

**BOZEMAN** <sup>MT</sup>

# Approved Budget

For Fiscal Year 2018

07/01/2017

City of Bozeman, Montana



# **CITY OF BOZEMAN, MONTANA**

FISCAL YEAR 2017-2018

APPROVED

OPERATING

AND CAPITAL BUDGET

## CITY COMMISSION

Carson Taylor— Mayor

Cynthia Andrus—Deputy Mayor

Jeff Krauss— Commissioner

Chris Mehl—Commissioner

I-Ho Pomeroy- Commissioner

## CITY MANAGER

Dennis M. Taylor

## CITY STAFF

Anna Rosenberry, CPA—Assistant City Manager

Robin Crough—City Clerk

## CITIZEN REVIEW AND PARTICIPATION

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

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

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

- **Notices for these meetings are published in the legal advertisements of the Bozeman Daily Chronicle newspaper, and**
- **Notices are also posted on the City’s website at [www.bozeman.net](http://www.bozeman.net).**
- **Public Meetings of the City Commission are broadcast live on local-cable Channel 190. 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, 2016. The City has received this award for each budget it has prepared in the past 26 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](#)



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July 1, 2017

Bozeman City Commission:

I am pleased to present to you the Approved Budget for Fiscal Year 2017-2018 (FY18). This budget represents the thoughtful work of dozens of people in developing the spending plan for our organization for the coming fiscal year.

**Overview:**

Bozeman is a vital, growing and changing city. In my brief tenure with the city of Bozeman, I have been focused on bringing forward a budget that permits the city to live within our means, while at the same time attempts to help the city organization cope with our community's rapid growth and change.

Significant changes during the past 12 months

1. Continued Growth – Our community's most recent evidence of continued growth includes the US Census data showing an estimated population increase of 4.3% this year, on top of the 4.2% increase for last year. We see strong building permit activity and increased traffic counts and congestion on City streets. So much of our budget recommendation is made in response to the prolonged growth that Bozeman continues to experience.
2. New Fuel Tax Dollars – As a result of the legislature's adoption of House Bill 273, the City will receive approximately \$266,000 in additional state fuel tax funding in FY18. This amount is expected to increase to nearly \$700,000 in FY19. We are recommend a reducing the amount of Arterial & Collector District assessment increase because of this new funding source.
3. Marsy's Law Implementation – In order to respond to the requirements of the Marsy's Law provisions for victims of crimes, we recommend that a half-time position in the City Attorney's office be increased to full-time, support be given for an increase in the County's Victim's Services programs, and to proceed with software implementations within our City Attorney's office that were approved in FY17.

4. Strategic Plan - With the Commission's Strategic Planning effort underway but not completed, we are attempting to get ahead of a few key Strategic Plan priorities by including a full-time Communications Coordinator position beginning in January 2018.

### Staffing Level Changes

Attempting to maintain our current levels of service will require additional staff this year in numerous departments.

**General Fund Positions** - Approved additions in the General Fund include:

Department/Division	Position	Full-Time Equivalents
Municipal Court	Veterans Court Administrator – Pending the Grant Award	1.00
City Attorney's Office	0.5 Administrative Assistant to 1.0 Legal Assistant I	0.50
Facilities	Facilities Service Worker	1.00
City Manager's Office	Communications Coordinator	0.5 FTE (Full Time, Jan 2018)
<b>Total</b>		<b>3.0 FTE</b>

**Enterprise & Special Revenue Fund Positions** - Approved additions in the Enterprise and Special Revenue Funds include:

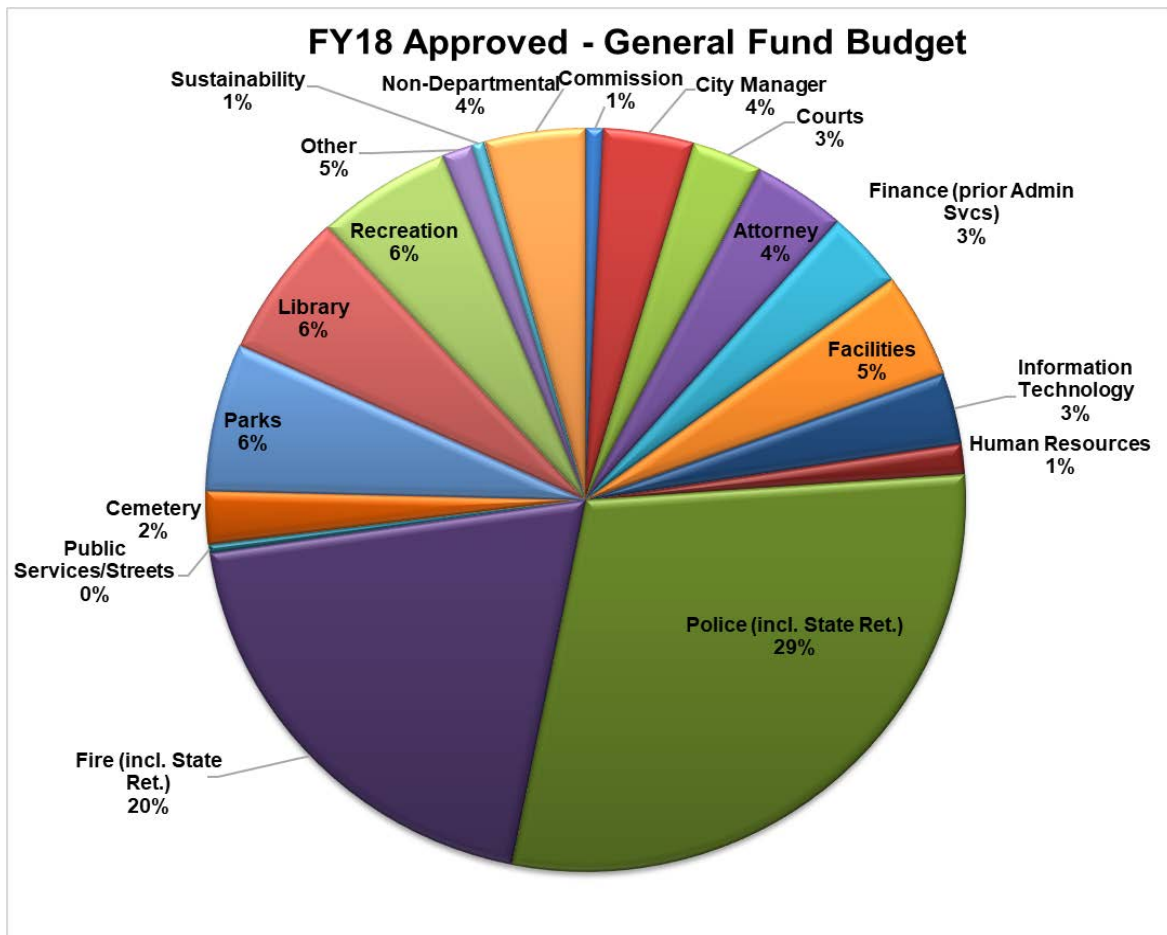
Department/Division	Position	Full-Time Equivalents
Building Inspection	Building Inspector I or II	1.00
Solid Waste	Solid Waste Worker (Driver)	1.00
Stormwater	Stormwater Specialist	1.00
Streets	Streets - City Service Workers	2.00
Vehicle Maintenance	Vehicle Maintenance	1.00
Water Plant	Water Plant Operator	1.00
<b>Total</b>		<b>7.0 FTE</b>

### **The General Fund:**

The City's General Fund supports the majority of administration, public safety and public welfare operations. Its 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 \$31.6 Million in expenditures, in the following areas:

Department/Division	General Fund Amount
Commission	\$ 234,148
City Manager	1,216,952
Courts	943,811
Attorney	1,246,948
Finance (prior Admin Services)	1,065,951
Facilities	1,455,651
Information Technology	978,222
Human Resources	413,390
Police (incl. State Ret.)	9,242,015
Fire (incl. State Ret.)	6,188,814
Public Services/Streets	122,331
Cemetery	721,904
Parks	2,028,480
Library	1,993,372
Recreation	1,811,680
Economic Development	422,464
Sustainability	169,912
Non-Departmental	1,355,567
<b>TOTAL Expenditures</b>	<b>\$31,611,612</b>



As shown in the above graph, Police and Fire services combined comprise 49% (\$15.4 Million) of the General Fund’s spending. The next largest departments are grouped together, each spending roughly \$1 - \$2 Million and each comprising 3-6% of the budget: Parks, Recreation, Library, Facilities Maintenance, City Manager, City Attorney and Finance. 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 16.67% of budgeted revenues. This budget exceeds the required minimum reserve of approximately \$5,060,000 (16.67%) at the end of Fiscal Year 2018.

**Residential City Property Taxes for FY16, FY17, and FY18**

In total, the Approved Budget would levy an estimated 205.30 mills on all taxable property within the City limits. This represents no increase over last year. To achieve no increase in the levy we propose:

- Calculation of maximum mill levy with estimated increase in inflation factor, and estimate of newly taxable property increase of 4%.
- Use of estimated cash carry-over from FY17 that can be used to forego an increase to the levy.

<b>Assessed Market Value</b>	<b>Estimated Taxable Value</b>	<b>FY15 City Tax Levy = 188.76 mills</b>	<b>FY16 City Tax Levy = 210.16 mills</b>	<b>FY17 City Tax Levy = 205.3 mills</b>	<b>FY18 Estimated City Tax Levy = 205.3 mills</b>
<b>Median Home ~\$240,000</b>	\$3,237	\$678	\$729	\$665	\$665
<b>\$200,000</b>	\$2,700	\$831	\$593	\$554	\$554
<b>\$300,000</b>	\$4,050	\$1,246	\$889	\$831	\$831

*\* Tax Rates and Median Value changed due to reappraisal in FY17*

The median home “assessed market value” represents the value on the tax roll for a home within the Bozeman city limits. Median simply means that half of the homes in the city have a higher value and half have a lower value. Each year the Median Home value changes slightly. This year is a re-appraisal year for the State Department of Revenue; the value of a median home could change again with new data from the reappraisal. Based on the information we have today, the median home will pay \$3.23 in City property taxes for every mill levied in Fiscal Year 2018.

Residents living in the median home are estimated \$665 in annual property taxes to the City. Again, this represents no increase in property taxes.

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

For the coming fiscal year, we are estimating a 4% increase in the value of taxable property across the city. Taking into account the 1.5% reduction in values we experienced in FY16, taxable values for the City have an average increase of only 1.7% per year for the past 5 years. However, given the continued strong building permit activity and the new two-year reappraisal cycle, we believe this estimate is appropriate.

### **Citywide Street and Tree Maintenance Assessments**

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

The budget is based on a 17% increase in the Street Maintenance assessment, resulting in an annual assessment of \$198.02 for the average sized lot. The majority of this increase is attributed to the least year of phase-in of an added \$1 Million in annual pavement maintenance.

The new Arterial and Collector Street Assessment District is recommended to proceed with the original plan: to phase-in assessments that will total \$2 Million annually in construction on arterial and collector streets over 3 years. For FY18 (third year), we are recommending a 63% increase in the assessment from last year. The original plan was for an approximate 90% increase, but the new fuel tax approved by the legislature will bring in money to lessen the increase for property owners. For the average sized residential lot, the annual assessment would be \$69.11 for the year.

The Tree Maintenance District is in need of a 15% increase to continue to implement the Urban Forestry Management Plan. There was no increase to this assessment in FY13-15. There was actually a small decrease to the assessment in FY15, based on revised assessment methods adopted in July 2014. For the average sized residential lot, the annual assessment would be \$22.48 for the year.

Combined, property owners of an average sized city lot would pay \$289.62 in annual assessments. This is an increase over the previous year of \$58.43, or \$4.86 per month.

Lot Size	FY16 Approved 10% Streets & 2% Trees, with Arterial Street District	FY17 Approved 15% Streets & 15% Trees, 90% Arterial Street District	FY18 Recommended 17% Streets & 15% Trees, 63% Arterial Street District
<b>Small= 5,000 sq ft.</b>	Streets - \$98.10	Streets - \$112.81	Streets - \$131.99
	Trees - \$11.33	Trees - \$13.03	Trees - \$14.98
	New! Arterial Streets - \$14.36	Arterial Streets - \$28.27	Arterial Streets - \$46.64
<b>Average = 7,500 sq ft.</b>	Streets - \$147.17	Streets - \$169.24	Streets - \$198.02
	Trees - \$17.00	Trees - \$19.55	Trees - \$22.48
	New! Arterials Streets – \$21.54	Arterials Streets – \$42.40	Arterials Streets – \$69.11
<b>Large = 10,000 sq ft.</b>	Streets - \$196.23	Streets - \$225.66	Streets - \$264.02
	Trees - \$22.67	Trees - \$28.34	Trees - \$28.34
	New! Arterial Streets – \$28.73	Arterial Streets – \$56.54	Arterial Streets – \$93.29

### Utility Rates

**Water & Sewer:** City property owners are by and large required to use the City's water and sewer treatment systems. Two years ago, we updated our five year funding models for both Water and Sewer Rates. The Commission approved a 2.5% increase in Water rates and a 3% increase in sewer rates, for each of FY16 and FY17. We had planned to be underway with updated rate studies for both Water & Wastewater systems, but have delayed the project until the arrival of a Finance Director. This year, we recommend the Commission adopt a two-year rate resolution with Wastewater increases of 2.0% each year, and Water increases of 2.0% each year.

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

**In Total:** A residential customer utilizing 10 hundred cubic feet (HCF) of water each month will see an estimated combined monthly increase for these services of \$1.83/month.

Average Residential Customer	Approved FY16 Monthly Bill 2.5% Increase Water 3% Increase Sewer Stormwater, Revised	Approved FY17 Monthly Bill 2.5% Increase Water 3% Increase Sewer 0% Stormwater	Recommended FY18 Monthly Bill 2% Increase Water 2% Increase Sewer 0% Stormwater
<b>Water</b>	\$41.15 per month	\$42.18 per month	\$43.02 per month
<b>Sewer</b>	\$48.13 per month	\$49.57 per month	\$50.56 per month
<b>Stormwater</b>	\$ 5.91 per month	\$ 5.91 per month	\$ 5.91 per month
<b>Total</b>	<b>\$95.19 per month</b>	<b>\$97.66 per month</b>	<b>\$99.49 per month</b>

## **Capital Improvements and Their Impact on our Operating Budget**

The City annually prepares a five-year Capital Improvement Plan (CIP), most recently adopted this past January. The items that are scheduled in that plan each spring become the starting point for budget requests at budget development time. This year, capital expenditures total over \$26 Million. These purchases will have varying effects on our operations this year and into the future. The largest items with the greatest impact are mainly dealing with street infrastructure that carry future maintenance costs.

## **In Conclusion**

The Approved Budget was developed to continue current level operations in the growing and changing community. A typical residential property owner will likely see taxes and assessments increase by \$81.30 for the year, or \$6.78 per month.

Typical Residential Property: Annual Increase	Recommended Budget
Street Maintenance Assessments	\$ 28.78
Arterial Street Assessment	\$ 27.57
Forestry Assessment	\$ 2.93
Property Taxes	\$ -
Water Services	\$ 10.12
Sewer Services	\$ 11.90
Storm Water Services	\$ -
Annual Increase	\$ 81.30
<b>Monthly Increase</b>	<b>\$6.78</b>

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

Change can be difficult, uncomfortable and challenging. Working together, we have consistently found innovative ways to maintain services and invest in our community in fiscally responsible ways. We are a resilient, enterprising and creative community. This budget is an achievable plan to provide efficient and effective services and to achieve the Commission's vision and priorities for the City of Bozeman.

Respectfully,

*Dennis M. Taylor*, City Manager

*Anna Rosenberry*, Assistant City Manager

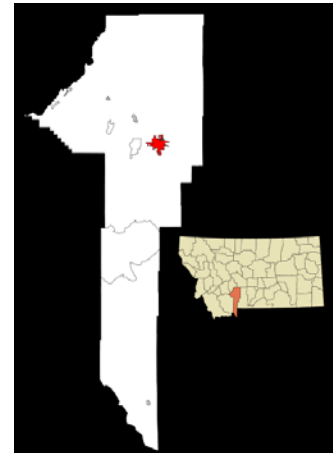
*Kristin Donald*, Finance Director

## 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.

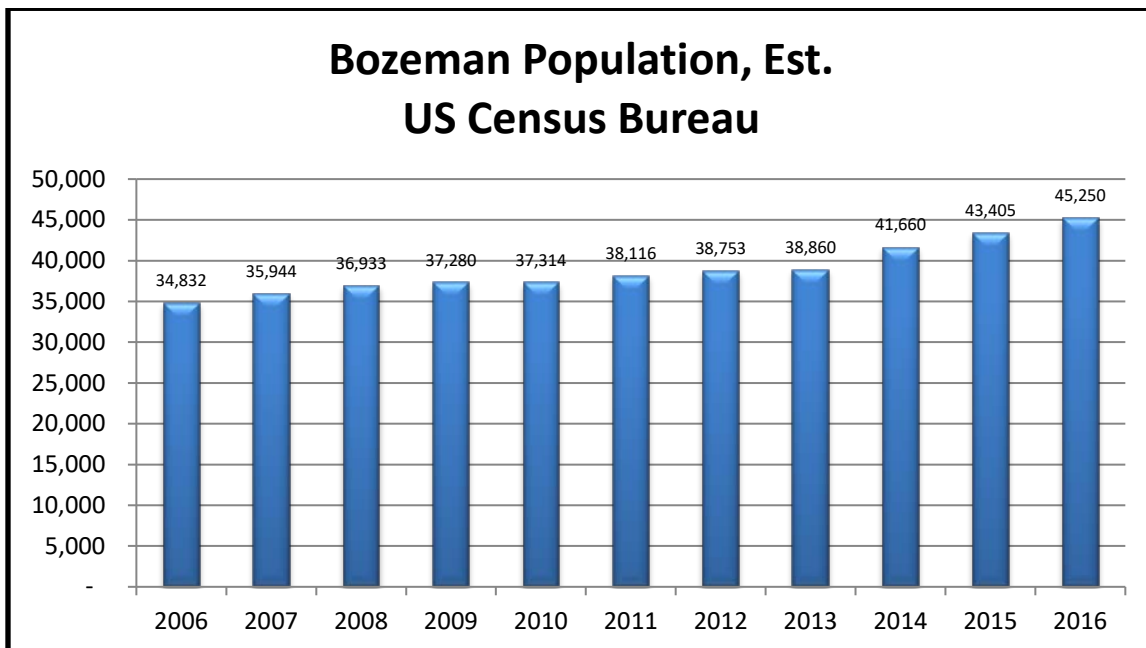


Below are a number of US Census Bureau facts for the City of Bozeman and the State of Montana.

People QuickFacts Source: US Census Bureau	Bozeman	Montana	Bozeman as % of Montana Data
Population: 2016 estimate	45,250	1,032,949	4.4%
Population: 2010 (April 1) estimates base	37,282	989,417	3.8%
Population: Percent change 4/01/10 to 7/01/15	16.4%	4.4 %	
Population: 2010 census	37,280	989,415	3.8%
Persons under 5 years old: % 2015	5.5%	6.0%	
Persons under 18 years old: % 2015	15.7%	21.9%	
Persons 65 years old and over: % 2015	8.1%	17.2%	
Female persons: % 2015	47.4%	49.7%	
White persons: % 2015 (a)	93.6%	89.2%	
Black persons: % 2015 (a)	0.5%	0.6%	
American Indian and Alaska Native persons: % 2015	1.1%	6.6%	
Asian persons: % 2015 (a)	1.9%	.8%	
Native Hawaiian and Other Pacific Islander: % 2015	0.1%	.1%	
Persons reporting two or more races: % 2015	2.1%	2.7%	
Persons of Hispanic or Latino origin: % 2015 (b)	2.9%	3.6%	
Living in same house 1 year and over: % 2011-2015	65.8%	83.6%	
Foreign born persons: % 2011-2015	4.3%	2.1%	
Language other than English spoken at home: % age 5+ 2011-2015	5.1%	4.1%	
High school graduates: % age 25+ 2011-2015	98.1%	92.8%	
Bachelor's degree or higher: % age 25+ 2011-2015	56.5%	29.5%	
Mean travel time to work (min): workers age 16+ 2009-2013	13.9	18.1	

**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
2006	34,832	4.5%	26.6%
2007	35,944	3.2%	30.7%
2008	36,933	2.8%	34.3%
2009	37,280	0.9%	35.5%
2010	37,314	0.1%	35.6%
2011	38,116	2.1%	38.6%
2012	38,753	1.7%	40.9%
2013	38,860	0.3%	41.3%
2014	41,660	7.2%	51.4%
2015	43,405	4.2%	57.8%
2016	45,250	4.3%	64.5%



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 2012.

<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: 2012 (\$1000)</b>	286,010	12,645,824	2.26%
<b>Retail sales: 2012 (\$1000)</b>	1,192,121	15,623,573	7.63%
<b>Retail sales per capita: 2012</b>	\$30,808	\$15,544	198.20%
<b>Accommodation and foodservices sales: 2012 (\$1000)</b>	160,577	2,079,426	7.72%
<b>Total number of firms: 2012</b>	7,473	112,419	6.65%
<b>Men-owned firms, 2012</b>	4,084	55,913	7.30%
<b>Women-owned firms: 2012</b>	1,986	35,449	5.60%
<b>Minority-owned firms: 2012</b>	239	5,578	4.28%
<b>Nonminority-owned firms, 2012</b>	6,776	102,746	6.59%
<b>Veteran-owned firms, 2012</b>	779	11,486	6.78%
<b>Nonveteran-owned firms, 2012</b>	5,992	93,393	6.42%

**Private Employers:** The Montana Department of Labor and Industry reports the following largest private employers within the City’s boundaries (2016 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
Town Pump Convenience Stores	250-499 Employees	Walmart	250-499 Employees
Albertsons	100-249 Employees	Town & Country Foods	100-249 Employees
Barnard Construction Co Inc	100-249 Employees	Best Western Plus – Grantree Inn	100-249 Employees
Bridger Bowl	100-249 Employees	Community Food Co-Op	100-249 Employees
Costco	100-249 Employees	First Student	100-249 Employees
JC Billion	100-249 Employees	Kenyon Noble	100-249 Employees
Korman Marketing	100-249 Employees	Martel Construction	100-249 Employees
McDonalds	100-249 Employees	Murdoch’s Ranch & Home Supply	100-249 Employees
Ressler Motors	100-249 Employees	Rosauer’s Supermarkets	100-249 Employees
Target	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	Dept of Agriculture	100-249 Employees
Gallatin County	100-249 Employees		

**Principal Tax Payers:** The annual certified valuation of taxable real and personal property is completed by the Montana Department of Revenue and transmitted to the City each August. For fall of 2016, the top taxpayers within the City were as follows. These ten taxpayers comprised a total of 9.77% of our property tax base.

<b>Top Ten Property Taxpayers</b>			
Name	Rank	Total Taxable Value	As a % of City assessed value
Northwestern Energy	1	4,203,090	4.86%
Century Link (Qwest)	2	736,068	0.85%
Bresnan Communications	3	708,027	0.82%
Verizon Wireless	4	495,140	0.57%
Harry Daum – Gallatin Mall	5	444,051	0.51%
Stone Ridge Partners, LLC	6	417,262	0.48%
Mitchell Development & Invest	7	390,752	0.45%
First Security Bank	8	362,625	0.42%
J&D Family Limited Partnership	9	349,579	0.40%
Bridger Peaks Holding LLC	10	348,926	0.40%
<b>Total</b>		<b>8,455,520</b>	<b>9.77%</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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The City recently adopted goals to develop a five-year Strategic Plan and revised its vision. The Plan has been the subject of numerous citizen engagement efforts and public meeting discussions. The plan will likely be adopted in the fall of 2017. Below are the vision and vision statements adopted by the Commission May 15, 2017, that is the start of the plan:

### Vision

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

### Strategic Vision Statements:

- 1) An Engaged Community.** We foster a culture of engagement and civic leadership based on innovation and best practices involving community members of all backgrounds and perspectives.
- 2) An Innovative Economy.** We grow a diversified and innovative economy leveraging our natural amenities, skilled and creative people, and educational resources to generate economic opportunities.
- 3) A Safe, Welcoming Community.** We embrace a safe, healthy, welcoming and inclusive community.
- 4) A Well-Planned City.** We maintain our community's quality of life as it grows and changes, honoring our sense of place and the 'Bozeman feel' as we plan for a livable, affordable, more connected city.
- 5) A Creative, Learning Culture.** We expand learning, education, arts, expression and creativity for all ages.
- 6) A Sustainable Environment.** We cultivate a strong environmental ethic, protecting our clean air, water, open spaces and climate, and promote environmentally sustainable businesses and lifestyles.
- 7) A High Performance Organization.** We operate as an ethical, high performance organization anticipating future needs, utilizing best practices, and striving for continuous improvement.

## 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:

### City Strategic Plan

- Five-year Strategic Plan is currently being developed and will likely be adopted in the Fall of 2017.

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

- Bozeman Community Plan—Adopted 2010. **Proposed update in FY18.**
- Bozeman Area Transportation Plan—Adopted 2017.
- Police Services Facility & Staffing Plan—Adopted 2007. **Currently being updated.**
- Fire Services Master Plan—Adopted 2006. **Currently being updated.**
- Wastewater Facility Plan—Adopted 2015.
- Water Facility Plan—Adopted 2006.
- Stormwater Facility Plan—Presented February 2008.
- Parks, Recreation, Open Space, and Trails Plan—Adopted 2007.
- Municipal Climate Action Plan—Adopted 2008.
- Community Climate Action Plan – Adopted 2011.
- Economic Development Plan—Adopted 2017.
- 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 FY18-FY22.
- Water Rate Study (5 Years) – Updated for FY16-FY20. **Update in FY18.**
- Wastewater Rate Study (5 Years) – Updated for FY16-FY20. **Update in FY18.**
- Impact Fee Studies (Water, Sewer, Streets, Fire) – Adopted 2012-2013. **Update in FY18.**

## FINANCIAL POLICIES

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

### **Budget Development & Administration**

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

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

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

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

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

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

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

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

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

Budgetary practices such as postponing capital expenditures, accruing future years' revenues, or rolling over short-term debt are budgetary practices which can solve short-term financial problems;

however, they can create much larger financial problems for future administrations and commissions. Avoidance of these budgetary practices will assure citizens that current problems are not simply being delayed to a future year.

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

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

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

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

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

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

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

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

## **Revenue Collection**

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

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

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

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

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

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

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

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

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

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

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

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

**Expenditures and Payments**

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

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

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

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

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

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

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

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

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

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

**6. Spending Policy:**

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

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

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

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

### **Debt Administration**

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

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

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

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

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

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

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

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

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

**Reserves and Fund Balances**

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

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

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

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

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

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

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

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

## **Financial Reporting & Accounting**

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

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

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

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

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

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

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

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

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

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

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

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

## FINANCIAL STRUCTURE

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

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

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

<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
Finance	Administration, Accounting, Treasury	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
Information Technology	Operations	General, Capital Projects
Human Resources	Operations	General
Police	Operations, Crime Control & Investigations, Drug Forfeiture, Parking, Animal Control	General, Drug Forfeiture, Law & Justice Center, Domestic Violence
Fire	Administration, Operations, Operational Readiness, Fire Prevention, Special Fire Services, Hazardous Materials, Disaster & Emergency Services	General, Fire Impact Fees, Fire Special Revenue, Fire Capital/Equipment Replacement
Building Inspection	Operations, Life Safety	Building Inspection
Parking	Administration, Operations, Parking Garage	Parking Enterprise
Public Services Administration	Administration, GIS, Engineering, Snow Removal Enforcement, Weed Cutting Enforcement, Sidewalk Repair Program, Sidewalk & Curb Construction, SID Construction	Water Enterprise
Streets	Operations, Maintenance, Construction, Snow & Ice Removal, Lighting, Traffic Signs & Markers	General, Community Transportation, Gas Tax, Street Maintenance, Street Impact Fees, SIDs, Arterial Construction
Water Plant	Operations, Water Conservation, Construction	Water, Water Impact Fees
Water Operations	Operations, Utility Locates, Water Services, Construction, Reservoirs, Meters, Hydrants, Valves, Repairs	Water, Water Impact Fees
Wastewater Operations	Operations, Utility Locates, Services, Construction, Manholes, Televising, Flushing, Repairs	Wastewater, Wastewater Impact Fees
Water Reclamation Facility	Operations, Laboratory, Sludge Injection, Pretreatment,	Wastewater, Wastewater Impact Fees
Storm Water	Admin and Mapping, Operations, Capital Improvements	Stormwater Enterprise
Solid Waste Collection & Recycling	Collections, Recycling	Solid Waste Enterprise
Solid Waste Disposal	Operations, Landfill	Landfill Post-Closure Costs
Vehicle Maintenance	Operations	Vehicle Maintenance
Parks & Recreation	Cemetery, Parks, Forestry, Recreation	General, Parks & Open Space Bond, Tree Maintenance, Recreation Special Revenue, Story Mansion Operating
Library	Operations, Technical Services, Information, Children's Services, Circulation, Construction	General, Library Special Revenue, Library Depreciation
Community Services	Economic Development, Sustainability	General, Downtown TIF, Community Housing, Housing Revolving Loans, North 7 <sup>th</sup> . TIF, North East Urban Renewal TIF, Downtown BID, Development Impacts, Tourism BID
Non Departmental	Insurance, Contingencies, Transfers, Beautification of Bozeman, Band, Senior Transportation	General, Permissive Medical Levy, Senior Transportation, Employee Health Insurance
GO, SID & TIF Bonds, SID Revolving	Principal & Interest	GO Refunding Series 2012, Parks & Open Space Bond, Downtown TIF, SID Bonds

## USEFUL TERMS

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

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

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

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

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

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

## GOVERNMENTAL FUND TYPES

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

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

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

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

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

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

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

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

## **PROPRIETARY FUND TYPES**

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

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

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

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

## **FIDUCIARY FUND TYPES**

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

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

## THE BUDGET PROCESS

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The City of Bozeman budget serves several purposes.

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

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

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

### **BASIS OF BUDGETING**

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

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

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

## **BUDGET DEVELOPMENT PROCESS**

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

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

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

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

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

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

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

## **PERFORMANCE BUDGETING**

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

## **PRESENTATION**

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

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

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

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

## **MONITORING AND REPORTING PROCESS**

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

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

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

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

## **BUDGET AMENDMENT PROCESS**

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

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

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

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

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

## **BUDGET CALENDAR/PROCEDURES**

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

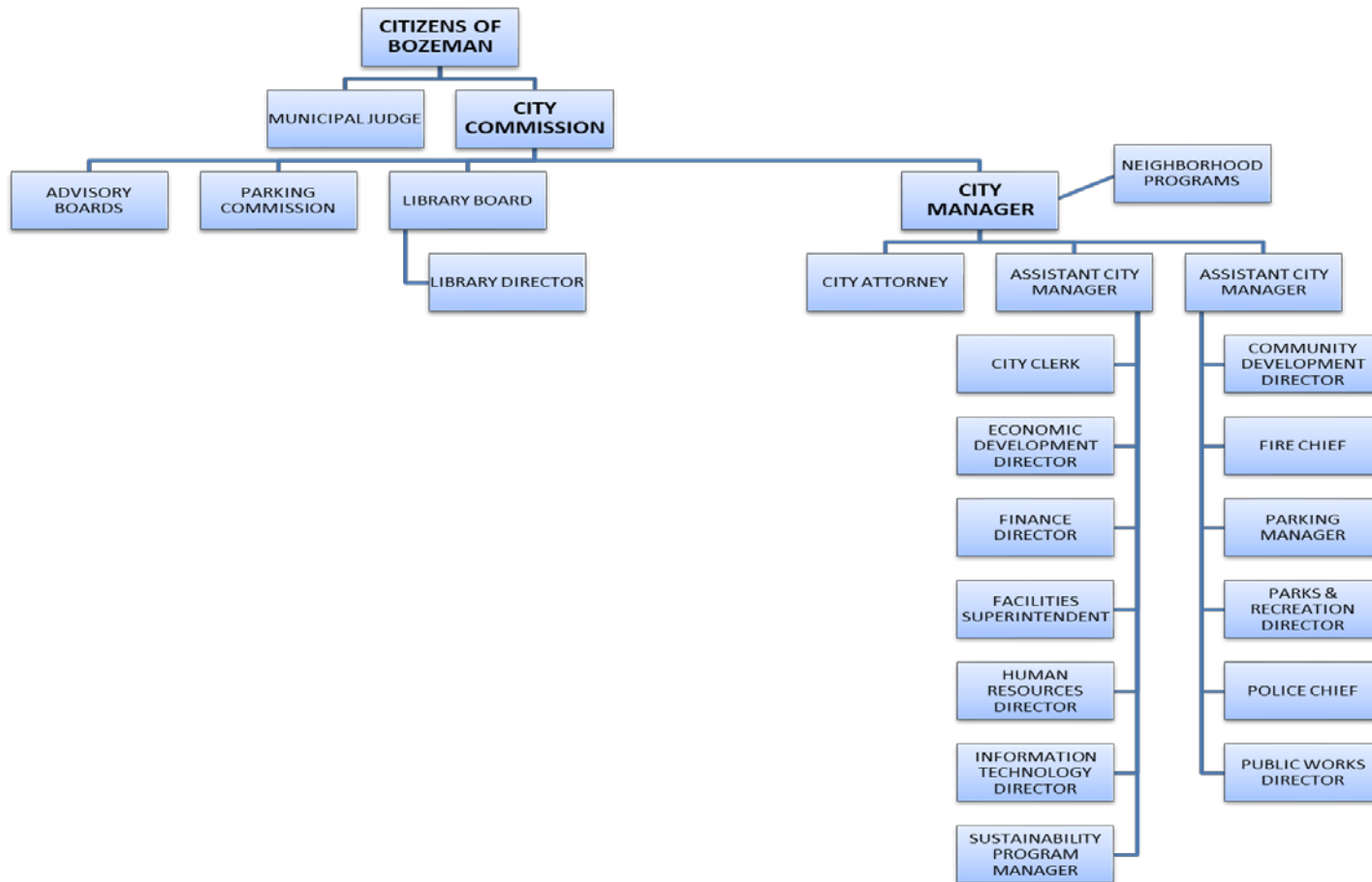
1. December/January: The Commission's goals provide the legislative policy direction for the budget process and the development of departmental objectives and work plans.

