## **MONITORING AND REPORTING PROCESS**

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

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

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

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

## **BUDGET AMENDMENT PROCESS**

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

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

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

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

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

## **BUDGET CALENDAR/PROCEDURES**

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

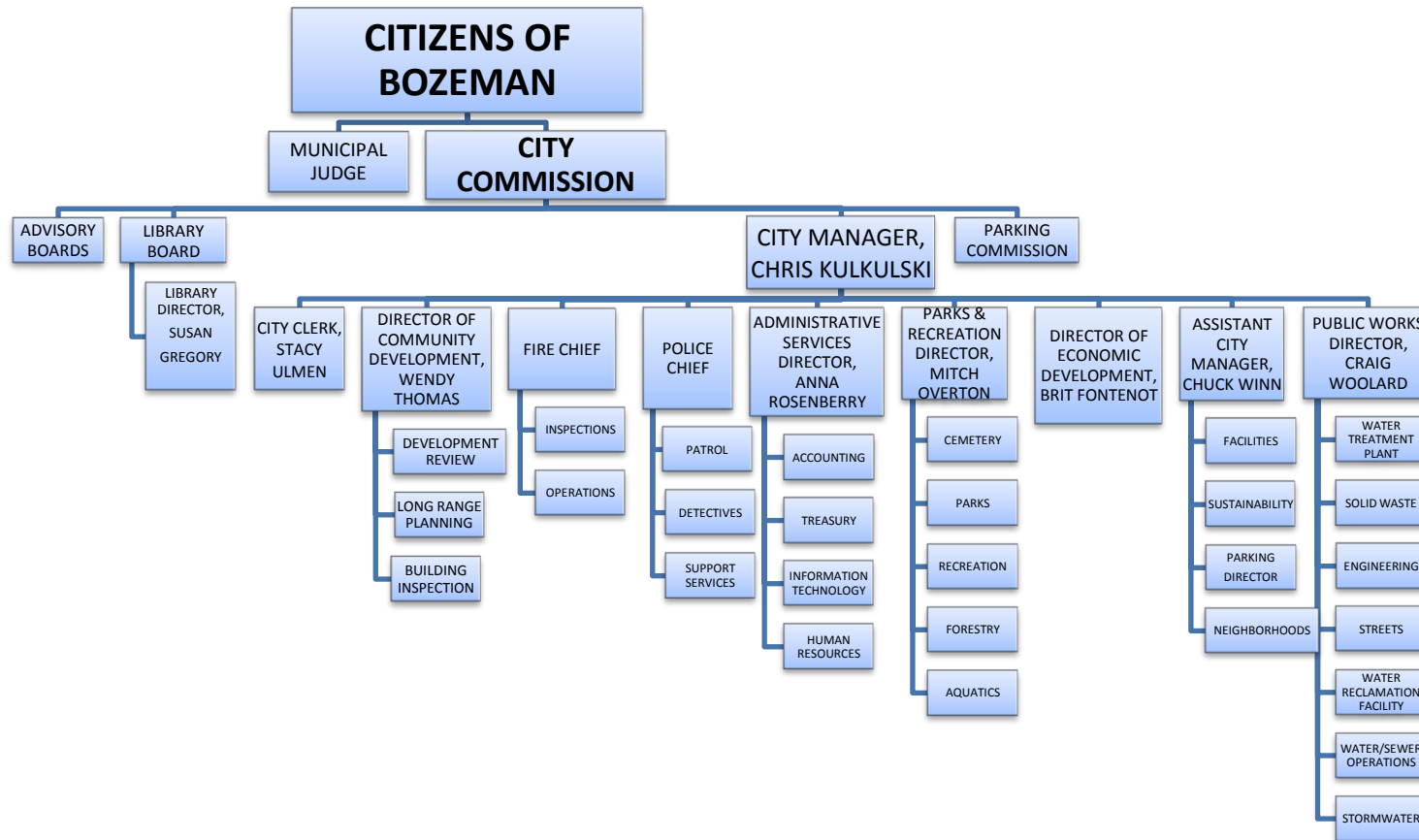
1. December/January: The Commission's goals provide the legislative policy direction for the budget process and the development of departmental objectives and work plans.
2. January: The Finance Department sends budget request forms and instructions to all departments.
3. January/February: Department administrators assess the needs of their departments and communicate their needs through their budget requests.
4. February: The department requests are compiled by the Administrative Services Director and compared to available funds to support the requested services.

5. March/April: The City Manager and Administrative Services Director attend budget meetings with the staff responsible for each budget unit to discuss their requests and make necessary adjustments to ensure needed services are provided and the budget is balanced.
6. May: The City Manager's Recommended Budget is presented to the City Commission. This comprehensive document includes both operating and capital expenditures for the ensuing fiscal year.
7. May/June: The City Commission holds work sessions on the budget at which time the City Manager, Administrative Services Director, and various department staff explain the budget recommendations and underlying justification for the requests.
  - During or following the work sessions, the Commissioners may make adjustments to the proposed budget.
8. June:
  - The public hearing on the budget is advertised in the local newspaper.
  - A public hearing on the budget (appropriation resolution) is held and adjustments to the budget, if any, are made.
  - The Commission adopts a final budget prior to June 30<sup>th</sup>.
10. August: Final taxable values are received from the State Department of Revenue. Taxing authority is calculated and tax levy resolution is prepared.
  - The public hearing on the tax levy resolution is advertised in the local newspaper.
  - A public hearing on the tax levy is held.
  - Commission adopts tax levy resolution.
  - If taxable values are substantially different from estimate amounts, the appropriation resolution may be amended, through a public hearing.
12. Monthly: Budget-to-Actual line item spending reports are prepared by the 20th day of the following month for the Commission, departments, and members of the public.
13. Quarterly: Update of Budget-to-Actual spending and revenue collection report is prepared and published to the City's website for the Commission and the public.

# CITY ORGANIZATIONAL CHART



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



## FINANCIAL SUMMARY

<b>Financial Summary City Manager Recommended Budget Fiscal Year 2015-2016</b>								
	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Construction Projects</b>	<b>Enterprise</b>	<b>Internal Service</b>	<b>Permanent</b>	<b>All Funds</b>
<b>Projected Beginning Fund Balance/Working Capital</b>	5,133,594	22,166,225	2,315,966	(11,204)	15,640,949	760,566	873,130	46,879,226
<b>Estimated Revenues</b>	27,363,109	18,915,840	2,439,603	6,153,000	33,607,618	5,358,256	106,000	93,943,426
<b>Less Appropriations</b>	27,729,572	27,144,449	2,792,979	6,251,000	35,277,817	5,654,244	-	104,850,061
<b>Increase/(Decrease) in Fund Balance/Working Capital</b>	(366,463)	(8,228,609)	(353,376)	(98,000)	(1,670,199)	(295,988)	106,000	(10,906,635)
<b>Projected Ending Fund Balance/Working Capital</b>	\$4,767,131	\$13,937,616	\$1,962,590	\$ (109,204)	\$13,970,750	\$ 464,578	\$ 979,130	\$35,972,591

## CHANGES IN FUND BALANCE/WORKING CAPITAL

CHANGES IN FUND BALANCE/WORKING CAPITAL					
Fiscal Year 2016					
		Projected Beginning Fund Balance/ Working Capital	Estimated Revenues	Appropriations	Budgeted Ending Fund Balance/ Working Capital
<b>General Fund</b>					
010	General Fund	\$ 5,133,594	\$ 27,363,109	\$27,729,572	\$ 4,767,131
<b>Special Revenue Funds</b>					
100	Planning Fund	381,028	928,728	1,253,809	55,947
103	Health-Medical Insurance	103,036	2,346,544	2,346,544	103,036
108	Community Transportation	239,590	239,548	239,548	239,590
109	Highway Safety Improvement Projects	22,679			22,679
110	Gas Tax Apportionment	660,461	662,400	1,121,500	201,361
111	Street Maintenance District	1,316,165	4,255,624	5,057,372	514,417
112	Tree Maintenance	158,467	460,696	473,051	146,112
113	Fire Impact Fee	545,352	265,000	-	810,352
114	Street Impact Fee	10,441,733	2,330,875	8,825,640	3,946,968
115	Building Inspection Special Revenue	1,079,789	1,618,452	2,102,844	595,397
116	Downtown Improvement District	582,560	1,598,036	1,598,036	582,560
119	Economic Development Loan Fund	654,981	48,500	31,000	672,481
120	Community Housing	226,810	253,508	54,400	425,918
121	Housing Revolving Loan Fund	5,293	5,325	-	10,618
125	Drug Forfeiture	(24,847)	237,562	200,539	12,176
128	Fish Wildlife And Park Management Areas	20,999			20,999
130	Americans With Disability Act	35,105			35,105
131	Beautification of Bozeman				
132	Bogert Park Special Revenue	11,710	85		11,795
133	Recreation Department Special Revenue	8,540	3,040		11,580
135	Cemetery Department Special Revenue	2,364	15		2,379
136	Park Department Special Revenue	1,447	6,180		7,627
137	Library Department Special Revenue	84,941	35,300		120,241
138	Law & Justice Center	368,000		19,125	348,875
139	Police Department Special Revenue	292,574	12,000		304,574
140	Police Domestic Violence		218,633	218,633	
141	Street Arterial Construction	425,000	575,996	1,000,996	
143	TIF N 7th Corridor	1,145,764	728,013	728,013	1,145,764
144	TIF NE Urban Renewal	100,010	104,558	104,558	100,010
145	TIF Mandeville Industrial	(130,194)	36,097		(94,097)
146	Lighting Dist.'s (146-170, 181, 182, 200-241)	616,511	368,160	429,905	554,766
174	Victim Witness Advocate	332,551	79,800	140,000	272,351
175	Senior Transportation	324	80,531	80,331	524
176	Business Improvement District	38,736	120,000	120,000	38,736
177	Neighborhood Associations	1,012	10		1,022
179	Diaster Relief Fund (Hail Damage)	1,259,399			1,259,399
183	Fire Department Special Revenue	76,323	3,550		79,873



		Projected Beginning Fund Balance/ Working Capital	Estimated Revenues	Appropriations	Budgeted Ending Fund Balance/ Working Capital
184	Parks Master Plan Develop	99,135			99,135
186	Development Impacts	98,846			98,846
187	Fire Department Equipment	323,063	321,924	40,000	604,987
188	City/County Drug Forfeiture	154,531			154,531
189	Story Mansion Special Revenue	21,255	27,500	26,355	22,400
191	Tourism BID	12,127	932,250	932,250	12,127
193	Street Maintenance - Babcock SID	21,716	5,800		27,516
194	Street Maintenance - Durston SID	60,112	5,600		65,712
850	Park Land - Cash in Lieu	291,227			291,227
<b>Total Special Revenue Funds</b>		<b>\$22,166,225</b>	<b>\$18,915,840</b>	<b>\$27,144,449</b>	<b>\$13,937,616</b>
<b>Debt Service Funds</b>					
300	Special Improvement District Revolv. Fund	2,152,931	37,235	626,500	1,563,666
303	G.O. Refunding Series 2012	122,145	274,675	274,675	122,145
304	Park & Trails Bond		1,079,216	1,079,216	
305	TIF 2007 Downtown Bonds		422,088	422,088	
310	SID Funds	40,890	626,389	390,500	276,779
<b>Total Debt Service Funds</b>		<b>\$2,315,966</b>	<b>\$2,439,603</b>	<b>\$2,792,979</b>	<b>\$1,962,590</b>
<b>Construction Funds</b>					
<b>Capital Projects</b>		<b>(11,204)</b>	<b>6,153,000</b>	<b>6,251,000</b>	<b>(109,204)</b>
<b>Enterprise Funds</b>					
600	Water	9,093,395	8,978,926	9,998,591	8,073,730
610	Water Impact Fee - Net Assets	515,750	1,349,000	1,864,750	
620	Waste Water	4,869,102	7,940,750	9,030,507	3,779,345
630	Waste Water Impact Fee - Net Assets	152,083	1,065,500	1,839,412	(621,829)
602 -	Sourdough Water Tank Construction		8,332,750	6,600,000	1,732,750
640	Solid Waste	789,861	2,959,050	3,783,770	(34,859)
641	Landfill Closure Costs	31,425	1,137,500	280,000	888,925
650	Parking Enterprise	34,187	877,042	884,481	26,748
670	Storm Water	155,146	967,100	996,306	125,940
<b>Total Enterprise Funds</b>		<b>\$15,640,949</b>	<b>\$33,607,618</b>	<b>\$35,277,817</b>	<b>\$13,970,750</b>
<b>Internal Service Funds</b>					
		-			
710	Vehicle Maintenance Shop	483,186	881,471	1,177,459	187,198
720	Health-Medical Self-Insurance Fund	277,380	4,476,785	4,476,785	277,380
<b>Total Internal Service Funds</b>		<b>\$760,566</b>	<b>\$5,358,256</b>	<b>\$5,654,244</b>	<b>\$464,578</b>
<b>Permanent Funds</b>					
800	Cemetery Perpetual Care	873,130	106,000		979,130
<b>Total Permanent Funds</b>		<b>\$ 873,130</b>	<b>\$ 106,000</b>		<b>\$ 979,130</b>
<b>Total All Funds</b>		<b>\$ 46,879,226</b>	<b>\$ 93,943,426</b>	<b>\$ 104,850,061</b>	<b>\$ 35,972,591</b>

## MILL LEVIES & MILL VALUES

FISCAL YEAR	FY11	FY12	FY13	FY14	FY15	FY16 Est*
MILL VALUE (net of TIFD's)	\$ 80,399	\$82,062	\$83,226	\$85,637	\$ 87,894	\$ 80,331
PERCENTAGE CHANGE	2.7%	2.1%	1.4%	2.9%	2.6%	-8.6%

**GENERAL FUND:**

<b>All-Purpose</b>	<b>110.16</b>	<b>127.16</b>	<b>127.66</b>	<b>134.76</b>	<b>144.77</b>	<b>165.90</b>
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**SPECIAL REVENUE:**

City Planning	2.00	2.00	2.00	2.00	2.00	2.00
Local Government Study Commission					0.00	0.00
<b>Police Retirement*</b>	<b>4.45</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Firefighters' Retirement*</b>	<b>2.97</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Public Employees' Retirement*</b>	<b>4.86</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Comprehensive Insurance*</b>	<b>4.73</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Health/Med Insurance	24.29	22.53	23.22	22.57	23.18	29.21
<b>Fire Capital &amp; Equipment</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
Transfer to Stormwater - Landfill Project	0.00	0.00	0.00	0.00	1.57	1.74
Senior Transportation	1.00	1.00	1.00	1.00	1.00	1.00
Workforce Housing	0.50	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>1.00</b>	<b>3.00</b>
<b>TOTAL SPECIAL REVENUE</b>	<b>48.80</b>	<b>30.03</b>	<b>30.72</b>	<b>30.07</b>	<b>32.75</b>	<b>40.95</b>

**DEBT SERVICE:**

Park & Trail G.O.Bonds				0.00	8.13	13.46
Library G.O. Bonds	3.94	3.84	3.30	3.06	3.11	3.40
Transportation G.O. Bonds	5.85	5.72	5.07	5.19	0.00	0.00
<b>TOTAL DEBT SERVICE</b>	<b>9.79</b>	<b>9.56</b>	<b>8.37</b>	<b>8.25</b>	<b>11.24</b>	<b>16.87</b>

<b>TOTAL ALL LEVIES</b>	<b>168.75</b>	<b>166.75</b>	<b>166.75</b>	<b>173.08</b>	<b>188.76</b>	<b>223.71</b>
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Percentage Change in Mills	-0.6%	-1.2%	0.0%	3.8%	9.4%	20.2%
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Property Taxes Levied	\$13,567,611	\$13,683,839	\$13,878,293	\$14,821,724	\$16,590,871	\$17,970,910
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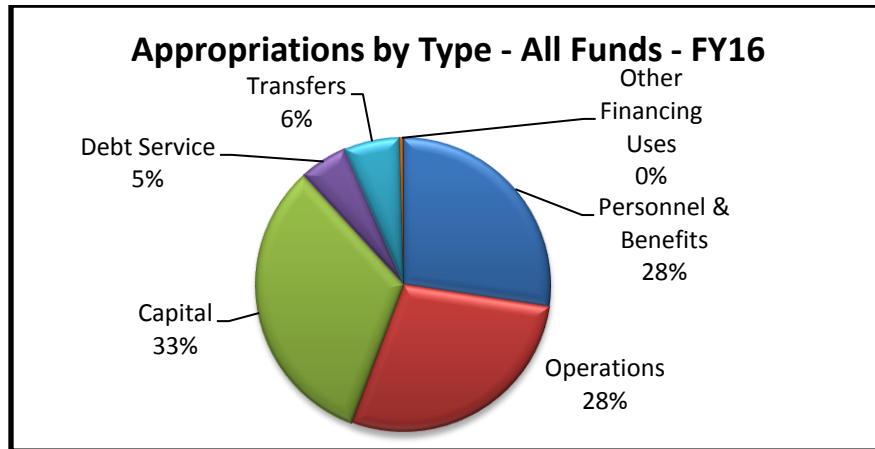
Percentage Change in Dollars	4.9%	0.9%	1.4%	6.8%	11.9%	8.3%
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\* These funds are being combined into the All Purpose Levy. They are all subject to MCA 15-10-420.

Tax Authority Authorized but Not Levied						
General Fund Reduction		\$ 462,720	\$ 694,976	\$ 1,263,330	\$ 1,271,667	\$ 240,993
Street & Tree Maintenance Offset		116,270	-	-	-	-
Police & Fire Reductions	583,000	849,000	914,000	578,525	-	-
SAFER Grant	303,570	189,720	113,985	-	-	-
911 Mills (Resolution No. 3954)	704,610	723,303	738,558	749,034	770,733	722,979
FY11 Certification Error:		59,753				
<b>Total Authorized But Not Levied</b>	<b>\$ 1,591,180</b>	<b>\$ 2,400,766</b>	<b>\$ 2,461,995</b>	<b>\$ 2,590,889</b>	<b>\$ 2,042,400</b>	<b>\$ 963,972</b>
Number of Mills	13.72	20.32	29.58	31.13	23.85	12.00

## APPROPRIATIONS BY TYPE

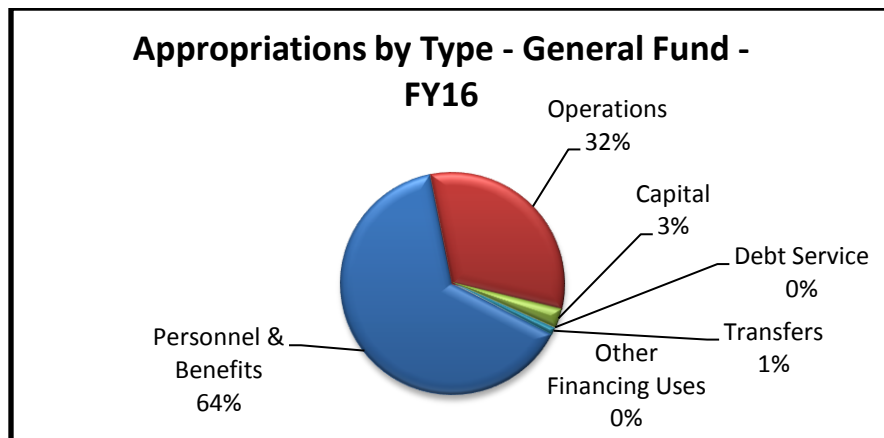
Expenditures, often called “Appropriations,” are classified under one of six major categories: Personnel & Benefits, Operating Expense, Capital, Debt Service, Transfers, and Other Financing Uses. The graph below shows the relative percentage of FY16 budget expenditures for the six major categories in all funds, combined.



Appropriations by Type - All Funds FY16

In governmental agencies, salaries, wages (personnel) and benefits normally represent the largest of these categories. However, due to the significant investment in infrastructure, cities have a much higher percentage of the budget devoted to operating and capital costs than most other governmental agencies.

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

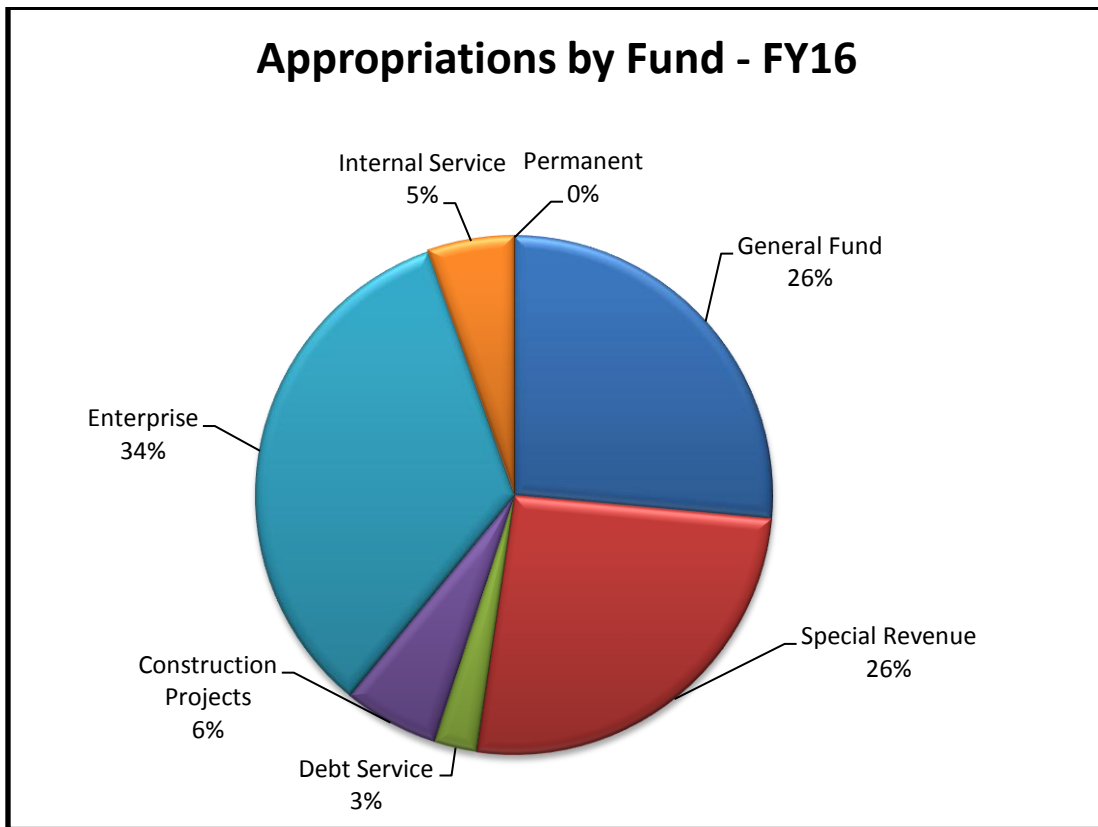


Appropriations by Type - General Fund

## APPROPRIATIONS BY FUND

As shown, Enterprise Funds and the General Fund account for 60% of the total expenditures of the City.

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



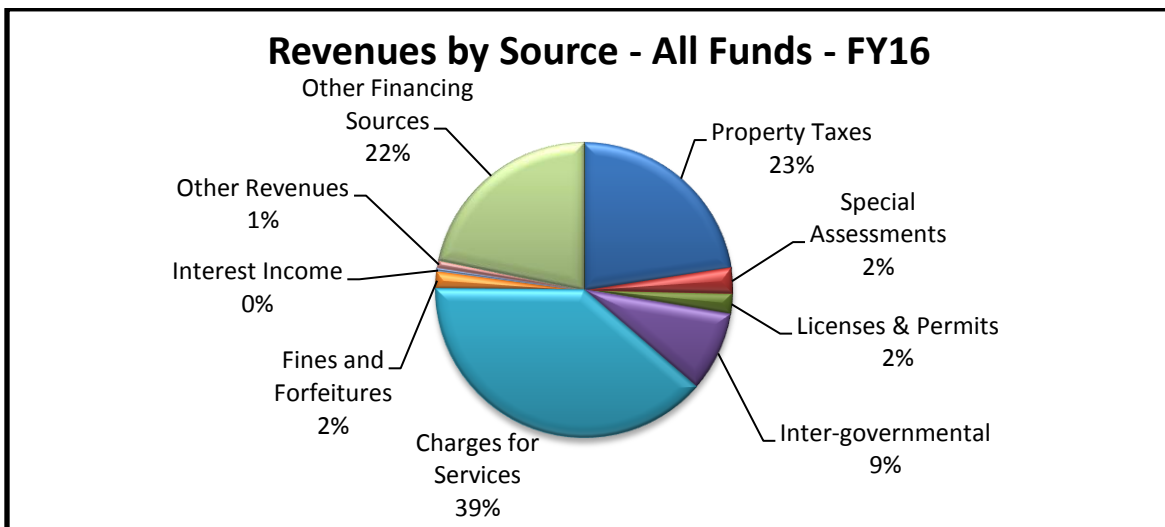
Appropriations by Fund - FY16

Special Revenue Funds, totaling 26% of appropriations, include a variety of fee supported funds including funds supporting impact fees, building inspections, street maintenance and tree maintenance. Community Development Block Grant monies, the City’s Gas Tax allocation, and Senior Transportation are also included. We have added the proposed Arterial & Collector Assessment Fund this year.

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

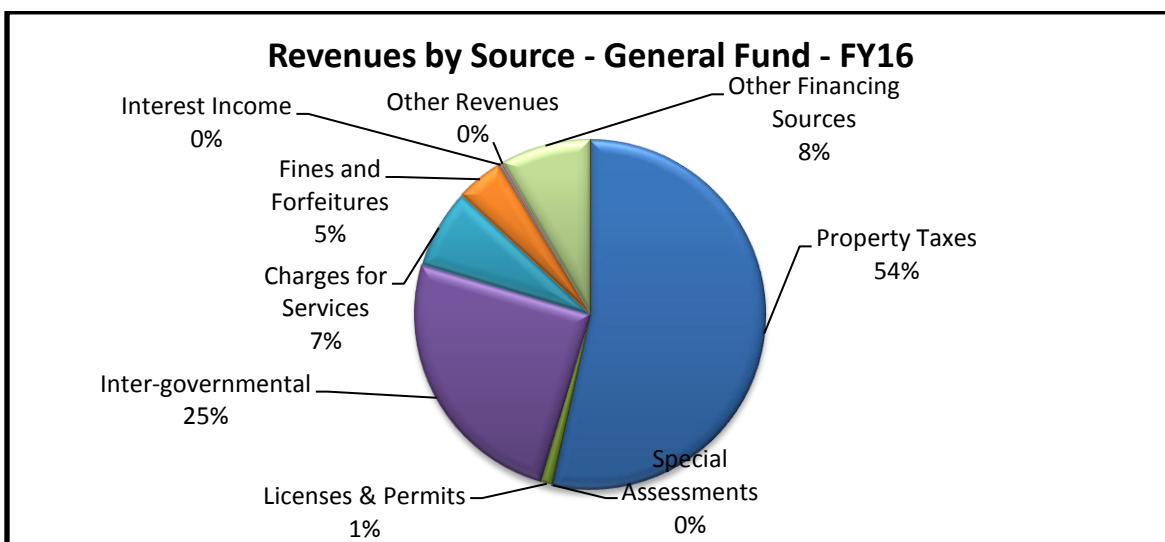
## REVENUES BY SOURCE

As shown, Charges for Services and Property Taxes account for 62% of the total revenues of the City. The majority of Charges for Services are derived from the City's utilities (Enterprise funds) consisting of Water, Wastewater, Solid Waste, Stormwater and Parking Services. Property Taxes (23%) are primarily to the benefit of the General Fund and public debt for Libraries and Trails, Open Space & Parks.



Revenues by Source - All Funds

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



Revenues by Source - General Fund 1

As you can see, the General Fund is much more reliant on Property Taxes and Intergovernmental revenue than all funds, as a whole. These two sources combine to total 79% of General Fund revenues.

## LEGAL DEBT LIMIT & BOND RATINGS

**General Obligation (G.O.) Debt Limit:** The City’s legal debt limit for general obligation (G.O.) indebtedness is established by state statute. Total general obligations may not exceed 2.5% of the City’s total market value, as established each August by the Department of Revenue. Our most recent valuation showed Total Market Value of \$3.6 Billion. We are estimating an increase of 3.0% for the coming year.

**Anticipated borrowing this Fiscal Year:** During FY15 we borrowed the remaining \$5.1 Million for the voter-approved Trails, Open Space & Parks bonds. In the coming fiscal year, anticipate borrowing \$400,000 in the form of a loan from the State’s InterCap program to finance sidewalk improvements. After this debt is issued, the city would have consumed approximately 18% of its total authorized G.O. borrowing capacity; borrowing \$16.5 Million of the \$92 Million authorized. \$76 million dollars of future borrowing capacity would remain.

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

**Revenue-backed Debt:** There remains no statutory cumulative limit on the amount of debt a city can issue that is backed by the revenue streams of various operations, known as “Revenue Bonds”. The City plans to borrow a total of \$6.6 Million for the Sourdough Water Tank project, guaranteed by the Water Fund.

**Special District Debt:** There is no statutory limit on the amount of debt a city can issue that is backed by assessments from special improvement districts (including lighting districts) known as “SID or SLID Bonds”. This budget includes anticipated borrowing of \$4.5 million for Special Improvement District (SID) debt for the Downtown Streetscape SID. Other Special District Debt is subject to specific limitations, set forth in statute. In December 2007, the City issued \$6.27 Million in Tax Increment Urban Renewal Revenue Bonds for the Downtown Intermodal Parking Facility. This bond issue was initially rated BBB by Standard & Poor’s. The rating was upgraded in 2010 and reaffirmed by Standard & Poor’s to BBB+/Stable in the spring of 2015.

Legal Debt Limit—G.O.	Estimated June 30, 2015	Estimated June 30, 2016
Statutory G.O. Debt Limit—2.5% of Valuation	\$89,956,747	\$92,655,449
Less: Outstanding G.O. Bonds	(\$16,320,000)	(\$14,965,000)
Less: Loans Payable	(\$1,209,518)	(\$1,486,396)
Plus: Fund Balances Reserved for Debt Payment	-	-
<b>Equals: Legal Debt Margin</b>	<b>\$72,427,229</b>	<b>\$76,204,053</b>

## REVENUE DETAILS – FY16

City of Bozeman Revenues: All Funds	Property Taxes	Special Assessments	Licenses & Permits	Inter-governmental	Charges for Services	Fines and Forfeitures	Interest Income	Other Revenues	Other Financing Sources	TOTAL
010 - General Fund	\$14,628,972		\$309,859	\$6,845,679	\$1,994,995	\$1,203,500	\$45,000	\$68,100	\$2,267,004	\$27,363,109
100 - Community Development	178,125			109,225	461,150		3,000	13,000	164,228	928,728
103 - Health-Medical Insurance	2,346,544									2,346,544
108 - Community Transportation				239,548						239,548
110 - Gas Tax				662,400						662,400
111 - Street Maintenance	11,000		17,600		4,178,124		17,000		31,900	4,255,624
112 - Tree Maintenance				250	452,846		1,600	6,000		460,696
113 - Fire Impact Fee					265,000					265,000
114 - Street Impact Fee					2,236,375		94,500			2,330,875
115 - Building Inspection Fund			1,599,402		6,050		13,000			1,618,452
116 - TIFD Downtown Improvement	1,538,600			45,436			14,000			1,598,036
119 - Economic Development Loan									48,500	48,500
120 - Community Housing Fund							2,850	9,500	241,158	253,508
121 - Housing Revolving Loan							50	5,275		5,325
125 - Drug Forfeiture Fund				54,000		73,000			110,562	237,562
132 - Bogert Park Special Revenue							85			85
133 - Recreation Special Revenue							40	3,000		3,040
135 - Cemetery Special Revenue							15			15
136 - Park Special Revenue							30	6,150		6,180
137 - Library Special Revenue							300	35,000		35,300
139 - Police Special Revenue								12,000		12,000
140 - Police Domestic Violence				218,633						218,633
141 - Street Arterial Construction		575,996								575,996
143 - TIF N 7th Corridor	709,713			9,500			8,800			728,013
144 - TIF NE Urban Renewal District	102,658			100			1,800			104,558
145 - TIF Mandeville Farm Industrial	36,097									36,097
146-170;181;182;200-24-Lighting District		368,160								368,160
174 - Victim/Witness Advocate						76,800	3,000			79,800
175 - Senior Transportation	80,331						200			80,531
176 - BID Downtown Improv Dist									120,000	120,000
177 - Neighborhood Association							10			10

City of Bozeman Revenues: All Funds	Property Taxes	Special Assessments	Licenses & Permits	Inter-governmental	Charges for Services	Fines and Forfeitures	Interest Income	Other Revenues	Other Financing Sources	TOTAL
183 - Fire Department Special Revenue							550	3,000		3,550
187 - Fire Dept Equipment	321,324							600		321,924
189 - Story Mansion Special Revenue					27,500					27,500
191 - Bozeman Tourism BID		930,250						2,000		932,250
193 - Street Mtc - Babcock SID							100	5,700		5,800
194 - Street Maintenance - Durston SID							350	5,250		5,600
300 - SID Revolving Fund							19,000		18,235	37,235
303 - G.O. Refunding Series 2012	274,675									274,675
304 - Parks & Open Space Bond	1,079,216									1,079,216
305 - 2007 Downtown TIF Bonds									422,088	422,088
310-445- SID Funds		615,179					9,940	1,270		626,389
500-566 - Construction Funds									6,153,000	6,153,000
600 - Water Fund				1,500	7,540,898		70,000	106,400	1,260,128	8,978,926
602 - Sourdough Tank Construction									8,332,750	8,332,750
610 - Water Impact Fee					1,344,000		5,000			1,349,000
620 - Waste Water Fund				1,500	7,640,050		15,000	284,200		7,940,750
630 - Waste Water Impact Fee					1,065,500					1,065,500
640 - Solid Waste Fund					2,929,050		9,500	20,500		2,959,050
641 - Landfill Closure Costs							7,500		1,130,000	1,137,500
650 - Parking Fund			252,303			359,939	2,800	262,000		877,042
670 - Storm Water Fund					825,000		2,100		140,000	967,100
710 - Vehicle Maintenance					875,771		2,700	3,000		881,471
720 - Health-Medical Insurance					4,476,785					4,476,785
800 - Cemetery Perpetual Care					100,000		6,000			106,000
					\$					
	\$21,307,255	\$ 2,489,585	\$ 2,179,164	\$ 8,187,771	36,419,094	\$ 1,713,239	\$ 355,820	\$ 851,945	\$ 20,439,553	\$ 93,943,426



## REVENUE TRENDS & ANALYSIS

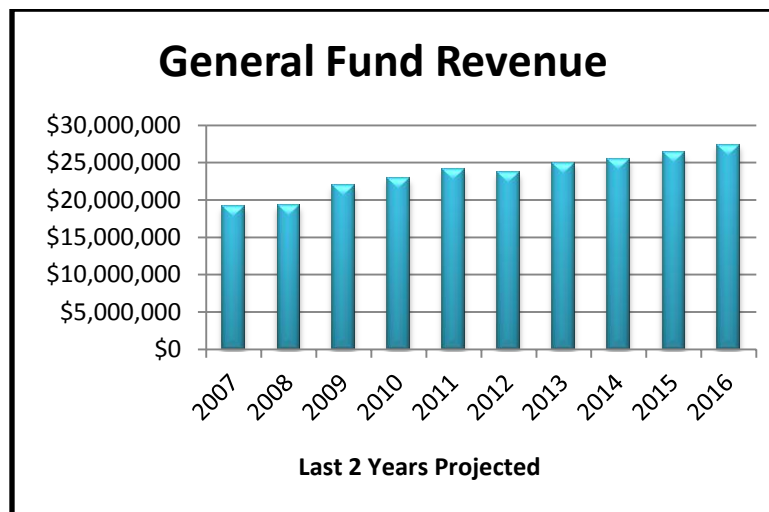
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Revenues are estimated for every fund of the City each year. This summary of revenue estimates is supported by detailed revenue estimates for each fund, as described later in the tables titled “Revenue & Expenditure Details”.

This section of the budget highlights major governmental and enterprise funds of the City: the General Fund, Street Maintenance Fund, along with Water, Wastewater, Stormwater and Solid Waste enterprises and associated impact fees. Trends of these funds and individual revenues are shown together with estimates for the coming year. Together, these eight funds comprise over \$51 Million (51%) of the total estimated revenues of the City.

### GENERAL FUND

The General Fund is used to account for all financial resources of the City, except for those required to be accounted for in another fund. Major functions supported by general fund revenues include: City Administration, Police and Fire services, Court, Parks, Recreation, and Library. Revenue is estimated to be \$27.3 Million for the budget year.



General Fund Revenue

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

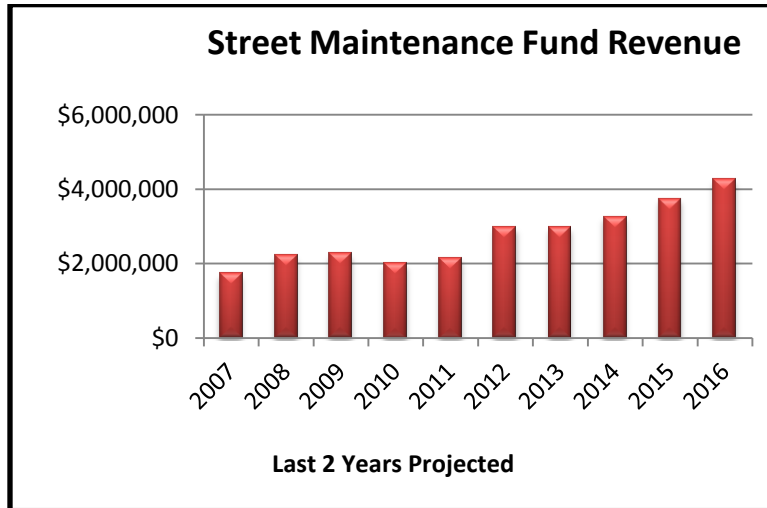
- The approved mill levy for police and firefighter staff and equipment. That levy allows permanent increases in property tax levies, beginning in FY09.
- Beginning in the late 1990's, the rapid growth in new construction and annexations increased property taxes collected. However, the significant decline in the rate of local construction that began in 2008 reduced tax dollars from new construction. For FY13, there

was a 1.4% increase in property values; the smallest increase in the prior 10 years. The State is estimating a net decrease of 8.6% in property values due to reappraisal in FY16.

- Increase in tax levies to nearly the statutory maximum cap.

## **STREET MAINTENANCE FUND**

The Street Maintenance District Special Revenue Fund’s revenue history is shown below. Revenues, in the form of special assessments on real property, pay for the City’s street maintenance and reconstruction program. We are estimating a total of \$4.25 Million in total revenues this fiscal year.

