

**\*\*ATTENTION\*\***

Due to the COVID-19 health concerns, the format of the City Council meeting will be held in a virtual videoconferencing environment. In order to honor the Right of Participation and the Right to Know in Article II, sections 8 and 9, of the Montana Constitution, the City of Billings and City Council are making every effort to meet the requirements of the open meeting laws:

- The Agenda Packet is available for viewing on the City's website at: <https://ci.billings.mt.us/117/Agendas-Minutes>
- Councilmembers will attend the meeting via a remote location, using a virtual meeting method. City Hall and the Council Chambers will be closed during the meeting.
- The Public may view the meeting on the Community 7 TV - Channel 7 or Channel 507 – Spectrum Cable. The Public may also view online at [www.comm7tv.com](http://www.comm7tv.com) and click on the "Watch Live" icon. Community 7 also has links to their Facebook page and YouTube channel in which to view the meeting.
- Public comment will be taken only during the Public Comment periods as indicated on the agenda. Comments may be sent to Council via email before 3:00 PM, on Monday, May 4th, at: <https://ci.billings.mt.us/1538/City-Council-E-mail-Messages>
- Emails received after 3:00 PM and prior to 5:00 PM, may be read during the meeting.
- The Public may call in during specific Public Comment periods at **406.237.6196**. All callers will be in a queued system and are asked to remain on hold and be patient. Calls will be taken in the order in which they are received. Callers will be restricted to 3 minutes of testimony as is customary.

Future delivery methods may be explored as best practice is learned.

Please contact City Clerk, Denise Bohlman, at [bohlmand@billingsmt.gov](mailto:bohlmand@billingsmt.gov), or 657-8210 with any questions.

# CITY OF BILLINGS

## CITY OF BILLINGS VISION STATEMENT:

**“THE MAGIC CITY: A DIVERSE, WELCOMING COMMUNITY WHERE PEOPLE PROSPER AND BUSINESS SUCCEEDS.”**

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### WORK SESSION AGENDA

**Council Chambers are Closed.  
The meeting will be held remotely  
via virtual meeting room. Please  
see coversheet for details and  
instructions for viewing and  
participation.**

**(Wednesday)  
May 27, 2020**

**5:30 P.M.**

#### **CALL TO ORDER:** Mayor Cole

- 1. COVID-19 Update by Unified Incident Command (UIC)**  
- Public Comment
  
- 2. Budget Presentations:**
  - a. Tourism Business Improvement District (TBID)**  
*(Presented by Alex Tyson, Visit Billings)*  
- Public Comment
  
  - b. Downtown Business Improvement District (BID)**  
*(Presented by Katy Easton, Downtown Billings Alliance)*  
- Public Comment
  
  - c. Public Works**  
*(Presented by David Mumford, Public Work Director and Jennifer Duray, Deputy Public Works Director)*  
- Public Comment
  
  - d. Parks and Recreation**  
*(Presented by Michael Whitaker, Parks, Recreation and Public Lands Director)*  
- Public Comment

#### **COUNCIL DISCUSSION:**

**PUBLIC COMMENT on “NON-AGENDA ITEMS”.** **Speaker Sign-in required.** *(Restricted to ONLY items not on this printed agenda. Comments are limited to 3 minutes or as set by the Mayor. Please call 237-6196 during the public comment period.)*

## **ADJOURN:**

## **CLOSED EXECUTIVE SESSION\* (Pending Litigation)**

### Note:

- This meeting is an "informal" meeting of the City Council. The content of the Agenda is subject to change at the meeting.
- \*In the event there is a Closed Executive Session at the end of a Work Session, the sole purpose is to discuss litigation strategy. The other parties to the case(s) discussed are not public bodies or associations as described in Section 2-3-203(1) and (2), MCA. The meeting is closed, as allowed by Section 2-3-203(4)(a), MCA, "to discuss a strategy to be followed with respect to litigation when an open meeting would have a detrimental effect on the litigating position" of the City of Billings.

**Council Work Session**

**2. a.**

**Meeting Date:** 05/27/2020

**TITLE:** Tourism Business Improvement District (TBID) Budget

**Department:** Finance

**Presentation:** Yes

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**RECOMMENDATION**

City Council approve the TBID FY2021 Marketing Plan and Budget during budget adoptions.

**BACKGROUND**

Alex Tyson, with Visit Billings, will give a presentation concerning the TBID FY2021 Marketing Plan and Budget.

**ALTERNATIVES**

City Council may:

- Approve, or;
- Disapprove the TBID Budget during budget adoptions later this spring.

**FISCAL EFFECTS**

Please see pages 25 and 26 of the attached presentation.

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**Attachments**

FY21 Visit Billings

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## 2020-2021 MARKETING PLAN AND BUDGET

[VisitBillings.com](http://VisitBillings.com)

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# ESTABLISHMENT OF DESTINATION





**A DESTINATION MARKETING ORGANIZATION**

Visit Billings is a leading brand of the Billings Tourism Business Improvement District and the Billings Convention and Visitors Bureau and is managed by the Billings Chamber of Commerce.

Together with the Billings Chamber of Commerce/ Convention and Visitors Bureau (BCC/CVB) and Billings Tourism Business Improvement District (BTBID) boards, the Visit Billings team is committed to growing visitation at Montana's Trailhead. The staff is an extension of its stakeholders (lodging partners) working to provide sales, services, and marketing support to the hospitality industry which boosts the local economy as a whole.

Visit Billings is funded primarily through the BTBID and through a portion of the State Lodging Facility Use Tax. The BTBID assesses \$2.00 per occupied room per night on all hotels and motels in the city of Billings with six (6) or more sleeping rooms. The BTBID funds stay local for the marketing and promotion of the city as a destination. This marketing helps grow visitation and supports businesses at the destination.

Additionally, there are two Montana taxes imposed on users of an overnight lodging facility (such as a hotel, motel, campground, dude ranch, and guest ranch), which are collected by the facility and remitted to the Montana Department of Revenue. These two taxes are a 4% Lodging Facility Use Tax and a 4% Lodging Facility Sales Tax, for a combined 8% state lodging tax. As a destination marketing organization (DMO), Visit Billings is charged with representing Billings as a tourism destination, helping with the development of the industry through promotion of the city.

**MISSION STATEMENT**

The mission of Visit Billings is to generate room nights for lodging facilities in the city of Billings by effectively marketing the region as a preferred travel destination.

**ABOUT BILLINGS**

Billings, population 110,000, is the county seat of Yellowstone County and the largest city in the state. As Montana's Trailhead, it is the region's economic hub. Major industries including agriculture, energy, healthcare, finance, education, and tourism drive the local economy.

Popular attractions locally include the Rimrocks or rock formations which surround much of the community and offer space to take in incredible views of the region. The city also boasts a walkable brewery district in historic downtown Billings, Montana's only zoo and Botanical Park, contemporary and western museums, galleries, several theaters, music venues, a state-of-the-art public library, and a number of outdoor community venues and festivals. Billings offers nearly 50 miles of multi-use trails and 24 miles of bike lanes. From the Rimrocks to the Yellowstone River, which is the longest free-flowing river in the lower 48, residents of Billings invite visitors to experience the magic of Montana's Trailhead. Billings sits near the intersection of Interstates 90 & 94 and offers a first-class airport with numerous daily flights to major U.S. cities via Delta, United, American Airlines, Allegiant, Frontier, and Alaska Airlines. Regional carrier Cape Air, also plays a crucial role in air travel and connectivity in the state.

Amazing summer weather and snowy winters with blue-bird days offer ample opportunity for outdoor enthusiasts to experience all four seasons and the accompanying adventures. Nearly 4,500 hotel rooms as well as numerous retail and restaurant offerings (Billings offers an incredible food scene), flexible meeting space, and sports venues are ready to accommodate any traveler or planner's needs and preferences.

**BILLINGS IS "MONTANA'S CITY"**

Shaped by the Yellowstone River and sheltered by the sandstone Rimrocks, Billings is a place of forever views and forever memories, where urban amenities and modern conveniences meet. Where the adventure of the untamed wilderness and history are right outside your door.

Conveniently positioned in southeast Montana as the largest city between Calgary and Denver, Spokane and Minneapolis, Billings proudly serves a trade area of more than 500,000 residents with diverse shopping, award-winning cuisine, arts and culture.

Warm, genuine people take the time to welcome you and greet you with a smile. Billings offers unparalleled access to some of the most breathtaking, natural, and historic wonders in the United States including Yellowstone National Park, the Beartooth Scenic Byway, Bighorn Canyon, Little Bighorn Battlefield, and Pompeys Pillar making the region an idyllic destination for connecting to the best that Montana offers.

**VISIT BILLINGS TEAM**

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As managed by:



**VISIT BILLINGS BOARD LEADERSHIP**

**BILLINGS TBID BOARD OF DIRECTORS:**

- ★ **JOE STUDINER**  
Chairman, Erck Hotels
- ★ **BRIAN ARNESON**  
Vice Chairman,  
Quality Inn & Suites
- ★ **GEORGE MARAGOS**  
Treasurer, Northern Hotel
- ★ **SHELLI MANN**  
Boothill Inn & Suites
- ★ **LORI WALKER**  
Home2 Suites by Hilton
- ★ **RON SPENCE**  
Billings Hotel and  
Convention Center
- ★ **STEVE WAHRlich**  
Best Western Plus  
Clocktower Inn

**BILLINGS CHAMBER/CVB EXECUTIVE COMMITTEE:**

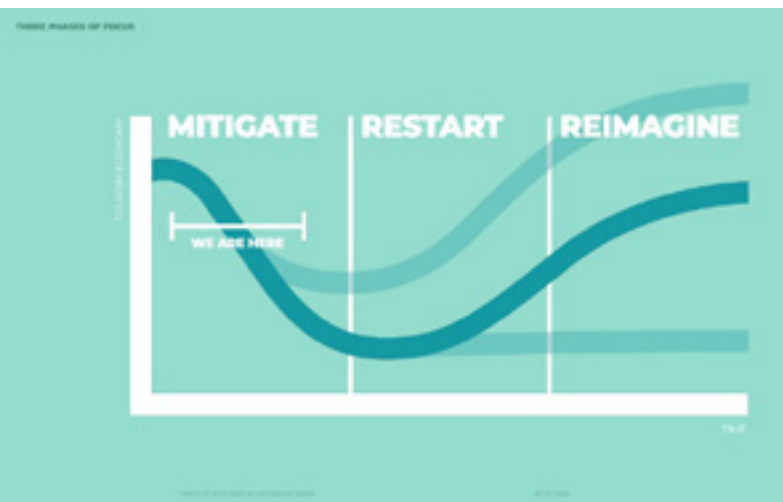
- ★ **MIKE NELSON**  
Chairman,  
Northern Hotel
- ★ **BRIAN BROWN**  
Immediate Past Chair,  
First Interstate Bank
- ★ **NICHOLE MILES**  
Chair Elect, St. Vincent  
Healthcare Foundation

# MONTANA'S TRAILHEAD & COVID-19

Travel and tourism at Montana's Trailhead thrives on recreation, competition, exploration, learning, and networking. Travel restrictions and social distancing have left many people confused and unsure of travel, with much of the data showing Americans being less likely to resume travel until a vaccine is available. The Visit Billings staff and boards (Chamber/CVB and Billings Tourism Business Improvement District boards) are committed to scalable solutions for FY21 as a vast majority of budget impacts to the non-profit organization will be realized in the future depending on multiple economic recovery scenarios. That being said, there is a mission to meet and stakeholders to assist, which remain the top priorities for Visit Billings in transition from FY20 to FY21.

Visit Billings staff will adjust budgets as well as marketing and sales strategies continually, as it has since March 2020, in response to the COVID-19 crisis. At the same time, Visit Billings is preparing to regain momentum in visitor growth with innovation and ingenuity. Looking at a continuum of three phases of focus, Visit Billings is working through the following phases of the COVID-19 pandemic: Mitigate, Restart, and Reimagine - all aligning with resiliency.

At the writing of this document, the organization, and Billings community in general, are toward the end of the mitigation phase of the Destination THINK! reference. Re-normalizing life with COVID-19 by working through the pandemic and its impacts is challenging. Staff will continue to adapt programming and finances in order to continue to meet missions. This is all part of the Restart phase. As travel resumes in a new normal, and hotel occupancy increases, tourism marketing with messaging of safety, responsibility, and wide-open space under Montana's big sky will be relevant.



Charts by: Destination THINK!

Additionally, since the onset of the COVID-19 pandemic, the Visit Billings team has worked from a strong structure based on responsibility and resiliency. Today, the Visit Billings staff is actively managing the organization with its boards and helping the destination through a crisis by offering positive messaging, staying active on social channels which speak to repeat visitors and potential visitors in a #VisitBillingsLater tone, and preparing for tourism's role(s) in a recovery. Tourism management is key for today, tomorrow, and the weeks, months, and years ahead. As we work to anchor the organization, new perspectives will be applied and strategies adjusted. Visit Billings' staff members are focused on:

## RESPONSIBILITY, RELATIONSHIPS, RESOURCES, REEDUCATION, RECOVERY, AND RESILIENCY

### RESPONSIBILITY

From Governor Steve Bullock's first directive, Visit Billings staff and board members have met the demands of the mandates and regulations. Leadership at the federal, state, and local levels continue to be key to best curb the spread of this virus and soften concerns pertaining to the so-called second wave. At the writing of this document, Visit Billings marketing efforts are not encouraging people to visit the community. Travel awaits and we encourage people to be responsible and prepare to Visit Billings later. In the meantime, looking at past trips, dreaming, and planning for the next adventure are all important actions for the traveler's mind and soul. Visit Billings wants to play a responsible role in that planning.

### RELATIONSHIPS

Staff have made it a priority to communicate with stakeholders, tourism partners, and volunteers in a show of support. It's also important for staff to support

peers, colleagues, and neighbors. After all, Billings is Strong - #HospitalityStrong. During the first week of the first closure directive from the Governor, Visit Billings executed a board request to create positive messaging, and created the HospitalityStrong message that was available via digital graphic, sticker, storefront posters, and window clings. Additionally, staff have communicated and accommodated meeting planners, sports tournament directors, and other colleagues who either cancelled or postponed events in Billings.

### RESOURCES

Communicating resources to potential visitors in the best way we can, including the COVID-19 section at VisitBillings.com, has been a priority. Staff are still fulfilling traveler information requests to grow visitation appropriately. If a person asks for Billings' travel information via mail, email, website, call, or text, that request has been fulfilled. The organization remains a resource for travel planning. Also, the Billings Chamber of Commerce, which manages Visit Billings, has hosted Chamber Town Hall Meetings via Zoom, offering a wealth of information to colleagues and stakeholders. A specific tourism meeting allowed Visit Billings to communicate with stakeholders, peers, and colleagues, locally and regionally.

### REEDUCATION

There will be an appropriate time to begin reeducating the traveling public about choosing Billings as a destination to visit. The team is ready for this reemergence of the brand - once appropriate. Marketing strategies are strong with a regional focus supporting data that shows people will travel less by air and more by road opting for trips closer to their home. Staff are prepared to attract visitors in the drive-market when it is responsible to do so. Social channels are active now and will continue to be used responsibly even beyond the mitigation phase. How Visit Billings staff conducted business a month ago or yesterday no longer applies. Habits have and will continue to change. Business plans and strategies have been, and will continue to be, adjusted. Innovation is key.

### RECOVERY

Assessing and reassessing the pandemic's impact on the Visit Billings' budget, on the industry locally and in the future, is a constant task. The organization's role in recovery, and in helping reset the economy, is relevant. Adapting the budget was a first priority and remains such. Strength in leisure travel in a recovery will be key

and funds are poised to help execute leisure marketing efforts accordingly. How does Visit Billings help rebuild visitor volume in a recovery? Operating effectively and communicating with visitors sensitively may help drive short-term hospitality business. However, there are many surrounding communities where residents are concerned about travel resuming. They don't want transient business in order to protect the health of their residents. These communities are partners to Visit Billings. With Montana Office of Tourism and Business Development (MOTBD) and local leadership, concerns will be addressed and Billings will be positioned as 'an open for business' destination.

During the 2008 recession, recovery efforts focused heavily on booking sports and hobbies, concerts and festivals and gradually growing from staycations to wider-market visits. Recovery from this crisis will likely be quite different and dependent on shifting attitudes toward travel and public gatherings, respecting social distancing until a vaccine is available. Being funded by hotel tax and assessments, travel reports like Smith Travel Research's occupancy reports will allow staff to monitor growth and potential budget increases which may allow the organization to invest in additional marketing and sales efforts and possibly additional personnel.

### RESILIENCY

Visit Billings, with tourism partners and community leadership, will get through this collectively by supporting each other - together.

According to HVS Advisors, the COVID-19 pandemic will have two types of impacts on the lodging industry. The first impact is from the travel restrictions the United States is slowly beginning to emerge from (domestically only at the writing of this document), which have been necessary to save lives. Billings has felt the impact of these restrictions with cancellations or postponements of sporting events, group business, meetings, and leisure trips.

The loss of transient lodging demand and at least three temporary hotel closures in Yellowstone County have harshly impacted funding for Visit Billings. After travel restrictions are lifted, the second impact will occur as the economy struggles to regain its footing. This is what is difficult for DMO's like Visit Billings. Projecting the lodging tax revenue and TBID assessments in order to protect mission, is, and will be, a task as there will be uncertainty from the Mitigate to the Restart phases and ultimately into the Reimagine phase where a recovery is in process.

# POSTCARDS FROM FY20

**Travel Blog Exchange**

In September 2019, more than 500 people with ties to the blogging industry descended on Billings, Montana. These professionals gathered for the Travel Blog Exchange, the largest blogging conference of its kind. Visitors came well-prepared with laptops, cameras, notebooks, and adventure gear.

Visit Billings and a variety of amazing partners came together to give some of the largest online voices currently writing a taste of Montana's Trailhead.

**Billings Trail Guides**

The Billings Trail Guides Program was launched this past year to fantastic results and community support. Our Visitor Services Manager pairs an engaging, in-person presentation with online content in order to showcase Billings' most historic and visitor-friendly sites.

Look forward to seeing this program continue as an educational piece and a way to encourage community pride.

**GNAC Cross Country Championships**

This past October, Billings hosted the GNAC Cross Country Championships. A cold weekend did little to discourage the many athletes and teams that came to compete in Montana's Trailhead. Runners in both the Men's and Women's divisions received a warm welcome to our city, and these athletes inspired every spectator who enjoyed the race at Amend Park.

Visit Billings takes pride in our city's receptive attitude of sporting events, and we can't wait until our next chance to welcome another tournament and group of athletes.

**The Great American Road Trip**

After years of research and planning, Visit Billings finalized plans for an initiative that is incredibly apt in the current travel climate: the Great American Road Trip. This campaign is a call to action for many travelers searching for open space and breathtaking views.

The Visit Billings team is confident the Great American Road Trip will lead to safe travel in our region and state, and we hope it helps people appreciate the 'little things' even more.

# MOTBD BRAND PILLAR ALIGNMENT



It's important to note the crucial role a state tourism brand plays in destination marketing of cities. The marketing strategies and programs led by the MOTBD help boast not only Montana's tourism brand, but also those brands of Montana's cities and towns. In spite of issues the COVID-19 pandemic presents in tourism and travel, it's as important as ever for Visit Billings to align with MOTBD's brand.

In considering the MOTBD brand pillars in marketing and sales strategies of Billings as a tourism destination, it's also key to rely on resources that tell us more about who is visiting Big Sky Country, eastern Montana, and Billings. For this, Visit Billings and its agency of record, BCF, review tourism data from Destination Analysts, VisaVue, Institute for Tourism and Recreation Research (ITRR) from the University of Montana, and Smith Travel Research. The pillars which will help guide decisions identifying areas of opportunity in promotion are:

## STRATEGY I

COMMUNICATE AND DELIVER MONTANA'S SPECTACULAR UNSPOILED NATURE IN A WAY THAT MAKES IT REAL, TANGIBLE AND ACCESSIBLE TO THE VISITOR.