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

# CITY ORGANIZATIONAL CHART



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



# FINANCIAL SUMMARY

<b>Financial Summary Final Budget Fiscal Year 2017-2018</b>								
	General Fund	Special Revenue	Debt Service	Construction Projects	Enterprise	Internal Service	Permanent	All Funds
<b>Projected Beginning Fund Balance/Working Capital</b>	6,818,240	16,900,399	4,204,022	11,257,048	16,626,396	286,675	1,161,335	57,254,115
<b>Estimated Revenues</b>	30,343,623	23,646,809	2,436,215	2,272,781	30,532,325	6,010,612	106,000	95,348,365
<b>Less Appropriations</b>	31,611,612	29,574,154	3,758,106	2,268,375	33,025,000	6,058,956	-	106,296,203
<b>Increase/(Decrease) in Fund Balance/Working Capital</b>	(1,267,989)	(5,927,345)	(1,321,891)	4,406	(2,492,675)	(48,344)	106,000	(10,947,838)
<b>Projected Ending Fund Balance/Working Capital</b>	\$ 5,550,251	\$ 10,973,054	\$ 2,882,131	\$ 11,261,454	\$ 14,133,721	\$ 238,331	\$ 1,267,335	\$ 46,306,277

CHANGES IN FUND BALANCE/WORKING CAPITAL					
Fiscal Year 2018					
		Projected Beginning	Estimated	Appropriations	Budgeted Ending
		Fund Balance/	Revenues		Fund Balance/
		Working Capital			Working Capital
<b>General Fund</b>					
010	General Fund	\$ 6,818,240	\$ 30,343,623	\$ 31,611,612	\$ 5,550,251
<b>Special Revenue Funds</b>					
100	Planning Fund	778,255	1,224,139	1,505,363	497,031
103	Health-Medical Insurance	328,120	2,476,888	2,476,888	328,120
108	Community Transportation	119,158	1,660	-	120,818
109	Highway Safety Improvement Projects	180	180	-	360
110	Gas Tax Apportionment	943,074	966,999	960,500	949,573
111	Street Maintenance District	167,585	5,366,672	5,925,008	(390,751)
112	Tree Maintenance	127,984	692,073	706,937	113,120
113	Fire Impact Fee	1,531,024	372,250	50,000	1,853,274
114	Street Impact Fee	5,647,140	3,224,710	7,746,245	1,125,605
115	Building Inspection Special Revenue	1,383,118	1,769,150	2,086,952	1,065,316
116	Downtown Improvement District	581,813	1,870,510	1,908,000	544,323
119	Economic Development Loan Fund	17,500	48,500	31,000	35,000
120	Community Housing	494,640	291,245	324,400	461,485
121	Housing Revolving Loan Fund	6,644	5,325	-	11,969
123	Big Sky Ec Dev Grant	16,500	50,000	50,000	16,500
125	Drug Forfeiture	9,537	232,012	221,124	20,425
128	Fish Wildlife And Park Management Areas	20,530	-	8,000	12,530
130	Americans With Disability Act	35,622	240	-	35,862
131	Beautification of Bozeman	1,000	-	-	1,000
132	Bogert Park Special Revenue	17,644	2,200	-	19,844
133	Recreation Department Special Revenue	10,910	2,040	9,500	3,450
135	Cemetery Department Special Revenue	2,424	15	-	2,439
136	Park Department Special Revenue	13,878	3,180	9,000	8,058
137	Library Department Special Revenue	94,251	75,300	-	169,551
138	Law & Justice Center	331,499	-	19,125	312,374
139	Police Department Special Revenue	315,556	19,150	-	334,706
140	Police Domestic Violence	(35,000)	265,000	219,030	10,970
141	Street Arterial Construction	(813,419)	1,821,250	1,780,311	(772,480)
143	TIF Midtown (formerly N7th)	1,536,824	708,800	712,000	1,533,624
144	TIF NE Urban Renewal	208,446	144,800	166,600	186,646
145	TIF Mandeville Industrial	(5,036)	36,097	-	31,061
146	Lighting Dist.'s (146-170, 181, 182, 200-241)	525,896	373,361	441,133	458,124
174	Victim Witness Advocate	316,818	63,950	150,000	230,768
175	Senior Transportation	38,442	93,021	92,915	38,548
176	Business Improvement District	3,844	156,200	156,200	3,844
177	Neighborhood Associations	984	7	-	991
179	Diaster Relief Fund (Hail Damage)	8,636	8,636	-	17,272
183	Fire Department Special Revenue	153,372	43,506	40,000	156,878
184	Parks Master Plan Develop	104,413	-	-	104,413
185	Insurance Proceeds	-	-	-	-
186	Development Impacts	150,825	250	-	151,075
187	Fire Department Equipment	1,037,749	374,160	530,500	881,409
188	City/County Drug Forfeiture	158,122	1,000	-	159,122
189	Story Mansion Special Revenue	29,995	18,500	47,423	1,072

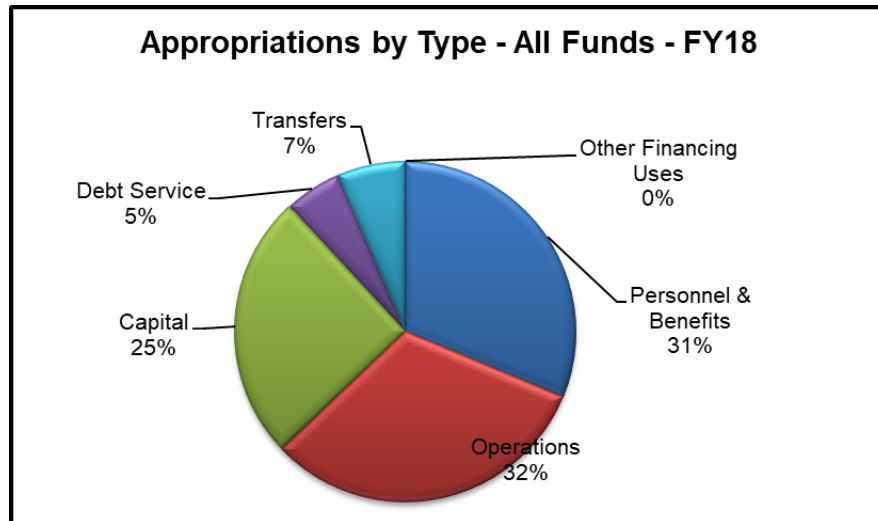
<b>CHANGES IN FUND BALANCE/WORKING CAPITAL</b>					
<b>Fiscal Year 2018</b>					
		<b>Projected Beginning</b>	<b>Estimated</b>	<b>Appropriations</b>	<b>Budgeted Ending</b>
		<b>Fund Balance/</b>	<b>Revenues</b>		<b>Fund Balance/</b>
		<b>Working Capital</b>			<b>Working Capital</b>
191	Tourism BID	1,218	1,201,200	1,200,000	2,418
193	Street Maintenance - Babcock SID	5,700	5,700	-	11,400
194	Street Maintenance - Durston SID	5,290	5,290	-	10,580
850	Park Land - Cash in Lieu	471,694	-	-	471,694
<b>Total Special Revenue Funds</b>		<b>\$ 16,900,399</b>	<b>\$ 24,015,166</b>	<b>\$ 29,574,154</b>	<b>\$ 11,341,411</b>
<b>Debt Service Funds</b>					
300	Special Improvement District Revolv. Fund	2,706,848	31,000	1,588,781	1,149,067
303	G.O. Refunding Series 2012	143,007	276,000	276,000	143,007
304	Park & Trails Bond	(2,500)	1,080,538	1,080,537	(2,499)
305	TIF 2007 Downtown Bonds	-	422,288	422,288	-
310	SID Funds	1,356,667	626,389	390,500	1,592,556
<b>Total Debt Service Funds</b>		<b>\$ 4,204,022</b>	<b>\$ 2,436,215</b>	<b>\$ 3,758,106</b>	<b>\$ 2,882,131</b>
<b>Construction Funds</b>					
<b>Capital Projects</b>		<b>11,257,048</b>	<b>2,272,781</b>	<b>2,268,375</b>	<b>11,261,454</b>
<b>Enterprise Funds</b>					
600	Water	10,124,087	12,099,248	11,967,455	10,255,880
610	Water Impact Fee - Net Assets	1,856,250	1,798,400	3,790,000	(135,350)
620	Waste Water	3,411,794	8,806,698	9,214,281	3,004,211
630	Waste Water Impact Fee - Net Assets	(135,912)	1,221,150	1,440,000	(354,762)
640	Solid Waste	563,456	3,818,402	3,742,257	639,601
641	Landfill Post-Closure & Monitoring	107,000	368,084	414,417	60,667
650	Parking Enterprise	150,845	982,590	968,230	165,205
670	Storm Water	548,876	1,437,753	1,488,360	498,269
<b>Total Enterprise Funds</b>		<b>\$ 16,626,396</b>	<b>\$ 30,532,325</b>	<b>\$ 33,025,000</b>	<b>\$ 14,133,721</b>
<b>Internal Service Funds</b>					
710	Vehicle Maintenance Shop	81,874	1,189,700	1,238,044	33,530
720	Health-Medical Self-Insurance Fund	204,801	4,820,912	4,820,912	204,801
<b>Total Internal Service Funds</b>		<b>\$ 286,675</b>	<b>\$ 6,010,612</b>	<b>\$ 6,058,956</b>	<b>\$ 238,331</b>
<b>Permanent Funds</b>					
800	Cemetery Perpetual Care	1,161,335	106,000	-	1,267,335
<b>Total Permanent Funds</b>		<b>1,161,335</b>	<b>106,000</b>	<b>-</b>	<b>1,267,335</b>
<b>Total All Funds</b>		<b>\$ 57,254,115</b>	<b>\$ 95,716,722</b>	<b>\$ 106,296,203</b>	<b>\$ 46,674,634</b>

## MILL LEVIES & MILL VALUES

MILL LEVIES & MILL VALUES						
FISCAL YEAR	FY13	FY14	FY15	FY16	FY17	FY18
MILL VALUE (net of TIFD's)	\$ 83,226	\$ 85,637	\$ 87,894	\$ 86,564	\$ 89,325	\$ 101,195
PERCENTAGE CHANGE	1.4%	2.9%	2.6%	-1.5%	3.2%	13.3%
<b>GENERAL FUND:</b>						
<b>All-Purpose</b>	<b>127.66</b>	<b>134.76</b>	<b>144.77</b>	<b>155.78</b>	<b>148.21</b>	<b>134.39</b>
<b>SPECIAL REVENUE:</b>						
City Planning	2.00	2.00	2.00	2.00	2.00	2.00
Local Government Study Commission						
Health/Med Insurance	23.22	22.57	23.18	27.11	26.40	24.48
<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	1.57	1.62	1.56	1.38
Transfer to Landfill Closure - Monitring					<b>4.00</b>	<b>3.67</b>
Senior Transportation	1.00	1.00	1.00	1.00	1.00	1.00
Workforce Housing	0.50	<b>0.50</b>	<b>1.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>TOTAL SPECIAL REVENUE</b>	<b>30.72</b>	<b>30.07</b>	<b>32.75</b>	<b>38.72</b>	<b>41.96</b>	<b>39.53</b>
<b>DEBT SERVICE:</b>						
Park & Trail G.O.Bonds		0.00	8.13	12.49	12.06	10.68
Library G.O. Bonds	3.30	3.06	3.11	3.16	3.07	2.73
Transportation G.O. Bonds	5.07	5.19	0.00	0.00	0.00	0.00
<b>TOTAL DEBT SERVICE</b>	<b>8.37</b>	<b>8.25</b>	<b>11.24</b>	<b>15.65</b>	<b>15.13</b>	<b>13.41</b>
<b>TOTAL ALL LEVIES</b>	<b>166.75</b>	<b>173.08</b>	<b>188.76</b>	<b>210.16</b>	<b>205.30</b>	<b>187.33</b>
Percentage Change in Mills	0.0%	3.8%	9.4%	12.4%	-2.6%	-8.6%
Property Taxes Levied	\$13,878,293	\$14,821,724	\$16,590,871	\$18,191,892	\$18,338,501	\$18,956,357
Percentage Change in Dollars	1.4%	6.8%	11.9%	9.7%	0.8%	3.4%
<b>* These funds are being combined into the All Purpose Levy. They are all subject to MCA 15-10-420.</b>						
<b>Tax Authority Authorized but Not Levied</b>						
General Fund Reduction	694976	\$ 1,263,330	\$ 1,271,667	\$ 363,096	\$ 703,800	\$ 705,500
Street & Tree Maintenance Offset	0	\$ -	\$ -	\$ -	\$ -	\$ -
Police & Fire Reductions	914000	\$ 578,525	\$ -	\$ -	\$ -	\$ -
SAFER Grant	113,985	\$ -	\$ -	\$ -	\$ -	\$ -
911 Mills (Resolution No. 3954)	738,558	\$ 749,034	\$ 770,733	\$ 779,076	\$ 803,925	\$ 910,755
<b>FY11 Certification Error:</b>						
Total Authorized But Not Levied	\$ 2,461,995	\$ 2,590,889	\$ 2,042,400	\$ 1,142,172	\$ 1,507,725	\$ 1,616,255
Number of Mills	29.58	31.13	23.85	13.19	16.88	15.97

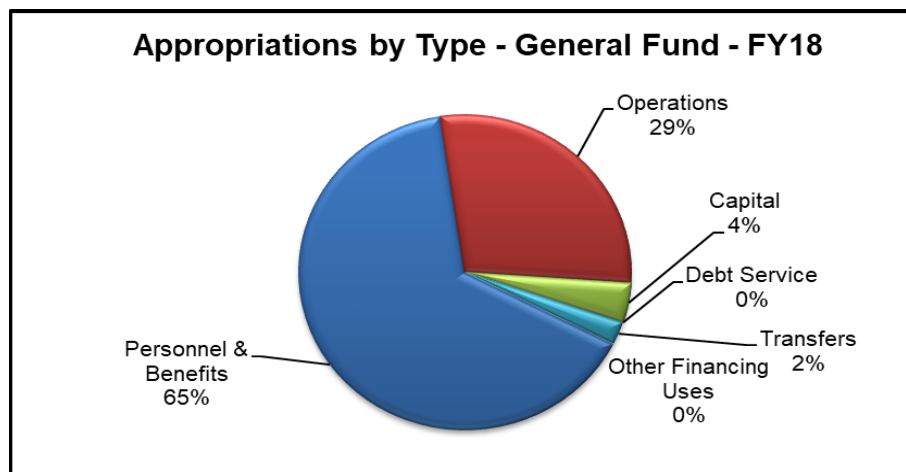
## APPROPRIATIONS BY TYPE

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 FY18 budget expenditures for the six major categories in all funds, combined.



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

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

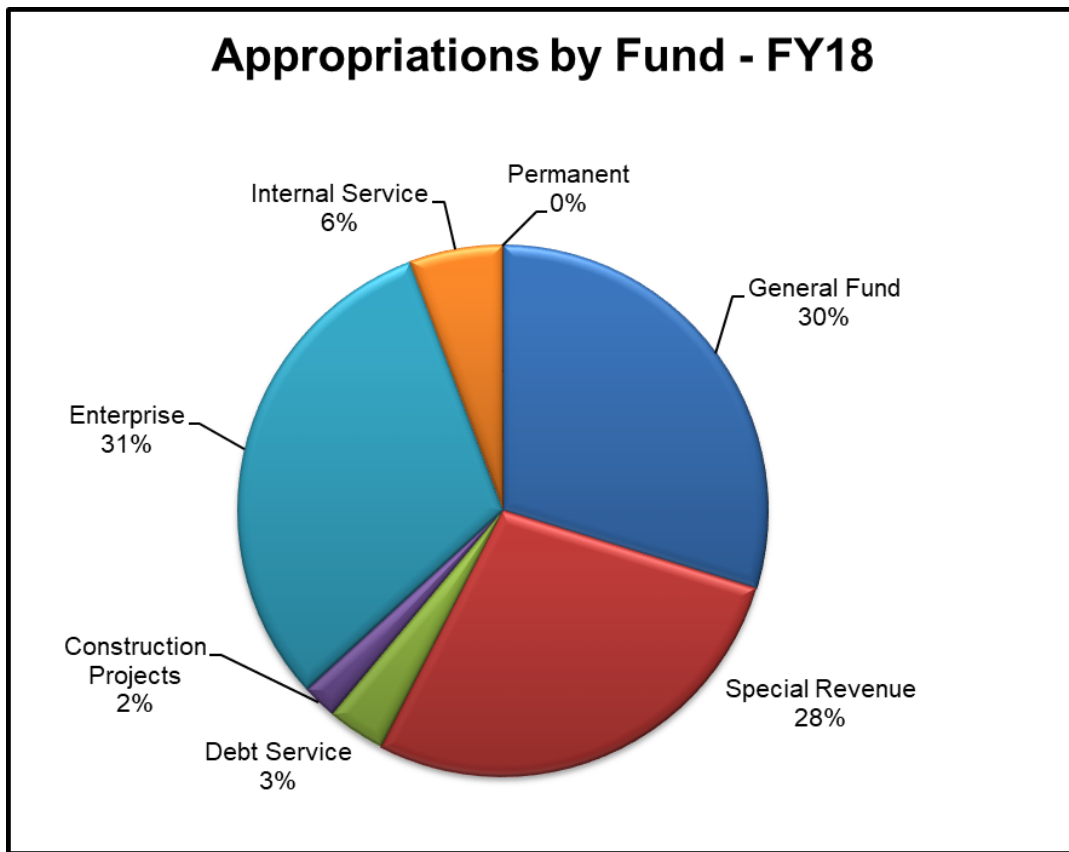


## APPROPRIATIONS BY FUND

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

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



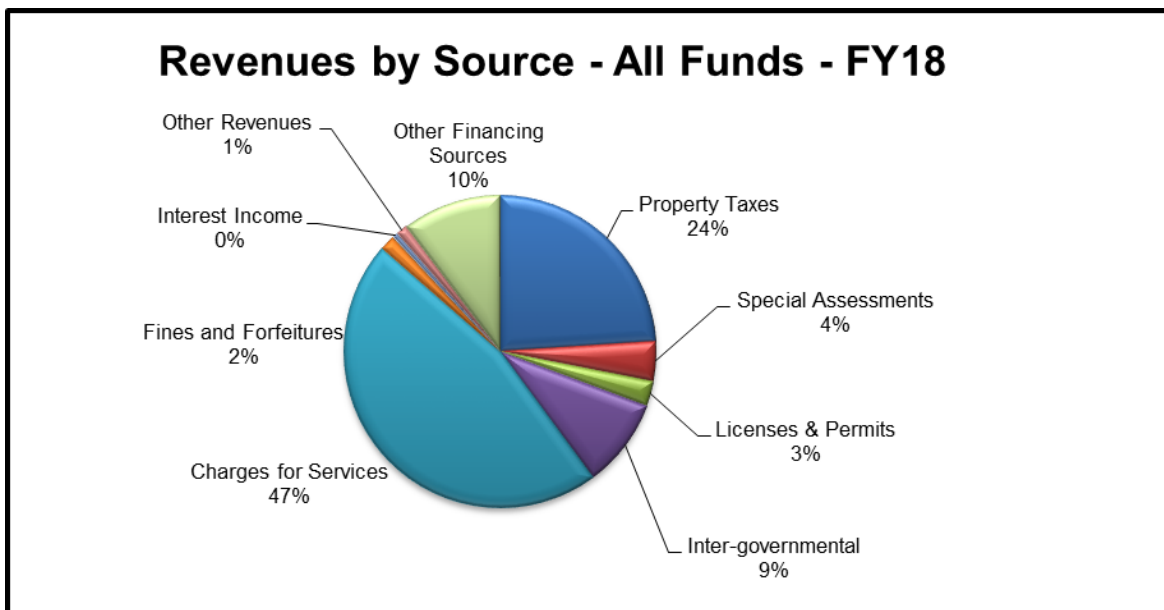
Appropriations by Fund

Special Revenue Funds, totaling 31% 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 Arterial & Collector Assessment Fund this year.

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

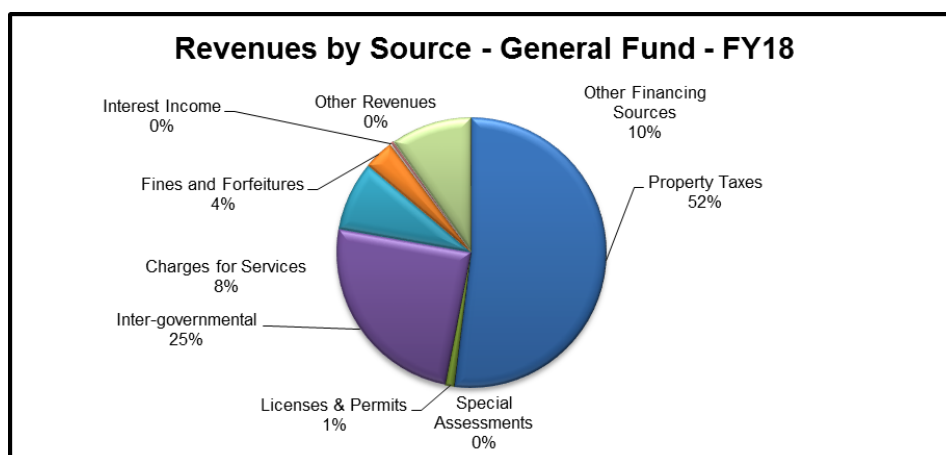
## REVENUES BY SOURCE

As shown, Charges for Services and Property Taxes account for 71% 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 (24%) are primarily to the benefit of the General Fund and public debt for Libraries and Trails, Open Space & Parks.



Revenues by Source - All Funds

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



Revenues by Source - General Fund

As you can see, the General Fund is much more reliant on Property Taxes and Intergovernmental revenue than all funds, as a whole. These two sources combine to total 77% of General Fund revenues.

## LEGAL DEBT LIMIT & BOND RATINGS

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**General Obligation (G.O.) Debt Limit:** The City’s legal debt limit for general obligation (G.O.) indebtedness is established by state statute. Total general obligations may not exceed 2.5% of the City’s total market value, as established each August by the Department of Revenue. Our most recent valuation showed Total Market Value of \$5.9 Billion, a significant increase due to the statewide property reappraisal. We are estimating an increase of 4.0% for the coming year.

**General Obligation Bond Rating:** Moody’s Investor Service upgraded the City’s outstanding General Obligation Bond rating from a “Aa3” to a “Aa2” in October 2016. Their review stated: “The Aa2 rating reflects the City’s fairly large, growing tax base anchored by Montana State University (Aa3/stable), improved wealth measures, a trend of sound financial operations and healthy reserve levels, 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 has been approved to borrow a total of \$7.6 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”. 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. In 2017, the city issued \$1.5 Million in Tax Increment Urban Renewal Revenue Bonds for the North East Urban Renewal District projects.

Legal Debt Limit—G.O.	Estimated June 30, 2017	Estimated June 30, 2018
Statutory G.O. Debt Limit—2.5% of Valuation	\$145,314,011	\$151,000,000
Less: Outstanding G.O. Bonds	(\$14,965,000)	(\$14,615,000)
Less: Loans Payable	(\$809,518)	(\$730,000)
Plus: Fund Balances Reserved for Debt Payment	-	-
<b>Equals: Legal Debt Margin</b>	<b>\$129,539,493</b>	<b>\$135,655,000</b>

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	\$ 15,760,641		\$ 346,337	\$ 7,492,170	\$ 2,545,137	\$ 1,093,000	\$ 45,000	\$ 106,500	\$ 2,954,838	\$ 30,343,623
100 - Community Development/Planning	185,830			108,700	745,925		6,000	53,400	124,284	1,224,139
103 - Health-Medical Insurance	2,476,888									2,476,888
108 - Community Transportation	-			-			1,660	-	-	1,660
109 - Highway Safety Improvement Projects							180			180
110 - Gas Tax				959,999			7,000			966,999
111 - Street Maintenance	11,000		17,500		5,328,172		10,000		-	5,366,672
112 - Tree Maintenance				750	683,723		1,600	6,000		692,073
113 - Fire Impact Fee					362,250		10,000			372,250
114 - Street Impact Fee					3,123,750		100,000	960		3,224,710
115 - Building Inspection Fund			1,749,800		2,350		17,000			1,769,150
116 - TIFD Downtown Improvement	1,813,350			45,660			10,000	1,500		1,870,510
119 - Economic Development Loan									48,500	48,500
120 - Community Housing Fund							3,000	9,500	278,745	291,245
121 - Housing Revolving Loan							50	5,275		5,325
123 - Big Sky Econ. Development Grant								50,000		50,000
125 - Drug Forfeiture Fund				70,000		50,500		-	111,512	232,012
130 - Americans with Disability							240			240
132 - Bogert Park Special Revenue							85	2,115		2,200
133 - Recreation Special Revenue							40	2,000		2,040
135 - Cemetery Special Revenue							15			15
136 - Park Special Revenue							30	3,150		3,180
137 - Library Special Revenue							300	75,000		75,300
139 - Police Special Revenue					-		1,800	17,350	-	19,150
140 - Police Domestic Violence				115,000					150,000	265,000
141 - Street Arterial Construction		1,816,250					3,000	2,000		1,821,250
143 - TIF N 7th Corridor	700,000			-			8,800			708,800
144 - TIF NE Urban Renewal District	143,000			-			1,800			144,800
145 - TIF Mandeville Farm Industrial	36,097									36,097
146 - 170;181;182; 200 -241 - Lighting Districts		368,357					5,004			373,361
174 - Victim/Witness Advocate						60,950	3,000			63,950
175 - Senior Transportation	92,915						106			93,021

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
176 - BID Downtown Improv Dist		-					200	30,000	126,000	156,200
177 - Neighborhood Association							7			7
179 - Disaster Relief							8,636			8,636
183 - Fire Department Special Revenue					40,000		506	3,000		43,506
186 - Development Impacts							250			250
187 - Fire Dept Equipment	371,660						2,500	-		374,160
188 - City/County Joint Forfeiture							1,000			1,000
189 - Story Mansion Special Revenue					18,500					18,500
191 - Bozeman Tourism BID		1,200,000						1,200		1,201,200
193 - Street Maintenance - Babcock SID							-	5,700		5,700
194 - Street Maintenance - Durston SID							40	5,250		5,290
300 - SID Revolving Fund		-					26,000	5,000	-	31,000
303 - G.O. Refunding Series 2012	276,000									276,000
304 - Parks & Open Space Bond	1,080,538									1,080,538
305 - 2007 Downtown TIF Bonds									422,288	422,288
310-447- SID Funds		626,389					-	-		626,389
500-566 - Construction Funds								-	2,272,781	2,272,781
600 - Water Fund				1,500	8,590,940		135,000	135,000	3,236,808	12,099,248
602 - Sourdough Tank Construction Fund										-
610 - Water Impact Fee					1,793,400		5,000			1,798,400
620 - Waste Water Fund				1,500	8,755,198		50,000	-		8,806,698
630 - Waste Water Impact Fee					1,221,150					1,221,150
640 - Solid Waste Fund					3,787,441		6,752	24,209		3,818,402
641 - Landfill Closure Costs							-	368,084	-	368,084
650 - Parking Fund			379,000	-	50,000	300,000	1,590	252,000		982,590
670 - Storm Water Fund					1,292,753		5,000		140,000	1,437,753
710 - Vehicle Maintenance				-	1,184,000		2,700	3,000		1,189,700
720 - Health-Medical Insurance					4,820,912			-		4,820,912
800 - Cemetery Perpetual Care					100,000		6,000			106,000
	\$ 22,947,919	\$ 4,010,996	\$ 2,492,637	\$ 8,795,279	\$ 44,445,601	\$ 1,504,450	\$ 486,891	\$ 1,167,193	\$ 9,865,756	\$ 95,716,722

## REVENUE TRENDS & ANALYSIS

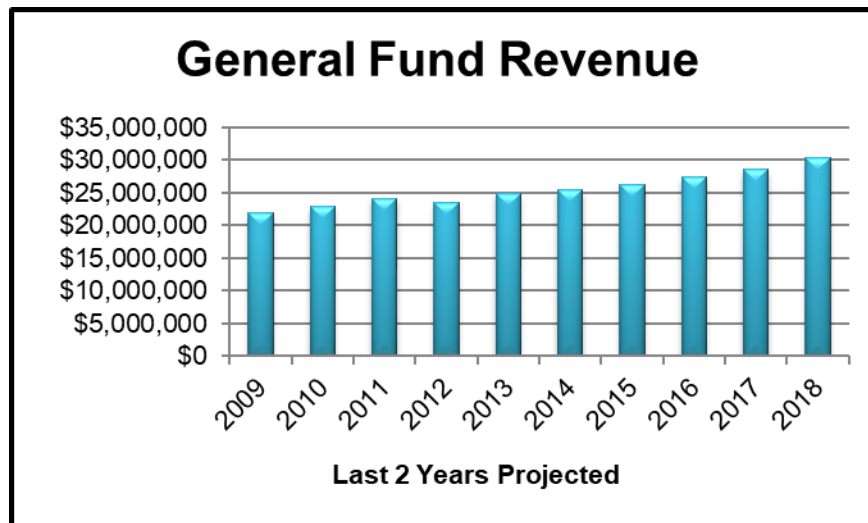
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Revenues are estimated for every fund of the City each year. This summary of revenue estimates is supported by detailed revenue estimates for each fund, as described later in the tables titled “Revenue & Expenditure Details”.

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 \$65 Million (69%) 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 \$30.3 Million for the budget year.



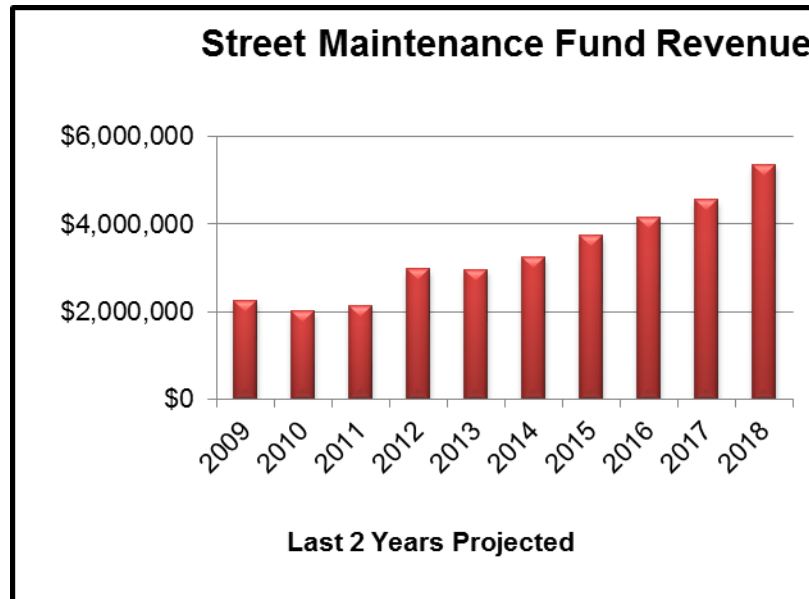
General Fund Revenue

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.
- Property tax revenues are estimated to see an increase of 4%, based in increased reappraisal value and no increase in our recommended tax levy in FY18.
- The Entitlement Share from the state of Montana is estimated to increase roughly 3.5% in FY18.

## 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 \$5.3 Million in total revenues this fiscal year.

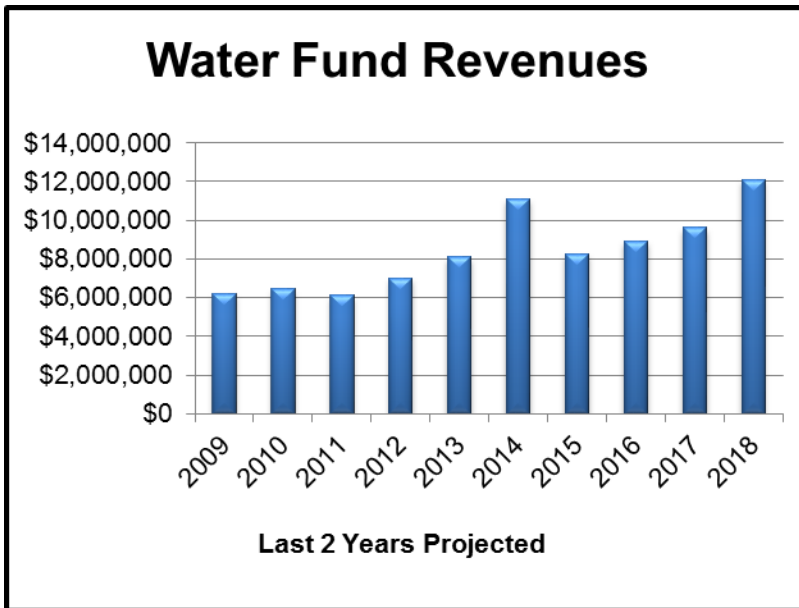


Street Maintenance Fund Revenue

- Beginning with FY12, we expanded the program to include major street reconstruction projects; the first being the reconstruction of South 8th Avenue. This project required the borrowing of approximately \$1.2 Million from the State of Montana, which results in a substantial increase in budgeted revenues from Other Sources in FY12.
- For FY13 & FY14, there were no revenues from Other Sources, but an increase in assessments to continue to build resources for reconstruction and curb replacements.
- FY15 adopted a 6.4% rate increase for general street maintenance projects.
- FY16 budget approved increasing street assessments 10% - which included a significant increase for pavement maintenance. This is intended to add \$1 Million over 3 years for additional construction projects.
- FY17 approved a 15% Increase to fund operations and added pavement maintenance.
- FY18 includes a 17% increase to fund operating increases and added pavement maintenance.

## WATER FUND

Shown on the graph on the following page are total water fund revenues, estimated at \$12,099,248 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.

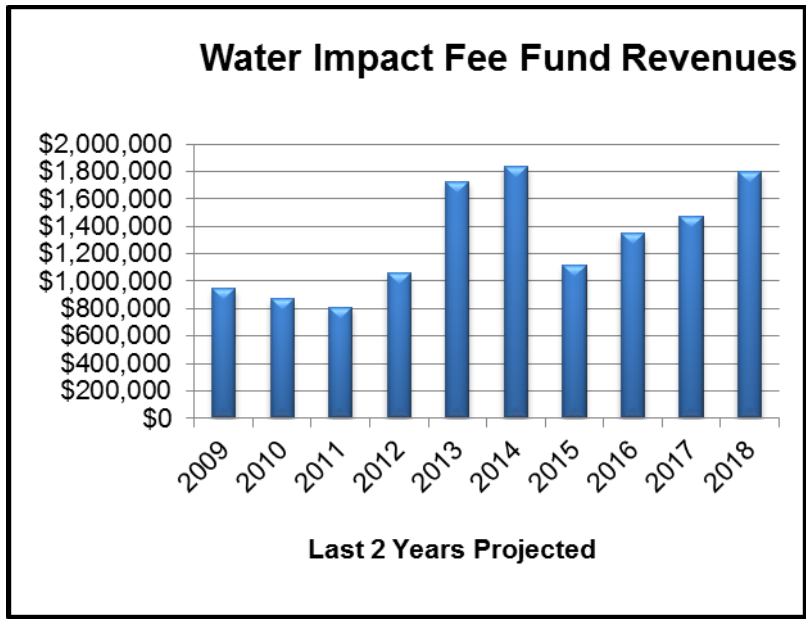


Water Fund Revenues

- FY13 & FY14 revenues included loan proceeds of \$19.5 Million to fund the reconstruction of our Water Treatment Plant, which got underway towards the end of FY11.
- Beginning in FY15, the Public Works Administration budget was charged to the Water Fund. This department’s administrative costs are charged out to the departments that use their services, which is a significant increase in the Water Fund revenues.
- The FY16 & FY17 budgets incorporate an adopted rate increase of 2.5% to continue to cover costs of the utility.
- FY18 budget includes a 2% recommended rate increase and also includes \$1,750,000 in loan proceeds to finance capital projects.

**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. These fees are currently under review in FY18. Our budgets continue to be based on a 5 year average collections.

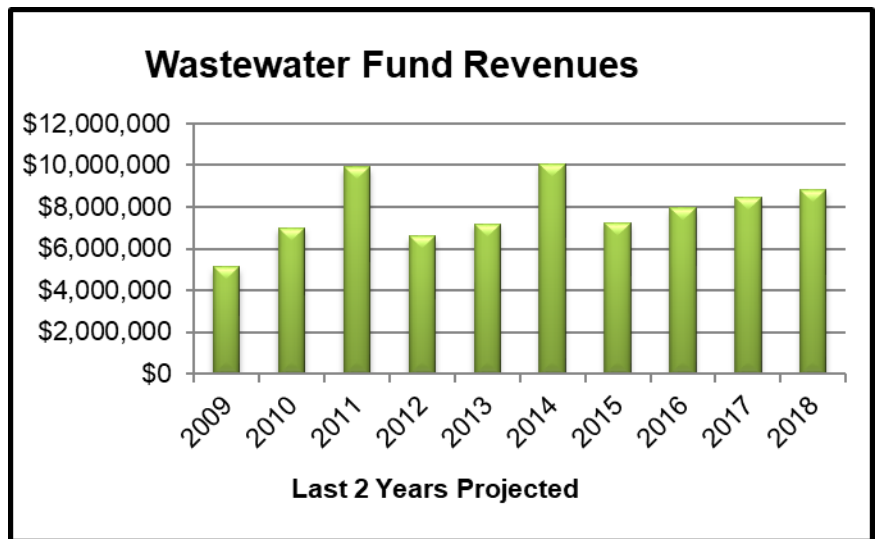


Water Impact Fee Fund Revenues

**WASTEWATER FUND**

Revenues in the Wastewater Fund have, in general, been increasing over the past 10 years, and are estimated at \$8.8 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.
- A two-year rate resolution of 6% increase in FY12 and 6% increase in FY13 was adopted.
- For FY14, FY15, FY16 and FY17 there is an adopted 3% increase in rates.
- FY18 recommends an increase of 2% in rates.

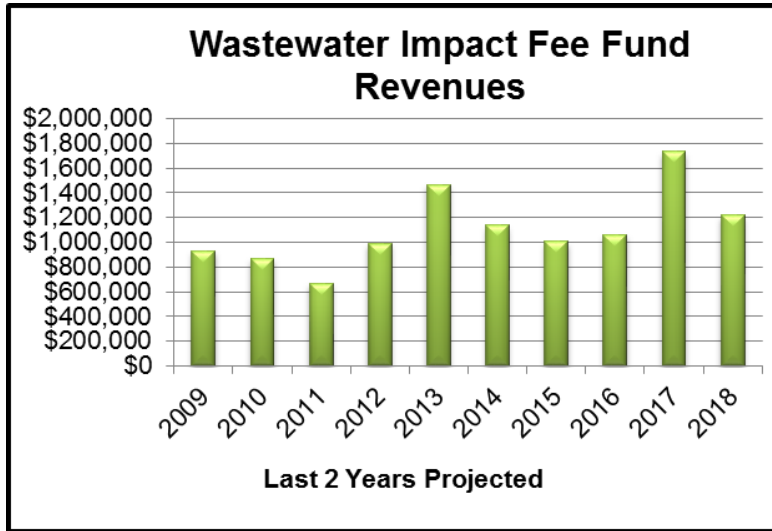


Wastewater Fund Revenues

## 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. These fees are currently under review in FY18. Our budgets continue to be based on a 5 year average collections.

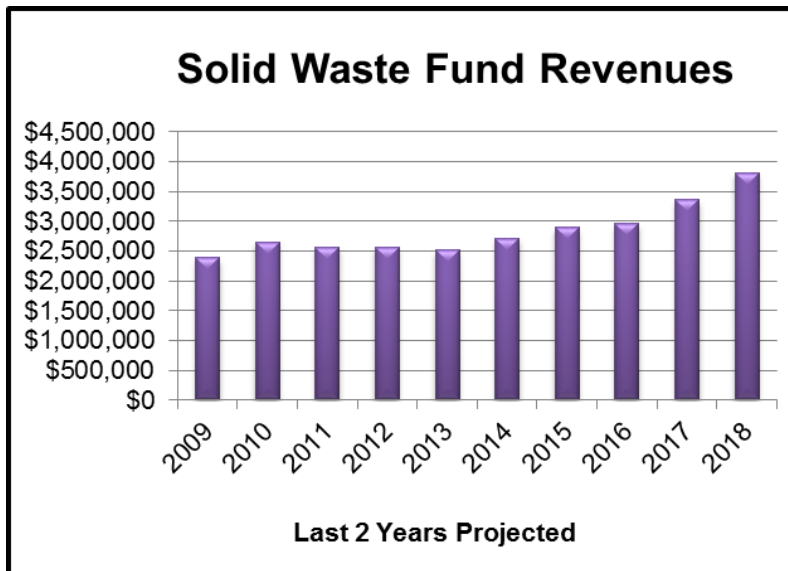
- For FY17 we budgeted loan proceeds to assist in project construction.
- FY18 revenues are 100% impact fees.



Wastewater Impact Fee Fund Revenues

## SOLID WASTE FUND

The City's Solid Waste Fund revenues are comprised of Solid Waste and Recycling customer user fees.

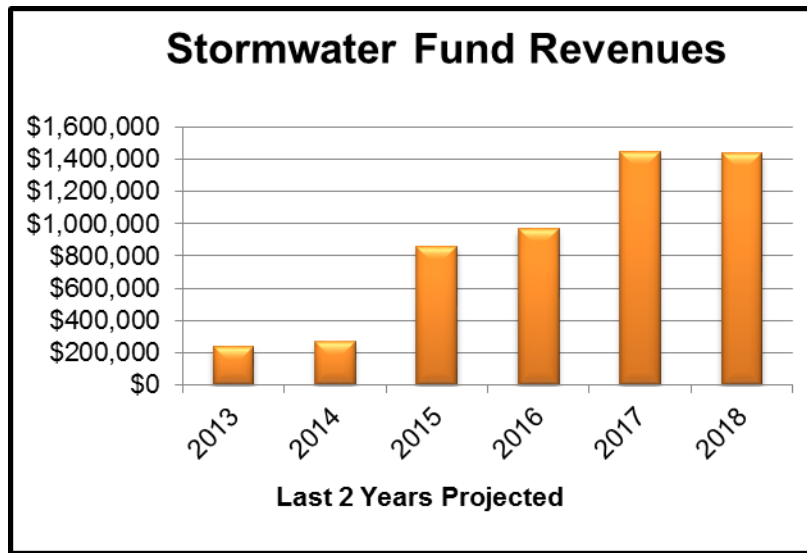


Solid Waste Fund Revenues 1

- Increase in the rate for 35 gallon totes to full cost-recovery in FY15.
- Increased customer base was estimated for FY17, with a 2% tote rate increase.
- FY18 includes strong customer growth estimates and a 2% tote rate increase that has already been approved.

**STORMWATER FUND**

The Stormwater Fund was created in FY13 to rejuvenate and protect local waterways from water that flows over hard surfaces (stormwater). In FY15 we planned to significantly increase operations with additional staff, maintenance, and capital enhancements. The new rates and services were fully implemented in December 2015. We estimate revenues to be \$1.4 million in FY17 and FY18.