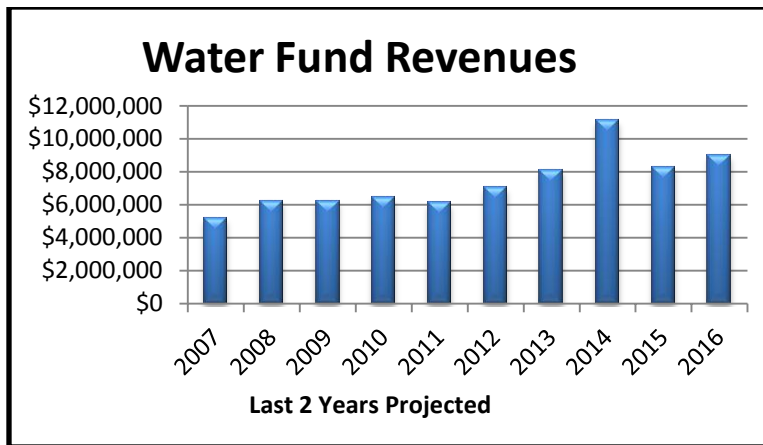


Street Maintenance Fund Revenue

- Beginning with FY12, we expanded the program to include major street reconstruction projects; the first being the reconstruction of South 8th Avenue. This project required the borrowing of approximately \$1.2 Million from the State of Montana, which results in a substantial increase in budgeted revenues from Other Sources in FY12.
- For FY13 & FY14, there were no revenues from Other Sources, but an increase in assessments to continue to build resources for reconstruction and curb replacements.
- FY15 adopted a 6.4% rate increase for general street maintenance projects.
- FY16 recommends increasing street assessments 12.2% - which includes a significant increase for pavement maintenance. This is intended to add \$1 Million over 3 years for additional construction projects.

## **WATER FUND**

Shown on the graph on the following page are total water fund revenues, estimated at \$8.9 Million for the budget year. As depicted by the graph, water fund revenues have steadily increased as the result of both an increase in the customer base and as the result of regular rate changes.

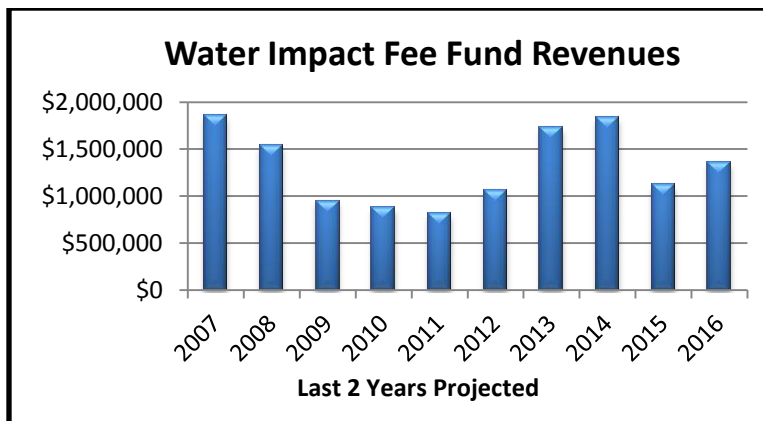


Water Fund Revenues

- FY13 revenues include loan proceeds of \$19.5 Million to fund the reconstruction of our Water Treatment Plant, which got underway towards the end of FY11.
- FY14 revenues are coming from Utility rates, without the high levels of proceeds of long-term debt previously budgeted. The Commission voted to hold water rates steady for FY14.
- Discounts for ACH payments were discontinued in FY14.
- Beginning in FY15, the Public Works Department budget is charged to the Water Fund. This department’s administrative overhead is charged out to the departments that use their services, which is a significant increase in the Water Fund revenues.
- The FY16 budget recommends a rate increase of 3% to continue to cover costs of the utility.

**WATER IMPACT FEE FUND**

The Water Impact Fee Fund’s source of revenue is water system development impact fees. The fees are charged to development projects as they place demand for new capacity on the water treatment and distribution systems. As the recession has impacted construction and development, you can see the decrease in the collection of these fees. Based on the newly adopted Impact Fees in April 2013, and increased construction, rates and revenues increased significantly in FY13. Our budgets continue to be based on a 5 year average collections.

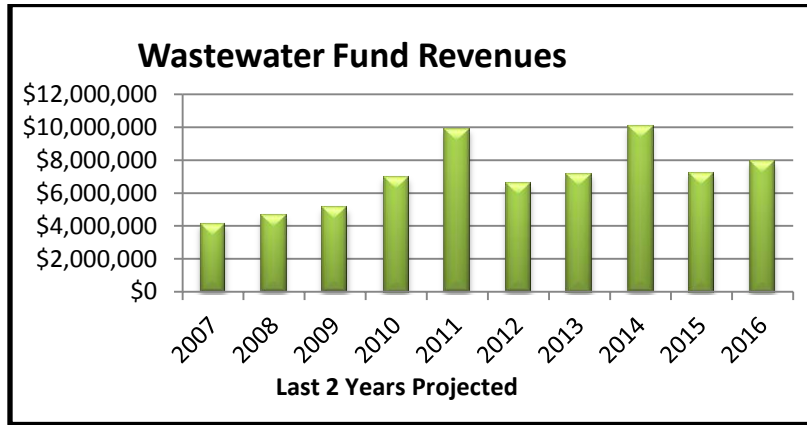


Water Impact Fee Fund Revenues

**WASTEWATER FUND**

Revenues in the Wastewater Fund have, in general, been increasing over the past 10 years, and are estimated at \$7.9 Million for the budget year.

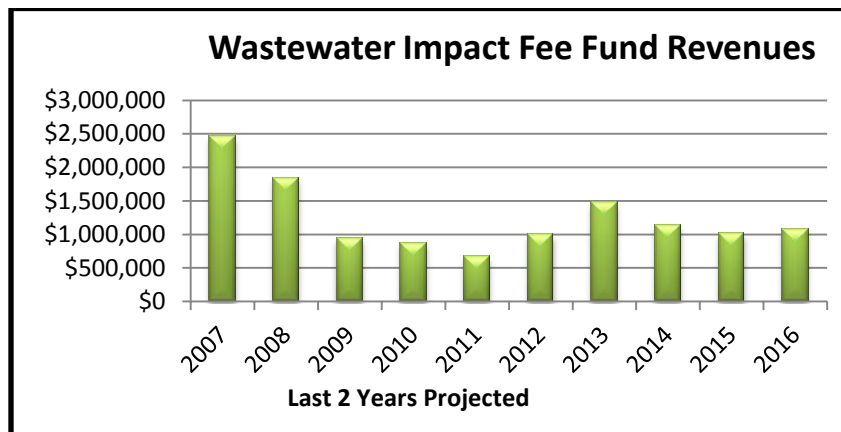
- In FY10-12 we borrowed significantly to construct our new Water Reclamation Facility. This debt is being repaid by system users over the next 20 years.
- The Commission adopted a two-year rate resolution of 6% increase in FY12 and 6% increase in FY13.
- For FY14, FY15 & recommended for FY16 - there is a 3% increase in rates.



Wastewater Fund Revenues

**WASTEWATER IMPACT FEE FUND**

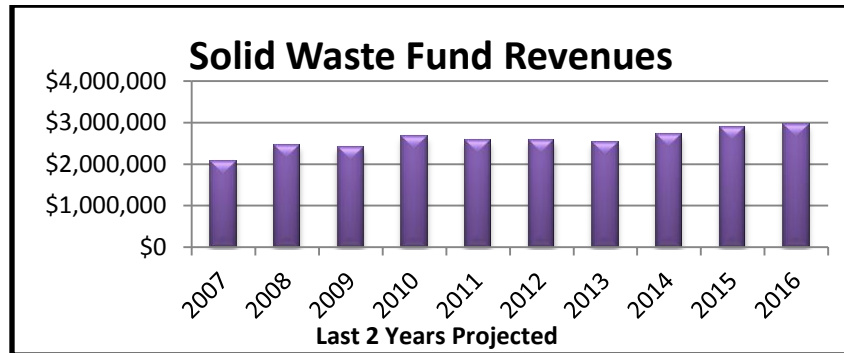
The Wastewater Impact Fee Fund’s source of revenue is wastewater system development impact fees. The fees are charged to development projects as they place demand for new capacity on the wastewater treatment and collection systems. Based on the newly adopted Impact Fees in April 2013 and increased construction, revenues increased significantly in FY13. Based on the wastewater rate study, fees are estimated to increase slightly in FY16. Our budgets continue to be based on a 5 year average collections.



Wastewater Impact Fee Fund Revenues

## SOLID WASTE FUND

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

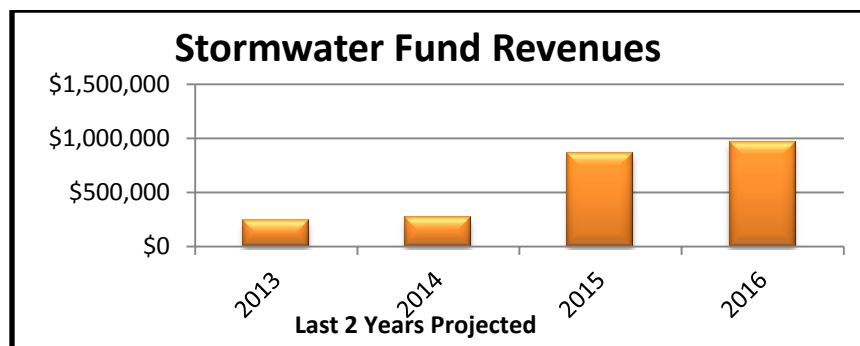


Solid Waste Fund Revenues 1

- During the recession, the slowdown in local construction activity decreased demand for “roll-off” containers and the associated hauling and tipping services.
- Solid waste fund revenues, including curbside recycling fees for the year, are estimated at \$2.8 Million. An estimated 8% growth will increase revenue by \$120,000 over FY14.
- Increase in the rate for 35 gallon totes to full cost-recovery in FY15.
- Increased customer base is estimated for FY16, with no tote rate increases.

## STORMWATER FUND

The Stormwater Fund was created in FY13 to rejuvenate and protect local waterways from water that flows over hard surfaces (stormwater). The City Stormwater Utility Enhancement program was proposed to the City Commission and a utility was created. In FY15 we planned to significantly increase operations with additional staff, maintenance, and capital enhancements. The increased level of service requires \$1.2 million in annual funding. The new rates and services are expected to be fully implemented in December 2015.



Stormwater Fund Revenues

## EXPENDITURE DETAILS – FY16

City of Bozeman Expenditures: All Funds	Personnel & Benefits	Operations	Capital	Debt Service	Transfers	Other Financing Uses	TOTAL
010 - General Fund	\$17,852,116	\$8,816,206	\$767,000		\$294,250		\$ 27,729,572
100 - Community Development/Planning	718,262	528,047	7,500				1,253,809
103 - Health-Medical Insurance					2,346,544		2,346,544
108 - Community Transportation		-	239,548				239,548
110 - Gas Tax		229,500	892,000				1,121,500
111 - Street Maintenance	1,324,551	1,385,862	1,535,637	184,822	626,500		5,057,372
112 - Tree Maintenance	325,238	147,813	-				473,051
114 - Street Impact Fee			8,825,640				8,825,640
115 - Building Inspection Fund	1,440,370	490,126	172,348				2,102,844
116 - TIFD Downtown Improvement		1,165,948				432,088	1,598,036
119 - Economic Development Loan		31,000					31,000
120 - Community Housing Fund		54,400					54,400
121 - Housing Revolving Loan		-					-
125 - Drug Forfeiture Fund	191,239	9,300					200,539
133 - Recreation Special Revenue		-					-
137 - Library Special Revenue		-					-
138 - Law & Justice Center		19,125					19,125
140 - Police Domestic Violence	25,633	193,000					218,633
141 - Street Arterial Construction			1,000,996				1,000,996
143 - TIF N 7th Corridor		692,013			36,000		728,013
144 - TIF NE Urban Renewal District		99,558			5,000		104,558
146 - 170;181;182; 200 -241 - Lighting Districts		398,005			31,900		429,905

		80,331					80,331
			40,000				40,000
		932,250					932,250
					626,500		626,500
303 - G.O. Refunding Series 2012				274,675			274,675
304 - Bond S & I Parks & Open Space Bond				1,079,216			1,079,216
305 - 2007 Downtown TIF Bonds				422,088			422,088
310-445- SID Funds				379,800	10,700		390,500
500-566 - Construction Funds			6,251,000				6,251,000
600 - Water Fund	2,763,683	3,303,492	2,618,406	1,313,010			9,998,591
602 - Sourdough Tank Construction Fund			6,600,000				6,600,000
610 - Water Impact Fee		-	132,000		1,732,750		1,864,750
620 - Waste Water Fund	2,048,154	3,218,778	2,059,328	1,704,247	-		9,030,507
630 - Waste Water Impact Fee			1,186,200		653,212		1,839,412
640 - Solid Waste Fund	1,030,805	1,664,922	1,088,043				3,783,770
641 - Landfill Closure Costs		180,000	100,000				280,000
650 - Parking Fund	282,946	354,081	247,454				884,481
670- Storm Water Fund	364,708	174,597	231,650	225,351			996,306
710 - Vehicle Maintenance	380,994	765,965	30,500				1,177,459
720 - Health-Medical Insurance		4,476,785					4,476,785
<b>TOTALS</b>	<b>\$28,748,699</b>	<b>\$29,697,459</b>	<b>\$34,025,250</b>	<b>\$5,583,209</b>	<b>\$6,363,356</b>	<b>\$432,088</b>	<b>\$104,850,061</b>

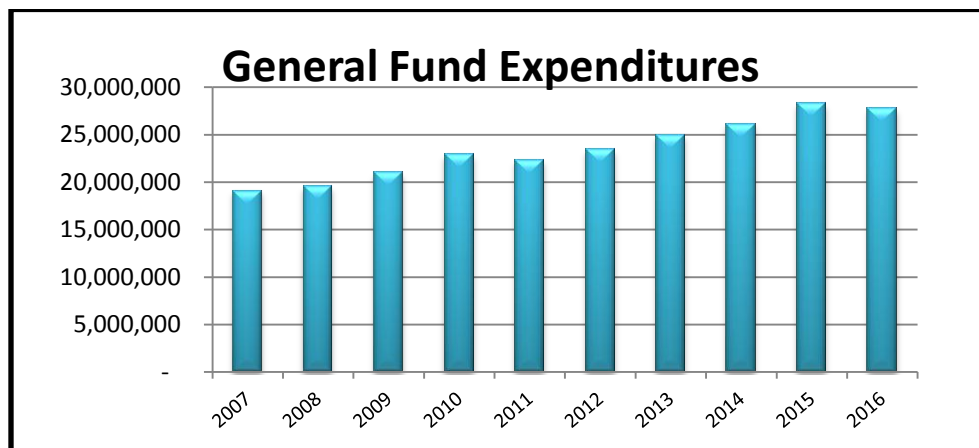
## EXPENDITURE TRENDS & ANALYSIS

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This section provides a historical trend analysis of the expenditures of the largest funds of the City. Increases and decreases in fund expenditure levels is a natural occurrence. The most important point is to understand what factors are causing fund expenditure levels to change. General Fund expenditures tend to be more stable, due to the fact that most costs are personnel that are both predictable and steady. In enterprise funds and construction funds, large fluctuations will occur due to the fact that these funds are infrastructure intense and large expenditures are sporadic, depending on the projects involved. The eight funds described below encompass \$60.3 Million (58%) of the total expenditures for FY16.

### GENERAL FUND

The General Fund is used to account for all financial resources of the City, except for those required to be accounted for in another fund. Major functions supported by General Fund revenues include: City Administration, Police and Fire services, Court, Parks, Recreation, and Library. Expenditures total \$27.7 Million for this fiscal year.



General Fund Expenditures

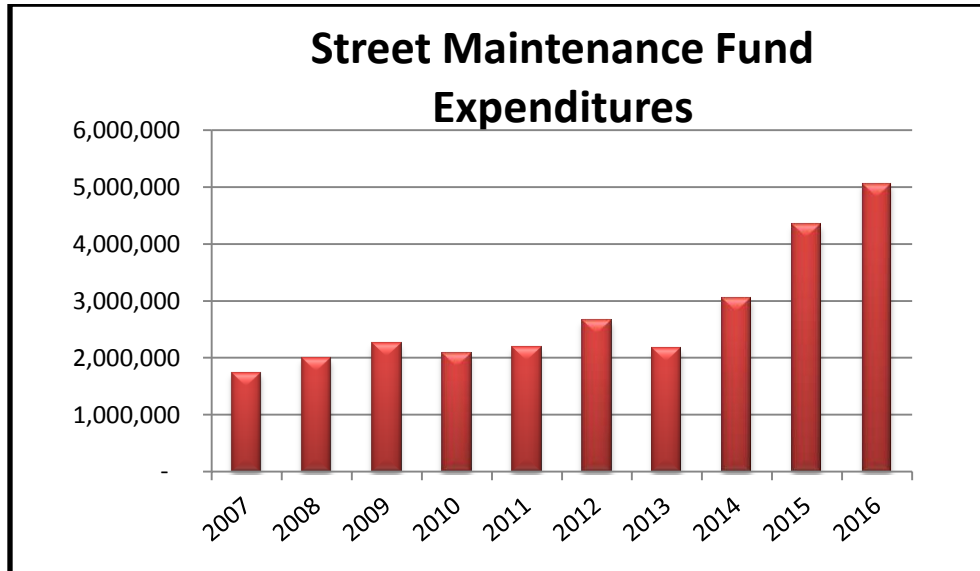
The increase in expenditure levels of the General Fund can be tied to the growth trend of our community. With this increase in property and population, there is a need for additional General Fund services. Staffing increases to handle citizen demands bring salary and health insurance expenditure increases.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

- For FY08 we decreased expenditures on 911 Dispatch services by over \$700,000, due to the assumption of this program by the county.
- Over the past six years, we have increased expenditures in Police and Fire Services.
- In FY15, the General Fund supported our last payment of \$675,000 to MMIA.
- The FY16 recommended budget has a decrease in expenditures from FY15.



## **STREET MAINTENANCE FUND**

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

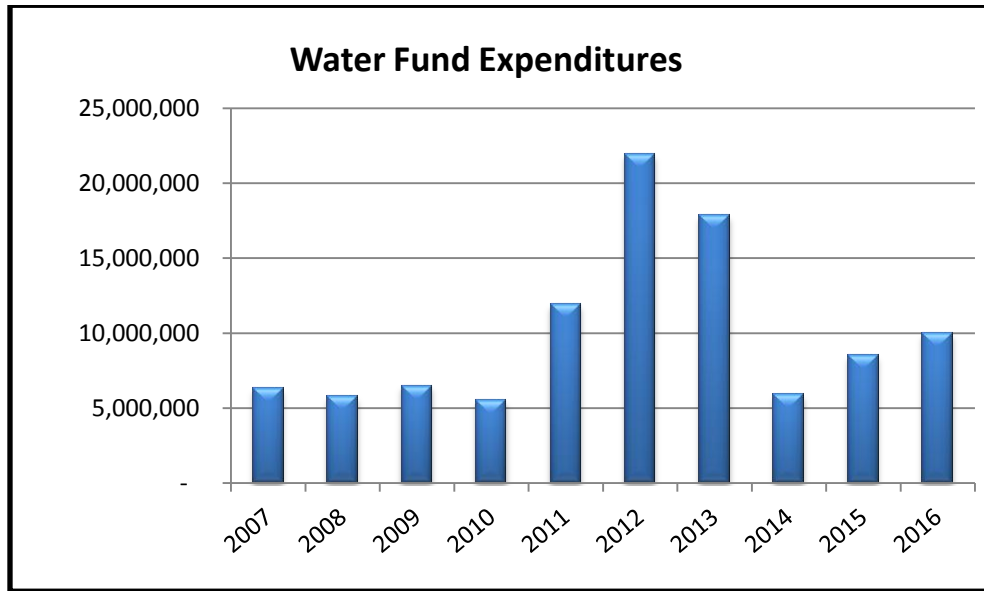


Street Maintenance Fund Expenditures

- Beginning in FY12, we expanded the program to include major street reconstruction projects; the first being the reconstruction of South 8th Avenue.
- Expenditures in FY14 are budgeted at \$3.8 Million and include \$900,000 of expenditures from our recently established Street Reconstruction and Curb Replacement monies.
- Expenditures in FY15 are budgeted at \$4.3 Million and include monies for a reconstruction project, chip sealing streets according to the Pavement Condition Survey, and Capital Improvement vehicles/equipment to aid in the Pavement Preservation Program.
- The McKinstry Energy project of replacing 200 City owned street lights with LED light bulbs was added to the Street Maintenance budget for FY15. The project is funded by an Intercap loan, to be paid back with the energy savings resulting from the project.
- The FY16 budget recommends increased amounts of pavement maintenance capital projects, which make up a large portion of the increased expenditures.

## WATER FUND

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



Water Fund Expenditures

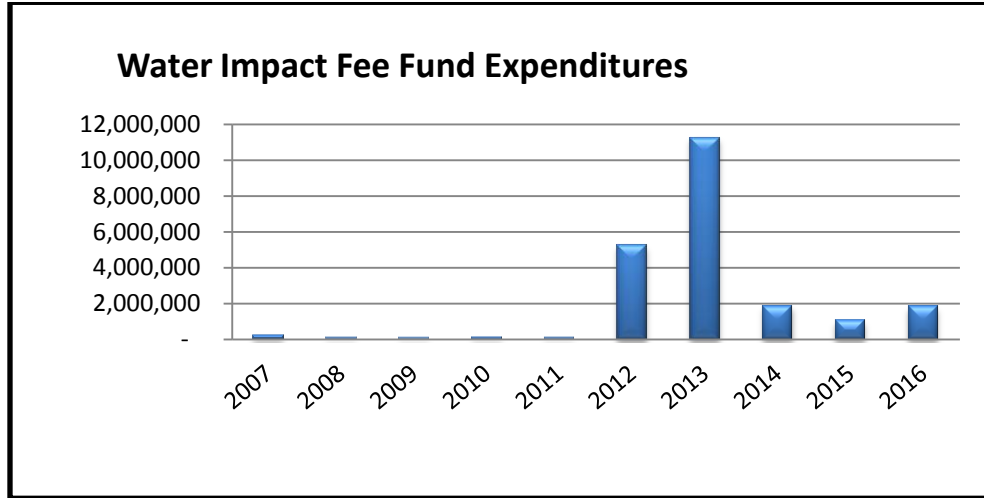
- FY12 expenditures total roughly \$14.5 Million, and included spending on the first year of construction of our new Water Treatment Facility, according to our long-rang Water Facility Plan.
- FY12 also saw a concerted improvement in our water distribution pipe replacement program, replacing rehabilitation projects “every-two-years” with an annual program (doubling our efforts).
- FY13 includes the majority of construction costs for the Treatment Facility.
- Expenditures for FY14 fell to normal operating levels of \$6 Million.
- FY15 expenditures were budgeted at \$8.4 million. The Water Fund includes the Department of Public Works beginning in FY15, so expenditures (in correlation with revenues) will increase significantly (previously in the General Fund)
- The FY16 recommended budget includes increased debt payments for the Water Treatment Plant loans. There is also an additional 1.0 FTE included for a Water Conservation Technician.
- The FY16 budget includes the construction of a 5.3MG water tank at Sourdough for \$6.6 Million. The loan proceeds and capital expenditures are included in a separate fund.

## WATER IMPACT FEE FUND

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

In FY12, 13, and 14, the Fund has assisted with the construction the new Water Treatment Facility.

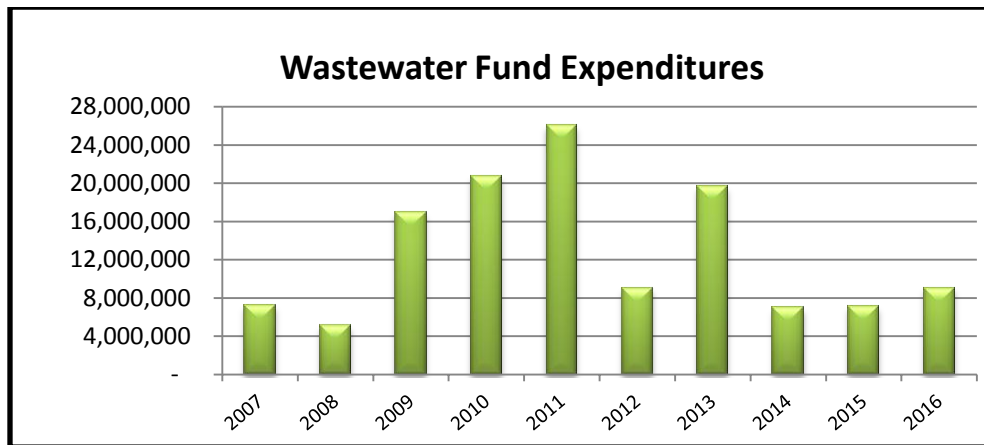
The budget for FY16 includes a transfer of all available impact fees to pay the debt service costs for the Sourdough Water Tank capital improvement project.



Water Impact Fee Fund Expenditures

## WASTEWATER FUND

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

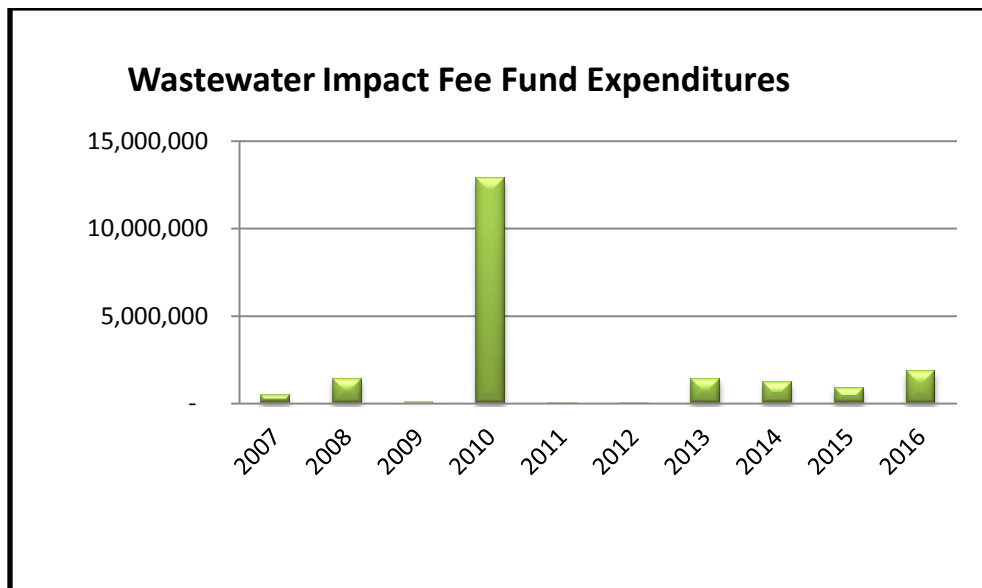


Wastewater Fund Expenditures

- In November 2008, the City approved bids for a project totaling \$54 Million. We broke ground in May 2009 and substantially completed the project in 2012.
- FY12 also saw a concerted improvement in our wastewater collection pipe replacement program, replacing rehabilitation projects “every-two-years” with an annual program (doubling our efforts).
- FY15 expenditures are estimated at \$7 Million.
- FY16 expenditures are estimated at \$9 Million. An additional 1.0 FTE is recommended for a City Service Worker, as well as increased capital and debt service payments.

## **WASTEWATER IMPACT FEE FUND**

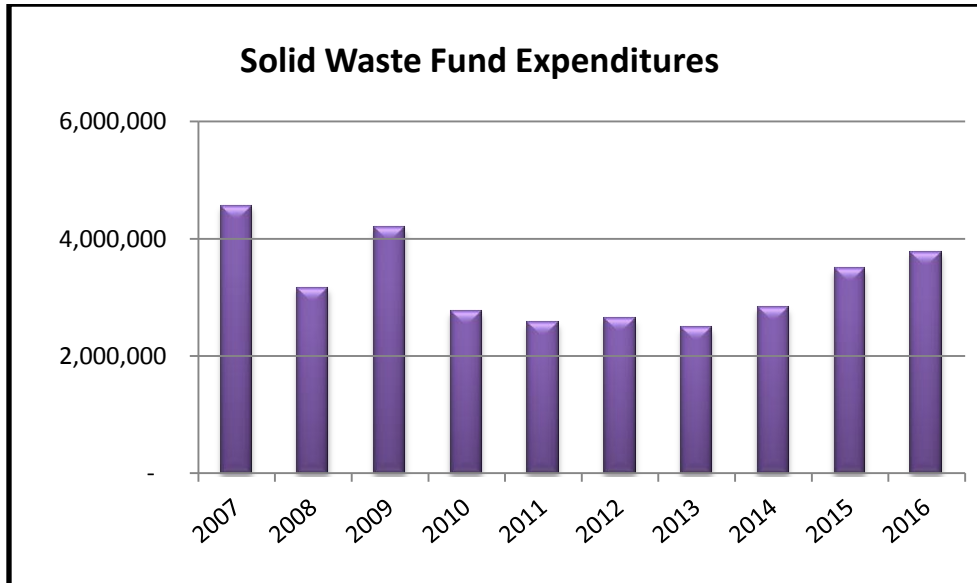
The Wastewater Impact Fee Fund accounts for the spending of wastewater system development impact fees. The fees are required to be spent on capital projects that expand the capacity of the City’s wastewater treatment and wastewater collection systems. As such, spending is sporadic and related to planned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



**Wastewater Impact Fee Fund Expenditures**

- In 2010, the fund assisted with the construction of the Water Reclamation Facility.
- Expenditures in FY16 are budgeted at \$1.8 Million to pay for the impact fee portion of to proposed capital sewer pipe projects: South University District, and Bridger Drive Extension.

## SOLID WASTE FUND

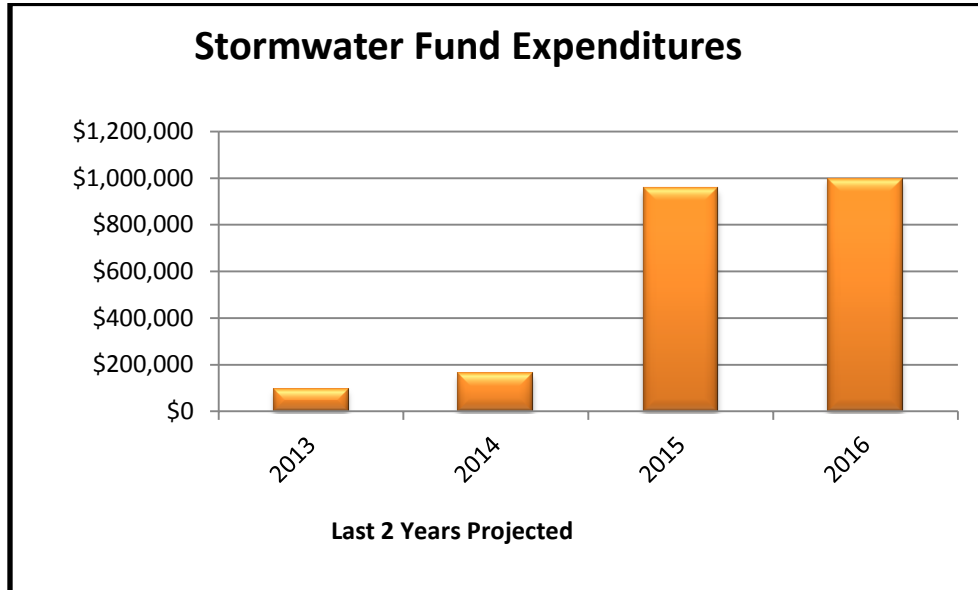


Solid Waste Fund Expenditures

- Expenditures in the Solid Waste Fund increased significantly during 2005-2007 due to the City's investment in the Mandeville Farm property, Transfer Station design, and the Old Library Property.
- The FY09 budget included the cap and closure costs on the City's existing landfill cell, curbside recycling start-up, and funding our regular garbage collection routes.
- Expenditures for FY16 are recommended at \$3.7 Million. The increase is due mainly to scheduled equipment replacements.

## STORMWATER FUND

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



Stormwater Fund Expenditures

- In FY13, expenditures were minor and mainly for staff to begin mapping the current stormwater infrastructure and prep for the further development of the assessed fees and future needs of the utility.
- FY14 saw an increase in Staff to continue to develop the Stormwater utility.
- In April 2015, the City adopted a new rate model, as well as a 15 year plan for improving, replacing and installing stormwater infrastructure.
- The new Stormwater rate model should be fully implemented in December 2015, with appropriate staff and capital expenditures budgeted for the revenue levels.

## FUND BALANCES/WORKING CAPITAL TRENDS & ANALYSIS

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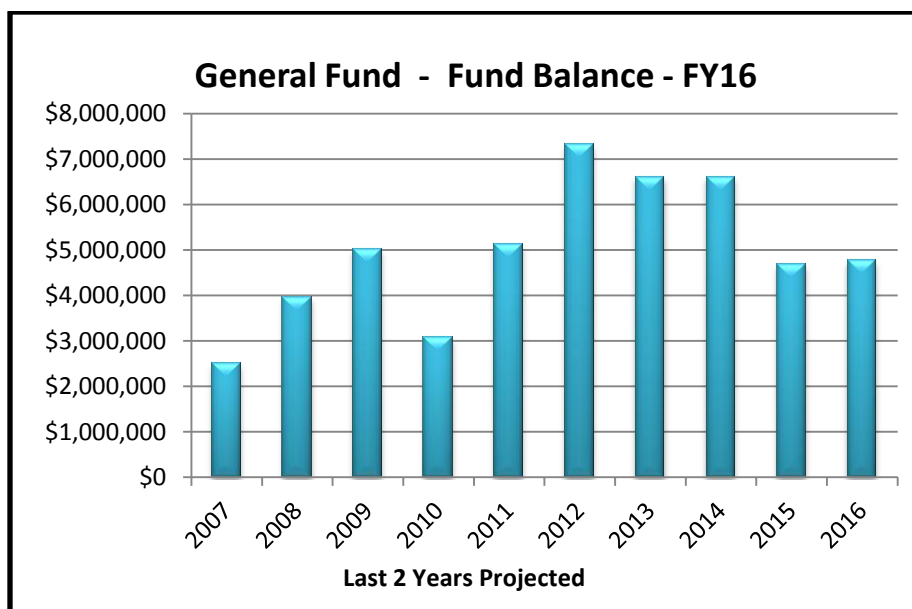
There are two fund types that are used to account for the City's operating funds. One is governmental fund types and the other is proprietary fund types. The best measure of a governmental fund types' financial condition is fund balance (assets minus liabilities). The best measure of a propriety fund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

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

### GENERAL FUND

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

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



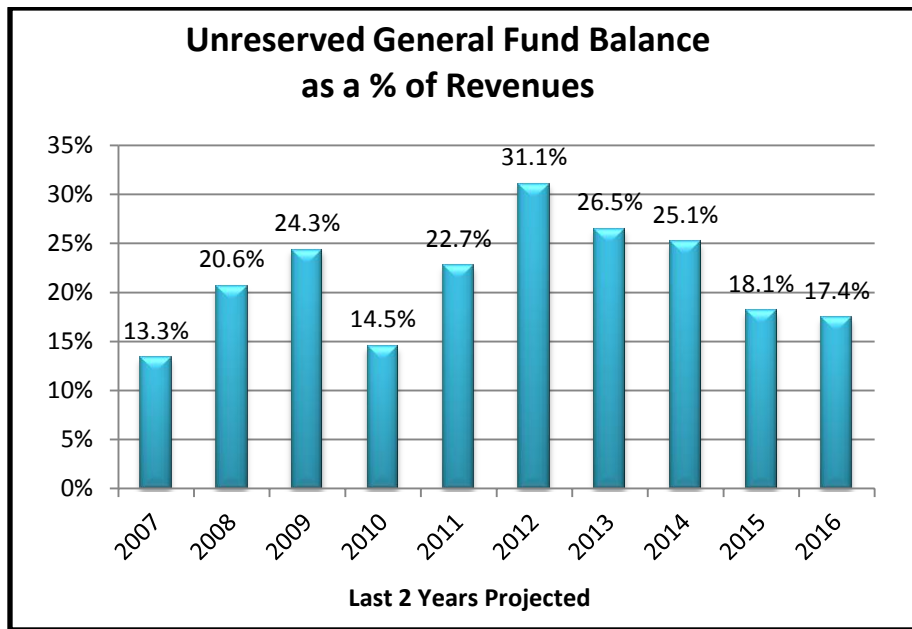
General Fund - Fund Balance - FY16

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

- The decline in FY07 is attributed to the City’s share of the purchase of the Lamme Library property for \$1 Million.
- FY09 saw an increase due, in part, to unfinished capital projects (Swim Center AV System and Fire Department equipment purchases) that were carried over into the FY10 year and spent.
- The FY12 budget year ended with a fund balance level of over \$7 Million, due to vacancy savings in the Police Department, and other departmental budget savings.
- The FY13 ended with over \$7 Million in fund balance, of which \$700,000 was earmarked for payment of the City’s second payment to the MMIA for the settlement of the declaratory action & over \$1 Million earmarked for a tax decrease in FY14
- The FY16 Budget is recommended to end the fiscal year slightly above the required minimum \$4.5 Million fund balance (\$4.7 Million).

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

- The reserve minimum will be met with an estimated 17.4% reserve.



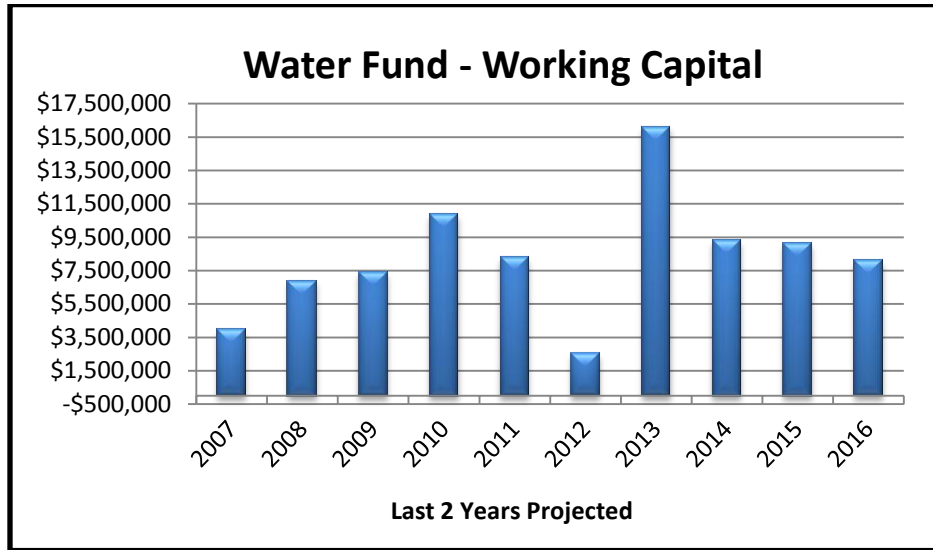
Unreserved General Fund Balance as a %

There is considerable overlap between the City’s “backward looking” CAFR (Comprehensive Annual Financial Report) and “forward looking” annual budget. During the budget process, before a fiscal year is completed, we are forced to estimate how much both the current (FY15) and future (FY16) reserve amounts will be.