The Montana "Big Sky" experience ranks high as a wish list destination, but a significant gap exists among those who desire to visit and those who actually travel to Montana, likely due to perceived challenges with accessibility, cost and perhaps those who find the desired wilderness experience intimidating. People seek adventure and unspoiled nature but a majority of travelers also prefer to have the creature comforts of civilization and hospitality. Visit Billings' creative messaging will focus on Billings' proximity to the surrounding unspoiled nature without sacrificing the modern hospitality travelers appreciate. Positioned as Montana's Trailhead, drive less than an hour in any direction from Billings and a visitor is offered access to national monuments like Pompeys Pillar and Little Bighorn Battlefield as well as attractions like the Beartooth Highway and Bighorn Canyon National Recreation Area. From Billings, visitors can see five mountain ranges - Pryor, Big Horn, Bull, Crazy and Absaroka-Beartooth. Billings pairs these recognized "Big Sky" attractions with modern hotel amenities, great brunch spots, the Billings Brew Trail, local cultural and art exhibits, as well as dozens of multi-use trails that are framed by remarkable sandstone Rimrocks and the Yellowstone River.



## STRATEGY II

HIGHLIGHT AND HELP DEVELOP VIBRANT AND CHARMING SMALL TOWNS THROUGHOUT MONTANA.

Billings may boast big city amenities that don't always align with this pillar, but it does offer a small-town feel. Billings offers travelers a destination for shopping, nightlife, dining, great accommodations, access to the arts, and a chance to learn about regional cultures. Equally as important to the visitor are Montanans. Montana residents make amazing Trail Guides who invite visitors to connect with local artists, artisans, and historians - to name a few.

## STRATEGY III

INTEGRATE NATURE AND TOWNS TO OFFER AND DELIVER A BALANCE OF "BREATHTAKING EXPERIENCES" AND "RELAXING HOSPITALITY."

Whether visitors seek adrenaline-pumping adventure, fun recreation, or easy-paced experiences, Billings is the perfect place to set up home base. It is Montana's Trailhead. With nearly 4,500 hotel rooms, a wide variety of local attractions, and access to breathtaking views, Billings is a perfect part of a Great American Road Trip itinerary or a quick weekend get-away.

# TRAVEL DECISION PROCESS



# THREE PHASES: **INSPIRE, ORIENT, FACILITATE**

According to the current Montana Tourism and Recreation Strategic Plan, the best way to consider how the potential traveler considers and contemplates trip planning and execution of an itinerary is as follows. While these pillars and phases still hold true, Visit Billings is adjusting marketing efforts to take into account the effects of COVID-19 on travel planning.

## THE PROCESS IS DEFINED BY USE OF THE FOLLOWING TERMINOLOGY AND CORRESPONDING DEFINITIONS:

### INSPIRATION

The process of being mentally stimulated to do or feel something, especially to do something creative.

### ORIENTATION

The relative physical position or direction of something.

### FACILITATION

The action of facilitating something to make it easy or easier.



**THE INSPIRATION PHASE** is where the traveler is made aware of the general product and develops a desire to visit the destination. The Montana Office of Tourism and Business Development (MOTBD) is responsible for the foundation of this marketing mindset via Montana's brand image, per the strategic plan. MOTBD markets Montana's key tourism pillars to inspire potential visitors to the state with inspirational imagery and copy. MOTBD focused strategies on Yellowstone and Glacier National Parks as well as adventures - which aligns with the outdoor recreation travelers will be increasingly seeking once travel reemerges after COVID-19 directives relax. Therefore, in the inspirational phase, Billings must strategize to position the destination as a viable city to include on one's itinerary. Efforts by MOTBD to elevate eastern Montana will assist with this phase for the region. Visit Billings appreciates investments made by MOTBD for the Eastern Montana Tourism Marketing Initiative.

- Billings is well situated between the historic landmarks of southeast Montana and the awe-inspiring landscapes of the Yellowstone River valley. Working to compliment MOTBD efforts, Visit Billings will continue to leverage stunning imagery, targeted messaging and compelling calls to action in marketing materials and the Great American Road Trip campaign.
- Billings boasts access to the Beartooth Highway which Charles Kuralt called "the most beautiful drive in America." As a destination, Billings offers stunning vistas via the sandstone Rimrocks and access to the Yellowstone River, all reasons to choose southeastern Montana as part of one's route. Wyoming's state tourism office strategizes to keep the drive market in Wyoming by enticing travelers making 'on the road decisions' to access Yellowstone National Park via Cody. Visit Billings hopes to work closely with partners to help ensure potential travelers are inspired to make eastern Montana part of their travels for incredible

adventures and ease of access to landmarks. Targeted marketing and out-of-home (OOH) programming including billboards can assist. Visit Billings has contracted several billboards in South Dakota and Wyoming to help boost Billings as a must-see stop along travels.

- Regionally, Billings itself offers a vacation destination to many neighboring communities. Ongoing "weekender" campaigns will inspire and invite the driving audience to explore and enjoy all Billings has to offer in entertainment, outdoor activities, cultural and historic interests and recreation. In a recovery from the COVID-19 pandemic and until there is a vaccine available, Visit Billings can emphasize this focus as part of the Great American Road Trip campaign, as more people will embark upon getaways by car in the year ahead.

**THE ORIENTATION PHASE** is where the traveler begins researching the details of his or her trip. This phase focuses on the route the traveler will take to arrive at the chosen destination and the mode of transportation used to get there. Per the strategic plan, Montana's visitors have multiple destinations to consider within the state and bordering states. Regions and CVBs provide tools to help the visitor plan a route and encourage a longer stay.

### VISITBILLINGS.COM

Visit Billings launched its newly re-designed VisitBillings.com website last year, where the destination's "Forge Your Own Path" brand has been brought to life. The new site also addressed critical site design and functionality updates. In today's digital landscape, Destination Marketing websites must work even harder to engage the consumer. While travelers filter through user-generated content (UGC), TripAdvisor reviews, Instagram posts and travel blogs, a destination website should be positioned as a trusted

resource for travel inspiration and planning. The new site is designed to ensure the content is relevant to the individual needs of a potential traveler. New persona-driven web content was developed to guide prospective History Buffs, Outdoor Enthusiasts, Foodies, Shopaholics and Arts & Culture Aficionados to Billings. The Great American Road Trip microsite will also orient visitors.

### VISIT BILLINGS VISITOR GUIDEBOOK

The Visit Billings Visitor Guidebook is available digitally via the website and is mailed at no-charge upon request. The Billings guide focuses on the "Forge Your Own Path" branding and encourages travelers to seek adventure and live life to the fullest around every corner. With the assistance of beautiful imagery, maps, recreational listings, and more, Visit Billings' focus is to provide accessible and authentic information. There is no advertising included in Visit Billings publications or collateral materials.

### BILLINGS LOGAN AIRPORT

Visit Billings is working closely with Billings Logan International Airport to monitor the emergence of travel by air relevant to the COVID-19 pandemic. Prior to the COVID-19 shutdown, the Billings airport launched its four-year, \$57 million remodeling project to expand the capacity of the facility and offer a modern look and feel. When flight travel resumes without mandatory quarantines for non-residents, Visit Billings will continue to highlight direct flights with United, Delta, American Airlines and Frontier Airlines from cities such as Denver, Minneapolis (MSP), Seattle, and Dallas/Fort Worth (DFW). Cape Air is also an important partner in the regional leisure market serving smaller eastern Montana communities where residents may choose to fly to Billings to shop, schedule use of services, and enjoy entertainment.

**THE FACILITATION PHASE** is where the traveler seeks experiences en route to a destination and during a stay.

- Tourism Regions, Convention and Visitors Bureaus (CVBs), communities and organizations must all work together to make visitors aware of the full array of experiences available to guests.
- The Billings Visitor Information Center (VIC) is managed by Visit Billings and housed on the main floor of the Billings Chamber of Commerce office one mile from the Interstate 90 corridor. Nearly 25 part-time volunteers operate the center, which is normally open Monday through Friday from 8:30 a.m. to 5:00 p.m., with expanded hours on some high-season weekends. The VIC is complete with brochures, maps, guides and retail offerings. The Visit Billings and Chamber teams are knowledgeable, welcoming and on-the-ready to facilitate visitor queries. The goal is to foster successful stays and future Montana travels. At the writing

of this document, the Billings VIC remains closed due to COVID-19 impacts; however, protective shields, signage, and social distancing protocols are being installed and implemented to protect visitors, employees, and volunteers upon reopening.

- The Visit Billings staff keeps an open dialogue of communication and information flow with tourism partners, area hotels, attractions, businesses and the community in preparation to provide exceptional customer service to visitors. This initiative is spearheaded by the Billings Trail Guide program of Visit Billings. This civic-minded program works to unite and motivate the Billings community in raising the bar and level of service to visitors. It provides frontline employees training and support regarding options for visitors in and around Billings and southeast Montana.
- Visit Billings continues to foster connectivity within different social media platforms by offering visitors current and relevant content via Facebook, Instagram, Pinterest, Twitter, and YouTube. Once COVID-19 directives relax, visitors will be invited to engage with the #VisitBillings brand throughout their journey, safely.





# MARKETING STRATEGY

# FORGE YOUR OWN PATH

**SHAPED BY THE YELLOWSTONE RIVER. BORN IN THE SHADOWS OF THE RIMROCKS. WELCOME TO MONTANA'S TRAILHEAD. BE GUIDED BY THE GREATNESS THAT LIES AHEAD. BIG SKIES AND BIG THINGS. FORGE YOUR OWN PATH.**

Leveraging Montana's Trailhead, Visit Billings' "Forge Your Own Path" brand invites visitors to participate in a memorable journey that is authentic to the Big Sky experience.



# SUMMER STRATEGY

Impacts to the upcoming summer travel season remain unknown due to COVID-19 implications. Visit Billings marketing strategies are focused on being highly flexible so staff can react quickly to the changing environment.

Emerging travel will be heavily impacted on three factors:

- National and state-level lifting of restrictions on travel
- When travelers feel safe to travel once more; vaccination included
- How potential travelers are financially impacted by the economy

While Billings is poised to successfully capture market share when travel resumes, there are a number of factors that must be holistically taken into consideration as Visit Billings moves into the summer or warm season marketing strategies.

Due to COVID-19 concerns, Destination Analysts' research shows the 2020 warm season traveler will be more inclined to travel by car. As a destination, Billings not only rewards their journeys with easy access to the Yellowstone scenic route via Beartooth Highway, but also the inspiring Rimrocks, Pompeys Pillar, and vast, iconic points of interest easily accessible from Billings.

## GOALS

**1.** Inspire travel to Billings once again after the COVID-19 impacts begin to subside, and travel re-emerges, with the intent to quickly recapture market share, drive hotel occupancy, and eventually focus on lengthening average stay.

**2.** Generate awareness of Billings as the Most Scenic Route into Yellowstone and its proximity to iconic attractions as part of a Great American Road Trip. Staff will closely monitor COVID-19 restrictions for Yellowstone National Park and other National Park Service entities as well as Montana State Parks, events, and local draws to the destination.

**3.** Increase awareness of Billings, Montana as being the place to experience unspoiled adventure without sacrificing the comfort of hospitality – particularly as travelers specifically seek outdoor adventure travel.

**4.** Leverage the “Great American Road Trip” campaign – integrating the ZooMontana’s sloth exhibit – as a marketing re-entry strategy targeting prospective visitors, while “Forge Your Own Path” will continue to serve as an umbrella brand position.

**5.** It will be important for Visit Billings and the local business community to pledge to be open and safe for visitors. Signage in storefronts reassuring best health practices with the Yellowstone County Open and Safe badge will be key.

With the Great American Road Trip campaign, the summer season marketing strategy will continue to establish ownership of the most scenic route to Yellowstone National Park via Beartooth Highway. Ranked alongside Bryce Canyon and Glacier National Park, Yellowstone is a bucket list family attraction. The “Billings - Yellowstone’s Scenic Route” messaging will continue to emphasize all that Billings has to offer within the city – excellent hospitality and hotels, walkable brewery trails, great brunch spots, and western heritage sites surrounded by unparalleled and unspoiled nature.

The Great American Road Trip will incorporate ZooMontana’s new Sloth exhibit which will be both integrated into the Road Trip creative as well as have stand-alone creative elements. The campaign will focus on driving traffic to the new Great American Road Trip landing page on the Visit Billings site, primarily using digital and video-driven channels. This will speak to the resident and non-resident traveler.

## TRAVELING IN THE WAKE OF COVID-19

COVID-19 will continue to impact the travel industry in 2020 and 2021. According to a Longwoods International tracking study of American travelers and the coronavirus pandemic, 85% of them are changing their travel plans over the next six months (May-October 2020) because of coronavirus. However, the percentage of American travelers planning trips in that same time frame is increasing – indicating that

## TRAVELERS SEEKING THE COMFORT ZONE

In addition to safety concerns related to the coronavirus pandemic, travelers are also balancing concerns regarding an uncertain economy and new regulations which differ by destination. Ultimately, while travelers still want to create new experiences and explore, they will also want to travel where they feel safe and comfortable. Pairing Montana’s Big Sky experiences and incredible landscapes with familiar hospitality creature comforts makes the journey more accessible for a broader audience once travel re-emerges. Billings is an economically feasible destination too, with reasonable hotel rates.

travelers’ are experiencing wanderlust and are currently in the dreaming phase, seeking inspiration. When travelers shift into the planning phase, Visit Billings’ marketing efforts must take into account longer booking windows.

With that in mind, it is expected that local and regional travel will be the first to recover as travelers will be more comfortable embarking on road trips rather than flying. With the Great American Road Trip campaign, Visit Billings is well positioned to be that road trip destination that provides safe experiences. There will be a renewed sense of appreciation for outdoor adventure, natural scenery, and local small businesses, away from more crowded, urban destinations. The Visit Billings campaign will not only be relevant and sensitive to travelers’ needs and concerns, but also designed to create an emotional connection with the target audience, reflective of the destination, and the brand’s higher purpose to live big in Big Sky Country.

## TARGET AUDIENCE

The target audience for Visit Billings will shift, as will the marketing budget. The organization’s funding has been drastically impacted, thus audiences with the highest propensity to travel to the destination and the region will be targeted. Taking into account the effects of COVID-19 on specific demographics and their intent to travel, given their concerns regarding health and safety, is key.

The family traveler will be an important summer demographic as surveys show this group has a higher propensity for travel than older demographics such as Baby Boomers who are less likely to travel until the current situation has completely been resolved or there is a vaccine. The focus will be on families with a household income of \$75,000+, couples, as well as younger male-skewed markets more likely to book a road trip sooner.

Creative messaging and media targeting are designed to behaviorally target those who are vacation planning and booking with an interest in the outdoors, national parks, and western heritage experiences. According to the Billings’ visitor profile, current visitors have an average HHI of \$97k and average age is 50.

## GREAT AMERICAN ROAD TRIP PRIMARY AUDIENCE

Previously, the primary market has focused on summer vacationers from key feeder markets (Minneapolis, MN; Denver CO; Seattle, WA) with interest in travel to Montana and the Western region of the U.S. to visit monuments, state and national parks, and to experience western heritage with a HHI of \$75k+. In light of COVID-19, summer 2020 will pivot to target regional drive markets, primarily in the neighboring states of Western North Dakota and South Dakota as

well as Wyoming. We will focus on potential travelers who show interest in traveling to Montana as well as an interest in monuments, outdoor recreation, family vacations, state and national parks, and have a HHI of \$75k+.

## ZOOMONTANA SLOTH EXHIBIT AUDIENCE

The campaign will focus on the regional drive markets in-state including Bozeman, MT; Great Falls, MT; Helena, MT; Missoula, MT; Cody, WY; Sheridan, WY; Buffalo, WY; Gillette, WY; Billings DMA (excluding city of Billings); with a HHI \$75k+.



## MEDIA

Visit Billings' Summer 2020 Media Plan will focus on responsible marketing post COVID-19, as it is the responsibility of the DMO to be a resource in promoting relevant and responsible recovery for the destination. Highly-visual elements such as video and social media marketing, as well as directing travelers to the COVID-19 information page on the Visit Billings website, will help to educate travelers on how to safely enjoy the experiences found in the destination.

The media plan also must be highly flexible to ensure we are able to pivot and adjust based on market conditions and budgets. There are a variety of elements to consider which will impact which paid media platforms are used, when they will be engaged, and the budget allocated for each platform. The goal is to be as nimble as possible with paid media to ensure the marketing budget is being used wisely and will result in delivering maximum impact.

Among paid media, social, Facebook and Instagram will remain prominent. Creative materials will place emphasis on video placement through Instagram stories, Facebook's Instant Experience and a video network, so impressions aren't locked to the content on just one platform but can optimize to whichever channel is showing the best performance.

Paid search will also continue to play a prominent role in driving qualified traffic to VisitBillings.com.

### MEDIA KEY PERFORMANCE INDICATORS (KPIs)

To balance quantity and quality of website visitation, we will optimize digital media toward conversion actions and monitor for an efficient CPC (cost per click) and CTR (click-through rate). The team will measure 25% of view-through conversions and 100% of click-through conversions.

The following engagement actions will be tracked:

- ★ Partner referrals
- ★ Page views
- ★ Requests for Visitor Guides
- ★ 3+ minutes on site
- ★ eNewsletter sign-ups
- ★ Web traffic through ZooMontana

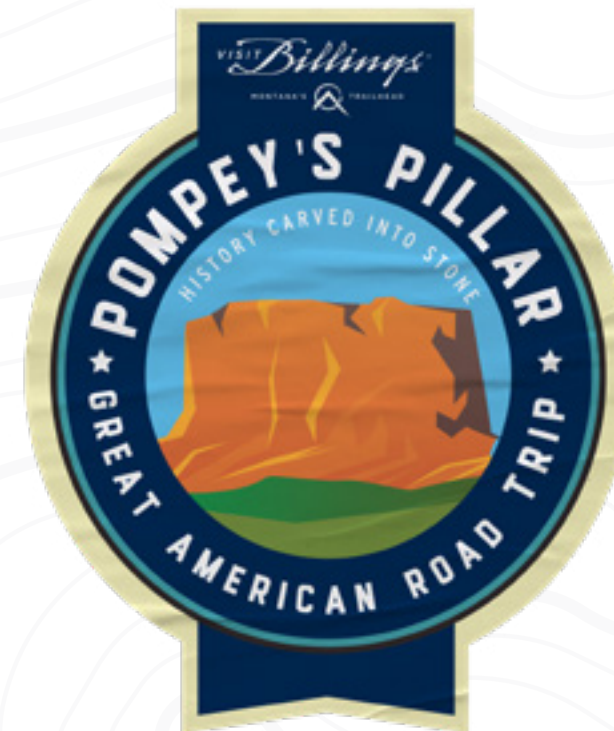
In instances where social ad units direct a user to stay within the platform, social engagement metrics will be monitored and optimized. The campaign will be set up dynamically to retarget the budget toward the market that is performing the best.



## GREAT AMERICAN ROAD TRIP

As previously noted, according to Destination Analysts, 53% of travelers surveyed in April 2020, will be taking more road trips this year to avoid airline travel. Billings is Montana's Trailhead to monumental, unexpected adventures. Located in southeast Montana, Billings neighbors iconic American sites and attractions, like Yellowstone National Park. When paired with the Black Hills and Badlands regions of South Dakota, along with all of the incredible trips available throughout Montana, the Great American Road Trip is revealed with an unprecedented bucket list of must-see national parks and monuments - in one vacation.

Visit Billings is developing partnerships with aligned-destinations and lifestyle brands to target road trippers and bucket-list travelers and bring awareness to this untold story. The Great American Road Trip was intended to make its debut in 2020; however plans were altered due to COVID-19. In light of this pandemic, research shows that when it becomes safe to travel again, there may still be a fear of air travel. The Great American Road Trip fits well with the return of tourism as it promotes travel by car. The attractions along the way also leave room for social distancing if that is still a recommended practice for summer travelers.