Stormwater Fund Revenues

City of Bozeman Expenditures: All Funds	Personnel & Benefits	Operations	Capital	Debt Service	Transfers	Other Financing Uses	TOTAL
010 - General Fund	\$ 20,593,660	\$ 8,985,322	\$ 1,284,996	\$ 550	\$ 747,084	\$ -	\$ 31,611,612
100 - Community Development/Planning	971,694	423,669	110,000	-			1,505,363
103 - Health-Medical Insurance					2,476,888		2,476,888
108 - Community Transportation		-	-				-
110 - Gas Tax		229,500	731,000				960,500
111 - Street Maintenance	1,563,694	1,592,207	1,773,900	295,207	700,000		5,925,008
112 - Tree Maintenance	420,950	228,987	57,000				706,937
113 - Fire Impact Fees		50,000					50,000
114 - Street Impact Fee		95,000	7,651,245				7,746,245
115 - Building Inspection Fund	1,565,957	488,495	32,500				2,086,952
116 - TIFD Downtown Improvement		1,235,712			672,288		1,908,000
119 - Economic Development Loan		31,000					31,000
120 - Community Housing Fund		324,400					324,400
123 - Big Sky Ec Dev Fund		50,000					50,000
125 - Drug Forfeiture Fund	213,824	7,300					221,124
133 - Recreation Special Revenue		26,500					26,500
137 - Library Special Revenue		-					-
138 - Law & Justice Center		19,125					19,125
140 - Police Domestic Violence	9,929	209,101					219,030
141 - Street Arterial Construction			1,780,311				1,780,311
143 - TIF N 7th Corridor		676,000			36,000		712,000
144 - TIF NE Urban Renewal District		156,600			10,000		166,600
146 - 170;181;182; 200 -241 - Lighting Districts		409,233			31,900		441,133
174 - Victim/Witness Advocate		150,000					150,000

City of Bozeman Expenditures: All Funds	Personnel & Benefits	Operations	Capital	Debt Service	Transfers	Other Financing Uses	TOTAL
175 - Senior Transportation		92,915					92,915
176 - BID Downtown Improv Dist		156,200					156,200
183 - Fire Dept Special Revenue		40,000					40,000
187 - Fire Dept Equipment			530,500				530,500
189 - Story Mansion Special Revenue		47,423					47,423
191 - Bozeman Tourism BID		1,200,000					1,200,000
300 - SID Revolving Fund					1,588,781		1,588,781
303 - G.O. Refunding Series 2012				276,000			276,000
304 - Bond S & I Parks & Open Space Bond				1,080,537			1,080,537
305 - 2007 Downtown TIF Bonds				422,288			422,288
310-447- SID Funds				379,800	10,700		390,500
500-566 - Construction Funds			2,268,375				2,268,375
600 - Water Fund	3,079,228	4,766,817	2,808,400	1,313,010			11,967,455
602 - Water Construction Sub Fund							-
610 - Water Impact Fee		-	3,190,000		600,000		3,790,000
620 - Waste Water Fund	2,143,921	3,803,613	1,562,500	1,704,247	-		9,214,281
630 - Waste Water Impact Fee		-	1,440,000				1,440,000
640 - Solid Waste Fund	1,197,422	2,114,835	430,000				3,742,257
641 - Landfill Closure Costs		353,000	61,417				414,417
650 - Parking Fund	342,633	365,597	260,000				968,230
670- Storm Water Fund	451,548	161,466	650,000	225,346			1,488,360
710 - Vehicle Maintenance	480,652	757,392	-				1,238,044
720 - Health-Medical Insurance		4,820,912					4,820,912
	<b>\$ 33,035,112</b>	<b>\$ 34,068,321</b>	<b>\$ 26,622,144</b>	<b>\$ 5,696,985</b>	<b>\$ 6,873,641</b>	<b>\$ -</b>	<b>\$ 106,296,203</b>
% of Total	31%	32%	25%	5%	6%	0%	100%

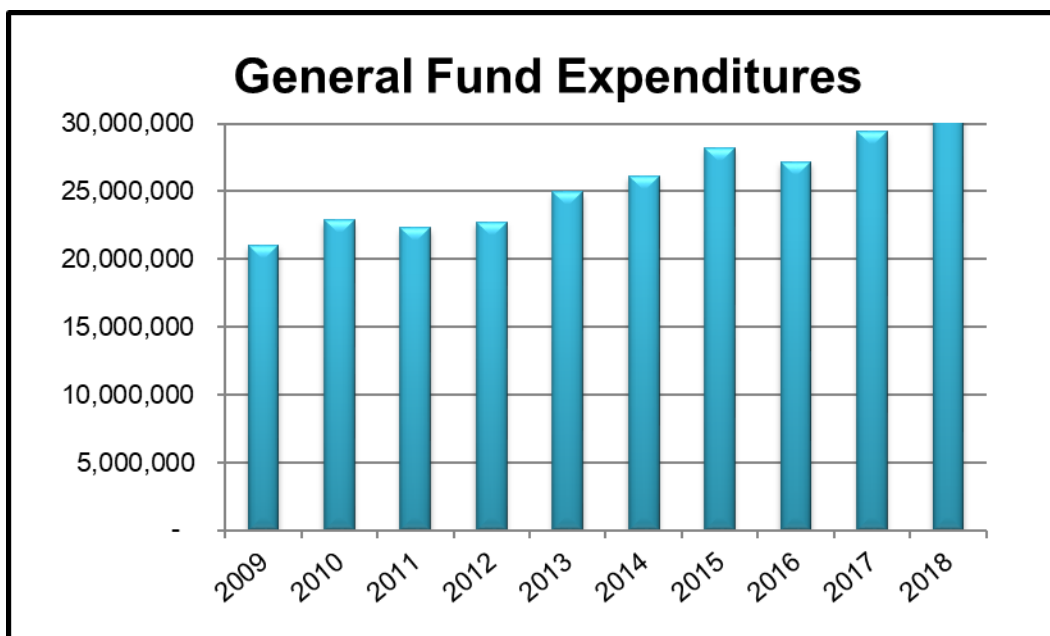
## EXPENDITURE TRENDS & ANALYSIS

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This section provides a historical trend analysis of the expenditures of the largest funds of the City. Increases and decreases in fund expenditure levels is a natural occurrence. The most important point is to understand what factors are causing fund expenditure levels to change. General Fund expenditures tend to be more stable, due to the fact that most costs are personnel that are both predictable and steady. In enterprise funds and construction funds, large fluctuations will occur due to the fact that these funds are infrastructure intense and large expenditures are sporadic, depending on the projects involved. The eight funds described below encompass \$70 Million (63%) of the total expenditures for FY18.

### 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 \$31.6 Million for this fiscal year.



#### General Fund Expenditures

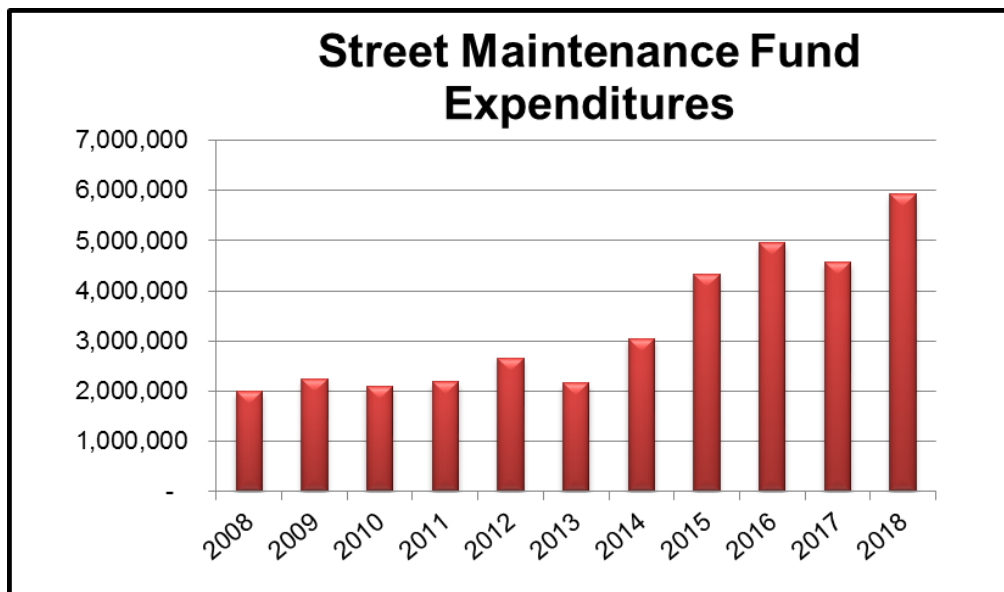
The increase in expenditure levels of the General Fund can be tied to the growth trend of our community. With this increase in property and population, there is a need for additional General Fund services. Staffing increases to handle citizen demands bring salary and health insurance expenditure

increases. Expanding our buildings to accommodate more citizens and employees results in an increase to building maintenance costs.

- For FY08 we decreased expenditures on 911 Dispatch services by over \$700,000, due to the assumption of this program by the county.
- Over the past six years, we have increased expenditures in Police and Fire Services.
- In FY15, the General Fund supported our last payment of \$675,000 to MMIA.
- The FY17 budget included a 4 mill increase for costs of Landfill Monitoring.
- The FY18 budget includes increased capital expenditures.

## **STREET MAINTENANCE FUND**

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



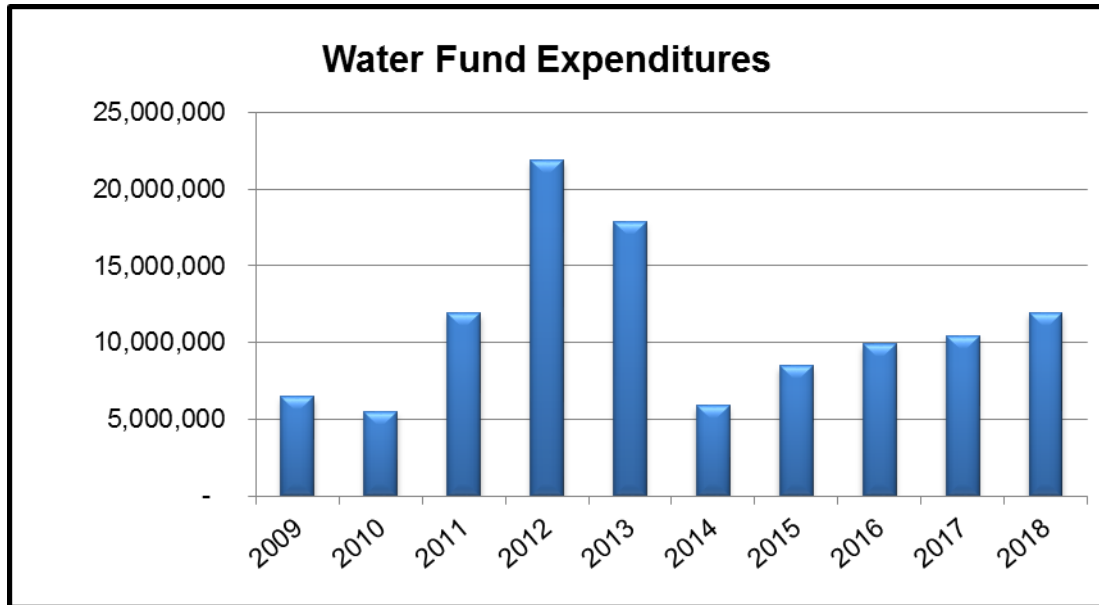
Street Maintenance Fund Expenditures

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

- The FY17 & FY18 budgets include increased amounts of pavement maintenance capital projects, and the addition of Streets Workers, 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

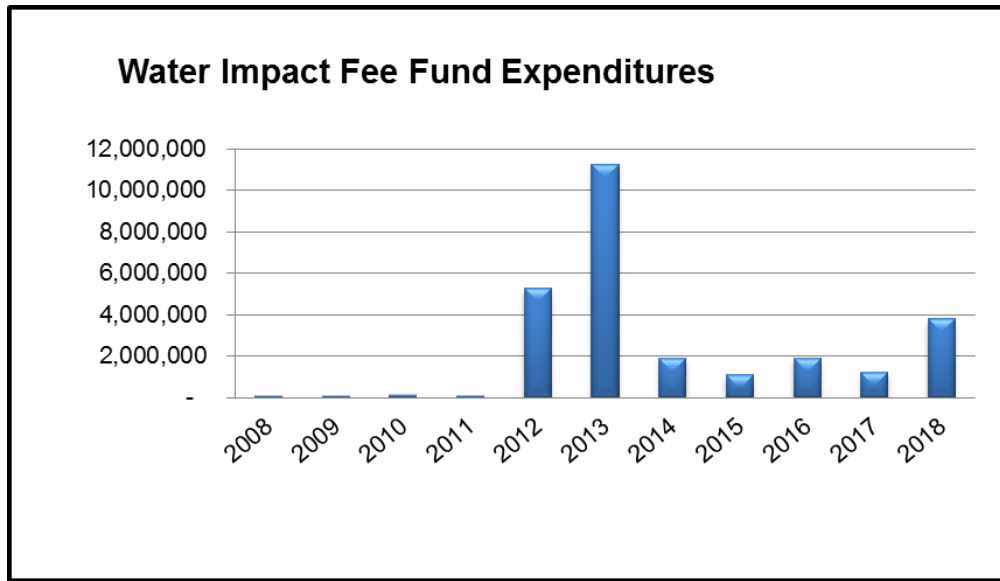
- FY12 expenditures total roughly \$14.5 Million, and included spending on the first year of construction of our new Water Treatment Facility, according to our long-rang Water Facility Plan.
- FY12 also saw a concerted improvement in our water distribution pipe replacement program, replacing rehabilitation projects “every-two-years” with an annual program (doubling our efforts).
- 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 included the construction of a 5.3MG water tank at Sourdough for \$6.6 Million. The loan proceeds and capital expenditures are included in a separate fund.
- The FY18 budget includes expenditures of \$11.9 million.

## WATER IMPACT FEE FUND

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

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

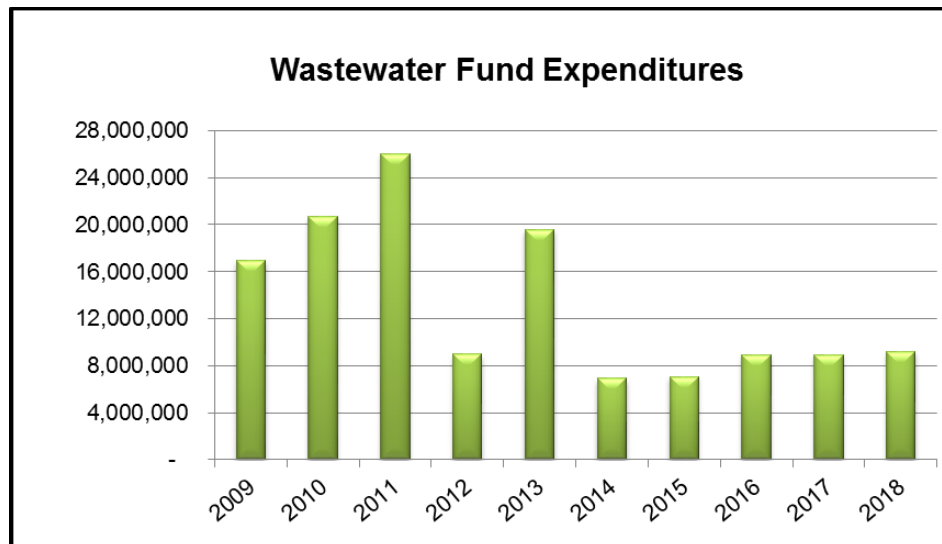
The budget for FY18 includes \$3.8 Million of capital project spending.



Water Impact Fee Fund Expenditures

## WASTEWATER FUND

The Wastewater Fund has also spent substantial dollars on capital improvements over the past ten years, including significant Water Reclamation Facility expansion.

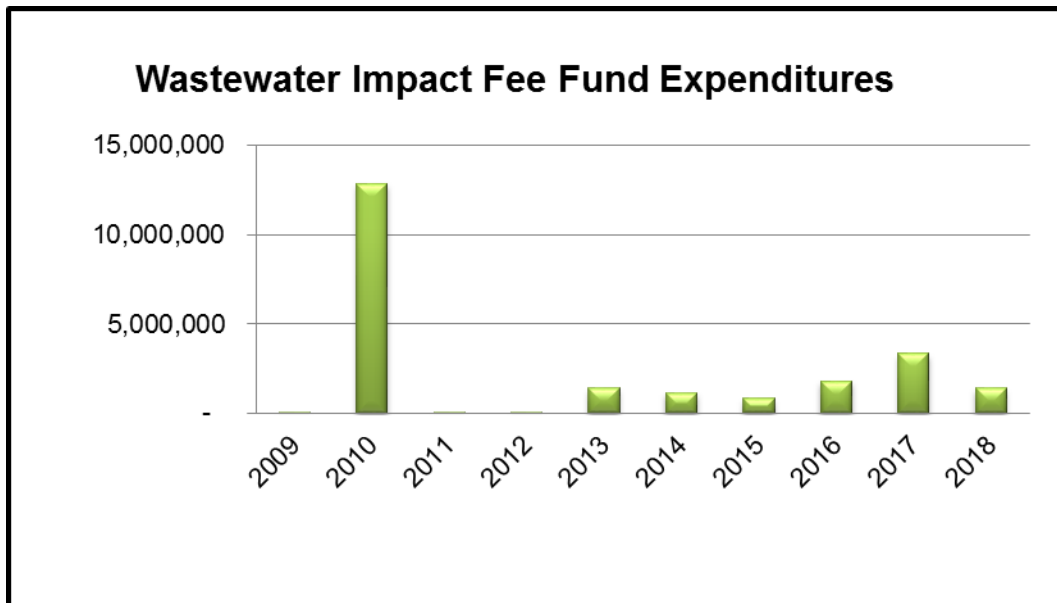


### Wastewater Fund Expenditures

- In November 2008, the City approved bids for a project totaling \$54 Million. We broke ground in May 2009 and substantially completed the project in 2012.
- FY12 also saw a concerted improvement in our wastewater collection pipe replacement program, replacing rehabilitation projects “every-two-years” with an annual program (doubling our efforts).
- FY15 expenditures were \$7 Million.
- FY16, FY17, FY18 expenditures are approved at \$9 Million.

### WASTEWATER IMPACT FEE FUND

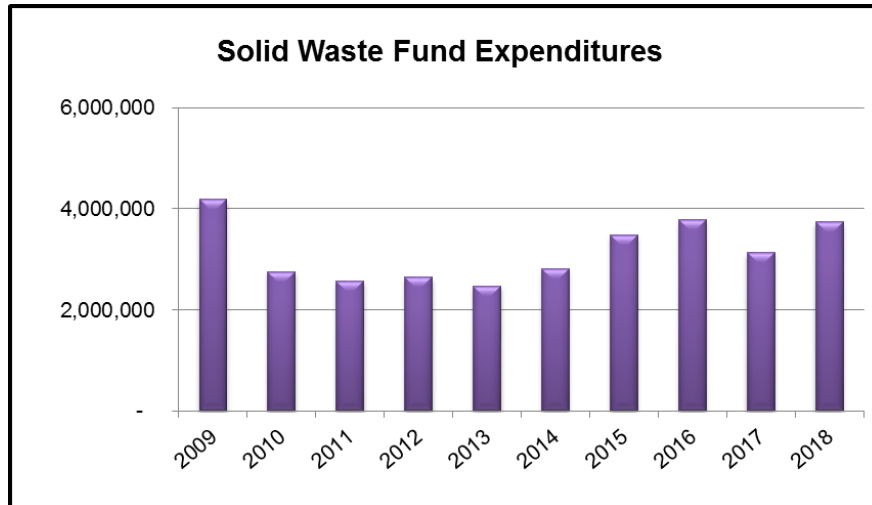
The Wastewater Impact Fee Fund accounts for the spending of wastewater system development impact fees. The fees are required to be spent on capital projects that expand the capacity of the City’s wastewater treatment and wastewater collection systems. As such, spending is sporadic and related to planned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



### Wastewater Impact Fee Fund Expenditures

- In 2010, the fund assisted with the construction of the Water Reclamation Facility.
- Expenditures in FY17 are budgeted at \$4 Million for capital projects.
- FY18 expenditures are approved at \$1.4 Million

## SOLID WASTE FUND

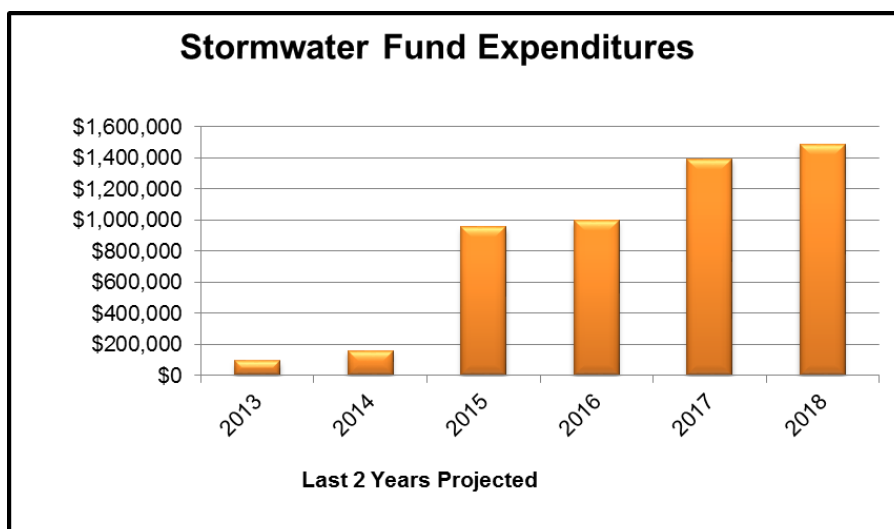


Solid Waste Fund Expenditures

- 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 FY17 were approved at \$3.1 Million. The decrease is due mainly to scheduled equipment that was replaced in FY16.
- FY18 approved budget is for \$3.7 Million in expenditures, including the addition of a Solid Waste Service Worker to serve increasing customers.

## STORMWATER FUND

The Stormwater Fund was created in 2013 to collect revenues from utility charges and use funds to rejuvenate and protect underground pipes and infrastructure for stormwater transportation.



Stormwater Fund Expenditures

- In FY13, expenditures were minor and mainly for staff to begin mapping the current stormwater infrastructure and prep for the further development of the assessed fees and future needs of the utility.
- FY14 saw an increase in Staff to continue to develop the Stormwater utility.
- In April 2015, the City adopted a new rate model, as well as a 15 year plan for improving, replacing and installing stormwater infrastructure.
- The new Stormwater rate model was fully implemented in December 2015.
- FY17 represented the first year of fully budgeting operations and capital in the Storm Water Fund.
- FY18 Expenditures are approved at \$1.5 Million and include the addition of Stormwater Specialist position.

## FUND BALANCES/WORKING CAPITAL TRENDS & ANALYSIS

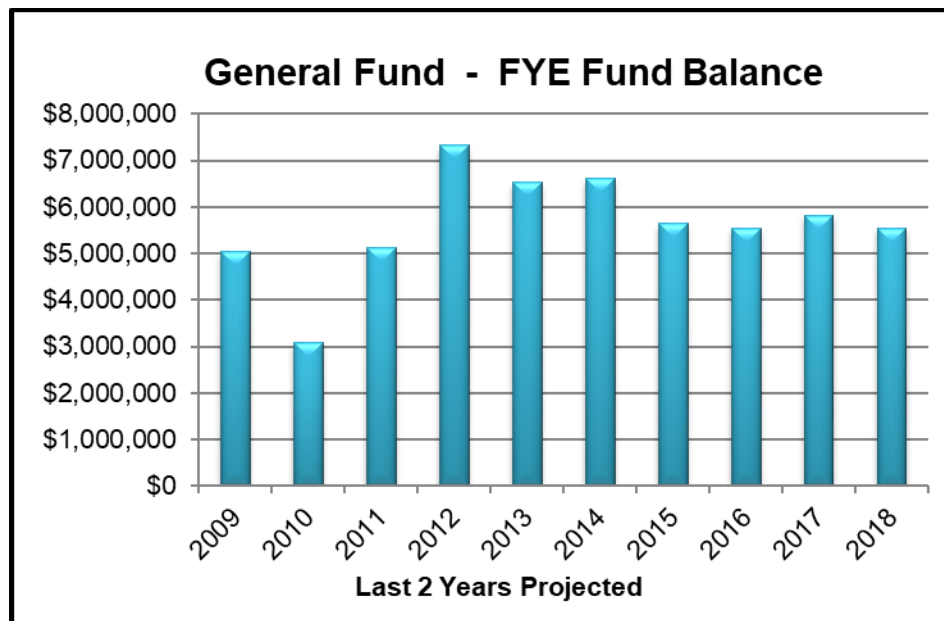
There are two fund types that are used to account for the City's operating funds. One is governmental fund types and the other is proprietary fund types. The best measure of a governmental fund types' financial condition is fund balance (assets minus liabilities). The best measure of a propriety fund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

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

### GENERAL FUND

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

The graph below shows that the city has maintained its General Fund balance between \$3 and \$7.3 Million over the past ten years.



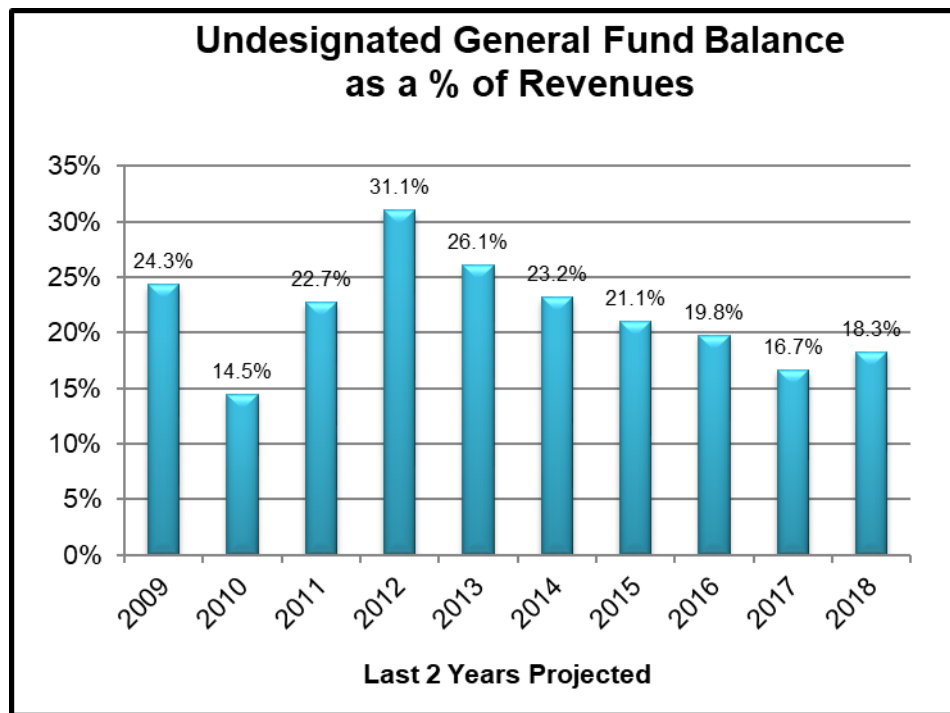
General Fund - Fund Balance

- 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 FY18 Approved Budget is estimated to end the fiscal year with a fund balance of \$5,550,251, roughly \$490,000 above minimum reserve levels.

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 exceeded by approximately \$490,000 with an estimated 18.3% reserve.

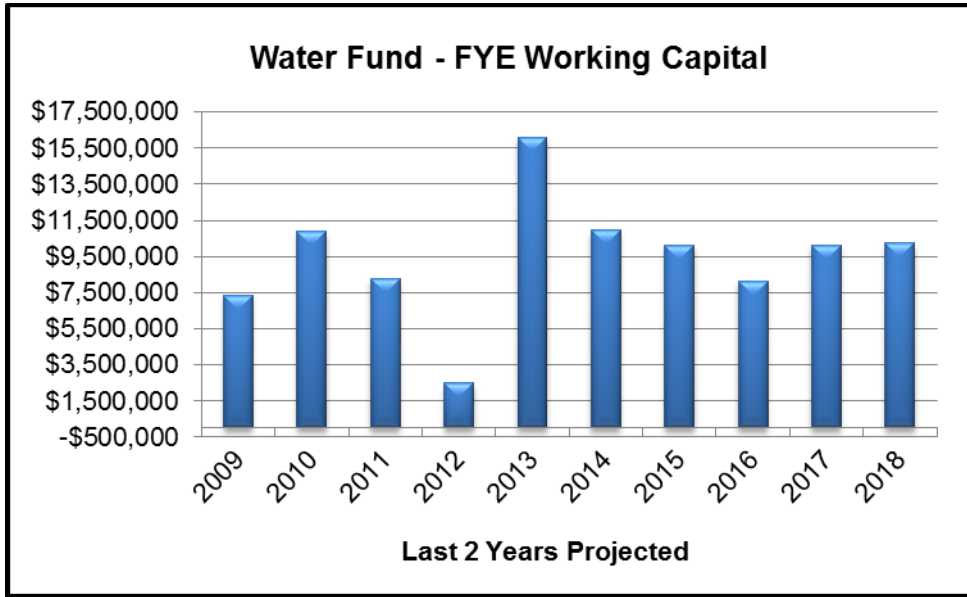


Unreserved General Fund Balance as a %

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 (FY17) and future (FY18) 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.

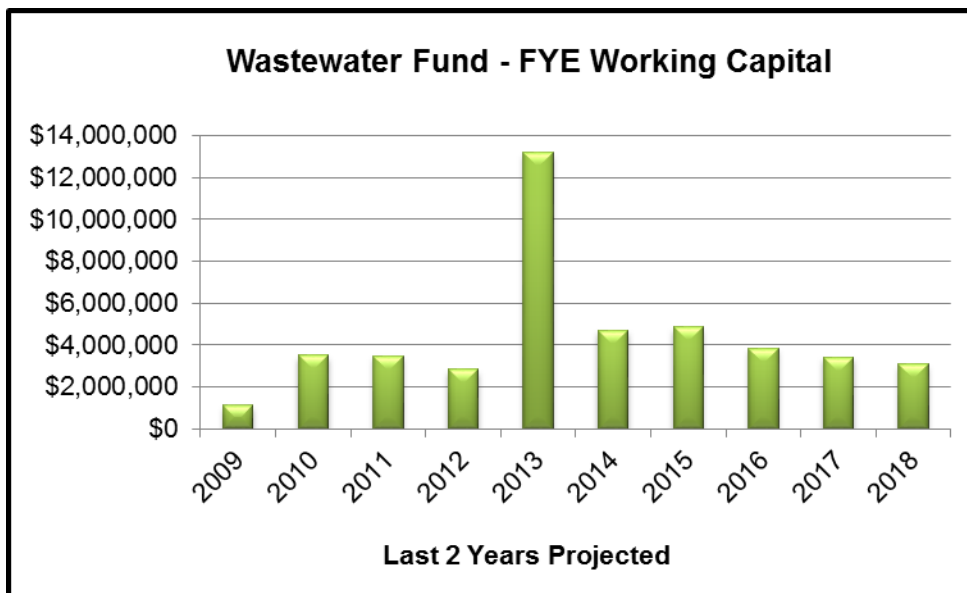


Water Fund - Working Capital

We accumulated, and are now utilizing, dollars for capital projects. FY18 budget projected an ending balance of \$10.2 Million.

### WASTEWATER FUND

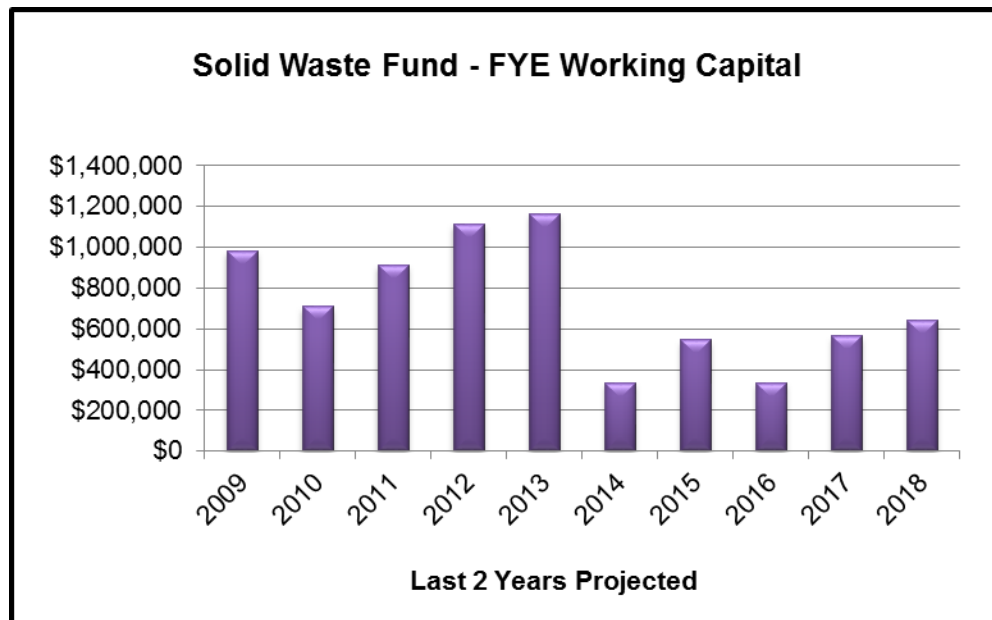
The FY09 spending on plant construction brings the working capital balance to its lowest level in ten years. This is to be expected, considering that the treatment plant project represents the most substantial investment in the City's Wastewater Facility in years. FY13 saw the end of construction and the opening of the new facility. The FY18 ending working capital balance is projected to be \$3.0 Million.



Wastewater Fund - Working Capital

## SOLID WASTE FUND

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

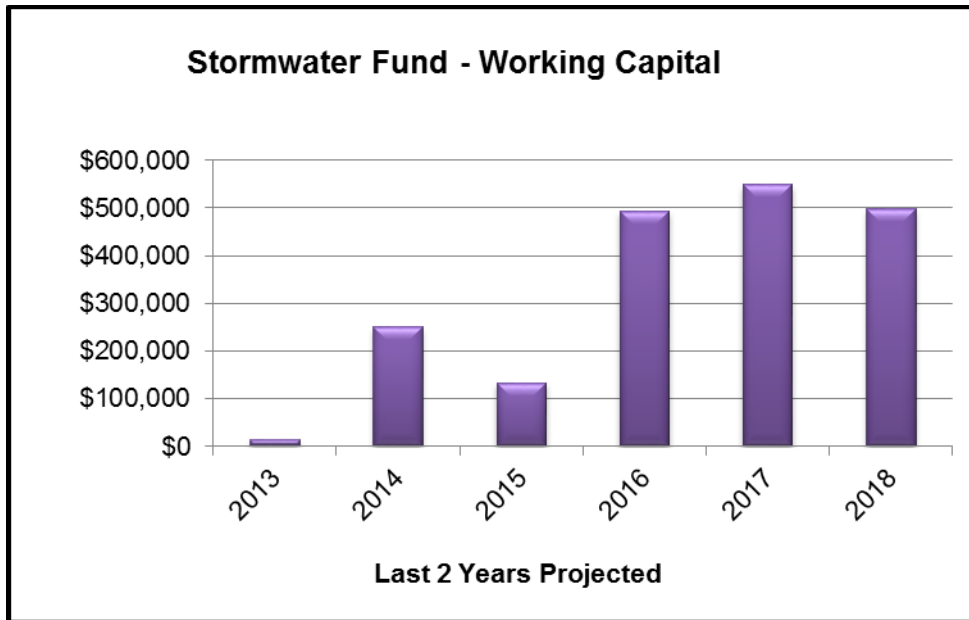


Solid Waste Fund - Working Capital

- The FY09 budget anticipated closing and capping the Landfill and beginning a curbside recycling program in addition to the current garbage collection services. The new recycling program required investments in a new recycling truck and bins for customers which were funded in FY08.
- FY10 shows the results of utilizing approximately \$370,000 for the addition of office and vehicle storage space to meet the long term needs of the division.
- The increased revenue from 35 gallon totes and expanding customer base, combined with a reduction in expenditures will see a slight increase in the FY15 ending working capital - \$789,000.
- A negative ending working capital in FY16 was expected, due to the timing of capital purchases. However, owing to better than expected revenues in FY15, the negative balance was not realized.
- FY18 ending working capital balance is estimated to be \$640,000.

## STORMWATER FUND

The Stormwater utility was created in FY13. Being a newer utility, the working capital balance took a number of years 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.
- FY18 estimates an ending working capital balance of \$500,000.