**WATER FUND**

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

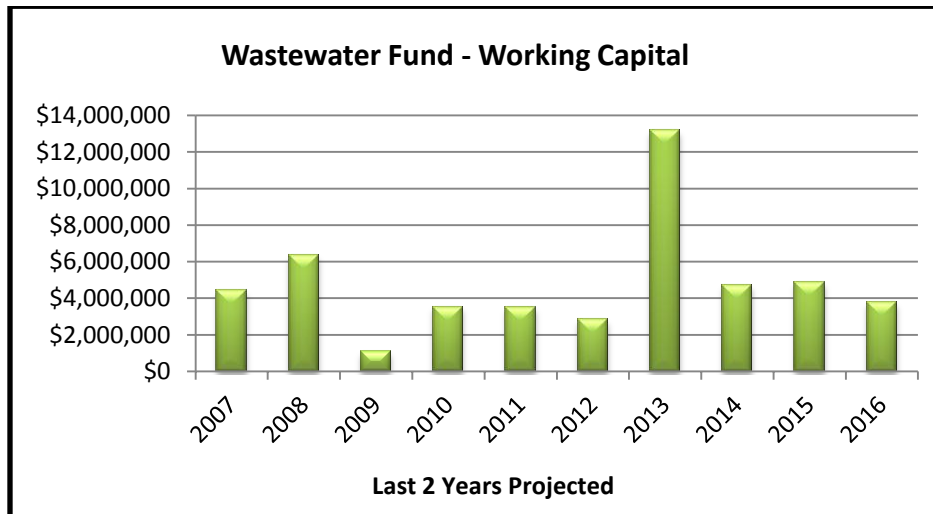


Water Fund - Working Capital

We accumulated, and are now utilizing, dollars for plant design and construction. FY15 budget projected an ending balance of \$9 Million, and FY16 projects an ending balance of \$8 Million.

**WASTEWATER FUND**

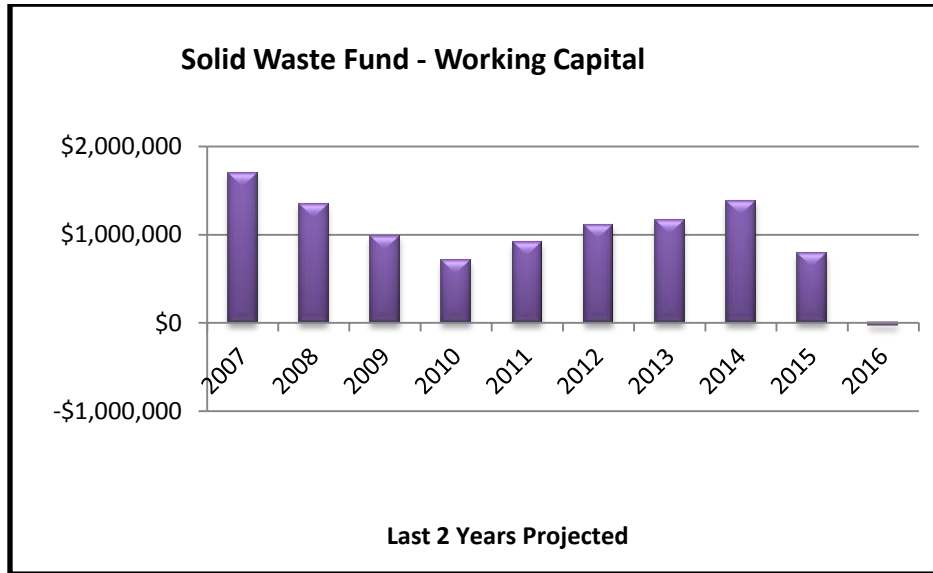
The FY09 spending on plant construction brings the working capital balance to its lowest level in ten years. This is to be expected, considering that the treatment plant project represents the most substantial investment in the City’s Wastewater Facility in years. FY13 saw the end of construction and the opening of the new facility. The FY16 ending working capital balance is projected to be \$3.7 Million.



Wastewater Fund - Working Capital

## SOLID WASTE FUND

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

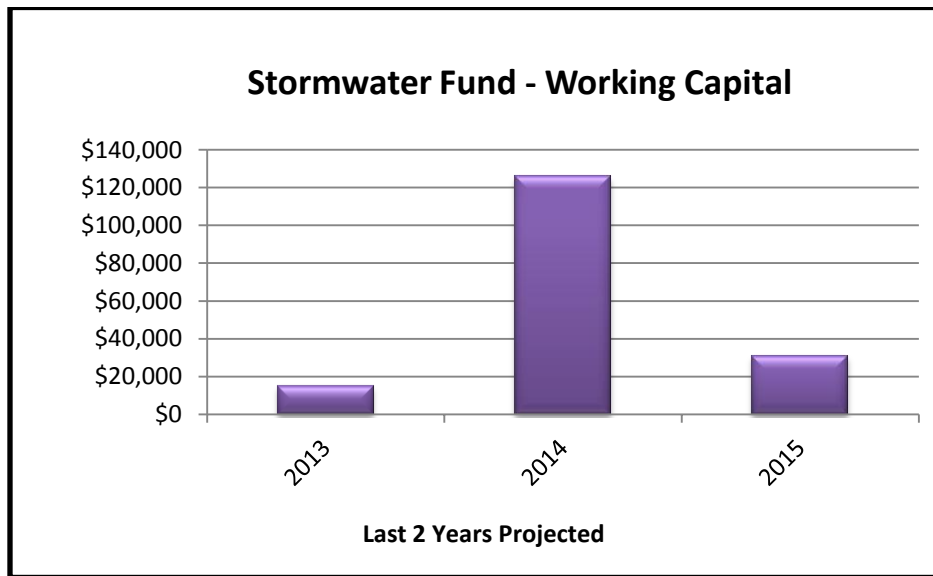


Solid Waste Fund - Working Capital

- In FY07, \$1.5M was utilized to purchase the Lamme Library Property, after the City Commission decided to discontinue land-filling operations, and to join the County's regional Solid Waste District.
- The FY09 budget anticipated closing and capping the Landfill and beginning a curbside recycling program in addition to the current garbage collection services. The new recycling program required investments in a new recycling truck and bins for customers which were funded in FY08.
- FY10 shows the results of utilizing approximately \$370,000 for the addition of office and vehicle storage space to meet the long term needs of the division.
- The increased revenue from 35 gallon totes and expanding customer base, combined with a reduction in expenditures will see a slight increase in the FY15 ending working capital - \$789,000.
- The negative ending working capital in FY16 is expected, due to the timing of capital purchases. With the replacement of a front-load truck, a side-load truck and recycling truck, the fund is projected to end with -\$34,000. Based on a 5 year Capital Improvement Plan, this is the only year with a negative ending working capital.

## STORMWATER FUND

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



Stormwater Fund - Working Capital

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

## REVENUE & EXPENDITURE DETAILS FOR EACH FUND

	FY14 Actual	FY15 Budget	FY16 Recommended
<b>010 - General Fund</b>			
<b>Revenues</b>			
Property Taxes	11,388,910	12,857,234	13,466,511
Gallatin County Option	1,120,512	1,059,000	1,162,461
Penalty & Interest	4,268	-	
Business/Animal Licenses and Permits	313,264	310,195	309,859
Grants	22,497		-
County Shared	549,456	536,500	540,500
State Shared	5,999,025	6,148,458	6,305,179
General Government	1,732,583	1,154,524	1,358,106
Public Safety	159,785	160,564	162,039
Public Welfare	503,096	479,770	474,850
Library Fines	52,204	51,000	53,500
Police Court Fines	1,194,301	1,193,000	1,125,000
Parking Fines	33,101	41,500	25,000
Snow Removal Fines	11,640	-	
Interest Income	41,578	59,000	45,000
Admin Reimbursement	1,500		
Cash Over/Short	-		
Donations	2,505		
Miscellaneous Revenue	11,470	7,600	12,000
Refunds & Reimbursements	101,040	49,500	50,000
Rents and Royalties	1,642	1,500	1,600
Sales/Unclaimed Property	9,913	4,400	4,500
Transfers	2,193,678	2,191,180	2,267,004
<b>Total Revenues</b>	<b>25,447,968</b>	<b>26,304,925</b>	<b>27,363,109</b>
<b>Expenditures</b>			
Personnel & Benefits	18,437,330	17,367,088	17,852,116
Operations	5,995,645	8,498,544	8,816,206
Capital	1,401,317	2,161,996	767,000
Transfers	326,756	210,000	294,250
<b>Total Expenditures</b>	<b>26,161,048</b>	<b>28,237,628</b>	<b>27,729,572</b>
<b>Special Revenue Funds</b>			
<b>100 - Community Development/Planning</b>			
<b>Revenues</b>			
Property Taxes	170,047	178,125	178,125
Grants	5,225	5,225	5,225
State Shared	100,836	99,600	104,000
Charges for Services	416,017	383,600	461,150
Interest Income	3,446	3,000	3,000
Refunds & Miscellaneous Revenue	12,624	12,000	13,000
Transfers	184,036	41,000	164,228
<b>Total Revenues</b>	<b>892,231</b>	<b>722,550</b>	<b>928,728</b>
<b>Expenditures</b>			
Personnel & Benefits	670,790	758,750	718,262
Operations	56,939	170,788	528,047
Capital	8,916		7,500
<b>Total Expenditures</b>	<b>736,645</b>	<b>929,538</b>	<b>1,253,809</b>

	FY14 Actual	FY15 Budget	FY16 Recommended
<b>103 - Health-Medical Insurance</b>			
<b>Revenues</b>			
Property Taxes	1,901,150	2,037,401	2,346,544
Interest Income	365	-	-
<b>Total Revenues</b>	<b>1,901,515</b>	<b>2,037,401</b>	<b>2,346,544</b>
<b>Expenditures</b>			
Transfers	2,124,374	2,037,401	2,346,544
<b>Total Expenditures</b>	<b>2,124,374</b>	<b>2,037,401</b>	<b>2,346,544</b>
<b>108 - Community Transportation</b>			
<b>Revenues</b>			
Property Taxes			
Interest Income	812	700	
Grants	25,812	196,940	239,548
Transfers	30,150	445,310	
<b>Total Revenues</b>	<b>56,774</b>	<b>642,950</b>	<b>239,548</b>
<b>Expenditures</b>			
Operations	162		
Capital	29,879	526,690	239,548
<b>Total Expenditures</b>	<b>30,041</b>	<b>526,690</b>	<b>239,548</b>
<b>109 - Highway Safety Improvement Projects</b>			
<b>Revenues</b>			
Interest Income	165	-	-
<b>Total Revenues</b>	<b>165</b>	<b>-</b>	<b>-</b>
<b>110 - Gas Tax</b>			
<b>Revenues</b>			
State Shared	655,654	658,583	662,400
Interest Income	3,983	3,800	
<b>Total Revenues</b>	<b>659,637</b>	<b>662,383</b>	<b>662,400</b>
<b>Expenditures</b>			
Operations	202,125	229,500	229,500
Capital	444,497	430,000	892,000
<b>Total Expenditures</b>	<b>646,622</b>	<b>659,500</b>	<b>1,121,500</b>
<b>111 - Street Maintenance</b>			
<b>Revenues</b>			
Penalty & Interest	13,807	20,000	11,000
Permits	25,091	26,700	17,600
State Shared	1,008		
Public Service	3,163,630	3,456,096	4,178,124
Interest Income	15,261	14,300	17,000
Refunds & Reimbursements	2,614		
Proceeds-Asset Disposition	23,695		
Donations	8,576		
Loan Proceeds		226,642	
Transfers			31,900
<b>Total Revenues</b>	<b>3,253,682</b>	<b>3,743,738</b>	<b>4,255,624</b>
<b>Expenditures</b>			
Personnel & Benefits	1,282,456	1,300,213	1,324,551
Operations	1,279,428	1,503,744	1,385,862
Capital	302,004	1,286,642	1,535,637
Debt Service	184,919	245,000	184,822
Transfers			626,500
<b>Total Expenditures</b>	<b>3,048,807</b>	<b>4,335,599</b>	<b>5,057,372</b>

	FY14 Actual	FY15 Budget	FY16 Recommended
<b>112 - Tree Maintenance</b>			
<b>Revenues</b>			
Penalty & Interest	1,877	4,000	1,350
Grants	750		
State Revenue	302	250	250
Public Service	425,148	434,710	451,496
Interest Income	1,696	3,000	1,600
Refunds & Reimbursements	58		
Sale of Raw Materials	22,415	6,000	6,000
<b>Total Revenues</b>	<b>452,246</b>	<b>447,960</b>	<b>460,696</b>
<b>Expenditures</b>			
Personnel & Benefits	326,108	345,851	325,238
Operations	129,832	137,222	147,813
Capital	15,592	50,000	-
<b>Total Expenditures</b>	<b>471,532</b>	<b>533,073</b>	<b>473,051</b>
<b>113 - Fire Impact Fee</b>			
<b>Revenues</b>			
Public Safety	296,261	346,355	265,000
Interest Income	2,428		-
Proceeds of Long Term Debt			
<b>Total Revenues</b>	<b>298,689</b>	<b>346,355</b>	<b>265,000</b>
<b>Expenditures</b>			
Operations	2,634	-	-
Transfers		-	-
<b>Total Expenditures</b>	<b>2,634</b>	<b>-</b>	<b>-</b>
<b>114 - Street Impact Fee</b>			
<b>Revenues</b>			
Public Service	2,838,071	1,785,069	2,236,375
Interest Income	95,678	87,700	94,500
Admin Reimbursement	800		
<b>Total Revenues</b>	<b>2,934,549</b>	<b>1,872,769</b>	<b>2,330,875</b>
<b>Expenditures</b>			
Operations	18,345		
Capital	3,348,480	1,225,000	8,825,640
<b>Total Expenditures</b>	<b>3,366,825</b>	<b>1,225,000</b>	<b>8,825,640</b>
<b>115 - Building Inspection Fund</b>			
<b>Revenues</b>			
Permits	1,445,927	1,180,050	1,599,402
State Shared	23,141		
General Government	1,911	1,000	6,050
Refunds & Reimbursements	96		-
Interest Income	12,643	9,000	13,000
Cash Over/Short			
Miscellaneous Revenue	24		
<b>Total Revenues</b>	<b>1,483,742</b>	<b>1,190,050</b>	<b>1,618,452</b>
<b>Expenditures</b>			
Personnel & Benefits	860,603	1,054,067	1,440,370
Operations	333,339	400,743	490,126
Capital	27,610	50,000	172,348
<b>Total Expenditures</b>	<b>1,221,552</b>	<b>1,504,810</b>	<b>2,102,844</b>

	FY14 Actual	FY15 Budget	FY16 Recommended
<b>116 - TIFD Downtown Improvement</b>			
<b>Revenues</b>			
Property Taxes	817,363	1,538,600	1,538,600
State Shared	45,437	45,436	45,436
Interest Income	14,951	14,000	14,000
<b>Total Revenues</b>	<b>877,751</b>	<b>1,598,036</b>	<b>1,598,036</b>
<b>Expenditures</b>			
Operations	230,735	2,095,000	1,165,948
Transfers	433,438	631,588	432,088
<b>Total Expenditures</b>	<b>664,173</b>	<b>2,726,588</b>	<b>1,598,036</b>
<b>118 - HUD Projects</b>			
<b>Revenues</b>			
Grants		-	-
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>			
Personnel			
Capital	1,925	-	-
<b>Total Expenditures</b>	<b>1,925</b>	<b>-</b>	<b>-</b>
<b>119 - Economic Development Loan</b>			
<b>Revenues</b>			
Interest Income	802		
Loan Principal	35,545	-	35,500
Loan Interest	13,074	-	13,000
<b>Total Revenues</b>	<b>49,421</b>	<b>-</b>	<b>48,500</b>
<b>Expenditures</b>			
Operations	41,000	-	31,000
<b>Total Expenditures</b>	<b>41,000</b>	<b>-</b>	<b>31,000</b>
<b>120 - Community Housing Fund</b>			
<b>Revenues</b>			
Property Tax Revenue		89,062	241,158
Interest Income	2,555	3,000	2,850
Loan Principal	5,000	5,000	9,500
Transfers	42,819	56,248	-
<b>Total Revenues</b>	<b>50,374</b>	<b>153,310</b>	<b>253,508</b>
<b>Expenditures</b>			
Operations	40,000	274,269	54,400
<b>Total Expenditures</b>	<b>40,000</b>	<b>274,269</b>	<b>54,400</b>
<b>121 - Housing Revolving Loan</b>			
<b>Revenues</b>			
Interest Income	62	81	50
Loan Principal	4,758	4,700	4,900
Loan Interest	435	450	375
<b>Total Revenues</b>	<b>5,255</b>	<b>5,231</b>	<b>5,325</b>
<b>Expenditures</b>			
Operations	14,400	17,807	
<b>Total Expenditures</b>	<b>14,400</b>	<b>17,807</b>	<b>-</b>

	FY14 Actual	FY15 Budget	FY16 Recommended
<b>123 - Big Sky Econ. Development Grant</b>			
Revenues			
Grants	65,000		
<b>Total Revenues</b>	<b>65,000</b>	-	-
Expenditures			
Operations	65,000		
<b>Total Expenditures</b>	<b>65,000</b>	-	-
<b>124 - Bozeman Area Bike Board</b>			
Revenues			
Donations	2,003		
<b>Total Revenues</b>	<b>2,003</b>	-	-
Expenditures			
Operations	11,238		
<b>Total Expenditures</b>	<b>11,238</b>	-	-
<b>125 - Drug Forfeiture Fund</b>			
Revenues			
Grants	94,442		54,000
State Shared	39,083		
Police Court Fines	45,885	64,485	73,000
Interest Income	311		
Other Financing Sources			110,562
<b>Total Revenues</b>	<b>179,721</b>	<b>64,485</b>	<b>237,562</b>
Expenditures			
Personnel & Benefits	211,414	190,452	191,239
Operations	10,323	11,300	9,300
<b>Total Expenditures</b>	<b>221,737</b>	<b>201,752</b>	<b>200,539</b>
<b>128 - Fish Wildlife &amp; Park Mgmt</b>			
Revenues			
Interest Income	154	80	
<b>Total Revenues</b>	<b>154</b>	-	-
Expenditures			
Operations	90	-	-
<b>Total Expenditures</b>	<b>90</b>	-	-
<b>130 - Americans with Disability</b>			
Revenues			
Interest Income	256	-	-
<b>Total Revenues</b>	<b>256</b>	-	-
<b>131 - Beautification of Bozeman</b>			
Revenues			
Interest Income	7		
<b>Total Revenues</b>	<b>7</b>	-	-
Expenditures			
Operating	3	-	-
<b>Total Expenditures</b>	<b>3</b>	-	-



	FY14 Actual	FY15 Budget	FY16 Recommended
<b>132 - Bogert Park Special Revenue</b>			
<b>Revenues</b>			
Interest Income	85	80	85
Refunds & Reimbursements		-	-
<b>Total Revenues</b>	<b>85</b>	<b>80</b>	<b>85</b>
<b>133 - Recreation Special Revenue</b>			
<b>Revenues</b>			
Interest Income	35	39	40
Donations	3,063	3,044	3,000
<b>Total Revenues</b>	<b>3,098</b>	<b>3,083</b>	<b>3,040</b>
<b>Expenditures</b>			
Operations		1,000	
Capital			
<b>Total Expenditures</b>	<b>-</b>	<b>1,000</b>	<b>-</b>
<b>135 - Cemetery Special Revenue</b>			
<b>Revenues</b>			
Interest Income	17	16	15
<b>Total Revenues</b>	<b>17</b>	<b>16</b>	<b>15</b>
<b>136 - Park Special Revenue</b>			
<b>Revenues</b>			
Interest Income	(7)		30
Donations	412	162	150
Miscellaneous Revenue	5,523	7,040	6,000
<b>Total Revenues</b>	<b>5,928</b>	<b>7,202</b>	<b>6,180</b>
<b>Expenditures</b>			
Operations			-
Capital		-	-
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>137 - Library Special Revenue</b>			
<b>Revenues</b>			
Grants	23,709	-	-
Interest Income	291	233	300
Donations	28,635	55,600	35,000
Refunds & Reimbursements	4,500		-
<b>Total Revenues</b>	<b>57,135</b>	<b>55,833</b>	<b>35,300</b>
<b>Expenditures</b>			
Operations	43,590	7,900	-
<b>Total Expenditures</b>	<b>43,590</b>	<b>7,900</b>	<b>-</b>
<b>138 - Law &amp; Justice Center</b>			
<b>Expenditures</b>			
Operations	19,125	20,000	19,125
<b>Total Expenditures</b>	<b>19,125</b>	<b>20,000</b>	<b>19,125</b>

	FY14 Actual	FY15 Budget	FY16 Recommended
<b>139 - Police Special Revenue</b>			
<b>Revenues</b>			
Grants	265,623		-
State Shared	2,909		-
Interest Income	1,928	1,891	-
Donations	12,695	13,695	12,000
Miscellaneous Revenue	50,365		-
Refunds & Reimbursements	100		-
Sales	3,905		-
<b>Total Revenues</b>	<b>337,525</b>	<b>15,586</b>	<b>12,000</b>
<b>Expenditures</b>			
Personnel & Benefits	16,226		-
Operating	37,691		-
Capital	256,537		-
<b>Total Expenditures</b>	<b>310,454</b>	<b>-</b>	<b>-</b>
<b>140 - Police Domestic Violence</b>			
<b>Revenues</b>			
Grants	185,477	200,000	218,633
State Shared	33		
<b>Total Revenues</b>	<b>185,510</b>	<b>200,000</b>	<b>218,633</b>
<b>Expenditures</b>			
Personnel & Benefits	42,225	40,505	25,633
Operating	143,285	184,180	193,000
<b>Total Expenditures</b>	<b>185,510</b>	<b>224,685</b>	<b>218,633</b>
<b>141 - Street Arterial Construction</b>			
<b>Revenues</b>			
Penalty & Interest			
Street Maintenance Assessments			575,996
Interest Income			
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>575,996</b>
<b>Expenditures</b>			
Operating			
Capital			1,000,996
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>1,000,996</b>
<b>143 - TIF N 7th Corridor</b>			
<b>Revenues</b>			
Property Taxes	747,455	709,713	709,713
State Shared	19,067	9,500	9,500
Interest Income	6,578	8,800	8,800
Refunds & Reimbursements	6,077		
<b>Total Revenues</b>	<b>779,177</b>	<b>728,013</b>	<b>728,013</b>
<b>Expenditures</b>			
Operating	49,049	1,012,500	692,013
Capital	235,554		
Transfers	10,000	36,000	36,000
<b>Total Expenditures</b>	<b>294,603</b>	<b>1,048,500</b>	<b>728,013</b>

	FY14 Actual	FY15 Budget	FY16 Recommended
<b>144 - TIF NE Urban Renewal District</b>			
<b>Revenues</b>			
Property Taxes	106,872	102,658	102,658
Grants			
State Share	201	100	100
Interest Income	2,048	1,800	1,800
<b>Total Revenues</b>	<b>109,121</b>	<b>104,558</b>	<b>104,558</b>
<b>Expenditures</b>			
Operating	49,835	316,312	99,558
Transfers	5,000	5,000	5,000
<b>Total Expenditures</b>	<b>54,835</b>	<b>321,312</b>	<b>104,558</b>
<b>145 - TIF Mandeville Farm Industrial</b>			
<b>Revenues</b>			
Property Taxes	15,635	36,097	36,097
<b>Total Revenues</b>	<b>15,635</b>	<b>36,097</b>	<b>36,097</b>
<b>Expenditures</b>			
Operating	1,630	-	-
<b>Total Expenditures</b>	<b>1,630</b>	<b>-</b>	<b>-</b>
<b>146 - 170;181;182; 200 -241 - Lighting Districts</b>			
<b>Revenues</b>			
Penalty & Interest	3,080		
Special Assessments	370,033	362,785	368,160
Interest Income	5,001		-
<b>Total Revenues</b>	<b>378,114</b>	<b>362,785</b>	<b>368,160</b>
<b>Expenditures</b>			
Operating	385,874	414,520	398,005
Transfers			31,900
<b>Total Expenditures</b>	<b>385,874</b>	<b>414,520</b>	<b>429,905</b>
<b>174 - Victim/Witness Advocate</b>			
<b>Revenues</b>			
Police Court Fines	74,032	74,747	76,800
Interest Income	2,950	2,815	3,000
<b>Total Revenues</b>	<b>76,982</b>	<b>77,562</b>	<b>79,800</b>
<b>Expenditures</b>			
Operating	67,778	135,000	140,000
<b>Total Expenditures</b>	<b>67,778</b>	<b>135,000</b>	<b>140,000</b>
<b>175 - Senior Transportation</b>			
<b>Revenues</b>			
Property Taxes	85,018	89,062	80,331
Interest Income	217	215	200
<b>Total Revenues</b>	<b>85,235</b>	<b>89,277</b>	<b>80,531</b>
<b>Expenditures</b>			
Operating	85,585	89,277	80,331
<b>Total Expenditures</b>	<b>85,585</b>	<b>89,277</b>	<b>80,331</b>

	FY14 Actual	FY15 Budget	FY16 Recommended
<b>176 - BID Downtown Improv Dist</b>			
<b>Revenues</b>			
Principal	120,004	120,000	120,000
Assessments			
Penalty & Interest	148	175	
Donations		43,000	
Refunds & Reimbursements		4,500	
<b>Total Revenues</b>	<b>120,152</b>	<b>167,675</b>	<b>120,000</b>
<b>Expenditures</b>			
Operating	120,103	135,195	120,000
<b>Total Expenditures</b>	<b>120,103</b>	<b>135,195</b>	<b>120,000</b>
<b>177 - Neighborhood Association</b>			
<b>Revenues</b>			
Refunds & Reimbursements			-
Interest Income	7	7	10
<b>Total Revenues</b>	<b>7</b>	<b>7</b>	<b>10</b>
<b>179 - Disaster Relief (Hail Damage Events)</b>			
<b>Revenues</b>			
Refunds & Reimbursements			-
Interest Income	9,179		-
<b>Total Revenues</b>	<b>9,179</b>	<b>-</b>	<b>-</b>
<b>183 - Fire Department Special Revenue</b>			
<b>Revenues</b>			
Interest Income	576	715	550
Donations	2,500	2,500	3,000
Grants	44,167	-	-
Transfers	8,513		
<b>Total Revenues</b>	<b>55,756</b>	<b>3,215</b>	<b>3,550</b>
<b>Expenditures</b>			
Operating		-	-
Transfers	23,144		
<b>Total Expenditures</b>	<b>23,144</b>	<b>-</b>	<b>-</b>
<b>184 - Parks Master Plan/Improvement Grants</b>			
<b>Revenues</b>			
Transfers	76,387		-
<b>Total Revenues</b>	<b>76,387</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>			
Operating			
Capital	59,841		-
Transfers	47,547		
<b>Total Expenditures</b>	<b>107,388</b>	<b>-</b>	<b>-</b>

	FY14 Actual	FY15 Budget	FY16 Recommended
<b>186 - Development Impacts</b>			
<b>Revenues</b>			
Interest Income	2,212	2,378	
Loan P&I	5,167	5,162	
<b>Total Revenues</b>	<b>7,379</b>	<b>7,540</b>	<b>-</b>
<b>Expenditures</b>			
Operating	175,000	-	-
Transfers Out	-	56,248	-
<b>Total Expenditures</b>	<b>175,000</b>	<b>56,248</b>	<b>-</b>
<b>187 - Fire Dept Equipment</b>			
<b>Revenues</b>			
Property Taxes	337,202	356,250	321,324
Other		1,125	600
Interest Income	359		
<b>Total Revenues</b>	<b>337,561</b>	<b>357,375</b>	<b>321,924</b>
<b>Expenditures</b>			
Operating	33,154		
Capital	1,156,535	37,000	40,000
<b>Total Expenditures</b>	<b>1,189,689</b>	<b>37,000</b>	<b>40,000</b>
<b>188 - City/County Joint Drug Forfeiture</b>			
<b>Revenues</b>			
Fines			
Interest Income	1,126		
<b>Total Revenues</b>	<b>1,126</b>	<b>-</b>	<b>-</b>
<b>189 - Story Mansion Special Revenue</b>			
<b>Revenues</b>			
Charges for Sevices	30,575	29,735	27,500
<b>Total Revenues</b>	<b>30,575</b>	<b>29,735</b>	<b>27,500</b>
<b>Expenditures</b>			
Operating	29,396	18,673	26,355
<b>Total Expenditures</b>	<b>29,396</b>	<b>18,673</b>	<b>26,355</b>
<b>190 - Energy Grants</b>			
<b>Revenues</b>			
Refunds & Reimbursements		-	-
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>191 - Bozeman Tourism BID</b>			
<b>Revenues</b>			
Special Assessments	434,168	465,125	930,250
Penalty & Interest	801	800	2,000
<b>Total Revenues</b>	<b>434,969</b>	<b>465,925</b>	<b>932,250</b>
<b>Expenditures</b>			
Operations	431,136	465,125	932,250
<b>Total Expenditures</b>	<b>431,136</b>	<b>465,125</b>	<b>932,250</b>

	FY14 Actual	FY15 Budget	FY16 Recommended
<b>192 - TIFD South Bozeman Technology</b>			
<b>Revenues</b>			
Special Assessments	259		
Interest Income	(11)		
<b>Total Revenues</b>	<b>248</b>	-	-
<b>Expenditures</b>			
Operations	7,086		
<b>Total Expenditures</b>	<b>7,086</b>	-	-
<b>193 - Street Maint - Babcock SID</b>			
<b>Revenues</b>			
Principal	4,406	4,541	4,500
Interest	1,139	1,200	1,200
Interest Income	94	75	100
<b>Total Revenues</b>	<b>5,639</b>	<b>5,816</b>	<b>5,800</b>
<b>194 - Street Maint - Durston SID</b>			
<b>Revenues</b>			
Principal	3,221	4,135	3,500
Interest	1,710	1,800	1,750
Interest Income	359	325	350
Refunds & Reimbursements			
<b>Total Revenues</b>	<b>5,290</b>	<b>6,260</b>	<b>5,600</b>
<b>850 - Cash in Lieu of Parkland</b>			
<b>Revenues</b>			
Cash in Lieu of Parkland	10,435	-	-
Interest Income	2,190	-	-
<b>Total Revenues</b>	<b>12,625</b>	-	-
<b>Debt Service Funds</b>			
<b>300 - SID Revolving Fund</b>			
<b>Revenues</b>			
Special Assessments			
Interest Income	18,855	19,000	19,000
Loan Principal			
Loan Interest	1,442		
Transfers	143,529		18,235
<b>Total Revenues</b>	<b>163,826</b>	<b>19,000</b>	<b>37,235</b>
<b>Expenditures</b>			
Operating			-
Transfers		313,602	626,500
<b>Total Expenditures</b>	-	<b>313,602</b>	<b>626,500</b>
<b>303 - G.O. Refunding Series 2012</b>			
<b>Revenues</b>			
Property Taxes	694,947	273,274	274,675
Transfers			
<b>Total Revenues</b>	<b>694,947</b>	<b>273,274</b>	<b>274,675</b>
<b>Expenditures</b>			
Debt Service	706,975	273,274	274,675
<b>Total Expenditures</b>	<b>706,975</b>	<b>273,274</b>	<b>274,675</b>

	FY14 Actual	FY15 Budget	FY16 Recommended
<b>304 - Bond S &amp; I Parks &amp; Open Space Bond</b>			
<b>Revenues</b>			
Property Taxes	-	714,280	1,079,216
<b>Total Revenues</b>	-	<b>714,280</b>	<b>1,079,216</b>
<b>Expenditures</b>			
Debt Service	-	714,280	1,079,216
<b>Total Expenditures</b>	-	<b>714,280</b>	<b>1,079,216</b>
<b>305 - 2007 Downtown TIF Bonds</b>			
<b>Revenues</b>			
Interest Income	-	-	-
Transfers In	423,438	428,388	422,088
<b>Total Revenues</b>	<b>423,438</b>	<b>428,388</b>	<b>422,088</b>
<b>Expenditures</b>			
Debt Service	423,438	428,388	422,088
<b>Total Expenditures</b>	<b>423,438</b>	<b>428,388</b>	<b>422,088</b>
<b>310-445- SID Funds</b>			
<b>Revenues</b>			
Special Assessments	863,280	847,500	615,179
Penalty & Interest	2,037	197,700	1,270
Interest Income	197,937		9,940
Refunds & Reimbursements			
Miscellaneous Revenue			
<b>Total Revenues</b>	<b>1,063,254</b>	<b>1,045,200</b>	<b>626,389</b>
<b>Expenditures</b>			
Debt Service	547,761	1,045,200	379,800
Transfers	143,529		10,700
<b>Total Expenditures</b>	<b>691,290</b>	<b>1,045,200</b>	<b>390,500</b>
<b>Construction Funds</b>			
<b>500-566 - Construction Funds</b>			
<b>Revenues</b>			
Interest Income	62,967		-
Transfers	1,238		1,253,000
Asset Sale Proceeds	199,550		
Sale of Bonds	10,012,647	27,100,000	4,500,000
State Grants	39,916		
Loan Proceeds			400,000
<b>Total Revenues</b>	<b>10,316,318</b>	<b>27,100,000</b>	<b>6,153,000</b>
<b>Expenditures</b>			
Operating	42,814	33,600	
Capital	764,770	32,018,984	6,251,000
<b>Total Expenditures</b>	<b>807,584</b>	<b>32,052,584</b>	<b>6,251,000</b>

	FY14 Actual	FY15 Budget	FY16 Recommended
<b>Enterprise Funds</b>			
<b>600 - Water Fund</b>			
<b>Revenues</b>			
Penalty & Interest	2		
State Shared	1,494	1,690	1,500
Utility Charges	7,871,386	7,548,538	7,540,898
Interest Income	60,037	96,530	70,000
Donations	3,137,978		
Miscellaneous Revenue	52,113	50,000	50,000
Refunds & Reimbursements	5,037	2,720	5,000
Rents & Royalties		51,129	51,400
Administrative Reimbursement		521,716	1,260,128
<b>Total Revenues</b>	<b>11,128,047</b>	<b>8,272,323</b>	<b>8,978,926</b>
<b>Expenditures</b>			
Personnel & Benefits	2,039,652	2,452,167	2,763,683
Operating	3,872,108	2,818,905	3,303,492
Capital	902,903	2,437,220	2,618,406
Debt Service		786,699	1,313,010
Transfers			
<b>Total Expenditures</b>	<b>6,814,663</b>	<b>8,494,991</b>	<b>9,998,591</b>
<b>601 - Water Plant Construction Subfund</b>			
<b>Revenues</b>			
Interest Income	20,508	-	-
Transfers In	1,811,402		
<b>Total Revenues</b>	<b>1,831,910</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>			
Operating	464,264		
Capital	5,483,296		
Debt Service	429,438		
<b>Total Expenditures</b>	<b>6,376,998</b>	<b>-</b>	<b>-</b>
<b>610 - Water Impact Fee</b>			
<b>Revenues</b>			
Utilities & Enterprise	1,839,502	1,083,242	1,344,000
Interest Income	(5,887)	30,750	5,000
<b>Total Revenues</b>	<b>1,833,615</b>	<b>1,113,992</b>	<b>1,349,000</b>
<b>Expenditures</b>			
Operating	64,406	350,000	
Capital		350,000	132,000
Transfers	1,811,402	383,242	1,732,750
<b>Total Expenditures</b>	<b>1,875,808</b>	<b>1,083,242</b>	<b>1,864,750</b>
<b>602 - Sourdough Water Tank Construction</b>			
<b>Revenues</b>			
Other Financing Sources			6,600,000
Transfers In			1,732,750
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>8,332,750</b>
<b>Expenditures</b>			
Capital			6,600,000
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>6,600,000</b>



	FY14 Actual	FY15 Budget	FY16 Recommended
<b>620 - Waste Water Fund</b>			
<b>Revenues</b>			
Penalties & Interest	2		
State Shared	1,576	1,225	1,500
Utility & Enterprise	7,204,486	7,125,165	7,640,050
Interest Income	7,946	64,310	15,000
Refunds & Reimbursements	105,146	48,500	284,200
Contributed Capital	2,760,945		
<b>Total Revenues</b>	<b>10,080,101</b>	<b>7,239,200</b>	<b>7,940,750</b>
<b>Expenditures</b>			
Personnel & Benefits	2,129,310	2,147,187	2,048,154
Operating	4,803,630	2,816,982	3,218,778
Capital	1,616,569	1,537,500	2,059,328
Debt Service		584,268	1,704,247
Transfers			
<b>Total Expenditures</b>	<b>8,549,509</b>	<b>7,085,937</b>	<b>9,030,507</b>
<b>621 - EPA Grant</b>			
<b>Expenditures</b>			
Operating	362,072		-
<b>Total Expenditures</b>	<b>362,072</b>	<b>-</b>	<b>-</b>
<b>630 - Waste Water Impact Fee</b>			
<b>Revenues</b>			
Utility & Enterprise	1,139,448	1,005,295	1,065,500
Interest Income			-
<b>Total Revenues</b>	<b>1,139,448</b>	<b>1,005,295</b>	<b>1,065,500</b>
<b>Expenditures</b>			
Operating	30,008		
Capital		200,000	1,186,200
Debt Service		653,212	653,212
Transfers	1,132,546		
<b>Total Expenditures</b>	<b>1,162,554</b>	<b>853,212</b>	<b>1,839,412</b>
<b>640 - Solid Waste Fund</b>			
<b>Revenues</b>			
Penalty & Interest	1,413		
State Shared	1,002		
Recycling Revenue	200,137	212,750	240,750
Utilities & Enterprise	2,479,748	2,656,500	2,688,300
Interest Income	13,933	8,900	9,500
Miscellaneous Revenue	480		
Refunds & Reimbursements	1,705		
Rents and Royalties	12,933	10,000	12,500
Roll-Off Container Rental	6,232	5,500	8,000
Sales	4,331		
<b>Total Revenues</b>	<b>2,721,914</b>	<b>2,893,650</b>	<b>2,959,050</b>
<b>Expenditures</b>			
Personnel & Benefits	1,131,551	1,107,294	1,030,805
Operating	1,694,326	1,564,517	1,664,922
Capital		818,027	1,088,043
<b>Total Expenditures</b>	<b>2,825,877</b>	<b>3,489,838</b>	<b>3,783,770</b>

	FY14 Actual	FY15 Budget	FY16 Recommended
<b>641 - Landfill Closure Costs</b>			
<b>Revenues</b>			
Refunds & Reimbursements		646,000	
Loan Proceeds		1,700,000	
Interest Income	4,553	11,380	7,500
Sale of assets			1,130,000
<b>Total Revenues</b>	<b>4,553</b>	<b>2,357,380</b>	<b>1,137,500</b>
<b>Expenditures</b>			
Operations	4,132,333	640,000	180,000
Capital		1,700,000	100,000
<b>Total Expenditures</b>	<b>4,132,333</b>	<b>2,340,000</b>	<b>280,000</b>
<b>650 - Parking Fund</b>			
<b>Revenues</b>			
Licenses and Permits	214,169	207,660	252,303
State Shared	205		
General Government	84,390		
Fines and Forfeitures	304,280	393,000	359,939
Interest Income	1,933		1,400
Loan Interest	1,381		1,400
Refunds & Reimbursements	2,961	10,000	
Rents & Receivables		2,400	2,000
Transfers from other Funds	10,000	202,200	260,000
<b>Total Revenues</b>	<b>619,319</b>	<b>815,260</b>	<b>877,042</b>
<b>Expenditures</b>			
Personnel & Benefits	272,241	275,033	282,946
Operating	533,033	319,535	354,081
Capital		200,000	247,454
<b>Total Expenditures</b>	<b>805,274</b>	<b>794,568</b>	<b>884,481</b>
<b>670 - Storm Water Fund</b>			
<b>Revenues</b>			
Grants	5,281		
State Shared	41		
Utilities & Enterprise	262,782	718,125	825,000
Interest Income	430	2,383	2,100
Transfers from other Funds		140,000	140,000
<b>Total Revenues</b>	<b>268,534</b>	<b>860,508</b>	<b>967,100</b>
<b>Expenditures</b>			
Personnel & Benefits	96,363	290,700	364,708
Operations	64,818	427,926	174,597
Capital	16,317	96,650	231,650
Debt Service		140,000	225,351
<b>Total Expenditures</b>	<b>177,498</b>	<b>955,276</b>	<b>996,306</b>

	FY14 Actual	FY15 Budget	FY16 Recommended
<b>Internal Service Funds</b>			
<b>710 - Vehicle Maintenance</b>			
<b>Revenues</b>			
State Shared	267	250	
General Government	959,472	835,100	875,771
Interest Income	3,425	3,400	2,700
Refunds & Reimbursements	3,360	3,000	3,000
Sales	1,125		
<b>Total Revenues</b>	<b>967,649</b>	<b>841,750</b>	<b>881,471</b>
<b>Expenditures</b>			
Personnel & Benefits	327,186	317,071	380,994
Operating	759,041	555,416	765,965
Capital	16,978	15,500	30,500
<b>Total Expenditures</b>	<b>1,103,205</b>	<b>887,987</b>	<b>1,177,459</b>
<b>720 - Health-Medical Insurance</b>			
<b>Revenues</b>			
Public Welfare	4,106,971	4,125,635	4,476,785
Refunds & Reimbursements	3,168		-
Transfers In			
<b>Total Revenues</b>	<b>4,110,139</b>	<b>4,125,635</b>	<b>4,476,785</b>
<b>Expenditures</b>			
Operating	3,859,271	3,848,255	4,476,785
<b>Total Expenditures</b>	<b>3,859,271</b>	<b>3,848,255</b>	<b>4,476,785</b>
<b>Permanent Funds</b>			
<b>800 - Cemetery Perpetual Care</b>			
<b>Revenues</b>			
Public Welfare	89,048	82,000	100,000
Interest Income	6,106	5,600	6,000
<b>Total Revenues</b>	<b>95,154</b>	<b>87,600</b>	<b>106,000</b>
<b>865-883 - Public Welfare Grants</b>			
<b>Revenues</b>			
Cash Over/Short	(29)		
Interest Income	1		
Grants	1,090		
Refunds & Reimbursements	126,747		
<b>Total Revenues</b>	<b>127,809</b>	<b>-</b>	<b>-</b>
<b>Expenses</b>			
Operating	127,836		
<b>Expenditures</b>	<b>127,836</b>		
<b>TOTAL REVENUES</b>	<b>89,331,570</b>	<b>101,708,518</b>	<b>93,943,426</b>
<b>TOTAL EXPENDITURES</b>	<b>83,203,757</b>	<b>110,844,724</b>	<b>104,850,061</b>

## LOCAL ECONOMIC OUTLOOK & CITY LONG RANGE FINANCIAL PLANS

### Local Economic Outlook

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

- The Gallatin County economy was significantly impacted by the Great Recession throughout 2008, 2009, and 2010.
- By mid-2009 construction employment was down 30% from mid-2008 levels. There were sizeable declines in retail trade, transportation, and business services in early 2009.
- The national recession impacted non-resident travel to the area with spending declining significantly during 2008 and 2009. Recovery of this sector began in 2010 and 2011.
- By 2011 the outlook for the City and the County began to change. Bozeman and Gallatin County's base of high-tech industries continued to expand.
- In 2012 it was clear that recession impacts were concentrated in the homebuilding, construction, and non-residential travel industries.
- The Bozeman area is evolving into a regional trade center. Retail trade customers from the surrounding rural areas are now shopping in Bozeman rather than commuting to the Billings area.
- The BBER is forecasting moderate 3.2% growth from 2012-2015, which is down sharply from the 6% forecast in the 2001-2007 period. Despite estimated future growth remaining moderate, the area is projected to remain among one of the fastest growing urban areas in the State.
- As of 2013, job and income growth in the recovery for Bozeman and surrounding areas has been particularly impressive as it was achieved without contribution from the construction sector.
- Steady growth within Montana State University, particularly its research activities; good prospects for high-tech manufacturing and services; and an improved outlook for real estate and construction have combined to make the BBER's forecast for overall growth in the area higher than any other major urban area in the state.
- Excerpt from the Bozeman Daily Chronicle, May 31<sup>st</sup>, 2014 edition: "The city of Bozeman planning department got a hefty delivery last Thursday from its upstairs neighbor, the building department – 27 building permit applications, the most ever received in a single day." This record supports the growth trending in Bozeman after the recession. Building and permit revenues have been steadily increasing, and are projected to continue to do so through Fiscal Year 2015.