# REGIONAL YEAR-ROUND STRATEGY

Billings is Montana's largest city, and with that, the opportunities are endless. From arts and culture to food scenes, history to outdoor recreation, it's easy to fill days with unique experiences. Regionally, Billings is the city, when it is safe, travelers will crave as it offers the hustle and bustle of a city without the huge crowds. Cultural attractions such as concerts and art galleries, as well as a culinary scene that features unique farmers markets, walkable breweries, restaurants and more will engage visitors. The regional year-round strategy is designed to highlight experiences that can't be found for hundreds of miles and is customized so that it speaks specifically to each unique traveler, encouraging them to "Forge Your Own Path" while exploring the city and the region.

## GOALS

1. Increase awareness of "things to do" in Billings for the regional audience.
2. Establish a sense of urgency around seasonal events and attractions, when appropriate.
3. Continue utilizing the creative assets and messaging of the Great American Road Trip, while leveraging "Forge Your Own Path" as the umbrella brand position, inviting prospective visitors to experience Billings.

Creative messaging will emphasize experiences and activities unique to the city and the region, consistently providing potential visitors new reasons to travel to Billings. The marketing efforts will responsibly establish a sense of urgency in booking for special seasonal features such as the opening of the Sloth Exhibit at ZooMontana, the Grand Opening of the Alberta Bair, and other events. Primarily promoted through digital targeting, these travel drivers will be communicated through the brand lens of "Forge Your Own Path." A content calendar will outline key travel-driving events, activities and attractions by season, and map out markets and allocated budgets throughout the year.



## TARGET AUDIENCE

Regional focus will remain on target markets with higher awareness and familiarity of Billings. These include markets within 350 miles, primarily in-state, as well as Wyoming and South Dakota. For leisure travel, these close-in drive markets have a higher propensity to visit year-round for events, outdoor activities and nearby skiing in the winter, and short getaways for shopping and dining in Montana's biggest city. In some cases, travel may align with extending a necessity visit (for example, a doctor's appointment) overnight to include leisure activities.

Billings' regional target audience includes adults 25-65 with an annual household income of \$75,000+. We will continue to evaluate if the target demographics need to shift based on market conditions related to COVID-19. Regional markets include Bozeman, MT; Minot-Bismarck-Dickinson, ND; Great Falls, MT; Rapid City, SD; Helena, MT; Missoula, MT; Casper, WY; Cody, WY; Gillette, WY; Billings DMA (excluding city of Billings).

## MEDIA

The Regional Year-Round Media Plan is primarily digital allowing the plan to stay flexible with recurrent changes in creative and messaging. Online display through a Demand Side Platform (DSP) partner allows us to purchase digital ad inventory while providing efficient reach and targeting with the ability to easily adjust creative throughout seasonal flights.

Social and Native placement provides opportunity to promote event-driven content and messaging on Visit Billings' owned channels.

Search is critical for driving site traffic from the regional audience already researching Billings' key events and things to do.

Billboard and OOH placement is incorporated to maintain front-of-mind brand awareness in surrounding regional markets.



Billings is a craft beer hotspot and the Billings Brew Trail is Montana's only walkable self-guided brewery tour. Although it continues to grow, the current list includes six breweries, two distilleries and a cider house. In May 2019, the city hosted the first-ever Billings Craft Brew Week with Taproom Cards to earn stamps for prizes, yoga, and movie events, as well as a Beer Run and post-race party. Over 350 runners arrived in downtown Billings for the event. Visit Billings, through its grant program, is a supporter of this event.



## STAYCATIONS

Following COVID-19, many travelers will be looking for more staycation-type trips. According to Destination Analysts, 55% of travelers believe a staycation will replace other types of trips for them. Regionally, Billings can be that staycation for many who are looking for experiences outside of their hometown but still within their home state or region.

# MOTORCYCLE ENTHUSIASTS



Aligning with the destination's leisure Great American Road Trip campaign, and to continue building awareness of the destination's proximity to the most scenic route into Yellowstone National Park, Visit Billings will also continue to leverage the Beartooth Scenic Byway as a key draw for the lucrative two-wheeled market. Among its "Top 10 Motorcycle Rides in the U.S.," National Geographic describes the 68-mile stretch of U.S. Highway 212 as "the perfect definition of what a great bike ride should be." BMW MOA's 2020 Rally was set to take place in Great Falls in the summer of 2020. This has been rescheduled to 2021, due to COVID-19 concerns. Despite not having this influx of motorcyclists to the state, the two-wheel market remains important to Billings visitation.

Motorcyclists in Montana are drawn to curvy roads. They enjoy touring vacations, riding long distances and experiencing the journey. National parks are key drivers of visitation in this segment. In 2018, June through

September, an estimated 394,000 motorcyclists rode in Montana, 4.4% of all non-resident visitors to the state. The target audience is men and women motorcycle enthusiasts ages 35-64 on any model bike. Non-resident motorcyclists spent an average of 4.74 nights in a hotel (*Motorcycle Touring in Montana: A Market Analysis 2019*, published by the Institute for Tourism & Recreation Research).

FY21 plans include additional sponsored content development and niche digital targeting of the two-wheel audience. Billings' hospitality amenities and access to surrounding Big Sky Country roads elevate its position with groups like BMW Motorcycle Owners of America, Gold Wing Road Riders Association, Harley Owners Group, and Yamaha Star Motorcycles.



# GROUP TOUR MARKET

Yellowstone National Park and Little Bighorn Battlefield, along with the Lewis and Clark Trail, are key attractions positioning Billings as a trailhead to access Montana's iconic sites. These points of interest make Billings a group-friendly destination for the domestic or international traveler. Billings' proximity to the Beartooth Scenic Byway, as well as the northeast and north entrances to Yellowstone National Park, position the city well as a stop on a group tour itinerary.

Amid COVID-19 concerns, social distancing requirements and travel restrictions, Visit Billings staff will work with regional and state partners to monitor this segment while continuing to foster partnerships with domestic and international tour operators. These professionals are key partners to Visit Billings staff and are critical in efforts to grow visitation at Montana's Trailhead in the future. As staff monitor the international landscape in a pandemic, they will consider marketing opportunities through MOTBD, Rocky Mountain International, and the United States Travel Association.



# MEETING & CONVENTION SALES



Despite convention cancellations, postponements, and budget adjustments due to the COVID-19 pandemic, Visit Billings staff must remain supportive and innovative to, and for, the meeting planner. Accommodating rescheduling and format adjustments planners may be facing is, and will be, a priority.

Along with the pandemic impacts in the spring of 2020, 2019 witnessed continued declines in meeting and convention bookings for Billings as other destinations offer larger, state-of-the-art convention space. However, meeting recruitment remains a priority for the destination. It will be more important as ever for staff to help facilitate this segment by providing planners with assistance and services that benefit and enhance events meeting social distance needs and calming concerns of future meeting attendees, especially until a COVID-19 vaccination is available.

Meeting planners often have a misperception of Montana, but this is Big Meetings Country and awareness of the wealth of amenities and resources available for meetings and conventions at the

destination is important to promote. Billings' walkable downtown with dining and entertainment, close proximity to Billings Logan International airport with nonstop services, and surrounding regional attractions, are strong value propositions for planners.

## GOALS

1. Continue to build brand awareness of Billings as Big Meetings Country and offer security that Billings businesses are open and pledge to be safe for attendees.
2. Foster relationships with qualified meeting planners looking for support during a recovery particularly small market meetings, citywide events, and reunions.
3. Service groups with high levels of customer satisfaction and event execution during a recovery reassuring planners that Billings is open and safe for attendees.

## POTENTIAL ATTENDANCE - MEETINGS INDUSTRY CONFERENCES/SHOWS

- Small Marketing Meetings
- Military Reunion Network

# SPORTS TOURISM

Strong gains in sports tourism in FY20 continue to position Billings as a sports events destination. However, with COVID-19 and budget impacts, sports recruitment efforts will be adjusted for FY21 unless a recovery is quicker than what could be anticipated.

Positioning Billings as a sports events destination will remain a priority for Visit Billings with staff looking at new technologies and innovations that will shape the future of sports events and sports tourism at Montana's Trailhead.

Supporting governing bodies, executing awarded events like the 2020 NCAA DII Cross Country West Region Championships, and hosting Montana High School Association (MHSA) state and local divisional tournaments will be a major priority. Following health guidelines for schools, teams, fans, officials, etc. will also be critical.

Visit Billings appreciates relationships with Montana State University Billings (MSUB), Rocky Mountain College (RMC), the MHSA, area school districts, local tournament directors, as well as the City of Billings and Yellowstone County (MetraPark).

## GOALS

1. Continue to elevate Billings and Yellowstone County as a strong sports destination in the region.
2. Be a valuable and innovative resource to tournament directors and associations in efforts to host and grow competitions that draw athletes and fans from across the region generating room nights for lodging partners in a recovery.
3. Monitor conversations surrounding additional sports facilities at the destination to prepare for future sports sales for the DMO including the position of a sports sales manager.



## SERVICING

### THE VISITOR EXPERIENCE AND BILLINGS TRAIL GUIDE PROGRAM

The coronavirus pandemic has left Americans longing to travel again and a positive visitor experience is a significant piece in recovery for the tourism industry. In FY20, Visit Billings officially launched and implemented the Billings Trail Guide program. The program is designed to build a wider net of knowledgeable Billings' ambassadors within the community. It consists of in-person training, centralized digital resources, email communications, and incentives.

Visit Billings understands that the visitor experience plays one of the most important roles in growing visitation at a destination. The program emphasizes how exceptional service leads to repeat visitation and extended stays. Making sure travelers feel welcomed and enjoy their stay at Montana's Trailhead is a major priority for Visit Billings. This is very important in the pandemic environment as well.

The Trail Guide program has helped elevate the city and helped champion repeat visitation by shining a light on the importance of visitor orientation and facilitation. The program inspires Billings' locals to promote their community by inviting visitors to participate in authentic moments of the destination and its people. Participants of the program are more than frontline staff but all those in the hospitality industry, business community, as well as area residents. All residents play a crucial role in elevating a destination and growing visitation.

Throughout FY20, Visit Billings certified over 180 people from the lodging industry, restaurants and hospitality industry to Leadership Billings and Youth Leadership participants. Visit Billings completed four training videos where locals discussed authentic Billings' experiences. The videos focus on assisting Outdoor Enthusiasts, Arts and Culture Aficionados, and History Buffs to forge their path throughout the community. Billings 101 discusses the importance of facilitating visitors with excellence and showcasing Billings as a travel destination.

In FY21, Visit Billings staff will continue to certify residents and frontline staff as Trail Guides while following COVID-19 guidelines. Visit Billings understands this program will help to bring our community together to ensure positive, memorable experiences for visitors. Changes to the programs in-person training are underway to include information on the COVID-19 pandemic and the recovery process.

### THE VISITOR INFORMATION CENTER - MOVING FORWARD

As Visit Billings approaches the 2020 warm season, visitor habits will have drastically changed due to the COVID-19 pandemic. For the Billings Visitor Information Center (VIC), concerns potential visitors may have considering the current travel climate may influence traffic to the Center and may influence the reach of the VIC. However, the VIC offers several other means to orient and facilitate the visitor through additional channels of communication. The VIC staff and volunteers can assist visitors via phone, text, and email to still provide a memorable experience for travelers in need of an in-person conversation with knowledgeable residents while proper social distancing is encouraged.

In this scenario, volunteers act as the first point of contact for anyone visiting the VIC. For some visitors, Visit Billings volunteers provide a smile and directions to the restroom or a complimentary cup of coffee, but for those particular travelers who meaningfully engage with the Visit Billings team, travel plans can change for the better. Billings VIC volunteers are champions for Billings. Their sage advice can sway travelers to visit a fantastic locally-owned restaurant or spend an extra night in a Billings' hotel. When this advice is paired with specifically-curated information, the Billings visitor center can be seen as a source of valuable travel information for the entire state and region.

In FY21, materials stocked within the visitor center will continue to prove invaluable for those who rely on physical copies of guides, maps, and brochures. The materials Visit Billings produces are always used as the primary source of information when visitors have questions about the city and region. Additionally, the Visit Billings team works hard to ensure the visitor guide answers any question about Montana's Trailhead. This 30 page, ad-free publication is further supported by other popular pieces like the Visit Billings Scenic Guide Map and Billings Brew Trail one-sheeter. In tandem, these pieces do more than inspire visitors; they position the city as Montana's premiere leisure travel destination.

Moving forward, the VIC will continue to offer in-person services to every guest who'd like to stop by. But in a changing travel landscape, the entire team also will work hard to use print and digital resources to orient and facilitate travel inquiries for people across the country and the globe.

## COOPERATIVE OPPORTUNITIES

### MONTANA OFFICE OF TOURISM AND BUSINESS DEVELOPMENT

Visit Billings will continue partnering with the MOTBD in marketing and advertising opportunities including print, digital, OOH, and trade shows. In FY20, these partnerships included MOTBD co-op advertising opportunities such as TripAdvisor and Sojern, as well as a boosted billboard presence in the Dallas area which was put on hold due to COVID-19 impacts.

Visit Billings relationship with MOTBD was strengthened even more during the planning and execution of Travel Blog Exchange and the partnership of our organizations. There is value in not only leveraging dollars toward increasing audience reach and frequency, but in the association and tie to MOTBD messaging and brand pillars. Digital opportunities that hyper-target a qualified audience of travelers have been heavy-lifters for Billings. Accordingly, staff will look first to those opportunities again.

### LOCAL AND REGIONAL PARTNERSHIPS

Visit Billings' would like to participate in the following cooperative opportunities with neighboring regions:

- In FY20, Visit Billings partnered with Visit Southeast Montana on media buys as well as execution of Familiarization Tours, Travel Blog Exchange events, and more. In the coming year, Visit Billings will continue its important partnership with Visit Southeast Montana to draw visitors to the area as budgets allow.

- Yellowstone Country travel region, particularly the Red Lodge area, is another important region where Visit Billings will continue building relationships. Many wins have been realized through team efforts between Billings and Red Lodge including the Hot Bike Tour, Outdoor Writers Association of America, BMW MOA Rally and GWRRA Wing Ding 38. Billings is a gateway to the Beartooth Highway (considered part of Yellowstone Country) and Yellowstone National Park via Red Lodge. Billings is also a welcome destination for travelers coming out of the park who are seeking services, as well as shopping and urban amenities. Visit Billings believes there is value in strengthening the benefits each city offers the other.

- Visit Billings will partner with MOTBD, Montana's tourism regions, and CVBs on relevant consumer trade shows when appropriate. Many of Montana's tourism regions and CVBs came to the table to sponsor Travel Blog Exchange, showing a united effort from our state while welcoming over 500 Travel Bloggers, Influencers and Industry Professionals to our city. Billings has and will continue to partner with MOTBD and Visit Southeast Montana at the Rocky Mountain International Roundup and the USTA's IPW. These partnerships have proven successful in the past and are expected to be in the future, budget allowing.

- Finally, falling in line with MOTBD's strategic goals, Billings will partner with the City of Billings, Chamber of Commerce, Yellowstone County, Downtown Billings Alliance and local leaders to preserve the assets and quality of life in the community, maintaining productive dialogue around seeking ways to improve Billings area tourism products to grow Billings as a year-round destination.



## CONTENT STRATEGY



Visit Billings' social media, blog, and email channels act as storytelling tools, serving content that is as timely and relevant as it is practical and inspirational. Never has this been more important, as people are seeking out inspiration and hope during this pandemic. The Visit Billings social channels are encouraging followers to dream of future travel plans and remember special memories spent in Billings, while also giving them relevant and up-to-date information regarding travel information specific to COVID-19, such as closure of the Visitor Information Center.

Visit Billings' social media strategy is focused on sharing the destination's story in a compelling, consistent and editorial manner, thus strengthening awareness for Billings' culture and heightening its position within the online space and among its competitive set. This will continue to be critical as travelers once again start planning their getaways. According to a Longwoods International tracking study of American travelers and the coronavirus pandemic conducted in April 2020, 70% of American travelers are planning trips in the next six months. As travel begins to reemerge, Visit Billings owned social channels will keep us connected to our visitors and engage them with inspiring travel and destination content. This is where we are guiding visitors to virtual experiences within our destination, while also asking followers to tell us about their favorite parts of past Billings vacations, and to share inspirational photos of Billings and the region.

Staff also closely monitor the type of content visitors are seeking. That same Longwoods survey found that the travel information of most interest to consumers at the time of the survey include local food options (50%), ways to help local businesses and organizations impacted by the pandemic (49%) and offers for future travel, dining and entertainment (49%). Our social channels allow for engagement tracking, which helps to inform what type of content generates the most interest as we focus on continuing to grow Visit Billings' social following.

With storytelling as its driving characteristic, we will continue with our content strategy to extend Visit Billings' voice into the online space as a persona – the approachable and lighthearted Billings Trail Guide. "Forge Your Own Path" represents the Billings mentality and is rooted in our way of life. We combine a friendly familiarity with a down-to-earth tone, much like how you would interact with a local on the streets in downtown Billings. Our voice reflects the optimism and inspiration that comes from being surrounded by the land of big skies and big dreams.

Visit Billings' owned channels will continue to rely on an integrated editorial content calendar. The content calendar provides the opportunity to plan and prepare content (e.g.

copy, photos, videos, etc.) ahead of time, month-by-month – streamlining social content development efforts across all channels and seeing how they all interrelate (i.e. from e-newsletters to media outreach). It will further facilitate the integration of seasonal messaging, key events, new local businesses, etc. Visit Billings will also increase exposure through the tagging of relevant accounts and hashtags to piggyback on timely industry conversations. We may also use hashtags such as #TravelAwaits to bolster morale and inspire travel as we continue to feel the effects of COVID-19.

### Instagrammability



There is no denying social media's impact on travel, introducing the broader population to new, once unknown and now highly-desired destination experiences. The hashtag #nationalparks alone reveals 2.08M beautiful Instagram posts – up from 1.4M just last year. Travel will continue to be driven by a destination's Instagram-ability. Approximately 86% of people (and 92% of Gen Z) said they've become interested in a specific location after seeing user-generated content, according to a Stackla report, and 60% of people said user-generated content is the most influential, up from 42% in 2017. Epic landscapes, art-driven experiences and beautiful foodie shots on the Visit Billings social channels will continue to inspire travel.



## FACEBOOK

Facebook serves as a Billings Trail Guide, posting daily and consistent updates and addressing followers' inquiries in a timely manner. The type of content will include information on events, photography/video, details on attractions, closings/openings, what's new, user-generated content, third-party endorsement through press coverage, etc. The Facebook channel will:

- Tourism Regions, Convention and Visitors Bureaus (CVBs), communities and organizations must all work together to make visitors aware of the full array of experiences available to guests.
- Encourage dialogue by asking followers questions.
- Include links within posts, when relevant, to help drive traffic to the Billings blog and website.
- Tag relevant hospitality partners, attractions, events and visitors in posts, when applicable, to maximize visibility and reach.
- Incorporate paid campaigns aimed at attracting new followers from key markets.

## INSTAGRAM

Instagram is the inspiration channel for Visit Billings with more than 4,500 followers, guiding travelers on their dreaming and ultimately planning phases. The Instagram channel features compelling imagery and videos, both branded and consumer-generated. The Instagram channel will:

- Curate and utilize consumer-generated photography and video.
- Create editorial photos and videos aimed to highlight destination experiences and offerings in a visually-compelling way.
- Leverage the existing #VisitBillings hashtag while encouraging visitors and stakeholders to do the same.
- Engage with traditional media through the use of designated hashtags to aggregate related content and join in on relevant and timely social media conversations.



## PINTEREST

Almost half of U.S. travelers currently on Pinterest use the platform to begin planning their next trip, and 76% of travelers searching on Pinterest make a purchase after seeing travel content from brands on Pinterest, according to comScore. These globetrotters are typically booking within two months of the start of their research. The Visit Billings Pinterest channel – which currently sees 6.5k monthly viewers – will:

- Re-pin content from popular travel bloggers, travel planning sites and other brands.
- Develop boards and pin content by interest, including thoughtful descriptions to keep pins inspiring and searchable.
- Pin Visit Billings website content and blog posts.
- Ensure that all pins link back to relevant and useful information to ensure a positive user experience.