FUND	FY16 Actual	FY17 Approved	FY18 Approved
<b>010 - General Fund</b>			
<b>Revenues</b>			
Property Taxes	13,559,953	14,202,000	14,360,641
Gallatin County Option	1,344,290	1,215,000	1,400,000
Penalty & Interest	24	-	-
Business/Animal Licenses and Permits	326,627	316,170	346,337
Grants	39,995	20,000	140,000
County Shared - Library	603,164	550,000	676,000
State Shared	6,413,307	6,467,266	6,676,170
General Government Charges	2,165,642	2,122,555	2,545,137
Library Fines	52,480	53,500	50,000
Police Court Fines	1,017,181	1,125,000	988,000
Weed Mowing Fines	-	-	-
Parking Fines	28,363	25,000	35,000
Animal Control Fines	-	-	-
Snow Removal Fines	33,552	-	20,000
Miscellaneous Fines	-	-	-
Interest Income	41,217	45,000	45,000
Admin Reimbursement	1,500	-	-
Cash Over/Short	1,652	-	-
Donations	-	50,000	-
Miscellaneous Revenue	15,030	12,000	12,000
Refunds & Reimbursements	57,860	50,000	50,000
Rents and Royalties (Leases)	20	-	40,000
Sales/Unclaimed Property	4,806	4,500	4,500
Street & Alley Vacation	390	-	-
Transfers	2,122,260	2,276,755	2,376,092
Loan Proceeds	-	-	563,746
Proceeds-Asset Disposition	37,213	-	15,000
Compensation for Loss	21,262	-	-
<b>Total Revenues</b>	<b>27,887,788</b>	<b>28,534,746</b>	<b>30,343,623</b>
<b>Expenditures</b>			
Personnel & Benefits	17,927,116	19,344,018	20,593,660
Operations	9,244,675	8,784,119	8,985,322
Capital	672,000	800,760	1,284,996
Debt Service	-	400	550
Transfers	294,250	484,308	747,084
<b>Total Expenditures</b>	<b>28,138,041</b>	<b>29,413,605</b>	<b>31,611,612</b>

<b>Special Revenue Funds</b>			
<b>100 - Community Development/Planning</b>			
<b>Revenues</b>			
Property Taxes	172,383	176,591	185,830
Grants	35,500	-	-
County Shared	-	-	-
State Shared	110,197	108,160	108,700
Charges for Services	774,337	719,899	745,925
Interest Income	6,774	3,000	6,000
Refunds & Miscellaneous Revenue	54,148	47,694	53,400
Transfers	152,471	209,162	124,284
<b>Total Revenues</b>	<b>1,305,810</b>	<b>1,264,506</b>	<b>1,224,139</b>
<b>Expenditures</b>			
Personnel & Benefits	780,262	888,931	971,694
Operations	428,047	362,941	423,669
Capital	7,500	-	110,000
Transfers	-	-	-
<b>Total Expenditures</b>	<b>1,215,809</b>	<b>1,251,872</b>	<b>1,505,363</b>

FUND	FY16 Actual	FY17 Approved	FY18 Approved
<b>103 - Health-Medical Insurance</b>			
<b>Revenues</b>			
Property Taxes	2,334,153	2,369,713	2,476,888
Interest Income	-	-	-
<b>Total Revenues</b>	<b>2,334,153</b>	<b>2,369,713</b>	<b>2,476,888</b>
<b>Expenditures</b>			
Transfers	2,346,544	2,369,713	2,476,888
<b>Total Expenditures</b>	<b>2,346,544</b>	<b>2,369,713</b>	<b>2,476,888</b>

<b>108 - Community Transportation</b>			
<b>Revenues</b>			
Property Taxes		-	-
Interest Income	4,788	1,660	1,660
Donations		-	-
Grants	116,410	-	-
Transfers		-	-
Proceeds of Asset Disposition	107,300	50,934	-
<b>Total Revenues</b>	<b>228,498</b>	<b>52,594</b>	<b>1,660</b>
<b>Expenditures</b>			
Operations		-	-
Capital	239,548	-	-
<b>Total Expenditures</b>	<b>239,548</b>	<b>-</b>	<b>-</b>

<b>109 - Highway Safety Improvement Projects</b>			
<b>Revenues</b>			
Interest Income	204	180	180
<b>Total Revenues</b>	<b>204</b>	<b>180</b>	<b>180</b>

<b>110 - Gas Tax</b>			
<b>Revenues</b>			
State Shared	676,439	676,439	959,999
Interest Income	6,844	3,900	7,000
<b>Total Revenues</b>	<b>683,283</b>	<b>680,339</b>	<b>966,999</b>
<b>Expenditures</b>			
Operations	229,500	229,500	229,500
Capital	892,000	465,000	731,000
<b>Total Expenditures</b>	<b>1,121,500</b>	<b>694,500</b>	<b>960,500</b>

<b>111 - Street Maintenance</b>			
<b>Revenues</b>			
Penalty & Interest	11,954	11,000	11,000
Permits	8,282	7,619	17,500
State Shared	974	-	-
Public Service	3,908,030	4,526,593	5,328,172
Interest Income	9,999	17,000	10,000
Other Financing Sources			
Refunds & Reimbursements	10,891	-	-
Proceeds-Asset Disposition	1,959	-	-
Donations		-	-
Loan Proceeds	47,406	-	-
Transfers	31,900	-	-
<b>Total Revenues</b>	<b>4,031,395</b>	<b>4,562,212</b>	<b>5,366,672</b>

FUND	FY16 Actual	FY17 Approved	FY18 Approved
<b>Expenditures</b>			
Personnel & Benefits	1,324,551	1,410,250	1,563,694
Operations	1,385,862	1,600,002	1,592,207
Capital	1,426,498	1,376,501	1,773,900
Debt Service	184,822	184,822	295,207
Transfers	626,500	598,000	700,000
<b>Total Expenditures</b>	<b>4,948,233</b>	<b>5,169,575</b>	<b>5,925,008</b>

<b>112 - Tree Maintenance</b>			
<b>Revenues</b>			
Penalty & Interest	1,093	1,350	1,350
Grants	750	-	750
State Revenue	238	250	-
Public Service	453,313	592,508	682,373
Interest Income	1,876	1,600	1,600
Refunds & Reimbursements	-	-	-
Refunds & Reimbursements	-	-	-
Sale of Raw Materials	1,735	6,000	6,000
<b>Total Revenues</b>	<b>459,005</b>	<b>601,708</b>	<b>692,073</b>
<b>Expenditures</b>			
Personnel & Benefits	325,238	390,966	420,950
Operations	147,813	191,253	228,987
Capital	-	135,000	57,000
<b>Total Expenditures</b>	<b>473,051</b>	<b>717,219</b>	<b>706,937</b>

<b>113 - Fire Impact Fee</b>			
<b>Revenues</b>			
Public Safety	338,461	311,973	362,250
Interest Income	9,787	6,564	10,000
Proceeds of Long Term Debt	-	-	-
<b>Total Revenues</b>	<b>348,248</b>	<b>318,537</b>	<b>372,250</b>
<b>Expenditures</b>			
Operations	-	25,000	50,000
Capital	-	-	-
Transfers	-	-	-
<b>Total Expenditures</b>	<b>-</b>	<b>25,000</b>	<b>50,000</b>

<b>114 - Street Impact Fee</b>			
<b>Revenues</b>			
Public Service	3,967,203	2,293,441	3,123,750
Interest Income	115,283	94,500	100,000
Admin Reimbursement	1,140	960	960
Grants	112,897	-	-
Transfers	18,414	-	-
<b>Total Revenues</b>	<b>4,214,937</b>	<b>2,388,901</b>	<b>3,224,710</b>
<b>Expenditures</b>			
Operations	224,000	225,000	95,000
Capital	8,825,640	9,164,279	7,651,245
Transfers	-	-	-
<b>Total Expenditures</b>	<b>9,049,640</b>	<b>9,389,279</b>	<b>7,746,245</b>

FUND	FY16 Actual	FY17 Approved	FY18 Approved
<b>115 - Building Inspection Fund</b>			
<b>Revenues</b>			
Permits	1,777,181	1,670,333	1,749,800
State Shared	49,761		
General Government	1,778	1,915	2,350
Public Safety			
Refunds & Reimbursements	(2,614)	-	-
Interest Income	17,100	13,000	17,000
Cash Over/Short			
Miscellaneous Revenue			
<b>Total Revenues</b>	<b>1,843,206</b>	<b>1,685,248</b>	<b>1,769,150</b>
<b>Expenditures</b>			
Personnel & Benefits	1,440,370	1,441,924	1,565,957
Operations	499,126	504,020	488,495
Capital	-	32,500	32,500
<b>Total Expenditures</b>	<b>1,939,496</b>	<b>1,978,444</b>	<b>2,086,952</b>

<b>116 - TIFD Downtown Improvement</b>			
<b>Revenues</b>			
Property Taxes	985,532	1,727,000	1,813,350
State Shared	56,050	45,436	45,660
Interest Income	16,927	10,000	10,000
Other Revenues	1,500	3,000	1,500
<b>Total Revenues</b>	<b>1,060,009</b>	<b>1,785,436</b>	<b>1,870,510</b>
<b>Expenditures</b>			
Operations	1,732,500	2,292,500	1,235,712
Transfers	437,000	590,488	672,288
<b>Total Expenditures</b>	<b>2,169,500</b>	<b>2,882,988</b>	<b>1,908,000</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	-	-	-
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>119 - Economic Development Loan</b>			
<b>Revenues</b>			
Interest Income	359		
Loan Principal	-	35,500	35,500
Loan Interest	33,991	13,000	13,000
<b>Total Revenues</b>	<b>34,350</b>	<b>48,500</b>	<b>48,500</b>
<b>Expenditures</b>			
Operations	31,000	31,000	31,000
<b>Total Expenditures</b>	<b>31,000</b>	<b>31,000</b>	<b>31,000</b>

FUND	FY16 Actual	FY17 Approved	FY18 Approved
<b>120 - Community Housing Fund</b>			
<b>Revenues</b>			
Property Tax Revenue	257,191	264,886	278,745
Interest Income	3,452	2,850	3,000
Refunds & Reimbursements	10,030		
Loan Principal & Interest	600	9,500	9,500
Transfers	-	-	-
<b>Total Revenues</b>	<b>271,273</b>	<b>277,236</b>	<b>291,245</b>
<b>Expenditures</b>			
Personnel			
Operations	54,400	287,400	324,400
<b>Total Expenditures</b>	<b>54,400</b>	<b>287,400</b>	<b>324,400</b>

<b>121 - Housing Revolving Loan</b>			
<b>Revenues</b>			
Interest Income	(3)	50	50
Other Revenues			
Loan Principal	-	4,900	4,900
Loan Interest	249	375	375
<b>Total Revenues</b>	<b>246</b>	<b>5,325</b>	<b>5,325</b>
<b>Expenditures</b>			
Operations			
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>123 - Big Sky Econ. Development Grant</b>			
<b>Revenues</b>			
Grants	127,500		50,000
<b>Total Revenues</b>	<b>127,500</b>	<b>-</b>	<b>50,000</b>
<b>Expenditures</b>			
Operations		16,500	50,000
<b>Total Expenditures</b>	<b>-</b>	<b>16,500</b>	<b>50,000</b>

<b>124 - Bozeman Area Bike Board</b>			
<b>Revenues</b>			
Donations	-	-	-
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>			
Operations			
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>125 - Drug Forfeiture Fund</b>			
<b>Revenues</b>			
Grants	69,250	-	70,000
State Shared	24,449		
Police Court Fines	55,879	53,931	50,500
Interest Income	202		
Miscellaneous Revenue			
Other Financing Sources	110,598	111,104	111,512
<b>Total Revenues</b>	<b>260,378</b>	<b>165,035</b>	<b>232,012</b>
<b>Expenditures</b>			
Personnel & Benefits	191,239	205,816	213,824
Operations	9,300	7,300	7,300
<b>Total Expenditures</b>	<b>200,539</b>	<b>213,116</b>	<b>221,124</b>

FUND	FY16 Actual	FY17 Approved	FY18 Approved
<b>128 - Fish Wildlife &amp; Park Mgmt</b>			
<b>Revenues</b>			
Grants	-	-	-
Other Revenue	-	-	-
Interest Income	182		
<b>Total Revenues</b>	-	-	-
<b>Expenditures</b>			
Operations	-	-	8,000
Capital	-	-	-
<b>Total Expenditures</b>	-	-	8,000

<b>130 - Americans with Disability</b>			
<b>Revenues</b>			
Interest Income	316	240	240
Transfers	-	-	-
<b>Total Revenues</b>	<b>316</b>	<b>240</b>	<b>240</b>

<b>131 - Beautification of Bozeman</b>			
<b>Revenues</b>			
Interest Income	9		
<b>Total Revenues</b>	<b>9</b>	-	-
<b>Expenditures</b>			
Operating	-	-	-
<b>Total Expenditures</b>	-	-	-

<b>132 - Bogert Park Special Revenue</b>			
<b>Revenues</b>			
Interest Income	130	85	85
Donations	-	-	-
Refunds & Reimbursements	1,587	-	-
Transfers & Other Revenue	-	2,115	2,115
<b>Total Revenues</b>	<b>1,717</b>	<b>2,200</b>	<b>2,200</b>

<b>133 - Recreation Special Revenue</b>			
<b>Revenues</b>			
Interest Income	86	40	40
Donations	1,171	995	2,000
<b>Total Revenues</b>	<b>1,257</b>	<b>1,035</b>	<b>2,040</b>
<b>Expenditures</b>			
Operations			9,500
Capital			
<b>Total Expenditures</b>	-	-	9,500

<b>135 - Cemetery Special Revenue</b>			
<b>Revenues</b>			
Interest Income	21	15	15
<b>Total Revenues</b>	<b>21</b>	<b>15</b>	<b>15</b>

FUND	FY16 Actual	FY17 Approved	FY18 Approved
<b>136 - Park Special Revenue</b>			
<b>Revenues</b>			
Interest Income	87	30	30
Donations	2,688	150	150
Miscellaneous Revenue	-	3,008	3,000
<b>Total Revenues</b>	<b>2,775</b>	<b>3,188</b>	<b>3,180</b>
<b>Expenditures</b>			
Operations	-	-	9,000
Capital	-	-	-
Transfers	-	-	-
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>9,000</b>

<b>137 - Library Special Revenue</b>			
<b>Revenues</b>			
Grants	23,709	-	-
Interest Income	506	300	300
Donations	103,766	78,354	75,000
Refunds & Reimbursements	5	-	-
<b>Total Revenues</b>	<b>127,986</b>	<b>78,654</b>	<b>75,300</b>
<b>Expenditures</b>			
Operations	-	-	-
Transfers	-	-	-
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>138 - Law &amp; Justice Center</b>			
<b>Expenditures</b>			
Operations	19,125	19,125	19,125
<b>Total Expenditures</b>	<b>19,125</b>	<b>19,125</b>	<b>19,125</b>

<b>139 - Police Special Revenue</b>			
<b>Revenues</b>			
Grants	71,175	-	-
State Shared	-	-	-
Public Safety	-	-	-
Interest Income	2,413	1,806	1,800
Donations	2,788	12,000	2,000
Miscellaneous Revenue	27,844	16,460	15,350
Refunds & Reimbursements	350	-	-
Transfers	-	-	-
Sales	-	-	-
<b>Total Revenues</b>	<b>104,570</b>	<b>30,266</b>	<b>19,150</b>
<b>Expenditures</b>			
Personnel & Benefits	-	-	-
Operating	-	-	-
Transfers	-	-	-
Capital	-	-	-
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>

FUND	FY16 Actual	FY17 Approved	FY18 Approved
<b>140 - Police Domestic Violence</b>			
<b>Revenues</b>			
Grants	197,907	115,000	115,000
State Shared	-	-	-
Refunds & Reimbursements	-	-	-
Transfers	-	-	150,000
<b>Total Revenues</b>	<b>197,907</b>	<b>115,000</b>	<b>265,000</b>
<b>Expenditures</b>			
Personnel & Benefits	25,633	19,325	9,929
Operating	193,000	181,000	209,101
<b>Total Expenditures</b>	<b>218,633</b>	<b>200,325</b>	<b>219,030</b>

<b>141 - Street Arterial Construction</b>			
<b>Revenues</b>			
Penalty & Interest	915	892	2,000
Street Maintenance Assessments	565,286	1,095,551	1,816,250
Interest Income	2,759	-	3,000
Transfers	439,470	-	-
<b>Total Revenues</b>	<b>1,008,430</b>	<b>1,096,443</b>	<b>1,821,250</b>
<b>Expenditures</b>			
Operating	-	-	-
Capital	1,000,996	2,918,034	1,780,311
<b>Total Expenditures</b>	<b>1,000,996</b>	<b>2,918,034</b>	<b>1,780,311</b>

<b>143 - TIF N 7th Corridor</b>			
<b>Revenues</b>			
Property Taxes	686,023	719,213	700,000
State Shared	37,926	-	-
Interest Income	16,392	8,800	8,800
Transfers	343,479	-	-
Refunds & Reimbursements	-	-	-
<b>Total Revenues</b>	<b>1,083,820</b>	<b>728,013</b>	<b>708,800</b>
<b>Expenditures</b>			
Operating	869,980	991,000	676,000
Capital	-	-	-
Transfers	36,000	36,000	36,000
<b>Total Expenditures</b>	<b>905,980</b>	<b>1,027,000</b>	<b>712,000</b>

<b>144 - TIF NE Urban Renewal District</b>			
<b>Revenues</b>			
Property Taxes	148,335	143,000	143,000
Grants	-	-	-
State Share	1,353	-	-
Interest Income	3,999	1,800	1,800
Proceeds of Bond Sale	-	1,560,000	-
<b>Total Revenues</b>	<b>153,687</b>	<b>1,704,800</b>	<b>144,800</b>
<b>Expenditures</b>			
Operating	411,002	1,867,944	156,600
Transfers	10,000	10,000	10,000
<b>Total Expenditures</b>	<b>421,002</b>	<b>1,877,944</b>	<b>166,600</b>

<b>145 - TIF Mandeville Farm Industrial</b>			
<b>Revenues</b>			
Property Taxes	37,970	36,097	36,097
<b>Total Revenues</b>	<b>37,970</b>	<b>36,097</b>	<b>36,097</b>
<b>Expenditures</b>			
Operating	-	-	-
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>

FUND	FY16 Actual	FY17 Approved	FY18 Approved
<b>146 - 170;181;182; 200 -241 - Lighting Districts</b>			
<b>Revenues</b>			
Penalty & Interest	-	-	-
Special Assessments	368,160	368,357	368,357
Interest Income	-	5,004	5,004
<b>Total Revenues</b>	<b>368,160</b>	<b>373,361</b>	<b>373,361</b>
<b>Expenditures</b>			
Operating	398,005	409,233	409,233
Transfers	31,900	31,900	31,900
<b>Total Expenditures</b>	<b>429,905</b>	<b>441,133</b>	<b>441,133</b>

<b>174 - Victim/Witness Advocate</b>			
<b>Revenues</b>			
Police Court Fines	64,419	76,800	60,950
Interest Income	3,670	2,763	3,000
<b>Total Revenues</b>	<b>68,089</b>	<b>79,563</b>	<b>63,950</b>
<b>Expenditures</b>			
Operating	140,000	140,000	150,000
<b>Total Expenditures</b>	<b>140,000</b>	<b>140,000</b>	<b>150,000</b>

<b>175 - Senior Transportation</b>			
<b>Revenues</b>			
Property Taxes	86,129	88,295	92,915
Interest Income	129	106	106
<b>Total Revenues</b>	<b>86,258</b>	<b>88,401</b>	<b>93,021</b>
<b>Expenditures</b>			
Operating	80,331	88,295	92,915
<b>Total Expenditures</b>	<b>80,331</b>	<b>88,295</b>	<b>92,915</b>

<b>176 - BID Downtown Improv Dist</b>			
<b>Revenues</b>			
Principal	120,003	132,000	126,000
Assessments			
Penalty & Interest	505	200	200
Donations/other	-	14,500	30,000
Refunds & Reimbursements			
<b>Total Revenues</b>	<b>120,508</b>	<b>146,700</b>	<b>156,200</b>
<b>Expenditures</b>			
Operating	140,800	140,800	156,200
<b>Total Expenditures</b>	<b>140,800</b>	<b>140,800</b>	<b>156,200</b>

<b>177 - Neighborhood Association</b>			
<b>Revenues</b>			
Refunds & Reimbursements	-	-	-
Interest Income	9	7	7
<b>Total Revenues</b>	<b>9</b>	<b>7</b>	<b>7</b>

<b>179 - Disaster Relief (Hail Damage Events)</b>			
<b>Revenues</b>			
Refunds & Reimbursements	-	-	-
Interest Income	11,331	8,636	8,636
<b>Total Revenues</b>	<b>11,331</b>	<b>8,636</b>	<b>8,636</b>

FUND	FY16 Actual	FY17 Approved	FY18 Approved
<b>183 - Fire Department Special Revenue</b>			
<b>Revenues</b>			
Interest Income	880	506	506
Donations	7,850	3,000	3,000
Grants	44,167	-	40,000
Transfers			
<b>Total Revenues</b>	<b>52,897</b>	<b>3,506</b>	<b>43,506</b>
<b>Expenditures</b>			
Operating	-	-	40,000
Transfers			
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>40,000</b>

<b>184 - Parks Master Plan/Improvement Grants</b>			
<b>Revenues</b>			
Donations	50,000	-	-
<b>Total Revenues</b>	<b>50,000</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>			
Operating			
Capital	-	-	-
Transfers			
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>186 - Development Impacts</b>			
<b>Revenues</b>			
Transfers In	-	-	-
Interest Income	1,571	1,234	250
Other Revenue	500		
<b>Total Revenues</b>	<b>2,071</b>	<b>1,234</b>	<b>250</b>
<b>Expenditures</b>			
Operating	-	-	-
Transfers Out	-	-	-
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>187 - Fire Dept Equipment</b>			
<b>Revenues</b>			
Property Taxes	344,501	353,181	371,660
Other	-	-	-
Interest Income	4,471	2,516	2,500
<b>Total Revenues</b>	<b>348,972</b>	<b>355,697</b>	<b>374,160</b>
<b>Expenditures</b>			
Operating			
Capital	40,000	-	530,500
<b>Total Expenditures</b>	<b>40,000</b>	<b>-</b>	<b>530,500</b>

FUND	FY16 Actual	FY17 Approved	FY18 Approved
<b>189 - Story Mansion Special Revenue</b>			
<b>Revenues</b>			
Charges for Sevices	31,850	38,000	18,500
Refunds & Reimbursements	-	-	-
Transfers From other Funds	-	-	-
<b>Total Revenues</b>	<b>31,850</b>	<b>38,000</b>	<b>18,500</b>
<b>Expenditures</b>			
Operating	26,355	44,173	47,423
Capital	-	-	-
<b>Total Expenditures</b>	<b>26,355</b>	<b>44,173</b>	<b>47,423</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	987,196	1,100,000	1,200,000
Penalty & Interest	1,666	1,218	1,200
<b>Total Revenues</b>	<b>988,862</b>	<b>1,101,218</b>	<b>1,201,200</b>
<b>Expenditures</b>			
Operations	900,000	1,100,000	1,200,000
<b>Total Expenditures</b>	<b>900,000</b>	<b>1,100,000</b>	<b>1,200,000</b>

<b>192 - TIFD South Bozeman Technology</b>			
<b>Revenues</b>			
Special Assessments			
Interest Income	(66)		
<b>Total Revenues</b>	<b>(66)</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>			
Operations			
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>193 - Street Maint - Babcock SID</b>			
<b>Revenues</b>			
Principal	5,283	4,500	4,500
Interest	775	1,200	1,200
Interest Income	22	-	-
<b>Total Revenues</b>	<b>6,080</b>	<b>5,700</b>	<b>5,700</b>
<b>Expenditures</b>			
Transfers to Other Funds			
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>194 - Street Maint - Durston SID</b>			
<b>Revenues</b>			
Principal	11,464	3,500	3,500
Interest	998	1,750	1,750
Interest Income	85	40	40
Refunds & Reimbursements			
<b>Total Revenues</b>	<b>12,547</b>	<b>5,290</b>	<b>5,290</b>
<b>Expenditures</b>			
Transfers to Other Funds			
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>

FUND	FY16 Actual	FY17 Approved	FY18 Approved
<b>850 - Cash in Lieu of Parkland</b>			
<b>Revenues</b>			
Cash in Lieu of Parkland	43,198	-	-
Other Revenue		-	-
Interest Income	3,626	-	-
<b>Total Revenues</b>	<b>46,824</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>			
Operating			
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Debt Service Funds</b>			
<b>300 - SID Revolving Fund</b>			
<b>Revenues</b>			
Special Assessments			
Interest Income	26,315	19,000	26,000
Loan Principal			
Loan Interest	3,714		5,000
Transfers	-	-	-
<b>Total Revenues</b>	<b>30,029</b>	<b>19,000</b>	<b>31,000</b>
<b>Expenditures</b>			
Operating	-	-	-
Transfers	626,500	236,756	1,588,781
<b>Total Expenditures</b>	<b>626,500</b>	<b>236,756</b>	<b>1,588,781</b>

<b>303 - G.O. Refunding Series 2012</b>			
<b>Revenues</b>			
Property Taxes	273,736	276,000	276,000
Transfers			
<b>Total Revenues</b>	<b>273,736</b>	<b>276,000</b>	<b>276,000</b>
<b>Expenditures</b>			
Debt Service	274,675	276,000	276,000
<b>Total Expenditures</b>	<b>274,675</b>	<b>276,000</b>	<b>276,000</b>

<b>304 - Bond S &amp; I Parks &amp; Open Space Bond</b>			
<b>Revenues</b>			
Property Taxes	1,072,877	1,082,738	1,080,538
Interest	929	-	-
<b>Total Revenues</b>	<b>1,073,806</b>	<b>1,082,738</b>	<b>1,080,538</b>
<b>Expenditures</b>			
Debt Service	1,079,216	1,082,738	1,080,537
<b>Total Expenditures</b>	<b>1,079,216</b>	<b>1,082,738</b>	<b>1,080,537</b>

FUND	FY16 Actual	FY17 Approved	FY18 Approved
<b>305 - 2007 Downtown TIF Bonds</b>			
<b>Revenues</b>			
Interest Income	929	-	-
Transfers In	423,638	425,488	422,288
<b>Total Revenues</b>	<b>424,567</b>	<b>425,488</b>	<b>422,288</b>
<b>Expenditures</b>			
Debt Service	422,088	425,488	422,288
<b>Total Expenditures</b>	<b>422,088</b>	<b>425,488</b>	<b>422,288</b>

<b>310-447- SID Funds</b>			
<b>Revenues</b>			
Special Assessments	615,179	626,389	626,389
Penalty & Interest	1,270	-	-
Interest Income	9,940	-	-
Refunds & Reimbursements			
Other Financing Sources			
<b>Total Revenues</b>	<b>626,389</b>	<b>626,389</b>	<b>626,389</b>
<b>Expenditures</b>			
Debt Service	379,800	379,800	379,800
Transfers	10,700	10,700	10,700
<b>Total Expenditures</b>	<b>390,500</b>	<b>390,500</b>	<b>390,500</b>

<b>Construction Funds</b>			
<b>500-566 - Construction Funds</b>			
<b>Revenues</b>			
Interest Income	140,298	-	-
Transfers	3,040,733	834,756	2,272,781
Grants	89,307		
Sale of Bonds	4,500,000	-	-
Other Funding	75,450	-	-
Loan Proceeds	400,000	-	-
<b>Total Revenues</b>	<b>8,245,788</b>	<b>834,756</b>	<b>2,272,781</b>
<b>Expenditures</b>			
Operating			
Capital	6,321,000	1,688,375	2,268,375
Transfers			
<b>Total Expenditures</b>	<b>6,321,000</b>	<b>1,688,375</b>	<b>2,268,375</b>

<b>Enterprise Funds</b>			
<b>600 - Water Fund</b>			
<b>Revenues</b>			
Penalty & Interest	-	-	-
State Shared	54,110	1,500	1,500
Utility Charges	8,414,870	7,898,330	8,590,940
Interest Income	134,178	70,000	135,000
Donations - Contributed Capital	5,178,425		
Miscellaneous Revenue	20,971	50,000	50,000
Refunds & Reimbursements	105,633	5,000	5,000
Rents & Royalties	81,346	80,000	80,000
Administrative Reimbursement	887,029	1,518,096	1,486,808
Other Financing Sources	-	-	1,750,000
<b>Total Revenues</b>	<b>14,876,562</b>	<b>9,622,926</b>	<b>12,099,248</b>

FUND	FY16 Actual	FY17 Approved	FY18 Approved
<b>305 - 2007 Downtown TIF Bonds</b>			
<b>Revenues</b>			
Interest Income	929	-	-
<b>Expenditures</b>			
Personnel & Benefits	2,763,683	2,890,482	3,079,228
Operating	3,303,492	4,163,532	4,766,817
Capital	2,521,697	2,100,401	2,808,400
Debt Service	1,313,010	1,313,010	1,313,010
Transfers	-	-	-
<b>Total Expenditures</b>	<b>9,901,882</b>	<b>10,467,425</b>	<b>11,967,455</b>

<b>601/602 - Water Plant Construction Subfunds</b>			
<b>Revenues</b>			
Interest Income	22,834	-	-
Transfers In	1,732,750		
<b>Total Revenues</b>	<b>1,755,584</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>			
Operating			
Capital			
Debt Service			
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>610 - Water Impact Fee</b>			
<b>Revenues</b>			
Utilities & Enterprise	2,262,355	1,470,000	1,793,400
Interest Income	5,799	5,000	5,000
<b>Total Revenues</b>	<b>2,268,154</b>	<b>1,475,000</b>	<b>1,798,400</b>
<b>Expenditures</b>			
Operating		320,000	-
Capital	132,000	1,195,750	3,190,000
Transfers	1,732,750	600,000	600,000
<b>Total Expenditures</b>	<b>1,864,750</b>	<b>2,115,750</b>	<b>3,790,000</b>

<b>620 - Waste Water Fund</b>			
<b>Revenues</b>			
Penalties & Interest	-		
State Shared	50,952	1,500	1,500
Utility & Enterprise	7,927,692	8,149,451	8,755,198
Interest Income	58,680	15,000	50,000
Refunds & Reimbursements	64,338	284,200	-
Contributed Capital	5,997,522		
Other Financing	-		
<b>Total Revenues</b>	<b>14,099,184</b>	<b>8,450,151</b>	<b>8,806,698</b>
<b>Expenditures</b>			
Personnel & Benefits	2,048,154	1,992,572	2,143,921
Operating	3,218,778	3,409,874	3,803,613
Capital	1,995,619	1,841,001	1,562,500
Debt Service	1,704,247	1,704,247	1,704,247
Transfers			
<b>Total Expenditures</b>	<b>8,966,798</b>	<b>8,947,694</b>	<b>9,214,281</b>

FUND	FY16 Actual	FY17 Approved	FY18 Approved
<b>630 - Waste Water Impact Fee</b>			
<b>Revenues</b>			
Utility & Enterprise	1,225,091	1,103,550	1,221,150
Loan Proceeds	-	2,045,583	-
Interest Income	7,798	-	-
<b>Total Revenues</b>	<b>1,232,889</b>	<b>3,149,133</b>	<b>1,221,150</b>
<b>Expenditures</b>			
Operating		50,000	-
Capital	1,186,200	3,300,249	1,440,000
Debt Service	653,212	653,212	-
Transfers	-	-	-
<b>Total Expenditures</b>	<b>1,839,412</b>	<b>4,003,461</b>	<b>1,440,000</b>

<b>640 - Solid Waste Fund</b>			
<b>Revenues</b>			
Penalty & Interest	18		
State Shared	20,958		
Recycling Revenue	295,833	323,544	396,150
Utilities & Enterprise	2,911,772	3,008,900	3,391,291
Interest Income	8,715	6,365	6,752
Miscellaneous Revenue			
Refunds & Reimbursements			
Rents and Royalties	8,673	12,500	8,000
Roll-Off Container Rental	7,848	8,000	16,209
Sales	5,168		-
<b>Total Revenues</b>	<b>3,258,985</b>	<b>3,359,309</b>	<b>3,818,402</b>
<b>Expenditures</b>			
Personnel & Benefits	1,030,805	1,140,881	1,197,422
Operating	1,664,922	1,879,169	2,114,835
Capital	1,088,043	110,000	430,000
<b>Total Expenditures</b>	<b>3,783,770</b>	<b>3,130,050</b>	<b>3,742,257</b>

<b>641 - Landfill Post Closure and Monitoring Costs</b>			
<b>Revenues</b>			
Transfers	1,234,760	807,000	368,084
Refunds & Reimbursements	1,016,820		
Interest Income	(7,593)	-	-
		-	-
<b>Total Revenues</b>	<b>2,243,987</b>	<b>807,000</b>	<b>368,084</b>
<b>Expenditures</b>			
Operations	180,000	1,103,000	353,000
Capital	100,000	-	61,417
<b>Total Expenditures</b>	<b>280,000</b>	<b>1,103,000</b>	<b>414,417</b>

<b>650 - Parking Fund</b>			
<b>Revenues</b>			
Licenses and Permits	354,903	326,699	379,000
State Shared	4,770		
Charges for Services	50,148		50,000
Fines and Forfeitures	192,186	284,500	300,000
Interest Income	5,271	1,400	750
Loan Interest	991	1,400	840
Miscellaneous Revenue	36,246		
Rents & Receivables	7,775	2,000	2,000
Transfers from other Funds	30,000	165,000	250,000
<b>Total Revenues</b>	<b>682,290</b>	<b>780,999</b>	<b>982,590</b>

FUND	FY16 Actual	FY17 Approved	FY18 Approved
<b>Expenditures</b>			
Personnel & Benefits	282,946	316,951	342,633
Operating	354,081	359,097	365,597
Capital	218,000	175,000	260,000
<b>Total Expenditures</b>	<b>855,027</b>	<b>851,048</b>	<b>968,230</b>

<b>670 - Storm Water Fund</b>			
<b>Revenues</b>			
Grants	-	-	-
State Shared	4,156	-	-
Utilities & Enterprise	943,620	1,305,680	1,292,753
Interest Income	5,996	2,100	5,000
Contributed Capital	111,707	-	-
Transfers from other Funds	145,515	140,000	140,000
Proceeds from Asset Disposition	(19,543)	-	-
<b>Total Revenues</b>	<b>1,191,451</b>	<b>1,447,780</b>	<b>1,437,753</b>
<b>Expenditures</b>			
Personnel & Benefits	364,708	376,433	451,548
Operations	174,597	240,715	161,466
Capital	231,650	550,000	650,000
Debt Service	225,351	225,346	225,346
Transfers			
<b>Total Expenditures</b>	<b>996,306</b>	<b>1,392,494</b>	<b>1,488,360</b>

<b>Internal Service Funds</b>			
<b>710 - Vehicle Maintenance</b>			
<b>Revenues</b>			
State Shared	7,735	-	-
General Government	869,879	1,200,000	1,184,000
Interest Income	1,386	2,700	2,700
Refunds & Reimbursements	129	3,000	3,000
Sales	1,387		
<b>Total Revenues</b>	<b>880,516</b>	<b>1,205,700</b>	<b>1,189,700</b>
<b>Expenditures</b>			
Personnel & Benefits	380,994	411,683	480,652
Operating	765,965	773,650	757,392
Capital	30,500	63,000	-
<b>Total Expenditures</b>	<b>1,177,459</b>	<b>1,248,333</b>	<b>1,238,044</b>

<b>720 - Health-Medical Insurance</b>			
<b>Revenues</b>			
Public Welfare	4,546,303	4,820,912	4,820,912
Refunds & Reimbursements	2,440	-	-
Transfers In	231,115		
<b>Total Revenues</b>	<b>4,779,858</b>	<b>4,820,912</b>	<b>4,820,912</b>
<b>Expenditures</b>			
Operating	4,476,785	4,820,912	4,820,912
<b>Total Expenditures</b>	<b>4,476,785</b>	<b>4,820,912</b>	<b>4,820,912</b>

FUND	FY16 Actual	FY17 Approved	FY18 Approved
<b>Permanent Funds</b>			
<b>800 - Cemetery Perpetual Care</b>			
<b>Revenues</b>			
Public Welfare	75,830	100,000	100,000
Interest Income	9,180	6,000	6,000
<b>Total Revenues</b>	<b>85,010</b>	<b>106,000</b>	<b>106,000</b>

<b>865-883 - Public Welfare Grants</b>			
<b>Revenues</b>			
Cash Over/Short	(658)		
Interest Income			
Grants			
Refunds & Reimbursements			
<b>Total Revenues</b>	<b>(658)</b>	<b>-</b>	<b>-</b>
<b>Expenses</b>			
Operating			
<b>Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>TOTAL REVENUES</b>	108,036,476	89,233,808	95,716,722
<b>TOTAL EXPENDITURES</b>	99,506,596	104,617,064	106,296,203

## LONG RANGE FINANCIAL PLANS

### City Long Range Financial Plan

**Capital Plans:** For more than a decade the City has prepared a 5-Year Capital Improvement Plan (CIP). The plan is prepared in the fall for the ensuing five (5) fiscal years. This fall, we will be preparing the FY19-FY23 Capital Improvement Plan.

The FY18-22 CIP contained scheduled projects totaling \$162 Million, and unscheduled projects of \$277 Million. The full plan can be found at <https://www.bozeman.net/departments/finance/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**
- **Street & Curb Reconstructions**
- **Arterial & Collector Fund**
- **Tree Maintenance Fund**
- **Water Fund**
- **Wastewater Fund**
- **Stormwater Fund**
- **Solid Waste Fund**
- **Vehicle Maintenance Fund**
- **Water Impact Fee Fund**
- **Wastewater Impact Fee Fund**
- **Fire Impact Fee Fund**
- **Street Impact Fee Fund**

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

- **Street Maintenance Fund**
- **Arterial & Collector Fund**
- **Tree Maintenance Fund**
- **Water Fund**
- **Wastewater Fund**
- **Stormwater Fund**
- **Solid Waste Fund**

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

# 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:**

• Municipal Election Year – Primary Election (undetermined) \$32,000 / General Election \$32,000 • Chamber of Commerce Membership Upgrade - \$5,200 • Tablets/Surfaces for Commission - \$6,500

### **Accomplishments:**

Anticipated for FY18: • Primary Election (undetermined) and General Election • Work with the City employees to carry out the adopted Vision and Strategic Plan • Move towards a primarily digital Commission packet •

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

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: CITY COMMISSION

Activity: General Government

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$107,149	\$117,926	\$128,798	\$10,872	9.22%
Operating	\$78,486	\$82,075	\$100,350	\$18,275	22.27%
Capital	\$0	\$5,000	\$5,000	\$0	n/a
Debt Service	\$1,149	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$186,784</b>	<b>\$205,001</b>	<b>\$234,148</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
1110 City Commission	\$186,784	\$205,001	\$234,148	\$29,147	14.22%
1130 Special Bodies/Study Commission/Ethics Board	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$186,784</b>	<b>\$205,001</b>	<b>\$234,148</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
010 General Fund	\$186,784	\$205,001	\$234,148	\$29,147	14.22%
<b>Totals</b>	<b>\$186,784</b>	<b>\$205,001</b>	<b>\$234,148</b>		

# Department: CITY COMMISSION

Activity: General Government

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Workload Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
	<b>STAFF TO SUPPORT WORKLOAD</b>	<b>FTE</b>	2.10	2.10	2.10	2.10
WL1	<b>ORDINANCES PASSED</b>		17	27	30	35
WL2	<b>RESOLUTIONS PASSED</b>		75	76	70	80
WL3	<b>COMMISSION MEETINGS HELD</b>		50	44	50	50
WL4	<b>PUBLIC HEARINGS HELD</b>		50	44	50	50
WL5	<b>HOURS OF MEETINGS</b>		250	170	270	200
WL6	<b>PAGES OF MINUTES</b>		500	527		500
WL7	<b>EXECUTIVE SESSIONS</b>		3	4	5	6
WL8	<b>HOURS OF EXECUTIVE SESSIONS</b>		15	5	15	10
WL9	<b>PAGES OF MINUTES FROM EXECUTIVE SESSIONS</b>		30	15	30	20

# Department: CITY MANAGER

Activity: General Government

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## **PROGRAM INFORMATION**

### **Program Description:**

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

### **Major Objectives:**

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

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

### **Budget Highlights:**

• \$5,000 - Director's Retreat, • \$3,000 – Annual Ethics Training Development, • \$500 – Annual Mayors' Luncheon, • \$30,000 – High-Density Shelving for storage space – Increases in many areas for additional Assistant City Manager

### **Accomplishments:**

Anticipated for FY17:

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

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

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: CITY MANAGER

Activity: General Government

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$641,176	\$676,230	\$976,385	\$300,155	44.39%
Operating	\$191,848	\$126,413	\$231,517	\$105,104	83.14%
Capital	\$0	\$0	\$8,500	\$8,500	100.00%
Debt Service	\$2,612	\$400	\$550	\$150	37.50%
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$835,636</b>	<b>\$803,043</b>	<b>\$1,216,952</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
1210 City Administration	\$581,264	\$540,394	\$918,541	\$378,147	69.98%
1220 City Clerk	\$193,468	\$180,747	\$207,835	\$27,088	14.99%
1260 Neighborhood Programs	\$60,904	\$81,902	\$90,576	\$8,674	10.59%
<b>Totals</b>	<b>\$835,636</b>	<b>\$803,043</b>	<b>\$1,216,952</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
010 General Fund	\$835,636	\$803,043	\$1,216,952	\$413,909	51.54%
<b>Totals</b>	<b>\$835,636</b>	<b>\$803,043</b>	<b>\$1,216,952</b>		

# Department: CITY MANAGER

Activity: General Government

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM1	Support the City Commission in their decision process by providing unbiased, accurate research and data from the staff a minimum of five days prior to the introduction of an item as an agenda item.	90%	98%	98%	98%	
PM2	Assure citizens of transparent local government through established, maintained, and staffed open office hours, live televised and internet streamed public meetings, advertised Commission agendas, accessible public records, and information available through the City's web page at www.Bozeman.net.	100%	100%	100%	100%	
PM3	An open local government supported by a visible City Manager who meets regularly with regional city and county administrators, leadership of MSU, the Chamber of Commerce, economic development organizations, the Bozeman School District, and civic groups.	100%	100%	100%	100%	
PM4	Public resources allocated effectively and lawfully. Qualified independent auditors will perform annual audits, a public budget process, and emphasis within the budget consistent with the City's adopted goals and work plan.	100%	100%	100%	100%	
PM5	Employee matters handled in an equitable and lawful manner that minimizes the risk of loss to the City and its employees.	100%	100%	100%	100%	
PM6	Opportunities to participate in world class leadership skills training seminars by supervisory staff will result in a well-led and coordinated workforce whose culture and work environment is built on the City's core values of Integrity, Leadership, Service and Teamwork.	100%	100%	100%	100%	
Workload Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
STAFF TO SUPPORT WORKLOAD		FTE	5.00	6.00	6.00	8.0
WL01	Contracts Negotiated with Bargaining Units		3	1	1	2
WL02	Commission Meetings Attended		41	46	45	58

# Department: MUNICIPAL COURT

Activity: General Government

## PROGRAM INFORMATION

### Program Description:

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

### Major Objectives:

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

### Budget Highlights:

In FY17 developed and submitted application for establishment of Veteran's Treatment Court. Funding may be approved for FY18; will be determined in late summer/fall of 2017.