## **City Long Range Financial Plan**

**Capital Plans:** For more than a decade the City has prepared a 5-Year Capital Improvement Plan (CIP). The plan is prepared in the fall for the ensuing five (5) fiscal years. This fall, we will be preparing the FY17-FY21 Capital Improvement Plan.

The FY16-20 CIP contained scheduled projects totaling \$96.7 Million, and unscheduled projects of \$178 Million. The full plan can be found on the city's [Budget and Financial Reports](#)

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

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

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

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

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

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



# Department: CITY COMMISSION

Activity: General Government

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## **PROGRAM INFORMATION**

### **Program Description:**

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

### **Major Objectives:**

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

### **Budget Highlights:**

- Primary and General Elections for Mayor, Commissioner and Judge positions estimated to be \$32,000-\$36,000 per election.
- Increased stipends for Commissioners and Mayor.

### **Accomplishments:**

Anticipated for FY16: • Conduct Primary & General elections • Work with the City Employees to carry out the Adopted Work Plan Items

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

In the winter of 2015 the City Commission updated it's priorities for the coming year as follows: Important New-Affordable Housing, L&J, Vision, Mission & Strategy, Infill Historic Design and Unified Development Code Design. Ongoing-Important- Landfill, how to pay for Streets, Sewer, Broadband, Water and Stormwater. They also made a list of current items and one offs.

# Department: CITY COMMISSION

Activity: General Government

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$93,700	\$96,470	\$120,416	\$23,946	24.82%
Operating	\$129,665	\$69,900	\$119,800	\$49,900	71.39%
Capital	\$0	\$0	\$8,500	\$8,500	100.00%
Debt Service	\$0	\$0			100.00%
Transfers	\$0	\$0			100.00%
<b>Totals</b>	<b>\$223,365</b>	<b>\$166,370</b>	<b>\$248,716</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
1110 City Commission	\$219,865	\$166,370	\$248,716	\$82,346	49.50%
1130 Special Bodies/Study Commission/Ethics Board	\$3,500	\$0			100.00%
<b>Totals</b>	<b>\$223,365</b>	<b>\$166,370</b>	<b>\$248,716</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
010 General Fund	\$223,365	\$166,370	\$248,716	\$82,346	49.50%
<b>Totals</b>	<b>\$223,365</b>	<b>\$166,370</b>	<b>\$248,716</b>		



**Department: CITY COMMISSION**

Activity: General Government

**PERFORMANCE - WORKLOAD INFORMATION**

**Department Performance Measures:**

Workload Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
	<b>STAFF TO SUPPORT WORKLOAD</b>	<b>FTE</b>	2.10	2.10	2.10	2.10
WL1	<b>ORDINANCES PASSED</b>		33	22	20	30
WL2	<b>RESOLUTIONS PASSED</b>		60	66	65	70
WL3	<b>COMMISSION MEETINGS HELD</b>		43	48	50	50
WL4	<b>PUBLIC HEARINGS HELD</b>		43	48	48	50
WL5	<b>HOURS OF MEETINGS</b>		280	240	250	270
WL6	<b>PAGES OF MINUTES</b>		600	700	400	700
WL7	<b>EXECUTIVE SESSIONS</b>		3	3	5	5
WL8	<b>HOURS OF EXECUTIVE SESSIONS</b>		15	10	15	15

# Department: CITY MANAGER

Activity: General Government

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## **PROGRAM INFORMATION**

### **Program Description:**

The purpose of the City Manager's office is to provide overall leadership, direction, coordination, and support for the City's activities and workforce. The City Manager's office works to ensure that services provided are within: the law, the policies of the Bozeman City Commission, and the resources of the City. The City Manager provides information to the City Commission in an effort to support their ability to make informed policy decisions. The duties of the City Clerk include: attending all Commission meetings, preparing minutes, keeping official records of the City, publishing notices as needed and as required by law, acting as a staff person for the Commission, and preparing the Commission agenda in conjunction with the City Manager.

### **Major Objectives:**

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

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

### **Budget Highlights:**

• Neighborhood Coordinator – 1.00 FTE (moved from Community Development in FY15), • \$125,000 Strategic Vision Funding

### **Accomplishments:**

Anticipated for FY16:

- Continue to work toward completing Commission Adopted Goals, completing as many as possible.
- Complete the Strategic Vision Plan.

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

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

- Affordable Housing,
- Law & Justice Facility,
- Vision & Mission Strategy,
- Infill/Historic Design,
- UDC Design,
- Story Mill Landfill,
- Streets,
- Sewer,
- Broadband,
- Water,
- and Stormwater.

# Department: CITY MANAGER

Activity: General Government

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$546,318	\$595,519	\$635,194	\$39,675	6.66%
Operating	\$89,017	\$121,910	\$256,097	\$134,187	110.07%
Capital	\$9,987	\$0	\$5,000	\$5,000	100.00%
Debt Service	\$0	\$0			100.00%
Transfers	\$0	\$0			100.00%
<b>Totals</b>	<b>\$645,322</b>	<b>\$717,429</b>	<b>\$896,291</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
1210 City Administration	\$464,012	\$501,712	\$620,280	\$118,568	23.63%
1220 City Clerk	\$180,965	\$215,717	\$194,581	(\$21,136)	-9.80%
1260 Neighborhood/Economic Development Programs	\$345	\$0	\$81,430	\$81,430	100.00%
<b>Totals</b>	<b>\$645,322</b>	<b>\$717,429</b>	<b>\$896,291</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
010 General Fund	\$645,322	\$717,429	\$896,291	\$178,862	24.93%
<b>Totals</b>	<b>\$645,322</b>	<b>\$717,429</b>	<b>\$896,291</b>		

# Department: CITY MANAGER

Activity: General Government

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM1	Support the City Commission in their decision process by providing unbiased, accurate research and data from the staff a minimum of seven days prior to the introduction of an item as an agenda item	80%	98%	98%	98%	98%
PM2	Assure citizens of transparent local government through established, maintained, and staffed open office hours, live televised and internet streamed public meetings, advertised Commission agendas, accessible public records, and information available through the City's web page at www.Bozeman.net.	100%	100%	100%	100%	100%
PM3	An open local government supported by a visible City Manager who meets regularly with the County Commissioners, leadership of MSU, the Chamber of Commerce, economic development organizations, the Bozeman School District, and civic groups.	100%	100%	100%	100%	100%
PM4	Public resources allocated effectively and lawfully. Qualified independent auditors will perform annual audits, a public budget process, and emphasis within the budget consistent with the City's adopted goals and work plan.	100%	100%	95%	100%	100%
PM5	Employee matters handled in an equitable and lawful manner that minimizes the risk of loss to the City and its employees.	100%	100%	100%	100%	100%
PM6	Opportunities to participate in world class leadership skills training seminars by senior staff will result in a well-led and coordinated workforce whose culture and work environment is built on the City's core values of Integrity, Leadership, Service and Teamwork.	100%	100%	100%	100%	100%
Workload Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
STAFF TO SUPPORT WORKLOAD		FTE	8.00	5.00	5.00	6.00
WL01	Contracts Negotiated with Bargaining Units		0	0	3	1
WL02	Commission Meetings Attended		69	44	46	46

# Department: MUNICIPAL COURT

Activity: General Government

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## **PROGRAM INFORMATION**

### **Program Description:**

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

### **Major Objectives:**

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

### **Budget Highlights:**

No significant budget changes from FY15. No significant budget highlights for FY16.

### **Accomplishments:**

Anticipated for FY16: • Continue effective communications with the City Attorney, City Prosecutor, Public Defenders Office, and Law Enforcement Agencies; • Additional training to all staff; • Maintain updates of computer program, jury program, scanning recor; • Maintain improved access to archive records; • Efficiently handle increased volume of motions, hearings, and trials.

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

No specific items identified this year.

# Department: MUNICIPAL COURT

Activity: General Government

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$504,322	\$524,837	\$538,137	\$13,300	2.53%
Operating	\$137,076	\$153,638	\$156,638	\$3,000	1.95%
Capital	\$0	\$0			100.00%
Debt Service	\$0	\$0			100.00%
Transfers	\$0	\$0			100.00%
<b>Totals</b>	<b>\$641,398</b>	<b>\$678,475</b>	<b>\$694,775</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
1310 Municipal Court	\$641,398	\$678,475	\$694,775	\$16,300	2.40%
<b>Totals</b>	<b>\$641,398</b>	<b>\$678,475</b>	<b>\$694,775</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
010 General Fund	\$641,398	\$678,475	\$694,775	\$16,300	2.40%
<b>Totals</b>	<b>\$641,398</b>	<b>\$678,475</b>	<b>\$694,775</b>		

# Department: MUNICIPAL COURT

Activity: General Government

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM01	In an effort to maintain current and efficient criminal and civil dockets, the average age of cases will be as follows: Initial Appearance, Judge, Jury	< 1 Mo., 10-15 <6 Mos.	100%	100%	100%	100%
PM02	Cases Resolved on First Appearance	60%	50%	50%	50%	50%
PM03	Bozeman Municipal Court's Effectiveness equals or exceeds the standards in all cases and remains in compliance with Montana law relating to referrals of disposition of cases to the Department of Motor Vehicles within 15 days.	15 DAYS	100%	100%	100%	100%
PM04	Time Spent to Initialize Time Pay Agreement	10 min/case	10 min/case	10 min/case	10 min/case	10 min/case
PM05	Daily Time Devoted to Time Pay Per Clerk (phone, counter, summons, warrant)	50% clerk	50% clerk	50% clerk	50% clerk	50% clerk
Efficiency Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM06	Number of: Judge Trials, Jury Trials, Open Court, Misc. Hearings	3 days wkly, 2 wkly, 3 days wkly, 3 days wkly	100%	100%	100%	100%
PM07	Ticket Entry per Hour	20	20	15	15	15
PM08	Processing of Open Court Paperwork & Judge Trials	1/2 DAY	½ day	½ day	½ day	½ - ¾ day
PM09	Municipal Court Trials: Clerk Time in Court Room w/Judge During Trial	10%	30 %	30 %	30 %	30 %
Workload Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
STAFF TO SUPPORT WORKLOAD		FTE	8.50	8.50	8.50	8.50
WL01	Court Citations		7669	7,189	7,400	7,500
WL02	Judge Trial Requests	Calendar Year (FY14 = 2014)	370	296	325	325
WL03	Jury Trial Requests	Calendar Year (FY14 = 2014)	N/A	332	360	345

# Department: MUNICIPAL COURT

Activity: General Government

WL04	Pre-Trial Hearings (suppression, etc.) New procedure for FY11, instead of auto set Jury trial. Beginning in FY14, no longer tracking omnibus hearings.	Calendar Year (FY14 = 2014)	1027	564	750	750
WL05	Open Court Proceedings: Hours per Week	7	7	8	8	8
WL06	Judge Trials Held	Calendar Year (FY14 = 2014)	N/A	33	35	37
WL07	Jury Trials Held	Calendar Year (FY14 = 2014)	17	17	15	17
WL08	Temporary orders of protection	Calendar Year (FY14 = 2014)	N/A	67	80	75
WL09	Summons Issued	Calendar Year (FY14 = 2014)	N/A	2,068	2,075	2,080
WL10	Warrants Issued	Calendar Year (FY14 = 2014)	N/A	1,260	1,275	1,270
WL11	Appeals	Calendar Year (FY14 = 2014)	7	9	7	9
WL11	Open Court appearances (daily average)	Calendar Year (FY14 = 2014)	23.5	23.09	25	24



# Department: CITY ATTORNEY

Activity: General Government

## PROGRAM INFORMATION

### Program Description:

The City Attorney is the legal advisor and primary attorney for the city and as such is responsible for 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 legal proceedings involving the City; prosecute misdemeanors including DUI, domestic violence related cases, and other offenses committed within City; provide legal advice to the City Commission, City Manager, and all departmental staff and boards; and prepare or review contracts, deeds, resolutions, ordinances, and other municipal documents. The City Attorney's Office also oversees litigation involving the city conducted by appointed counsel.

### Major Objectives:

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

### Budget Highlights:

- Provide adequate funding for staff/attorney professional development
- Provide budget support for ongoing programs and costs
- Fully Fund Victim/Witness Program - \$140,000
- Fees for Outside Counsel/Litigation Costs - \$TBD

### Accomplishments:

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

### Adopted Work Plan Items:

- Actively participate with the City's leadership team in prioritizing and managing all aspects of the City's services and operations.
- Complete projects/initiatives established as goals by the City Commission. Assist in implementing the City Manager's 2015/2016 Work Plan with a particular focus on public works projects, economic development (broadband), community development reforms,

## Department: CITY ATTORNEY

Activity: General Government

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

# Department: CITY ATTORNEY

Activity: General Government

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$702,009	\$846,717	\$885,505	\$38,788	4.58%
Operating	\$220,615	\$233,125	\$328,800	\$95,675	41.04%
Capital	\$5,460	\$0			100.00%
Debt Service	\$0	\$0			100.00%
Transfers	\$0	\$0			100.00%
<b>Totals</b>	<b>\$928,084</b>	<b>\$1,079,842</b>	<b>\$1,214,305</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
1410 City Attorney	\$770,474	\$919,342	\$974,305	\$54,963	5.98%
1430-1446 Civil Litigation	\$89,832	\$25,000	\$100,000	\$75,000	300.00%
1460 Criminal Prosecution - General	\$0	\$500			
1462 Criminal Prosecution - Victim/Witness	\$67,778	\$135,000	\$140,000	\$5,000	3.70%
<b>Totals</b>	<b>\$928,084</b>	<b>\$1,079,842</b>	<b>\$1,214,305</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
010 General Fund	\$860,306	\$944,842	\$1,074,305	\$129,463	13.70%
174 Victim Witness Advocate	\$67,778	\$135,000	\$140,000	\$5,000	3.70%
<b>Totals</b>	<b>\$928,084</b>	<b>\$1,079,842</b>	<b>\$1,214,305</b>		

# Department: CITY ATTORNEY

Activity: General Government

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Workload Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	7.00	7.00	10.20	10.20
WL01	New Cases: City Police		1100	1061	577	1100
WL01	New Cases: MSU Police		128	110	85	150
WL03	Open Cases: Active		1,613	1200	1898	1600
WL04	Open Cases: Warrant		443	450	388	450
WL05	Bench Trials: Guilty		62	52	16	40
WL06	Bench Trials: Not Guilty		1	16	2	5
WL07	Jury Trials: Scheduled		421	281	184	300
WL08	Jury Trials: Guilty		16	9	9	10
WL09	Jury Trials: Not Guilty		8	1	2	1
WL10	Jury Trials: Appealed		3	2	0	1
WL11	Hearings: Amount of Restitution Ordered		\$132,071	\$132,113	>41,590.05	\$135,000
WL12	Hearings: Revocation Motions Filed		204	431	186	400
WL13	Number of Requests for Prosecution		78	65	17	50
WL14	Number of Requests for Hearings		n/a	606	618	1000
WL14	New Cases: Title 45		505	476	290	500
WL15	DUI Cases: Opened		279	304	142	300
WL15	New Cases: Traffic		313	312	162	300

# Department: CITY ATTORNEY

Activity: General Government

WL16	DUI Cases: Amended To A Lesser Charge	115	152	127	150
WL16	New Cases: Civil Infractions	32	21	30	30
WL17	DUI Cases: Pleaded As Charged	141	150	114	150
WL18	DUI Cases: Dismissed	1	2	0	0
WL19	New Cases	1,228	1,171	662	1250
WL20	New Cases: Domestic	66	56	52	70
WL24	Requests for Confidential Criminal Justice Information (CJI)	9	38	15	30

# Department: ADMINISTRATIVE SERVICES

Activity: General Government

## PROGRAM INFORMATION

### Program Description:

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

1. The ADMINISTRATION division's purpose is to provide financial planning and budgeting services and oversight. Insurance administration, capital improvements planning, and long-range financial planning is done through this division, along with general leadership for the Department as a whole, including Grants efforts.
2. The ACCOUNTING division's purpose is to properly record and account for the finances of the City. The division is responsible for processing accounts payable, the recording of fixed assets, and the preparation of all financial statements.
3. The TREASURY division's purpose is to properly bill and collect amounts owed to the City. The Treasury division collects and invests all City funds, bills utility charges to customers, and special improvement district assessments to property owners. The division also issues business and pet licenses, collects parking tickets, and records cemetery lot sales.
4. The INFORMATION TECHNOLOGY division's purpose is to manage and operate the City's enterprise applications and networking services. The division provides technology services to the City departments and customers; support, training and research for City staff; and manages and maintains daily operations of the data centers.
5. The HUMAN RESOURCES division's purpose is to support City functions by ensuring the capability and stability of the workforce. The manager supports administrators and directors with current lawful information that provides sound recruitment practices and protects the employment rights of the City and the workforce member.

### Major Objectives:

- To manage and account for the City's finances in accordance with Generally Accepted Accounting Principles (GAAP), as set forth by the Governmental Accounting Standards Board (GASB).
- To prepare a Comprehensive Annual Financial Report (CAFR) in conformity with GAAP
- To prepare a comprehensive budget on an annual basis that encompasses all funds of the City.
- To seek to maintain a diversified and stable revenue base.
- To seek to collect all funds due the City.
- To monitor all department grants for compliance with federal and state regulations and reporting requirements.
- To develop a system of sound internal controls in all City departments.
- To provide all City departments budgetary and expenditure information on a timely basis to enable the departments to operate within appropriation levels established by the City Commission.
- To assure efficient and effective management of the public's resources by providing quality financial services.
- To safeguard and account for City assets and to provide accurate and timely budgetary and financial data to management, City Commission, and the citizens of Bozeman.
- To provide knowledgeable and courteous customer service to all individuals who contact Administrative Services with questions or concerns.
- To safeguard the City's financial assets through prudent investing, budgeting and expenditure control.
- To manage and operate the City's Enterprise Applications and Networking services.
- To provide secure, dependable information technology services to City departments and customers.
- To provide support, training, and research for City Staff with their desktop applications, both data and voice.
- To manage and maintain the daily operations of the data centers.
- To ensure 99% uptime for all Information Technology Service.
- To manage and maintain a functional web site for both citizens and staff.

### Budget Highlights:

- Software maintenance contracts - \$245,167
- CIP GF062: Replacement of Personal Computers - \$65,000
- CIP GF080: City Wide Router & Switch Replacement - \$40,000
- CIP GF079: Replacement of Professional Building Switches - \$25,000
- CIP GF197: Office

## Department: ADMINISTRATIVE SERVICES

Activity: General Government

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2013 Upgrade - \$70,000

### Accomplishments:

Anticipated for FY16: • Close monthly accounting functions by the 20th day of the following month. • Receive a clean audit opinion with no continuing or new audit comments. • Properly account for Federal and State Grants and Loans. • Installation and training internally and across departments for utilization of new Qrep reporting software module. • Improve information sharing with Planning Department and Engineering and GIS Divisions to provide for more timely and accurate land parcel and owner information. • Hire and train appropriate staff to meet the City's staffing needs; • Update of Strategic Information Technology Plan; • Development of a comprehensive employee training program; • Upgrade to Office 2013; • Migration of remaining SQL databases over to the new SQL Server 2012 Cluster; • Continue upgrades to City Website to enhance the public's access to City information; • Continue upgrade and maintenance to the City VoIP phones and gateways; • Continue the migration of physical servers to virtual servers and continue upgrades to aging routers and switches at selected locations; • Litigation hold solution.

### Adopted Work Plan Items:

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

# Department: ADMINISTRATIVE SERVICES

Activity: General Government

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$1,340,711	\$1,490,392	\$1,528,097	\$37,705	2.53%
Operating	\$510,222	\$643,788	\$719,908	\$76,120	11.82%
Capital	\$85,882	\$105,744	\$135,000	\$29,256	27.67%
Debt Service	\$0	\$0			100.00%
Transfers	\$0	\$0			100.00%
<b>Totals</b>	<b>\$1,936,815</b>	<b>\$2,239,924</b>	<b>\$2,383,005</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
1510 Finance Administration	\$159,701	\$164,937	\$164,457	(\$480)	-0.29%
1520 Accounting	\$422,604	\$457,291	\$441,646	(\$15,645)	-3.42%
1530 Treasury	\$308,661	\$354,001	\$363,097	\$9,096	2.57%
1545 Information Technology	\$803,135	\$965,407	\$1,112,796	\$147,389	15.27%
1560 Human Resources	\$242,714	\$298,288	\$301,009	\$2,721	0.91%
<b>Totals</b>	<b>\$1,936,815</b>	<b>\$2,239,924</b>	<b>\$2,383,005</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
010 General Fund	\$1,907,070	\$2,239,924	\$2,383,005	\$143,081	6.39%
500 Construction Funds	\$29,745	\$0			100.00%
<b>Totals</b>	<b>\$1,936,815</b>	<b>\$2,239,924</b>	<b>\$2,383,005</b>		



# Department: ADMINISTRATIVE SERVICES

Activity: General Government

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM01	Finance: Distinguished Budget Presentation Award for the Government Finance Officer's Association	RECEIVED	RECEIVED	RECEIVED	RECEIVED	WILL APPLY
PM02	Finance: Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officer's Association	RECEIVED	RECEIVED	APPLIED	WILL APPLY	WILL APPLY
PM03	Finance: City's Bond Rating: General Obligation		Aa3	Aa3	Aa3	Aa3
PM04	Finance: City's Bond Rating: Downtown Tax Increment District Rating		BBB+	BBB+	BBB+	BBB+
PM05	Finance: Monthly Checklist Items Done Correctly the First Time	95%	99%	99%	99%	99%
PM06	IT: Help Desk Calls Resolved	99%	99%	99%	99%	99%
PM07	IT: Phone System Uptime	99%	99%	99%	99%	99%
PM08	IT: Data Network Uptime	99%	99%	99%	99%	99%
PM09	IT: Point to Point Links Uptime (Fiber and Copper)	99%	99%	99%	99%	99%
PM10	IT: Enterprise Application Uptime	99%	99%	99%	99%	99%
PM11	IT: Server Uptime	99%	99%	99%	99%	99%
PM12	Treasury: Accounts Receivable Statements Mailed by the 15th of the Month	98%	100%	100%	100%	100%
PM13	Treasury: Average # of Water Customers on Shut-off List per Month	<10	<10	<12	<12	<12
PM14	HR: The Recruitment process will protect the work force and City rights, and results in matching appropriate hires with appropriate jobs		100%	100%	100%	100%
PM15	HR: Low turnover, resulting in a stable workforce		100%	100%	100%	100%

# Department: ADMINISTRATIVE SERVICES

Activity: General Government

PM16	HR: Continual skill improvement training results in a competent, effective and efficient workforce		100%	100%	100%	100%
<b>Workload Measures</b>		<b>Standard</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Budgeted</b>	<b>FY16 Estimated</b>
	<b>STAFF TO SUPPORT WORKLOAD</b>	<b>FTE</b>	11.00	19.00	21.50	21.50
WL01	Finance: Accounts Payable Checks Processed		12,680	10,453	12,800	11,000
WL02	Finance: Federal Awards Expended (Grants)		\$439,245	\$604,356	\$350,000	600,000
WL03	Finance: IRS Informational Returns		85	106	90	120
WL04	IT: Help Desk Calls Created and Completed		1,500	1,600	1800	1900
WL05	IT: Hours Phone System is in Service: Possible Available = 8,760		8,755	8,745	8,750	8755
WL06	IT: Hours Data Network is in Service: Possible Available = 8,760		8,750	8,755	8,750	8755
WL07	IT: Point to Point Links: On Network/In Service (Fiber & Copper)		18	19	20	20
WL08	IT: Hours of Enterprise Applications Availability: Possible Available = 8,760		8,750	8,750	8,755	8755
WL09	IT: Hours of Server Farm Availability: Possible Available = 8,760		8,759	8,755	8,759	8759
WL10	Treasury: SID Statements Issued & Processed		16,200	16,424	16,500	16,800
WL11	Treasury: Utility Bills Issued & Processed		221,591	155,000	162,000	
WL12	Treasury: Business Licenses (Calendar Year)		3,500	3,779	3,800	3,800
WL13	Open Positions (Calendar Year)		85	113	125	115
WL14	Positions Filled (Calendar Year)		85	112	125	115

# Department: COMMUNITY DEVELOPMENT

Activity: General Government

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## PROGRAM INFORMATION

### Program Description:

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

### Major Objectives:

LONG RANGE PLANNING: • Engage the community in preparing and periodically updating our “Growth Policy” (Comprehensive Plan) • Develop and evaluate the Unified Development Code (Zoning and Development Standards Code) to ensure effective and efficient implementation of the Comprehensive Plan. • Assist other departments and agencies with Capital Improvement planning. • Prepare and implement special studies, reports, and sub-area plans. • Coordinate with public and private organizations and agencies in implementing the community based vision. DEVELOPMENT REVIEW: • Provide exemplary customer service by making the planning process accessible, understandable, and efficient. • Evaluate and make recommendations to the Planning Board, City Commission, and /or Director of Public Works on all applications for annexations and subdivisions of land. • Evaluate and make recommendations to the Development Review Committee, Design Review Board, Zoning Commission and City Commission on all proposals for site development. • Provide property owners with assistance to resolve non-conformities • Review business licenses and building permit applications for compliance with the Zoning Ordinance. • Aid the City Commission and the Community Affordable Housing Advisory Board in implementing regulatory reform to increase the stock of affordable housing. • Develop a visually appealing and historically rich community by encouraging the preservation of Bozeman’s historic landmarks, districts, and neighborhoods. • Facilitate and coordinate the City’s Development Review and Design Review processes to ensure compliance. • Continue to promote local historic preservation education through various public forums. • Administer the City’s impact fee program. COMMUNITY DEVELOPMENT: • Assist and coordinate with other departments, public agencies, and non-profits as needed with various grants. • Participate in the City’s affordable housing programs • Support the City’s economic development programs.

### Budget Highlights:

• Planning contracted services - \$30,000; • UDC Update - \$300,000; Historic Structure Inventory – \$30,000; Legal Services - \$15,000; Mediation Services - \$2,000; Training and Education \$12,000

### Accomplishments:

Anticipated for FY16: •Continued implementation of community development customer service delivery improvements. • Continued excellent project management of current workload. • Review and revise City’s Unified Development Ordinance (UDC) to advance community goals and Commission direction. • Continue implementation of Bozeman Community Plan. • Implementation and support of City of Bozeman Economic Development Plan. • Continue implementation of Downtown Bozeman Improvement Plan • Complete Affordable Housing Code Evaluation and draft proposed amendments • Complete drafting of UDC amendments regarding Neighborhood Conservation Overlay (NCOD) addressing demolition and obligation to maintain. • Continued coordination and cooperation on planning issues with Gallatin County, School District 7, Montana State University, Montana Department of Transportation, Gallatin Valley Land Trust, and other public and private organizations. • Special projects as directed.

### Adopted Work Plan Items:

Spearhead: UDC Update/Revision, Affordable Housing Goals, Priority Setting and Code Revisions, Provide planning assistance with: Police & Municipal Court building; Design Guideline update; Neighborhood Conservation Overlay assessment and corresponding adjustments to applicable municipal codes.

# Department: COMMUNITY DEVELOPMENT

Activity: General Government

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$670,789	\$758,750	\$718,262	(\$40,488)	-5.34%
Operating	\$56,939	\$170,788	\$528,047	\$357,259	209.18%
Capital	\$8,916	\$0	\$7,500	\$7,500	100.00%
Debt Service	\$0	\$0			100.00%
Transfers	\$0	\$0			100.00%
<b>Totals</b>	<b>\$736,644</b>	<b>\$929,538</b>	<b>\$1,253,809</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
1610 Planning Operations	\$117,529	\$255,942	\$704,782	\$448,840	175.37%
1620 Development Review	\$152,650	\$415,143	\$333,562	(\$81,581)	-19.65%
1630 Long-Range Planning	\$48,168	\$242,523	\$203,541	(\$38,982)	-16.07%
1640 Annexation	\$51,103	\$0			100.00%
1650 Code Enforcement	\$9,187	\$0			100.00%
1660 Historic Preservation	\$67,850	\$0	\$11,924	\$11,924	100.00%
1670 Zoning Operations	\$249,513	\$0			100.00%
1680 Neighborhoods	\$40,644	\$15,930			
<b>Totals</b>	<b>\$736,644</b>	<b>\$929,538</b>	<b>\$1,253,809</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
100 Community Development Fund	\$736,644	\$929,538	\$1,253,809	\$324,271	34.89%
<b>Totals</b>	<b>\$736,644</b>	<b>\$929,538</b>	<b>\$1,253,809</b>		

# Department: COMMUNITY DEVELOPMENT

Activity: General Government

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM02	Resident satisfaction with how well the City is planning for growth		NA	NA	NA	High
Efficiency Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM01	Average number of work days to act on development applications		NA	NA	NA	120
PM03	Percentage of building permit application reviewed within 3 work days		NA	NA	NA	85%
PM04	Percentage of New Business Licenses Reviewed within 2 work days		NA	NA	NA	95%
Workload Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	9.00	8.00	11.60	10.60
WL01	Number of development applications submitted		513	609	N/A	450
WL02	Number of Development Applications Approved		NA	NA	NA	405
WL03	Long-range planning hours		NA	NA	NA	2,200 hours
WL04	Certificates of Appropriateness		259	229	252	100
WL05	Sign Reviews: Permanent and Temp		168	162	178	150

# Department: FACILITIES MANAGEMENT

Activity: General Government

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## **PROGRAM INFORMATION**

### **Program Description:**

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

### **Major Objectives:**

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

### **Budget Highlights:**

• CIP Item GF103- Begin upgrades for ADA Transition Plan - \$15,000; • CIP Item GF104 – Begin City Energy Upgrades that are part of work with McKinstry: Senior Center - \$30,000; • CIP Item GF201 – Fire Station #2 Siding Replacement - \$24,000; • CIP Item GF220 – Replace Overhead Doors and Seals at the Bozeman Shop Complex - \$30,000; • CIP Item GF221 – Revise Basement Restroom Arrangement at the Bozeman Senior Social Center - \$20,000; • CIP Item GF237 - Stormwater Enhancement System at City Shops Complex - \$50,000

### **Accomplishments:**

Anticipated for FY16: • Clean Leaves off Roofs; • Annual Generator Maintenance for Multiple Buildings; • Install More Lights on the North End of the West Side of the Building at the Bozeman Public Library; • Stripe, Crack Seal and Seal Coat Multiple Building Parking Lots; • Address the CIP Items for FY 16; • Begin All Identified FCI Items in 2012 Report; • Irrigation Repairs and Upgrades on Building Grounds; • Annual Maintenance of all HVAC Units; • General Building Maintenance for all City Buildings; • Clean the Bozeman Public Library Brick Spalling; • Upgrade or Renew Any Needed Contracted Services Agreements.

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

# Department: FACILITIES MANAGEMENT

Activity: General Government

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$257,629	\$263,175	\$268,792	\$5,617	2.13%
Operating	\$879,555	\$989,019	\$913,957	(\$75,062)	-7.59%
Capital	\$31,306	\$150,125	\$184,500	\$34,375	22.90%
Debt Service	\$0	\$0			100.00%
Transfers	\$0	\$0			100.00%
<b>Totals</b>	<b>\$1,168,490</b>	<b>\$1,402,319</b>	<b>\$1,367,249</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
1810 City Hall	\$449,154	\$408,628	\$394,214	(\$14,414)	-3.53%
1820 Fire Station #1	\$48,752	\$47,850	\$47,400	(\$450)	-0.94%
1830 Shops Complex	\$96,750	\$102,770	\$161,550	\$58,780	57.20%
1840 Professional Building	\$120,103	\$340,327	\$248,100	(\$92,227)	-27.10%
1850 Senior Center	\$106,162	\$156,169	\$127,500	(\$28,669)	-18.36%
1860 Library	\$247,469	\$246,920	\$255,750	\$8,830	3.58%
1870 Fire Station #2	\$30,175	\$26,070	\$44,375	\$18,305	70.21%
1880 Fire Station #3	\$38,107	\$43,605	\$42,045	(\$1,560)	-3.58%
1890 Vehicle Maintenance Facility	\$31,818	\$29,980	\$46,315	\$16,335	54.49%
<b>Totals</b>	<b>\$1,168,490</b>	<b>\$1,402,319</b>	<b>\$1,367,249</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
010 General Fund	\$1,168,490	\$1,402,319	\$1,367,249	(\$35,070)	-2.50%
<b>Totals</b>	<b>\$1,168,490</b>	<b>\$1,402,319</b>	<b>\$1,367,249</b>		

# Department: FACILITIES MANAGEMENT

Activity: General Government

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM01	Average Response Time: Emergency Repairs 1 hour or less on most days depending on timing and other projects.	30 Minutes	95%	92%	90%	90%
PM02	Average Response Time: Minor, Non-emergency Repairs (In-House) 1 day to check issues and then make arrangements for the needed repairs. This year Facilities will now be based on contacts received on City Works. Requests will be placed on our full schedule and people making the requests will be contacted on when the requested work can be done and we will also let them know when projects are completed.	3 DAYS	95%	95%	88%	90%
PM03	Average Response Time: Minor, Non-emergency Repairs (In House or some Contracted) at least 2 days or longer depending on ordering materials and equipment, scheduling outside professionals, and getting the needed quotes depending on anticipated project costs. Response time will now be based on requests received on City Works and scheduled and assigned to staff members or scheduled with Contractors or Service Providers.	12 DAYS	95%	92%	88%	90%
PM04	Facility User Ratings: Quality is in the high range. We have not done a recent survey of building occupants to formally assess their rating of current building conditions or our performance. Most comments when we have been working with folks is that the conditions are good to very good and that our response, information provided, and repairs and renovations are positive and often appreciated.	90%	88%	80+%	86%	87%
Efficiency Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM05	Claims Turn-Around: Review & Approval to Finance. Most are processed as soon as they are received and others after the work being billed for is inspected and approved. I am now working with the newly assigned assistance in Public Works since my move to a new office at the Alfred M. Stiff Professional Building.	6 DAYS	95%	95%	91%	92%
Workload Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
STAFF TO SUPPORT WORKLOAD. Lots of projects and buildings that Facilities is directly responsible for. We have been doing a lot of work with other departments on projects too. New projects come up during the fiscal year in addition to the projects that are put into the budget request for the year. This also leads to additional workload.		FTE	3.0	3.50	3.50	3.50



# Department: POLICE

Activity: Public Safety

## PROGRAM INFORMATION

### Program Description:

The Bozeman Police Department budget unit accounts for costs associated with providing all law enforcement services to the citizens of the City of Bozeman. The general fund budget primarily supports the efficient and effective operation of the patrol, investigative and support services divisions. Officers from these divisions are tasked with detecting, preventing, and investigating all crimes occurring within the City. **PATROL DIVISION:** The Patrol Division is primarily responsible for the enforcement of State of Montana statutes and City of Bozeman Ordinances. The officers within this division operate around the clock, every day, and handle emergency calls for service along with proactive foot and bicycle patrols, property checks, public assists and citizen education. Additionally, the traffic unit investigates motor vehicle crashes and helps ensure the safety of our roadways through traffic education and enforcement. Additional specialty assignments include K9, Special Response Team, Field Training Officers, Crisis Intervention Team and Drug Recognition Experts. **SUPPORT SERVICES DIVISION:** The Support Services Division oversees animal control officers, code compliance officers, community resource officer, vehicle procurement and maintenance, uniform and equipment procurement, departmental training and standards, and police officer recruitment and hiring. The division also conducts background investigations on prospective employees, coordinates citizen volunteers, and handles the bicycle registration program and abandoned bicycle auction. Support Services conducts various community outreach events such as the Citizen's Police Academy, National Night Out, and Shop with a Cop and participates in ongoing community programs such as the Bozeman Police Landlord Partnership, various homeowners associations, and the Inter Neighborhood Council. **DETECTIVE DIVISION:** The Detective Division is responsible for investigating felony criminal activity including crimes against persons, sexual offenses, crimes against children, internet crimes, property crimes, and other complex investigations. Detectives are also responsible for conducting public education presentations, assisting with background investigations, carrying out internal affairs investigations and assisting the patrol division and other agencies with investigations. The Detective Division maintains a Computer Crime Unit that is a part of the Montana Internet Crimes Against Children Task Force (ICAC), and maintains team memberships in the Gallatin County Sexual Assault Response Team and the Child Sexual Assault Multi-Disciplinary Team. There are four School Resource Officers (SRO's) in the Detective Division assigned to the Bozeman School District whose primary duties are to enforce laws on the school campuses and provide safety and security input to school staff. The Detective Division is also responsible for administering the department's Sexual and Violent Offender Registry Program (SVORP). **DRUG FORFEITURE:** The drug forfeiture budget accounts for the City of Bozeman's costs related to the drug enforcement efforts within the Missouri River Drug Task Force (MRDTF) as outlined in the MRDTF Local Drug Task Force Inter-local Agreement. The MRDTF encompasses six counties to include Gallatin, Lewis and Clark, Broadwater, Meagher, Madison and Park. This task force is focused on the investigation of local and regional drug and firearm offenses.