## EMAIL

Email serves as a valuable and cost-effective marketing channel with which to continue the conversation with potential visitors, and ultimately, inspire travel. In FY20, Visit Billings redeveloped email templates to incorporate rebranding initiatives. An editorial content calendar assists in re-aligning email, blog, and social content to incorporate consistent destination newsletters.

## VISIT BILLINGS BLOG

Visit Billings will continue to utilize social and email channels to promote new blog content, featuring experiences that align with the interest-based personas established for the website, from History Buffs to Foodies and Outdoor Enthusiasts. Visit Billings team members along with tourism colleagues and stakeholders will have the opportunity to be blog post authors and feature their own unique Billings Trail Guide experiences.

# EARNED MEDIA



Visit Billings' public relation's strategy focuses on generating distinct story angles and themes centered around the "Forge Your Own Path" brand-level campaign with an emphasis on elevating awareness of Montana's Trailhead. The very nature of public relations allows us to be nimble in our response as travel re-emerges after COVID-19. In spring 2020, many media outlets paused coverage as writers weren't able to travel and the destination experiences were closed. However, digital coverage focused on local travel and outdoor experiences is expected to rebound quickly. Local writers and content creators help tell these local stories of Billings and the region. Visit Billings partners with the MOTBD, tourism and hospitality partners, and neighboring regions in promoting visitation to Billings through earned media initiatives. A few key FY21 tactics include:

## MEDIA RELATIONS AND OUTREACH

Throughout the year, Visit Billings will continue to build relationships with influencers and journalists that will help grow the brand and inspire travel. Attending events such as Public Relations Society of America Travel and Tourism Conference and North America Travel Blog Exchange have increased contacts in the past and allow the team to build the influencer program. When the time is right, Visit Billings will proactively reach out to appropriate media and influencers with original, relevant, and timely stories.

## TBEX, FAMILIARIZATION (FAM) TOURS, AND PRESS TRIPS

As a result of journalists and influencers visiting the destination, Billings has received incredible media coverage highlighting the experiences and favorites of the destination. This past year, Billings hosted TBEX (Travel Blog Exchange), a conference that brought together travel journalists and digital influencers for workshops focused on digital and travel technology.

Over 500 attendees joined and participated on "pre-BEX" tours that included excursions to national monuments and the Beartooth Highway as well as in-town adventures like climbing and biking the Rimrocks, paddle-boarding on the Yellowstone River, taking in the Billings Brew Trail, downtown arts and galleries, Montana State Parks and ZooMontana. VisitBillings coordinated 38 pre-conference tours, all beginning at Montana's Trailhead.

From this event, Visit Billings partnered with colleagues from Visit Southeast Montana, Visit Big Sky, Yellowstone Country Tourism, Glacier Country Tourism, Montana State Parks as well as local partnerships with the Billings Depot, Camelot Ranch, Billings Cultural Partners, and the Pub Station. The Visit Billings team will continue outreach and collaboration with the attendees throughout the year to generate even more media and digital coverage.

## PRESS ROOM AND BLOG

The VisitBillings.com website includes a press page with featured press hits, story ideas and easily accessible images for press use. Content is an important part of our marketing and earned media efforts. Blog content is produced not only for consumers, but to inspire influencers, journalists and bloggers.





# 2020-2021 STRATEGIC GOALS

# GOALS

## FOSTER VISITOR GROWTH

Tourism remains a leading industry in Billings and will be important as the COVID-19 curve settles and people become more mobile in the region. Prior to the COVID-19 pandemic, the industry generated economic impact that was crucial to local businesses. Nearly \$500 million was injected into the economy between out-of-state and in-state visitation to Yellowstone County in 2018 (ITRR).

As Visit Billings works to reeducate potential visitors and the economy begins a recovery, the investment in tourism marketing by Visit Billings will be key. Appropriate marketing and sales efforts will elevate stakeholders once again as well as tourism partners including retailers, restaurants, and attractions. Tourism supports thousands of jobs within Yellowstone County and enhances the overall quality of life in Billings.

## THE VISITOR EXPERIENCE

During FY20, Visit Billings successfully executed a new program, Billings Trail Guides, focused on fostering a sense of pride and place for residents by educating them about all Billings has to offer as a community and tourism destination. In Billings, research has previously reflected a weakness in civic pride among Billings' area residents. It will be the goal of the Visit Billings team to not lose momentum in this programming despite COVID-19 impacts to the tourism industry and community. Gains were made in FY20 by presenting to groups, large and small, the importance of residents playing a role in the positive visitor experience in Billings by welcoming out-of-towners and facilitating any questions or needs they may have.

Even as we deal with the pandemic and its impacts, Billings' residents have the capacity to elevate Billings which can significantly impact visitor growth and the visitor experience. Staff will work to strategize ways to appropriately convey the highlights of the Trail Guides program digitally or possibly in small group settings that support social distancing prior to vaccine availability.

## INCREASE LEISURE VISITATION

Visit Billings' marketing and sales efforts aim to position Billings and the surrounding area as a preferred destination for leisure visitation. Destination Analysts' research during COVID-19 'shelter in place' directives across the country in March and April showed once restrictions were lifted, but



prior to there being a vaccine for the virus, people would stay close to home, road trip, and/or enjoy a staycation. Visit Billings' staff, together with its boards and advertising agency, believe this close-to-home, regional travel mindset will be key in rebuilding visitation to Billings and southeast Montana in the future.

Leisure tourism marketing strategies will remain the highest priority for the organization as leisure visitation supports all Visit Billings' stakeholders (hotels and motels owners) as well as partners including restaurants, retailers, and attractions. Regional marketing campaigns will focus on road trip itineraries and partnerships with attractions like ZooMontana where social distancing is feasible. Safety also will be key in all marketing efforts.

## MEETING/CONVENTION SALES AND SERVICING

Even with the COVID-19 pandemic impacts to business travel, Billings is a desirable meeting destination. By marketing, promoting, and selling Billings as a meeting destination, Visit Billings can generate room nights and revenue for stakeholders which can eventually help in a recovery for the community's economy overall. Visit Billings staff will work to be innovative in how to meet the needs of meeting planners during this time. Staff will continue to inspire and orient meeting professionals with thoughtful sales strategies in a time of meeting cancellations and postponements. This segment can continue to have a strong economic impact on the community. The Visit Billings staff is assisting planners through this by facilitating their needs and re-orienting them with our offerings should they need to adjust attendee numbers, digital needs, etc.

FY20 saw continued declines in meeting and convention recruitment. In 2010, such business accounted for nearly 25% of total visitation to Billings. That number, according to HVS Advisors, has decreased closer to 17%. With the closure of the Red Lion Hotel and Convention Center in Billings in 2019, Billings now offers five convention hotels. However, the market segment is still viable to the destination and despite COVID-19 expense reductions and adjustments in sales strategies, meeting recruitment will be a priority. It will be more important as ever for staff to help facilitate this segment by providing planners with assistance and services that benefit and enhance events meeting social distancing needs and calming concerns of attendees.

## SPORTS TOURISM

Strong gains in sports tourism in FY20 continued to position Billings as a sports events destination. With COVID-19 impacts, sports recruitment efforts will be adjusted. Positioning Billings as a sports events destination will remain a priority for Visit Billings in FY21, with staff looking at new technologies and innovations that will shape the future of sports events and sports tourism at Montana's Trailhead. At the writing of this document, Visit Billings had partnered with Montana State University Billings (MSUB) for NCAA bids as well as MetraPark for Montana High School Association (MHSA) bids. 2020 brings the execution of major sporting events like the NCAA DII West Region Cross Country Championships. Strategizing with NCAA officials to meet the needs of protecting athletes, officials, fans, and volunteers from COVID-19 during this event, for example, will be key. Meanwhile, staff will continue to foster growth in this segment by supporting partners like the MHSA, MSUB, Rocky Mountain College, area school districts, local tournament directors, as well as the City of Billings and Yellowstone County.

## THE INTERNATIONAL MARKETPLACE

Together with tourism partners, Visit Billings has made strong gains in growing international travel to southeast Montana in recent years. The impacts of this travel segment due to COVID-19 and accompanying international travel restrictions are substantial. However, it is important for Visit Billings to maintain relationships with international tour operators so overseas visitors who have ranked sightseeing, fine dining, and national parks/ monuments as major draws in deciding where to spend time while visiting the United States keep Billings top-of-mind as new travel habits emerge. Visit Billings will continue to work with the Montana Office of Tourism and Business Development and partners like Visit Southeast Montana and Rocky Mountain International to remain relevant in travel recovery to the international market



# MEASURABLE OBJECTIVES

	FY15	FY16	FY17	FY18	FY19	FY20 - YTD*
<b>Total Bookings</b>	36	47	45	46	53	31
Citywide Events	4	4	3	7	8	1
Meetings & Conventions	20	23	22	26	25	13
Sports Events	5	10	10	8	14	12
Citywide Sports Events	7**	10	10	5	6	6
<b>Citywide Events and Meeting &amp; Conventions</b>	32,564	8,924	7,720	11,293	7,545	3,415
<b>Citywide Sports Events and Sports</b>	23,600	21,180	34,580	16,890	21,895	12,050
<b>Total Room Nights</b>	56,164	30,104	42,300	28,183	29,440	15,465
<b>Web Visits</b>	190,759	241,457	158,215	221,801	219,027	116,353***

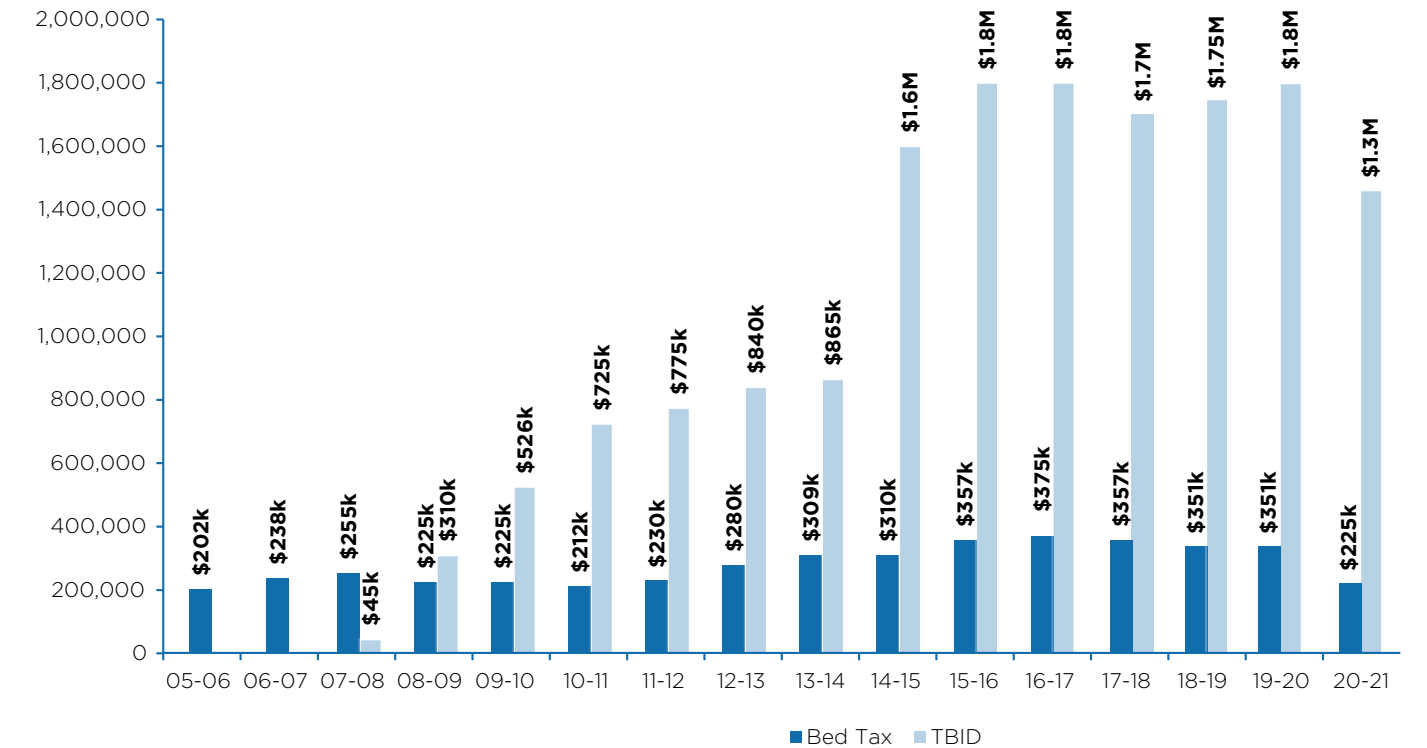
\*The data for this plan was extracted during the third quarter of FY20. All FY20 information is YTD as of April 1, 2020.

\*\*First official entry for Citywide Sports Events was recorded.

\*\*\*Analytics show those exploring VisitBillings.com are spending 22% more time on the website with a bounce rate that is 7% lower than previous year data.

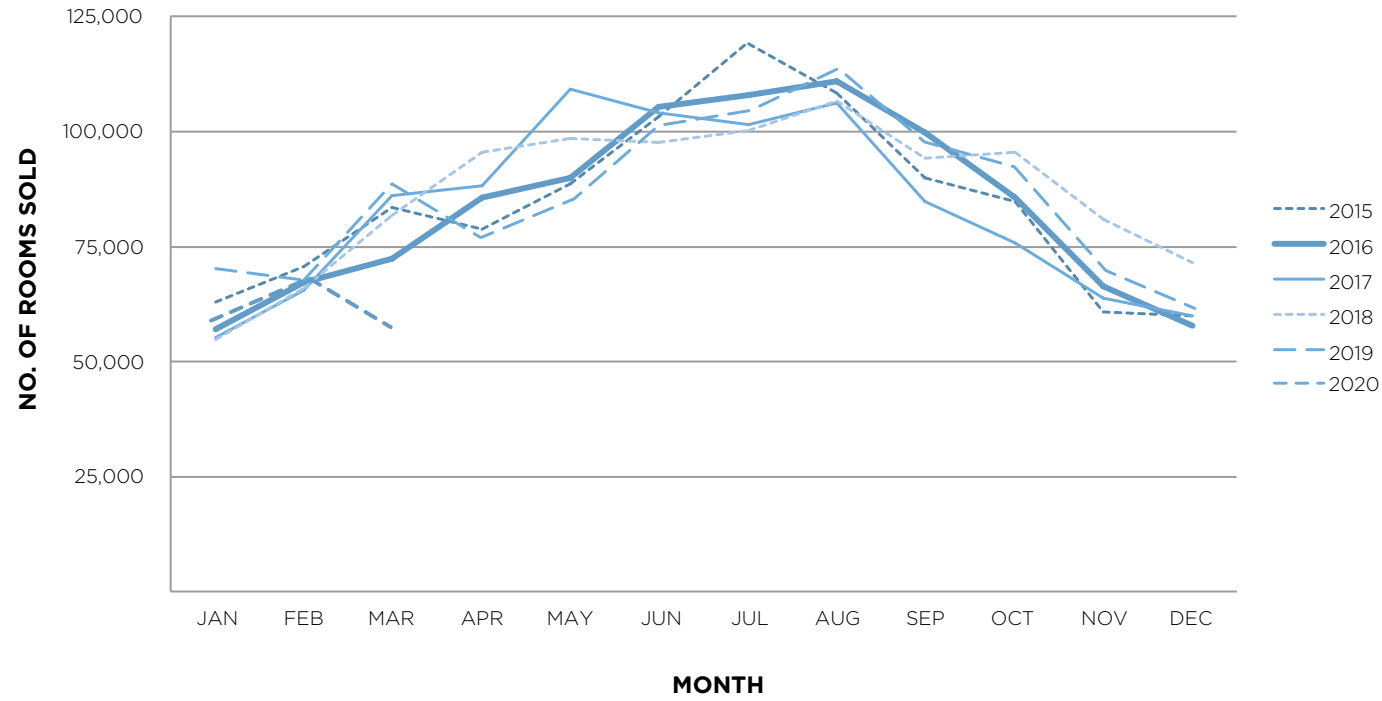
ITEM	DEFINITION
Citywide Events	A sports group utilizes three (3) or more hotels.
Meetings & Conventions	Anything smaller than defined above.
Sports Events	Any athletic event that utilizes hotel rooms and a sports venue in the Billings area.
Citywide Sports Events	A sports group utilizes three (3) or more hotels.
Total Bookings	Citywide Events + Meetings/Conventions + Sports Events.
Total Room Nights	Total room nights sold.
Web Visits	Success is measured by total visits to VisitBillings.com. Conversion is considered to be any activity beyond the home page. Google Analytics is used for tracking and monitoring.

## COLLECTIONS 2000-2018



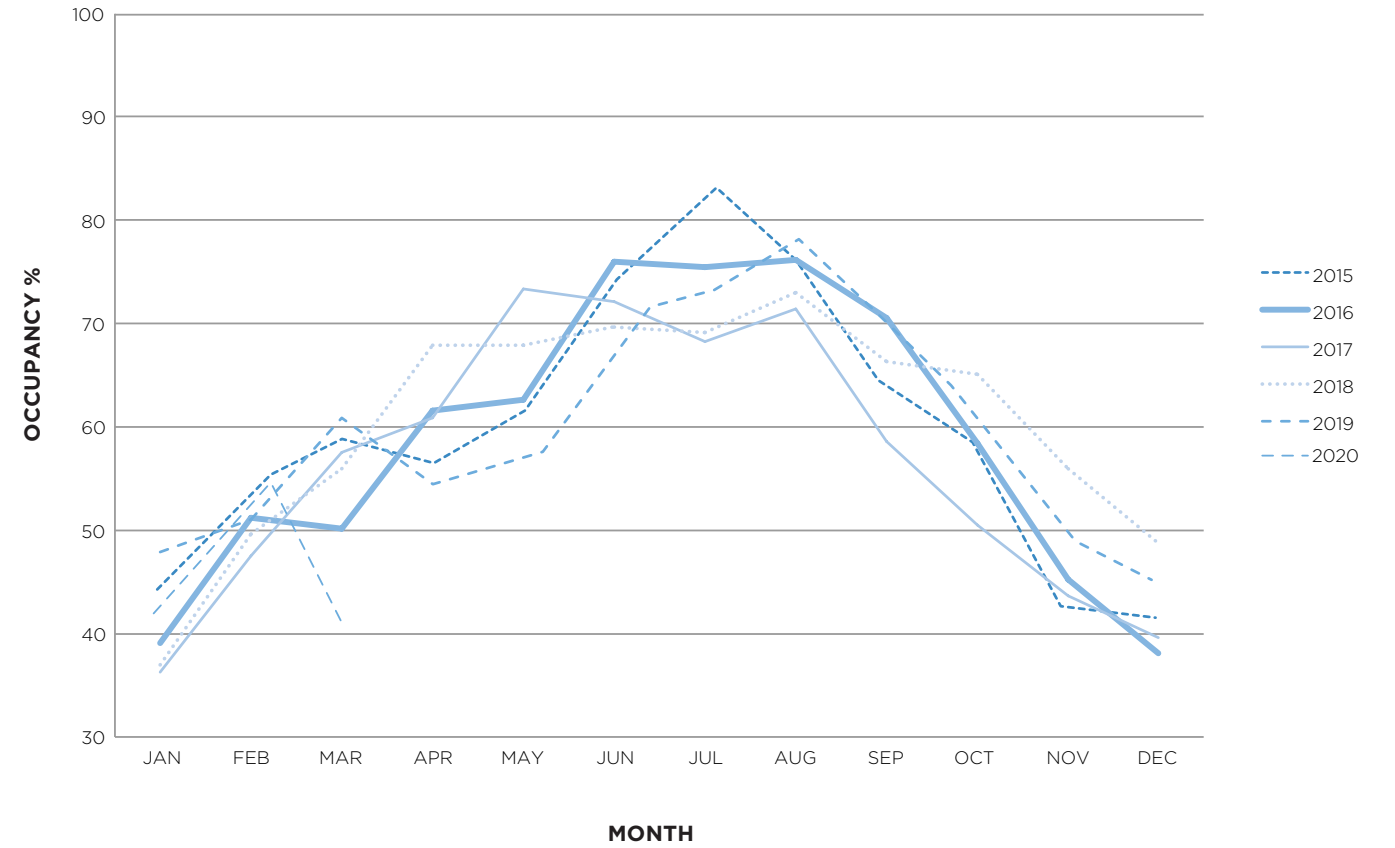
**ROOM DEMAND**

Demand reflects accurately increased visitation. Where Occupancy is impacted by the number of rooms in inventory, Demand is a true picture of the number of total rooms sold.