### Accomplishments:

- Anticipated for FY17:
- Continue effective communications with the City Attorney, City Prosecutor, Public Defenders Office, and Law Enforcement Agencies;
  - Additional training to all staff;
  - Maintain updates of computer program, jury program, scanning recor;
  - Maintain improved access to archive records;
  - Efficiently handle increased volume of motions, hearings, and trials.

### Adopted Work Plan Items:

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: MUNICIPAL COURT

Activity: General Government

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$558,230	\$606,675	\$681,029	\$74,354	12.26%
Operating	\$141,415	\$163,820	\$249,782	\$85,962	52.47%
Capital	\$0	\$0	\$13,000	\$13,000	100.00%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$699,645</b>	<b>\$770,495</b>	<b>\$943,811</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
1310 Municipal Court	\$699,645	\$770,495	\$943,811	\$173,316	22.49%
<b>Totals</b>	<b>\$699,645</b>	<b>\$770,495</b>	<b>\$943,811</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
010 General Fund	\$699,645	\$770,495	\$943,811	\$173,316	22.49%
<b>Totals</b>	<b>\$699,645</b>	<b>\$770,495</b>	<b>\$943,811</b>		

# Department: MUNICIPAL COURT

Activity: General Government

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
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%		
PM02	Cases Resolved on First Appearance	60%	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%		
PM04	Time Spent to Initialize Time Pay Agreement	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		
Efficiency Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM06	Number of: Judge Trials, Jury Trials, Open Court, Misc. Hearings	3 days wkly, 2 wkly, 3 days wkly, 3 days wkly	100%	100%		
PM07	Ticket Entry per Hour	20	15	15		
PM08	Processing of Open Court Paperwork & Judge Trials	1/2 DAY	½ day	½ - ¾ day		
PM09	Municipal Court Trials: Clerk Time in Court Room w/Judge During Trial	10%	30 %	30 %		
Workload Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
STAFF TO SUPPORT WORKLOAD		FTE	8.50	8.50	8.5	9.5
WL01	Court Citations		7,400	7,500		
WL02	Judge Trial Requests	Calendar Year (FY14 = 2014)	325	325		
WL03	Jury Trial Requests	Calendar Year (FY14 = 2014)	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)	750	750
WL05	Open Court Proceedings: Hours per Week		7	8
WL06	Judge Trials Held	Calendar Year (FY14 = 2014)	35	37
WL07	Jury Trials Held	Calendar Year (FY14 = 2014)	15	17
WL08	Temporary orders of protection	Calendar Year (FY14 = 2014)	80	75
WL09	Summons Issued	Calendar Year (FY14 = 2014)	2,075	2,080
WL10	Warrants Issued	Calendar Year (FY14 = 2014)	1,275	1,270
WL11	Appeals	Calendar Year (FY14 = 2014)	7	9
WL11	Open Court appearances (daily average)	Calendar Year (FY14 = 2014)	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 its legal operations. The City Attorney, Assistant City Attorneys and Prosecutors: represent the city before all courts, administrative agencies, and all legal proceedings involving the City; prosecute misdemeanors including DUI, domestic violence related cases, and other offenses civil and criminal offenses committed within City; provide legal advice to the City Commission, City Manager, and all departmental staff and agencies and boards; and prepare or review contracts, deeds, resolutions, ordinances, and other municipal documents. The City Attorney's Office also oversees litigation involving the city conducted by appointed counsel.

### **Major Objectives:**

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

### **Budget Highlights:**

Provide adequate funding for staff/attorney professional development • Provide budget support for ongoing programs and costs • Fully Fund Victim/Witness Program - \$150,000 • Prepare for implementation of Marcy's Law requirements: Increased staffing by 0.5 FTE for legal assistance, implementation of software upgrades, support for expansion of Gallatin County's Victim Services programs.

### **Accomplishments:**

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

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

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: CITY ATTORNEY

Activity: General Government

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$906,075	\$962,990	\$1,037,748	\$74,758	7.76%
Operating	\$342,139	\$383,500	\$359,200	(\$24,300)	-6.34%
Capital	\$0	\$0	\$0	\$0	n/a
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$1,248,214</b>	<b>\$1,346,490</b>	<b>\$1,396,948</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
1410 City Attorney	\$973,786	\$1,056,490	\$1,130,948	\$74,458	7.05%
1430-1446 Civil Litigation	\$192,983	\$145,000	\$115,000	(\$30,000)	-20.69%
1460 Criminal Prosecution - General	\$0	\$0	\$1,000	\$1,000	100.00%
1462 Criminal Prosecution - Victim/Witness	\$81,445	\$145,000	\$150,000	\$5,000	3.45%
<b>Totals</b>	<b>\$1,248,214</b>	<b>\$1,346,490</b>	<b>\$1,396,948</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
010 General Fund	\$1,166,769	\$1,206,490	\$1,246,948	\$40,458	3.35%
174 Victim Witness Advocate	\$81,445	\$140,000	\$150,000	\$10,000	7.14%
<b>Totals</b>	<b>\$1,248,214</b>	<b>\$1,346,490</b>	<b>\$1,396,948</b>		

# Department: CITY ATTORNEY

Activity: General Government

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Workload Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	10.20	10.2	10.2	10.7
WL01	<b>New Cases: City Police</b>		1154	1196	1200	1500
WL01	<b>New Cases: MSU Police</b>		148	97	150	100
WL03	<b>Open Cases: Active</b>		1910	1850	1800	1850
WL04	<b>Open Cases: Warrant</b>		475	568	450	550
WL05	<b>Bench Trials: Guilty</b>		39	39	40	40
WL06	<b>Bench Trials: Not Guilty</b>		6	5	5	4
WL07	<b>Jury Trials: Scheduled</b>		345	214	300	200
WL08	<b>Jury Trials: Guilty</b>		16	5	10	10
WL09	<b>Jury Trials: Not Guilty</b>		5	3	0	2
WL10	<b>Jury Trials: Appealed</b>		0	1	0	0
WL11	<b>Hearings: Amount of Restitution Ordered</b>		\$111,775	\$236,940.27	\$135,000	\$250,000
WL12	<b>Hearings: Revocation Motions Filed</b>		331	281	250	300
WL13	<b>Number of Requests for Prosecution</b>		36	81	65	80
WL14	<b>Number of Requests for Hearings</b>		1287	1462	1400	1500
WL14	<b>New Cases: Title 45</b>		555	486	500	600
WL15	<b>New Cases: Traffic</b>		335	414	320	400
WL15	<b>DUI Cases: Opened</b>		307	287	300	400

Department: CITY ATTORNEY

Activity: General Government

WL16	<b>New Cases: Civil Infractions</b>	26	9	10	30
WL16	<b>DUI Cases: Amended To A Lesser Charge</b>	240	132	250	300
WL18	<b>DUI Cases: Dismissed</b>	1	0	0	0
WL19	<b>New Cases</b>	1154	1293	1200	1600
WL20	<b>New Cases: Domestic</b>	90	86	90	90
WL24	<b>Requests for Confidential Criminal Justice Information (CCJI)</b>	36	21	40	30

# Department: FINANCE DEPARTMENT

Activity: General Government

## PROGRAM INFORMATION

### Program Description:

The Finance Department budget unit accounts for the general fund costs associated with the overall Finance, Accounting and Treasury administration of the City. The Department is comprised of three divisions: Administration, Accounting, Treasury. The Finance Department 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, development of internal controls, information technology services, human resources, and data processing services.

In June 2016 business license administration was moved to the Community Development department. For FY18, the Finance Department is once-again a stand alone department, as Administrative Services was split into separate Finance, Information Technology and Human Resource Departments.

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.

### 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:

For FY17 • Addition of 1 FTE Sungard Application Manager (January 2017)

### Accomplishments:

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

### Adopted Work Plan Items:

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal

Department: FINANCE DEPARTMENT

Activity: General Government

Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: FINANCE DEPARTMENT

Activity: General Government

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$790,049	\$900,193	\$876,140	(\$24,053)	-2.67%
Operating	\$191,417	\$185,839	\$189,811	\$3,972	2.14%
Capital	\$0	\$12,760	\$0	(\$12,760)	-100.00%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$981,466</b>	<b>\$1,098,792</b>	<b>\$1,065,951</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
1510 Finance Administration	\$173,433	\$236,862	\$159,170	(\$77,692)	-32.80%
1520 Accounting	\$439,200	\$472,402	\$500,164	\$27,762	5.88%
1530 Treasury	\$368,833	\$389,528	\$406,617	\$17,089	4.39%
<b>Totals</b>	<b>\$981,466</b>	<b>\$1,098,792</b>	<b>\$1,065,951</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
010 General Fund	\$981,466	\$1,098,792	\$1,065,951	(\$32,841)	-2.99%
500 Construction Funds	\$25,650	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$1,007,116</b>	<b>\$1,098,792</b>	<b>\$1,065,951</b>		

# Department: FINANCE DEPARTMENT

Activity: General Government

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM01	Finance: Distinguished Budget Presentation Award for the Government Finance Officer's Association		RECEIVED	RECEIVED	RECEIVED	WILL APPLY
PM02	Finance: Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officer's Association		RECEIVED	RECEIVED	RECEIVED	WILL APPLY
PM03	Finance: City's Bond Rating: General Obligation		Aa3	Aa3	Aa2	Aa2
PM04	Finance: City's Bond Rating: Downtown Tax Increment District Rating		BBB+	BBB+	BBB+	BBB+
PM05	Finance: Monthly Checklist Items Done Correctly the First Time	95%	99%	99%	99%	99%
PM06	IT: Help Desk Calls Resolved	99%	99%	99%	99%	99%
PM07	IT: Phone System Uptime	99%	99%	99%	99%	99%
PM08	IT: Data Network Uptime	99%	99%	99%	99%	99%
PM09	IT: Point to Point Links Uptime (Fiber and Copper)	99%	99%	99%	99%	99%
PM10	IT: Enterprise Application Uptime	99%	99%	99%	99%	99%
PM11	IT: Server Uptime	99%	99%	99%	99%	99%
PM12	Treasury: Accounts Receivable Statements Mailed by the 15th of the Month	98%	100%	100%	100%	100%
PM13	Treasury: Average # of Water Customers on Shut-off List per Month	<10	<12	<20	<15	<20
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%
PM16	HR: Continual skill improvement training results in a competent, effective and efficient workforce		100%	100%	100%	100%

# Department: FINANCE DEPARTMENT

Activity: General Government

Workload Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	22	21.5	23.50	12.5
WL01	Finance: Accounts Payable Checks Processed		11,098	10915	11,800	12000
WL02	Finance: Federal Awards Expended (Grants)		\$689,534	641717	600,00	300000
WL03	Finance: IRS Informational Returns		90	129	155	160
WL04	IT: Help Desk Calls Created and Completed		1386	1144	1800	1300
WL05	IT: Hours Phone System is in Service: Possible Available = 8,760		8,750	8757	8755	8755
WL06	IT: Hours Data Network is in Service: Possible Available = 8,760		8,750	8758	8755	8755
WL07	IT: Point to Point Links: On Network/In Service (Fiber & Copper)		20	20	20	20
WL08	IT: Hours of Enterprise Applications Availability: Possible Available = 8,760		8,755	8758	8755	8755
WL09	IT: Hours of Server Farm Availability: Possible Available = 8,760		8,759	8759	8759	8755
WL10	Treasury: SID Statements Issued & Processed		16,506	16,893	17,200	17,463
WL11	Treasury: Utility Bills Issued & Processed		162,000	166,000	169,000	168,000
WL12	Treasury: Business Licenses (Calendar Year)—no longer in my area-moved to CD		4,164	4,200	4,200	0
WL13	Open Positions (Calendar Year)		125	115	125	135
WL14	Positions Filled (Calendar Year)		125	115	125	135

# Department: COMMUNITY DEVELOPMENT

Activity: General Government

## PROGRAM INFORMATION

### Program Description:

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

### Major Objectives:

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

### Budget Highlights:

For FY17: • Planning contracted services - \$35,000; • Additional Planner III 1.0 FTE; Community Plan Update (January 2017) - \$150,000; Historic Structure Inventory – \$12,000; Legal Services - \$10,000; Entryway Corridor Design Guideline Update – \$50,000; Training and Education \$15,000; Outreach/Education Tools– \$12,000; Addition of .34 FTE Historic Preservation Officer

### Accomplishments:

For FY17: Continued implementation of community development customer service delivery improvements. • Continued excellent project management of current workload. • Review and revise City’s Unified Development Ordinance (UDC) to advance community goals and Commission direction. • Continue implementation of Bozeman Community Plan. • Implementation and support of City of Bozeman Economic Development Plan. • Continue implementation of Downtown Bozeman Improvement Plan • Affordable Housing Code Evaluation and drafted amendments • Continue drafting of UDC amendments as part of update effort. • Continued coordination and cooperation on planning issues with Gallatin County, City of Belgrade, School District 7, Montana State University, Montana Department of Transportation, Gallatin Valley Land Trust, and other public and private organizations. • Special projects as directed.

### Adopted Work Plan Items:

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: COMMUNITY DEVELOPMENT

Activity: General Government

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$681,907	\$888,931	\$971,694	\$82,763	9.31%
Operating	\$335,344	\$362,941	\$423,669	\$60,728	16.73%
Capital	\$0	\$0	\$110,000	\$110,000	100.00%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$1,017,251</b>	<b>\$1,251,872</b>	<b>\$1,505,363</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
1610 Planning Operations	\$482,969	\$287,918	\$682,473	\$394,555	137.04%
1620 Development Review	\$363,860	\$561,804	\$500,467	(\$61,337)	-10.92%
1630 Long-Range Planning	\$165,244	\$402,150	\$322,423	(\$79,727)	-19.83%
1640 Annexation	\$512	\$0	\$0	\$0	n/a
1650 Code Enforcement	\$0	\$0	\$0	\$0	n/a
1660 Historic Preservation	\$1,740	\$0	\$0	\$0	n/a
1670 Zoning Operations	\$2,926	\$0	\$0	\$0	n/a
1680 Neighborhoods	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$1,017,251</b>	<b>\$1,251,872</b>	<b>\$1,505,363</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
100 Community Development Fund	\$1,017,251	\$1,251,872	\$1,505,363	\$253,491	20.25%
<b>Totals</b>	<b>\$1,017,251</b>	<b>\$1,251,872</b>	<b>\$1,505,363</b>		

# Department: COMMUNITY DEVELOPMENT

Activity: General Government

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM02	Resident satisfaction with how well the City is planning for growth	National CITIZE Survey	Improved	High	Continued Improvement	High
Efficiency Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM01	Average number of work days to act on development applications		54 days	120		120
PM03	Percentage of building permit application reviewed within 3 work days		9.1 days	95%		95%
PM04	Percentage of New Business Licenses Reviewed within 2 work days		56%	95%	95%	95
Workload Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
	STAFF TO SUPPORT WORKLOAD	FTE	11.60	11.60	13.00	13.00
WL01	Number of development applications submitted		639	511	550	550
WL02	Number of Development Applications Denied or Withdrawn	Reduce	6/17	7/17	10/20	10/20
WL03	Long-range planning hours		2,887	2563	2,200	2600
WL04	Certificates of Appropriateness		252	143	100	125
WL05	Sign Reviews: Permanent and Temp		178	193	120	180

# Department: FACILITIES MANAGEMENT

Activity: General Government

## **PROGRAM INFORMATION**

### **Program Description:**

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

### **Major Objectives:**

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

### **Budget Highlights:**

For FY17: • CIP Item GF103- Continue ADA Improvements citywide - \$20,000; • CIP Item GF130 – City Hall Site Improvements Phase II - \$40,000; • CIP Item GF243 – Replacement of Keyless Locks at City Hall and Professional Building - \$10,000; • CIP Item GF244 – Parking Lot Drainage at Library - \$15,000; • CIP Item GF242 – Replacement for Professional Building Rooftop AC Condenser - \$50,000; • Security Upgrades for Finance, City Attorney and Human Resources - \$25,000; • Fiber Installation at 6 City Facilities - \$12,500

### **Accomplishments:**

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

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

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: FACILITIES MANAGEMENT

Activity: General Government

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$284,298	\$247,613	\$311,147	\$63,534	25.66%
Operating	\$863,814	\$1,039,699	\$979,754	(\$59,945)	-5.77%
Capital	\$153,908	\$45,000	\$164,750	\$119,750	266.11%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$1,302,020</b>	<b>\$1,332,312</b>	<b>\$1,455,651</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
1810 City Hall	\$451,425	\$456,177	\$481,166	\$24,989	5.48%
1820 Fire Station #1	\$0	\$47,475	\$45,430	(\$2,045)	-4.31%
1830 Shops Complex	\$152,035	\$88,100	\$97,280	\$9,180	10.42%
1840 Professional Building	\$220,656	\$294,500	\$295,735	\$1,235	0.42%
1850 Senior Center	\$111,376	\$77,750	\$147,115	\$69,365	89.22%
1860 Library	\$258,698	\$274,400	\$279,990	\$5,590	2.04%
1870 Fire Station #2	\$33,124	\$20,375	\$21,425	\$1,050	5.15%
1880 Fire Station #3	\$40,124	\$42,545	\$50,445	\$7,900	18.57%
1890 Vehicle Maintenance Facility	\$34,582	\$30,990	\$37,065	\$6,075	19.60%
<b>Totals</b>	<b>\$1,302,020</b>	<b>\$1,332,312</b>	<b>\$1,455,651</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
010 General Fund	\$1,302,020	\$1,332,312	\$1,455,651	\$123,339	9.26%
<b>Totals</b>	<b>\$1,302,020</b>	<b>\$1,332,312</b>	<b>\$1,455,651</b>		

# Department: FACILITIES MANAGEMENT

Activity: General Government

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM01	Outside of Department Budget Request (Requests for assistance from other Departments on facility related request.	5%		5%	5%	
PM02	Preventative maintenance completion (Air filters, drive belts and seasonal inspections)	90%		95%	95%	
PM03	Unscheduled Work (reactive). Projects not planned or budgeted, or new requests from Departments/Divisions	40%		40%	40%	
PM04	Safety Inspections (Emergency and life-safety equipment inspections)	90%		90%	90%	
PM05	Employee Certifications	100%		100%	100%	
PM06	Staff Survey (Survey of building occupants to obtain their assessments of the Facilities Division's performance)	80%		80%	80%	
PM07	Response time to non-emergency service requests	1 Day		1 Day	1 Day	
PM08	Response time to emergency service requests	1 Hour		1 Hour	1 Hour	
Efficiency Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM09	Invoices and Claims Processing (Reviewed, processed and submitted to Finance for payment)	5 Days		5 Dayx	5 Days	
Workload Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
WL07	STAFF TO SUPPORT WORKLOAD.	FTE	3.50	3.50	3.50	4.5

# Department: INFORMATION TECHNOLOGY

Activity: General Government

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## **PROGRAM INFORMATION**

### **Program Description:**

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.

### **Major Objectives:**

### **Budget Highlights:**

For FY17: 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 2013 Upgrade - \$70,000

### **Accomplishments:**

- For FY18: Update of Strategic Information Technology Plan; • Continued 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:**

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: INFORMATION TECHNOLOGY

Activity: General Government

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$538,904	\$578,502	\$586,334	\$7,832	1.35%
Operating	\$394,865	\$341,947	\$301,888	(\$40,059)	-11.71%
Capital	\$68,361	\$140,000	\$90,000	(\$50,000)	-35.71%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$1,002,130</b>	<b>\$1,060,449</b>	<b>\$978,222</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
1910 Information Technology	\$1,027,780	\$1,060,449	\$978,222	(\$82,227)	-7.75%
<b>Totals</b>	<b>\$1,027,780</b>	<b>\$1,060,449</b>	<b>\$978,222</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
010 General Fund	\$1,027,780	\$1,060,449	\$978,222	(\$82,227)	-7.75%
<b>Totals</b>	<b>\$1,027,780</b>	<b>\$1,060,449</b>	<b>\$978,222</b>		

Department: INFORMATION TECHNOLOGY

Activity: General Government

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PERFORMANCE - WORKLOAD INFORMATION

**Department Performance Measures:**

# Department: HUMAN RESOURCES

Activity: General Government

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## **PROGRAM INFORMATION**

### **Program Description:**

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:**

### **Budget Highlights:**

for FY17: Addition of 1 FTE Human Resources Generalist;

### **Accomplishments:**

- Hire and train appropriate staff to meet the City's staffing needs;
- For FY18: Development of a comprehensive employee training program;

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

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: HUMAN RESOURCES

Activity: General Government

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$220,696	\$308,953	\$331,290	\$22,337	7.23%
Operating	\$50,229	\$119,900	\$82,100	(\$37,800)	-31.53%
Capital	\$11,127	\$0	\$0	\$0	n/a
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$282,052</b>	<b>\$428,853</b>	<b>\$413,390</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
2010 Human Resources	\$282,052	\$428,853	\$413,390	(\$15,463)	-3.61%
<b>Totals</b>	<b>\$282,052</b>	<b>\$428,853</b>	<b>\$413,390</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
010 General Fund	\$282,052	\$428,853	\$413,390	(\$15,463)	-3.61%
<b>Totals</b>	<b>\$282,052</b>	<b>\$428,853</b>	<b>\$413,390</b>		

Department: HUMAN RESOURCES

Activity: General Government

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PERFORMANCE - WORKLOAD INFORMATION

**Department Performance Measures:**

# 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 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 Division is primarily responsible for the enforcement of State statutes and City Ordinances. The Officers work handling all of the initial investigative duties that pertain to calls for service in the City. A dedicated traffic unit proactively patrols for traffic violations and helps ensure the safety of our roadways through traffic education and enforcement.

**SUPPORT SERVICES DIVISION:** The Division oversees animal control, code compliance, and community resource officers, vehicle procurement and maintenance, uniform and equipment procurement, departmental training and standards, and police officer recruitment and hiring. The division also , coordinates citizen volunteers, and handles the bicycle registration program and abandoned bicycle auction. Support Services conducts various community outreach events such as the Citizen's Police Academy, Coffee with a Cop, National Night Out, and Shop with a Cop and participates in ongoing community programs such as the Bozeman Police Landlord Partnership, various homeowners associations, and the Inter-Neighborhood Council.

**DETECTIVE DIVISION:** The Detective Division is responsible for investigating felony criminal activity including crimes against persons, sexual offenses, crimes against children, internet crimes, property crimes, and other complex investigations. Detectives are responsible for giving public education presentations, conducting background and internal affairs investigations and assisting the patrol division and other agencies with complex cases. The Detective Division maintains a Computer Crime Unit that is a part of the Montana Internet Crimes Against Children Task Force (ICAC), as well as a multi-jurisdictional digital forensic lab and analyst. Detectives maintain team memberships in the Gallatin County Sexual Assault Response Team, Domestic Violence 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:

- Detect, investigate, and proactively prevent criminal activity.
- Apprehend and hold criminal offenders accountable for their illegal behavior.
- Participate in court proceedings.
- Provide assistance to those who cannot care for themselves or those in danger of physical harm.
- Conduct regular and proactive traffic safety education and enforcement.
- Maintain a highly trained Special Response Team of officers qualified to handle barricaded subjects, hostage incidents, and high-risk incidents.
- 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.
- Continue to sponsor and attend quality regional law enforcement training.
- 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, county and MSU.
- Conduct drug education and awareness presentations.
- Investigate complaints of illegal or suspicious drug activity.
- Make arrests for violations of illegal drug activity.

### Budget Highlights:

- CIP Item GF053 - Replacement of 1 patrol vehicles and equipment \$61,000;
- Increase to investigation travel/training for background investigations \$5,000;
- Increase to general contracted services – increase for sex assault examinations \$20,000;
- OVW Gallatin Project Grant

### Accomplishments:

Anticipated for FY18: • Continue to work jointly with City/County/911 leadership to implement and fund necessary communication

## Department: POLICE

Activity: Public Safety

infrastructure improvements; • Continue to work jointly with City/County leadership to address facility needs and improvements; Continue to work jointly with County/911 to identify and implement a new Records Management System • Maintain the Sexual and Violent Offender Registration Program (SVORP to ensure 100% compliance of registered offenders; ·Additional Detective with focus on sexual assault, stalking and human trafficking crimes • Continue to maintain highly trained Bozeman Police Department employees; • Improve recruitment efforts for employees that include focused outreach to female and minority applicants; • Continue to refine and improve our quality of life program; · Employment of a full time civilian Digital Forensic Analyst• Enhance our ability to handle and process digital evidence; • Fully implement operations of civilian crash investigation unit; • Improve and increase positive programs and partnerships with the community, such as “Coffee with a Cop” and placing a work station and presence in the library; • Continue seeking and obtaining federal, state and local grants in an effort to offset general fund expenditures; ·Maintain a Student Internship Program through collaboration with MSU; Increase volunteer opportunities within the police department; ·Part of a collaborative effort to assist in obtaining national accreditation for area Child Advocacy Center.·Train Bozeman District schools in Armed Intruder response.

### Adopted Work Plan Items:

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: POLICE

Activity: Public Safety

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$7,439,091	\$6,470,651	\$7,171,689	\$701,038	10.83%
Operating	\$1,713,390	\$1,071,831	\$1,098,805	\$26,974	2.52%
Capital	\$289,008	\$148,500	\$79,000	(\$69,500)	-46.80%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$9,441,489</b>	<b>\$7,690,982</b>	<b>\$8,349,494</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
3010 Police Operations	\$7,510,403	\$5,828,984	\$6,319,406	\$490,422	8.41%
3020 Crime Control & Investigations	\$1,454,531	\$1,436,665	\$1,598,021	\$161,356	11.23%
3030 DARE	\$0	\$0	\$0	\$0	n/a
3040 Drug Forfeiture	\$272,544	\$213,116	\$221,124	\$8,008	3.76%
3070 Animal Control	\$204,011	\$212,217	\$210,943	(\$1,274)	-0.60%
<b>Totals</b>	<b>\$9,441,489</b>	<b>\$7,690,982</b>	<b>\$8,349,494</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
010 General Fund	\$8,860,548	\$7,258,416	\$7,890,215	\$631,799	8.70%
125 Drug Forfeiture	\$243,877	\$213,116	\$221,124	\$8,008	3.76%
138 Law & Justice Center Prepaid Rent	\$19,125	\$19,125	\$19,125	\$0	n/a
139 Police Special Revenue	\$91,365	\$0	\$0	\$0	n/a
140 Police Domestic Violence	\$197,907	\$200,325	\$219,030	\$18,705	9.34%
501 Police-Court Shared Facility		\$0			100.00%
<b>Totals</b>	<b>\$9,412,822</b>	<b>\$7,690,982</b>	<b>\$8,349,494</b>		

# Department: POLICE

Activity: Public Safety

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM01	Provide adequately staffed, trained and equipped patrol division		88%	85%	90%	90%
PM02	Provide adequately staffed, trained and equipped detective division		95%	75%	85%	85%
PM03	Provide adequately staffed, trained and equipped focused Quality of Life Program		80%	80%	85%	80%
PM05	Provide adequately staffed, trained and equipped K9 Program		95%	95%	95%	and K9 officer at begin
PM06	Provide adequately staffed, trained and equipped joint Special Response Team		90%	70%	85%	85%
PM07	Provide training and focus on Crisis Intervention and dealing with mentally ill citizens		90%	70%	70%	75%
PM08	Provide adequately staffed, trained and equipped officers to Missouri River Drug Task Force		90%	85%	85%	90%
PM09	Provide adequately staffed, trained and equipped assignment to Digital Forensic Analysis		90%	50%	70%	85%
PM10	Provide adequately staffed, trained and equipped Crash Investigation Team		100%	75%	90%	85%
PM11	Provide adequately staffed, trained and equipped Arson/Fire Investigation Team		90%	70%	75%	85%
PM12	Provide adequately staffed, trained and equipped and dedicated Traffic Enforcement Unit		100%	90%	90%	90%
PM13	Provide current updated Sexual and Violent Offender Registration Program		97%	97%	97%	95%
PM14	Provide adequately staffed, trained and equipped animal control enforcement and education		90%	90%	95%	95%
PM15	Provide adequately staffed, trained and equipped Evidence Technician and Evidence Storage Location		80%	80%	80%	90%

# Department: POLICE

Activity: Public Safety

PM16	Provide initial and on-going training program for employees that fulfills core training needs	90%	75%	70%	70%	
PM17	Participate in community organizations that promote partnerships	90%	85%	85%	85%	
PM19	Participate in Sexual Assault Response Team	100%	90%	90%	90%	
PM20	Participate in Domestic Violence Response Team	100%	85%	90%	90%	
PM21	Participate in child Multi-Disciplinary Team and Support for Child Advocacy Center	90%	90%	90%	90%	
<b>Efficiency Measures</b>		<b>Standard</b>	<b>FY15 Actual</b>	<b>FY16 Actual</b>	<b>FY17 Approved</b>	<b>FY18 CM Rec</b>
PM18	Promote enhanced use of volunteers and internship programs	75%	75%	70%	80%	
<b>Workload Measures</b>		<b>Standard</b>	<b>FY15 Actual</b>	<b>FY16 Actual</b>	<b>FY17 Approved</b>	<b>FY18 CM Rec</b>
<b>STAFF TO SUPPORT WORKLOAD</b>		71.55	Spec + 1.4 Anin	73.40	+ 1.4 Animal Control +	
WL01	<b>Total Calls for Service</b>	<b>24 hrs/ 365days/year</b>	46,290	47,870	48,200	(Significant increase in
WL02	<b>Agency Assist</b>		1,199	1,448	1,600	1,400
WL03	<b>Aggravated Assault / Assault with Weapon</b>		14	39	20	55
WL04	<b>Assault (all other)</b>		141	251	185	250
WL05	<b>Alarm Response</b>		1,017	906	980	1020
WL06	<b>Animal Complaints</b>		2,039	2593	2,700	2600
WL07	<b>Arson</b>		6	8	5	7
WL08	<b>Burglary</b>		94	99	80	170
WL09	<b>Civil Assistance</b>		785	873	880	1080
WL10	<b>Code Compliance and Community Resource Officer Complaints</b>		1,321	1277	1,750	1400
WL11	<b>Criminal Trespass</b>		382	461	470	550

# Department: POLICE

Activity: Public Safety

WL12	Criminal Mischief / Vandalism	427	407	400	430
WL13	Disorderly Conduct / Fighting / Threats / Harassment / Stalking	931	903	900	930
WL14	Disturbance / Loud Party	852	814	950	850
WL15	DUI Alcohol and/or drugs (arrest/without arrest)	480	328/315	450	450/350
WL16	Drugs (Possession and Paraphernalia)	232	429	300	450
WL17	Identity Theft / Deceptive Practice / Forgery	65	62	60	55
WL17	Homicide (includes Deliberate, Attempted and Negligent)	4	2	3	3
WL19	Motor Vehicle Theft (includes unauthorized use of motorvehicle)	88	91	90	110
WL20	Parking Complaints (not including Abandoned Vehicles)	1,630	1533	1,550	1700
WL21	Protective Custody / Welfare Check / Suicide / Attempted Suicide	1,089	1039	1,200	1250
WL22	Partner/Family Member Assault	273	289	300	295
WL23	Public Assistance	2,199	2746	2,800	3100
WL24	Public Education Presentations	211	236	230	250
WL25	Robbery	3	10	6	12
WL26	Sexual Crime (Sex Assault/Sexual Intercourse without Consent/Incest/Indecent Exposure)	91	100	70	140
WL27	Subject Stops	1,151	1684	1,500	1720
WL28	Suspicious Circumstances	844	778	850	950
WL29	Theft (non-vehicular)	1,198	1183	1,220	1400
WL30	Total Arrests	2,195	2249	2,200	2430
WL31	Traffic Crashes	1,601	1595	1,850	1920

Department: POLICE

Activity: Public Safety

WL32	Traffic Stops	7,757	8065	7,900	9500
WL33	Misdemeanor citations issued (includes traffic citations)	6,169	6783	6,500	6500
WL34	Citations for Using Cell phone while driving	88	134	100	120
WL35	Provide assistance and liaison to other City Departments	100%	85%	85%	95%
WL36	Provide Education and outreach to the Community	90%	80%	85%	85%
WL37	Provide adequately staffed, trained and equipped School Resource Officers	100%	90%	95%	90%
WL38	Provide Bicycle and walking patrols	100%	90%	90%	90%

# Department: FIRE

Activity: Public Safety

## **PROGRAM INFORMATION**

### **Program Description:**

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

### **Major Objectives:**

Anticipated for FY 18: The primary objective of the department for the next fiscal year is to continue to build a shared vision for the future of the fire department that allows us to provide the highest level of service to the citizens of our community. A big piece of this vision will be crafted from the results of the Fire Protection Master Plan update and completion of an upcoming audit by the Insurance Service Office (ISO). Having an adopted strategic plan is a part of the accreditation process via the Center for Public Safety Excellence (CPSE). • An additional piece of the Master Plan update is the analysis of current and future fire station locations. With the continued growth in the community there is a potential need for a fourth fire station in the immediate future. While planning for a fourth fire station is necessary, the department also has existing issues that need to be addressed with current fire stations. Addressing the needs of current fire stations will be just as important as building plans for additional stations moving forward. • Focusing on employee development will continue to be a key in FY-18 as we work towards all of our firefighters obtaining nationally recognized certifications as required by both ISO and the accreditation process to help build the knowledge and experience base of our people. The department also plans to continue our pursuit of professional credentials for individual members, a process which is governed by the CPSE. • Lastly the department will be completing two projects that are being funded out of the fire department capital improvement budget. The capital improvement budget allows for planning of major equipment replacement projects. The first project is a replacement of the current radio communications system. This project is being done in conjunction with the police department and will move the both public safety agencies from a VHF frequency to an 800 frequency. The second project is the replacement of the department's Self Contained Breathing Apparatus (SCBA). The current SCBAs have reached the end of their service life and will be replaced during FY-18.

### **Budget Highlights:**

Implementation of the Fire Protection Master Plan / Pursuit of Accreditation via the Center for Public Safety Excellence Commission on Fire Accreditation International. Replacement of Self-Contained Breathing Apparatus (SCBA's).

### **Accomplishments:**

• A record number of calls, 4316, were answered during 2016 which was just over a 10% increase from calendar year 2015. This increase in service demand is not expected to flatten out or decrease anytime in the near future, rather the department expects to see another 10% or larger increase in service demands in 2017. • All members of the department now hold a nationally recognized Firefighter I and Firefighter II level certification which is a 70% increase from 2015. • The department also began the process of moving members through the Center for Public Safety Excellence Commission on Professional Credentialing process. To date the department now has 10 credentialed members with several more in the works for 2017. • The department successfully implemented two new records management system programs in 2016, one that tracks internal records and one that tracks external inspections and work completed by licensed contractors. These improvements will provide both improved record keeping and data analysis moving forward. • The department also successfully awarded a contract for updating of the Fire Protection Master Plan which is scheduled to be completed in May 2017. • The department has continued to engage in community risk reduction efforts, including visits to all of the public schools, attendance at neighborhood meetings, informational booths at the Farmer's Market and Music on Main, and the Return of Fire in the Park, the department has re-engaged in community education and risk reduction efforts, something that will continue to grow and expand in years to come.

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

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: FIRE

Activity: Public Safety

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$5,160,960	\$4,497,966	\$4,713,667	\$215,701	4.80%
Operating	\$541,566	\$574,330	\$663,947	\$89,617	15.60%
Capital	\$49,135	\$0	\$530,500	\$530,500	100.00%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$5,751,661</b>	<b>\$5,072,296</b>	<b>\$5,908,114</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
3110 Fire Administration	\$484,019	\$523,448	\$574,493	\$51,045	9.75%
3120 Fire Operations	\$5,209,352	\$4,485,398	\$5,254,171	\$768,773	17.14%
3130 Operational Readiness	\$31,863	\$29,000	\$45,000	\$16,000	55.17%
3140 Fire Prevention	\$14,125	\$25,400	\$25,400	\$0	n/a
3160 Hazardous Materials	\$12,302	\$9,050	\$9,050	\$0	n/a
3170 Disaster & Emergency Services	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$5,751,661</b>	<b>\$5,072,296</b>	<b>\$5,908,114</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
010 General Fund	\$5,691,930	\$5,047,296	\$5,287,614	\$240,318	4.76%
113 Fire Impact Fees	\$2,966	\$25,000	\$50,000	\$25,000	100.00%
183 Fire Department Special Revenue	\$17,410	\$0	\$40,000	\$40,000	100.00%
187 Fire Capital & Equipment Replacement	\$39,355	\$0	\$530,500	\$530,500	100.00%
<b>Totals</b>	<b>\$5,751,661</b>	<b>\$5,072,296</b>	<b>\$5,908,114</b>		

# Department: FIRE

Activity: Public Safety

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM01	Emergency Operations: 6 Minute Response Time (Commission Adopted)	100% of City	78.2%	80.0%	80.0%	90.0%
PM03	Fire Prevention: Bars - Occupancy Checks for special events and high traffic weekends -DELETE	100%	100%	100%	100%	
PM04	Fire Prevention: Sororities & Fraternities -DELETE	100%	0%	100%	100%	
PM05	Fire Prevention: Complete Fire and Life Safety Inspections of all schools in the BSD7 District: Category V Criterion 5A of CFAI Accreditation	100%	100%	100%	100%	100%
PM06	Fire Prevention: Montana State University - DELETE	100%	100%	100%	100%	
PM07	Fire Prevention: Complete Fire and Life Safety Inspection on all businesses that obtain a new business license: Category V Criterion 5A of CFAI Accreditation	100%	100%	100%	100%	100%
PM08	Training: Number of average training hours per Fire Fighter meets the Insurance Service Office and NFPA standard of 240 hours per member per calendar year: Category VIII Criterion 8A of CFAI Accreditation.	240 hours	75 hours per men	N/A	240 hours	240 hours
PM09	Training: Ensure all members hold a nationally recognized Firefighter I certification consistent with National Fire Protection Association 1001 requirements and Category VIII Criterion 8A of CFAI Accreditation.	100%	74%	90%	100%	100%
PM10	Training: Ensure all members hold a nationally recognized Firefighter II certification consistent with National Fire Protection Association 1001 requirements: Category VIII Criterion 8A of CFAI Accreditation.	100%	36%	70%	100%	100%
PM11	Training: Provide training for members to obtain their Fire Instructor I certification so they can progress to Fire Officer I certification as required by the Insurance Service Office and Category VIII Criterion 8 of CFAI Accreditation.	100%	hnicians / 16 oper	0%	20 Techs/16 Ops	100%
PM12	Training: Provide training for members to obtain their Fire Officer I certification so they can progress to Fire Officer II certification as required by the Insurance Service Office and Category VIII Criterion 8A of CFAI Accreditation	100%	100%	0%	100%	50%

# Department: FIRE

Activity: Public Safety

PM13	Number of Car Seats Installed per calendar year: Category V Criterion 5A of CFAI Accreditation	100%	100%	250	100%	300
WL01	Fire / Rescue – Non EMS Calls – Reported on a Calendar Year		78	1944	85	2100
WL03	EMS Calls – Reported on a Calendar Year		2032	2375	2500	2550
WL09	Total Calls		3556	4319	4000	4600
<b>Efficiency Measures</b>		<b>Standard</b>	<b>FY15 Actual</b>	<b>FY16 Actual</b>	<b>FY17 Approved</b>	<b>FY18 CM Rec</b>
PM02	Fire Prevention: Bi-annual fire and life safety inspections completed on all existing businesses (not including new construction) Total properties requiring inspection approximately 2,600 = 1,300 per year – Reported on a calendar year: Category V Criterion 5A of CFAI Accreditation	100%	38%	100%	100%	100%
<b>Workload Measures</b>		<b>Standard</b>	<b>FY15 Actual</b>	<b>FY16 Actual</b>	<b>FY17 Approved</b>	<b>FY18 CM Rec</b>
	<b>STAFF TO SUPPORT WORKLOAD</b>	<b>FTE</b>	46.00	46.00	46	46.00
WL02	Rupture/Explosion - DELETE		7	7	7	
WL04	Hazardous Condition – DELETE		211	254	275	
WL05	Service Calls - DELETE		202	244	250	
WL06	Good Intent Calls - DELETE		628	651	650	
WL07	False Calls - DELETE		401	338	400	
WL08	Severe Weather/Other - DELETE		1	2	2	

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

### Major Objectives:

Building Division Goals - 1. Customer Service:

- Work to improve our building permit issuance procedure where ever possible.
- Provide expert technical advice and consultation for our customers.
- 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.