### Major Objectives:

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

## Department: POLICE

Activity: Public Safety

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### Budget Highlights:

- CIP Item GF053 - Replacement of 3 patrol vehicles and equipment - \$162,000; • CIP Item GF051 – Replacement of 1 Animal Control Truck and animal containment unit - \$33,000. •OVW Gallatin Project Grant - \$193,000

### Accomplishments:

Anticipated for FY16: • Continue to work jointly with City/County leadership toward decision of location and later design of municipal justice facility • Continue to work jointly with City/County/911 leadership to implement and fund necessary communication infrastructure improvements • Maintain the Sexual and Violent Offender Registration Program (SVORP) in which compliance is maximized through the physical check of 100% of registered offenders. • Minimize overall risk and liability by continuing to maintain the highest training standards for all Bozeman Police Department employees. • Continue seeking and obtaining federal, state and local grants in an effort to offset general fund expenditures.

### Adopted Work Plan Items:

The Police Department is working to work jointly with City/County leadership toward decision of location and later design of municipal justice facility • Continue to work jointly with City/County/911 leadership to implement and fund necessary communication infrastructure improvements.

# Department: POLICE

Activity: Public Safety

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$6,890,966	\$6,207,155	\$6,282,687	\$75,532	1.22%
Operating	\$988,002	\$1,141,095	\$1,158,438	\$17,343	1.52%
Capital	\$1,044,255	\$22,196,500	\$195,000	(\$22,001,500)	-99.12%
Debt Service	\$0	\$0			100.00%
Transfers	\$0	\$0			100.00%
<b>Totals</b>	<b>\$8,923,223</b>	<b>\$29,544,750</b>	<b>\$7,636,125</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
3010 Police Operations	\$7,621,411	\$28,023,888	\$5,970,486	(\$22,053,402)	-78.70%
3020 Crime Control & Investigations	\$883,224	\$1,134,013	\$1,261,868	\$127,855	11.27%
3030 DARE	\$16,225	\$0			100.00%
3040 Drug Forfeiture	\$221,737	\$201,752	\$200,539	(\$1,213)	-0.60%
3070 Animal Control	\$180,626	\$185,097	\$203,232	\$18,135	9.80%
<b>Totals</b>	<b>\$8,923,223</b>	<b>\$29,544,750</b>	<b>\$7,636,125</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
010 General Fund	\$8,186,399	\$7,098,313	\$7,197,828	\$99,515	1.40%
125 Drug Forfeiture	\$221,737	\$201,752	\$200,539	(\$1,213)	-0.60%
138 Law & Justice Center Prepaid Rent	\$19,123	\$20,000	\$19,125	(\$875)	-4.38%
139 Police Special Revenue	\$310,454	\$0			100.00%
140 Police Domestic Violence	\$185,510	\$224,685	\$218,633	(\$6,052)	-2.69%
501 Police-Court Shared Facility	\$0	\$22,000,000			
<b>Totals</b>	<b>\$8,923,223</b>	<b>\$29,544,750</b>	<b>\$7,636,125</b>		

# Department: POLICE

Activity: Public Safety

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM01	Provide adequately staffed, trained and equipped patrol division		85%	88%	88%	75%
PM02	Provide adequately staffed, trained and equipped detective division		90%	91%	95%	75%
PM03	Provide adequately staffed, trained and equipped focused Quality of Life Program		n/a	85%	95%	95%
PM05	Provide adequately staffed, trained and equipped K9 Program		100%	85%	95%	95%
PM06	Provide adequately staffed, trained and equipped joint Special Response Team		90%	90%	90%	85%
PM07	Provide training and focus on Crisis Intervention and dealing with mentally ill citizens		85%	90%	90%	70%
PM08	Provide adequately staffed, trained and equipped officers to Missouri River Drug Task Force		100%	90%	90%	75%
PM09	Provide adequately staffed, trained and equipped assignment to Digital Forensic Analysis		85%	85%	90%	90%
PM10	Provide adequately staffed, trained and equipped Crash Investigation Team		90%	95%	100%	75%
PM11	Provide adequately staffed, trained and equipped Arson/Fire Investigation Team		75%	85%	90%	90%
PM12	Provide adequately staffed, trained and equipped and dedicated Traffic Enforcement Unit		100%	100%	100%	70%
PM13	Provide current updated Sexual and Violent Offender Registration Program		90%	95%	97%	97%
PM14	Provide adequately staffed, trained and equipped animal control enforcement and education		80%	80%	90%	90%

# Department: POLICE

Activity: Public Safety

PM16	Provide initial and on-going training program for employees that fulfills core training needs		90%	90%	90%	85%
PM17	Participate in community organizations that promote partnerships		80%	90%	90%	90%
PM19	Participate in Sexual Assault Response Team		100%	100%	100%	90%
PM20	Participate in Domestic Violence Response Team		90%	95%	100%	85%
PM21	Participate in child Multi-Disciplinary Team		85%	90%	90%	90%
<b>Efficiency Measures</b>		<b>Standard</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Budgeted</b>	<b>FY16 Estimated</b>
PM18	Promote enhanced use of volunteers and internship programs		25%	60%	75%	80%
<b>Workload Measures</b>		<b>Standard</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Budgeted</b>	<b>FY16 Estimated</b>
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	72.75	72.75	71.55	71.70
WL01	Total Calls for Service	24 hrs/ 365days/year	47,362	48,542	48,300	48,300
WL02	Agency Assist	7 mo/yr	1,599	1,586	1,520	1,700
WL03	Aggravated Assault / Assault with Weapon	12 mo/yr	16	8	12	12
WL04	Assault (all other)	Monthly	197	222	203	180
WL05	Alarm Response	5 minutes	835	953	1,020	1,050
WL06	Animal Complaints	10 minutes	2121	2232	2350	2200
WL07	Arson		5	2	5	4
WL08	Burglary		130	82	110	95
WL09	Civil Assistance		746	773	850	725
WL10	Code Compliance and Community Resource Officer Complaints		n/a	965	1,200	1,500
WL11	Criminal Trespass		399	358	400	350

# Department: POLICE

Activity: Public Safety

WL12	Criminal Mischief / Vandalism	575	393	525	475
WL13	Disorderly Conduct / Fighting / Threats	893	801	900	860
WL14	Disturbance / Loud Party	985	946	1,300	1,050
WL15	DUI Alcohol and/or drugs	328	319	340	320
WL16	Drugs (Possession and Paraphernalia)	184	131	290	260
WL17	Identity Theft / Deceptive Practice / Forgery	58	40	55	60
WL17	Homicides	2	2	4	2
WL19	Motor Vehicle Theft	88	33	75	75
WL20	Parking Complaints (not including Abandoned Vehicles)	1,800	2,062	1,600	1,800
WL21	Protective Custody / Welfare Check / Suicide / Attempted Suicide	942	993	1,100	1,200
WL22	Partner/Family Member Assault	234	236	275	270
WL23	Public Assistance	2,289	2,317	2,450	2,300
WL24	Public Education Presentations	350	187	148	180
WL25	Robberies	9	6	8	6
WL26	Sexual Crime (Sex Assault/Sexual Intercourse without Consent/Incest/Indecent Exposure)	101	78	100	85
WL27	Subject Stops	1,248	1,167	1,400	1,300
WL28	Suspicious Circumstances	1,010	873	1,100	870
WL29	Theft (non-vehicular)	1,228	1,183	1,400	1,300
WL30	Total Arrests	2,096	2,165	2,218	2,200
WL31	Traffic Crashes	1,320	1,469	1,900	1,750

# Department: POLICE

Activity: Public Safety

WL32	Traffic Stops	10,629	8,210	9,000	7,200
WL33	Misdemeanor citations issued	5,205	6,044	5,886	6,000
WL34	Citations for Using Cell phone while driving	121	132	260	100
WL35	Provide assistance and liaison to other City Departments	100%	100%	100%	95%
WL36	Provide Education and outreach to the Community	90%	90%	90%	80%
WL37	Provide adequately staffed, trained and equipped School Resource Officers	80%	90%	100%	90%
WL38	Provide Bicycle and walking patrols	100%	100%	100%	90%

# Department: FIRE

Activity: Public Safety

## PROGRAM INFORMATION

### Program Description:

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

### Major Objectives:

CONTINUE ORGANIZATIONAL IMPROVEMENTS RELATED TO 3 STATION OPERATIONS: • Continue to fully integrate Battalion Chiefs into our daily operations. Continue to work toward resolution of the existing Battalion Chief litigation PROVIDE ADEQUATE RESOURCES, TRAINING, AND EDUCATION TO ASSURE EFFECTIVE LEVELS OF SERVICE DELIVERY AND PROMOTE EMPLOYEE HEALTH AND SAFETY: • Continue development and refinement of the department's comprehensive training program encompassing all Fire Department operations and services, which include but are not limited to emergency management, fire prevention, fire suppression, hazardous materials, emergency medical, and rescue services. • Implement employee succession plan/career development plan. • Maintain all current professional certifications. • Maintain all training, equipment, and personnel requirements for state licensure to provide advanced life support, non-transport (ALS), emergency services. Continue development of the Department's minimum company standards (MCS). PLAN AND PREPARE FOR CURRENT AND FUTURE SERVICE DELIVERY NEEDS THROUGH THE CONTINUED IMPLEMENTATION OF THE ADOPTED 2006 FIRE PROTECTION MASTER PLAN: • Work closely with other departments to identify current and future service trends and what resources are, and will be, needed to address the community's emergency service needs. • Continue long term planning for Fire Station 4 and our Training facility. IMPLEMENT THE FIRE DEPARTMENT IMPROVEMENT PLAN • Complete organizational value setting exercise. • Set Vision for future of our organization. • Review and revise the BFD mission statement. • Work with current employees and our community to begin and complete a long term strategic planning process that prepares our department for future accreditation. •CONTINUE TO CREATE, REFINE AND MAINTAIN EFFECTIVE ADMINISTRATIVE SUPPORT FOR ALL FIRE DEPARTMENT OPERATIONS AND ACTIVITIES: • Encourage Fire and Emergency Services as a City Commission priority. • Continued implementation of the Commission adopted Fire Protection Master Plan. • Review and reorganize responsibilities of administrative staff based on organizational need. • Review Hazardous Materials and Disaster and Emergency Services Agreements between the City and County. • Expand program planning and performance measure budgeting within the department. ENHANCE AND UPGRADE DEPARTMENT FIRE PREVENTION PROGRAMS: • Comprehensively meet our fire prevention and inspection obligations through the continued development of a Fire Prevention Bureau. • Continue to improve and enhance the department's life safety inspections and required self inspection program, home inspection programs, and other code enforcement activities. •Continue implementation of the Rental Safety Initiative and appropriately respond to inspection requests. MAXIMIZE UTILIZATION, EFFECTIVENESS, AND EFFICIENCY OF THE DEPARTMENT'S SERVICES. • Continue implementation of the fire apparatus and equipment replacement program. • Continue to implement mobile data computer system. • Enthusiastically participate in joint training and operations with mutual aid departments. • Improve project review record keeping process and emergency response record keeping by providing a seamless interface with the Building Department and 9-1-1 Center's Records Management System. • Enthusiastically support the Department's shift based commercial inspection program. • Meet all contractual and performance requirements for regional hazardous materials response teams. • Continue to support and participate in the Gallatin County Fire Investigation and Arson Task Force. DEVELOP INTERNAL SYSTEM ACTION PLANS THAT MAXIMIZE EXISTING RESOURCES AND SERVICES. • Meet with current staff to agree on yearly goals calendar and identify action steps and time frames to achieve those goals. Review and revise as necessary.

### Budget Highlights:

- CIP Item - GF162 - Live fire training prop - \$30,000

### Accomplishments:

Anticipated for FY16: • Continue construction of Training Facility at lower yards. • Continue Implementation of 2006 Fire Protection Master Plan Organizational Recommendations. • In coordination with the Police Department, build and improve community/Public Safety relations through the development and implementation of new programs consistent with community need. • Improve



## Department: FIRE

Activity: Public Safety

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efficiency, productivity, and accountability in our fire inspections programs. • Continue refinement of 3 station response districts to reduce response times city wide. • Implement Community Based CPR and AED program • Continue review of current administrative roles and responsibilities and work load to identify opportunities for improved efficiency and service delivery. • Continue refinement of special operations programs including confined space rescue, trench rescue, low and high angle rescue, and collapsed building response. • Explore opportunities for use of social media when communicating with citizens. • Complete Fire Department Annual Report.

### Adopted Work Plan Items:

Continue Implementation of the Voluntary Rental Safety Inspection Program

# Department: FIRE

Activity: Public Safety

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$4,987,810	\$4,122,911	\$4,251,869	\$128,958	3.13%
Operating	\$577,159	\$490,415	\$461,535	(\$28,880)	-5.89%
Capital	\$1,173,297	\$47,000	\$70,000	\$23,000	48.94%
Debt Service	\$0	\$0			100.00%
Transfers	\$23,145	\$0			100.00%
<b>Totals</b>	<b>\$6,761,411</b>	<b>\$4,660,326</b>	<b>\$4,783,404</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
3110 Fire Administration	\$603,768	\$455,414	\$452,307	(\$3,107)	-0.68%
3120 Fire Operations	\$6,116,212	\$4,129,136	\$4,250,361	\$121,225	2.94%
3130 Operational Readiness	\$22,897	\$37,800	\$51,300	\$13,500	35.71%
3140 Fire Prevention	\$6,721	\$28,926	\$20,386	(\$8,540)	-29.52%
3160 Hazardous Materials	\$11,813	\$9,050	\$9,050	\$0	0.00%
3170 Disaster & Emergency Services	\$0	\$0			100.00%
<b>Totals</b>	<b>\$6,761,411</b>	<b>\$4,660,326</b>	<b>\$4,783,404</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
010 General Fund	\$5,545,946	\$4,623,326	\$4,743,404	\$120,078	2.60%
113 Fire Impact Fees	\$2,633	\$0			100.00%
183 Fire Department Special Revenue	\$23,143	\$0			100.00%
187 Fire Capital & Equipment Replacement	\$1,189,689	\$37,000	\$40,000	\$3,000	8.11%
<b>Totals</b>	<b>\$6,761,411</b>	<b>\$4,660,326</b>	<b>\$4,783,404</b>		

# Department: FIRE

Activity: Public Safety

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM01	Emergency Operations: 6 Minute Response Time (Commission Adopted)	100% of City	79.3%	80%	78.2%	80.0%
PM02	Fire Prevention: High Risk Locations requiring inspection brought to completion:	100%	100%	100%	100%	100%
PM03	Fire Prevention: Bars - Occupancy Checks	100%	100%	100%	100%	100%
PM04	Fire Prevention: Sororities & Fraternities	100%	100%	100%	100%	100%
PM05	Fire Prevention: Schools	100%	100%	100%	100%	100%
PM06	Fire Prevention: Montana State University	100%	100%	100%	100%	100%
PM07	Fire Prevention: Business License Inspections	100%	100%	100%	100%	100%
PM08	Training: Firefighters completing certification of those required to attend specific classes:	100%	100%	100%	90%	90%
PM09	Training: Haz Mat Technician	100%	100%	100%	100%	100%
PM09	Training: EMT/Paramedic Refresher	100%	100%	100%	100%	100%
PM10	Training: Firefighter 1	100%	90%	90%	90%	90%
PM11	Training: Firefighter 2	100%	70%	70%	70%	70%
PM12	Training: Car Seat Safety Technicians Recertified	100%	100%	100%	100%	100
Efficiency Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM13	Fire Prevention: Annual Inspections as a percentage of properties in need of inspection (not including new construction) Total properties requiring inspection: 3,365 (we are scheduled to complete 1/2 of that number each year)	100%	30%	50%	100%	100%

# Department: FIRE

Activity: Public Safety

Workload Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	43.75	45.75	46.00	46.00
WL01	<b>Fires</b>		91	70	80	80
WL02	<b>Rupture/Explosion</b>		5	4	7	7
WL03	<b>EMS/Rescue</b>		1941	2051	2032	2032
WL04	<b>Hazardous Condition</b>		213	266	211	211
WL05	<b>Service Calls</b>		145	212	202	202
WL06	<b>Good Intent Calls</b>		497	561	628	628
WL07	<b>False Calls</b>		325	385	401	401
WL08	<b>Severe Weather/Other</b>		4	4	1	1
WL09	<b>Total Calls</b>		3222	3554	3556	3556

# Department: BUILDING INSPECTION

Activity: Public Safety

## PROGRAM INFORMATION

### Program Description:

The Building Inspection Division unit accounts for expenditures utilized to monitor construction projects within the City of Bozeman Jurisdictional Area as allowed by state law and as adopted by the City Commission. The intent of this budget unit is to provide guidance and to enforce minimum building code standards to safeguard life, limb, health, property and public welfare by regulating and controlling the design, construction, quality of materials, use and occupancy, location and maintenance of all buildings and structures within this jurisdiction. The support team utilized to attend this process includes one Chief Building Official, two Plans Examiners, seven Building Inspectors, one Code Compliance Officer, two Project Permit Coordinators and one Fire Inspector. Staff team members receive, process and review residential and commercial building plans and applications for compliance with adopted codes and ordinances. Staff assesses and collects fees for building, plumbing, electrical, mechanical, and demolition permits in addition to collecting City Impact Fees and fees for other miscellaneous city services. Team members issue permits and perform inspections to verify compliance with approved plans and applicable codes and ordinances. In addition, staff provides verbal and written permit related information to the customers. Upon completion of a project, staff processes and issues certificates of occupancy. Code violations, building related citizen complaints, and expired building permits are turned over to the Building Division Code Compliance Officer for processing and remedial action. The Code Compliance Officer also conducts building and occupancy inspections for each new City Business License Application. All staff participates in providing general code information to our customers on a daily basis and frequently provide onsite consultation for contractors and property owners during the planning and construction phases of a project. All building division staff is on call and ready to respond as needed to structural emergencies resulting from fire, earthquakes, explosions, weather damage, vehicle accidents, and similar occurrences.

### Major Objectives:

Fiscal Year 2016 1. Communication and coordination: • Continue working with the Planning and Engineering departments to improve communications between our departments and our customers. • Continue working with all city departments to simplify the overall permitting process. • Continue working with all city departments to help with in-house city building renovation and remodel projects. • Continue working to improve communications with City Administrators and the City Commissioners. 2. Customer Service: • Work in conjunction with the Planning and Engineering departments to develop and implement an improved and more efficient building permit issuance procedure. • Provide technical advice and consultation for all city departments to help facilitate in-house city projects and minimize costs to the taxpayer. • Continue implementing and working with new technology in order to provide faster, higher quality, more accessible and streamlined services for our customers in the coming years. 3. Technology: • Fine tune and promote Click2Gov software that allows Building Division customers online access to permit and project files. • Fine tune and continue to de-bug software integrated into our field inspection procedures to allow for more efficient and consistent field inspections and inspection documentation. • Fine tune and promote software that will allow for online plan submittal and work towards providing a complete electronic plan review process for our customers.

### Budget Highlights:

Building Inspection portion of Professional Building Remodel - \$172,348

### Accomplishments:

Anticipated for FY16: Work to accomplish Department's major objectives throughout the year.

### Adopted Work Plan Items:

No specific items identified this year.

# Department: BUILDING INSPECTION

Activity: Public Safety

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$860,602	\$1,054,067	\$1,440,370	\$386,303	36.65%
Operating	\$333,339	\$400,743	\$490,126	\$89,383	22.30%
Capital	\$27,611	\$50,000	\$172,348	\$122,348	244.70%
Debt Service	\$0	\$0			100.00%
Transfers	\$0	\$0			100.00%
<b>Totals</b>	<b>\$1,221,552</b>	<b>\$1,504,810</b>	<b>\$2,102,844</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
3210 Building Inspection Operations	\$1,221,552	\$1,504,810	\$2,102,844	\$598,034	39.74%
<b>Totals</b>	<b>\$1,221,552</b>	<b>\$1,504,810</b>	<b>\$2,102,844</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
115 Building Inspection Fund	\$1,221,552	\$1,504,810	\$2,102,844	\$598,034	39.74%
<b>Totals</b>	<b>\$1,221,552</b>	<b>\$1,504,810</b>	<b>\$2,102,844</b>		

# Department: BUILDING INSPECTION

Activity: Public Safety

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM01	Residential Plan Reviews: Within Standard - 2 weeks	75%	95%	75%	80%	85%
PM02	Commerical Plan Reviews: Within Standard - 4 weeks	75%	95%	85%	95%	95%
PM04	Frame Inspections: Within Standard (1 audit/month/employee)	90%	92%	85%	85%	85%
PM05	Commercial Plan Checks: Within Standard (1 audit/month/employee)	90%	95%	95%	95%	95%
PM06	Residential Plan Checks: Within Standard (1 audit/month/employee)	90%	98%	98%	98%	98%
PM07	Final Inspections: Within Standard (1 audit/month/employee)	90%	95%	90%	90%	90%
Efficiency Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM11	Average Daily Inspections per Inspector	15	21.42	30.52	32.56%	Depends on staffing
Workload Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
STAFF TO SUPPORT WORKLOAD		FTE	10.55	12.55	14.50	18.50
WL01	Commercial Permits: Number		801	1165	1200	1200
WL02	Commercial Permits Valuation		\$64.10 M	\$44.50 M	\$76.80 M	\$65 M
WL03	Residential Permits: Number		2251	2911	3400	3500
WL04	Residential Permits Valuation		\$144.40 M	\$130.68 M	\$130 M	\$130 M
WL05	New Permits: Single Family Dwellings		337	375	350	250
WL06	New Permits: Multi-Unit Dwellings		243	486	425	425

# Department: PARKING

Activity: Public Safety

## PROGRAM INFORMATION

### Program Description:

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

### Major Objectives:

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

### Budget Highlights:

• CIP Item P001 - Willson Lot Redesign & Improvements - \$150,000; • CIP Item P004 - Surface Parking Lot Hardware & Software Systems - \$50,000; • CIP Item P005 - Portable Radio Replacement - \$18,000; • CIP Item P007 - Sidewalk Replacement & Lighting Install - Black, Armory & Willson Lots - \$150,000; • CIP Item P014 - Parking Garage Crack Maintenance & Repair - \$20,000.

### Accomplishments:

Anticipated for FY16: Will start with the loss of 1 senior employees, and thus allow the department to restructure the workloads and shifts to create opportunity for improvement and efficiency, and a redesign of the departmental processes. This will include the changing of 1.0 FTE from enforcement to administrative operations and daily assist the parking manager and enforcement staff and act in place of the parking manager during his absence. FY15 is again projected to have a positive bottom line as is the FY14 actual and FY15 budget, with the expectation that the BPC can begin build a reserve fund for future capital expenditures. These positive numbers are in contrast to many years of operating in the red. As the services and parking options provided to the public and business community improve, so does the positive public perception of the parking department. FY15 has continued to see increased awareness and usage of the public parking facilities, especially the Downtown garage. Permit sales in surface lots and the parking garage have continued to increase as general usage increases from local businesses, downtown employees, and general visitors. Overall, parking has seen a noticeable improvement in both services provided and the public perception while achieving a positive financial outcome. FY16 will temporarily lose parking spaces while several in-fill projects are underway. Afterward, the increase in garage and lot leases will significantly add to the bottom line of the department.

### Adopted Work Plan Items:

The Bozeman Parking Commission governs and sets the Overall Work Plan for the Parking Department. For the coming years, the work items include: Working with the contracted firm to develop the overall standard for public parking lots (lighting, signage, layout) and begin by completing one surface lot project and to work with the BPC to do an RFP for the future of parking to help guide decisions moving forward as the demand has grown and the projected needs cannot be met with existing resources.



# Department: PARKING

Activity: Public Safety

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$272,240	\$275,033	\$282,946	\$7,913	2.88%
Operating	\$533,032	\$227,853	\$354,081	\$126,228	55.40%
Capital	\$0	\$200,000	\$247,454	\$47,454	23.73%
Debt Service	\$0	\$0			100.00%
Transfers	\$0	\$0			100.00%
<b>Totals</b>	<b>\$805,272</b>	<b>\$702,886</b>	<b>\$884,481</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
3310 Parking Administration	\$204,174	\$207,190	\$496,514	\$289,324	139.64%
3320 Parking Operations/Enforcement	\$154,175	\$167,923	\$215,752	\$47,829	28.48%
3330 Parking Garage Operations	\$446,923	\$327,773	\$172,215	(\$155,558)	-47.46%
<b>Totals</b>	<b>\$805,272</b>	<b>\$702,886</b>	<b>\$884,481</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
650 Parking Enterprise Fund	\$805,272	\$702,886	\$884,481	\$181,595	25.84%
<b>Totals</b>	<b>\$805,272</b>	<b>\$702,886</b>	<b>\$884,481</b>		

# Department: PARKING

Activity: Public Safety

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Workload Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
	<b>STAFF TO SUPPORT WORKLOAD</b>	<b>FTE</b>	4.50	5.50	6.00	6.00
WL01	Courtesy Citations Written (no charge)		2,500	2,500	2,500	2,000
WL02	Parking Lots: Spaces Managed & Maintained		188	188	160	117
WL03	Parking Lots: Managed & Maintained		4	4	4	4
WL04	Parking Garages: Number Managed & Maintained	<b>1 Downtown Garage</b>	1	1	1	1
WL06	Total Citations Written		9,860	11,915	12,000	11,000

# Department: PUBLIC WORKS ADMINISTRATION

Activity: Public Service

## PROGRAM INFORMATION

### Program Description:

The Public Works Administration budget unit includes the Director of Public Works, Engineering, and GIS. The Director of Public works has oversight responsibilities for water, wastewater and stormwater utilities, streets maintenance, signs and signals, vehicle maintenance, solid waste, engineering, and GIS. The Director also manages the City's asset management and deferred maintenance programs. Code enforcement on sidewalk snow removal and weed control was completed by the engineering division but these enforcement activities were transferred to the Police Department in FY 2014. Engineering will support the Police Department in securing contracts for snow and weed removal services. As delegated by the City Manager, the Public Works Director reviews and issues parade, public assembly, and downtown sidewalk permits. The Engineering Division provides technical engineering in the preparation, review, and oversight in the planning, design, construction inspection and construction management of the City's Public Works facilities including water treatment and distribution, wastewater collection and treatment, storm water collection and treatment, streets (with appurtenant curb, gutter, sidewalk and drainage facilities), traffic control facilities, solid waste, and other facility and infrastructure projects. The division establishes and maintains current City infrastructure standards and assures compliance with city, county, state, and federal rules, regulations, codes, and engineering standards. The engineering division assists other City departments with engineering services. The engineering division also maintains the City's infrastructure files and records, maps, plats, property ownership and other records; participates in the review and approval of subdivision, annexation, and zone code / development proposals for conformance with established standards; coordinates infrastructure work with county, state, and federal agencies; administers the EPA-mandated wastewater pretreatment program and the DEQ-mandated storm water program; and administers the city's flood plain ordinance, sidewalk repair and installation programs. The engineering division also designs infrastructure improvements such as water and wastewater main replacements, and street reconstruction. The City Engineer also oversees the Bozeman Solvent Site superfund site and landfill monitoring and remediation activities. The GIS Division develops, supports, delivers and promotes enterprise geographic data and spatial technologies to all levels of government and the public. The GIS Division performs a wide variety of data maintenance and analysis for most City departments and coordinates data sharing among various public and private agencies. The GIS Division also implements and maintains the City's work order management and maintenance system (Cityworks) as well as several public web mapping applications and data portals.

### Major Objectives:

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

### Budget Highlights:

- Training for New GIS Employees
- Granite XP Upgrade
- Easement & ROW Layers
- Parcel Fabric
- Wastewater Model Updates/Maintenance/Analysis
- Variance & Payments-in-lieu Datasets
- MSU Internship for GIS
- CIP Item GIS01 - Internal Service Request System (311) - \$15,000

### Accomplishments:

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

### Adopted Work Plan Items:

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

# Department: PUBLIC WORKS ADMINISTRATION

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$143,438	\$308,481	\$805,210	\$496,729	161.02%
Operating	\$90,286	\$223,716	\$314,095	\$90,379	40.40%
Capital	\$32,966	\$60,000	\$15,000	(\$45,000)	-75.00%
Debt Service	\$0	\$0			100.00%
Transfers	\$0	\$0			100.00%
<b>Totals</b>	<b>\$266,690</b>	<b>\$592,197</b>	<b>\$1,134,305</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
4010 Public Services Administration	\$47,694	\$74,693	\$206,071	\$131,378	175.89%
4020 Engineering	\$126,091	\$205,642	\$382,363	\$176,721	85.94%
4025 GIS	\$77,126	\$311,862	\$545,871	\$234,009	75.04%
4030 Snow Removal Enforcement	\$13,144	\$0			100.00%
4040 Weed Cutting Enforcement	\$2,635	\$0			100.00%
<b>Totals</b>	<b>\$266,690</b>	<b>\$592,197</b>	<b>\$1,134,305</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
010 General Fund	\$266,600	\$0			100.00%
600 Water	\$90	\$592,197	\$1,134,305	\$542,108	91.54%
<b>Totals</b>	<b>\$266,690</b>	<b>\$592,197</b>	<b>\$1,134,305</b>		

# Department: PUBLIC WORKS ADMINISTRATION

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM01	GIS: Overall Customer Satisfaction Rating (based on annual customer survey)	80%	92%	89%	90%	92%
Efficiency Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM02	GIS: GIS map/data requests processed within one week that have no custom development requirements	95%	100%	93%	95%	95%
Workload Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
STAFF TO SUPPORT WORKLOAD		FTE	10.00	12.00	10.25	10.25
WL01	GIS: Number of Work Orders Completed		5,080	7,309	9,800	12,300
WL02	GIS: Number of Asset Types		30	54	60	75
WL03	GIS: Number of Inspection Templates		0	47	50	55
WL04	GIS: Website Visits		14,734	18,930	19,877	20,871
WL05	GIS: Number of Work Order Templates		250	385	400	450
WL06	GIS: Number of Inspections Completed		0	372	2,400	3,000
WL07	GIS: Number of Cityworks Users		22	45	50	60
WL08	GIS: Number of Cityworks Domains		1	3	4	6
WL09	Private Water Projects - Lineal Feet (Calendar Year)		30,943	41,265	55,000	57,750
WL10	Private Sewer Projects - Lineal Feet (Calendar Year)		17,914	23,753	19,705	20,690
WL11	Public Water Projects - Lineal Feet (Calendar Year)		2,367	2,791	6,912	7,257
WL12	Public Sewer Projects - Lineal Feet (Calendar Year)		9,500	265	20,218	21,228

# Department: PUBLIC WORKS ADMINISTRATION

Activity: Public Service

WL13	Private Street Projects - Lineal Feet (Calendar Year)	9,934	23,635	26,000	28,600
WL14	Private Stormwater Projects - Lineal Feet (Calendar Year)	4,136	11,541	7,041	7,745
WL15	Public Street Projects - Lineal Feet (Calendar Year)	6,436	3,168	3,484	
WL16	Public Stormwater Projects - Lineal Feet (Calendar Year)	3,390	2,558	2,813	2,953
WL17	Misc. Curbcut/Sidewalk Permits Issued	N/A	28	30	32
WL18	Sign Change Requests Processed	N/A	24	22	23
WL19	Encroachment Permits Processed	36	60	63	69
WL20	Street Cut Permits Processed	37	82	58	61
WL21	Flood Plain Permits Processed	6	7	5	6
WL22	Engineering Service Contracts	5	4	4	4
WL23	Street/Transportation/Misc Service Contracts	3	8	5	5
WL24	Landfill Service Contracts	2	2	2	2
WL25	Planning Reviews - Zoning and Subdivision	N/A	135	100	105

# Department: STREETS

Activity: Public Service

## PROGRAM INFORMATION

### Program Description:

GOAL: The goal of the street maintenance division is to help provide for a network of safe roadways for the traveling public and access to desired destinations such as emergency services, schools, employment, shopping, community services, or other facilities in a quick, convenient, safe and comfortable manner while minimizing harmful effects on the environment. STREET MAINTENANCE FUND: The street maintenance district division accounts for the expenditure of special assessments on property in the City for the repair and upkeep of the City's streets. Section 7-12-4401 MCA authorizes the City to create street maintenance districts for the purpose of maintaining its streets, alleys, and other public places. The maintenance districts were first created during fiscal year 1990-91. Assessments are levied on each piece of property within the City limits and are recorded on the property owners SID notices annually. Collection takes place in November and May and provide the revenues for the street maintenance district program. Any unexpended balances are available for reappropriation next fiscal year. The costs incurred in maintaining streets, alleys, and other public places within the maintenance district are assessed against each property within the district based on the assessable area of the property as a percentage of the entire assessable area of the district, exclusive of streets, avenues, alleys, and public places. GAS TAX FUND: The gas tax division accounts for the expenditure of the City's share of state collected gas tax funds allocated to the City by the Montana Department of Transportation (MDT). Section 15-70-101 MCA provides that MDT shall allocate gas tax revenues to cities, towns, and counties. One-half of the City's allocation is based on population and one-half is based on street and alley mileage. The funds may be used only for construction, reconstruction, maintenance, and repair of streets and alleys. The funds may not be used for equipment purchases.

### Major Objectives:

- Implement an efficient pavement management plan, in turn creating yearly maintenance programs for failing street infrastructure.
- Utilize pavement condition assessment for planning and scheduling our repairs from potholes to complete reconstruction
- Maintain streets and alley right-of-ways to allow traffic to move in a safe and prudent manner.
- Improve the quality of summer and winter street maintenance work and communicate to the citizens so that they may be better informed and plan for it.
- Continued use of alternative fuels when available and affordable such as biodiesel and ethanol in our fleet.
- Institute a City-wide curb replacement program with assistance from the Engineering Dept.
- Expand our cooperative efforts with the County Road Department and MDT.

### Budget Highlights:

- CT010: Shared-Use Path - N 19th Ave (Baxter to Valley Center) - \$100,000
- CT011: Deficient Curbs & Crosswalks - \$139,548
- SCR01: Annual Curb Replacement & Concrete Repair Program - \$60,000
- SCR09: S. Church (Story to Babcock) Street/Curb Replacement - \$200,000
- STR20: Bike Path Improvements - \$25,000
- STR22: Grader Lease - \$50,000
- STR30: Annual Median & Boulevard Maintenance - \$50,000
- STR34: Sweepers - \$75,000
- STR43: Self Propelled Asphalt Milling Machine - \$375,000
- STR44, STR46: Replace 2 vehicles - \$68,500
- STR45: Small Vacuum Unit - \$40,000
- STR 47: Storage Building Replacement - \$50,000
- STR48: Used Grain Body Trucks - \$50,000
- STR49&50: Sanders & Plows - \$20,000
- STR51&52: Mill, Overlay & Chip Seal - \$662,000
- Downtown Sidestreets - \$4.5M
- SIF01: Right-of-way Acquisition - \$132,000
- SIF40: Broadway & Main (Intersection) - \$660,000
- SIF48: Cottonwood (Fallon to Alpha) - \$2,543,640
- SIF49: Oak Street (15th to 19th) - \$330,000
- SIF50: Laurel Parkway (Durston to Babcock) - \$700,000
- SIF52: Kagy (Wilson to 19th) Engineering Services - \$858,000
- SIF53: Oak (L St. to Cottonwood) Engineering Services - \$500,000
- SIF54: Ferguson (Baxter to Oak) - \$900,000
- SIF59: Durston (Fowler to West City Limit) Engineering Services - \$265,000
- SIF64: Durston (Western City Limits to Cottonwood) - \$1,012,000
- SCR07: N. Wallace (Lamme to Tamarack) - \$1,253,000;
- Sidewalk Program - \$400,000;
- Local Share Street Arterial Construction - \$575,996

### Accomplishments:

Anticipated for FY16: • Complete all CIP improvements. • Start Transportation plan update. • Facilitate street reconstruction projects identified in the adopted work plan.