**ROOM OCCUPANCY**

Room Occupancy is (Rooms Sold) ÷ (Rooms Available) x (100). Occupancy is expressed as a percentage of rooms occupied.



**ROOM OCCUPANCY DATA INSIGHT**

YEAR	CENSUS PROPERTIES	CENSUS SLEEPING ROOMS
2005	43 hotels	3,759 rooms
2010	45 hotels	3,992 rooms
2015	50 hotels	4,493 rooms
2017	54 hotels	4,840 rooms
2018	58 hotels	4,712 rooms
2019	53 hotels	4,339 rooms



# BUDGETS



# BUDGETS

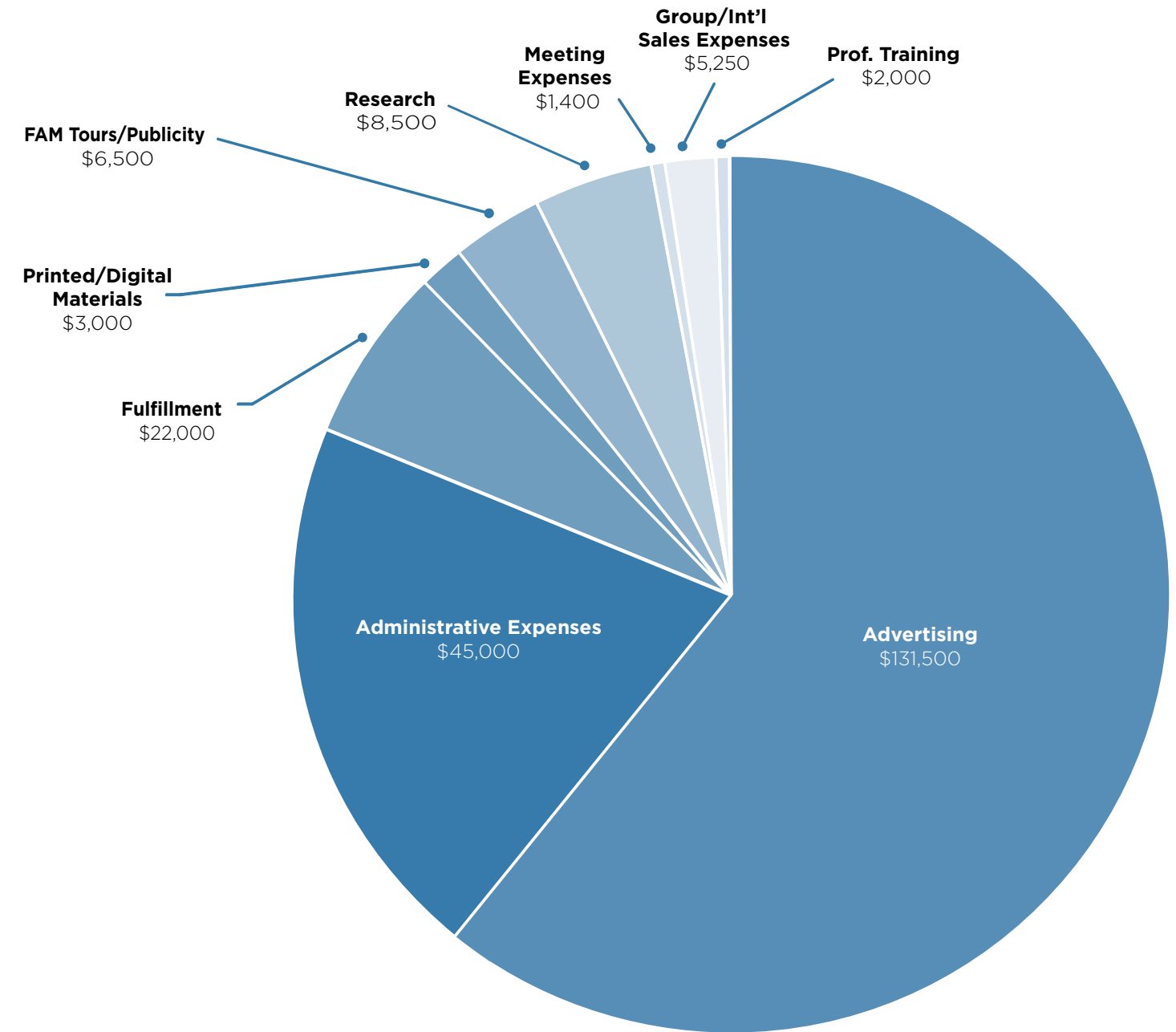
## STATE LODGING TAX BUDGET (CVB)

Advertising	\$131,500
Fulfillment	\$22,000
Printed/Digital Materials	\$3,000
Group/Int'l Sales Expenses	\$5,250
FAM Tours/Publicity	\$6,500
Research	\$8,500
Prof. Training	\$2,000
Meeting Expenses	\$1,400
Administrative Expenses	\$45,000

**TOTAL FY21 BUDGET \$225,150**



## STATE LODGING TAX DOLLARS (CVB)



**Projected Lodging Tax Income: \$225,150**

**TOTAL LODGING TAX BUDGET: \$225,150**

**BILLINGS TOURISM BUSINESS IMPROVEMENT DISTRICT (BTBID) BUDGET**

**REVENUES TOTAL \$1,309,000**

Projected Revenue \$1,309,000

**MARKETING & SALES TOTAL \$949,841**

Advertising \$682,541

Opportunity \$22,500

Printed Materials (Visitor Guide) \$40,700

Sports/Convention Sales & Event Support \$111,500

Tradeshows (Consumer/Convention) \$21,900

FAM Tours/Publicity \$41,000

Website/Digital \$22,400

Visitor Information Center \$7,300

**STAFF & ADMINISTRATIVE TOTAL \$359,159**

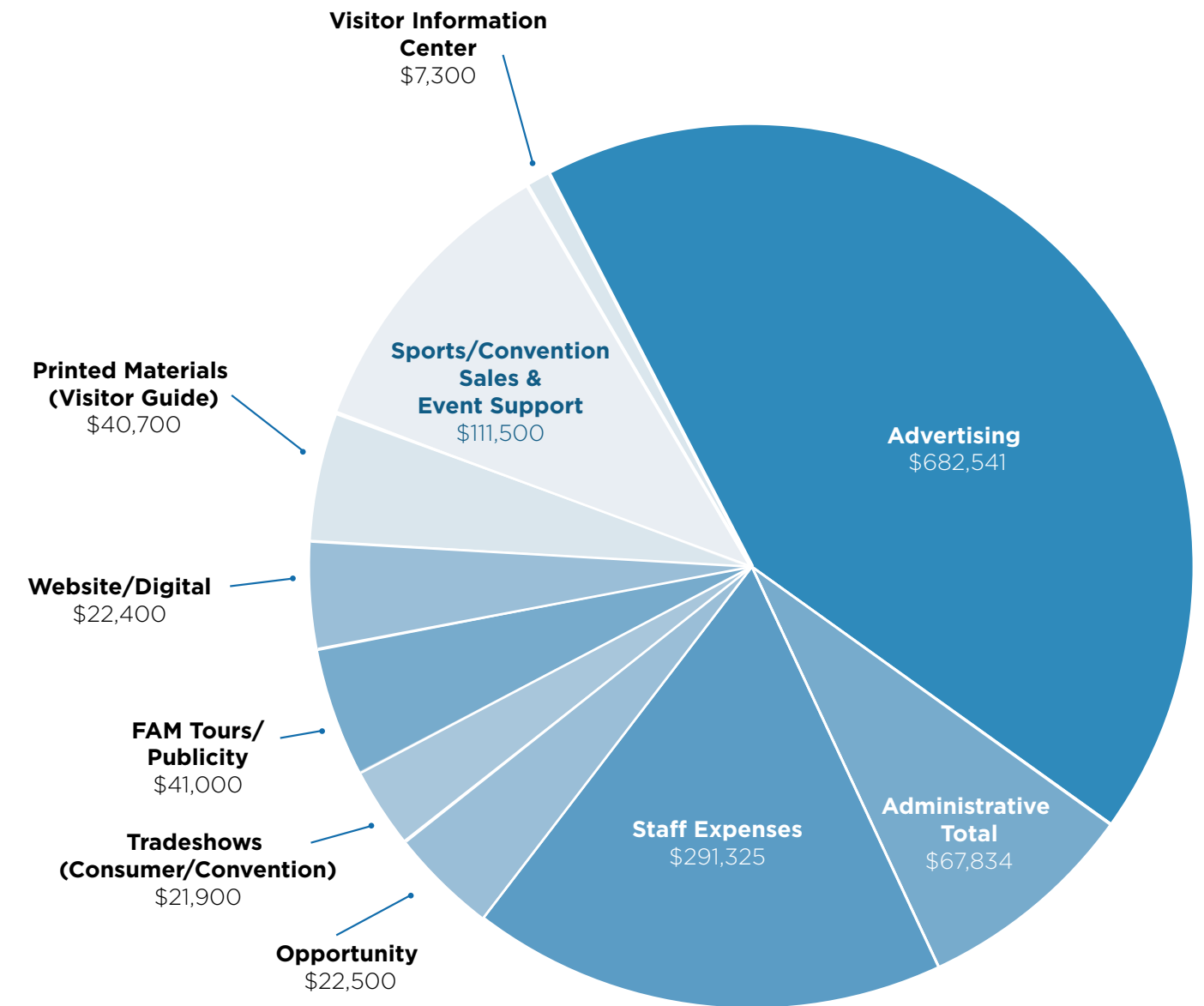
Staff Expenses \$291,325

Administrative Total \$67,834

**BTBID TOTAL EXPENSES \$1,309,000**



**BILLINGS TOURISM BUSINESS IMPROVEMENT DISTRICT (BTBID) DOLLARS - BUDGET FY21**



**BTBID TOTAL EXPENSES: \$1,309,000**

REVENUES TOTAL \$1,309,000



**Council Work Session**

**2. b.**

**Meeting Date:** 05/27/2020

**TITLE:** Downtown Business Improvement District (BID) Budget

**Department:** Finance

**Presentation:** Yes

---

**RECOMMENDATION**

City Council approve the Downtown Business Improvement District (BID) FY2021 Plan and Budget during budget adoptions.

**BACKGROUND**

Katy Easton, with Downtown Billings Alliance, will give a presentation concerning the BID FY2021 Plan and Budget.

**ALTERNATIVES**

City Council may:

- Approve, or
- Disapprove the BID Budget during budget adoptions later this spring.

**FISCAL EFFECTS**

Please see the attached presentation.

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**Attachments**

Downtown BID Work Plan

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## **Downtown Billings Business Improvement District**

### **Work Plan FY 2021**

#### **Mission Statement**

The Billings Business Improvement District (BID) is dedicated to improving the cleanliness, appearance, and perception of safety in Downtown Billings to further enhance and make Billings a vibrant destination for visitors, residents, owners, employees, and students.

The BID operates certain revitalization, maintenance, safety, outreach, public art, and hospitality functions under the corporate entity known as the Downtown Billings Business Improvement District.

#### **Products and Services**

The BID will provide the following services within the designated boundaries:

##### **Clean program (street level)**

- Sidewalk sweeping
- Sidewalk power washing, rotating basis in district, spot cleaning as well
- \*Snow removal, 4' pedestrian right of way
- Fixed Can Trash removal, approximately 75 cans removed three times per week
- Graffiti removal, street level

##### **Safe program**

- Expanded Safety BID
- Cooperative Safety Program, Downtown Resource Officers
- Resource Outreach Coordinator, MAAP Program
- Crime Watch for Business
- Community Innovations
- In-house CPTED program (Smart Design + Safer Space) in partnership with Billings Police Department and Billings Chamber.

## **Public Art Program**

- Community Murals
- Sculpture installation and display
- Alley Activation

## **Landscape/Beautification/Planter Maintenance**

- Purchase, maintain, daily watering of hanging flower baskets
- Trimming, weeding, trash removal, plant replacement of planters

## **Kit of Parts**

- Street Furniture
- Kiosks

## **Financial Forecast**

The Business Improvement District is an organizing and financing mechanism used by property owners to determine the future of their retail, commercial and industrial areas. The BID is based on state and local law, which permits property owners to cooperatively use the city's tax collection powers to "assess" themselves. These funds are collected by the county and returned in their entirety to the BID and are used for purchasing supplemental services and improvements beyond those services and improvements provided by the city.

The Billings BID is publicly-sanctioned, assessment -financed, and property owner managed.

## **Key Staff**

The BID is managed by the BID Board of Directors via the Alliance CEO and includes the following staff:

BID Director – Joe Stout, full time

Public Art Director – Molly Schiltz

BID Street Team – Jerrid, James, Kylar, full/part time

2 Billings Police Department Downtown Resource Officers

Resource Outreach Coordinator, partial funding through DBP Fund203 and Spare Change for Real Change

Additional seasonal staff as required

\*The City of Billings wants to remind property owners they are responsible for removing snow on sidewalks in front or adjacent to their properties. According to City Code (Section 22-406), owners or their agents are required to remove all snow, ice, or slush within 24 hours after the storm event.



# Spring CLEANING

From left to right: James Chandler, Jerrid Gray, Joe Stout.  
Not pictured: Kylar Broderius

The Downtown Billings BID (Business Improvement District) Street Team, comprised of four individuals often seen wearing purple and riding four wheelers, handles all street duties in the 18 block downtown district including but not limited to trash and litter removal, graffiti removal, sidewalk sweeping, snow removal, pressure washing, planter and flower basket maintenance, event operations, bike rack installations, downtown Christmas decoration installation, and more.

**A  
year  
in  
the  
life**

of the BID Street Team  
2018 stats

**4** BID Street Team members



**52,000**

Pounds of sidewalk litter



**150+**

Graffiti  
removed

**2,200**  
Hours of  
cleaning

**120**  
Flower baskets  
installed

**1,000**  
Miles  
of  
sidewalk  
swept



**2,080**

Bags of  
trash

**2 Million**  
Steps taken

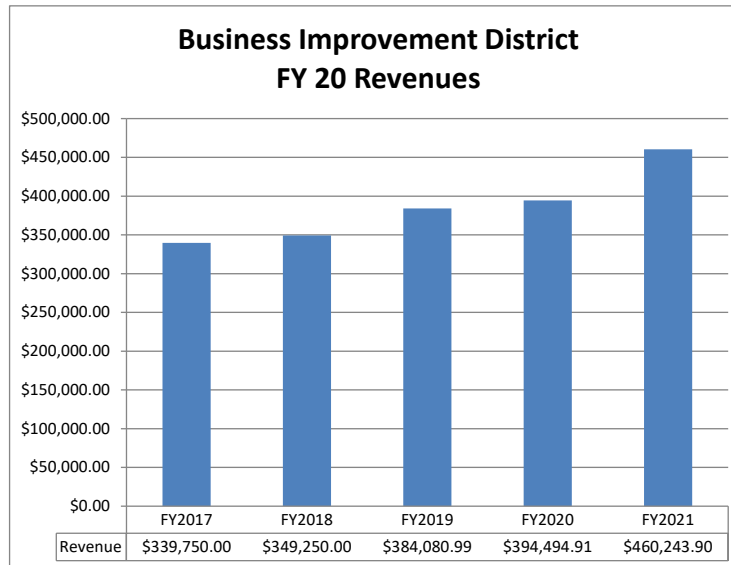
**downtown**  
downtownbillings.com *Billings*

**Business Improvement District FY21  
Budget**

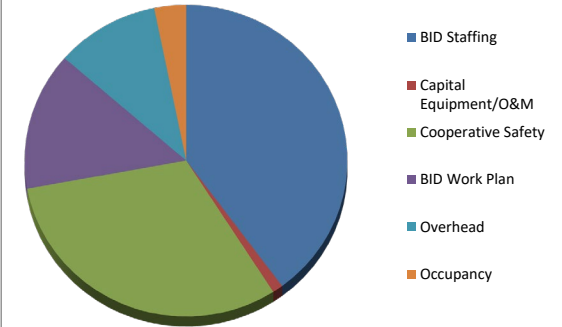
			Final Budget FY2017	Final Budget FY2018	Final Budget FY2019	Final Budget FY2020	Final Budget FY2021
Revenue							
Property Assessments	per asmt formula		\$320,000.00	\$330,000.00	\$357,867.00	\$368,603.00	\$436,385.46
DBP Assistance	annual		\$35,000.00	\$35,000.00	\$36,200.00	\$36,200.00	\$36,200.00
Investment Income	variable		\$750.00	\$750.00	\$750.00	\$750.00	\$750.00
	Delinquent Assmts		-\$16,000.00	-\$16,500.00	-\$10,736.01	-\$11,058.09	-\$13,091.56
	<b>Total Revenue</b>		<b>\$339,750.00</b>	<b>\$349,250.00</b>	<b>\$384,080.99</b>	<b>\$394,494.91</b>	<b>\$460,243.90</b>
Expenses							
BID Staffing			\$152,750.00	\$162,000.00	\$172,850.00	\$188,293.00	\$196,223.90
Capital Equipment/O&M			\$15,599.00	\$10,000.00	\$3,100.00	\$5,000.00	\$5,000.00
Cooperative Safety					\$143,776.00	\$147,340.00	\$147,740.00
BID Work Plan			\$153,000.00	\$155,000.00	\$71,600.00	\$67,600.00	\$60,285.00
Overhead			\$59,400.00	\$62,000.00	\$48,793.00	\$49,098.00	\$31,750.00
Occupancy			\$20,000.00	\$21,000.00	\$19,904.00	\$15,034.00	\$19,245.00
	<b>Total Expense</b>		<b>\$400,749.00</b>	<b>\$410,000.00</b>	<b>\$460,023.00</b>	<b>\$472,365.00</b>	<b>\$460,243.90</b>

**Downtown Billings Business Improvement District  
Assessment Formula  
FY20**

All Square Footage	\$	0.045000
Admin cost per parcel	\$	50.00
All Taxable Value	\$	0.000320
All Building sq. ft.	\$	0.022000
Safe Zone 3		3%
Safe Zone 2		11.5%
Safe Zone 1		21%
Clean Zone		100%



**Business Improvement District  
FY20 Expenses**



**Council Work Session**

**2. c.**

**Meeting Date:** 05/27/2020

**TITLE:** Public Works Department FY21 Budget Presentation

**PRESENTED BY:** Jennifer Duray

**Department:** Public Works

**Division:** Administration

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**RECOMMENDATION**

Staff recommends the City Council approve the Public Works FY21 budget when it takes action on the overall FY21 City budget at its meeting on June 22, 2020.

**BACKGROUND (Consistency with Adopted Plans and Policies, if applicable)**

Public Works oversees the Distribution and Collection, Engineering, Environmental Quality, Solid Waste, Street-Traffic, and Water Quality divisions. Information regarding these divisions, core services, and the FY21 budget for the Public Works Department will be presented at this Work Session. The impacts of COVID-19 on the Public Works Department budget will also be discussed. Please see the attached Public Works Department budget overview for more information.

**ALTERNATIVES**

City Council may:

- Approve the Public Works Department budget at a later date, or
- Make adjustments to the Public Works proposed budget and approve the adjusted budget for the Public Works Department at a later date.