2. Communication and coordination:

- Continue working to improve coordination and communications between other city departments and our customers.
- Continue working with other city departments to simplify the overall permitting process.
- Continue working with other 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.

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 our electronic permit and plan submittal software.

Building Division Objectives - Fiscal Year 2018

- Continue to be an industry leader in quality, service and value.

- Reduce the barriers to employment entry while maintaining an adequate level of qualified staff to handle our current and projected workload.
- Build a diverse workforce in both experience and education without sacrificing our work quality, service and minimum performance standards.
- Monitor and adjust division staffing levels (up or down) as required by current building division building permit activity and workload.
- Implement and fine tune new technology upgrades to improve customer service and staff efficiency.
- Evaluate and adjust the Division operational budget to eliminate any unnecessary spending but ensure funding for all of the necessary/required Division expenditures.

### Budget Highlights:

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

### Accomplishments:

## Department: BUILDING INSPECTION

Activity: Public Safety

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Anticipated for FY17: Work to accomplish Department's major objectives throughout the year.

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

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: BUILDING INSPECTION

Activity: Public Safety

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$1,314,823	\$1,441,924	\$1,565,957	\$124,033	8.60%
Operating	\$315,720	\$504,020	\$488,495	(\$15,525)	-3.08%
Capital	\$9,688	\$32,500	\$32,500	\$0	n/a
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$1,640,231</b>	<b>\$1,978,444</b>	<b>\$2,086,952</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
3210 Building Inspection Operations	\$1,640,231	\$1,978,444	\$2,086,952	\$108,508	5.48%
<b>Totals</b>	<b>\$1,640,231</b>	<b>\$1,978,444</b>	<b>\$2,086,952</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
115 Building Inspection Fund	\$1,640,231	\$1,978,444	\$2,086,952	\$108,508	5.48%
<b>Totals</b>	<b>\$1,640,231</b>	<b>\$1,978,444</b>	<b>\$2,086,952</b>		

# Department: BUILDING INSPECTION

Activity: Public Safety

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM01	Residential Plan Reviews: Within Standard - 2 weeks	75%	80%	95%	85%	85%
PM02	Commerical Plan Reviews: Within Standard - 4 weeks	75%	95%	95%	95%	95%
PM04	Frame Inspections: Within Standard (1 audit/month/employee)	90%	85%	90%	85%	80%
PM05	Commercial Plan Checks: Within Standard (1 audit/month/employee)	90%	95%	95%	95%	90%
PM06	Residential Plan Checks: Within Standard (1 audit/month/employee)	90%	98%	95%	98%	85%
PM07	Final Inspections: Within Standard (1 audit/month/employee)	90%	90%	95%	90%	90%
Efficiency Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM11	Average Daily Inspections per Inspector	15	32.56%	24.25	Depends on staffing	30
Workload Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
STAFF TO SUPPORT WORKLOAD		FTE	14.50	18.5	18.5	19.5
WL01	Commercial Permits: Number		1560	1628	1200	1600
WL02	Commercial Permits Valuation		\$98.02 M	\$164.47 M	\$65 M	\$150 M
WL03	Residential Permits: Number		2836	3937	3500	3500
WL04	Residential Permits Valuation		\$191.97 M	\$199.68 M	\$130 M	\$190 M
WL05	New Permits: Single Family Dwellings		313	270	250	225
WL06	New Permits: Multi-Unit Dwellings		441	661	425	450

# Department: PARKING

Activity: Public Safety

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## **PROGRAM INFORMATION**

### **Program Description:**

Effective July 1, 2013 the Parking Enterprise Fund, under the authority of the Bozeman Parking Commission (BPC), now consists of the entire city of Bozeman and not just the Downtown Parking, the MSU Residential Parking District, and the High School Residential Parking District. Additional jurisdiction of the BPC includes Bridger Park Downtown, and the City's 435-space parking garage. The Assistant City Manager directly supervises the administrative responsibilities of the City's parking manager, who, in turn, oversees the Parking Enforcement staff (4.0 FTE). The Parking Clerk is not supervised or evaluated by the Parking Manager, but rather by the City Treasurer. There are four primary 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.

### **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 P014: Parking Garage Crack Maintenance and Repair, \$5000; CIP Item P020: Parking Enforcement Vehicle Leases, \$10,000; CIP Item P022: Parking Garage and Citation Equipment, \$250,000; CIP Item P023: \$25,000.

### **Accomplishments:**

In FY 18, the Parking Services Division, in coordination with the Bozeman Parking Commission, will continue with momentum building projects that implement the 2016 Strategic Parking Management Plan, while further enhancing the accessibility and safety of public parking in our community. As part of these efforts, the Parking Services Division will be exploring new methods to grow and diversify its revenue sources, and the strategic deployment of parking resources to facilitate economic prosperity. In addition, critical facility updates are planned at the Bridger Park Downtown Garage. Utilizing industry best practices, the Parking Services Division and Bozeman Parking Commission will identify and act upon opportunities to improve the effectiveness of our policy and operation decisions.

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

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: PARKING

Activity: Public Safety

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$270,630	\$316,951	\$342,633	\$25,682	8.10%
Operating	\$560,086	\$359,097	\$365,597	\$6,500	1.81%
Capital	\$24,038	\$175,000	\$260,000	\$85,000	48.57%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$854,754</b>	<b>\$851,048</b>	<b>\$968,230</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
3310 Parking Administration	\$233,023	\$380,337	\$509,359	\$129,022	33.92%
3320 Parking Operations/Enforcement	\$185,922	\$260,794	\$261,849	\$1,055	0.40%
3330 Parking Garage Operations	\$435,809	\$209,917	\$197,022	(\$12,895)	-6.14%
<b>Totals</b>	<b>\$854,754</b>	<b>\$851,048</b>	<b>\$968,230</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
650 Parking Enterprise Fund	\$854,754	\$851,048	\$968,230	\$117,182	13.77%
<b>Totals</b>	<b>\$854,754</b>	<b>\$851,048</b>	<b>\$968,230</b>		

# Department: PARKING

Activity: Public Safety

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Workload Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	6.00	6.00	6.00	6.38
WL01	Courtesy Citations Written (no charge)		2,500	2,000	2,500	0
WL02	Parking Lots: Spaces Managed & Maintained		160	117	117	117
WL03	Parking Lots: Managed & Maintained		4	4	4	4
WL04	Parking Garages: Number Managed & Maintained	<b>1 Downtown Garage</b>	1	1	1	1
WL06	Total Citations Written		12,000	11,000	11,000	16,000

# 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:

- CIP GIS04 Aerial Photography - \$85,000
- CIP GIS05 LIDAR - \$75,000
- CIP GIS06 GPS System Replacement - \$17,500
- Geometric Networks (i.e., data model) for Water & Wastewater - \$80,571
- System Hardware Changes/Upgrades - \$35,495
- ESRI Enterprise Advantage Support Program - \$27,667

### Accomplishments:

Anticipated for FY18: ESRI/Cityworks Upgrades, Cityworks for Vehicle Maintenance, Sungard Data Integration, Geocortex Web Mapping Application Redevelopment (x11), Hydraulic Model Cleanup, Capital Planning Process Improvements, Increased Quality Control for Field Data Collection, Open Data Portal for Public Downloads

### Adopted Work Plan Items:

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: PUBLIC WORKS ADMINISTRATION

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$794,844	\$962,034	\$938,493	(\$23,541)	-2.45%
Operating	\$488,237	\$548,315	\$563,080	\$14,765	2.69%
Capital	\$59,708	\$81,400	\$203,900	\$122,500	150.49%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$1,342,789</b>	<b>\$1,591,749</b>	<b>\$1,705,473</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
4010 Public Services Administration	\$216,634	\$247,792	\$241,167	(\$6,625)	-2.67%
4020 Engineering	\$421,966	\$633,217	\$563,696	(\$69,521)	-10.98%
4025 GIS	\$572,977	\$710,740	\$900,610	\$189,870	26.71%
4030 Snow Removal Enforcement	\$35,973	\$0	\$0	\$0	n/a
4040 Weed Cutting Enforcement	\$7,735	\$0	\$0	\$0	n/a
4070 Other Financing	\$87,504	\$0			100.00%
<b>Totals</b>	<b>\$1,342,789</b>	<b>\$1,591,749</b>	<b>\$1,705,473</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
010 General Fund	\$0	\$0	\$0	\$0	n/a
562 #713		\$0	\$0	\$0	n/a
600 Water	\$1,342,789	\$1,591,749	\$1,705,473	\$113,724	7.14%
<b>Totals</b>	<b>\$1,342,789</b>	<b>\$1,591,749</b>	<b>\$1,705,473</b>		

# Department: PUBLIC WORKS ADMINISTRATION

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM01	GIS: Overall Customer Satisfaction Rating (based on annual customer survey)	90%	95%	95%	95%	90%
Efficiency Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM02	GIS: GIS map/data requests processed within one week that have no custom development requirements	95%	100%	100%	100%	100%
Workload Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
STAFF TO SUPPORT WORKLOAD		FTE	10.25	10.25	11.50	11.5
WL01	GIS: Number of Work Orders Completed		11,572	19,500	25,000	
WL02	GIS: Number of Asset Types		57	120	130	150
WL03	GIS: Number of Inspection Templates		53	55	75	
WL04	GIS: Website Visits		19,877	20,871	21,915	N/A
WL05	GIS: Number of Work Order Templates		375	715	750	850
WL06	GIS: Number of Inspections Completed		2,269	3,900	5,500	
WL07	GIS: Number of Cityworks Users		53	72	85	86
WL08	GIS: Number of Cityworks Domains		4	7	9	10
WL09	Private Water Projects - Lineal Feet (Calendar Year)		58,579	43,149	61,507	44,443
WL10	Private Sewer Projects - Lineal Feet (Calendar Year)		41,914	30,530	30,000	31,445
WL11	Public Water Projects - Lineal Feet (Calendar Year)		10,553	14,137	7,620	14,561
WL12	Public Sewer Projects - Lineal Feet (Calendar Year)		1,807	12,684	1,900	13,064

# Department: PUBLIC WORKS ADMINISTRATION

Activity: Public Service

WL13	Private Street Projects - Lineal Feet (Calendar Year)	12,750	33,260	Unknown	12,600
WL15	Public Street Projects - Lineal Feet (Calendar Year)	0	6,600	7540	8,450
WL16	Public Stormwater Projects - Lineal Feet (Calendar Year)	10,380	10,266	10,900	10,574
WL17	Misc. Curbscut/Sidewalk Permits Issued	31	22	33	27
WL18	Sign Change Requests Processed	28	19	26	23
WL19	Encroachment Permits Processed	50	51	55	60
WL20	Street Cut Permits Processed	56	37	59	47
WL21	Flood Plain Permits Processed	5	7	6	7
WL22	Engineering Service Contracts	4	11	4	12
WL23	Street/Transportation/Misc Service Contracts	4	9	4	9
WL24	Landfill Service Contracts	2	2	2	
WL25	Planning Reviews - Zoning and Subdivision	120	162	126	

# Department: STREETS

Activity: Public Service

## PROGRAM INFORMATION

### Program Description:

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

### Major Objectives:

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

### Budget Highlights:

- STR71-18: Street Maintenance Mill & Overlay (\$967,600) • STR72-18: Street Maintenance Chip Seal (\$185,300) • STR20: Annual Bike Path Improvements (\$25,000) • STR22: Grader Lease (\$40,000) • STR30: Annual Median & Boulevard Maintenance (\$55,000) • STR34: Sweepers (\$100,000) • STR38: Mini Loader (\$90,000) • STR40: Dump Truck with Plow & Sander (\$180,000) • STR49: Sanders (\$16,000) • STR50: Plows (\$10,000) • STR56: Tack Oil Distribution Unit (\$90,000) • STR58: Tandem Axle Dump Truck with Plow & Sander (\$230,000) • STR62: Replace #2751 – Water Truck (\$160,000) • STR64: Steel Drum Roller & Trailer (\$120,000) • STR68: Rectangular Rapid Flashing Beacon (\$10,000) • SIF001: Annual Right of Way Acquisition (\$250,000) • SIF036: Cottonwood (Babcock to Durston) – Construction (\$1,278,000) • SIF039: Ferguson & Durston (Intersection) – Construction (\$1,804,976) • SIF046: Oak (New Holland to Ferguson) – Construction (\$1,400,000) • SIF061: Oak & Ferguson (Intersection) – Signal Construction (\$1,076,265) • SIF074: Oak & Davis (Intersection) – Roundabout Construction (\$1,409,206) • SIF080: Ferguson (Baxter to Oak) – Construction (\$333,333) • SIF102: S 11th Ave (Kagy Blvd to Graf St Extension) – Construction (\$1,600,000) • SIF104: Cottonwood & Babcock (Intersection) – Signal Construction (\$1,148,269) • SIF106: Transportation Demand Management Contract (\$50,000) • SIF112: Highland & Main Intersection Improvements (\$120,000) • SIF122: Babcock & Ferguson (Intersection) – Construction (\$800,000) • SIF130: Kagy (19th to Willson) Interim Improvements (\$500,000) • SIF131: S 3rd & Graf – Signal Design (\$150,000) • SIF133: Griffin Corridor Design (\$250,000) •

### Accomplishments:

Anticipated for FY18: • Complete all CIP improvements. • Implement updated Transportation Plan. • Facilitate street reconstruction projects identified in the adopted work plan.

### Adopted Work Plan Items:

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal

Department: **STREETS**

Activity: Public Service

Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: STREETS

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$1,307,536	\$1,410,250	\$1,563,694	\$153,444	10.88%
Operating	\$2,532,873	\$2,586,066	\$2,448,271	(\$137,795)	-5.33%
Capital	\$6,203,277	\$9,455,351	\$20,221,669	\$10,766,318	113.86%
Debt Service	\$188,888	\$184,822	\$295,207	\$110,385	59.73%
Transfers	\$1,472,935	\$629,900	\$731,900	\$102,000	16.19%
<b>Totals</b>	<b>\$11,705,509</b>	<b>\$14,266,389</b>	<b>\$25,260,741</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
4110 Street Operations	\$3,498,741	\$9,176,340	\$16,708,404	\$7,532,064	82.08%
4120 Street Maintenance	\$421,939	\$694,500	\$960,500	\$266,000	38.30%
4130 Street Construction	\$6,605,417	\$3,400,051	\$6,680,396	\$3,280,345	96.48%
4150 Street Lighting	\$661,708	\$499,133	\$499,133	\$0	n/a
4171 Traffic Signs & Markers	\$517,704	\$496,365	\$412,308	(\$84,057)	-16.93%
<b>Totals</b>	<b>\$11,705,509</b>	<b>\$14,266,389</b>	<b>\$25,260,741</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
010 General Fund	\$146,564	\$122,331	\$122,331	\$0	n/a
108 Community Transportation Fund	\$154,630	\$0	\$0	\$0	n/a
110 Gas Tax Fund	\$421,939	\$694,500	\$960,500	\$266,000	38.30%
111 Street Maintenance Fund	\$4,847,652	\$5,169,575	\$5,925,008	\$755,433	14.61%
114 Street Impact Fees	\$4,452,729	\$5,170,475	\$11,965,049	\$6,794,574	131.41%
124 Bozeman Area Bike Board		\$0	\$0	\$0	n/a
141 Street Arterial Construction	\$395	\$1,030,000	\$3,668,345	\$2,638,345	256.15%

# Department: STREETS

Activity: Public Service

146	Lighting Districts	\$457,820	\$441,133	\$441,133	\$0	n/a
500	Construction Funds	\$1,223,780	\$1,638,375	\$2,178,375	\$540,000	32.96%
502	Story Street Reconstruction		\$0	\$0	\$0	n/a
<b>Totals</b>		<b>\$11,705,509</b>	<b>\$14,266,389</b>	<b>\$25,260,741</b>		

# Department: STREETS

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM01	Potholes: Number Inventoried	Varies	957	1057	850	900
PM02	Potholes Repaired	2000	2431	7333	2000	6500
PM09	Residential Street Plowing within 7 days	100%	60%	70%	90%	100%
Efficiency Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
	Crack Sealing: Miles of Streets Crack Sealed	3	3	5.9	3.5	5.0
PM21	Curb Miles of Streets Swept per Day	35-40 miles	40	40	45	40
PM22	Streets Plowed & Sanded: Miles plowed/hr, Arterials and Collectors	14 lane-miles/	15	14	14	14
Workload Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
	STAFF TO SUPPORT WORKLOAD- Streets	FTE	18.85	18.85	19.85	21.85
WL01	Street Mileage		253	202.6	274	208
WL02	Curb Replaced: Lineal Feet		0	4519	4170	5000
WL03	Pedestrian Ramps Installed		35	71	39	80
WL04	Miles Chip Sealed		0	6.6	6.7	4.3
WL05	Miles Paved (Includes Asphalt Mill and Overlay)		1.05	2.72	1.8	2.3
WL06	Miles of Gravel Streets		1	1	1	1
WL08	Crack Sealer Used: Pounds	5000	5,000	7750	6000	8000
WL10	Signs replaced by Retro Reflectivity testing		600	300	600	350
WL11	Lane Miles Painted		49.2	51	50	52

# Department: STREETS

Activity: Public Service

WL13	Crosswalks Painted		115	150	150	150
WL14	Crosswalks Hot Tape Applied		18	15	34	15
WL15	Miles of Yellow Curb Painted		30	35	40	35
WL18	Miles of Streets Swept		12,500	3,300	4,000	2,500
WL19	Signal Lights Maintained, City, County, State		79	79	81	81
WL20	Flashing Lights Maintained		17	22		25
WL21	Dead Animals Picked Up		30	18	30	20
WL22	Leaves Collected During Fall Cleanup -Tons	3.5	4.52	907	4	950
WL23	Frequency of Residential Streets Swept per Year	4	3	2	5	3
WL24	Street Closures for Special Events	30	28	27	30	30
WL27	Signal Repairs	Varies	250	43	200	40
WL28	Number of Luminaires maintained by the City	As Accepted b City	383	394	470	400
WL29	Number of Luminaire Reparis	Varies	426	50	600	50
WL30	Overall Pavement Index (PCI)	80+	80	80	85	84

# Department: STORM WATER

Activity: Public Service

## **PROGRAM INFORMATION**

### **Program Description:**

The Montana Department of Environmental Quality (MDEQ) and U.S. Environmental Protection Agency (USEPA) are increasingly requiring cities across the country to mitigate the impact of urban stormwater runoff through more stringent discharge permit regulations, court order consent decrees, and penalties. In addition, cities are dealing with old and degraded stormwater infrastructure that has received minor attention in the past, resulting in a significant need for capital investment. Fortunately, in 2015 the City Commission proactively directed staff to develop a comprehensive Stormwater Division to address local infrastructure, programmatic, and environmental non-compliance deficiencies, including a new rate model and implementation of an enhanced level-of-service. Since that time, Staff has allocated collected revenue to hire personnel, purchase equipment, establish level of service goals, and build workflows capable of meeting current and future City needs. The Stormwater Division has three primary objectives: (1) Manage stormwater infrastructure through maintenance, improvement, and repair activities to ensure the adequate control and conveyance of urban stormwater runoff, reducing the City's liability associated with flooding, (2) Protect and improve waterway health through educational initiatives, enforcement, and treatment infrastructure projects to safeguard the public, environment, and local waterways from pollution originating from the City's urban landscape, active construction sites, municipal operations, and illicit discharge events, and (3) Comply with MDEQ and USEPA environmental regulations through workflow development and strategic resource allocation to reduce the City's probability of enforcement penalties due to insufficient pollutant control programs and reduction measures.

### **Major Objectives:**

(1) Maintain 20% of the City's infrastructure network, including manholes, inlets, and underground pipes. (2) Inspect 20% or 89 of the City's active construction sites. (3) Complete 100% of the Division's planned capital projects, totaling \$650,000 of investment, seven individual projects, and treatment of 332 urban acres. (4) Collect and dispose of 173 tons of sediment through the operation of the Division that would have otherwise dumped into local waterways. (5) Inspect 20% or 90 HOA-owned stormwater ponds. (6) Respond and resolve 100% of reported pollution events (19 in 2016). (7) Develop a Stormwater Quality Sampling and Analysis Program that is compliant with stormwater discharge permit regulations and capable of determining the effectiveness of the Division's infrastructure investments, programs, and planning efforts.

### **Budget Highlights:**

(1) Addition of a Stormwater Quality Specialist Full Time Employee. (2) Construction of four stormwater mechanical separation units totaling \$300,00 (intersections of Main and 3rd, Main and Grand, Main and Willson, and Main and Tracy). (3) Installation of 100' of boulevard bio-retention stormwater treatment totaling \$25,000. (4) Various pipe repairs and replacements totaling \$105,000. (5) Inlet Replacement (Old CTEP) totaling \$100,000.

### **Accomplishments:**

(1) Developed an impervious area based utility rate model that collects and allocates \$1.2 million annually. The Division added 1,915 ERUs in 2016, equating to ~\$75,000 of additional revenue. (2) Implemented a new Division with nine subprograms to comply with environmental regulations, improve infrastructure management, and restore waterway health. (3) Allocated significant staff time and resources from six public partners to negotiate the fundamental principles of and reduce the workload required to comply with the City's new Stormwater Discharge Permit effective January 1, 2017, to December 31, 2021. (4) Completed 12 infrastructure projects, including the replacement of over one mile of pipe and installation of nine treatment units encompassing 175 urban drainage acres that previously discharged stormwater directly into waterways. (5) Conducted 65 construction-site, pollution event, and HOA pond inspections, successfully bringing 99% of offenders back into compliance using education-based strategies, not penalties or legal action requiring assistance from the City Attorney's Office. (6) Provided technical training for 233 contractors, HOA representatives, engineers, and internal crews on various new stormwater-related processes, workflows, and requirements. (7) Removed 130 tons of sediment and other pollutants from 20% of the City's stormwater infrastructure network, including manholes, inlets, treatment units, and pipes.

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

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: STORM WATER

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$225,671	\$376,433	\$451,548	\$75,115	19.95%
Operating	\$222,594	\$240,715	\$161,466	(\$79,249)	-32.92%
Capital	\$80,035	\$550,000	\$650,000	\$100,000	18.18%
Debt Service	\$163,196	\$225,346	\$225,346	\$0	n/a
Transfers	\$1,330,614	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$2,022,110</b>	<b>\$1,392,494</b>	<b>\$1,488,360</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
4510 Admin, Enforc. + Mapping	\$1,923,887	\$602,350	\$708,239	\$105,889	17.58%
4520 Operations and Mtc	\$63,514	\$185,144	\$200,121	\$14,977	8.09%
4530 Construction	\$34,709	\$605,000	\$580,000	(\$25,000)	-4.13%
<b>Totals</b>	<b>\$2,022,110</b>	<b>\$1,392,494</b>	<b>\$1,488,360</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
670 Storm Water Fund	\$2,022,110	\$1,392,494	\$1,488,360	\$95,866	6.88%
<b>Totals</b>	<b>\$2,022,110</b>	<b>\$1,392,494</b>	<b>\$1,488,360</b>		

# Department: STORM WATER

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM01	Tons of sediment prevented from entering local waterways through system maintenance	1,000	0	130	4,000	173
PM02	Percentage of planned system enhancement capital improvement projects completed per year	100%	0	100	100	100
PM03	Number of construction site violations issued		0	20	30	45
PM04	Number of structural failures per 10 miles of underground stormwater main (process being developed, data not available for FY16)		0	0	0	
Workload Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
STAFF TO SUPPORT WORKLOAD		FTE	1.00	6.25	6.5	7.5
WL01	Number of stormwater inlets cleaned	25%	2789	492	650	547
WL02	Miles of underground stormwater main flushed	25%	0.5	17.5	18.6	15.2
WL03	Miles of streets swept	2,000	0	5,013	3500	5,000
WL04	Acres of city improved through completion of system enhancement projects	100	1.8	118	191	342
WL05	Number of construction site compliance inspections conducted	50%	0	39	30	89
WL06	Number of pollution events responded to and resolved		2	19	10	20
WL07	Number of feet of stormwater underground main added to system		13,397	25,162	13,397	25,162

# Department: WATER TREATMENT PLANT (WTP)

Activity: Public Service

## PROGRAM INFORMATION

### Program Description:

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

### Major Objectives:

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

### Budget Highlights:

• Complete construction of the FY16 Project - 5.3 MG Water Tank, Addition of 1.0 FTE Water Plant Operator

### Accomplishments:

Anticipated accomplishments for FY17: Build the 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:

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: WATER TREATMENT PLANT (WTP)

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$881,757	\$909,050	\$988,753	\$79,703	8.77%
Operating	\$2,573,571	\$2,147,776	\$2,482,136	\$334,360	15.57%
Capital	\$567,025	\$235,000	\$680,000	\$445,000	189.36%
Debt Service	\$1,313,010	\$1,313,010	\$1,313,010	\$0	n/a
Transfers	\$1,732,750	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$7,068,113</b>	<b>\$4,604,836</b>	<b>\$5,463,899</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
4610 Water Plant Operations	\$2,251,504	\$4,175,368	\$4,475,565	\$300,197	7.19%
4620 Water Plant Construction	\$4,528,359	\$0	\$400,000	\$400,000	100.00%
4640 Water Conservation	\$288,250	\$429,468	\$588,334	\$158,866	36.99%
<b>Totals</b>	<b>\$7,068,113</b>	<b>\$4,604,836</b>	<b>\$5,463,899</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
600 Water Fund	\$2,653,983	\$4,604,836	\$5,063,899	\$459,063	9.97%
601 Water Plant Construction	\$2,440,873	\$0	\$0	\$0	n/a
602 Sourdough Tank Construction	\$208,925	\$0	\$0	\$0	n/a
610 Water Impact Fees	\$1,764,332		\$400,000		
<b>Totals</b>	<b>\$7,068,113</b>	<b>\$4,604,836</b>	<b>\$5,463,899</b>		

# Department: WATER TREATMENT PLANT (WTP)

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM01	Water Use GPCD (gallons per person (pp) per day)	Trend over time year to year	7.2% decline	-2.2% pp	Decline	-3.3% pp
PM01	Adequate Tank Reserves (40%): Drinking & Fire Fighting Water	100%	100%	100%	100%	
PM02	Fluoride Levels: Up to the EPA limit of 0.70 PPM Daily Average	100%	100%	100%	100%	
PM03	Maintain Chlorine Residual According to EPA Requirements for Inactivate Giardia Cysts	100%	100%	100%	100%	
PM04	Optimize Water Quality by Maintaining Lowest Possible WTP Effluent NTU: State Requirement < 0.15 NTU	100%	100%	100%	100%	
PM05	Optimize Water Quality by Maintaining Lowest Possible WTP Effluent NTU: WTP daily average, Goal = < 0.05	98%	100%	100%	100%	
PM06	Optimize Water Quality by Maintaining Lowest Possible WTP Effluent NTU: WTP High Daily Individual Membrane Rack, Goal = < 0.05	98%	100%	100%	100%	
PM07	Repair & Maintenance: Unscheduled Completed within 2 weeks	100%	100%	100%	100%	
PM08	Repair & Maintenance: Scheduled Completed within 7 days	95%	100%	100%	100%	
PM09	Operator Certification: 10 Hours of Annual Training	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%	
Efficiency Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM11	Price per Million Gallons of Water Treated Annually (driven by weather)		\$1,054	\$1,054	1,054	
PM12	Plant Capacity Per Day	15M gallons	25.7 M	25.7 M	25.7 M	
PM13	Maximum Water Demand Per Day	Gallons	13 M	14 M	14 M	
PM14	Average Water Demand per Day	Gallons	5.7 M	5.8 M	5.8 M	

# Department: WATER TREATMENT PLANT (WTP)

Activity: Public Service

PM15	Annual Water Demand	Billion gallons	2,000 M	2,200 M	2,200 M	
<b>Workload Measures</b>		<b>Standard</b>	<b>FY15 Actual</b>	<b>FY16 Actual</b>	<b>FY17 Approved</b>	<b>FY18 CM Rec</b>
	<b>STAFF TO SUPPORT WORKLOAD</b>	<b>FTE</b>	10.50	10.50	10.5	11.5
WL01	Plant Operation	Avg Hrs/Day	24	24	24	
WL02	Laboratory Analysis & Collection	Avg Hrs/Day	9	9	8	
WL03	Monitor Water Quality: Sourdough & Lyman Creek WTP's.	Avg Hrs/Day	24	24	24	
WL04	Diversion & Reservoir Monitoring	Avg Hrs/Day	3	5	4	

# Department: WATER OPERATIONS

Activity: Public Service

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## **PROGRAM INFORMATION**

### **Program Description:**

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

### **Major Objectives:**

• Maintain and locate the City's water distribution system including mains, fire hydrants, valves, meters, raw water transmission mains, and pressure reducing valves and vaults. • Repair and replace water infrastructure as needed: lead service lines, 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 35% 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 W04-W18 - Water pipe replacement program - \$1,200,000; • CIP item W03 - Engineering design for rehab - \$22,500; CIP Item W74 Pear St Booster Station upgrade - \$547,000; CIP Item W75 Lead Service Line Replacement - \$200,000; CIP Item WIF 39 Sourdough Transmission Main Ph 1 - \$310,000

### **Accomplishments:**

Anticipated for FY18: • Increased replacement of water distribution system pipes including lead service lines, which significantly enhances maintenance of the water distribution system. • Continued Use of seven fixed base water meter receivers at Kenyon Dr. Water Tank, City Shops, 911 center, Laurel Glen Annex , Solid Waste office, Nelson Story Tower MSU and Loyal Gardens Lift Station.

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

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: WATER OPERATIONS

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$1,149,214	\$1,019,398	\$1,151,982	\$132,584	13.01%
Operating	\$3,242,130	\$1,787,441	\$1,721,601	(\$65,840)	-3.68%
Capital	\$899,931	\$2,979,751	\$5,114,500	\$2,134,749	71.64%
Debt Service	\$1,002,583	\$600,000	\$600,000	\$0	n/a
<b>Totals</b>	<b>\$6,293,858</b>	<b>\$6,386,590</b>	<b>\$8,588,083</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
5010 Water Operations	\$2,437,683	\$2,410,468	\$4,957,671	\$2,547,203	105.67%
5020 Utility Locates	\$6,991	\$7,450	\$10,450	\$3,000	40.27%
5030 Water Services	\$33,363	\$35,000	\$45,000	\$10,000	28.57%
5040 Water Construction	\$3,185,173	\$3,288,250	\$2,879,500	(\$408,750)	-12.43%
5050 Reservoirs	\$46,932	\$0	\$0	\$0	n/a
5060 Meter Reading	\$514,120	\$527,922	\$577,962	\$50,040	9.48%
5070 Hydrants	\$37,243	\$80,000	\$80,000	\$0	n/a
5080 Water Valves	\$18,306	\$17,500	\$17,500	\$0	n/a
5090 Main Repairs	\$14,047	\$20,000	\$20,000	\$0	n/a
<b>Totals</b>	<b>\$6,293,858</b>	<b>\$6,386,590</b>	<b>\$8,588,083</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
600 Water Fund	\$5,895,202	\$4,270,840	\$5,198,083	\$927,243	21.71%
610 Water Impact Fees	\$398,656	\$2,115,750	\$3,390,000	\$1,274,250	60.23%
<b>Totals</b>	<b>\$6,293,858</b>	<b>\$6,386,590</b>	<b>\$8,588,083</b>		

# Department: WATER OPERATIONS

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM01	Water Main Breaks/Leaks 100 Miles of Pipe	31.0	1.5	2.2	5	3
PM02	Operate 50% of 4,485 Water Valves/Year	50%	50%	35%	50%	25%
PM03	Flush 30% of 2,527 Fire Hydrants/Year	30%	21%	25%	30%	25%
PM04	Disruption of Water Service/1,000 Accounts	hrs = 1.43	7	.75	7	
PM04	Disruption of Water Service/1,000 Accounts	>12 hrs = .08	0.2	0.06	0.04	
PM05	Backflow Assembly Testing Voluntary Compliance		51%	49.9%	75%	70%
PM06	New Water Service Inspections with 4 hr Response	90%	100%	100%	100%	100%
Workload Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
STAFF TO SUPPORT WORKLOAD		FTE	13.45	14.45	14.45	14.45
WL01	New Service Main Taps		70	50	50%	55
WL02	Renew Water Service Lines		6	11	15	30
WL03	Meter Replacement/Repair		1006	978	1500	1100
WL04	Valve Operation		829	1,601	2,300	
WL05	One-Call Location Requests		5,472	5,928	5,100	6,050
WL06	Fire Hydrant Flush		21.7	30%	30%	
WL07	Hydrant Replacement		2	6	2	5
WL08	New Water Service Line Inspections		420	424	400	425
WL09	Water Main Repairs		5	7	6	7

# Department: WATER OPERATIONS

Activity: Public Service

WL10	Fire Hydrant Repairs	23	17	50	20
WL11	Water Main Valves Replaced/Repaired	10	11	15	10
WL12	Water Main Valve Box Repairs	20	7	25	25
WL13	Water Service Line Repairs	13	36	30	35
WL14	Curb Box Repairs	28	34	30	30
WL15	Water Main Breaks	5	6	6	5
WL16	Commercial Cross Connection Survey	0	20	30	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.
- Televisize 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 and vaporooter chemical program.
- Repair breakdowns in mains.
- Rebuild/replace manholes as needed.
- Televisize 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 WW08-18 - Wastewater pipe replacement - \$1,000,000; • CIP item WW07 – Engineering project design

### **Accomplishments:**

Anticipated for FY18: •Increased replacement of wastewater collection system pipes, significantly enhancing maintenance of the wastewater collection system. Implementation of the vaporooter project which will reduce tree root growth in the sewer mains and sewer main backups associated with tree roots.

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

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: WASTEWATER OPERATIONS

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$902,080	\$807,076	\$896,519	\$89,443	11.08%
Operating	\$2,172,901	\$1,122,623	\$1,149,713	\$27,090	2.41%
Capital	\$118,271	\$4,931,250	\$2,462,500	(\$2,468,750)	-50.06%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$295,114	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$3,488,366</b>	<b>\$6,860,949</b>	<b>\$4,508,732</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
5210 Wastewater Operations	\$2,030,007	\$2,488,200	\$3,431,232	\$943,032	37.90%
5220 Utility Locates	\$5,902	\$4,900	\$7,900	\$3,000	61.22%
5230 Wastewater Services	\$3,160	\$5,000	\$5,000	\$0	n/a
5240 Wastewater Construction	\$1,432,751	\$4,322,749	\$1,022,500	(\$3,300,249)	-76.35%
5250 Manholes	\$5,315	\$25,000	\$25,000	\$0	n/a
5260 Televising	\$6,920	\$10,100	\$12,100	\$2,000	19.80%
5280 Main Repairs	\$4,311	\$5,000	\$5,000	\$0	n/a
<b>Totals</b>	<b>\$3,488,366</b>	<b>\$6,860,949</b>	<b>\$4,508,732</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
620 Wastewater Fund	\$3,323,529	\$3,510,700	\$3,068,732	(\$441,968)	-12.59%
621 Wastewater EPA Grant	\$100,053	\$0	\$0	\$0	n/a
630 Wastewater Impact Fees	\$64,784	\$3,350,249	\$1,440,000	(\$1,910,249)	-57.02%
<b>Totals</b>	<b>\$3,488,366</b>	<b>\$6,860,949</b>	<b>\$4,508,732</b>		

# Department: WASTEWATER OPERATIONS

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM01	Flush City Mains (trunk lines not included)	Annually	45 miles	60 miles	60 Miles	60 miles
PM02	Root Cut Affected City Mains (do not root cut PVC only root cut in areas with large trees)	Annually	50 miles	47.58 miles	50	50 miles
PM04	Televis Sanitary Sewer Mains	30 Miles	40 miles	25.55 miles	40	35 miles
PM05	Sanitary Sewer Overflow Events per 100 Miles of Main	1.7	0	.14	0	.5
Workload Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
STAFF TO SUPPORT WORKLOAD		FTE	13.30	13.3	14.05	14.05
WL01	Main Line Flushing		90 miles	49.43 miles	65	60 miles
WL03	Main Line Root Cutting		57.36 miles	50 miles	50 miles	
WL04	Main Line Inspection TV		29.16 miles	40 miles	40 miles	
WL06	New Infrastructure TV		8 miles	2.6 miles	5 miles	7 miles
WL07	Sewer Manhole Repairs		5	4	5	3
WL08	Main Line Repairs		4	12	5	20
WL09	New Service Taps		44	20	40	30
WL10	One Call Location Requests		5,472	5,928	5,100	6,050

# Department: WATER RECLAMATION FACILITY

Activity: Public Service

## **PROGRAM INFORMATION**

### **Program Description:**

The Water Reclamation Facility (WRF) budget accounts for the costs associated with the treatment of the City's domestic, commercial, and industrial wastewater. The WRF is an award-winning plant that serves to protect and enhance the water quality of the East Gallatin River. PURPOSE: Ensure strict environmental compliance by discharging thoroughly treated water meeting or surpassing all state and federal environmental standards. Through its beneficial reuse program, the WRF also maintains compliance with EPA Part 503 Bio-solids regulations. All plant bio-solids are thoroughly digested and then dewatered with a screw press. The screw press cake is trucked to the county landfill where it is composted for top soil for use at the landfill. The WRF is now at 100% completion of a significant plant expansion and technology upgrade that will meet the growing demand for waste water services in our community. This plant enhancement has also enabled the facility to begin removing nitrogen and phosphorus compounds as well as conventional pollutants.

### **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 Montana Department of Environmental Quality.
- Maintain the mechanical reliability of the water reclamation facility to ensure uninterrupted operations.
- Optimize the operational performance of each treatment process and maximize removal efficiency.
- Comply with all EPA 503 Bio-solids land application requirements and regulations.
- Minimize unpleasant odors.

### **Budget Highlights:**

- CIP item WW39 - Sandblast & paint old clarifier drives - \$90,000;
- CIP item WW45 - Final clarifier launder covers - \$40,000;
- CIP item WW27 - Watershed Study & Stream Modeling - \$60,000;
- Refuse Disposal - \$114,000;
- CIP item WW45 - Final and Secondary clarifier Launder Covers - \$200,000;
- CIP item WW49 - Roll-off Storage Building Construction & Possible Screw Press Enclosure - \$600,000;
- CIP item WW71 - WRF Facility Master Plan update - \$250,000;
- CIP item WW53 - Positive Displacement Lobe Pumps - \$50,000;
- CIP item WW66 - Odor Control for Old Pretreatment Building - \$40,000.