### Adopted Work Plan Items:

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

# Department: STREETS

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$1,282,456	\$1,300,213	\$1,324,551	\$24,338	1.87%
Operating	\$1,982,911	\$2,236,826	\$2,162,429	(\$74,397)	-3.33%
Capital	\$4,125,379	\$3,468,332	\$18,646,821	\$15,178,489	437.63%
Debt Service	\$184,918	\$245,000	\$184,822	(\$60,178)	-24.56%
Transfers	\$30,150	\$0	\$658,400	\$658,400	100.00%
<b>Totals</b>	<b>\$7,605,814</b>	<b>\$7,250,371</b>	<b>\$22,977,023</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
4110 Street Operations	\$2,663,792	\$4,033,867	\$12,476,292	\$8,442,425	209.29%
4120 Street Maintenance	\$657,858	\$659,500	\$1,121,500	\$462,000	70.05%
4130 Street Construction	\$3,526,469	\$1,446,690	\$8,413,720	\$6,967,030	481.58%
4150 Street Lighting	\$450,410	\$699,162	\$487,905	(\$211,257)	-30.22%
4171 Traffic Signs & Markers	\$307,285	\$411,152	\$477,606	\$66,454	16.16%
<b>Totals</b>	<b>\$7,605,814</b>	<b>\$7,250,371</b>	<b>\$22,977,023</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
010 General Fund	\$115,892	\$89,062	\$149,062	\$60,000	67.37%
108 Community Transportation Fund	\$30,041	\$526,690	\$239,548	(\$287,142)	-54.52%
110 Gas Tax Fund	\$646,621	\$659,500	\$1,121,500	\$462,000	70.05%
111 Street Maintenance Fund	\$3,048,807	\$4,335,599	\$5,057,372	\$721,773	16.65%
114 Street Impact Fees	\$3,366,825	\$1,225,000	\$8,825,640	\$7,600,640	620.46%
124 Bozeman Area Bike Board	\$11,237	\$0			100.00%
141 Street Arterial Construction			\$1,000,996		



Department: STREETS

Activity: Public Service

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146	Lighting Districts	\$385,872	\$414,520	\$429,905	\$15,385	3.71%
500	Construction Funds	\$519	\$0	\$6,153,000	\$6,153,000	100.00%
<b>Totals</b>		<b>\$7,605,814</b>	<b>\$7,250,371</b>	<b>\$22,977,023</b>		

# Department: STREETS

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM01	Potholes: Summer Patched Holding 6 Months Later	90%	95%	90%	95%	97%
PM02	Potholes: Winter Patches Holding 6 Months Later	50%	50%	50%	50%	50%
PM03	Potholes: Response to Citizen Notification (repairs w/in 7 working days)	90%	100%	100%	100%	100%
PM04	Ease of Travel by: Car	100%	60%	60%	NA	70%
PM05	Ease of Travel by: Bicycle	100%	60%	50%	NA	70%
PM06	Ease of Travel by: Walking	100%	70%	50%	NA	70%
PM07	Snow Route Plowing Completed: Arterials & Collector Routes	100%	100%	88%	90%	100%
PM08	Snow Route Plowing Completed: Commercial Route	100%	100%	90%	90%	100%
PM09	Residential Street Plowing Completed	100%	80%	50%	60%	70%
PM10	Emergency Call Response: Within 1 hour of Notification (weekdays)	100%	100%	100%	100%	100%
PM11	Right Of Way Mowing Completed: within 3 weeks of Start Up	100% initial mowing	100%	100%	100%	100%
PM12	Citizens Rating Street Cleanliness as Satisfactory	90%	75%	75%	NA	75%
Efficiency Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM13	Potholes: Labor Hours per Repair	Target < 0.5 hr	0.5 hrs	0.5 hrs	0.5 hrs	0.4 hrs
PM14	Potholes: Repairs > 3" deep & 6" wide (Within 2 Days of Notification)	2 Days	2	2	2	2
PM15	Potholes: Repairs < 3" deep & 6" wide (Within 7 Days of Notification)	7 days	5	5	5	5

# Department: STREETS

Activity: Public Service

PM16	Shoulder Blocks of Right-of-Way Mowed per Day	20-25	25	20	25	20
PM18	Graveled Streets Graded	1,000	1,000	800	1,000	1,000
PM19	Alley Blocks Graded & Surface Material Placed per Day	8-10/grader	12	6	10	10
PM20	Crack Sealing: Lineal Feet per Labor Hour	80-90 feet	100	60	100	80
PM21	Curb Miles of Streets Swept per Day	35-40 miles	40	26	40	40
PM22	Streets Plowed & Sanded: Normal Snowfall	14 lane-miles/hr	18	14	15	14
PM23	Streets Plowed & Sanded: Heavy Snowfall	10 lane-miles/hr	14	8	12	10
<b>Workload Measures</b>		<b>Standard</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Budgeted</b>	<b>FY16 Estimated</b>
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	17.62	18.62	18.85	18.85
WL01	Street & Alley Mileage		246	252	253	254
WL02	Curb Replaced: Lineal Feet		756	0	0	3600
WL03	Pedestrian Ramps Installed		4	1	35	39
WL04	Miles Chip Sealed		3.5	2.3	0	4.9
WL05	Miles Paved (Includes Asphalt Millings)		1.225	2.0	1.8	1.5
WL06	Miles Graveled		2.5	2	1	1
WL07	Miles of Street Millings		1.25	1.1	1.0	0
WL08	Crack Sealer Used: Pounds		5,250	0	5,000	5,000
WL09	Signs Installed		96	74	100	100
WL10	Signs Repaired		573	798	600	600
WL11	Lane Miles Painted		37	34.6	44	44

# Department: STREETS

Activity: Public Service

WL12	Lane Miles Plowed and Sanded	1,350	1,400	1,600	1,650
WL13	Crosswalks Painted	87	156	110	125
WL14	Crosswalks Hot Tape Applied	8	49	12	30
WL15	Miles of Yellow Curb Painted	22.5	25	25	25
WL18	Curb Miles of Streets Swept	13,350	11,000	14,000	12,000
WL19	Signal Lights Maintained	73	75	75	80
WL20	Flashing Yellow Lights Maintained	12	12	12	14
WL21	Dead Animals Picked Up	16	42	30	30
WL22	Leaves Collected: Tons	960	900	1,000	1,000
WL23	Frequency of Residential Streets Swept per Year	3	3	4	4
WL24	Street Closures for Special Events	28	23	30	30
WL26	Miles of Sidewalk Plowed	2	2	0	0
WL27	Signal Repairs	246	250	250	250

# Department: WATER TREATMENT PLANT (WTP)

Activity: Public Service

## PROGRAM INFORMATION

### Program Description:

The Water Treatment Plant (WTP) budget unit accounts for the costs associated with maintaining a quality drinking water supply for the City of Bozeman. The City has two treatment plants: The 22 million gallon per day (MGD) Sourdough Plant and the 3.7 MGD Lyman Creek Plant. All plants are operated 24 hours per day, 365 days per year. There are 6 Operators, 1 Forepersons, 1 Lab and Compliance Coordinator, 1 Controls Integrator and a Superintendent as of FY15. The Operators are responsible for monitoring all drinking water in the distribution system in accordance the Safe Drinking Water Act. This job requires one operator a minimum of 7 hours per day, 7 days per week. More than 13,000 water quality tests are run annually. The WTP Operators are also responsible for the operation and maintenance of the Hyalite Intake, the Sourdough Intake, and for three finished water storage tanks. Continuous monitoring includes: 1) WTP Influent & Effluent Flow rate; 2) Membrane Racks 1-6 Turbidity 3) WTP Effluent Turbidity; 4) WTP Chlorine Residual; 5) First Service Chlorine Residual; 6) Raw Water Flow Rate; 7) Raw Water Turbidity; 8) 2 MG + 4 MG +5 MG Water Tank Levels; 9) Clear Well Level; 10) Coagulant, Sodium Hydroxide, Sodium Hypochlorite, Hydrofluorosilicic Acid (Chemical Dosages); 11) Effluent pH Level; 12) Lyman Influent & Effluent Flow Rate; 13) Lyman Reservoir Inlet Chlorine Residual: 14) Lyman Reservoir Outlet Chlorine Residual; 15) Lyman Influent Turbidity; 16) Lyman Reservoir Level. Major operating expenses of the Water Treatment Plant include staffing, maintenance, chemicals, and utilities. A piloting project for a replacement Sourdough Water Treatment plant was completed in FY10. Design for the new plant was completed in FY11, construction started in FY12. The new water treatment plant went online in FY14. The project is expected to be totally completed early in FY15. As constructed it is a 22 million gallon per day membrane plant with extensive pretreatment, residuals treatment, workshop and office areas. The new plant can be easily expanded to a capacity of 36 million gallons per day. A holistic water resource planning project was completed in FY 14; this is the Intergrated Water Resource Plan. The Lyman Reservoir leakage dechlorination project was completed in FY12. Construction of guardrails on the Hyalite Canyon Road for protection of Hyalite source water was completed during FY10. This was a cooperative project between the City and the Gallatin national Forest. The Lyman Creek Water Treatment Plant expansion project was completed in FY 10, plant capacity was increased to 3.7 million gallons per day. The Sourdough Tank repair project was completed in FY 09. This project included structural repairs to and reinforcement of the tank and the replacement of several major valves. The Hilltop Tank was completely repainted, inside and out, in FY 08. The new Hyalite raw water intake, pipeline, and connection building was completed in FY 07.

### Major Objectives:

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

### Budget Highlights:

• Complete construction of 5.3 MG Water Tank, \$6.6 M. Addition of Maintenance Catwalk, \$10,000. Repair of Sourdough Intake, \$50,000

### Accomplishments:

Anticipated accomplishments for FY16: Build and Complete new 5.3 MG finished water storage tank. Work on the Sourdough intake dam. Add a Catwalk in the Pretreatment area for maintenance on blower motors Continued optimization of Both Plants. Continued Water Facility Plan and Water Conservation Program implementations. Continuing to Provide adequate quantity and quality water to our ratepayers with zero state or federal violations.

### Adopted Work Plan Items:

#3 - Water & Sewer Systems

# Department: WATER TREATMENT PLANT (WTP)

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$857,118	\$899,041	\$861,944	(\$37,097)	-4.13%
Operating	\$1,779,976	\$1,429,326	\$1,699,316	\$269,990	18.89%
Capital	\$5,521,700	\$340,000	\$6,700,000	\$6,360,000	1870.59%
Debt Service	\$1,180,438	\$786,699	\$1,313,010	\$526,311	66.90%
Transfers	\$1,811,403	\$383,242	\$1,732,750	\$1,349,508	352.13%
<b>Totals</b>	<b>\$11,150,635</b>	<b>\$3,838,308</b>	<b>\$12,307,020</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
4610 Water Plant Operations	\$2,054,796	\$3,049,016	\$3,617,994	\$568,978	18.66%
4620 Water Plant Construction	\$9,095,794	\$683,242	\$8,332,750	\$7,649,508	1119.59%
4640 Water Conservation	\$45	\$106,050	\$356,276	\$250,226	235.95%
<b>Totals</b>	<b>\$11,150,635</b>	<b>\$3,838,308</b>	<b>\$12,307,020</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
600 Water Fund	\$2,174,048	\$3,155,066	\$3,974,270	\$819,204	25.96%
601 Water Plant Construction	\$7,127,997	\$0			100.00%
602 Sourdough Tank Construction			\$6,600,000		
610 Water Impact Fees	\$1,848,590	\$683,242	\$1,732,750	\$1,049,508	153.61%
<b>Totals</b>	<b>\$11,150,635</b>	<b>\$3,838,308</b>	<b>\$12,307,020</b>		

# Department: WATER TREATMENT PLANT (WTP)

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM01	Adequate Tank Reserves (40%): Drinking & Fire Fighting Water	100%	100%	100%	100%	100%
PM02	Fluoride Levels: Between .70 and 1.10 PPM Daily Average	100%	84%	70%	100%	100%
PM03	Maintain Chlorine Residual According to EPA Requirements for Inactivate Giardia Cysts	100%	100%	100%	100%	100%
PM04	Optimize Water Quality by Maintaining Lowest Possible WTP Effluent NTU: State Requirement < 0.15 NTU	100%	99%	100%	100%	100%
PM05	Optimize Water Quality by Maintaining Lowest Possible WTP Effluent NTU: WTP daily average, Goal = < 0.05	98%	99%	100%	100%	100%
PM06	Optimize Water Quality by Maintaining Lowest Possible WTP Effluent NTU: WTP High Daily Individual Filter, Goal = < 0.05	98%	99%	100%	100%	100%
PM07	Repair & Maintenance: Unscheduled Completed within 2 weeks	100%	100%	100%	100%	100%
PM08	Repair & Maintenance: Scheduled Completed within 7 days	95%	98%	100%	100%	100%
PM09	Operator Certification: 10 Hours of Annual Training	100%	100%	100%	100%	100%
PM10	Sample & Test Distribution System Water Quality per State and Federal Requirements:>13,000 readings/tests per year	100%	100%	100%	100%	100%
Efficiency Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM11	Price per Million Gallons of Water Treated Annually (driven by weather)		\$907	\$1,020	\$1,054	\$1,054
PM12	Plant Capacity Per Day	15M gallons	18.7 M	18.7 M	25.7 M	25.7 M
PM13	Maximum Water Demand Per Day	Gallons	11.2 M	12 M	13 M	14 M
PM14	Average Water Demand per Day	Gallons	5.5 M	5.5 M	5.7 M	5.8 M
PM15	Annual Water Demand	Billion gallons	1,925 M	2,000 M	2,000 M	2,200 M

# Department: WATER TREATMENT PLANT (WTP)

Activity: Public Service

Workload Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
STAFF TO SUPPORT WORKLOAD		FTE	9.77	11.27	10.50	10.50
WL01	Plant Operation	Avg Hrs/Day	24	24	24	24
WL02	Laboratory Analysis & Collection	Avg Hrs/Day	7.5	8	9	9
WL03	Monitor Water Quality: Sourdough & Lyman Creek WTP's.	Avg Hrs/Day	24	24	24	24
WL04	Diversion & Reservoir Monitoring	Avg Hrs/Day	3	3	3	5



# Department: WATER OPERATIONS

Activity: Public Service

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## **PROGRAM INFORMATION**

### **Program Description:**

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

### **Major Objectives:**

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

### **Budget Highlights:**

- CIP item W37 – Pear St Booster Station Rehab - \$200,000;
- CIP item W38 – ½ ton pickup - \$27,000;
- CIP item W04-W16 - Water pipe replacement program - \$2,015,797;
- CIP item W03 - Engineering design for rehab - \$22,500;
- CIP item W34 Water cost of Service and Rate Study-\$50,000

### **Accomplishments:**

Anticipated for FY16: • Increased replacement of water distribution system pipes, significantly enhances maintenance of the water distribution system. • Continued Use of six fixed base water meter receivers at Kenyon Dr. Water Tank, City Shops, 911 center, Laurel Glen Annex, Solid Waste office and Nelson Story Tower MSU.

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

#3 - Water & Sewer Systems

# Department: WATER OPERATIONS

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$1,182,533	\$1,244,645	\$1,096,529	(\$148,116)	-11.90%
Operating	\$2,620,710	\$1,515,863	\$1,290,081	(\$225,782)	-14.89%
Capital	\$864,497	\$2,295,220	\$2,635,406	\$340,186	14.82%
Debt Service	\$0	\$0			100.00%
<b>Totals</b>	<b>\$4,667,740</b>	<b>\$5,055,728</b>	<b>\$5,022,016</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
5010 Water Operations	\$1,887,246	\$2,305,815	\$2,394,042	\$88,227	3.83%
5020 Utility Locates	\$6,416	\$7,450	\$7,450	\$0	0.00%
5030 Water Services	\$38,664	\$35,000	\$35,000	\$0	0.00%
5040 Water Construction	\$2,138,028	\$2,170,220	\$2,038,297	(\$131,923)	-6.08%
5050 Reservoirs	\$46,932	\$0			100.00%
5060 Meter Reading	\$462,854	\$434,743	\$444,727	\$9,984	2.30%
5070 Hydrants	\$50,149	\$65,000	\$65,000	\$0	0.00%
5080 Water Valves	\$15,665	\$17,500	\$17,500	\$0	0.00%
5090 Main Repairs	\$21,786	\$20,000	\$20,000	\$0	0.00%
<b>Totals</b>	<b>\$4,667,740</b>	<b>\$5,055,728</b>	<b>\$5,022,016</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
600 Water Fund	\$4,640,524	\$4,655,728	\$4,890,016	\$234,288	5.03%
610 Water Impact Fees	\$27,216	\$400,000	\$132,000	(\$268,000)	-67.00%
<b>Totals</b>	<b>\$4,667,740</b>	<b>\$5,055,728</b>	<b>\$5,022,016</b>		

# Department: WATER OPERATIONS

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM01	Water Main Breaks/Leaks 100 Miles of Pipe	31.0	4.2	3.8	4.5	5
PM02	Operate 50% of 4,485 Water Valves/Year	50%	49%	50%	50%	50%
PM03	Flush 30% of 2,406 Fire Hydrants/Year	30%	28.4%	21.8%	30%	30%
PM04	Disruption of Water Service/1,000 Accounts	<4 hrs = 3.56; 4 hrs = 1.43; >12 hrs = .08	3.6; .5; 0.00	5.0; .69; 0.08	4.0; .5; 0.00	5.5; .75; 0.06
PM05	Backflow Assembly Testing Voluntary Compliance		57.9%	69%	75%	75%
PM06	New Water Service Inspections with 4 hr Response	90%	100%	100%	100%	100%
Workload Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
STAFF TO SUPPORT WORKLOAD		FTE	15.62	15.62	13.45	14.45
WL01	New Service Main Taps		41	57	60	60
WL02	Renew Water Service Lines		3	2	7	7
WL03	Meter Replacement/Repair		113	479	450	500
WL04	Valve Operation		2,241	1,900	2,200	2,300
WL05	One-Call Location Requests		4,757	5,114	5,200	5,300
WL06	Fire Hydrant Flush		28.4%	21.8%	30%	30%
WL07	Hydrant Replacement		2	2	2	2
WL08	New Water Service Line Inspections		385	392	450	475
WL09	Water Main Repairs		4	7	6	6

**Department: WATER OPERATIONS**

Activity: Public Service

WL10	Fire Hydrant Repairs	52	61	65	65
WL11	Water Main Valves Replaced	6	2	10	10
WL12	Water Main Valve Box Repairs	20	19	30	30
WL13	Water Service Line Repairs	27	27	35	35
WL14	Curb Box Repairs	25	40	40	
WL15	Water Main Breaks	11	4	5	6
WL16	Commercial Cross Connection Survey	8	4	20	20

# Department: WASTEWATER OPERATIONS

Activity: Public Service

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## **PROGRAM INFORMATION**

### **Program Description:**

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

### **Major Objectives:**

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

### **Budget Highlights:**

CIP item WW07 - Engineering project design - \$22,500; • CIP item WW08-16 - Wastewater pipe replacement - \$1,074,919; • CIP item WW47-Burrap Lift Station Rehab-\$100,000

### **Accomplishments:**

Anticipated for FY16: •Increased replacement of wastewater collection system pipes, significantly enhancing maintenance of the wastewater collection system.

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

#3 - Water & Sewer Systems

# Department: WASTEWATER OPERATIONS

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$1,010,912	\$1,009,480	\$867,181	(\$142,299)	-14.10%
Operating	\$3,398,951	\$1,268,581	\$1,248,060	(\$20,521)	-1.62%
Capital	\$1,459,338	\$1,511,500	\$2,980,528	\$1,469,028	97.19%
Debt Service	\$0	\$0			100.00%
Transfers	\$0	\$0			100.00%
<b>Totals</b>	<b>\$5,869,201</b>	<b>\$3,789,561</b>	<b>\$5,095,769</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
5210 Wastewater Operations	\$3,440,578	\$2,604,061	\$2,428,350	(\$175,711)	-6.75%
5220 Utility Locates	\$4,504	\$4,900	\$4,900	\$0	0.00%
5230 Wastewater Services	\$1,740	\$5,000	\$5,000	\$0	0.00%
5240 Wastewater Construction	\$2,399,175	\$1,136,500	\$2,617,419	\$1,480,919	130.31%
5250 Manholes	\$13,032	\$25,000	\$25,000	\$0	0.00%
5260 Televising	\$6,448	\$9,100	\$10,100	\$1,000	10.99%
5280 Main Repairs	\$3,724	\$5,000	\$5,000	\$0	0.00%
<b>Totals</b>	<b>\$5,869,201</b>	<b>\$3,789,561</b>	<b>\$5,095,769</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
620 Wastewater Fund	\$5,739,142	\$3,589,561	\$3,909,569	\$320,008	8.91%
621 Wastewater EPA Grant	\$100,053	\$0			100.00%
630 Wastewater Impact Fees	\$30,006	\$200,000	\$1,186,200	\$986,200	493.10%
<b>Totals</b>	<b>\$5,869,201</b>	<b>\$3,789,561</b>	<b>\$5,095,769</b>		

# Department: WASTEWATER OPERATIONS

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM01	Flush City Mains (trunk lines not included)	Annually	47 miles	30 miles	90 miles	60 miles
PM02	Root Cut Affected City Mains (do not root cut PVC only root cut in areas with large trees)	Annually	48 miles	65.33 miles	50 miles	50 miles
PM04	Televis Sanitary Sewer Mains	30 Miles	37.73 miles	41.5 miles	40 miles	40 miles
PM05	Sanitary Sewer Overlow Events per 100 Miles of Main	1.7	0	0	0	0
Workload Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
STAFF TO SUPPORT WORKLOAD		FTE	10.25	11.25	13.30	13.30
WL01	Main Line Flushing		47 miles	30 miles	90 miles	60 miles
WL03	Main Line Root Cutting		48 miles	65.33 miles	50 miles	50 miles
WL04	Main Line Inspection TV		37.73 miles	41.5 miles	40 miles	40 miles
WL06	New Infrastructure TV		2.6 miles	2 miles	10 miles	11 miles
WL07	Sewer Manhole Repairs		3	5	5	5
WL08	Main Line Repairs		12	2	10	10
WL09	New Service Taps		17	37	40	45
WL10	One Call Location Requests		4,757	5,114	5,200	5,300

# Department: WATER RECLAMATION FACILITY

Activity: Public Service

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## **PROGRAM INFORMATION**

### **Program Description:**

The Water Reclamation Facility (WRF) budget accounts for the costs associated with the treatment of the City's domestic, commercial, and industrial wastewater. The WRF is an award-winning plant that serves to protect and enhance the water quality of the East Gallatin River. PURPOSE: Ensure strict environmental compliance by discharging thoroughly treated water meeting or surpassing all state and federal environmental standards. Through its beneficial reuse program, the WRF also maintains compliance with EPA Part 503 Bio-solids regulations. All plant bio-solids are thoroughly digested and then land applied as a beneficial fertilizer or composted for soil enhancement. The WRF is now at 99% completion of a significant plant expansion and technology upgrade that will meet the growing demand for waste water services in our community. This plant enhancement has also enabled the facility to begin removing nitrogen and phosphorus compounds as well as conventional pollutants. To the extent possible, these plant improvements have been funded, in part, by economic stimulus (ARRA) grants from the U.S. Environmental Protection Agency and through wastewater impact fees.

### **Major Objectives:**

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

### **Budget Highlights:**

- CIP item WW38 - #3 Perforated Screen and Washer Compactor - \$140,000;
- CIP item WW39 - Sandblast & paint old clarifier drives - \$85,000;
- CIP item WW45 - Final clarifier launder covers - \$40,000;
- CIP item WW27 - Watershed Study & Stream Modeling - \$70,000;
- Magnesium Hydroxide for Phosphorus removal - \$110,000;
- Polymer for Rotary Screen Thickener - \$80,000;
- Polymer for Screw Press - \$100,000.

### **Accomplishments:**

Anticipated for FY16: Our staff will continue to work to optimize overall plant performance and retrofit some of the small construction details that were left unfinished or do not perform as expected. The City's new BNR facility is now producing some of the best effluent in the State. Digester #3 will be coming on line and we will be able to send thickened anaerobically digested sludge to the county landfill for composting. Sending thickened sludge to the county landfill will allow us to stop liquid sludge injection.

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

No specific items identified this year.



# Department: WATER RECLAMATION FACILITY

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$1,118,397	\$1,137,707	\$1,180,973	\$43,266	3.80%
Operating	\$2,766,558	\$1,548,401	\$1,970,718	\$422,317	27.27%
Capital	\$157,231	\$184,000	\$265,000	\$81,000	44.02%
Debt Service	\$1,745,625	\$1,237,480	\$2,357,459	\$1,119,979	90.50%
Transfers	\$1,132,547	\$0			100.00%
<b>Totals</b>	<b>\$6,920,358</b>	<b>\$4,107,588</b>	<b>\$5,774,150</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
5610 WRF Operations	\$2,228,366	\$2,442,224	\$2,501,729	\$59,505	2.44%
5620 Laboratory	\$217,943	\$198,309	\$457,023	\$258,714	130.46%
5630 Sludge Injection	\$189,284	\$223,075	\$451,439	\$228,364	102.37%
5640 Pretreatment	\$0	\$6,500	\$6,500	\$0	0.00%
5650 WRF Construction	\$4,284,765	\$1,237,480	\$2,357,459	\$1,119,979	90.50%
<b>Totals</b>	<b>\$6,920,358</b>	<b>\$4,107,588</b>	<b>\$5,774,150</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
620 Wastewater Fund	\$2,810,367	\$3,454,376	\$5,120,938	\$1,666,562	48.24%
622 Wastewater Reclamation Facility	\$2,977,444	\$0			100.00%
630 Wastewater Impact Fees	\$1,132,547	\$653,212	\$653,212	\$0	0.00%
<b>Totals</b>	<b>\$6,920,358</b>	<b>\$4,107,588</b>	<b>\$5,774,150</b>		

# Department: WATER RECLAMATION FACILITY

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM01	Meet Final Effluent Discharge Permit Parameters for pH	100%	100%	100%	100%	100%
PM02	Meet Final Effluent Discharge Permit Parameters for Ammonia Nitrogen	100%	99.5%	100%	100%	100%
PM03	Meet Final Effluent Discharge Permit Parameters for E. Coli	100%	100%	100%	100%	100%
PM04	Meet Final Effluent Discharge Permit Parameters for CBOD 5	100%	100%	100%	100%	100%
PM05	Meet Final Effluent Discharge Permit Parameters for TSS	100%	100%	100%	100%	100%
PM06	% CBOD Removal (% of carbonaceous biochemical oxygen demand removed is a measure of the effectiveness of the plant)	85%	99%	98%	99.3%	99%
PM07	% of Total Suspended Solids Removed	85%	98%	97%	98.7%	98%
PM08	% of Chronic Whole Effluent Toxicity Tests Passed on Final Effluent	100%	100%	100%	100%	100%
PM09	Number of Plant Bypasses	0	0	0	0	0
PM10	Meet EPA's Part 503 Biosolids Regulations	100%	100%	100%	100%	100%
Efficiency Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM11	Million Gallons of Wastewater Flow Treated Daily (MGD)	5.78	5.17	5.62	6.12	6.5
PM12	Gallons of Wastewater Flow Treated Annually (MG)	2,110	1,894	2,049	2,234	2,373
PM13	CBOD Plant Loading (lbs/day)	8,580	10,649	11,190	10,364	12,000
PM14	TSS Plant Loading (lbs/day)	7,220	9,197	8,967	8,004	10,000
PM17	Total O&M Dollars per Million Gallons of Wastewater Flow Treated Annually	NA	\$704	\$765	\$718	\$900

# Department: WATER RECLAMATION FACILITY

Activity: Public Service

PM19	Annual \$\$ per Million Gallons of Wastewater Flow Treated	NA	\$1,145	\$1,185	\$1,238	\$1,300
<b>Workload Measures</b>		<b>Standard</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Budgeted</b>	<b>FY16 Estimated</b>
	<b>STAFF TO SUPPORT WORKLOAD</b>	<b>FTE</b>	16.37	17.47	13.75	14.75
WL02	Maintenance: Corrective	Tasks	40	40	75	90
WL04	BNR / Nutrient Removal Process Control Tests	Tasks	NA	7,200	7,200	7,200
WL06	Calibration of Lab Equipment	Tasks	850	850	850	850
WL08	Influent Flow (MGD)		5.70	4.80	5.17	5.7
WL10	TSS Loading (lbs per day)		11,000	10,000	8,004	10,000
WL12	Acres Injected		400 acres	473 acres	335 acres	400 acres

# Department: STORM WATER

Activity: Public Service

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## **PROGRAM INFORMATION**

### **Program Description:**

The Stormwater Program was formed with the creation of a utility in 2012 to better manage the City's state stormwater permit requirements, maintain city-owned infrastructure, and improve local water quality. Stormwater related activities and issues have been traditionally addressed by the Streets, Engineering, Public Works, Water and Sewer, Planning, and GIS Departments. Over the next year, staff plans on integrating stormwater related duties into a central Stormwater Department, while continuing to coordinate with others for specific expertise, resources, and equipment. All program development will be guided by the requirements outlined in the City's stormwater permit and immediate infrastructure needs.

### **Major Objectives:**

This year the City's Stormwater Department plans to improve the quality of its mapped stormwater infrastructure data through additional mapping and attribution, complete necessary stormwater improvements, develop programs that comply with state and federal permit requirements, create an infrastructure repair and maintenance regimen, and develop a robust construction management program.

### **Budget Highlights:**

STRM04: Annual Stormwater Pipe Rehabilitation Design - \$22,500; STRM10: Annual Stormwater System Enhancement Design - \$22,500; STRM14: 11th & Lamme - Separation System - \$20,000; STRM15: Rouse & Lincoln - Separation System - \$40,000; STRM17: CityWorks PLL Permit Software - \$30,000

### **Accomplishments:**

Anticipated for FY16: The City plans to implement a \$1.2 million "bronze" utility and change the current "meter-sized" rate model to an impervious area based method. In addition, the City plans to develop a construction site permitting/inspection program, address know deficiencies within the City's stormwater program, and amend multiple post construction engineering standards.

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

Stormwater Utility - Work to implement a \$1.2 million dollar utility and new rate model. Initial implementation is expected to occur in May 1, 2015 and full adoption is scheduled to occur on December 1, 2015.

# Department: STORM WATER

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$96,363	\$290,700	\$364,708	\$74,008	25.46%
Operating	\$64,818	\$427,926	\$174,597	(\$253,329)	-59.20%
Capital	\$16,317	\$96,650	\$231,650	\$135,000	139.68%
Debt Service	\$0	\$0	\$225,351	\$225,351	100.00%
Transfers	\$0	\$0			100.00%
<b>Totals</b>	<b>\$177,498</b>	<b>\$815,276</b>	<b>\$996,306</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
4510 Admin, Enforc. + Mapping	\$175,026	\$592,626	\$706,792	\$114,166	19.26%
4520 Operations and Mtc	\$2,472	\$126,000	\$192,864	\$66,864	53.07%
4530 Construction	\$0	\$96,650	\$96,650	\$0	0.00%
<b>Totals</b>	<b>\$177,498</b>	<b>\$815,276</b>	<b>\$996,306</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
670 Storm Water Fund	\$177,498	\$815,276	\$996,306	\$181,030	22.20%
<b>Totals</b>	<b>\$177,498</b>	<b>\$815,276</b>	<b>\$996,306</b>		

# Department: STORM WATER

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM01	Storm Water Infrastructure System Mapped	100%	40%	70%	90%	95%
Workload Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
STAFF TO SUPPORT WORKLOAD		FTE	1.00	1.00	6.25	6.25
WL16	Storm Inlets Maintained		5,550	3,083	5,560	3,083
WL17	Storm Manholes Maintained		370	370	370	1,298
WL25	Miles of Creek Maintained		1	1	1	1

# Department: SOLID WASTE COLLECTION & RECYCLING

Activity: Public Service

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## **PROGRAM INFORMATION**

### **Program Description:**

The Solid Waste Division provides services to the Citizens of Bozeman and protects public health by ensuring residential and commercial wastes are collected, transported, and disposed of in a safe and environmentally responsible manner. The Division encourages recycling by offering a "Pay as you Throw" collection system, which establishes a direct relationship between the amount a customer pays and the size container they have. The Solid Waste Division's recycling program encompasses a wide variety of services to the public for recycling opportunities thereby reducing the volume of solid waste being land filled. These services include: • Single-stream recycling of paper, cardboard, plastic, tin & aluminum cans • Bulk curbside recycling opportunities within multi-family housing. • Compost collection during summer months. • Brush & pallet recycling. • Commercial cardboard collection • Bulky item/appliance removal and recycling. • Roll-off discounts for large volume recycling projects. • Recycling bins at community events.

### **Major Objectives:**

• Continue the highest quality service to the Citizens of Bozeman • Promote waste reduction thru recycling efforts. • Optimize operational efficiencies. • To promote recycling opportunities available to the community. • Minimize the amount of solid waste going to the landfill for disposal. • To expand the City's single-stream recycling program.

### **Budget Highlights:**

• SW32 Front Load Truck replacement - \$270,000 • SW37 Side Load Packer - \$138,043 • SW38 Side Load Truck replacement - \$290,000 • SW44 Compost Turner - \$80,000 • SW35 Curbside Recycling Truck replacement - \$290,000

### **Accomplishments:**

Anticipated for FY16: • Lowest worker injury rate in the state for Solid Waste Division, MMIA members; • Growth of 5.9% in refuse customer accounts; • Growth of 37% in recycling customer accounts, 25% of accounts now have recycling service, increase of 80% in weight of recyclables collected and single stream recycling has collected over 50 tons each month in the last four months of 2014; • Expanded recycling opportunities with MSU at games and campus housing.

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

No specific items identified this year.

# Department: SOLID WASTE COLLECTION & RECYCLING

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$1,131,550	\$1,107,294	\$1,030,805	(\$76,489)	-6.91%
Operating	\$1,694,325	\$1,564,517	\$1,664,922	\$100,405	6.42%
Capital	\$0	\$158,043	\$1,088,043	\$930,000	588.45%
Debt Service	\$0	\$0			100.00%
Transfers	\$0	\$0			100.00%
<b>Totals</b>	<b>\$2,825,875</b>	<b>\$2,829,854</b>	<b>\$3,783,770</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
5810 Solid Waste Collection	\$2,562,216	\$2,677,404	\$3,302,769	\$625,365	23.36%
5820 Recycling	\$263,659	\$152,450	\$481,001	\$328,551	215.51%
<b>Totals</b>	<b>\$2,825,875</b>	<b>\$2,829,854</b>	<b>\$3,783,770</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
640 Solid Waste Fund	\$2,825,875	\$2,829,854	\$3,783,770	\$953,916	33.71%
<b>Totals</b>	<b>\$2,825,875</b>	<b>\$2,829,854</b>	<b>\$3,783,770</b>		



# Department: SOLID WASTE COLLECTION & RECYCLING

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Workload Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	15.74	15.74	15.15	15.15
WL01	Collection: Residential Accounts		7,470	7,869	8,369	8,878
WL02	Collection: Commercial Accounts		265	258	265	270
WL03	Collection: Commercial Cardboard Collected: Tons		471	571	650	696
WL04	Collection: Containers Emptied Weekly		7,914	8,433	8,940	9,600
WL05	Collection: Annual Tonnage		10,695	10,960	11,457	11,691
WL06	Collection: Vehicles		7	7.25	7.5	7.5
WL07	Collection: Roll-off Program: Roll-offs Serviced		792	971	1,035	1,050
WL08	Collection: Roll-off Trucks		4	4	4	4
WL09	Collection: Rolloff Program: Annual Tonnage		2,182	2,963	3,368	3,248
WL10	Recycling: Total Customers		1,135	1,601	2,100	2,663

**Department: SOLID WASTE DISPOSAL**

Activity: Public Service

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**PROGRAM INFORMATION**

**Program Description:**

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

**Major Objectives:**

To budget for post landfill closure costs appropriately.

**Budget Highlights:**

• CIP Item GF065: E-Discovery Software - \$100,000; • Litigation Costs - \$180,000

**Accomplishments:**

Anticipated for FY16: Fund the Story Mill Landfill Project remediation.

**Adopted Work Plan Items:**

• Story Mill Landfill Project

# Department: SOLID WASTE DISPOSAL

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$0	\$0			100.00%
Operating	\$4,132,332	\$640,000	\$180,000	(\$460,000)	-71.88%
Capital	\$0	\$1,700,000	\$100,000	(\$1,600,000)	-94.12%
Debt Service	\$0	\$0			100.00%
Transfers	\$0	\$0			100.00%
<b>Totals</b>	<b>\$4,132,332</b>	<b>\$2,340,000</b>	<b>\$280,000</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
5910 Operations	\$4,132,332	\$2,340,000	\$280,000	(\$2,060,000)	-88.03%
<b>Totals</b>	<b>\$4,132,332</b>	<b>\$2,340,000</b>	<b>\$280,000</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
641 Landfill Closure Costs	\$4,132,332	\$2,340,000	\$280,000	(\$2,060,000)	-88.03%
<b>Totals</b>	<b>\$4,132,332</b>	<b>\$2,340,000</b>	<b>\$280,000</b>		

# Department: VEHICLE MAINTENANCE

Activity: Public Service

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## **PROGRAM INFORMATION**

### **Program Description:**

The Vehicle Maintenance budget unit accounts for the costs of repairing and maintaining vehicles of City departments. Vehicle Maintenance staff consists of four full-time mechanics responsible for keeping City vehicles in proper working condition, and one full-time waste oil disposal specialist. The budget unit operates under an internal service fund. Charges are assessed against departments which have vehicles repaired, receipts are deposited in the Vehicle Maintenance fund and used to support salary and operating costs. GOAL: To maintain vehicles and equipment in good running condition thereby enabling various City personnel to perform their daily assignments safely and without delay due to mechanical failure or breakdown. The Division emphasizes the importance of having a well-structured preventative maintenance program online for all equipment and vehicles.

### **Major Objectives:**

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

### **Budget Highlights:**

- CIP item GF202 - Irrigation and site improvements at vehicle maintenance facility - \$15,500.
- CIP Item VM1 – Heavy duty 2 post lift - \$15,000.

### **Accomplishments:**

Anticipated for FY16: Continue to decrease the number repairs contracted out, saving the City money. • Repair and maintain City's fleet of over 400 vehicles and equipment. • Dispose of over 7,000 gallons of used motor oil from residents. • Dispose of over 400 gallons of used antifreeze from residents. • Utilize preventative maintenance program for servicing vehicles. • Use our waste oil for fuel to heat the shop and HRDC bus barn. Continue a comprehensive scheduling system to inspect all equipment at least once a year.

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

No specific items identified this year.