**FISCAL EFFECTS**

The City Council's approval of the Public Works Department budget for FY21 will allow Public Works to continue to operate during the fiscal year. Public Works overall budget request totals \$118,170,564.

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**Attachments**

Public Works Budget Overview

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*“Exceed expectations through innovation, integrity, and service to the community”*

Total Public Works Budgeted Expenses		
Prior Year	Current Year	\$ Change
FY 20 Total	FY21 Total	From Prior Year
\$141,301,509	\$118,170,564	-\$23,130,945

Total Public Works Budgeted Revenues		
Prior Year	Current Year	\$ Change
FY 20 Total	FY21 Total	From Prior Year
\$110,839,917	\$115,166,832	\$4,326,915

### Overall Budget Justification (Summary)

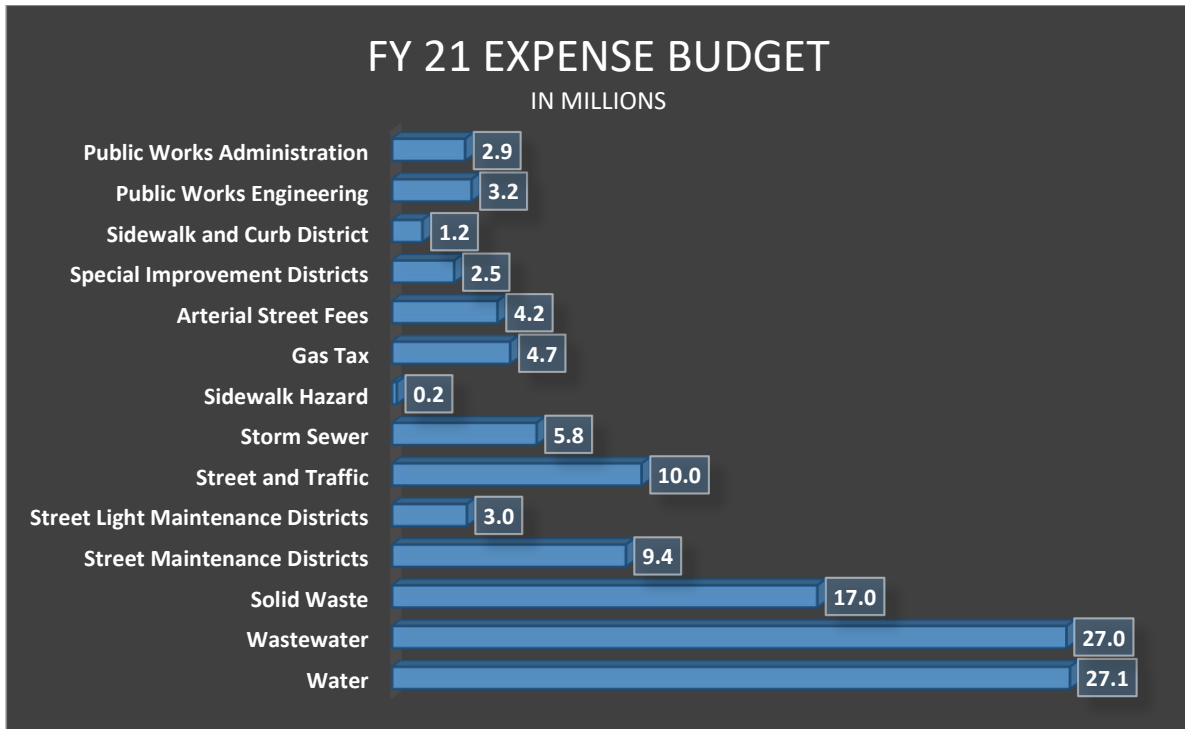
The FY 21 budget of \$118,170,564 supports all the functions and services that the Public Works Department currently provides. These functions and services are managed by seven divisions within the Public Works Department and include:

- **Administration**
  - **Accounting & Financial Services** Responsible for Department’s accounting, analysis, budget preparation and control, construction payments, financial management, internal controls compliance, payables, rate and fee determination, and solid waste, utility, and miscellaneous billing for approximately 40,000 customers, and account services.
  - **Asset Management** Oversight of set of processes to minimize life cycle costs of assets at an acceptable level of risk, while continuously delivering established levels of service.
  - **Boards & Commissions**
    - **Public Works Board** Advisory partnership for all aspects of Public Works operations.
    - **Energy & Conservation Commission** Members appointed by Mayor.
    - **Traffic Control Board** Advisory partnership for traffic related issues.
  - **Communications** Promote positive relations through accurate information.
  - **Information Management** Develop policies and procedures, maintain records, and manage the sharing of information.
  - **Inventory** Purchasing, bulk ordering and administration of the storeroom to keep critical water and wastewater parts on hand.

- **Personnel Administration** Oversee hiring of employees, disciplinary actions, and employee engagement initiatives.
- **Planning & Organization** Short and long term capital, financial, and program initiatives.
- **Safety & Facilities** Development and management of safety program, including training, field audits, incident investigations, and reports. Maintenance of Public Works facilities.
- **Special Assessments** Administer special assessments for arterial construction fees, storm assessments, 194 street improvement lighting districts, and 2 street maintenance districts.
- **Technology** Oversee asset management software, GIS and other technology initiatives.
- **Distribution & Collection**
  - **Hydrant & Valve Maintenance** Critical infrastructure includes 4,700 fire hydrants and 7,500 valves that requires regular maintenance to ensure reliability.
  - **Lift Station Maintenance** Operation and maintenance of 11 sewer lift stations.
  - **Locate Services** Supports the Call Before You Dig program.
  - **Pipe Bursting** Replacement of small diameter water and wastewater pipe.
  - **Wastewater Mains and Manholes** Condition assessments, regular maintenance of more than 500 miles of wastewater pipe, and respond to sewer back-ups.
  - **Water Mains** Condition assessments, regular maintenance of more than 500 miles of water pipe, and respond water main breaks and leaks.
  - **Water Meters** Installation, replacement, and repair of residential and business water meters.
- **Engineering**
  - **ADA Compliance** Ensure projects are designed to meet requirements of the Americans with Disabilities Act and manage annual program to install ADA ramps.
  - **Capital Program Management & Design** Responsible for all street, street light, sidewalk, storm, trails, building, water, and wastewater design, construction, inspection, and project management, as well as project management of other City Departments' capital projects and Tax Increment Financing Districts' capital projects.
  - **Infrastructure Planning** Manage plans, policies, and standards for Public Works infrastructure.
  - **Right of Way Management** Provide planning and coordination of all activities in the ROW through issuance of permits, planning, review, and inspection, ensuring safety and mobility. This includes special events.
  - **PAVER Program** Oversee the pavement maintenance program including overlays, chip seals, dig outs, and crack seals.
  - **Private Development Oversight** Subdivision review, private contract plan review, traffic coordination, and inspection of private development.
  - **Sidewalk Maintenance Program** Manage the annual missing and large sidewalk project, the on-going concrete program (grinding), and the annual small concrete replacement program.
  - **Stormwater Management** Administer stormwater management manual.
  - **Traffic Engineering** Manages and prioritizes the planning, design, and improvements of traffic control systems.

- **Environmental Affairs**
  - **Monitoring & Reporting** Administer construction BMPs, FOG program, landfill hazardous waste, and Stormwater Systems.
  - **MS4 Permit** Enforce regulations and ensure compliance with MS4 permit.
  - **Regulatory Compliance** Ensure compliance with permits and regulations for Landfill, wastewater, stormwater, the Environmental Protection Agency, and the Montana Department of Environmental Quality.
  - **Wastewater Pretreatment Program** Manage pretreatment program.
  
- **Solid Waste**
  - **Collection Services** Trash collection for commercial operations and both household and yard waste collection for residential customers.
  - **Household Hazardous Waste** Accepted at landfill.
  - **Landfill Operations** Provide environmentally safe disposal service for the City of Billings, Yellowstone County, and several other Montana counties, as well as parts of Wyoming.
  - **Recycling** Drop off services for used oil, antifreeze, cardboard, and electronic waste.
  - **Roll Off Services** Provide temporary and permanent roll off (drop box) containers for construction and demolition.
  
- **Street-Traffic**
  - **Landscaping** Maintenance of trees and grassy areas in the right of way.
  - **Snow & Ice** Deicing, sanding, plowing, and hauling of snow.
  - **Storm Drains** Storm drain and inlet cleaning, maintenance, and repair of approximately 300 miles of pipe and more than 7,800 inlets.
  - **Street Lights** Street light maintenance for approximately 4,500 lights.
  - **Traffic Controls** Traffic signal and sign maintenance, crosswalk, bike lane, and other pavement markings.
  - **Street Maintenance** Sweeping, pot hole repair, road maintenance for the Distribution and Collection Division after water main break repairs and pipe bursting projects, and other pavement management, as well as maintaining gravel roads and alleys.
  - **Walkways and Trails** Maintenance of trails and walkways in the right of way.
  
- **Water Quality**
  - **Pump Stations** Operations and maintenance for 13 pumping stations.
  - **Reservoirs** Operations and maintenance for 16 reservoirs as well as manage 3 reservoirs for the County Water District of Billings Heights.
  - **Water Reclamation Facility** Operation and Maintenance of 36 MGD water reclamation facility and all associated infrastructure to treat wastewater generated by the City and maintain environmental standards for returning reclaimed water to the Yellowstone River.
  - **Water Treatment Plant** Operation and maintenance of 60 MGD water treatment plant including intakes and all associated infrastructure to ensure the safety and adequate reserves of drinking water for the City of Billings at all times.
  - **Water Quality Laboratories** State certified laboratory responsible for testing and monitoring water quality.

While the services of the Public Works Department are divided into 7 divisions, the budget for Public Works encompasses 14 accounting funds as shown below:

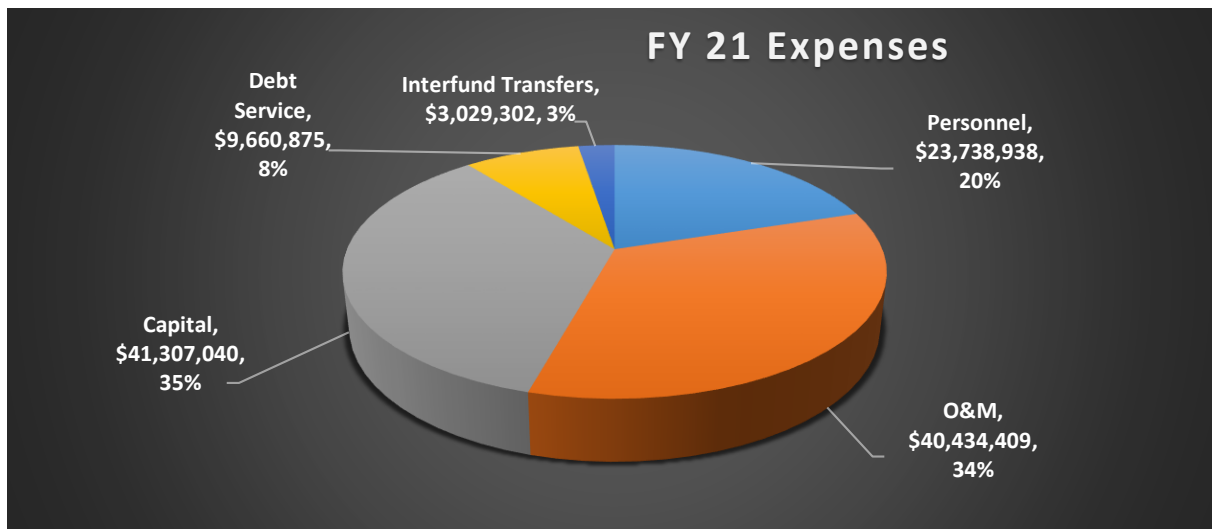


Each fund accounts for its own expenses and revenues and revenues are legally restricted to be used for legal expenses of the fund. The following is the purpose of each Public Works fund:

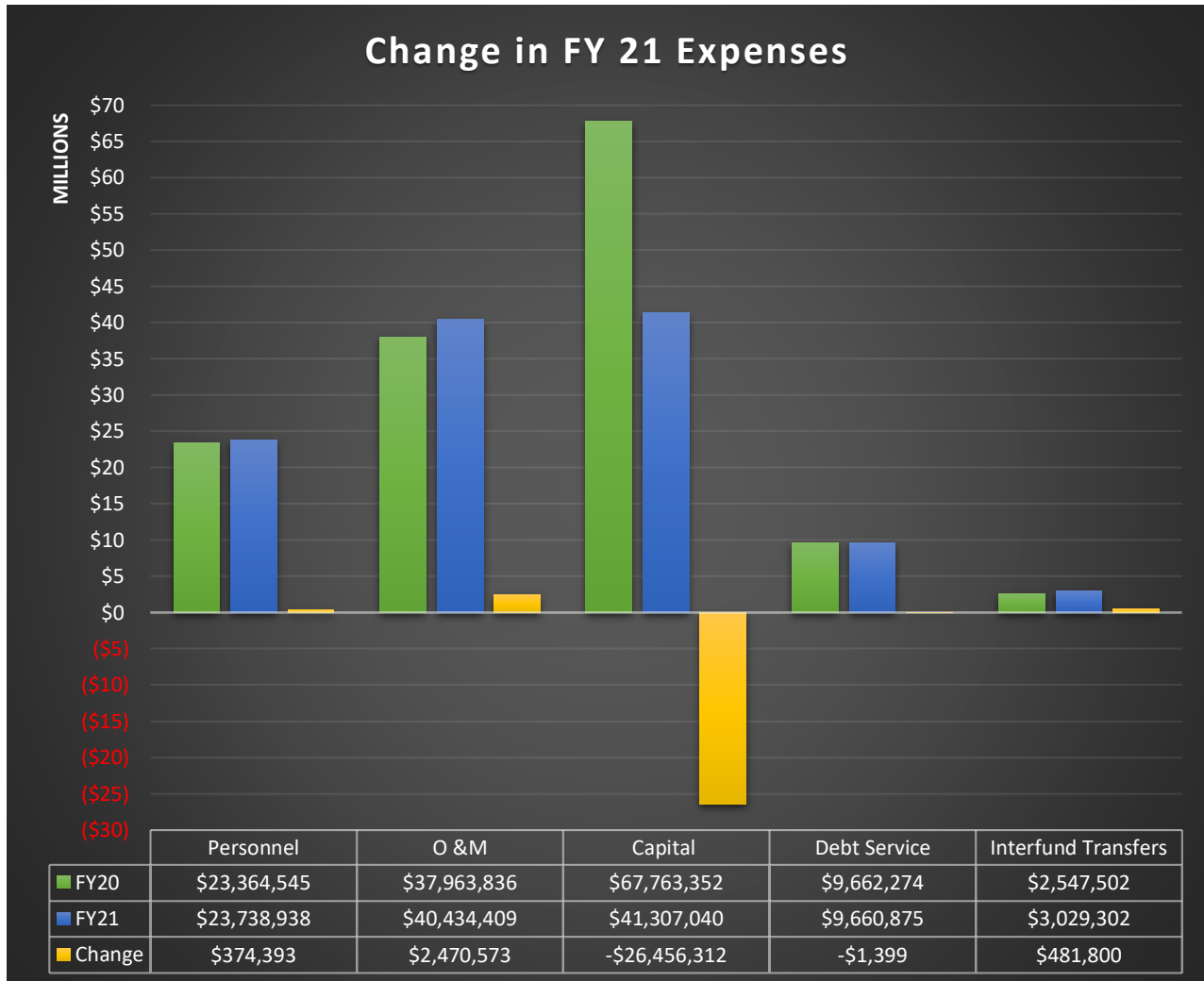
- **Internal Service Funds [\$6,093,590]** account for services performed for other Public Works and City Departments' funds.
  - **Public Works Administration [\$2,918,636]** provides services to the Public Works operational divisions.
  - **Public Works Engineering [\$3,174,954]** provides capital project management services to other Public Works funds and other City Departments.
- **Capital Project Funds [\$3,690,000]** account for financial resources to be used for the construction of infrastructure that are financed through assessments to property owners that benefit from the improvements.
  - **Sidewalk and Curb District [\$1,210,000]** fund accounts for the construction of sidewalks and curbs.
  - **Special Improvement Districts [\$2,480,000]** accounts for the construction of public streets, water, wastewater, streetlights, and storm infrastructure.
- **Special Revenue Funds [\$37,229,056]** account for the proceeds of specific revenue sources to finance specified legal activities.
  - **Arterial Street Fees [\$4,211,925]** fund accounts for the construction and reconstruction of arterial streets within the City.
  - **Gas Tax [\$4,723,100]** fund accounts for revenues received from the State of Montana fuel tax and is expended for the maintenance and construction of local, collector, and arterial streets and appurtenances.

- **Sidewalk Hazard [\$182,000]** fund accounts for minor repairs to sidewalks and is funded by assessing adjacent property owners either by billing upon completion of the repair or on property taxes.
- **Storm Sewer [\$5,783,632]** fund accounts for the operation and maintenance of the storm sewer system, as well as the transfer to a storm debt service fund to pay the debt service on two large capital projects from previous years.
- **Street and Traffic [\$9,984,669]** fund accounts for street cleaning, snow and ice management, minor street repairs, alley and gravel road maintenance, signs, traffic signal maintenance, pavement markings, landscaping, maintenance of walkways and trails in the right of way. It also accounts for the labor and maintenance expenses for streetlights and storm and charges the Storm Sewer and Street Light Maintenance District funds for this work.
- **Street Light Maintenance Districts [\$2,988,232]** fund accounts for the operations and maintenance of street lighting systems within all light districts in the City.
- **Street Maintenance Districts (SMD) [\$9,355,498]** accounts for SMD assessments from 2 districts. District 1 is essentially the downtown Billings area and receives additional street sweeping and snow plowing/hauling services. District 2 incorporates the entire City.
- **Enterprise Funds [\$71,157,918]** account for operations that are funded and operated in a manner similar to private business enterprises.
  - **Solid Waste [\$17,020,023]** fund accounts for all activities of trash collection and the landfill.
  - **Wastewater [\$26,999,429]** fund accounts for all activities of the wastewater system.
  - **Water [\$27,138,466]** fund accounts for all activities of the water system.

The expense budget is categorized into personnel, operating and maintenance (O&M), capital, debt service, and interfund transfers. 20% of Public Works FY 21 budget is for personnel expenses, 34% is O&M, 35% is capital, 8% is debt service, and the remaining 2% is interfund transfers. The interfund transfer amount includes \$1,222,502 of transfers to debt service funds, bringing the actual amount of debt service expenses for the Department to \$10,883,377.



The changes from the FY 20 budget to the FY 21 budget are shown below and the major changes for each expense category are detailed in the subsections below the following chart:



### Personnel Budget

The FY 21 personnel budget of \$23,738,938 is an increase of \$374,393 or 1.6% over the FY 20 budget. In FY 20, Public Works saw an increase of 5 FTE positions. There will be continued expansion in staffing by the Department for FY 21. The completion of the Landfill Transfer Station will require two additional fulltime positions, bringing the total FTE for FY 21 to 259. The increase for the two additional positions is \$122,613. This increase is funded by landfill revenues and was accounted for in the solid waste rate study conducted in 2019. The remainder of the FY 21 budget increase is for cost of living and step increases for employees.

Public Works anticipates additional staffing needs in future years due to growth. Distribution and Collection is expecting the need for 7 additional employees in the next 5 years to keep up with the increased maintenance needs resulting from growth in the water and wastewater systems. This

additional staff will be needed to maintain the current level of maintenance service. Engineering is doing more in-house design work and inspection, which will result in the need for two additional employees in the upcoming years. Solid Waste may need additional collection drivers due to a growing City and the need for additional routes. Street-Traffic is also anticipating additional personnel needs in the future due to growth to maintain the current level of service for maintenance. Water Quality is anticipating adding personnel in the next 4 years to operate the new west end plant and reservoir.