### **Accomplishments:**

Anticipated for FY18: 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. Get the mounting platforms repaired and mixers in Digesters #1 & 2 replaced. Have Secondary Clarifiers #1 & 2 sandblasted and painted. Get launder covers installed and weirs and baffles replaced on Secondary Clarifiers #1, 2 and 3. Replace Wasting Pumps. Add odor control for the Old Pretreatment Building into the odor control system for pretreatment. Extract more volatile fatty acids from the UFAT system. Get facility update plan done.

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

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: WATER RECLAMATION FACILITY

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$1,213,038	\$1,185,496	\$1,247,402	\$61,906	5.22%
Operating	\$3,321,709	\$2,337,251	\$2,653,900	\$316,649	13.55%
Capital	\$76,972	\$210,000	\$540,000	\$330,000	157.14%
Debt Service	\$1,594,269	\$2,357,459	\$1,704,247	(\$653,212)	-27.71%
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$6,205,988</b>	<b>\$6,090,206</b>	<b>\$6,145,549</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
5610 WRF Operations	\$2,284,559	\$2,665,772	\$3,265,206	\$599,434	22.49%
5620 Laboratory	\$500,088	\$480,126	\$496,716	\$16,590	3.46%
5630 Sludge Injection	\$490,710	\$522,149	\$614,630	\$92,481	17.71%
5640 Pretreatment	\$2,085	\$64,700	\$64,750	\$50	0.08%
5650 WRF Construction	\$2,928,546	\$2,357,459	\$1,704,247	(\$653,212)	-27.71%
<b>Totals</b>	<b>\$6,205,988</b>	<b>\$6,090,206</b>	<b>\$6,145,549</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
620 Wastewater Fund	\$3,379,898	\$5,436,994	\$6,145,549	\$708,555	13.03%
621 EPA Grant	\$262,019	\$0	\$0	\$0	n/a
622 Wastewater Reclamation Facility	\$2,564,071	\$0	\$0	\$0	n/a
630 Wastewater Impact Fees		\$653,212	\$0	(\$653,212)	-100.00%
<b>Totals</b>	<b>\$6,205,988</b>	<b>\$6,090,206</b>	<b>\$6,145,549</b>		

# Department: WATER RECLAMATION FACILITY

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
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%	92%	99.6%	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%	99.4%	99.5%	99%	99%
PM07	% of Total Suspended Solids Removed	85%	98.8%	99%	98%	98%
PM08	% of Chronic Whole Effluent Toxicity Tests Passed on Final Effluent	100%	100%	100%	100%	100%
PM09	Number of Plant Bypasses	0	0	0	0	0
PM10	Meet EPA's Part 503 Biosolids Regulations	100%	100%	100%	100%	100%
Efficiency Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM11	Million Gallons of Wastewater Flow Treated Daily (MGD)	5.78	5.92	6.2	6.5	6.5
PM12	Gallons of Wastewater Flow Treated Annually (MG)	2,110	2,148	2,259	2,300	2,372
PM13	CBOD Plant Loading (lbs/day)	8,580	10,566	10,850	12,000	11,393
PM14	TSS Plant Loading (lbs/day)	7,220	8,393	8,979	10,000	9,428
PM17	Total O&M Dollars per Million Gallons of Wastewater Flow Treated Annually	NA	\$599	\$712	\$900	\$750
PM19	Annual \$\$ per Million Gallons of Wastewater Flow Treated	NA	\$1,554	\$1,300	\$1,600	\$1,400

# Department: WATER RECLAMATION FACILITY

Activity: Public Service

Workload Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	15	14.75	14.75	14.75
WL01	<b>Maintenance: Preventative</b>	<b>Tasks</b>	944	992	1,100	1020
WL02	<b>Maintenance: Corrective</b>	<b>Tasks</b>	92	219	100	325
WL03	<b>Maintenance: Buildings &amp; Grounds (Seasonal)</b>	<b>Tasks</b>	960 hrs	24 events	960 hrs	24 events
WL04	<b>BNR / Nutrient Removal Process Control Tests</b>	<b>Tasks</b>	7,200	7,200	7,200	7,200
WL05	<b>Required MPDES Regulatory Tests</b>	<b>Tasks</b>	6,550	6,550	6,550	6,550
WL06	<b>Calibration of Lab Equipment</b>	<b>Tasks</b>	850	850	850	850
WL07	<b>Population Served</b>		45,000	40,000	65,000	42,000
WL08	<b>Influent Flow (MGD)</b>		4.86	5.009	5.65	5.3
WL11	<b>Biosolids Trucked to Landfill (Metric tons)</b>		221	411	100	450
WL12	<b>Acres Injected (NEEDS TO BE REMOVED)</b>		149 acres	400 acres	100 acres	
WL13	<b>Screw press cake hauled (metric tons)</b>		435 metric tons	411	800	425
WL14	<b>Discharge TN loading</b>		318 (lbs/day)	295 (lbs/day)	325 (lbs/day)	350 (lbs/day)
WL15	<b>Discharge TP loading</b>		11 (lbs/day)	14 (lbs/day)	12 (lbs/day)	20 (lbs/day)

# Department: SOLID WASTE COLLECTION & RECYCLING

Activity: Public Service

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## **PROGRAM INFORMATION**

### **Program Description:**

The Solid Waste Division provides services to the Citizens of Bozeman and protects public health by ensuring residential and commercial wastes are collected, transported, and disposed of in a safe and environmentally responsible manner. The Division encourages recycling by offering a "Pay as you Throw" collection system, which establishes a direct relationship between the amount a customer pays and the size container they have. The Solid Waste Division's recycling program encompasses a wide variety of services to the public for recycling opportunities thereby reducing the volume of solid waste being land filled. These services include:

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

### **Major Objectives:**

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

### **Budget Highlights:**

Addition of 0.5 FTE City Service Worker for bulky item collection, Addition of 0.5 FTE City Service Worker for alley maintenance. \$40,000 to finish repaving interior landfill road, Decrease of \$35,000 in fuel related expenses, Decrease of \$20,000 in repair of equipment expenses, Increase of \$30,000 for garbage disposal costs, Purchase of \$190,000 in totes/dumpsters and roll-offs for new accounts, CIP - \$300,000 for side-load garbage truck, CIP - \$130,000 for storage building, Purchase of \$30,000 in recycling totes for new customers, Recycling markets for co-mingle has greatly improved and led to a decrease in contracted services

### **Accomplishments:**

- Growth of 4.9% in refuse customer accounts;
- Growth of 16.33% in recycling customer accounts, 33% of accounts now have recycling service, increase of 18% in weight of recyclables collected and single stream recycling now collects over 75 tons each month;
- Continued partnership with MSU to expanded recycling opportunities at games and campus housing. Sharing equipment with street department for snow removal – has increased volume of snow they can haul, Implement CleanUp Bozeman program, Implement Route Accounts Management Software (RAMS)

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

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: SOLID WASTE COLLECTION & RECYCLING

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$1,124,071	\$1,140,881	\$1,197,422	\$56,541	4.96%
Operating	\$2,013,436	\$1,879,169	\$2,114,835	\$235,666	12.54%
Capital	\$551,631	\$110,000	\$430,000	\$320,000	290.91%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$3,689,138</b>	<b>\$3,130,050</b>	<b>\$3,742,257</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
5810 Solid Waste Collection	\$3,482,341	\$2,905,751	\$3,551,487	\$645,736	22.22%
5820 Recycling	\$206,797	\$224,299	\$190,770	(\$33,529)	-14.95%
<b>Totals</b>	<b>\$3,689,138</b>	<b>\$3,130,050</b>	<b>\$3,742,257</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
640 Solid Waste Fund	\$3,689,138	\$3,130,050	\$3,742,257	\$612,207	19.56%
<b>Totals</b>	<b>\$3,689,138</b>	<b>\$3,130,050</b>	<b>\$3,742,257</b>		

# Department: SOLID WASTE COLLECTION & RECYCLING

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Workload Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	15.15	15.15	16.15	17.15
WL01	Collection: Residential Accounts		8,369	8,878	9378	9,843
WL02	Collection: Commercial Accounts		265	270	275	300
WL03	Collection: Commercial Cardboard Collected: Tons		633	696	680	640
WL04	Collection: Containers Emptied Weekly		8,940	9,600	10,100	10,816
WL05	Collection: Annual Tonnage		11,457	11,691	12,490	13,600
WL06	Collection: Vehicles		7.5	7.5	7.5	7.5
WL07	Collection: Roll-off Program: Roll-offs Serviced		995	1,200	1,050	1,100
WL08	Collection: Roll-off Trucks		4	4	4	4
WL09	Collection: Rolloff Program: Annual Tonnage		3,094	3,248	3,100	2,430
WL10	Recycling: Total Customers		2,200	2,663	3,300	3,700
WL15	Recycling: Curbside Recycling: Annual Tonnage		561	670	950	730

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 landfill post-closure costs appropriately.

**Budget Highlights:**

**Accomplishments:**

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

**Adopted Work Plan Items:**

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: SOLID WASTE DISPOSAL

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$0	\$0	\$0	\$0	n/a
Operating	\$1,432,713	\$1,103,000	\$353,000	(\$750,000)	-68.00%
Capital	\$156,166	\$0	\$61,417	\$61,417	100.00%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$1,588,879</b>	<b>\$1,103,000</b>	<b>\$414,417</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
5910 Operations	\$1,588,879	\$1,103,000	\$414,417	(\$688,583)	-62.43%
<b>Totals</b>	<b>\$1,588,879</b>	<b>\$1,103,000</b>	<b>\$414,417</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
641 Landfill Closure Costs	\$1,588,879	\$1,103,000	\$414,417	(\$688,583)	-62.43%
<b>Totals</b>	<b>\$1,588,879</b>	<b>\$1,103,000</b>	<b>\$414,417</b>		

Department: SOLID WASTE DISPOSAL

Activity: Public Service

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PERFORMANCE - WORKLOAD INFORMATION

**Department Performance Measures:**

# Department: VEHICLE MAINTENANCE

Activity: Public Service

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## **PROGRAM INFORMATION**

### **Program Description:**

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

### **Major Objectives:**

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

### **Budget Highlights:**

- No CIP purchases or projects budgeted for this year.
- Addition of 1.0 FTE Vehicle Mechanic.

### **Accomplishments:**

- Addition of 1 FTE Light Duty Mechanic to decrease the number repairs contracted out and the reduce the backlog of repairs.
- 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 800 gallons of used antifreeze from residents. 100% increase from previous years.
- 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:**

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: VEHICLE MAINTENANCE

Activity: Public Service

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$389,054	\$411,683	\$480,652	\$68,969	16.75%
Operating	\$761,268	\$773,650	\$757,392	(\$16,258)	-2.10%
Capital	\$22,912	\$63,000	\$0	(\$63,000)	-100.00%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$1,173,234</b>	<b>\$1,248,333</b>	<b>\$1,238,044</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
6010 Vehicle Maintenance Shop	\$1,125,542	\$1,248,333	\$1,238,044	(\$10,289)	-0.82%
6020 Construction	\$47,692	\$0			100.00%
<b>Totals</b>	<b>\$1,173,234</b>	<b>\$1,248,333</b>	<b>\$1,238,044</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
710 Vehicle Maintenance Fund	\$1,173,234	\$1,248,333	\$1,238,044	(\$10,289)	-0.82%
<b>Totals</b>	<b>\$1,173,234</b>	<b>\$1,248,333</b>	<b>\$1,238,044</b>		

# Department: VEHICLE MAINTENANCE

Activity: Public Service

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM03	Returns for Rework	<0.5%	0.2%	0.2%	0.2%	0.2%
PM04	Mechanics Certified	100%	100%	100%	100%	100%
PM09	Fleet Operational Time: Streets Dept	99%	95%	95%	97%	98%
PM10	Fleet Operational Time: Water/Sewer Dept	99%	98%	99%	99%	99%
PM11	Fleet Operational Time: Police Dept	95%	90%	97%	95%	98%
Workload Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
STAFF TO SUPPORT WORKLOAD- Vehicle Maintenance		FTE	6.50	6.5	6.5	7.5

# Department: CEMETERY

Activity: Public Welfare

## PROGRAM INFORMATION

### Program Description:

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

### Major Objectives:

ADMINISTRATIVE • Develop, submit, and administer cemetery budgets in a timely manner. • Maintain computer technology to improve/enhance intra-departmental communication(s). • Create new cemetery blocks and open lots up for sale as demand dictates. • Inform the community through publications, press releases, and advertisements of current policies, procedures, and practices of the Sunset Hills Cemetery. • Continue safety training programs, professional development, and pro-active customer service. • Carry out the Mission and Vision statements of the City of Bozeman. FACILITIES AND GROUNDS MAINTAINENCE • Surviving family, user, taxpayer and City Commission satisfaction with the use, care, and overall appearance of the cemetery grounds and buildings. • Provide an easily accessible, safe, and serene setting for cemetery/gravesite visitation. • Maintain and expand the underground irrigation system as needed to fully utilize all water resources in a conscious manner. • Keep all paved roads clear and open during winter months. • Keep the Highland Boulevard path clear during the winter months • 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:

• Continued collaboration on the design for the Veteran's Cemetery. CIP items for FY 18 include: continuation of the cemetery irrigation project GF 231, a new 80 niche columbarium GF 252 and cemetery mower replacement GF 010.

### Accomplishments:

Anticipated in FY17: • Continued design and development of the Southwestern Montana Veteran's Cemetery. • Continued implementation of growth regulator program in effort to reduce carbon footprint. • Further implementation of the CityWorks asset management program. • Continued collaboration with local farmer and user groups to target invasive weeds within the open undeveloped areas outside of the "formal" cemetery. • On-going collaboration with our water conservation team, in attempting to transition the cemetery off of treated water • Continue to provide the community with a compassionate, caring, and professional service during their time of need.

### Adopted Work Plan Items:

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: CEMETERY

Activity: Public Welfare

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$320,475	\$333,748	\$322,345	(\$11,403)	-3.42%
Operating	\$146,317	\$126,469	\$133,559	\$7,090	5.61%
Capital	\$0	\$0	\$266,000	\$266,000	100.00%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$466,792</b>	<b>\$460,217</b>	<b>\$721,904</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
7210 Cemetery Operations	\$466,792	\$460,217	\$721,904	\$261,687	56.86%
<b>Totals</b>	<b>\$466,792</b>	<b>\$460,217</b>	<b>\$721,904</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
010 General Fund	\$466,792	\$460,217	\$721,904	\$261,687	56.86%
135 Cemetery Special Revenue		\$0	\$0	\$0	n/a
800 Cemetery Perpetual Care		\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$466,792</b>	<b>\$460,217</b>	<b>\$721,904</b>		

# Department: CEMETERY

Activity: Public Welfare

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
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	60%	60%	50%	80%
PM03	Mowing: Formal Cemetery	1/week	80%	80%	80%	80%
PM04	Mowing: Cemetery Trails & Perimeter	2/year	90%	90%	90%	95%
PM05	Fertilize Formal Cemetery	2/year	50%	50%	50%	75%
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%	100%	75%
PM08	Herbicide Application: Undeveloped Area Perimeter	2/year	85%	100%	100%	100%
PM09	Leaf Mulch & Pinecone Removal (weather related)	1x/yr. (in the f	75%	75%	75%	80%
PM10	Weed Eating:	2/year	80%	50%	75%	50%
PM11	Police Grounds (flower & trash removal)	1x/yr (in the f	90%	90%	75%	95%
PM12	Tree & Hedge Maintenance	5 Days/wk	100%	100%	100%	100%
PM13	Response to Complaints & Questions	< 2 Days	100%	100%	100%	100%
PM14	Response to Memorial & Resolution Compliance	< 2 Days	100%	100%	100%	100%
PM15	Plowing: Highland & Park Sidewalks (weather & workload related)	By 10AM	95%	95%	95%	95%
PM16	Plowing: All Roads within the Cemetery (weather & workload related)	By 10AM	90%	90%	90%	95%
PM17	Plowing: Assist Parks with Parking Lots (weather and workload related)	Same day	50%	50%	50%	75%

# Department: CEMETERY

Activity: Public Welfare

Workload Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	5.04	5.04	5.04	5.04
WL01	Burials: Full & Ash		130	130	130	130
WL02	New Block Development		0	0	0	2
WL03	Grave Repairs & Reclamation		25	25	25	30
WL04	Formal Turf Acres: Acres Mowed & Irrigated Weekly		60	60	60	60
WL05	Undeveloped Acres		54	54	54	54
WL06	Miles of Trails		2	2	2	2
WL07	Miles of Trails/Sidewalks to Plow		5	5	5	5
WL08	User Agreements		2	2	2	3
WL09	Volunteer Projects		4	4	4	4
WL10	Parking Lots to Plow- this is addressed below		11	5	11	5
WL11	Herbicide Application: Formal Acres		55	55	55	60
WL12	Herbicide Application: Acres Undeveloped		8	8	8	8
WL13	Restrooms		1	1	1	1
WL14	Parking Lots		2	2	2	2

# Department: PARKS

Activity: Public Welfare

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## **PROGRAM INFORMATION**

### **Program Description:**

The Parks budget unit accounts for the costs of operating, developing, and maintaining City parks and other City property. Section 7-16-4103 MCA authorizes the City to establish parks and playgrounds and provides for methods of financing. The Division develops, maintains, and cares for: park buildings and restrooms; playground equipment; picnic facilities; sports fields; trail systems; natural areas; skating rinks; tennis courts; swimming/boating ponds; and other related equipment and facilities. The Parks Division, along with the Cemetery Division, is responsible for snow removal on the majority of 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 2007.
- 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.
- Continued implementation of the \$15 Million Trails, Open Space, and Parks (TOP) Bond.
- Continue to upgrade park signage for uniformity and less maintenance.

### **Budget Highlights:**

\*Incremental increases within the operational budget are attributable to: Extensive repair of the irrigation system at Enterprise Park, previously maintained by the HOA (deferred maintenance). Increase in linear footage to the snow plowing routes, which included North side of Durston adjacent to Adam Bronken sports complex. CIP items: GF254 -25th street from Oak to Tschache. GF084- restroom upgrade (Tuckerman Park) GF 206- Adam Bronken sidewalk along Cottonwood. GF 194 park entrance signs- moved to operations GF253 turf sweeper.

### **Accomplishments:**

Continue to replace/install park entrance signs. (Adam Bronken, Story Mansion Park, Bozeman Pond Park and Valley Unit Park.) Installation of a 2 to 5 year old playground at Beall Park (spring of 17). Expanded the irrigation system and planted trees at Rose Park. Continued utilization of CityWorks asset management software. Increased plowing capacity with the addition of 2 Toolcat multi-purpose vehicles, shared with Streets. Additional sidewalks include Adam Bronken, along Durston and Bozeman Pond sidewalks and shared use path. Initial installation of Weathermatic hardware and equipment, first steps to central irrigation control systems (CICS). Implementation of a recycling program in city parks.

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

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: PARKS

Activity: Public Welfare

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$820,476	\$907,311	\$848,051	(\$59,260)	-6.53%
Operating	\$605,585	\$692,171	\$735,183	\$43,012	6.21%
Capital	\$1,348,306	\$339,500	\$445,246	\$105,746	31.15%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$2,774,367</b>	<b>\$1,938,982</b>	<b>\$2,028,480</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
7610 Parks Operations	\$2,774,367	\$1,938,982	\$2,028,480	\$89,498	4.62%
<b>Totals</b>	<b>\$2,774,367</b>	<b>\$1,938,982</b>	<b>\$2,028,480</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
010 General Fund	\$1,485,016	\$1,938,982	\$2,028,480	\$89,498	4.62%
128 FWP Management Areas	\$92	\$0	\$0	\$0	n/a
184 Park Improvement Grants	\$41,271	\$0	\$0	\$0	n/a
563 Parks & Open Space Bond	\$1,247,988	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$2,774,367</b>	<b>\$1,938,982</b>	<b>\$2,028,480</b>		

# Department: PARKS

Activity: Public Welfare

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM01	Mowing: Core Parks: May through October	1/week	80%	75%	75%	80%
PM02	Mowing: Sports Fields May through October	2/week	75%	75%	75%	80%
PM03	Mowing: Natural Parks	2/year	95%	95%	95%	95%
PM04	Fertilize: Core Parks	2/year	75%	75%	75%	90%
PM05	Fertilize: Sports Fields	3/year	75%	75%	75%	90%
PM06	Fertilize: Neighborhood Parks	1/year	50%	50%	50%	75%
PM07	Irrigation: Activate all park systems	By May	100%	100%	100%	100%
PM08	Irrigation: Winterize All Park's Systems	By Oct. 31	100%	100%	100%	100%
PM09	Leaf Mulch & Pickup	All Parks	80%	75%	75%	85%
PM10	Playground: Inspection May through October	1/week	100%	100%	100%	100%
PM11	Playground: Repairs	Same Day	90%	90%	90%	90%
PM12	Trails: Inspections	2/month	80%	80%	80%	80%
PM13	Trails: Maintenance	2/year	50%	50%	50%	75%
PM14	Weed Control: Roundup	3/year	40%	50%	50%	50%
PM15	Weed Control: Broadleaf	2/year	50%	50%	50%	75%
PM16	Weed Control: Noxious	2/year	50%	50%	50%	75%
PM17	Weed Eating	2/month	50%	50%	50%	80%
PM18	Garbage Collection	7 days/week	100%	100%	100%	100%

# Department: PARKS

Activity: Public Welfare

PM19	Police All Grounds	5 days/week	25%	25%	25%	50%
PM20	Building Maint & Repairs	Same Day	45%	50%	50%	75%
PM21	Restrooms: Clean & Maintain	7 days/week	100%	100%	100%	100%
PM22	Response to Complaints	Within 2 days	100%	100%	100%	100%
PM23	Plowing: Sidewalks	By 10AM	90%	75%	75%	90%
<b>Workload Measures</b>		<b>Standard</b>	<b>FY15 Actual</b>	<b>FY16 Actual</b>	<b>FY17 Approved</b>	<b>FY18 CM Rec</b>
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	13.51	14.51	14.51	14.51
WL01	Park Reservations: Annual		400	400	400	425
WL02	Formal Turf Acres (irrigated)		126	140	140	140
WL03	Undeveloped and Linear parks * CityWorks data		220	220	220	323
WL04	Miles of Trails CityWorks data		63	63	63	63
WL05	Park Fund Grant Projects		8	02	2	1
WL06	User Agreements		17	d by Recreatio	18	38
WL07	Volunteer Projects		4	4	4	4
WL08	Miles of Sidewalks plowed- 2 additional route – and new park sidewalks		11	16	17	20
WL09	Baseball/Softball Fields		16	16	16	16
WL10	Playgrounds: City Maintained		20	20	20	20
WL11	Playgrounds: HOA Maintained with Park division inspections		18	15	18	20
WL12	Ice Rinks		4	4	4	4
WL13	Weed Spraying: Undeveloped Acres		165	165	165	165

# Department: PARKS

Activity: Public Welfare

WL14	<b>Weed Spraying: Developed Acres</b>	138	140	140	140
WL15	<b>Garbage Collection: Number of Cans</b>	150	160	164	163
WL16	<b>Dog Sanitation Stations (city maintained)</b>	40	44	45	44
WL17	<b>Picnic Tables</b>	127	127	127	129
WL18	<b>Pavilions/Shelters (city maintained)</b>	12	12	12	14
WL19	<b>Restrooms</b>	12	12	12	14
WL20	<b>Parking Lots</b>	14	14	14	15

# Department: FORESTRY

Activity: Public Welfare

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## **PROGRAM INFORMATION**

### **Program Description:**

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

### **Major Objectives:**

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

### **Budget Highlights:**

Addition of 1 FTE Forestry Manager/City Forester. Adoption of 2016 Urban Forest Management Plan and Emerald Ash Borer Course of Action Plan. Creating Bozeman's first Arboretum at Rose Park and the continued development of the landscape and irrigation. Assist in development of new parks and trails.

### **Accomplishments:**

Anticipated for FY18:

- Continued systematic maintenance of public trees on streets, in parks, cemetery, and around public buildings.
- Continued trimming for sidewalk and street clearance, traffic signs, sight triangles.
- Continue cost share and voucher program of 300 trees planted.
- Continue ISA Certified Arborist education and Tree City USA status (23 yrs).
- Provide information to the public on appropriate planting practices, species selection, code requirements related to public and private tree plantings, and the benefits of the urban forest.
- Continue to review landscape plans and oversee tree installations in coordination with Planning and Building Departments.
- Integrate City Works technology into forestry operations.
- Continue Arbor Day activities.
- Work injury free.
- Continue to provide prompt service to citizen requests.
- Promote use of trees in Storm Water management.
- Respond in a safe and effective manner to emergency storm events. Follow Emerald Ash Borer Course of Action Plan by removing and replacing ash trees in very poor condition with an alternative and diverse species selection, and utilize the EAB sampling technique to assist in early detection.

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

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: FORESTRY

Activity: Public Welfare

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$332,221	\$390,966	\$420,950	\$29,984	7.67%
Operating	\$100,887	\$191,253	\$228,987	\$37,734	19.73%
Capital	\$0	\$135,000	\$57,000	(\$78,000)	-57.78%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$433,108</b>	<b>\$717,219</b>	<b>\$706,937</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
7710 Tree Maintenance	\$433,108	\$717,219	\$706,937	(\$10,282)	-1.43%
<b>Totals</b>	<b>\$433,108</b>	<b>\$717,219</b>	<b>\$706,937</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
112 Tree Maintenance Fund	\$433,108	\$717,219	\$706,937	(\$10,282)	-1.43%
<b>Totals</b>	<b>\$433,108</b>	<b>\$717,219</b>	<b>\$706,937</b>		

# Department: FORESTRY

Activity: Public Welfare

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM01	Response to Citizen Requests: Within 2 Days - Assessed & Prioritized	100%	100%	100%	100%	100%
PM02	Response Time: Emergency Calls (1 Hour Target)	100%	100%	100%	100%	100%
PM03	Response to Damage: Within 1 day Assessed & Prioritized	100%	95%	100%	100%	100%
PM04	Survey for Hazardous Tree Situations	Weekly	95%	100%	100%	100%
PM05	Maintain & Update Tree Inventory	Bi-monthly	75%	75%	75%	65%
Workload Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
STAFF TO SUPPORT WORKLOAD		FTE	5.65	5.65	6.65	6.65
STAFF TO SUPPORT WORKLOAD		FTE	3.50	3.50	3.5	3.5
WL01	Trees Trimmed		350	450	500	550
WL02	Trees Removed	Scheduled according to priority.	150	250	250	300
WL03	Trees Planted	Annual	195	205	235	225
WL04	Emergency Storm Damage: Tons		10	10	10	10
WL05	Christmas Trees: Chipped and Composted (Tons)		38	40	40	50
WL06	Cost Share Trees		175	175	175	175
WL07	Tree Vouchers		135	250	225	250
WL08	Miscellaneous/Arbor Day/Tree Spade, etc		20	30	55	45
WL09	Encroachments Addressed: Sidewalk, Sight Triangle, Street Sign obstruction, Parking Lots.		325	445	325	500

Department: **FORESTRY**

Activity: Public Welfare

WL10	Site inspections for tree planting	120	100	100	100
WL11	DRC Reviews	120	140	100	165
WL12	Vandalism	15	18	15	15
WL13	Service Requests	850	875	875	800
WL14	Trees Inventoried	1,500	2500	1,500	1500

# Department: LIBRARY

Activity: Public Welfare

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## **PROGRAM INFORMATION**

### **Program Description:**

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

### **Major Objectives:**

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

### **Budget Highlights:**

The Library Foundation is gifting the City's first Bookmobile – with anticipated delivery in summer 2017 (CIP-LIB21 Bookmobile), and will be fund-raising in order to cover the vehicle operations costs. CIP item, Library Depreciation fund: • LIB12 Pedestrian Access Library Parking Lot. • LIB24 Self-Serve Kiosks (2)

### **Accomplishments:**

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

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

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: LIBRARY

Activity: Public Welfare

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$1,301,701	\$1,523,908	\$1,485,448	(\$38,460)	-2.52%
Operating	\$616,391	\$436,505	\$527,924	\$91,419	20.94%
Capital	\$9,974	\$50,000	\$70,000	\$20,000	40.00%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$2,807	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$1,930,873</b>	<b>\$2,010,413</b>	<b>\$2,083,372</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
7810 Library Operations	\$878,661	\$844,438	\$884,609	\$40,171	4.76%
7820 Technical Services	\$258,104	\$273,052	\$281,495	\$8,443	3.09%
7830 Information Services	\$288,144	\$378,002	\$401,496	\$23,494	6.22%
7840 Children's Services	\$201,004	\$217,986	\$204,568	(\$13,418)	-6.16%
7850 Circulation Services	\$304,960	\$296,935	\$311,204	\$14,269	4.81%
<b>Totals</b>	<b>\$1,930,873</b>	<b>\$2,010,413</b>	<b>\$2,083,372</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
010 General Fund	\$1,688,685	\$1,960,413	\$1,993,372	\$32,959	1.68%
137 Library Special Revenue Fund	\$156,428	\$0	\$0	\$0	n/a
561 Library Depreciation Fund	\$85,760	\$50,000	\$90,000	\$40,000	80.00%
<b>Totals</b>	<b>\$1,930,873</b>	<b>\$2,010,413</b>	<b>\$2,083,372</b>		

# Department: LIBRARY

Activity: Public Welfare

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Efficiency Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM01	Visitors	14,000	16,563	16,872	16,800	16,802
PM02	Circulation of Materials: per Full- Time Equivalent Employee (FTE)	20,000/FTE	32,893	30,891	28,300	28,700
PM03	Registered Borrowers	1,000/FTE	1,170	1,170	1,500	1,100
PM04	Questions answered	2,000/FTE	3,889	3,844	4,000	4,000
PM05	Program Attendance (adult, teen, children, outreach, and computer)	650/FTE	1,145	1,225	1,000	1,200
PM06	Total Volumes	4,000/FTE	8,177	8,100	7,534	
Workload Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
STAFF TO SUPPORT WORKLOAD		FTE	23.41	26.02	28.02	28.02
WL01	Visitors		387,735	440,000	475,000	
WL02	Library Materials Circulated		770,029	803,779	800,000	810,000
WL03	Children's Programs Provided		788	859	800	900
WL04	Children's Programs Attendance		19,299	21,226	20,000	20,000
WL05	Adult Programs Provided		252	326	350	
WL06	Adult Programs Attendance		7,497	8,000	8,250	
WL07	Total Volumes		191,434	210,762	213,000	
WL08	Volunteer Hours		5,676	5,997	6,319	
WL09	Public computer use		68,592	64,600	62,000	

Department: LIBRARY

Activity: Public Welfare

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

Activity: Public Welfare

## **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.

### **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, 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:**

Carry over from FY17 GF236 Beall Wood Floor Replacement-\$35,000. Carry over from FY17 Swim Center Bulkhead-\$75,000. FY18 GF266 Story Mill Community Center Upgrade: HVAC, Electrical, Fire Protection-\$188,500. Moving 11 Recreation Division staff members to the Story Mill Community Center.

### **Accomplishments:**

Recreation FY18 Anticipated Accomplishments: Story Mansion sewer line repair, Story Mill Community Center remodel and program, Facility Management plan, Lindley Center Deck railing replacement, additional full day camps during the summer, develop a program schedule for the Story Mill Community Center, Finalize department policy and fee schedule for facility use and programs, fabrication or removable bulkhead at the Swim Center, 36 swim lessons added to Bogert schedule opening up lessons to an additional 300+ children.

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

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: RECREATION

Activity: Public Welfare

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$808,322	\$1,107,086	\$1,011,496	(\$95,590)	-8.63%
Operating	\$511,253	\$723,474	\$659,107	(\$64,367)	-8.90%
Capital	\$35,303	\$110,000	\$188,500	\$78,500	71.36%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$1,354,878</b>	<b>\$1,940,560</b>	<b>\$1,859,103</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
8010 Recreation Operations	\$915,919	\$1,189,383	\$1,090,824	(\$98,559)	-8.29%
8020 Swim Center	\$261,764	\$353,301	\$299,915	(\$53,386)	-15.11%
8030 Bogert Pool	\$62,202	\$65,175	\$66,670	\$1,495	2.29%
8040 Facilities: Lindley, Beall, & Story	\$68,329	\$233,087	\$338,029	\$104,942	45.02%
8050 Recreation Programs	\$46,664	\$99,614	\$63,665	(\$35,949)	-36.09%
<b>Totals</b>	<b>\$1,354,878</b>	<b>\$1,940,560</b>	<b>\$1,859,103</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
010 General Fund	\$1,323,865	\$1,896,387	\$1,811,680	(\$84,707)	-4.47%
133 Recreation Special Revenue Fund		\$0	\$0	\$0	n/a
189 Story Mansion Operating Fund	\$31,013	\$44,173	\$47,423	\$3,250	7.36%
<b>Totals</b>	<b>\$1,354,878</b>	<b>\$1,940,560</b>	<b>\$1,859,103</b>		

# Department: RECREATION

Activity: Public Welfare

## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Effectiveness Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
PM01	Aquatics Scheduled Maintenance (air filter exchanges, pumps greased, etc.)	Performed on scheduled day	98%	100%	100%	100%
PM02	Plowing: Swim Center Sidewalk	by 5:30 am	100%	100%	100%	100%
PM03	Plowing: Beall Sidewalk & Entrance	by 8:30 am	100%	100%	100%	100%
PM04	Plowing: Swim Center Parking Lot	by 5:00 am	99%	100%	99%	100%
PM05	Risk Management Reports: Recreation Facilities	1 per week	80%	70%	95%	80%
PM06	Risk Management Reports: Aquatics Facilities	1 per week	99%	99%	100%	100%
PM08	Recreation Programs: Classes Cancelled	Less than 8%	17%	8%	6%	4%
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	2
PM13	Aquatics: Classes Cancelled	Less than 5%	17%	9%	8%	9%
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	1:3250	1:3252	1:2000 sq ft	1:2440
PM16	Aquatics Staff Certification: WSI	50%	80%	50%	60%	50%
PM17	Aquatics Staff Certification: Pool Operators	5	3	4	4	5
PM18	Aquatics Professional Certification	1	0	0	0	0
PM19	Swim Center: Annual Maintenance Closure	2 weeks	2 weeks	2 weeks	2 weeks	10 days

# Department: RECREATION

Activity: Public Welfare

PM20	Bogert Pool: Opened After Last Day of School	3 Days After	3 days	3 days	3 days	3 days
PM25	Participants satisfied with recreation programs	90%	100%	99%	99%	99%
<b>Efficiency Measures</b>		<b>Standard</b>	<b>FY15 Actual</b>	<b>FY16 Actual</b>	<b>FY17 Approved</b>	<b>FY18 CM Rec</b>
PM21	Board agendas and minutes prepared and sent	No less than 4: hours prior/post meetings	100%	100%	100%	100%
PM22	Calls answered verses going to voicemail during office hours: Spring & Summer; Fall & Winter	80%; 80%	83%; 98%	80%; 85%	83%; 98%	75%; 80%
PM23	Invoices entered in the system accurately and by weekly deadlines	100%	98%	90%	98%	80%
PM24	Facilities cleaned before and after public rentals (Beall, Lindley Center, Story Mansion)	100%	98%	95%	100%	90%
<b>Workload Measures</b>		<b>Standard</b>	<b>FY15 Actual</b>	<b>FY16 Actual</b>	<b>FY17 Approved</b>	<b>FY18 CM Rec</b>
<b>STAFF TO SUPPORT WORKLOAD</b>		<b>FTE</b>	23.55	23.55	24.26	24.26
WL01	Facilities to Maintain, Clean, and Contract		3	3	4	4
WL02	Beall Center: Rentals Per Year		143	136	200	140
WL03	Lindley Center: Rentals Per Year		210	236	220	240
WL04	Story Mansion: Rentals Per Year		92	90	105	105
WL05	Swim Center: Agreements		5	6	6	6
WL06	Bogert Pool: Rentals per year		1	1	1	1
WL07	Beall Center: Cleaning Hours per Week		10	4	5	2
WL08	Lindley Center: Cleaning Hours Per Week		8	4	4	3
WL09	Swim Center: Cleaning Hours Per Week		88	88	88	88
WL10	Swim Center: Filter Cleaning Hours Per Week		5	5	5	5
WL11	Bogert Pool: Cleaning Hours Per Week		70	70	70	70

# Department: RECREATION

Activity: Public Welfare

WL12	Bogert Pool: Filter Cleaning Hours Per Week	6	10	3	8
WL13	Beall & Lindley Center: CIP Projects Funded	1	1	0	1
WL14	Aquatics: CIP Projects Funded	1	0	1	0
WL15	Beall Center: Front Desk Hours	2080	2016	2080	2016
WL16	Recreation class meetings	1046	964	1055	970
WL17	Rec: One Day Special Events	11	13	18	13
WL18	Rec: Program Agreements	10	5	13	6
WL19	Aquatics: Annual Class Meetings	550	512	525	600
WL20	Annual High School Student Visits	23,620	21,538	25,000	22,000
WL21	Swim Center: Annual Visits	63,665	67,385	65,000	67,500
WL22	Bogert Pool: Annual Visits	17,809	15,531	18,000	16,500
WL23	Swim Center: Guard Hours	18,600	18,750	18,750	18,750
WL24	Swim Center: Front Desk Hours	4700	4700	4700	4700
WL25	Bogert Pool: Guard Hours	4200	4200	4280	4200
WL26	Bogert Pool: Front Desk Hours	605	685	685	685
WL27	Program Guides Produced Annually	2	2		2
WL28	Bogert Pool: Cash Balancing Hours/week	5	5	5	5
WL29	Number of staff training hours per year-Recreation Division	600	620	625	625
WL30	Story Mansion Cleaning Hours Per Week	6	4	3	4
WL31	Number of Park User Group Agreements	30	35	45	38
WL32	Recreation Office cash balancing hours per week	2.5	2.5	2.5	2.5

# Department: RECREATION

Activity: Public Welfare

WL33	Administrative Assistant hours per week to the Director	15 Hours	3	5	8	7
WL34	Administrative Assistant hours per week to Recreation	38hrs/week	30	26	35	27.5
WL35	Park Reservations Per Year		371	471	425	480
WL36	Administrative Assistant hours per week to Cemetery	1hr/week	1	2	1	3.5
WL37	Administrative Assistant hours per week to Aquatics	15hrs/week	2	15	15	5
WL38	Web and Social Media Updates	1 time/day	20%	40%	80%	55%
WL39	Administrative Assistant hours per week to Forestry	1 needed	1	2	1	2
WL40	Administrative Assistant hours per week to Parks	10hrs/week	10	30	15	35

# Department: COMMUNITY SERVICES

Activity: Public Welfare

## PROGRAM INFORMATION

### Program Description:

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

### Major Objectives:

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

### Budget Highlights:

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

### Accomplishments:

• Promote the photonics industry through the Montana Photonics Industry Alliance and participation in the Photonics West Conference • Promote energy conservation programs • Continue support for TIF districts.