# Department: VEHICLE MAINTENANCE

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$327,186	\$317,071	\$380,994	\$63,923	20.16%
Operating	\$759,040	\$555,416	\$765,965	\$210,549	37.91%
Capital	\$16,979	\$15,500	\$30,500	\$15,000	96.77%
Debt Service	\$0	\$0			100.00%
Transfers	\$0	\$0			100.00%
<b>Totals</b>	<b>\$1,103,205</b>	<b>\$887,987</b>	<b>\$1,177,459</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
6010 Vehicle Maintenance Shop	\$1,055,514	\$887,987	\$1,177,459	\$289,472	32.60%
6020 Construction	\$47,691	\$0			100.00%
<b>Totals</b>	<b>\$1,103,205</b>	<b>\$887,987</b>	<b>\$1,177,459</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
710 Vehicle Maintenance Fund	\$1,103,205	\$887,987	\$1,177,459	\$289,472	32.60%
<b>Totals</b>	<b>\$1,103,205</b>	<b>\$887,987</b>	<b>\$1,177,459</b>		

# Department: VEHICLE MAINTENANCE

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM01	Repair/Maintenance Work Orders: Completed w/in 4 days of receipt - Light Equipment	95%	90%	90%	95%	95%
PM02	Repair/Maintenance Work Orders: Completed w/in 7 days of receipt -Heavy Equipment	95%	92%	95%	95%	95%
PM03	Returns for Rework	<0.5%	0.3%	0.2%	0.2%	0.2%
PM04	Mechanics Certified	100%	100%	100%	100%	100%
PM05	Waste Oil Customers: Attended to Completion	100%	100%	100%	100%	100%
PM06	Emergency Repair Response: Within 24 hours of Notification	90%	100%	100%	100%	100%
PM07	Service Requests (oil change & lube) within 2 work days	90%	90%	90%	100%	100%
PM08	Preventative Maintenance Program Complete for City Fleet	100%	100%	100%	100%	100%
PM09	Fleet Operational Time: Streets Dept	99%	95%	98%	95%	95%
PM10	Fleet Operational Time: Water/Sewer Dept	99%	98%	99%	98%	99%
PM11	Fleet Operational Time: Police Dept	95%	90%	95%	90%	95%
Workload Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
STAFF TO SUPPORT WORKLOAD		FTE	5.00	5.00	6.50	6.50

# Department: CEMETERY

Activity: Public Welfare

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## **PROGRAM INFORMATION**

### **Program Description:**

The Cemetery budget unit accounts for the costs of operating and maintaining the City's Cemetery 140 acres, of which 65 acres are developed. The Cemetery division includes a foreman, two maintenance workers, and seasonal or short term employees. Employees are responsible for burials, cemetery development, and maintenance. MISSION: Sunset Hills Cemetery is dedicated to excellence in the provision of professional and dignified interment services. In a serene and beautiful surrounding that helps survivors through the bereavement process. The cemetery staff is dedicated to providing ongoing services and perpetual care essential to maintaining the cemetery grounds as a serene and beautiful surrounding helping survivors through the bereavement process.

### **Major Objectives:**

ADMINISTRATIVE • Develop, submit, and administer cemetery budgets in a timely manner. • Maintain computer technology to improve/enhance intra-departmental communication(s). • Create new cemetery blocks and open lots up for sale as demand dictates. • Inform the community through publications, press releases, and advertisements of current policies, procedures, and practices of the Sunset Hills Cemetery. • Continue safety training programs, professional development, and pro-active customer service. • Carry out the Mission and Vision statements of the City of Bozeman. FACILITIES AND GROUNDS MAINTAINENCE • Surviving family, user, taxpayer and City Commission satisfaction with the use, care, and overall appearance of the cemetery grounds and buildings. • Provide an easily accessible, safe, and serene setting for cemetery/gravesite visitation. • Maintain and expand the underground irrigation system as needed to fully utilize all water resources in a conscious manner. • Keep all paved roads clear and open during winter months. • Keep the Highland Boulevard path clear during the winter work week. • Assist other Divisions in the City of Bozeman when needed or called on. • Develop new sections of the Cemetery in a manner and method consistent with the long-term planning guidelines with recommendations provided by the Cemetery Advisory Board. BURIAL SERVICES • Modernize and maintain an improved and accurate mapping and computerized grave registration system. • Continue to provide experienced and professional staff to perform essential burial functions. • Continually strive to achieve high public/user /group satisfaction levels of all services and activities the cemetery provides. • Make known, adhere to, and fully comply with, all laws and regulations regarding the interment of human remains.

### **Budget Highlights:**

- CIP item GF231: Cemetery Irrigation Project (Design Phase) - \$50,000

### **Accomplishments:**

Anticipated in FY15: • Opening of the Memorial Garden. • Continued implementation of growth regulator program in effort to reduce carbon footprint. • Opening Kiosk at Veterans memorial wall. • Continued collaboration with local farmer and user groups to target invasive weeds within the open undeveloped areas outside of the "formal" cemetery. • Mapping of irrigation system. Implement energy reduction methods according to energy audit recommendations. • Continue to provide the community with a compassionate, caring, and professional service during their time of need.

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

No specific items identified this year.

# Department: CEMETERY

Activity: Public Welfare

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$316,942	\$304,430	\$310,759	\$6,329	2.08%
Operating	\$97,113	\$110,602	\$112,413	\$1,811	1.64%
Capital	\$0	\$16,000	\$50,000	\$34,000	212.50%
Debt Service	\$0	\$0			100.00%
Transfers	\$0	\$0			100.00%
<b>Totals</b>	<b>\$414,055</b>	<b>\$431,032</b>	<b>\$473,172</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
7210 Cemetery Operations	\$414,055	\$431,032	\$473,172	\$42,140	9.78%
<b>Totals</b>	<b>\$414,055</b>	<b>\$431,032</b>	<b>\$473,172</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
010 General Fund	\$414,055	\$431,032	\$473,172	\$42,140	9.78%
135 Cemetery Special Revenue	\$0	\$0			100.00%
800 Cemetery Perpetual Care	\$0	\$0			100.00%
<b>Totals</b>	<b>\$414,055</b>	<b>\$431,032</b>	<b>\$473,172</b>		



# Department: CEMETERY

Activity: Public Welfare

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM01	Burials & Disinterments (Full, Ash and Columbarium)	As Scheduled	100%	100%	100%	100%
PM02	Grave Reclamation & Repair (Compaction, level, and re-sod)	Est. 25-30x/yr	50%	55%	60%	60%
PM03	Mowing: Formal Cemetery	1/week	80%	80%	80%	80%
PM04	Mowing: Cemetery Trails & Perimeter	2/year	75%	75%	90%	90%
PM05	Fertilize Formal Cemetery	2/year	50%	50%	50%	50%
PM06	Irrigation: Entire Formal Cemetery (above ground pipes and automated)	Est 3x/week	75%	75%	75%	75%
PM07	Herbicide Application: Formal Cemetery	2/year	75%	75%	75%	75%
PM08	Herbicide Application: Undeveloped Area Perimeter	2/year	80%	85%	85%	100%
PM09	Leaf Mulch & Pinecone Removal (weather related)	1x/yr. (in the fall)	75%	75%	75%	75%
PM10	Weed Eating:	2/year	75%	75%	80%	50%
PM11	Police Grounds (flower & trash removal)	1x/yr (in the fall)	80%	90%	90%	90%
PM12	Tree & Hedge Maintenance	5 Days/wk	80%	80%	100%	100%
PM13	Response to Complaints & Questions	< 2 Days	100%	100%	100%	100%
PM14	Response to Memorial & Resolution Compliance	< 2 Days	90%	100%	100%	100%
PM15	Plowing: Highland & Park Sidewalks (weather & workload related)	By 10AM	75%	75%	95%	95%
PM16	Plowing: All Roads within the Cemetery (weather & workload related)	By 10AM	75%	75%	90%	90%

# Department: CEMETERY

Activity: Public Welfare

PM17	Plowing: Assist Parks with Parking Lots (weather and workload related)	Same day	50%	50%	50%	50%
<b>Workload Measures</b>		<b>Standard</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Budgeted</b>	<b>FY16 Estimated</b>
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	3.33	3.33	5.04	5.04
WL01	Burials: Full & Ash		150	120	130	130
WL02	New Lot Development		0	0	0	0
WL03	Grave Repairs & Reclamation		25	25	25	25
WL04	Formal Turf Acres: Acres Mowed & Irrigated Weekly		53	55	60	60
WL05	Undeveloped Acres		54	54	54	54
WL06	Miles of Trails		2	2	2	2
WL07	Miles of Trails/Sidewalks to Plow		5	5	5	5
WL08	User Agreements		1	2	2	2
WL09	Volunteer Projects		4	4	4	4
WL10	Parking Lots to Plow- this is addressed below		11	11	11	5
WL11	Herbicide Application: Formal Acres		53	54	55	55
WL12	Herbicide Application: Acres Undeveloped		8	8	8	8
WL13	Restrooms		1	1	1	1
WL14	Parking Lots		2	2	2	2

# Department: PARKS

Activity: Public Welfare

## PROGRAM INFORMATION

### Program Description:

The Parks budget unit accounts for the costs of operating, developing, and maintaining City parks and other City property. Section 7-16-4103 MCA authorizes the City to establish parks and playgrounds and provides for methods of financing. The Division develops, maintains, and cares for: park buildings and restrooms; playground equipment; picnic facilities; sports fields; trail systems; natural areas; skating rinks; tennis courts; swimming/boating ponds; and other related equipment and facilities. The Parks Division, along with the Cemetery Division, is responsible for snow removal on all public sidewalks, adjoining parks, and street rights-of-way designated as the City's responsibility. The Street Division is no longer assisting in sidewalk snow removal.

### Major Objectives:

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

### Budget Highlights:

\*Additional increases within the operational budget are attributable to: Accepting the maintenance responsibilities associated with Enterprise (formerly Lerner Park) and Ainsworth Parks. (10 acres between the two parks.) \*Opening of the Bozeman Pond expansion TOP project. ( 9 acres). \* Implementation of CityWorks into the Parks Division.\* Taking over maintenance responsibilities formerly with the Street Division pertaining to snow removal on sidewalks and shared use paths. (2 additional miles). CIP item GF034 – Large deck mower \$54,000 • CIP item GF194 - Park signage continuation - \$10,000;

### Accomplishments:

- Continue to button up and complete Park Improvement Grant Projects, examples include: Snowfill trail expansion, beach and plaza expansion at the East Gallatin Recreation Area, infield renovation at Christie Fields and the completion of the "frog water fountain at Beall Park.
- Continue to develop and Enhance Public/Private and Public/Non-Profit Partnerships, Rotary and Optimist clubs and sports groups are recent examples.
- Continued implementation of the TOP Bond.
- Trail expansion at Bronken Park.
- Continued collaboration with volunteers, such as the trail work done through GVL, Sacajawea Middle School and the Boy Scouts.
- \*Continued improvements made to our sports fields, which has translated to more tournaments coming to Bozeman. Examples include: Batting in the Bridger's youth baseball tournament at Christie Fields and Rhino Lacrosse camp and tournament at Bronken Park.
- \*Eradication of numerous vagrant camps located in public parks and along the trail system.

### Adopted Work Plan Items:

The Parks and Recreation Department is working to fulfill the following Adopted Work Plan Item: #4 - Continue to implement the 2012 parks & trails bond to expand the capacity of our parks, trails, and open spaces. 14.1 million dollars has been allocated to five bond projects: The trail to the "M", Bozeman Pond expansion, Story Mill Community Park, Bozeman Sports Park and the Bozeman Creek Enhancement project at Bogert Park. Emphasis will be placed on continuing to build out these projects in the coming years, with the Bozeman Pond expansion slated to be operational in the late summer of 2015.

# Department: PARKS

Activity: Public Welfare

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$743,810	\$808,500	\$779,569	(\$28,931)	-3.58%
Operating	\$524,738	\$561,918	\$611,277	\$49,359	8.78%
Capital	\$966,321	\$10,128,000	\$69,000	(\$10,059,000)	-99.32%
Debt Service	\$0	\$0			100.00%
Transfers	\$122,548	\$0			100.00%
<b>Totals</b>	<b>\$2,357,417</b>	<b>\$11,498,418</b>	<b>\$1,459,846</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
7610 Parks Operations	\$2,357,417	\$11,498,418	\$1,459,846	(\$10,038,572)	-87.30%
<b>Totals</b>	<b>\$2,357,417</b>	<b>\$11,498,418</b>	<b>\$1,459,846</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
010 General Fund	\$1,490,448	\$1,498,418	\$1,459,846	(\$38,572)	-2.57%
128 FWP Management Areas	\$90	\$0			100.00%
184 Park Improvement Grants	\$107,387	\$0			100.00%
563 Parks & Open Space Bond	\$759,492	\$10,000,000			
<b>Totals</b>	<b>\$2,357,417</b>	<b>\$11,498,418</b>	<b>\$1,459,846</b>		

# Department: PARKS

Activity: Public Welfare

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM01	Mowing: Core Parks	1/week	80%	80%	80%	75%
PM02	Mowing: Sports Fields	2/week	70%	70%	75%	75%
PM03	Mowing: Natural Parks	2/year	90%	90%	95%	95%
PM04	Fertilize: Core Parks	2/year	75%	75%	75%	75%
PM05	Fertilize: Sports Fields	3/year	75%	75%	75%	75%
PM06	Fertilize: Neighborhood Parks	1/year	50%	50%	50%	50%
PM07	Irrigation: Activate all park systems	By May	100%	100%	100%	100%
PM08	Irrigation: Winterize All Park's Systems	By Oct. 31	100%	100%	100%	100%
PM09	Leaf Mulch & Pickup	All Parks	70%	80%	80%	75%
PM10	Playground: Inspection	1/week	75%	100%	100%	100%
PM11	Playground: Repairs	Same Day	60%	80%	90%	90%
PM12	Trails: Inspections	2/month	50%	80%	80%	80%
PM13	Trails: Maintenance	2/year	50%	50%	50%	50%
PM14	Weed Control: Roundup	3/year	40%	40%	40%	50%
PM15	Weed Control: Broadleaf	2/year	50%	50%	50%	50%
PM16	Weed Control: Noxious	2/year	50%	50%	50%	50%
PM17	Weed Eating	2/month	50%	50%	50%	50%
PM18	Garbage Collection	7 days/week	85%	100%	100%	100%

# Department: PARKS

Activity: Public Welfare

PM19	Police All Grounds	5 days/week	25%	25%	25%	25%
PM20	Building Maint & Repairs	Same Day	45%	75%	45%	50%
PM21	Restrooms: Clean & Maintain	7 days/week	75%	100%	100%	100%
PM22	Response to Complaints	Within 2 days	90%	100%	100%	100%
PM23	Plowing: Sidewalks	By 10AM	90%	90%	90%	75%
<b>Workload Measures</b>		<b>Standard</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Budgeted</b>	<b>FY16 Estimated</b>
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	11.77	11.77	13.51	13.51
WL01	Park Reservations: Annual		350	400	400	400
WL02	Formal Turf Acres		125	125	126	140
WL03	Natural Parkland Acres		220	220	220	220
WL04	Miles of Trails		55	61	63	63
WL05	Park Fund Grant Projects		20	6	8	02
WL06	User Agreements		14	16	17	
WL07	Volunteer Projects		4	4	4	4
WL08	Miles of Sidewalks plowed- 1 additional route – and new park sidewalks		11	11	11	16
WL09	Baseball/Softball Fields		16	16	16	16
WL10	Playgrounds: City Maintained		22	20	20	20
WL11	Playgrounds: HOA Maintained		15	18	18	15
WL12	Ice Rinks		4	4	4	4
WL13	Weed Spraying: Undeveloped Acres		165	165	165	165

# Department: PARKS

Activity: Public Welfare

WL14	Weed Spraying: Developed Acres	118	125	138	140
WL15	Garbage Collection: Number of Cans	145	150	150	160
WL16	Dog Sanitation Stations	42	40	40	44
WL17	Picnic Tables	125	125	127	127
WL18	Pavilions/Shelters	12	12	12	12
WL19	Restrooms	12	12	12	12
WL20	Parking Lots	14	14	14	14

# Department: FORESTRY

Activity: Public Welfare

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## **PROGRAM INFORMATION**

### **Program Description:**

The Forestry budget unit accounts for the costs of maintaining Bozeman’s urban forest and is financed by a special assessment on all properties within the City of Bozeman. The use of the funds generated by the assessment is limited to caring for and preserving city-owned trees in order to obtain the maximum benefit for our community. Forestry is accounted for in a special revenue fund. Any revenues collected and not expended will remain in the Forestry fund and will be available for appropriation in a subsequent year.

### **Major Objectives:**

- Provide systematic maintenance for Bozeman’s 20,000 trees on street boulevards, in parks, cemetery and around public buildings.
- Remove or reduce the potential risk factors associated with publicly owned trees.
- Identify and correct encroachment problems including street and sidewalk clearance, and the obstruction of sight vision triangles and signs.
- Detect, identify, and eradicate harmful tree insects and disease.
- Follow the guidelines of the current arboricultural specifications, and related ordinances.
- Maintain and update a city-wide tree inventory.
- Pursue state and federal grants for urban forestry related activities.
- Implement the city’s cost share tree program, voucher replacement program, and other planting projects to ensure a diversity in species and age distribution.
- Provide education to the public on the care and maintenance of trees and the benefits of a healthy urban forest.
- Maintain positive work relationships with other departments within the City of Bozeman.
- Continue to promote Arbor Day activities.
- Maintain International Society of Arboriculture certifications, Tree City USA status, and staff education.

### **Budget Highlights:**

Adoption of 2015 Urban Forest Management Plan and implementation of Phase I.

### **Accomplishments:**

Anticipated for FY16: • Continued systematic maintenance of trees on streets, in parks, cemetery, and around public buildings. • Continued trimming for sidewalk and street clearance, traffic signs, sight triangles. • Continue cost share and voucher program of 300 trees planted. • Continue ISA Certified Arborist education and Tree City USA status. • Provide information to the public on appropriate planting practices, species selection, code requirements related to public and private tree plantings, and the benefits of the urban forest. • Continue to review landscape plans and oversee tree installations in coordination with Planning and Building Departments. • Integrate City Works technology into forestry operations. • Continue Arbor Day activities. • Work injury free. • Continue to provide prompt service to citizen requests. • Promote use of trees in Storm Water management. • Respond in a safe and effective manner to emergency storm events. Follow Emerald Ash Borer Readiness and Response Plan by removing and replacing ash trees in poor condition with alternative species, and by using the sampling technique to assist in early detection.

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

No specific items identified this year.



# Department: FORESTRY

Activity: Public Welfare

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$326,108	\$345,851	\$325,238	(\$20,613)	-5.96%
Operating	\$129,832	\$137,222	\$147,813	\$10,591	7.72%
Capital	\$15,592	\$0			100.00%
Debt Service	\$0	\$0			100.00%
Transfers	\$0	\$0			100.00%
<b>Totals</b>	<b>\$471,532</b>	<b>\$483,073</b>	<b>\$473,051</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
7710 Tree Maintenance	\$471,532	\$483,073	\$473,051	(\$10,022)	-2.07%
<b>Totals</b>	<b>\$471,532</b>	<b>\$483,073</b>	<b>\$473,051</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
112 Tree Maintenance Fund	\$471,532	\$483,073	\$473,051	(\$10,022)	-2.07%
<b>Totals</b>	<b>\$471,532</b>	<b>\$483,073</b>	<b>\$473,051</b>		

# Department: FORESTRY

Activity: Public Welfare

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM01	Response to Citizen Requests: Within 2 Days - Assessed & Prioritized	100%	100%	100%	100%	100%
PM02	Response Time: Emergency Calls (1 Hour Target)	100%	95%	100%	99%	100%
PM03	Response to Damage: Within 1 day Assessed & Prioritized	100%	90%	100%	95%	100%
PM04	Survey for Hazardous Tree Situations	Bi-monthly	95%	100%	99%	100%
PM05	Maintain & Update Tree Inventory	Bi-monthly	75%	75%	75%	75%
Workload Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
STAFF TO SUPPORT WORKLOAD		FTE	4.60	4.60	5.65	5.65
STAFF TO SUPPORT WORKLOAD		FTE	3.00	3.50	3.50	3.50
WL01	Trees Trimmed		266	400	350	450
WL02	Trees Removed		197	200	225	250
WL03	Trees Planted	Annual	138	135	195	205
WL04	Emergency Storm Damage: Tons		7.9	10	10	10
WL05	Christmas Trees: Chipped and Composted (Tons)		36	35	38	40
WL06	Cost Share Trees		125	125	175	175
WL07	Tree Vouchers		217	225	225	250
WL08	Miscellaneous/Arbor Day/Tree Spade, etc		10	15	20	30
WL09	Encroachments Addressed: Sidewalk, Sight Triangle, Street Sign		382	400	400	445

Department: FORESTRY

Activity: Public Welfare

WL10	Planting Permits	75	120	120	100
WL11	DRC Reviews	80	100	120	140
WL12	Vandalism	14	10	15	18
WL13	Service Requests	780	800	850	875
WL14	Trees Inventoried	2,400	2,500	2,500	2500

# Department: LIBRARY

Activity: Public Welfare

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## **PROGRAM INFORMATION**

### **Program Description:**

The Library budget unit accounts for the costs associated with operating and maintaining the City's Public Library. Approximately one-third of the Library's operating budget is off-set by county funds. MISSION: The Bozeman Public Library provides the community with: free, open, and equal access to general information on a broad array of topics; resources to promote personal growth and lifelong learning; popular materials to meet cultural and recreational needs; and the training needed to find, evaluate and use information effectively.

### **Major Objectives:**

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

### **Budget Highlights:**

- Expand Technology Instruction Supervisor position from 20-hour position to 40-hour position –add.5 FTE.
- Library Assistant - add .38 FTE
- CIP items, Library Depreciation fund: • LIB04 upgrade circulation book drop software, replace 3 self-check machines \$38,000;
- LIB06 Public PC/Laptop replacements \$50,000;
- LIB10 add wainscoting to public meeting rooms, restroom hallway \$10,000.

### **Accomplishments:**

Anticipated for FY16 • Continue implementation of the Library's 2013-2017 Strategic Plan's five main goals: • Serve as an Information Epicenter for community business, educational and cultural organizations; • Create a coordinated Marketing & Public Awareness Plan with a new, designated Communications Coordinator professional on the Library's staff; • Expand Outreach & Access by improving current building space use and extending outreach programs; • Continue to provide the highest-quality Early Literacy programs and services to pre-K children and their families; • Enhance and expand Partnerships & Collaborations with existing and new partners; • Develop a Children's Garden and play area on the Library's northeast side; • Review and update policies with Library Board of Trustees; • Complete pedestrian walkway project from Olive Street to west boundary of Library parking lot; • Continue existing space reconfiguration project in Library building; • Create and implement a landscape master plan for Library grounds

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

No specific items identified this year.

# Department: LIBRARY

Activity: Public Welfare

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$1,148,996	\$1,194,918	\$1,261,526	\$66,608	5.57%
Operating	\$426,030	\$425,521	\$439,035	\$13,514	3.18%
Capital	\$43,137	\$52,584	\$98,000	\$45,416	86.37%
Debt Service	\$0	\$0			100.00%
Transfers	\$1,237	\$0			100.00%
<b>Totals</b>	<b>\$1,619,400</b>	<b>\$1,673,023</b>	<b>\$1,798,561</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
7810 Library Operations	\$695,792	\$640,747	\$776,459	\$135,712	21.18%
7820 Technical Services	\$252,816	\$259,362	\$284,704	\$25,342	9.77%
7830 Information Services	\$241,860	\$265,098	\$266,670	\$1,572	0.59%
7840 Children's Services	\$172,879	\$215,437	\$186,827	(\$28,610)	-13.28%
7850 Circulation Services	\$256,053	\$292,379	\$283,901	(\$8,478)	-2.90%
<b>Totals</b>	<b>\$1,619,400</b>	<b>\$1,673,023</b>	<b>\$1,798,561</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
010 General Fund	\$1,557,989	\$1,612,539	\$1,700,561	\$88,022	5.46%
137 Library Special Revenue Fund	\$43,589	\$7,900			
561 Library Depreciation Fund	\$17,822	\$52,584	\$98,000	\$45,416	86.37%
<b>Totals</b>	<b>\$1,619,400</b>	<b>\$1,673,023</b>	<b>\$1,798,561</b>		

# Department: LIBRARY

Activity: Public Welfare

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Efficiency Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM01	Circulation of Materials: per Full- Time Equivalent Employee (FTE)	20,000/FTE	32,282	33,047	34,000	32,290
PM02	Registered Borrowers	1,000/FTE	1,216	1,075	1,250	1,160
PM03	Total Volumes	4,000/FTE	6,496	8,030	7,000	8,100
PM04	Reference Transactions	2,000/FTE	4,468	3,834	4,100	4,000
PM05	Inter-Library Loan Transactions	200/FTE	151	152	150	137
PM06	Children's Program Attendance	650/FTE	755	783	675	716
Workload Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
STAFF TO SUPPORT WORKLOAD		FTE	21.56	23.11	25.14	26.02
WL01	Library Materials Circulated		746,049	763,712	780,000	780,000
WL02	Children's Programs Provided		700	722	675	750
WL03	Children's Programs Attendance		17,460	18,084	16,000	17,300
WL04	Reference Questions Answered		103,262	88,598	95,000	92,500
WL05	Inter-Library Loan Transactions		3,496	3,515	3,500	3,300
WL06	Registered Borrowers		28,093	27,839	28,500	27,850
WL07	New Library Materials Cataloged		12,132	13,262	14,000	13,500
WL08	Materials Reserved		11,143	11,281	10,900	11,600
WL09	Materials Renewed		48,666	48,426	51,000	45,500

# Department: RECREATION

Activity: Public Welfare

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## **PROGRAM INFORMATION**

### **Program Description:**

ADMINISTRATION: The Parks and Recreation Department provides opportunities for the entire community, encouraging both individuals and families to actively recreate. The Department works with the Recreation and Parks Advisory Board and other recreation groups in anticipating recreation demands. PROGRAMS: The Recreation Division offers programs and events for people of all ages in a variety of interest areas such as art, music, sports, science, and outdoor. SWIM CENTER: The Swim Center is the City's 50 meter indoor aquatic facility. Safety, fitness, and recreational programs are offered year round at affordable rates. The Swim Lesson Program ensures the health and well-being of individuals by providing swim technique training and instruction in basic water safety. The Fitness Program provides encouragement and opportunity to individuals of all ages in programs such as water fitness, water jogging, and lap swimming. The Professional Water Safety program trains local and area lifeguards, swim instructors, and professional rescuers, promoting and sharing the basics of water safety with the entire community. BOGERT POOL: Bogert Pool was built in 1939. This facility is staffed with professional lifeguards who provide a wide variety of aquatic activities. Bogert Pool offers learn-to-swim programs for all ages along with lap swimming, swim team workouts, water fitness, and recreation swimming. Bogert Pool serves as a rental facility for the Bozeman Barracudas age-group swim team and the Bozeman Masters Swim Club.

### **Major Objectives:**

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

### **Budget Highlights:**

FY16 •CIP Item GF216: 12 Passenger van for recreation programs - \$15,000 •Increased user group revenue •Janitorial contract for Recreation Facilities •Increase program adult and active aging program offerings •Enhanced youth programs through partnerships

### **Accomplishments:**

FY16 ANTICIPATED ACCOMPLISHMENTS: • TOP office complete at Beall. •All interior walls at the Beall Park Recreation Center painted •Increased participation in adult curling league (doubled in size in one year) • Enhance existing programs through partnerships •Park user group management streamlined and transferred from Parks to the Recreation Division •Fitness and Camp providers added to user groups •More specialized training offered to Recreation Leaders increasing program quality • Increased contracted instructors allowing us to expand program offerings in more specialized areas. •Second year of Revenue and Development school completed (Recreation Manager)

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

No specific items identified this year.

# Department: RECREATION

Activity: Public Welfare

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$807,861	\$854,796	\$910,395	\$55,599	6.50%
Operating	\$465,884	\$493,564	\$525,971	\$32,407	6.57%
Capital	\$245,864	\$225,000	\$90,000	(\$135,000)	-60.00%
Debt Service	\$0	\$0			100.00%
Transfers	\$0	\$0			100.00%
<b>Totals</b>	<b>\$1,519,609</b>	<b>\$1,573,360</b>	<b>\$1,526,366</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
8010 Recreation Operations	\$898,128	\$1,145,141	\$1,050,501	(\$94,640)	-8.26%
8020 Swim Center	\$235,980	\$247,995	\$253,770	\$5,775	2.33%
8030 Bogert Pool	\$227,173	\$57,690	\$73,260	\$15,570	26.99%
8040 Facilities: Lindley, Beall, & Story	\$118,861	\$62,164	\$77,211	\$15,047	24.21%
8050 Recreation Programs	\$39,467	\$60,370	\$71,624	\$11,254	18.64%
<b>Totals</b>	<b>\$1,519,609</b>	<b>\$1,573,360</b>	<b>\$1,526,366</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
010 General Fund	\$1,490,214	\$1,553,687	\$1,500,011	(\$53,676)	-3.45%
133 Recreation Special Revenue Fund	\$0	\$1,000			
189 Story Mansion Operating Fund	\$29,395	\$18,673	\$26,355	\$7,682	41.14%
<b>Totals</b>	<b>\$1,519,609</b>	<b>\$1,573,360</b>	<b>\$1,526,366</b>		



# Department: RECREATION

Activity: Public Welfare

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM01	Aquatics Scheduled Maintenance (air filter exchanges, pumps greased, etc.)	Performed on scheduled day	75%	95%	98%	100%
PM02	Plowing: Swim Center Sidewalk	by 5:30 am	95%	99%	99%	99%
PM03	Plowing: Beall Sidewalk & Entrance	by 8:30 am	85%	95%	100%	100%
PM04	Plowing: Swim Center Parking Lot	by 5:00 am	95%	98%	100%	100%
PM05	Risk Management Reports: Recreation Facilities	1 per week	60%	85%	95%	100%
PM06	Risk Management Reports: Aquatics Facilities	1 per week	90%	99%	100%	100%
PM08	Recreation Programs: Classes Cancelled	Less than 8%	11%	17%	10%	8%
PM09	Recreation Programs: Staff to Participants - Preschool; Youth; Adult	1:8, 1:10, 1:15	Meets	Meets	Meets	Meets
PM10	Staff Certification: CPR & First Aid	100%	100%	100%	100%	100%
PM12	Staff Certification: Certified Parks & Recreation Professional (CPRP)	1	1	1	1	1
PM13	Aquatics: Classes Cancelled	Less than 5%	8%	8%	16%	5%
PM14	Aquatics: Staff to Participants	6:1 -preferred, 10:1 -Red Cross	6:1, 10:1	6:1, 10:1	6:1, 10:1	6:1, 10:1
PM15	Lifeguard per Square feet of Pool (Montana Health Code)	1:2,000 sq ft	1:2,500 sq ft	1:2,000 sq ft	1:2,000 sq ft	1:2,000 sq ft
PM16	Aquatics Staff Certification: WSI	50%	90%	80%	90%	90%
PM17	Aquatics Staff Certification: Pool Operators	5	4	2	4	5
PM18	Aquatics Professional Certification	1	0	0	0	0
PM19	Swim Center: Annual Maintenance Closure	2 weeks	3 weeks	1 week	10 Days	2 weeks

# Department: RECREATION

Activity: Public Welfare

PM20	Bogert Pool: Opened After Last Day of School	3 Days After	2 weeks	3 days	3 days	3 days
PM25	Participants satisfied with recreation programs	90%		90%	99%	99%
<b>Efficiency Measures</b>		<b>Standard</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Budgeted</b>	<b>FY16 Estimated</b>
PM21	Board agendas and minutes prepared and sent	No less than 48 hours prior/post meetings		100%	100%	100%
PM22	Calls answered verses going to voicemail during office hours: Spring & Summer; Fall & Winter	80%; 80%		85%; 98%	83%; 98%	83%; 98%
PM23	Invoices entered in the system accurately and by weekly deadlines	100%		98%	98%	98%
PM24	Facilities cleaned before and after public rentals (Beall, Lindley Center, Story Mansion)	100%		95%	98%	100%
<b>Workload Measures</b>		<b>Standard</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Budgeted</b>	<b>FY16 Estimated</b>
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	15.83	16.83	23.55	23.55
WL01	Facilities to Maintain, Clean, and Contract		5	5	5	5
WL02	Beall Center: Rentals Per Year		298	168	140	100
WL03	Lindley Center: Rentals Per Year		340	187	190	220
WL04	Story Mansion: Rentals Per Year		86	92	90	100
WL05	Swim Center: Agreements		5	5	6	6
WL06	Bogert Pool: Rentals per year		1	4	1	1
WL07	Beall Center: Cleaning Hours per Week		10	10	10	10
WL08	Lindley Center: Cleaning Hours Per Week		7	8	8	8
WL09	Swim Center: Cleaning Hours Per Week		80	88	88	88
WL10	Swim Center: Filter Cleaning Hours Per Week		5	5	5	5

# Department: RECREATION

Activity: Public Welfare

WL11	Bogert Pool: Cleaning Hours Per Week	60	60	60	60
WL12	Bogert Pool: Filter Cleaning Hours Per Week	5	5	6	3
WL13	Beall & Lindley Center: CIP Projects Funded	0	1	0	1
WL14	Aquatics: CIP Projects Funded	2	Boilers/Drains	0	0
WL15	Beall Center: Front Desk Hours	2080	2080	2080	2080
WL16	Recreation class meetings	995	1046	1065	1070
WL17	Rec: One Day Special Events	4	10	10	12
WL18	Rec: Program Agreements	4	6	8	10
WL19	Aquatics: Annual Class Meetings	449	550	552	512
WL20	Annual High School Student Visits	22,000	22,100	22,300	29,000
WL21	Swim Center: Annual Visits	60,500	58,390	66,000	68,270
WL22	Bogert Pool: Annual Visits	17,200	16,169	16,250	16,300
WL23	Swim Center: Guard Hours	17,912	18,080	18,448	18,616
WL24	Swim Center: Front Desk Hours	4056.5	4,167.5	4215.5	4278
WL25	Bogert Pool: Guard Hours	3606	4200	4235	4795
WL26	Bogert Pool: Front Desk Hours	515	600	605	685
WL27	Program Guides Produced Annually	2	2	2	2
WL28	Bogert Pool: Cash Balancing Hours/week	10	10	5	5
WL29	Number of staff training hours per year-Recreation Division		595	595	595
WL30	Story Mansion Cleaning Hours Per Week		6	6	6

# Department: RECREATION

Activity: Public Welfare

WL31	Number of Park User Group Agreements		25	27	32
WL32	Recreation Office cash balancing hours per week		3	2.5	2.5
WL33	Administrative Assistant hours per week to the Director	15 Hours	2	3	15
WL34	Administrative Assistant hours per week to Recreation	38hrs/week	15	30	38
WL35	Park Reservations Per Year		410	430	435
WL36	Administrative Assistant hours per week to Cemetery	1hr/week	1	1	1
WL37	Administrative Assistant hours per week to Aquatics	15hrs/week	2	2	15
WL38	Web and Social Media Updates	1 time/day	20%	20%	20%
WL39	Administrative Assistant hours per week to Forestry	1 needed	1	1	1
WL40	Administrative Assistant hours per week to Parks	10hrs/week	5	10	10

# Department: COMMUNITY SERVICES

Activity: Public Welfare

## PROGRAM INFORMATION

### Program Description:

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

### Major Objectives:

ECONOMIC DEVELOPMENT: • Implement the Bozeman Fiber Master Plan • Proactively manage the City's tax increment finance districts. • Facilitate the development of a foreign trade zone • Update the 2009 Economic Development Plan. • Expand and increase economic development outreach, activities, and programs to local, state, and national business communities. • Attend and collaborate with local businesses on industry specific trade shows in order to promote Bozeman as a place to do business. • Participate in local industry conferences. SUSTAINABILITY: • Continue to implement Bozeman's Community Climate Action Plan throughout City departments and the community through policy, educational programs, and contracted services. TAX INCREMENT FINANCING: • To strengthen the economic vitality of Urban Renewal Districts. To recognize that community partnership is fundamental to district success. • To improve the safety, security and health of the districts. • To improve accessibility. To facilitate diversity. • To weigh the cost of projects against their benefits. • To make the districts more user friendly. • To continuously improve the image of the districts. • To nurture and expand cultural activities within the districts. BUSINESS IMPROVEMENT DISTRICTS: • The Tourism Business Improvement District supports the promotion of Bozeman as a destination for meetings, film production, and sport tournaments and events. The Downtown Business Improvement district works to create both short and long-term goals to ensure the preservation and vitality of the City's underlying economic, cultural, social, and environmental assets. This includes graffiti removal, a downtown maintenance program, the summer flower basket program, and the Holiday Decorating Program.

### Budget Highlights:

• Implement the Bozeman Fiber Master Plan - \$18,000 • Update the 2009 Economic Development Plan - \$15,000 • Collaborate with Prospera Business Network and the Montana Photonics Industry Alliance to promote Bozeman's photonics industry cluster - \$10,000 • Collaborate with Prospera Business Network on the Economic Profile \$10,000 • Green fleet assessment - \$8,000 • Workforce housing ordinance update - \$50,000 • Road to home program - \$40,000

### Accomplishments:

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

### Adopted Work Plan Items:

#5 - Broadband Infrastructure; #6 - Affordable Housing; Climate Action Plan

# Department: COMMUNITY SERVICES

Activity: Public Welfare

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$222,674	\$288,225	\$296,042	\$7,817	2.71%
Operating	\$1,595,098	\$4,462,971	\$3,336,184	(\$1,126,787)	-25.25%
Capital	\$237,478	\$0			100.00%
Debt Service	\$0	\$0			100.00%
Transfers	\$448,437	\$728,836	\$473,088	(\$255,748)	-35.09%
<b>Totals</b>	<b>\$2,503,687</b>	<b>\$5,480,032</b>	<b>\$4,105,314</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
8210 Downtown Improvement District	\$1,573,565	\$4,653,643	\$3,482,857	(\$1,170,786)	-25.16%
8230 Urban Development & Housing	\$71,657	\$348,324	\$54,400	(\$293,924)	-84.38%
8240 Economic Development	\$715,178	\$322,406	\$402,739	\$80,333	24.92%
8250 Sustainability	\$143,287	\$155,659	\$165,318	\$9,659	6.21%
<b>Totals</b>	<b>\$2,503,687</b>	<b>\$5,480,032</b>	<b>\$4,105,314</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
010 General Fund	\$466,051	\$478,065	\$537,057	\$58,992	12.34%
116 Downtown TIF District	\$664,173	\$2,726,588	\$1,598,036	(\$1,128,552)	-41.39%
118 Community Housing	\$1,925	\$0			100.00%
119 Economic Development	\$41,000	\$0	\$31,000	\$31,000	100.00%
120 Community Housing Fund	\$40,000	\$274,269	\$54,400	(\$219,869)	-80.17%
121 Housing Revolving Loans	\$14,400	\$17,807	\$0	(\$17,807)	-100.00%
123 Big Sky Economic Development Grant	\$65,000	\$0			100.00%
143 North 7th Corridor TIF District	\$294,602	\$1,048,500	\$728,013	(\$320,487)	-30.57%

# Department: COMMUNITY SERVICES

Activity: Public Welfare

144	North East Urban Renewl TIF District	\$54,835	\$321,312	\$104,558	(\$216,754)	-67.46%
145	Mandeville Farm TIF	\$1,629	\$0			100.00%
176	Downtown BID	\$120,102	\$135,195	\$120,000	(\$15,195)	-11.24%
186	Development Impacts (Big Box)	\$175,000	\$56,248			
191	Tourism BID	\$431,136	\$422,048	\$932,250	\$510,202	120.89%
192	TIFD South Bozeman Technology	\$7,085	\$0			100.00%
883	CMC Bozeman Site Remediation	\$126,749	\$0			100.00%
<b>Totals</b>		<b>\$2,503,687</b>	<b>\$5,480,032</b>	<b>\$4,105,314</b>		

Department: COMMUNITY SERVICES

Activity: Public Welfare

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PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Workload Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
WL01	Tax Increment Districts		5	5	5	5



# Department: NON-DEPARTMENTAL

Activity: Other

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## **PROGRAM INFORMATION**

### **Program Description:**

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

### **Major Objectives:**

To accurately budget and account for non-departmental costs.