## Operating and Maintenance Budget

The FY 21 operation and maintenance budget of \$40,434,409 is an increase of \$2,470,573 or 6.5% over the FY 20 budget. The primary increases in the operating and maintenance budget are:

- **\$38,323** for an increase in **cost allocation expenses** from the general fund. This represents an increase of 3.1% from FY 20 cost allocation expenses. The total cost allocation expenses paid to the general fund is \$1,280,088.
- **\$200,600** for an increase in **motor vehicle parts and labor expenses**. The majority of this increase is funded by Solid Waste. The vehicle parts and labor budgets have not increased in accordance with the increases in the fleet and have been over budget by an average of \$190,000 over the previous 3 years. The remaining increases are in the Water fund.
- **\$30,000** in the Street and Traffic fund for an increase in **maintenance expenses for the Shiloh Conservation Area** to remove silt from the ditches and drains to keep stormwater flowing.
- **\$25,000** in the Street and Traffic fund to **upgrade the sign making equipment**. The existing roller is 25 years old and needs to be replaced. The upgrade will accommodate larger signs than the existing equipment can make.
- **\$110,000** in the Water fund for **sediment hauling from the water treatment plant**. The hauling previously was performed in-house by the Distribution and Collection (D&C) Division, but D&C is unable to continue this function and complete its existing maintenance work completed.
- **\$140,000** in the Wastewater fund for an increase in **chemicals at the Water Reclamation Facility (WRF)**. The chemical increases were anticipated and planned for upon the completion of the nutrient upgrades at the wastewater plant.
- **\$800,000** in the Wastewater fund for the **cleaning of digesters #1 and #2 at the WRF**. The digesters need to be cleaned every 5 to 7 years and were last cleaned in 2011. The anaerobic digestion process is a critical part of the wastewater treatment process.
- **\$125,200** for an increase in **street maintenance supplies** in the Street and Traffic fund. These increases are to increase the budgets for gravel, sand, asphalt, deicer, road salt, and heat tape. The budget for road supplies has been overspent every year for the previous 5 years and an increase is needed to maintain the current level of service.
- **\$600,000** for an **asset management program**. This program is funded by revenues from the Public Works Engineering (\$30,000), Storm Sewer (\$30,000), Street Light Maintenance Districts (\$30,000), Street and Traffic (\$150,000), Solid Waste (\$90,000), Wastewater (\$135,000), and Water (\$135,000) funds.
- **\$120,000** for **public media campaigns**. This initiative is funded by revenues from the Public Works Engineering (\$12,000), Street and Traffic (\$24,000), Solid Waste (\$30,000), Wastewater (\$27,000), and Water (\$27,000) funds.

- **\$100,000 for national lobbying efforts and grant writing.** This initiative is funded by revenues from the Public Works Administration (\$40,000), Solid Waste (\$10,000), Wastewater (\$25,000), and Water (\$25,000) funds.
- **\$149,000 for an increase in light district maintenance expenses for underground wiring, metering, and pole replacements** for facilities that are in critical need of repair. This expense is funded by revenues from the Street Light Maintenance District Fund.

<b>Capital Budget</b>
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Capital expenses of \$41,307,040 are included in the FY 21 budget for Public Works. These expenses include:

- **Equipment & Technology Replacements [\$4,807,040]** All vehicles, large equipment, and technology hardware are replaced according to their replacement plan useful life per the City of Billings' Equipment Replacement Plan and Technology Replacement Plan. Equipment and technology replacements are funded in the budgets for the Public Works Engineering, Street and Traffic, Solid Waste, Wastewater, and Water funds.
- **Solid Waste [\$1,100,000]** Expenses are budgeted in the Solid Waste Fund.
  - **Composting Facility [\$100,000]** A new composting facility at the landfill will allow Public Works to recover more landfill gasses and reuse refuse, reducing the amount of waste that goes into the landfill. The amount in the FY 21 is for the design and a \$2.5 million project will be constructed in FY 22.
  - **BOC Facility Upgrades [\$1,000,000]** Modifications are needed at the Billings Operations Center for the expansion to make room for fleet, containers, and an additional CNF fueling station.
- **Stormwater [\$2,680,000]** Expenses are budgeted in the Storm Sewer Fund.
  - **Annual Projects [\$300,000]** Expenditures address culvert and problem drainage locations.
  - **Rehabilitation Projects [\$340,000]** Replacement of aging storm drain pipe in need of repair.
  - **Stormwater Master Plan Implementation [\$2,040,000]** Annual project for storm improvements as identified in the stormwater master plan. The projects constructed in FY 21 are planned to be 54<sup>th</sup> to Grand to 48<sup>th</sup> drainage and Babcock Boulevard between Bohl and Westchester. Rosebud from King Park to 20<sup>th</sup> and River Oaks and Greenbriar will also be constructed if there is adequate funding.
- **Transportation [\$11,845,000]** Expenses are budgeted in the Sidewalk and Curb District [\$1,180,000], Special Improvement Districts [\$2,400,000], Arterial [\$4,050,000], and Gas Tax [\$4,215,000] funds.
  - **32<sup>nd</sup> Street West (King to the canal) [\$2,800,000]** Reconstruction of 32<sup>nd</sup> Street from King to Gabel to include widening and multimodal facilities was designed in the previous year. The FY 21 budget amount funds the construction of 32<sup>nd</sup> Street West from King to the canal. The portion from the canal to Gabel will be constructed in FY 26.
  - **Annual ADA & Sidewalk Projects [\$950,000]** Includes the annual Americans with Disabilities Act ramp construction and the annual replacement and infill sidewalk programs.
  - **Annual Street Reconstruction Projects [\$3,030,000]** Includes annual gravel street reconstruction and annual non-maintainable street reconstruction
  - **Bike Lanes [\$215,000]** Bike boulevard in the area of Lyman Avenue/Avenue D/Avenue C/9<sup>th</sup> Avenue and 24<sup>th</sup> Street West/Arvin Road.

- **PAVER Program [\$2,450,000]** Annual program to address crack sealing, overlay, chip seals, and dig outs on City streets.
- **Special Improvement District Projects (SID) [\$1,050,000]** Annual amount for any SIDs that neighborhoods bring forward. Staff is actively pursuing gravel street SIDs to help reduce maintenance costs,
- **Traffic Control Projects [\$1,350,000]** Annual programs for enhanced pedestrian crossings and travel corridor construction, as well as continuation of the traffic signal controller upgrade project and intersection improvements planned at Rimrock and Virginia.

*Note: Public Works has also included \$500,000 of expenses for the SBURA unimproved street improvements and \$1,480,000 for Hallowell Lane Improvements that it will be managing.*

*These amounts are not included in the Public Works budget totals.*

- **Utility [\$20,875,000]** Expenses are budgeted in Wastewater [\$10,035,000] and Water [\$10,840,000]
  - **Hydrogen Sulfide Mitigation [\$500,000]** Construction of upgrades needed to mitigate Hydrogen Sulfide in the wastewater system.
  - **Wastewater and Water Compensation Agreements [\$600,000]** Annual program for compensation agreements with private developers for oversizing water and sewer mains.
  - **Wastewater Biogas Recovery System [\$200,000]** Recover renewable methane biogas at the WRF. The amount in the FY 21 budget will fund the design. Construction is slated for \$1 million in FY 22.
  - **Wastewater Drying Beds [\$300,000]** Construction of 2 additional drying beds at the WRF
  - **Wastewater Facility Upgrades [\$1,735,000]** Replacement of two centrifuges and various electrical upgrades at the WRF, as well as 2 pumps at the secondary pump station.
  - **Wastewater Main Replacements [\$4,000,000]** Annual program for the replacement of sewer mains throughout the City.
  - **Wastewater Nutrient Recovery [\$3,000,000]** Waste activated sludge dewatering for compost.
  - **Water Lead Service Replacements [\$750,000]** Annual program to replace approximately 800 lead services remaining in system to be complete in FY 24.
  - **Water Main - 48<sup>th</sup> Street [\$500,000]** Construction and upsizing of a major water main in 48<sup>th</sup> Street West. The amount in the FY 21 budget will fund the design of the water main. Construction of \$5 million is scheduled for FY 22.
  - **Water Main Replacements [\$4,790,000]** Annual program for the replacement of water mains throughout the City.
  - **Water Treatment Plant Electrical Improvement [\$500,000]** On-going program to fund the replacement of power lines, switches, and transformers at the water treatment plant and pump stations.
  - **West End Water Treatment Plant [\$4,000,000]** Construction of a new west end water treatment plant. Preliminary design was funded in the previous year and the amount in the FY 21 budget is to fund the design of the plant. Construction for \$35 million is slated for FY 23.

**Debt Service and Interfund Transfers Budget**

The FY 21 debt service budget of \$9,660,875 is a decrease of \$1,399 over the FY 20 budget. This is the annual amount required to pay for debt service on Public Works outstanding bond issues. The annual debt service amount includes:

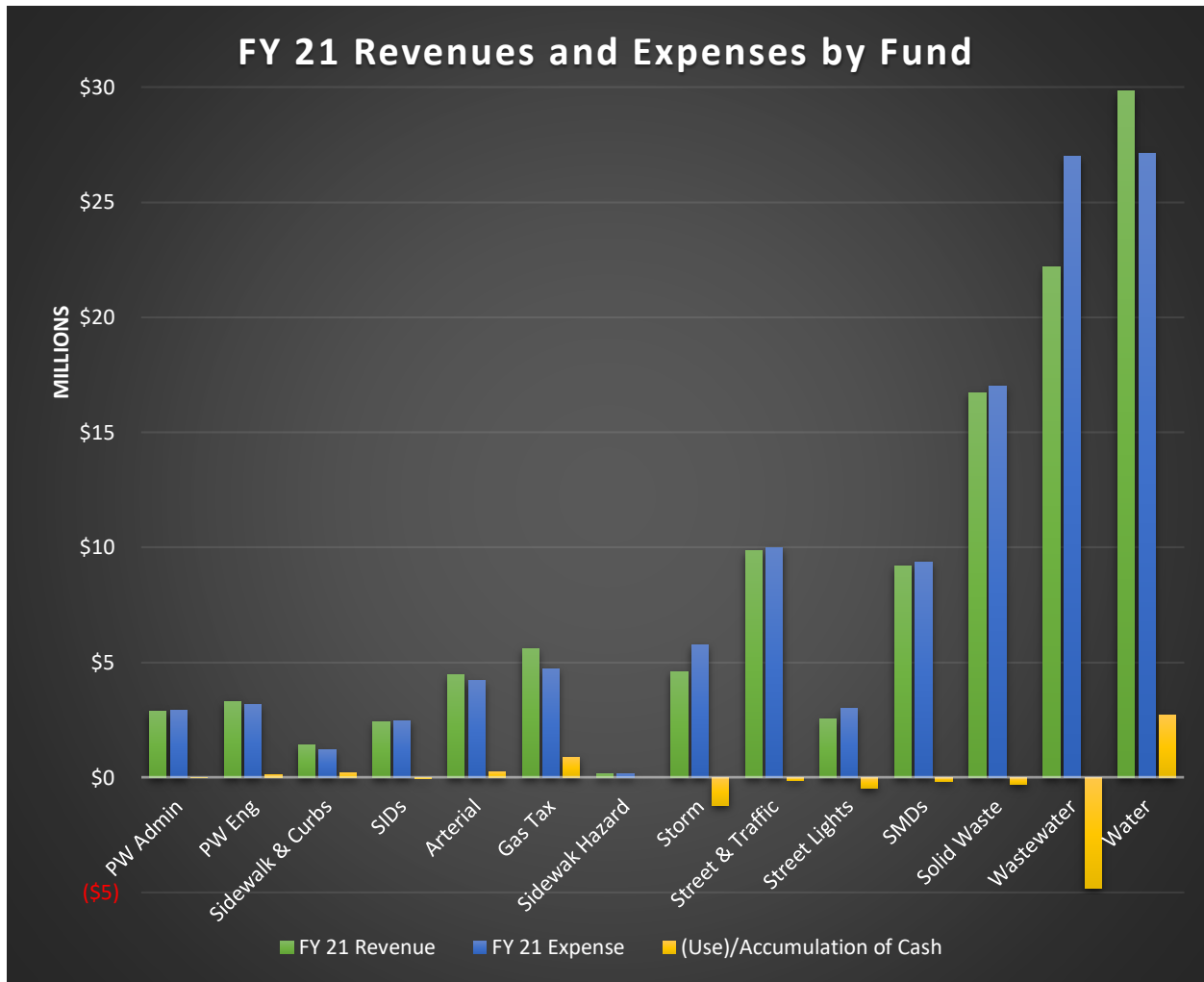
- \$1,561,775 of solid waste debt for the Landfill Transfer Station that will be complete in FY 21. This debt will be paid off in 2039.
- \$2,770,000 of water debt for the Filter Building construction, 2009 water main replacements, Zone 4 reservoir construction, 2010 water main replacements, Fox reservoir construction, Zone 3 reservoir expansion, and the Briarwood reservoir expansion. The first debt issue will be paid off in 2026 and the last of the debt will be paid off in 2035.
- \$5,329,100 of wastewater debt for the Headworks construction, Briarwood sewer extension, 2009 wastewater main replacements, UV disinfection project, the 5 Mile Lift Station, and the recently completed wastewater nutrient improvement project. The first debt issue will be paid off in 2026 and the last and largest of the debt will be paid off in 2036.

The FY 21 interfund transfer budget of \$3,029,302 is an increase of \$481,800 or 19% from the FY 20 budget. \$106,800 of this increase is for the transfer from the Gas Tax fund to the new Sidewalk Hazard Fund to temporarily finance a loan program for minor sidewalk repairs until paid back by property owners. The remaining \$375,000 is an increase to \$1,700,000 in the transfer from the Street Maintenance District Fund to the Gas Tax Fund for the annual PAVER program. The amount of the transfer was decreased in the previous year's budget due to insufficient funding and the budget amount was increased for FY 21, but is still \$200,000 below the anticipated level.

The other interfund transfers include a transfer of \$207,502 from the Street and Traffic Fund to the City's Facilities Management Fund for the annual debt amount for Street and Traffic's proportionate share of the Billings Operation Center construction debt. It also includes a \$1,015,000 transfer from the Storm Sewer fund to the Storm Sewer Debt Fund for the payment of annual debt service for the Shiloh Conservation Area (SCA) and East End Storm bond issues. The SCA debt will be paid off in 2033 and the East End Storm debt will be paid off in 2035.

**Revenue Budget**

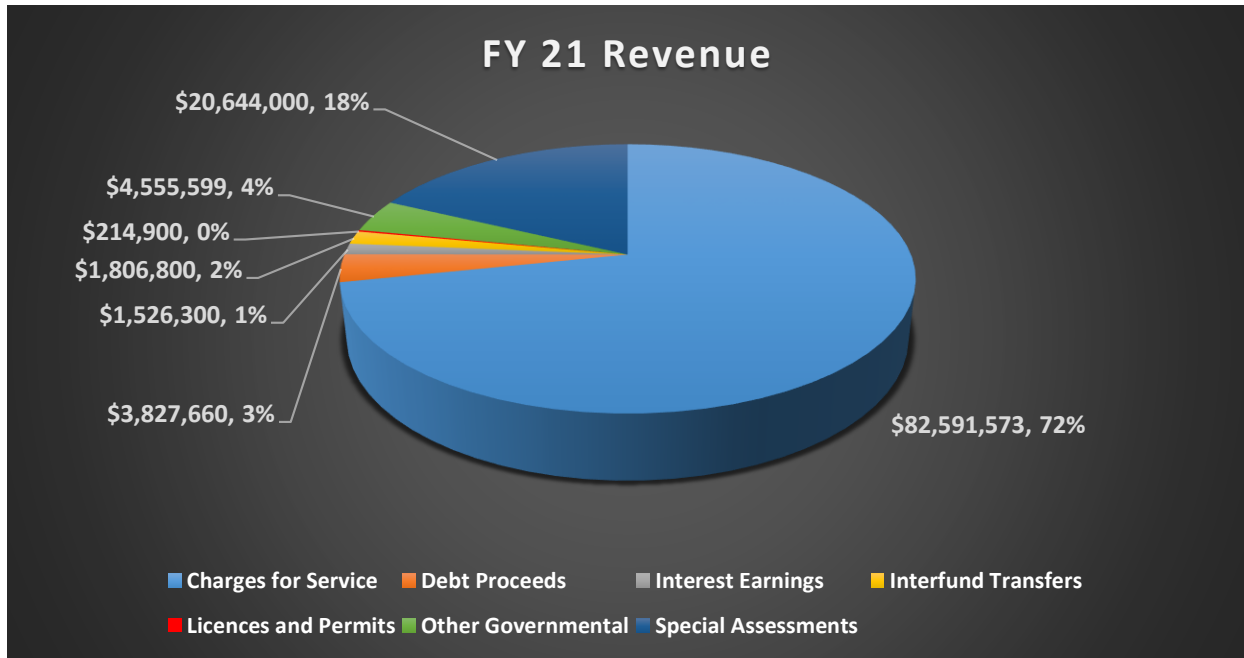
The FY 21 revenue budget for Public Works is \$115,166,832, an increase of \$4,326,915 over the FY 20 budget. FY 21 budgeted revenues are \$3,003,732 less than FY 21 budgeted expenses. This revenue gap is primarily for capital projects planned in FY 21 for which Public Works has been accumulating cash. The Wastewater and Storm Sewer funds have the largest revenue gap, but have a planned excess of cash reserves to cover the expenses in the FY 21 budget. Public Works also have several funds that have a planned accumulation of excess cash to fund large projects in future years. The Water Fund is accumulating cash for the new west end reservoir and water plant projects. The Gas Tax and Arterial Street Fees Fund are accumulating cash for the Inner Belt Loop project.



Revenues in Public Works are distributed in to seven categories. The largest category is charges for services with \$82,591,573 of revenues for FY 21, representing 72% of Public Works revenues. Charges for services is primarily revenues from solid waste, wastewater, and water charges, but also includes internal Public Works charges for services as well as other miscellaneous charges. The next largest revenue category for Public Works is special assessments with \$20,644,000 of revenues for FY 21, or 18% of Public Works revenues. Special assessments include assessments for arterial, encroachments, storm, street light maintenance districts, and street maintenance districts.

The other revenue categories are debt proceeds, interest earnings, interfund transfers, licenses and permits, and other governmental. Budgeted debt proceeds in FY 21 are \$3,827,660 and is for revenues from the sale of Sidewalk and Curb District and Special Improvement District (SID) bonds. Interest earnings budgeted in FY 21 is \$1,526,300. Interfund transfers of \$1,806,800 include transfers from the Street Maintenance Districts Fund to the Gas Tax Fund for the PAVER program and a transfer from the Gas Tax Fund to the Sidewalk Hazard Fund to temporarily finance a loan program for minor sidewalk repairs until paid back by property owners. Licenses and permits for engineering, sidewalk hazard, storm, water, and wastewater total \$214,900 in the FY 21 budget. Other governmental revenues of \$4,555,599 include \$3,750,000 for state fuel tax revenues and \$80,599 from the Planning Department

for a traffic technician position that is funded by a planning grant, both accounted for in the Gas Tax Fund. It also includes \$725,000 for Street and Traffic's share of the HB 124 state entitlement funding.



Public Works has several rate increases programmed for FY 21. Engineering fees are revised every 2 years and adjusted to reflect the current cost of service. The engineering fee increases, an average of an 8% increase, will be in place for fiscal years 21 and 22.

For several years, Public Works has adjusted its assessments annually for arterial, storm, and street maintenance districts per the Construction Cost Index (CCI). The CCI was 2%, and accordingly, arterial, storm, and street maintenance districts would have increased by 2% in FY 21. However, per City administrative direction, no increases are requested for these special assessments in FY 21. This is a loss of revenue of \$410,000 in FY 21 and if the rate increases that are needed to keep up with construction and operating cost increases is not made up for in future years, it will result in a cumulative 5-year loss of purchasing power of approximately \$2.1 million.