### Adopted Work Plan Items:

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: COMMUNITY SERVICES

Activity: Public Welfare

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$308,419	\$329,407	\$335,846	\$6,439	1.95%
Operating	\$2,362,262	\$6,978,049	\$2,530,130	(\$4,447,919)	-63.74%
Capital	\$1,133,734	\$0	\$25,000	\$25,000	100.00%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$873,631	\$636,488	\$718,288	\$81,800	12.85%
<b>Totals</b>	<b>\$4,678,046</b>	<b>\$7,943,944</b>	<b>\$3,609,264</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
8210 Downtown Improvement District	\$3,958,138	\$7,028,732	\$2,811,488	(\$4,217,244)	-60.00%
8230 Urban Development & Housing	\$101,225	\$287,400	\$124,400	(\$163,000)	-56.72%
8240 Economic Development	\$457,160	\$460,929	\$503,464	\$42,535	9.23%
8250 Sustainability	\$161,523	\$166,883	\$169,912	\$3,029	1.82%
<b>Totals</b>	<b>\$4,678,046</b>	<b>\$7,943,944</b>	<b>\$3,609,264</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
010 General Fund	\$448,944	\$580,312	\$592,376	\$12,064	2.08%
116 Downtown TIF District	\$1,253,160	\$2,882,988	\$1,533,288	(\$1,349,700)	-46.82%
118 Community Housing	\$775	\$0	\$0	\$0	n/a
119 Economic Development Loan	\$32,000	\$31,000	\$31,000	\$0	n/a
120 Community Housing Fund	\$101,225	\$287,400	\$124,400	(\$163,000)	-56.72%
121 Housing Revolving Loans		\$0	\$0	\$0	n/a
123 Big Sky Economic Development Grant	\$127,500	\$16,500	\$50,000	\$33,500	203.03%
143 North 7th Corridor TIF District	\$1,352,141	\$1,027,000	\$36,000	(\$991,000)	-96.49%

# Department: COMMUNITY SERVICES

Activity: Public Welfare

144	North East Urban Renewl TIF District	\$206,634	\$1,877,944	\$10,000	(\$1,867,944)	-99.47%
145	Mandeville Farm TIF	\$9,326	\$0	\$0	\$0	n/a
176	Downtown BID	\$120,034	\$140,800	\$132,200	(\$8,600)	-6.11%
186	Development Impacts (Big Box)	\$9,464	\$0	\$0	\$0	n/a
191	Tourism BID	\$1,016,843	\$1,100,000	\$1,100,000	\$0	n/a
192	TIFD South Bozeman Technology		\$0	\$0	\$0	n/a
883	CMC Bozeman Site Remediation		\$0	\$0	\$0	n/a
<b>Totals</b>		<b>\$4,678,046</b>	<b>\$7,943,944</b>	<b>\$3,609,264</b>		

# Department: COMMUNITY SERVICES

Activity: Public Welfare

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## PERFORMANCE - WORKLOAD INFORMATION

### Department Performance Measures:

Workload Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
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 - \$420,483; • General fund contribution to the band - \$6,000;
- Contingency appropriation - \$150,000; • Transfer to Police & Fire state share retirement (non-cash) - \$2,059,000; • Payment to HRDC for Galavan - \$92,915; • Transfer to Landfill Monitoring Fund - \$353,000; • Transfer to Stormwater Fund for Landfill Loan payments - \$140,000.

### **Accomplishments:**

To properly account for non-departmental costs.

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

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: NON-DEPARTMENTAL

Activity: Other

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$0	\$0	\$0	\$0	n/a
Operating	\$4,970,721	\$7,668,715	\$7,775,310	\$106,595	1.39%
Capital	\$0	\$0	\$3,223,972	\$3,223,972	100.00%
Debt Service	\$0	\$0	\$0	\$0	n/a
Transfers	\$2,710,444	\$2,854,021	\$0	(\$2,854,021)	-100.00%
<b>Totals</b>	<b>\$7,681,165</b>	<b>\$10,522,736</b>	<b>\$10,999,282</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
8910 Insurance	\$4,882,059	\$5,171,420	\$5,241,395	\$69,975	1.35%
8920 City Band	\$6,000	\$6,000	\$10,440	\$4,440	74.00%
8940 Other/Contingencies	\$0	\$2,403,000	\$2,430,560	\$27,560	1.15%
8960 Transfers	\$2,710,444	\$2,854,021	\$3,223,972	\$369,951	12.96%
8970 Senior Transportation	\$82,662	\$88,295	\$92,915	\$4,620	5.23%
<b>Totals</b>	<b>\$7,681,165</b>	<b>\$10,522,736</b>	<b>\$10,999,282</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
010 General Fund	\$859,328	\$3,243,816	\$3,608,567	\$364,751	11.24%
103 Permissive Medical Levy Fund	\$2,186,885	\$2,369,713	\$2,476,888	\$107,175	4.52%
131 Beautification of Bozeman		\$0	\$0	\$0	n/a
175 Senior Transportation Fund	\$82,662	\$88,295	\$92,915	\$4,620	5.23%
720 Employee Health Insurance	\$4,552,290	\$4,820,912	\$4,820,912	\$0	n/a
<b>Totals</b>	<b>\$7,681,165</b>	<b>\$10,522,736</b>	<b>\$10,999,282</b>		

Department: **NON-DEPARTMENTAL**

Activity: Other

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PERFORMANCE - WORKLOAD INFORMATION

**Department Performance Measures:**

<b>Effectiveness Measures</b>		<b>Standard</b>	<b>FY15 Actual</b>	<b>FY16 Actual</b>	<b>FY17 Approved</b>	<b>FY18 CM Rec</b>
WL01	<b>Health Insurance: Plan Options Offered</b>	<b>Health Insurar Committee and MMIA</b>	5	5	5	5
<b>Workload Measures</b>		<b>Standard</b>	<b>FY15 Actual</b>	<b>FY16 Actual</b>	<b>FY17 Approved</b>	<b>FY18 CM Rec</b>
WL02	<b>Pension Plans Participated In</b>	<b>MPERA</b>	3	3	3	3

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

Activity: Other

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## **PROGRAM INFORMATION**

### **Program Description:**

The General Obligation Bond division accounts for debt service payments associated with the transportation general obligation bonds. The first series of Library General Obligation bonds were sold in December 2002. The second Library General Obligation bonds were sold in April 2003. Both series were part of the voter-approved levy that was approved in November 2002. Both series were jointly refunded in 2012. In November 2012, voters approved the issuance of \$15 Million in General Obligation Bonds to fund Trails, Open Space, and Parks (TOP) Acquisition and Improvements. • The first series of TOP GO bonds was issued in December 2013, totaling \$9.9 M. The second series of TOP GO bonds was issued in December 2014, totaling \$5.1 M.

### **Major Objectives:**

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

### **Budget Highlights:**

Debt Service Payments

### **Accomplishments:**

Anticipated for FY18: •Continue to make debt service payments in a timely manner.

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

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

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

Activity: Other

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$0	\$0	\$0	\$0	n/a
Operating	\$0	\$0	\$0	\$0	n/a
Capital	\$0	\$0	\$0	\$0	n/a
Debt Service	\$1,355,091	\$1,358,738	\$1,356,537	(\$2,201)	-0.16%
Transfers	\$0	\$0	\$0	\$0	n/a
<b>Totals</b>	<b>\$1,355,091</b>	<b>\$1,358,738</b>	<b>\$1,356,537</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
9310 G.O. Bonds	\$1,355,091	\$1,358,738	\$1,356,537	(\$2,201)	-0.16%
<b>Totals</b>	<b>\$1,355,091</b>	<b>\$1,358,738</b>	<b>\$1,356,537</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
301 Library Bonds		\$0	\$0	\$0	n/a
302 Transportation Bonds		\$0	\$0	\$0	n/a
303 GO Refunding Series 2012	\$275,175	\$276,000	\$276,000	\$0	n/a
304 Parks & Open Space Bond	\$1,079,916	\$1,082,738	\$1,080,537	(\$2,201)	-0.20%
<b>Totals</b>	<b>\$1,355,091</b>	<b>\$1,358,738</b>	<b>\$1,356,537</b>		

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

Activity: Other

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PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Workload Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
WL01	GO Bond Issues Outstanding		3	2	2	2

# Department: SPECIAL IMPROVEMENT DISTRICT REVOLVING FUND

Activity: Other

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## **PROGRAM INFORMATION**

### **Program Description:**

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

### **Major Objectives:**

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

### **Budget Highlights:**

We used the Revolving Fund to provide a low-cost loan to finance the next street reconstruction project share.

### **Accomplishments:**

With the use of Revolving Fund surplus, we have been able to provide a low-cost loans to finance street reconstruction projects via underwriting Special Improvement District borrowings. Projects for Story Street SID, Wallace Street SID, and East Olive Street SID have been financed.

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

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: SPECIAL IMPROVEMENT DISTRICT REVOLVING FUND

Activity: Other

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$0	\$0	\$0	\$0	n/a
Operating	\$0	\$0	\$0	\$0	n/a
Capital	\$0	\$0	\$0	\$0	n/a
Transfers	\$0	\$236,756	\$1,588,781	\$1,352,025	571.06%
<b>Totals</b>	<b>\$0</b>	<b>\$236,756</b>	<b>\$1,588,781</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
9510 SID Bonds Revolving	\$0	\$236,756	\$1,588,781	\$1,352,025	571.06%
<b>Totals</b>	<b>\$0</b>	<b>\$236,756</b>	<b>\$1,588,781</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
300 SID Revolving Fund		\$236,756	\$1,588,781	\$1,352,025	571.06%
<b>Totals</b>		<b>\$236,756</b>	<b>\$1,588,781</b>		

Department: SPECIAL IMPROVEMENT DISTRICT REVOLVING FUND

Activity: Other

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PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Effectiveness Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
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:**

A Work Plan was adopted in early 2016 for Fiscal Year 2017. Currently, the City is working to complete a Strategic Plan for Fiscal Years 2018-2022. Goals will be tied to the new Strategic Plan after it is adopted.

# Department: SPECIAL DISTRICT DEBT

Activity: Other

## FINANCIAL INFORMATION

### Department Expenditures by Category

Category	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
Salaries & Benefits	\$0	\$0	\$0	\$0	n/a
Operating	\$0	\$0	\$0	\$0	n/a
Capital	\$0	\$0	\$0	\$0	n/a
Debt Service	\$267,343	\$379,800	\$379,800	\$0	n/a
Transfers	\$0	\$10,700	\$10,700	\$0	n/a
<b>Totals</b>	<b>\$267,343</b>	<b>\$390,500</b>	<b>\$390,500</b>		

### Department Expenditures by Division

Division	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
9710 SID Bonds	\$267,343	\$390,500	\$390,500	\$0	n/a
<b>Totals</b>	<b>\$267,343</b>	<b>\$390,500</b>	<b>\$390,500</b>		

### Department Expenditures by Fund

Fund	FY16 Actual	FY17 Approved	FY18 Approved	\$ Change	% Change
310-445 SID Bond Funds	\$267,343	\$390,500	\$390,500	\$0	n/a
<b>Totals</b>	<b>\$267,343</b>	<b>\$390,500</b>	<b>\$390,500</b>		

Department: SPECIAL DISTRICT DEBT

Activity: Other

PERFORMANCE - WORKLOAD INFORMATION

Department Performance Measures:

Workload Measures		Standard	FY15 Actual	FY16 Actual	FY17 Approved	FY18 CM Rec
WL01	Tax Increment District: Number of Bond Issues		1	1	2	2
WL02	TID - Reimbursement Agreements/Purchase Agreements		0	0	0	1
WL03	TID - Interlocal Agreements		1	1	1	1

## APPENDIX

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The Appendix includes:

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

CAPITAL IMPROVEMENTS EXPENDITURE SUMMARY			FY18
<b>GENERAL FUND</b>			
PARKS	FY18 CIP GF254 25TH STREET FROM OAK TO TSCHACHE	\$	287,000.00
CEMETERY	GF 231 CEMETERY IRRIGATION PROJECT	\$	200,000.00
PARKS FACILITIES	FY18 CIP GF266 STORY MILL COMM CTR UPGRADE	\$	188,500.00
PARKS	FY18 CIP GF206 BRONKEN PATHWAY COTTONWOOD	\$	88,246.00
PROFESSIONAL BUILDING	GF273, PROFESSIONAL ELECTRICAL UPGRADE FY18	\$	75,000.00
SENIOR CENTER	FY18 CIP GF203 BZM SR CTR EXTERIOR ENVELOPE IMPR	\$	64,750.00
POLICE	FY18:CIP GF053: REPLACEMENT OF 1 PATROL VEHICLE	\$	61,000.00
CEMETERY	GF 252 CEMETERY COLUMBARIUM	\$	50,000.00
IT	CIP GF263: POLICE VIDEO EVIDENCE STORAGE	\$	50,000.00
IT	CIP GF080: SWITCH AND ROUTER REPLACEMENTS	\$	40,000.00
PARKS	FY18 CIP GF253 TURF SWEEPER	\$	38,000.00
PARKS	FY18 CIP GF084 RESTROOM AT TUCKERMAN PARK	\$	32,000.00
CITY HALL	FY18 CIP GF274 BZM CR BRIDGE IMPROVE	\$	25,000.00
ECONOMIC DEVELOPMENT	FY18 GF275 FIBER OPTIC CONDUIT	\$	25,000.00
POLICE	FY18 CIP GF052 NON PATROL VEHICLES	\$	18,000.00
CEMETERY	GF 010 CEMETERY MOWER REPLACEMENT	\$	16,000.00
MUNICIPAL COURT	REPLACE OUTDATED VISIONNET EQUIPMENT	\$	13,000.00
CITY CLERK	CLERK OFFICE FURNITURE UPGRADE/REORG	\$	8,500.00
CITY COMMISSION	HARDWARE REPLACEMENT COSTS IN COMMISSION ROOM	\$	5,000.00
<b>GENERAL FUND</b>	<b>TOTAL</b>		<b>\$ 1,284,996.00</b>
COMMUNITY DEVELOPMENT	PHASE 2 BUILDING REMODEL ARCH. DESIGN FY18	\$	10,000.00
COMMUNITY DEVELOPMENT	MAIN FLOOR LOBBY CONSTRUCTION & DEMO FY18	\$	50,000.00
COMMUNITY DEVELOPMENT	MAIN FLOOR LOBBY MOD FURNITURE FY18	\$	50,000.00
<b>COMMUNITY DEVELOPMENT</b>	<b>TOTAL</b>		<b>\$ 110,000.00</b>
STREET MAINTENANCE	CHIP SEAL PROJECTS:	\$	365,000.00
STREET MAINTENANCE	ELLIS, OLD HIGHLAND BLVD, KENYON DR., BERTHOT,		
STREET MAINTENANCE	CHAMBERS, BAXTER DR., KNABB, LOMAS, FIELDSTONE,		
STREET MAINTENANCE	CONCORD, LEXINGTON, PARK PL., CAMBRIDGE,		
STREET MAINTENANCE	OXFORD, CORNELL, PRINCETON, STANFORD.		
STREET MAINTENANCE	PEDESTRIAN RAMPS-ADA	\$	25,000.00
STREET MAINTENANCE	THERMOPLASTIC LANE MARKING PROJECTS	\$	25,000.00
STREET MAINTENANCE	CURB,GUTTER AND SIDEWALK REPLACEMENT PROGRAM.	\$	50,000.00
STREET MAINTENANCE	ADDED: SHARE OF ARTERIAL & COLLECTOR PROJECT	\$	266,000.00
STREET MAINTENANCE	STR20:BIKE PATH IMPS AS RECOMMENDED BY BABAB	\$	25,000.00
STREET MAINTENANCE	FY18 STR38:MINI LOADER	\$	90,000.00
STREET MAINTENANCE	FY18 STR40:DUMP TRUCK W/PLOW & SANDER-1	\$	180,000.00
STREET MAINTENANCE	FY18 STR49:SANDERS(7 YR REPLACEMENT SCHEDULE)	\$	16,000.00
STREET MAINTENANCE	FY18 STR50:PLOWS (7 YR REPLACEMENT SCHEDULE)	\$	10,000.00
STREET MAINTENANCE	FY18 STR58:TANDEM AXLE DUMP TRUCK W/PLOW&SANDER	\$	230,000.00
STREET MAINTENANCE	FY18 STR62:REPLACE #2751-WATER TRUCK	\$	160,000.00
STREET MAINTENANCE	FY18 STR64:STEEL DRUM ROLLER & TRAILER	\$	120,000.00
STREET MAINTENANCE	FY18 STR56:TACK OIL DISTRIBUTION UNIT	\$	90,000.00
STREET MAINTENANCE	FY18 STR68:RECTANGULAR RAPID FLASHING BEACON	\$	10,000.00
<b>STREET MAINTENANCE</b>	<b>TOTAL</b>		<b>\$ 1,662,000.00</b>
GAS TAX FUND	FY18 STR30:MEDIANS & BOULEVARD MAINTENANCE	\$	55,000.00
GAS TAX FUND	FY18 STR71:MILL AND OVERLAY-S. WILLSON- MAIN ST.	\$	967,600.00
GAS TAX FUND	TO KAGY, W. GRANT- S. 6 TO WILLSON, E. LAMME-	\$	-
GAS TAX FUND	N. CHURCH TO BROADWAY, N. CHURCH- MAIN TO LAMME,	\$	-
GAS TAX FUND	N. WALLACE- MAIN TO LAMME.	\$	-
GAS TAX FUND	FY18 STR72-18:CHIP SEAL- ELLIS, OLD HIGHLAND,	\$	185,300.00
GAS TAX FUND	ADDITIONAL FUNDING IN 110-4120-433.80-90	\$	-
GAS TAX FUND	KENYON DR., BERTHOT, CHAMBERS, BAXTER DR., KNAAB	\$	-
GAS TAX FUND	FIELDSTONE, CONCORD, LEXINGTON, PARK, CAMBRIDGE	\$	-
GAS TAX FUND	OXFORD, CORNELL, PRINCETON, LOMAS AND STANFORD.	\$	-
GAS TAX FUND	CITY MANAGER ADJUSTMENTS: OFFSET GAS TAX PROJECTS	\$	(365,000.00)
<b>GAS TAX FUND</b>	<b>TOTAL</b>		<b>\$ 842,900.00</b>
STREET RECONSTRUCTION	CIP SCR04: SOUTH GRAND	\$	2,138,375.00
STREET RECONSTRUCTION	CIP SCR01: ANNUAL CURB REPLACEMENT REPAIRS	\$	60,000.00
<b>STREET RECONSTRUCTION</b>	<b>TOTAL</b>		<b>\$ 2,198,375.00</b>
TREE MAINTENANCE	FY18 FOR10 STUMP GRINDER	\$	24,000.00
TREE MAINTENANCE	FY18 FOR12 VEHICLE FOR FOR MANAGER	\$	33,000.00
<b>TREE MAINTENANCE</b>	<b>TOTAL</b>		<b>\$ 57,000.00</b>

CAPITAL IMPROVEMENTS EXPENDITURE SUMMARY			FY18
STREET IMPACT FEE	FY18 SIF036 - COTTONWOOD (BABCOCK TO DURSTON)	\$	1,278,000.00
STREET IMPACT FEE	FY18 SIF039 - FERGUSON & DURSTON INTERSECTION	\$	1,804,976.00
STREET IMPACT FEE	FY18 SIF102 - S 11TH AVENUE	\$	1,600,000.00
STREET IMPACT FEE	FY18 SIF104 - COTTONWOOD & BABCOCK INTERSECTION	\$	1,148,269.00
STREET IMPACT FEE	FY18 SIF112 - HIGHLAND & MAIN INTERSECTION IMPS	\$	120,000.00
STREET IMPACT FEE	FY18 SIF122 - BABCOCK & FERGUSON INTERSECTION	\$	800,000.00
STREET IMPACT FEE	FY18 SIF130 - KAGY INTERIM IMPROVEMENTS	\$	500,000.00
STREET IMPACT FEE	FY18 SIF131 - S 3RD & GRAF INTERSECTION DESIGN	\$	150,000.00
STREET IMPACT FEE	FY18 SIF001:ANNUAL RIGHT OF WAY ACQUISITION	\$	250,000.00
STREET IMPACT FEE	TOTAL	\$	7,651,245.00
BUILDING INSPECTION FUND	CIP B103 STAFF VEHICLE	\$	32,500.00
BUILDING INSPECTION FUND	TOTAL	\$	32,500.00
ARTERIAL & COLLECTOR FUND	FY18 SIF036 - COTTONWOOD (BABCOCK TO DURSTON)	\$	1,278,000.00
ARTERIAL & COLLECTOR FUND	FY18 SIF039 - FERGUSON & DURSTON INTERSECTION	\$	451,244.00
ARTERIAL & COLLECTOR FUND	FY18 SIF104 - COTTONWOOD & BABCOCK INTERSECTION	\$	287,067.00
ARTERIAL & COLLECTOR FUND	FY18 SIF112 - HIGHLAND & MAIN INTERSECTION IMPS	\$	30,000.00
ARTERIAL & COLLECTOR FUND	CM ADJUSTMENT: SHARE FROM NEW GAS TAX FUND 110	\$	(266,000.00)
ARTERIAL & COLLECTOR FUND	TOTAL	\$	1,780,311.00
FIRE CAPITAL & EQUIPMENT	CIP FE10: SCBA REPLACEMENTS	\$	400,500.00
FIRE CAPITAL & EQUIPMENT	CIP FE07 - LIGHT DUTY VEHICLE REPLACEMENTS X 3	\$	130,000.00
FIRE CAPITAL & EQUIPMENT	TOTAL	\$	530,500.00
LIBRARY DEPRECIATION	FY18 CIP LIB12 PEDESTRIAN ACCESS PARKING LOT	\$	30,000.00
LIBRARY DEPRECIATION	FY18 CIP LIB24 KIOSKS - 2	\$	40,000.00
LIBRARY DEPRECIATION	TOTAL	\$	70,000.00
GIS	FY18 GIS11:COMPUTER REPLACEMENTS	\$	26,400.00
GIS	FY18 GIS04:AERIAL PHOTOGRAPHY	\$	85,000.00
GIS	FY18 GIS05:LIDAR	\$	75,000.00
GIS	FY18 GIS06:GPS SYSTEM REPLACEMENT	\$	17,500.00
WATER PLANT	FY18 W81:COMM TOWER AT THE SOURDOUGH RESERVOIR	\$	25,000.00
WATER PLANT	FY18 W58:MODULE REPLACEMENT	\$	50,000.00
WATER PLANT	FY18 W77:CONTROL SERVER REPLACEMENT	\$	25,000.00
WATER CONSERVATION	FY18 WC02:METER SOFTWARE SUBSCRIPTION	\$	60,000.00
WATER OPERATIONS	FLOW METER	\$	80,000.00
WATER OPERATIONS	FY18 W66:METERS, TRANSDUCERS, COMMUNICATIONS	\$	10,000.00
WATER OPERATIONS	FY18 W59:REPLACE #1422-1992 TOYOTA PICKUP	\$	30,000.00
WATER OPERATIONS	FY18 W51:REPLACE #2529-1997 1 TON CHEVY PICKUP	\$	45,000.00
WATER CONSTRUCTION	FY18 W03:ENGINEERING/DESIGN FOR ANNUAL WATER PIPE REPLACEMENT PROGRAM	\$	22,500.00
WATER CONSTRUCTION	FY18 W04-18:WATER PIPE REPLACEMENT PROGRAM-CONST	\$	1,200,000.00
WATER CONSTRUCTION	FY18 W74:PEAR ST BOOSTER STATION UPGRADE	\$	547,000.00
WATER CONSTRUCTION	FY18 W75:LEAD SERVICE LINE REPLACEMENT	\$	200,000.00
WATER CONSTRUCTION	FY18 WIF39:SOURDOUGH TRANSMISSION MAIN PH 1	\$	310,000.00
WATER FUND	TOTAL	\$	2,808,400.00
WATER IMPACT FEE	FY18 WIF31:GROUNDWATER TEST WELL	\$	400,000.00
WATER IMPACT FEE	FY18 WIF39:SOURDOUGH TRANSMISSION MAIN PH 1	\$	2,790,000.00
WATER IMPACT FEE	TOTAL	\$	3,190,000.00
WASTEWATER OPERATIONS	FY18-WW07 ENGINEERING PROJECT DESIGN	\$	22,500.00
WASTEWATER OPERATIONS	FY17-WW08-18 WASTEWATER PIPE REPLACEMENT	\$	1,000,000.00
WATER RECLAMATION FACILITY	FY18 WW39:SANDLAST & PAINT OLD CLARIFIER	\$	90,000.00
WATER RECLAMATION FACILITY	FY18 WW45:FINAL&SECONDARY CLARIFIER LAUNDER CVR	\$	200,000.00
WATER RECLAMATION FACILITY	FY18 WW66:ODOR CONTROL FOR OLD PRETREATMENT BLDG	\$	40,000.00
WATER RECLAMATION FACILITY	FY18 WW81:MEMBRANE ROOF REPLACEMENT	\$	60,000.00
WATER RECLAMATION FACILITY	FY18 WW53:POSITIVE DISPLACEMENT LOBE PUMPS	\$	50,000.00
WATER RECLAMATION FACILITY	WW45 & WW43 CLARIFIER COVERS COMPLETION (FY15/16)	\$	100,000.00
WASTEWATER FUND	TOTAL	\$	1,562,500.00
WASTEWATER IMPACT FEE	FY18 WWIF27:S UNIVERS DISTRICT/CATTAIL CRK BASIN	\$	795,000.00
WASTEWATER IMPACT FEE	FY18 WWIF31:DAVIS LIFT STATION ETC	\$	645,000.00
WASTEWATER IMPACT FEE	TOTAL	\$	1,440,000.00

CAPITAL IMPROVEMENTS EXPENDITURE SUMMARY		FY18	
SOLID WASTE COLLECTION	FY18 SW42:STORAGE BUILDING	\$	130,000.00
SOLID WASTE COLLECTION	FY18 SW49:#3452 SIDE LOAD TRUCK REPLACEMENT	\$	300,000.00
SOLID WASTE COLLECTION	TOTAL		\$ 430,000.00
LANDFILL POST-CLOSURE	FY18	\$	61,417.00
LANDFILL POST-CLOSURE	TOTAL		\$ 61,417.00
PARKING FUND	FY 18:CIP P022:PARKING GARAGE & CITATION EQUIPMENT	\$	250,000.00
PARKING FUND	FY18:CIP P020 LEASE 3 HYBRID ENFORCEMENT VEHICLES	\$	10,000.00
PARKING FUND	TOTAL		\$ 260,000.00
STORMWATER FUND	FY18 STRM04:ANNUAL PIPE REHAB & DRAINAGE DESIGN	\$	25,000.00
STORMWATER FUND	FY18 STRM10:ANNUAL SYSTEM ENHANCEMENT DESIGN	\$	25,000.00
STORMWATER FUND	FY18 STRM13:ANNUAL PIPE REHAB & DRAINAGE CONST	\$	105,000.00
STORMWATER FUND	FY18 STRM42:SYSTEM ENHANCEMENT PRG:MASON & TRACY	\$	25,000.00
STORMWATER FUND	FY18 STRM44:SYSTEM ENHANCEMENT PRG:MAIN & WILLSN	\$	75,000.00
STORMWATER FUND	FY18 STRM45:SYSTEM ENHANCEMENT PRG:MAIN & 3RD	\$	75,000.00
STORMWATER FUND	FY18 STRM46:SYSTEM ENHANCEMENT PRG:MAIN & GRAND	\$	75,000.00
STORMWATER FUND	FY18 STRM47:SYSTEM ENHANCEMENT PROG:MAIN & TRACY	\$	75,000.00
STORMWATER FUND	FY18 STRM48:ANNUAL PED RAMP REPLACEMENT PROGRAM	\$	100,000.00
STORMWATER FUND	FY18 STRM43:DIGITAL UNIVERSAL CAMERA-DUC	\$	70,000.00
STORMWATER FUND	TOTAL		\$ 650,000.00
GRAND TOTAL			\$ 26,622,144.00

## WATER, WASTEWATER & STORMWATER RATE INCREASES

Fiscal Year	Water Rates	Wastewater Rates	Storm Water Rates
1989	7.0%	12.0%	
1990	6.5%	10.5%	
1991	4.5%	9.0%	
1993	-	9.5%	
1994	5.0%	9.5%	
1995	-	12.0%	
1996	4.0%	4.0%	
1996 Surcharge	-	25.0%	
1998 Surcharge	-	20.0%	
1998	3.0%	3.0%	
1999	7.0%	28.0%	
2000	3.0%	-	
2001	7.0%	3.0%	
2003	6.0%	-	
2005	10.0%	15.0%	
2006	10.0%	10.0%	
2007	-	5.0%	
2008	-	9.0%	
2009	3.2%	10.2%	
2010	3.2%	10.2%	
2011	4.5%	6%	
2012	4.5%	6%	Utility Created
2013	3.0%	3.0%	4.0%
2014	0%	3.0%	4.0%
2015	0%	3.0%	Restructuring – 2015
2016	2.5%	3.0%	Restructuring – 2016
2017	2.5%	3.0%	-
2018 Approved	2.0%	2.0%	-

## US CONSUMER PRICE INDEX

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

<b>Consumer Price Index— All Items, Unadjusted, Urban Consumers (CPI-U)</b>		
<b>Source: Bureau of Labor Statistics, US Dept of Labor</b>		
<b>Year Ending December,</b>	<b>CPI-U</b>	<b>% Change</b>
<b>2003</b>	184.3	1.9%
<b>2004</b>	190.3	3.3%
<b>2005</b>	196.8	3.4%
<b>2006</b>	201.8	2.5%
<b>2007</b>	210.0	4.1%
<b>2008</b>	210.2	0.1%
<b>2009</b>	216.0	2.7%
<b>2010</b>	219.2	1.5%
<b>2011</b>	225.7	3.0%
<b>2012</b>	229.6	1.7%
<b>2013</b>	233.0	1.5%
<b>2014</b>	234.8	0.8%
<b>2015</b>	236.5	0.7%
<b>2016</b>	241.4	2.1%

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>
<b>2003</b>	188.6	2.1%
<b>2004</b>	193.0	2.3%
<b>2005</b>	198.9	3.1%
<b>2006</b>	205.7	3.4%
<b>2007</b>	212.2	3.2%
<b>2008</b>	219.6	3.5%
<b>2009</b>	218.8	(0.4%)
<b>2010</b>	221.2	1.1%
<b>2011</b>	227.5	2.9%
<b>2012</b>	232.4	2.2%
<b>2013</b>	236.1	1.6%
<b>2014</b>	239.1	1.3%
<b>2015</b>	243.0	1.6%
<b>2016</b>	247.7	1.9%

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

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

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

**CITY OF BOZEMAN**

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

**DEBT SERVICE SCHEDULE**

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

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

**LIBRARY G.O. BOND SCHEDULE**

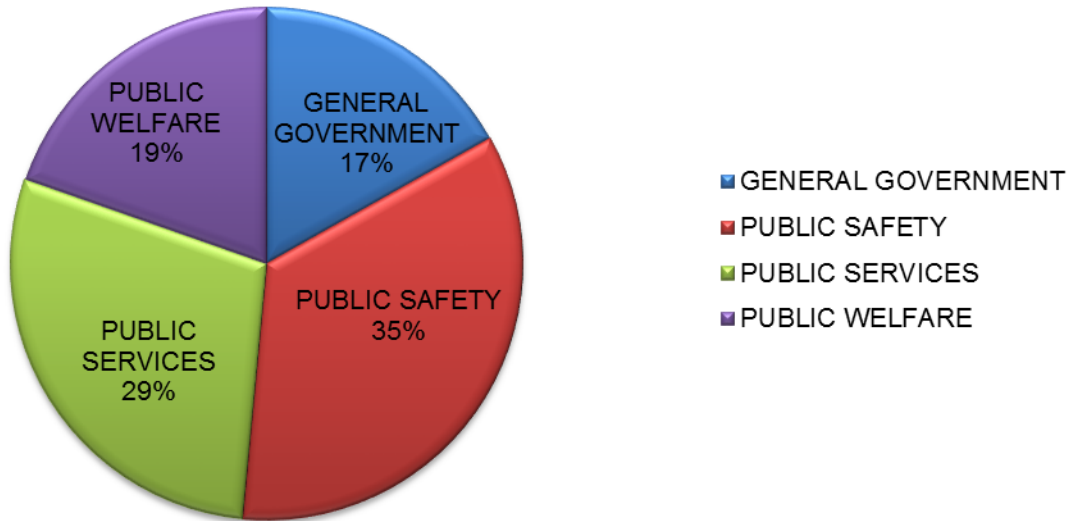
<b>CITY OF BOZEMAN</b>					
<b>General Obligation Refunding Bonds, Series 2012</b>					
<b>DEBT SERVICE SCHEDULE</b>					
Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
6/14/2012					3,080,000.00
1/1/2013			32,381.88	32,381.88	
7/1/2013	635,000.00	2.000%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

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

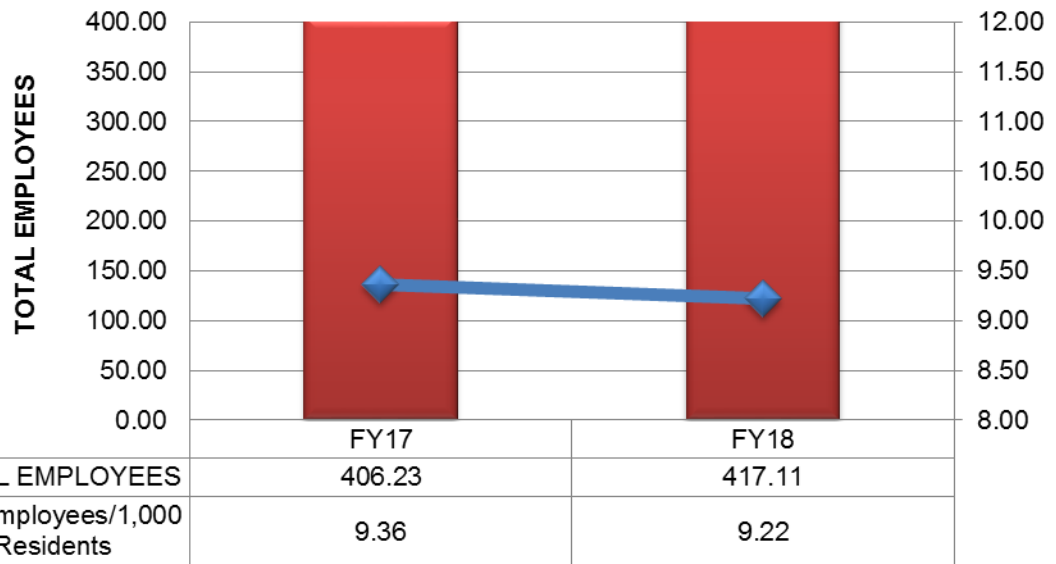
<b>CITY OF BOZEMAN</b> <b>TAX INCREMENT URBAN RENEWAL REVENUE BONDS, SERIES 2007</b> <b>(DOWNTOWN BOZEMAN IMPROVEMENT DISTRICT)</b> <b>DEBT SERVICE SCHEDULE</b>						
Payment Date		Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
January 1,	2015	\$ -	-	117,943.75	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>	

Staffing Cost Summary			*Full Time Mid-Year Hires are added as 1.0			
	Revised	Final	Mid Year	Recommended	Ending Approved	
	FY16	FY17	Changes	Changes	FY18	
<b>GENERAL GOVERNMENT</b>						
City Commission	2.10	2.10			2.10	
City Manager	6.00	6.00	1.00	0.50	7.50	
Municipal Court	8.50	8.50		1.00	9.50	
City Attorney	10.20	10.20		0.50	10.70	
Finance (Prior Administrative Services)	21.50	23.50	-11.00		12.50	
Community Development	11.60	13.00			13.00	
Facilities Management	3.50	3.50		1.00	4.50	
Information Technology (Prior Administrative Services)			6.00		6.00	
Human Resources (Prior Administrative Services)			4.00		4.00	
<b>TOTAL GENERAL GOVERNMENT</b>	<b>63.40</b>	<b>66.80</b>	<b>0.00</b>	<b>3.00</b>	<b>69.80</b>	
<b>PUBLIC SAFETY</b>						
Police Department	71.70	72.70			72.70	
Fire Department	46.00	46.00			46.00	
Building Inspection	18.50	18.50		1.00	19.50	
Parking	6.00	6.00			6.00	
<b>TOTAL PUBLIC SAFETY</b>	<b>142.20</b>	<b>143.20</b>	<b>0.00</b>	<b>1.00</b>	<b>144.20</b>	
<b>PUBLIC SERVICES</b>						
Public Works Administration/Engineering	10.25	11.50			11.50	
Streets	18.85	19.85		2.00	21.85	
Storm Water	6.25	6.50		1.00	7.50	
Water Plant	10.50	10.50		1.00	11.50	
Water Operations	14.45	14.45			14.45	
Wastewater Operations	13.30	14.05			14.05	
Wastewater Plant	14.75	14.75			14.75	
Solid Waste Collection/Recycling	15.15	16.15		1.00	17.15	
Vehicle Maintenance	6.50	6.50		1.00	7.50	
<b>TOTAL PUBLIC SERVICES</b>	<b>110.00</b>	<b>114.25</b>	<b>0.00</b>	<b>6.00</b>	<b>120.25</b>	
<b>PUBLIC WELFARE</b>						
Cemetery (numerous short terms)	5.04	5.04		0.00	5.04	
Parks (numerous short terms)	14.51	14.51		0.00	14.51	
Forestry	5.65	6.65		0.00	6.65	
Library	26.02	28.02		0.00	28.02	
Recreation (numerous short terms)	23.55	24.26		0.00	24.26	
Community Services	3.50	3.50		0.00	3.50	
<b>TOTAL PUBLIC WELFARE</b>	<b>78.27</b>	<b>81.98</b>	<b>0.00</b>	<b>0.00</b>	<b>81.98</b>	
<b>TOTAL EMPLOYEES</b>						
	<b>393.87</b>	<b>406.23</b>	<b>0.00</b>	<b>10.00</b>	<b>416.23</b>	
Net FTE Increase from Previous Year	9.40	12.36			10.00	
% Increase from Previous Year	2.5%	3.1%			2.5%	

## Staffing Summary - All Funds - FY18



## City Employees Per 1,000 Residents



## GLOSSARY OF KEY TERMS

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

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

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

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

<b>ESTIMATE</b>	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.
<b>ESTIMATED REVENUE</b>	The amount of projected revenue to be collected during the fiscal year.
<b>EXPENDITURES</b>	Decreases in net financial resources.
<b>FISCAL YEAR</b>	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.
<b>FIXED ASSETS</b>	Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.
<b>FTE</b>	See Full Time Equivalent.
<b>FULL FAITH AND CREDIT</b>	A pledge of a government's taxing power to repay debt obligations.
<b>FULL TIME EQUIVALENT</b>	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).
<b>FUND</b>	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.
<b>FUND BALANCE</b>	<p>The excess of assets over liabilities. The beginning fund balance is the residual funds brought forward from the previous fiscal year.</p> <p><b><i>Nonspendable fund balance</i></b> -- 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).</p> <p><b><i>Restricted fund balance</i></b> -- Amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government) through constitutional provisions or by enabling legislation.</p> <p><b><i>Committed fund balance</i></b> -- Amounts constrained to specific purposes by a government itself using its highest level of decision-making authority; to be</p>

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

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

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

**GAAP**

See Generally Accepted Accounting Principles.

**GENERAL FUND**

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

**GENERAL OBLIGATION**

**BONDS (G.O. Bonds)**

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

**GOAL**

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

**G.O. BONDS**

See General Obligation Bonds.

**GOVERNMENTAL FUNDS**

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

**GRANT**

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

**IMPROVEMENT DISTRICT**

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

**INFRASTRUCTURE**

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

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

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

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