### **Budget Highlights:**

- General fund allocation of liability & property insurance - \$298,200; • General fund contribution to the band - \$6,000;
- Contingency appropriation - \$115,000; • Transfer to Police & Fire state share retirement (non-cash) - \$2,059,000; • Payment to HRDC for Galavan - \$89,277.

### **Accomplishments:**

To properly account for non-departmental costs.

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

No specific items identified this year.

# Department: NON-DEPARTMENTAL

Activity: Other

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$0	\$0			100.00%
Operating	\$4,905,981	\$7,090,732	\$7,567,156	\$476,424	6.72%
Capital	\$0	\$0			100.00%
Debt Service	\$0	\$0			100.00%
Transfers	\$2,344,741	\$2,247,401	\$2,640,794	\$393,393	17.50%
<b>Totals</b>	<b>\$7,250,722</b>	<b>\$9,338,133</b>	<b>\$10,207,950</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
8910 Insurance	\$4,140,400	\$4,146,455	\$4,854,825	\$708,370	17.08%
8920 City Band	\$6,661	\$6,000	\$6,000	\$0	0.00%
8940 Other/Contingencies	\$673,332	\$2,849,000	\$2,626,000	(\$223,000)	-7.83%
8960 Transfers	\$2,344,742	\$2,247,401	\$2,640,794	\$393,393	17.50%
8970 Senior Transportation	\$85,587	\$89,277	\$80,331	(\$8,946)	-10.02%
<b>Totals</b>	<b>\$7,250,722</b>	<b>\$9,338,133</b>	<b>\$10,207,950</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
010 General Fund	\$1,181,490	\$3,363,200	\$3,304,290	(\$58,910)	-1.75%
103 Permissive Medical Levy Fund	\$2,124,374	\$2,037,401	\$2,346,544	\$309,143	15.17%
131 Beautification of Bozeman	\$3	\$0			100.00%
175 Senior Transportation Fund	\$85,584	\$89,277	\$80,331	(\$8,946)	-10.02%
720 Employee Health Insurance	\$3,859,271	\$3,848,255	\$4,476,785	\$628,530	16.33%
<b>Totals</b>	<b>\$7,250,722</b>	<b>\$9,338,133</b>	<b>\$10,207,950</b>		

Department: NON-DEPARTMENTAL

Activity: Other

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
WL01	Health Insurance: Plan Options Offered	Health Insurance Committee and MMIA	5	5	5	5
Workload Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
WL02	Pension Plans Participated In	MPERA	3	3,	3	3

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

Activity: Other

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## **PROGRAM INFORMATION**

### **Program Description:**

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

### **Major Objectives:**

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

### **Budget Highlights:**

Debt Service Payments

### **Accomplishments:**

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

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

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

Activity: Other

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$0	\$0			100.00%
Operating	\$0	\$0			100.00%
Capital	\$0	\$0			100.00%
Debt Service	\$706,975	\$987,554	\$1,353,891	\$366,337	37.10%
Transfers	\$0	\$0			100.00%
<b>Totals</b>	<b>\$706,975</b>	<b>\$987,554</b>	<b>\$1,353,891</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
9310 G.O. Bonds	\$706,975	\$987,554	\$1,353,891	\$366,337	37.10%
<b>Totals</b>	<b>\$706,975</b>	<b>\$987,554</b>	<b>\$1,353,891</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
301 Library Bonds	\$0	\$0			100.00%
302 Transportation Bonds	\$0	\$0			100.00%
303 GO Refunding Series 2012	\$706,975	\$273,274	\$274,675	\$1,401	0.51%
304 Parks & Open Space Bond	\$0	\$714,280	\$1,079,216	\$364,936	51.09%
<b>Totals</b>	<b>\$706,975</b>	<b>\$987,554</b>	<b>\$1,353,891</b>		

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

**Activity:** Other

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PERFORMANCE - WORKLOAD INFORMATION

**Department Performance Measures:**

Workload Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
WL01	GO Bond Issues		3	4	3	3

# Department: SPECIAL IMPROVEMENT DISTRICT REVOLVING FUND

Activity: Other

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## **PROGRAM INFORMATION**

### **Program Description:**

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

### **Major Objectives:**

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

### **Budget Highlights:**

We used the Revolving Fund to provide a low-cost loan to finance the Story Street Reconstruction SID.

### **Accomplishments:**

Anticipated for FY16: Provide a low-cost loan to finance the next identified reconstruction SID.

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

Transportation - Loans and SID financing to reconstruction projects.

# Department: SPECIAL IMPROVEMENT DISTRICT REVOLVING FUND

Activity: Other

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$0	\$0			100.00%
Operating	\$0	\$0			100.00%
Capital	\$0	\$0			100.00%
Transfers	\$0	\$0	\$626,500	\$626,500	100.00%
<b>Totals</b>	<b>\$0</b>	<b>\$0</b>	<b>\$626,500</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
9510 SID Bonds Revolving	\$0		\$626,500		
<b>Totals</b>	<b>\$0</b>		<b>\$626,500</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
300 SID Revolving Fund			\$626,500		
<b>Totals</b>			<b>\$626,500</b>		



**Department:** SPECIAL IMPROVEMENT DISTRICT REVOLVING FUND

**Activity:** Other

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**PERFORMANCE - WORKLOAD INFORMATION**

**Department Performance Measures:**

Effectiveness Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
PM01	State Minimum Fund Balance Requirement Met	5%	Yes	Yes	Yes	Yes

# Department: SPECIAL DISTRICT DEBT

Activity: Other

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## **PROGRAM INFORMATION**

### **Program Description:**

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

### **Major Objectives:**

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

### **Budget Highlights:**

The budget includes appropriation authority necessary

### **Accomplishments:**

Timely payment of debt requirements.

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

No specific items identified this year.

# Department: SPECIAL DISTRICT DEBT

Activity: Other

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
Salaries & Benefits	\$0	\$0			100.00%
Operating	\$0	\$0			100.00%
Capital	\$0	\$0			100.00%
Debt Service	\$547,760	\$1,045,200	\$379,800	(\$665,400)	-63.66%
Debt Service	\$0	\$428,388	\$422,088	(\$6,300)	-1.47%
Transfers	\$143,529	\$0	\$10,700	\$10,700	100.00%
<b>Totals</b>	<b>\$691,289</b>	<b>\$1,473,588</b>	<b>\$812,588</b>		

### Department Expenditures by Division

Division	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
9620 TIF Bonds	\$423,438	\$428,388	\$422,088	(\$6,300)	-1.47%
9710 SID Bonds	\$691,289	\$1,045,200	\$390,500	(\$654,700)	-62.64%
<b>Totals</b>	<b>\$1,114,727</b>	<b>\$1,473,588</b>	<b>\$812,588</b>		

### Department Expenditures by Fund

Fund	FY14 Actual	FY15 Approved	FY16 Requested	\$ Change	% Change
305 Downtown TIF Bonds	\$0	\$428,388	\$422,088	(\$6,300)	-1.47%
310-441 SID Bond Funds	\$691,289	\$1,045,200	\$390,500	(\$654,700)	-62.64%
<b>Totals</b>	<b>\$691,289</b>	<b>\$1,473,588</b>	<b>\$812,588</b>		

# Department: SPECIAL DISTRICT DEBT

Activity: Other

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## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Workload Measures		Standard	FY13 Actual	FY14 Actual	FY15 Budgeted	FY16 Estimated
WL01	Tax Increment District: Number of Bond Issues		1	1	1	1
WL03	TID - Interlocal Agreements		1	1	1	

## APPENDIX

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The Appendix includes:

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

## CAPITAL EXPENDITURES SUMMARY

DIVISION	CAPITAL TYPE	PROJECT DESCRIPTION	FY16 REQUEST
CITY COMMISSION	M&E:COMPUTER HARDWARE	COMMISSION ROOM: WIRELESS MIC SYSTEM	\$8,500
NEIGHBORHOOD PROGRAM	M&E:OFFICE EQUIP+FURNITUR	OFFICE FURNITURE - DESK, CHAIR, GLASS PARTITION FOR NEIGHBORHOOD COORDINATOR POSITION - UPSTAIRS IN CITY HALL	\$5,000
INFORMATION TECHNOLOGY	M&E:COMPUTER HARDWARE	GF080 - CITY WIDE ROUTER AND SWITCH REPLACEMENT AS PART OF THE NORMAL REPLCMNT CYCLE FOR THIS EQUIP	\$40,000
	M&E:COMPUTER SOFTWARE	GF079 - REPLACEMENT OF PROFESSIONAL BUILD SWITCHES	\$25,000
FACILITIES - CITY HALL	BLD:BUILDINGS+BLDG DESIGN	GF197 - OFFICE 2013 UPGRADE	\$70,000
FACILITIES - SENIOR CENTER	BLD:BUILDINGS+BLDG DESIGN	CITY-WIDE ADA IMPROVEMENTS	\$15,000
		CIP GF103 ADA COMPLIANCE IMPROVEMENTS	
FACILITIES - FIRE STATION #2	BLD:BUILDINGS+BLDG DESIGN	CIP GF221 MODIFY AND IMPROVE BASEMENT RESTROOM LAYOUT	\$20,000
		CIP GF104 ENERGY UPGRADES @ SENIOR CENTER	\$30,000
FACILITIES - VEHICLE MAINTENANCE	IMP:INFRASTRUCTURE+IMPROV	CIP GF201 SIDING REPLACEMENT	\$24,000
FACILITIES - SHOP COMPLEX	IMP:INFRASTRUCTURE+IMPROV	CIP GF202 INSTALL IRRIGATION SYSTEM AND COMPLETE NEEDED LANDSCAPING CIP	\$15,500
		CIP - GF220: REPLACE WORN OVERHEAD DOORS AND SEALS	\$30,000
POLICE OPERATIONS	VEH:AUTOS + LIGHT TRUCKS	CIP - GF237: ANNUAL STORMWATER SYSTEM ENHANCEMNT PROGRAM - CITY SHOPS COMPLEX	\$50,000
		CIP GF053: REPLACEMENT OF 3 PATROL VEHICLES THIS COST INCLUDES THE EQUIPMENT NEEDED TO MAKE THIS CAR PATROL SERVICE READY; (MDT, VIDEO CAMERA, RADAR, RADIO, TOP LIGHTS, SIREN, WEAPONS, WEAPON RACK AND ELECTRONIC TICKETING HARDWARE)	\$162,000
FIRE	BLD:BUILDINGS+BLDG DESIGN	CIP GF051 REPLACEMENT OF 1 ANIMAL CONTROL TRUCK WITH ANIMAL CARRIER	\$33,000
CEMETERY OPERATIONS	IMP:INFRASTRUCTURE+IMPROV	-CIP GF162: LIVE FIRE TRAINING PROP	\$30,000
PARK OPERATIONS	IMP:INFRASTRUCTURE+IMPROV	CIP GF162: LIVE FIRE TRAINING PROP	\$50,000
	M&E:MACH+EQUIP/HEAVY TRUK	GF 194- PARK SIGNAGE CONTINUTATION - FY16	\$10,000
RECREATION OPERATIONS	BLD:BUILDINGS+BLDG DESIGN	GF 034 LARGE DECK MOWER	\$59,000
RECREATION PROGRAMS	VEH:AUTOS + LIGHT TRUCKS	POOL DESIGN (PART 2)	\$75,000
		CIP - GF216: 12 PASSENGER VAN	\$15,000
<b>GENERAL FUND - CAPITAL EXPENDITURES</b>			<b>\$767,000</b>
PLANNING OPERATIONS	BLD:BUILDINGS+BLDG DESIGN	CIP GF199: PROFESSIONAL BUILDING REMODEL PRELIM DEPARTMENT ALLOCATION - PLANNING 21%	
	M&E:COMPUTER SOFTWARE	MOD SUNGARD SFTWR TO BETTER REFLECT REVIEW PROCESS	\$7,500
<b>COMMUNITY DEVELOPMENT FUND - CAPITAL EXPENDITURES</b>			<b>\$7,500</b>
STREET CONSTRUCTION	IMP:INFRASTRUCTURE+IMPROV	CT010:SHARED-USE PATH-N 19TH AVE (BAXTER TO VALLEY CENTER)	\$100,000
		CT011:DEFICIENT CURBS & CROSSWALKS	\$139,548
<b>COMMUNITY TRANSPORTATION FUND - CAPITAL EXPENDITURES</b>			<b>\$239,548</b>
STREET MAINTENANCE	IMP:INFRASTRUCTURE+IMPROV	CHIP SEAL, MILL AND OVERLAY PROJECTS.	\$330,000
		PEDESTRIAN RAMPS-ADA	\$25,000
		THERMOPLASTIC LANE MARKING PROJECTS	\$25,000
		CURB,GUTTER AND SIDEWALK REPLACEMENT PROGRAM.	\$50,000
		STR51: MILL & OVERLAY PROJECTS	\$462,000
<b>GAS TAX FUND - CAPITAL EXPENDITURES</b>			<b>\$892,000</b>
STREET OPERATIONS	BLD:BUILDINGS+BLDG DESIGN	CIP STR47:STORAGE BUILDING REPLACEMENT OPTIONS AND DESIGNS AT VEHICLE MAINTENANCE SHOP SITE	\$50,000
		CIP GF199: PROFESSIONAL BUILDING REMODEL PRELIM DEPARTMENT ALLOCATION - STREETS 11%	\$109,139

DIVISION	CAPITAL TYPE	PROJECT DESCRIPTION	FY16 REQUEST
STREET OPERATIONS	IMP:INFRASTRUCTURE+IMPROV	CIP STR30: MEDIANS & BOULEVARD MAINTENANCE CIP STR52: STREET IMPROVEMENTS-CHIP SEAL FY16 ADDED - PREVENTATIVE MAINTENANCE	\$50,000 \$200,000 \$287,998
	M&E:MACH+EQUIP/HEAVY TRUK	CIP STR45-SMALL VACUUM UNIT FOR PEDESTRIAN RAMPS AND SIDEWALKS CIP STR43-SELF PROPELLED, SELF LOADING ASPHALT MILLING MACHINE W/TRAILER CIP STR48:USED GRAIN BODY TRUCKS CIP STR49:SANDERS (7 YR REPLACEMENT SCHEDULE) CIP STR50:PLOWS (7 YR REPLACEMENT SCHEDULE)	\$40,000 \$375,000 \$50,000 \$10,000 \$10,000
	VEH:AUTOS + LIGHT TRUCKS	CIP STR46:REPLACE #1134-1988 1 TON 2 WHEEL DRIVE CHEVY C-3500	\$28,500
STREET CONSTRUCTION	IMP:INFRASTRUCTURE+IMPROV	CIP SCR01:ANNUAL CURB REPLACEMENT & CONCRETE REPAIR PROGRAM CIP SCR09:S CHURCH (STORY TO BABCOCK)	\$60,000 \$200,000
TRAFFIC SIGNS AND MARKERS	IMP:INFRASTRUCTURE+IMPROV	CIP STR20-BIKE PATH IMPROVEMENTS AS RECOMMENDED BY BABAB.	\$25,000
	VEH:AUTOS + LIGHT TRUCKS	CIP STR44:TRUCK TO REPLACE #3081	\$40,000
<b>STREET MAINTENANCE FUND - CAPITAL EXPENDITURES</b>			<b>\$1,535,637</b>
STREET OPERATIONS	IMP:INFRASTRUCTURE+IMPROV	CIP SIF01: R.O.W. ACQUISITION	\$132,000
		CIP SIF40: BROADWAY & MAIN (INTERSECTION)	\$660,000
		CIP SIF48: COTTONWOOD (FALLOR TO ALPHA)	\$2,543,640
		CIP SIF49: OAK STREET (15TH TO 19TH)	\$330,000
		CIP SIF50: LAUREL PARKWAY (DURSTON TO BABCOCK)	\$700,000
		CIP SIF52: KAGY (WILLSON TO 19TH) ENGINEERING	\$858,000
		CIP SIF53: OAK (L TO COTTONWOOD) ENGINEERING	\$500,000
		CIP SIF54: FERGUSON (BAXTER TO OAK)	\$900,000
		CIP SIF59: DURSTON (FOWLER TO WEST CITY LIMIT) ENGINEERING SERVICES	\$265,000
		CIP SIF63: COTTONWOOD (FALLON TO BAXTER) ENGINEER	\$250,000
CIP SIF64: DURSTON (WEST CITY LIMIT TO COTTONWOOD) SIF42 - BAXTER DAVIS INTERSECTION - COMMISSION APPROVED INCREASE TO FY15 PROJECT BUDGET - TO OCCUR IN FY16 (4/13/15 MEETING)	\$1,012,000 \$675,000		
<b>STREET IMPACT FEE FUND - CAPITAL EXPENDITURES</b>			<b>\$8,825,640</b>
BLDG INSPECTION OPERATION	BLD:BUILDINGS+BLDG DESIGN	CIP GF199: PROFESSIONAL BUILDNIG REMODEL PRELIM DEPARTMENT ALLOCATION - BUILDING 17%	\$172,348
<b>BUILDING INSPECTION FUND - CAPITAL EXPENDITURES</b>			<b>\$172,348</b>
STREET CONSTRUCTION	IMP:INFRASTRUCTURE+IMPROV	FY16 - ADDED LOCAL SHARE STREET ARTERIAL CONST SIF42: BAXTER & DAVIS INTERSECTION - COMMISSION APPROVED INCREASE TO FY15 PROJECT - TO OCCUR IN FY16	\$575,996 \$425,000
<b>STREET ARTERIAL CONSTRUCION FUND - CAPITAL EXPENDIURES</b>			<b>\$1,000,996</b>
FIRE OPERATIONS	VEH:AUTOS + LIGHT TRUCKS	CIP: FE07 - FIRE STAFF VEHICLE REPLACEMENT	\$40,000
<b>FIRE DEPARTMENT CAPITAL EQUIPMENT REPLACEMENT FUND - CAPITAL EXPENDITURES</b>			<b>\$40,000</b>
STREET CONSTRUCTION	IMP:INFRASTRUCTURE+IMPROV	FY16: SCR07 - N. WALLACE (LAMME TO TAMARACK) (50% SID FUNDED - LOAN FROM REVOLVING 300) (50% STREET & CURB RECONSTRUCTION FUNDED - 111)	\$1,253,000
		FY16: DOWNTOWN SIDESTREETS (WILL BE FUNDED BY BOND)	\$4,500,000
		FY16: SIDEWALK PROGRAM	\$400,000
<b>CONSTRUCTION FUNDS - CAPITAL EXPENDITURES - CAPITAL EXPENDITURES</b>			<b>\$6,153,000</b>
LIBRARY OPERATIONS	IMP:INFRASTRUCTURE+IMPROV	CIP LIB10: WAINSCOTING - ADDED TO MEETING ROOMS AND RESTROOM AREAS	\$10,000
	M&E:COMPUTER HARDWARE	CIP: LIB06: PUBLIC PC/LAPTOP REPLACEMENT	\$50,000
	M&E:COMPUTER SOFTWARE	CIP LIB04: UPGRADE CIRCULATION BOOK DROP SOFTWARE; REPLACE 3 SELF-CHECK MACHINES	\$38,000
<b>LIBRARY DEPRECIATION FUND - CAPITAL EXPENDITURES</b>			<b>\$98,000</b>

DIVISION	CAPITAL TYPE	PROJECT DESCRIPTION	FY16 REQUEST
G.I.S.	M&E:COMPUTER SOFTWARE	CIP GIS01 - SERVICE REQUEST SYSTEM (311) INTERNAL	\$15,000
WATER TREATMNT PLANT	IMP:INFRASTRUCTURE+IMPROV	CIP W39:CATWALK FOR THE PRETREATMENT AREA	\$10,000
	VEH:AUTOS + LIGHT TRUCKS	CIP W25:VEHICLE	\$45,000
WATER CONSERVATION	M&E:COMPUTER SOFTWARE	CIP WC02:WATER BUDGET TOOLS	\$45,000
WATER OPERATIONS	BLD:BUILDINGS+BLDG DESIGN	CIP GF220:REPLACE WORN OVERHEAD DOORS & SEALS AT THE SHOPS COMPLEX	\$10,000
		CIP W37:PEAR ST BOOSTER STATION REHAB	\$200,000
		CIP WW56:LAUREL GLEN VEHICLE STORAGE	\$50,000
		CIP GF199: PROFESSIONAL BUILDING REMODEL PRELIM DEPARTMENT ALLOCATION - WATER 16%	\$163,709
	M&E:COMPUTER SOFTWARE	CIP GF225:COGNOS-BUSINESS INTELLIGENCE UPGRADE	\$14,400
	VEH:AUTOS + LIGHT TRUCKS	CIP W38:REPLACE #2633-1998 1/2 TON CHEVY PICKUP/ BACKFLOW	\$27,000
WATER CONSTRUCTION	IMP:INFRASTRUCTURE+IMPROV	CIP W03:ENGINEERING/DESIGN FOR ANNUAL WATER PIPE REPLACEMENT PROGRAM	\$22,500
		CIP W04-16:WATER PIPE REPLACEMENT PROGRAM-CONST IN 2016	\$2,015,797
<b>WATER - CAPITAL EXPENDITURES</b>			<b>\$2,618,406</b>
STORAGE TANK CONSTRUCTION	IMP:INFRASTRUCTURE+IMPROV	WIF03:5.3MG CONCRETE WATER STORAGE RESERVOIR	\$6,600,000
<b>SOURDOUGH STORAGE TANK CONSTRUCTION - CAPITAL EXPENDITURES</b>			<b>\$6,600,000</b>
WATER OPERATIONS	IMP:INFRASTRUCTURE+IMPROV	WIF11:WATER MAIN EXTENSION-FERGUSON AVE(DURSTON TO OAK STREET)	\$132,000
<b>WATER IMPACT FEE - CAPITAL EXPENDITURES</b>			<b>\$132,000</b>
WASTEWATER OPERATIONS	BLD:BUILDINGS+BLDG DESIGN	CIP WW47:BURRUP LIFT STATION REHAB	\$100,000
		CIP WW56:LAUREL GLEN VEHICLE STORAGE	\$50,000
		CIP GF220:REPLACE WORN OVERHEAD DOORS AND SEALS AT THE SHOPS COMPLEX	\$10,000
		CIP GF199: PROFESSIONAL BUILDING REMODEL PRELIM DEPARTMENT ALLOCATIONS - SEWER 16%	\$163,709
	M&E:COMPUTER SOFTWARE	CIP GF225:COGNOS-BUSINESS INTELLIGENCE UPGRADE	\$14,400
	M&E:MACH+EQUIP/HEAVY TRUK	CIP WW48:SLRAT ACOUSTIC SEWER PIPE ASSESSMENT TOOL	\$25,000
WASTEWATER CONSTRUCTION	IMP:INFRASTRUCTURE+IMPROV	WW07 ENGINEERING PROJECT DESIGN	\$22,500
		WW08-16 WASTEWATER PIPE REPLACEMENT PROPOSED - SOUTH UNIVERSITY DISTRICT (UTILITY PORTION - REMAINDER IN IMPACT FEE FUND 630)	\$1,074,919
		PROPOSED - BRIDGER DRIVE EXTENSION (UTILITY PORTION - REMAINDER IN IMPACT FEE FUND 630)	\$136,000
WASTEWATER PLANT OPERATIONA	BLD:BUILDINGS+BLDG DESIGN	CIP WW38:#3 PERFORATED SCREEN & WASHER COMPACTOR	\$140,000
		CIP WW39:SANDLAST & PAINT OLD CLARIFIER DRIVES, BEACHES, BAFFLES & WEIRS	\$85,000
		CIP WW45:FINAL CLARIFIER LAUNDER COVER	\$40,000
<b>WASTE WATER - CAPITAL EXPENDITURES</b>			<b>\$2,059,328</b>
WASTEWATER CONSTRUCTION	IMP:INFRASTRUCTURE+IMPROV	PROPOSED: SOUTH UNIVERSITY DISTRICT (IMPACT FEE PORTION - REMAINDER IN FUND 620)	\$922,200
		PROPOSED: BRIDGER DRIVE EXTENSION (IMPACT FEE PORTION - REMAINDER IN FUND 620)	\$264,000
<b>WASTE WATER IMPACT FEE - CAPITAL EXPENDITURES</b>			<b>\$1,186,200</b>
SOLIDWASTE COLL OPERATION	IMP:INFRASTRUCTURE+IMPROV	SW40:OVERLAY LANDFILL ROAD	\$20,000
		SW32:FRONTLOAD REPLACEMENT TRUCK	\$270,000
	M&E:MACH+EQUIP/HEAVY TRUK	SW37:SIDE LOAD PACKER REPLACEMENT	\$138,043
		SW38:SIDE LOAD TRUCK REPLACEMENT	\$290,000
		SW44:COMPOST TURNER	\$80,000
RECYCLING	M&E:MACH+EQUIP/HEAVY TRUK	SW35:CURBSIDE RECYCLING TRUCK REPLACEMENT	\$290,000
<b>SOLID WASTE - CAPITAL EXPENDITURES</b>			<b>\$1,088,043</b>



DIVISION	CAPITAL TYPE	PROJECT DESCRIPTION	FY16 REQUEST
OPERATIONS	IMP:INFRASTRUCTURE+IMPROV	GF065: E-DISCOVERY SOFTWARE	\$100,000
<b>LANDFILL CLOSURE COSTS - CAPITAL EXPENDITURES</b>			<b>\$100,000</b>
ADMINISTRATION	BLD:BUILDINGS+BLDG DESIGN	CIP GF199: PROFESSIONAL BUILDING REMODEL PRELIM DEPARTMENT ALLOCATION - PARKING 3%	\$29,454
		CIP P001: WILLSON LOT REDESIGN AND IMPROVEMENTS	\$150,000
	M&E:COMPUTER HARDWARE	CIP - P004: SURFACE PARKING LOT HARDWARE & SOFTWARE SYSTEMS CIP - P005: PORTABLE RADIO REPLACEMENT	\$50,000 \$18,000
	OTHER IMPROVEMENTS	CIP - P001: WILLSON LOT REDESIGN AND IMPROV CIP - P007: SIDEWALK REPLACEMENT & LIGHTING INSTALL - INCLUDED IN SID: BLACK, ARMORY & WILLSON LOTS	\$150,000 \$150,000
<b>PARKING FUND - CAPITAL EXPENDITURES</b>			<b>\$547,454</b>
ADMINISTRATION:ENFORC+ MAP	IMP:INFRASTRUCTURE+IMPROV	STRM04:ANNUAL STORMWATER PIPE REHAB-DESIGN	\$22,500
		STRM10:ANNUAL STORMWATER SYSTEM ENHANCEMENT DSGN	\$22,500
		STRM14:11TH & LAMME-SEPARATION SYSTEM	\$20,000
STRM15:ROUSE & LINCOLN-SEPARATION SYSTEM		\$40,000	
	M&E:COMPUTER SOFTWARE	STRM17:CITYWORKS PLL PERMIT SOFTWARE	\$30,000
CONSTRUCTION PROJECTS	IMP:INFRASTRUCTURE+IMPROV	SYSTEM ENHANCEMENTS	\$96,650
<b>STORM WATER UTILITY - CAPITAL EXPENDITURES</b>			<b>\$231,650</b>
OPERATIONS	BLD:BUILDINGS+BLDG DESIGN	VM01:HEAVY DUTY TWO POST LIFT	\$15,000
		VM02:INSTALL IRRIGATION SYSTEM & COMPLETE SITE LANDSCAPING FOR THE LOWER YARD	\$15,500
<b>VEHICLE MAINTENANCE - CAPITAL EXPENDITURES</b>			<b>\$30,500</b>
<b>GRAND TOTAL - CAPITAL EXPENDITURES</b>			<b>\$34,325,250</b>

## WATER & WASTEWATER RATE INCREASES

Calendar Year	Water Rates	Wastewater Rates	Storm Water Rates
1989	7.0%	12.0%	
1990	6.5%	10.5%	
1991	4.5%	9.0%	
1993	-	9.5%	
1994	5.0%	9.5%	
1995	-	12.0%	
1996	4.0%	4.0%	
1996 Surcharge	-	25.0%	
1998 Surcharge	-	20.0%	
1998	3.0%	3.0%	
1999	7.0%	28.0%	
2000	3.0%	-	
2001	7.0%	3.0%	
2003	6.0%	-	
2005	10.0%	15.0%	
2006	10.0%	10.0%	
2007	-	5.0%	
2008	-	9.0%	
2009	3.2%	10.2%	
2010	3.2%	10.2%	
2011	4.5%	6%	
2012	4.5%	6%	Utility Created
2013	3.0%	3.0%	4.0%
2014	0%	3.0%	4.0%
2015	0%	3.0%	Restructuring – 2015
2016	3.0%	3.0%	Restructuring – 2016

## US CONSUMER PRICE INDEX

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

<b>Consumer Price Index— All Items, Unadjusted, Urban Consumers (CPI-U)</b>		
<b>Source: Bureau of Labor Statistics, US Dept of Labor</b>		
<b>Year Ending December,</b>	<b>CPI-U</b>	<b>% Change</b>
2001	176.7	1.6%
2002	180.9	2.4%
2003	184.3	1.9%
2004	190.3	3.3%
2005	196.8	3.4%
2006	201.8	2.5%
2007	210.0	4.1%
2008	210.2	0.1%
2009	216.0	2.7%
2010	219.2	1.5%
2011	225.7	3.0%
2012	229.6	1.7%
2013	233.0	1.5%
2014	234.8	0.8%

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

<b>Consumer Price Index, WESTERN STATES— All Items, Unadjusted, Urban Consumers (CPI-U). Source: Bureau of Labor Statistics, US Dept of Labor</b>		
<b>ANNUAL</b>	<b>CPI-U Western</b>	<b>% Change</b>
2001	181.2	3.7%
2002	184.7	1.9%
2003	188.6	2.1%
2004	193.0	2.3%
2005	198.9	3.1%
2006	205.7	3.4%
2007	212.2	3.2%
2008	219.6	3.5%
2009	218.8	(0.4%)
2010	221.2	1.1%
2011	227.5	2.9%
2012	232.4	2.2%
2013	236.1	1.6%
2014	239.1	1.3%

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

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

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

<b>CITY OF BOZEMAN</b>					
<b>General Obligation Refunding Bonds, Trails, Open Space &amp; Parks, Series 2013</b>					
<b>DEBT SERVICE SCHEDULE</b>					
Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
					9,900,000.00
1/1/2015			328,567.78	328,567.78	
7/1/2015	225,000.00	2.000%	160,712.50	385,712.50	9,675,000.00
1/1/2016			158,462.50	158,462.50	
7/1/2016	395,000.00	2.000%	158,462.50	553,462.50	9,280,000.00
1/1/2017			154,512.50	154,512.50	
7/1/2017	405,000.00	2.000%	154,512.50	559,512.50	8,875,000.00
1/1/2018			150,462.50	150,462.50	
7/1/2018	410,000.00	2.000%	150,462.50	560,462.50	8,465,000.00
1/1/2019			146,362.50	146,362.50	
7/1/2019	420,000.00	2.000%	146,362.50	566,362.50	8,045,000.00
1/1/2020			142,162.50	142,162.50	
7/1/2020	430,000.00	2.250%	142,162.50	572,162.50	7,615,000.00
1/1/2021			137,325.00	137,325.00	

7/1/2021	435,000.00	2.500%	137,325.00	572,325.00	7,180,000.00
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	
<b>TOTALS</b>	<b>9,900,000.00</b>		<b>4,355,805.28</b>	<b>14,255,805.28</b>	

**LIBRARY G.O. BOND SCHEDULE**

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

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

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



## Reference Table

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

Department	Fund	Dept Smry	Fund Stmt
Page Number			
Administrative Services	General	110	76
Building Inspection	Special Revenue	133	78
Cemetery	General	175	76
City Attorney	General	105	76
City Attorney: Victim Witness Advocate	Special Revenue	105	82
City Commission	General	95	76
City Manager	General	98	76
Community Development	Special Revenue	115	76
Community Services	General	197	76
Community Services: NE Urban Renewal	Special Revenue	197	83
Community Services: Community Housing	Special Revenue	197	79
Community Services: Downtown BID	Special Revenue	197	84
Community Services: Downtown TIF District	Special Revenue	197	79
Community Services: Housing Revolving Loan	Special Revenue	197	79
Community Services: N. 7th Corridor TIF	Special Revenue	197	82
Community Services: Tourism BID	Special Revenue	197	85
Community Services: Mandeville Farm TIF	Special Revenue	197	83
Facilities Management	General	118	76
Fire	General	128	76
Fire: Capital & Equipment Replacement	Special Revenue	128	85
Fire: Impact Fees	Special Revenue	128	78
Forestry: Tree Maintenance	Special Revenue	184	78
General Obligation Debt Service	Debt Service	204	86
Library	General	188	76
Library: Depreciation	Capital Projects	188	87
Library: Special Revenue	Special Revenue	188	81
Municipal Court	General	101	76
Non-Departmental	General	201	76
Non-Departmental: Employee Health Insurance	Internal Service	201	91
Non-Departmental: Permissive Medical	Special Revenue	201	77
Non-Departmental: Senior Transportation	Special Revenue	201	83
Parking	Enterprise Fund	136	90
Parks	General	179	76
Parks: Improvement Grants	Special Revenue	179	84
Parks: Special Revenue	Special Revenue	179	81
Police	General	121	76
Police: Domestic Violence	Special Revenue	121	82
Police: Drug Forfeiture	Special Revenue	121	80
Police: Special Revenue	Special Revenue	121	82
Public Works Administration	Enterprise Fund	139	88
Recreation	General	191	76
Recreation: Special Revenue	Special Revenue	191	81
Recreation: Story Mansion Operating	Special Revenue	191	85

Department	Fund	Dept Smry	Fund Stmt
			Page Number
Solid Waste Collection & Recycling	Enterprise Fund	167	89
Solid Waste: Disposal	Enterprise Fund	170	89
Special Improvement District	Debt Service	207	86
Storm Water	Enterprise Fund	164	90
Streets	General Fund	143	76
Streets: Arterial Street Construction	Special Revenue	143	82
Streets: Community Transportation Fund	Special Revenue	143	77
Streets: Construction Funds	Capital Projects	143	87
Streets: Gas Tax Fund	Special Revenue	143	77
Streets: Impact Fees	Special Revenue	143	78
Streets: Lighting Districts	Special Revenue	143	83
Streets: Maintenance Fund	Special Revenue	143	77
Vehicle Maintenance	Internal Service	172	91
Wastewater Fund (WRF)	Enterprise Fund	160	89
Wastewater Fund: Impact Fees	Enterprise Fund	160	89
Wastewater Operations	Enterprise Fund	157	89
Water Fund (WTP)	Enterprise Fund	149	88
Water Fund (WTP): Impact Fees	Enterprise Fund	149	88
Water Operations	Enterprise Fund	153	88

<b>Staffing Cost Summary</b>		
	<b>Revised FY15</b>	<b>Recommended FY16</b>
<b>GENERAL GOVERNMENT</b>		
City Commission	2.10	2.10
City Manager	5.00	6.00
Municipal Court	8.50	8.50
City Attorney	10.20	10.20
Administrative Services	21.50	21.50
Community Development	11.60	10.60
Building Maintenance	3.50	3.50
<b>TOTAL GENERAL GOVERNMENT</b>	<b>62.40</b>	<b>62.40</b>
<b>PUBLIC SAFETY</b>		
Police Department	71.55	71.70
Fire Department	46.00	46.00
Building Inspection	14.50	18.50
Parking	6.00	6.00
<b>TOTAL PUBLIC SAFETY</b>	<b>138.05</b>	<b>142.20</b>
<b>PUBLIC SERVICES</b>		
Public Works Administration/Engineering	10.25	10.25
Streets	18.85	18.85
Storm Water	6.25	6.25
Water Plant	10.50	10.50
Water Operations	13.45	14.45
Wastewater Operations	13.30	13.30
Wastewater Plant	13.75	14.75
Solid Waste Collection/Recycling	15.15	15.15
Vehicle Maintenance	6.50	6.50
<b>TOTAL PUBLIC SERVICES</b>	<b>108.00</b>	<b>110.00</b>
<b>PUBLIC WELFARE</b>		
Cemetery (numerous short terms)	5.04	5.04
Parks (numerous short terms)	13.51	13.51
Forestry	5.65	5.65
Library	25.14	26.02
Recreation (numerous short terms)	23.55	23.55
Community Services	3.50	3.50
<b>TOTAL PUBLIC WELFARE</b>	<b>76.39</b>	<b>77.27</b>
<b>TOTAL EMPLOYEES</b>	<b>384.84</b>	<b>391.87</b>
Net FTE Increase from Previous Year	9.40	7.03
% Increase from Previous Year	2.5%	1.8%

## GLOSSARY OF KEY TERMS

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

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

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

governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

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

reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint.

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

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

**GAAP** See Generally Accepted Accounting Principles.

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

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

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

**G.O. BONDS** See General Obligation Bonds.

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

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

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

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

**INTERGOVERNMENT**



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

<b>OUTSTANDING BONDS</b>	Bonds not yet retired through principal payment.
<b>OVERLAPPING DEBT</b>	The City's proportionate share of the debt of other local governmental units which either overlap it or underlie it. The debt is generally apportioned based on relative assessed value.
<b>PAYMENT IN LIEU OF TAXES</b>	Also referred to as PILT. Payments made in lieu of taxes from another government or entity.
<b>PERFORMANCE BUDGET</b>	A budget that focuses on departmental goals and objectives rather than line items, programs, or funds. Workload and unit cost data are collected in order to assess effectiveness and efficiency of services.
<b>PERSONNEL SERVICES</b>	Items of expenditures in the operating budget for salaries and wages paid for services performed by City employees, as well as the fringe benefit costs.
<b>PROPERTY TAX</b>	A levy upon each \$100 of assessed valuation of real and personal property within the City of Bozeman.
<b>PROPRIETARY FUND</b>	Funds that focus on the determination of operating income, changes in net position (or cost recovery) financial position, and cash flows. Proprietary funds include enterprise and internal service funds.
<b>RESOLUTION</b>	A special or temporary order of a legislative body (City Commission) requiring less legal formality than an ordinance or statute.
<b>RESOURCES</b>	Total amounts available for appropriation including estimated revenues, fund transfers, and beginning fund balances.
<b>REVENUE</b>	Funds that the government receives as income. It includes items such as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.
<b>REVENUE BONDS</b>	Bonds sold for constructing a project that will produce revenue for the government. That revenue is pledged to pay the principal and interest of the bond.
<b>RISK MANAGEMENT</b>	An organized attempt to protect a government's assets against accidental loss in the most economical method.
<b>SPECIAL IMPROVEMENT DISTRICT (SID)</b>	An area defined and designated for improvements, often financed with bond proceeds that specifically benefit the property owners within the area of the district. Debt is repaid through annual assessments to property owners.

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