Light district assessments for FY 21 will be calculated in August 2021 after all expenses of each district for FY 20 are accounted for. Each district will be assessed for their estimated electricity, maintenance, administration costs, as well as for any needed increases or decreases to reserve levels.

A solid waste rate study was conducted in 2019 to establish collection, landfill, and roll off rates for fiscal years 20 and 21. Per City Code, solid waste rates must be approved annually. However, per City administrative direction, no increases are requested for collection rates in FY 21. This is a loss of revenue of \$165,000 in FY 21 and if the rate increase that are needed to keep up with operating cost increases is not made up for in future years, it will result in a cumulative 5-year loss of purchasing power of approximately \$867,000. The roll off and landfill rates will increase per the recommendations in the rate study. The rate study recommendations and the actual rate increases for FY 21 are as follows:

Solid Waste Service	Recommended % Increase	Actual % Increase
Residential Trash Collection	2.5%	0%
Commercial Trash Collection	2.5%	0%
Roll Off Service	8%	8%
Landfill	5%	5%

A rate study was also conducted in 2019 to establish water and wastewater rates for fiscal years 20 and 21. These rates were approved by the Billings City Council in May 2019. The approved rate increases for FY 21 are as follows:

Customer Type	% Increase
Water – Residential	4%
Water – Non Residential	4%
Water – Seasonal	5%
Heights Water District	15.5%
Fire Line	6%
Wastewater – Residential & Non Residential	2%
Wastewater – High Strength	8%
Wastewater – Lockwood Water & Sewer	20%
Wastewater – Phillips 66 Refinery	10%
Wastewater – ExxonMobil Refinery	11%

**New or Expanded Programs**

It is Public Works continued mission to support the **Adopted Priorities** of the City Council, and the needs of the community. Public Works current Department Programs and Capital Projects reflect this philosophy. While some major steps have already been taken to achieve set priority goals, there are additional phases taking place in FY21. Here are some of the new or expanded programs Public Works is implementing in FY21:



**Landfill Transfer Center**

This critical project to improve safety and functionality at the Landfill will be complete in the fall of 2020. The drop-off facility will allow both commercial and residential customers to be separated from active operations to unload garbage. The new facility will also help minimize blowing litter while improving efficiency in operations. Two additional landfill workers were added to the FY 21 budget to operate the transfer center.



### **West End Reservoir & Water Treatment Plant**

The new west end reservoir and water treatment plant is scheduled for construction of the reservoir to begin in FY 22 and construction of the plant in FY 23. Design will continue in FY 21. This project will increase water storage from hours to months and provide critical redundancy in the water system.

### **Asset Management**

Infrastructure intensive organizations like Public Works are increasingly recognizing the benefits of comprehensive asset management as a set of practices and processes to maximize the return on investment for assets, improve decision-making related to new and aging infrastructure, enhance organizational performance, and increase community satisfaction. One of the key goals and benefits of the asset management initiative is that all service areas begin to use consistent approaches, practices, and processes. Consistency in decision-making principles, processes, and performance reporting will help elected officials obtain a better understanding of the activities and assets presenting high risk as well as the organizational areas with high or low performance. Public Works began Phase 1, the planning and data accumulation phase, of asset management in FY 20 and will begin Phase 2, the implementation phase in FY 21. \$600,000 was added to the budget in FY 22 for asset management.

### **Communication with Citizens**

Public Works launched a dedicated website, new bill-pay and Water Utility portals in FY 20 to better serve citizens. Additionally, the Department entered into a media consultant partnership with KTVQ-Q2 to provide direct messaging to the City of Billings and surrounding areas through televised distribution. Communication through social media continues to improve, and public events, such as educational seminars and an open house at the Water Treatment Plant are now scheduled throughout the year. \$120,000 was added to the budget in FY 21 to continue the public media campaigns.

### **Geographic Information Systems (GIS)**

The City of Billings currently has a well-developed GIS that supports the Public Works Department. As the technology spectrum continues to evolve, further refinement and enhancement of the City's enterprise GIS environment is key in handling changing needs and maximizing financial investments in the system. The primary objective of the project is to extend a straightforward and easy to access GIS system that will improve the productivity and efficiency of Public Work's staff as they conduct business operations. Community engagement and open data access will also be improved through the enterprise GIS system. Public Works added \$1 million to the FY 20 budget to improve the GIS system, but the decision was made to split the project into 2 phases. The first phase began in FY 20 and the implementation phase will begin in FY 21. No additional expense was added to the FY 21 budget as this is a continuation of the project budgeted in the previous year.

### **Lobbying/Grant Writing**

The FY 21 budget was increased by \$100,000 for national lobbying efforts and the outsourcing of grant writing. A lobbyist in Washington DC will be able to assist Public Works in strategic planning, political analysis of Federal programs, assistance in determining Federal programs/grants that Public Works

would be eligible for and act as an intergovernmental liaison. This will allow Public Works to be more proactive in obtaining Federal grants and financing to reduce the burden placed on the residents of Billings for large capital projects. Outsourcing the grant writing function is a necessary component to obtain additional grants, as current staffing levels do not provide for the time needed to perform this important function.

**Stormwater Utility**

The FY 21 budget was increased by \$200,000 for the creation of a stormwater utility. While, Public Works has a stormwater fee that is assessed to all properties in the City, it does not have a formal utility like the water and wastewater functions do. By not having a formal utility, the stormwater system has not been addressed adequately for many years in terms of deferred maintenance, capital improvements, and planning for the future. The benefits of a stormwater utility are formalized rules and regulations, a rate structure that is more equitable than the existing fee system, proactive management of the infrastructure, and concentrated Public Works resources to support a critical function.

**Street Light Reconstruction**

Public Works has about 4,500 City-owned streetlights. There are a large number of poles that are 60 years old or greater. These poles create a safety issue and need to be replaced. The underground wiring also needs to be fixed in many areas and the Street Improvement Lighting Maintenance Districts (SILMDs) need to be re-metered. \$300,000 was added to the FY 20 budget to begin the underground wiring repairs and re-metering activities, but it was decided to complete the condition assessment of street lights first and defer this expense to FY 21. An additional \$149,000 was added to the FY 21 budget to replace the street light facilities that are causing a safety hazard and are in critical need of repair. Public Works is also developing a plan for the comprehensive replacement of aging light poles.

**Department Goals**

**Goal: Utilize best asset management practices to make the most cost-effective capital infrastructure decisions.**

Action(s):

- Complete first phase of the asset management plan for transportation, solid waste, storm, and water and wastewater systems.
- Begin implementing asset management practices throughout organization.
- Integrate asset management into organizational planning.

Outcome(s):

- A strategic asset management plan based on industry best practices.
- Better coordination of capital project construction and maintenance between all Public Works divisions.
- Ability to utilize data-driven decision making to enable Public Works to determine the most efficient use of funds.
- Risk mitigation to transportation, solid waste, storm, water, and wastewater systems.
- Longer asset lives through improved maintenance programs.

**Goal: As needed, review and revise the City Code items directly affecting the Public Works Department.**

Action(s):

- Review all sections of the Billings City Code that pertain to the Department.
- Work with the Legal Department to revise all City Codes to reflect current City policies and operations.
- Develop revised City Codes for the Mayor and City Council to review for approval or elimination.

Outcome(s):

- Billings City Codes pertaining to the Public Works Department are updated as directed by the Mayor and City Council through Council initiative.

**Goal: Implement benchmarking measures across all Public Works divisions.**

Action(s):

- Identify appropriate benchmarking measure for each division.
- Develop benchmarking tool to track measures.
- Compare benchmarks against similar organizations.

Outcome(s):

- Improved work plans to increase efficiencies.

**Goal: Improve safety standards.**

Action(s):

- Identify areas of concern.
- Develop policies and best practices for employees to follow.
- Continue to engage employees to improve safety with Employee Safety task group.
- Conduct PPE review audits throughout organization.
- Find opportunities to promote safety culture.

Outcome(s):

- Decrease in accidents.

**Goal: Educate and promote vision of ‘exceeding expectations through innovation, integrity, and service to the community both internally and externally’.**

Action(s):

- Improve website and social media presence.
- Identify more opportunities for education outreach such as open houses, school interactions, and public speaking engagements.
- Develop communications plan.
- Develop educational brochures.
- Continue to have department-wide supervisor meetings.
- Increase Public Works management interactions with all employee groups.

Outcome(s):

- Increase in public awareness.
- Improved relationship with customers.
- Improved interactions between Public Works divisions.
- Better employee awareness of expectations and how to achieve vision.

**Goal: Hire and retain employees that fit Public Works Department Vision.**

## Action(s):

- Re-evaluate hiring process to incorporate Department Vision.
- Improve evaluations and evaluation process.
- Develop on-boarding orientation to communicate expectations.
- Continue efforts to improve employee morale through the Employee Engagement task group.
- Identify opportunities for public acknowledgement of excellent work.
- Conduct employee survey to better understand staff perspective.

## Outcome(s):

- Increase in employee morale and retention.
- More honest, constructive employee feedback and evaluations.
- More engaged employees resulting in increased efficiencies and better customer service.

**Goal: Seek and utilize new technologies and maximize existing technologies to improve efficiencies.**

## Action(s):

- Outsource GIS to obtain a fully functional GIS system that internal IT staff will be able to maintain.
- Promote education and conferences relating to technology for staff.
- Explore employee incentives for innovation.

## Outcome(s):

- Modernized GIS system that is more functional for staff and the public.
- Increased efficiencies.
- Ability to utilize GIS functionality during Council meetings.

**Goal: Ensure each division operates within financial limitations, while maintaining resources necessary to achieve current levels of service.**

## Action(s):

- Review all cost allocations, fees, and rates to ensure they are at an appropriate level to cover expenses.
- Ensure reserves are adequate for the needs of each fund and maintain compliance with fiscal policies and legal requirements.

## Outcome(s):

- Revenues maintained at sufficient levels to support services.
- Adequate reserves available for emergencies.
- Stable, more predictable rates and lessened impact to customers.

**Goal: Update Department's internal controls and other financial policies and procedures.**

## Action(s):

- Maintain a manual for all accounting-related procedures.
- Update internal control policies.

## Outcome(s):

- Consistent and predictable operating procedures.
- Improved internal controls.

**Goal: Enhance customer service, and communications between divisions and customers.**

## Action(s):

- Promote automatic payments, online payments, and recurring payments.
- Promote paperless billing for utility bills.
- Utilize website and Facebook to provide up-to-date information regarding snow plowing, water main breaks, solid waste operations, construction updates, assessments, rates, and fees.
- Allocate staff in the most cost effective and customer service oriented manner.
- Research community organizations to partner with to assist low-income customers with their utility bills.
- Implement mobile service orders.
- Implement customer service training across all Public Works divisions.
- Conduct a public survey to identify service shortfalls.

## Outcome(s):

- Increased efficiencies.
- Decrease in mailing and postage costs.
- Decrease in operational costs through more efficient dispatching.
- Increase in customer service.
- Decreased workload through technology resulting in a delay or elimination of need to hire additional personnel.
- Enhanced and more efficient communication between divisions.
- Increase in transparency to customers.
- Improved traffic closure map and methods of notifying public of road closures

**Goal: Ensure the Billings Regional Landfill maintains compliance with state and federal operational and environmental rules and regulations.**

## Action(s):

- Continue to address landfill customer inquiries regarding proper handling, testing, and disposal of special wastes.
- Coordinate with MDU environmental personnel for required EPA reporting on landfill greenhouse gas emissions.
- Continue working with MDEQ Air Quality Bureau and consultants to address landfill compliance issues regarding NSPS/EG rule changes.
- Complete required semi-annual and annual monitoring reporting for Title V air quality permit. Complete and submit Annual Emission Inventory Compliance Certification to the MDEQ Air Quality Bureau.
- Complete required annual landfill licensing application, quarterly and annual stormwater reporting, bi-annual groundwater monitoring/reporting and quarterly methane monitoring/reporting for MDEQ Solid Waste Bureau.

## Outcome(s):

- Reduce potential for regulatory non-compliance and adverse impacts to air, ground and surface waters.

**Goal: Continue to reduce the effect of the landfill on the neighboring properties.**

## Action(s):

- Complete construction of the capital improvement projects, which will allow all municipal solid waste to be dumped inside a building, processed through grinders, and then placed in the landfill.
- Continue public education on bagging trash prior to placing that trash into their collection barrels.
- Continue picking up trash on the roads to the landfill and the roads adjacent to the landfill.
- Continue planting trees around the landfill.
- Regularly schedule meetings with Public Works staff and neighboring property owners.

## Outcome(s):

- Better relationship with surrounding property owners.
- Reduction in staff time required to pick up trash in and around the landfill.

**Goal: Ensure the City's MS4 stormwater program complies with Federal Phase II Storm Water Regulations and State General Permit.**

## Action(s):

- Implement the MS4 program six-control measures to comply with the 2017 five-year general permit.
- Complete and submit annual stormwater report and bi-annual stormwater sampling.
- Update or develop public information pamphlets on Illicit Discharge Detection & Elimination (IDDE), Fat Oil & Grease (FOG), Residential and Commercial Best Management Practices (BMPs).
- Locate and remove illicit connections to the stormwater system discovered by the CCTV program.
- Update land ownership surveys on existing ditches and drains within the City limits.
- Continue to respond to IDDE complaints and eliminate illicit/cross connections.
- Update Billings MS4 stormwater map in the Heights area.

## Outcome(s):

- Reduce stormwater pollution into state waters.

**Goal: Continue the procedures for cleaning and maintaining the City's storm drain system.**

## Action(s):

- Continue inventory of storm sewer system using closed circuit TV system.
- Prioritize problem sections of the system.
- Initiate repairs using Public Works staff when possible, and identifying future capital improvement projects.
- Focus on cleaning/jetting storm sewer sections where excess sediment has accumulated.

## Outcome(s):

- Improved flow and capacity of the storm sewer system.

**Goal: Implement Storm Utility**

## Action(s):

- Review options for funding storm water systems.
- Develop plan based on the preferred option.
- Formalize policies for storm water.
- Assess staffing levels.
- Engage stakeholders to assist in the development of a plan that serves the community.

## Outcome(s):

- Framework to implement storm water funding program that allows for a sustainable storm water system.
- Change from reactive to proactive maintenance.
- More equitable rate structure.
- Consistent policies in place for public and staff.

**Goal: Assess school crosswalks for (PreMark) heat tape applications**

## Action(s):

- Begin program to place heat tape on school crosswalks (grade schools)

## Outcome(s):

- More durable heat tape application for crosswalk markings.

**Goal: Inventory all street name signs for conformation with Manual of Uniform Traffic Control Devices (MUTCD) standards.**

## Action(s):

- Inventory all overhead directional signs on the 113 signalized intersections.

## Outcome(s):

- City street name signs always current with MUTCD standards.

**Goal: Provide well-maintained public right-of-ways.**

## Action(s):

- Continue programs for pothole repair, street reconstruction, gravel street and alley upkeep, snow and ice control, storm drain cleaning/jetting, sweeping, maintaining multi-use trails, mowing, weed abatement, maintaining signalized intersections, all street signs, and pavement markings.

## Outcome(s):

- Provide safe driving surfaces and movement of vehicle and pedestrian traffic.

**Goal: Maintain a pretreatment program to comply with the Clean Water Act - Water pollution control program.**

## Action(s):

- Update prohibited hazardous waste section of the Ordinance with the Dental Amalgam and Pharmaceutical Rules.
- Complete and submit annual pretreatment report to EPA.
- Conduct inspections of permitted and potential industrial users' dischargers.

- Assist Lockwood Water and Sewer District in managing pretreatment program through the Pretreatment Program Interlocal Agreement.
- Analyze the impact of future significant industrial dischargers on the City’s collection and treatment systems.
- Comply with the Capacity, Management, Operation, and Maintenance (CMOM) schedule and incorporate EPA review comments.
- Coordinate with Distribution and Collection field crews to locate and resolve Fats Oil and Grease (FOG) discharges.
- Continue sulfate and hydrogen sulfide investigation, including field monitoring and sampling.
- Monitor and track ExxonMobil discharge.

Outcome(s):

- Reduce potential upsets at the Water Reclamation Facility, sanitary sewer overflows, and protect the health and safety of workers.
- Maintain EPA regulatory compliance.

**Goal: Address sulfate issues in collection system and at the Water Reclamation Facility.**

Action(s):

- Complete hydrogen sulfide modeling effort in the collection system and implement recommended alternative(s).
- Start-up and operate odor control facilities at Water Reclamation Facility.

Outcome(s):

- Mitigated odor issues.
- Mitigated hydrogen sulfide safety risks.
- Reduced corrosion on equipment leading to longer asset life and lower costs at Water Reclamation Facility.

**Goal: Better understand the science of the Yellowstone River as it relates to nitrogen and phosphorus and the effect the Water Reclamation Facility has on river algae levels.**

Action(s):

- Collaborate and share data with MDEQ to assist them in setting informed treatment standards.
- Assess the option of discharging reclaimed wastewater to an irrigation canal during the nutrient season.

Outcome(s):

- Cost savings by eliminating the need for unnecessary treatment plant upgrades.
- Protection of Yellowstone River water quality.

**Goal: Successfully operate and maintain the Water Reclamation Facility (WRF) after the Nutrient Upgrade Project construction, and prepare staff for operational changes.**

Action(s):

- Implement new Standard Operating Procedures Manual for safe and successful biological nutrient removal at the Water Reclamation Facility.
- Continue internal technical training for the Water Reclamation Facility operations staff to prepare for operation of the biological, nutrient, removal treatment process.
- Meet all MPDES permit requirements.

Outcome(s):

- Operations staff fully prepared for operation and maintenance of biological, nutrient, removal process.

**Goal: Assess and implement resource recovery at the Water Reclamation Facility.**

Action(s):

- Assess options for increasing biogas production at the Water Reclamation Facility.
- Construct a biological scrubber to clean the anaerobic digester gas for the best beneficial use at the Water Reclamation Facility.
- Begin construction of phosphorus recovery technologies at the Water Reclamation Facility.
- Optimize chemical and energy use at the Water Reclamation Facility for new nutrient removal process.

Outcome(s):

- Beneficial reuse of phosphorus.
- Beneficial reuse of methane biogas.
- Higher quality water discharged from Water Reclamation Facility.
- Raise the City of Billings as an innovative environmental leader for phosphorus recovery in the region.

**Goal: Evaluate and develop a comprehensive plan/strategy for the water and sewer main replacement program.**

Action(s):

- Analyze the number and cause of water and sewer main breaks. Look for common factors of cause.
- Using GIS develop a map of the age and type of pipe within the City.
- Review the City’s break history compared to national averages.
- Evaluate the costs and the frequency of repairs compared to the cost of large water and sewer pipe replacement projects.

Outcome(s):

- Short and long-term plans developed to address the cost and the customer disruption for the water and sewer replacement/repair program.

**Goal: Remove and replace existing lead services within the City of Billings water system.**

Action(s):

- Continue to determine the locations of existing lead services within the Billings water service system and map locations.
- Establish strategy for the elimination of lead services from the water main to the property line.
- Develop a list of property owners that may have lead services from the property line to the house and contact them to verify if the services are lead.
- Develop a funding strategy to assist property owners with the cost of replacing the lead services.

Outcome(s):

- Elimination of lead services within the City of Billings water system.

**Goal: Update Source Water Delineation and Assessment Report.**

Action(s):

- Continue coordination meetings to update and field verify facilities identified in the original Assessment and Delineation survey.
- Conduct a minimum of one presentation to the Local Emergency Planning Committee (LEPC).

Outcome(s):

- A susceptibility assessment of significant, potential contaminant sources in the spill response area for the Laurel, Billings, and Lockwood Water Treatment Plant intakes is provided.

**Goal: Continue communication with the consuming public about drinking water treatment and the quality of their drinking water.**

Action(s):

- Prepare and distribute the annual Consumer Confidence Report providing details about the quality of the City’s drinking water.
- Provide monthly water quality information enhanced with responses to frequently asked questions and other useful drinking water information on the Department’s website.
- Provide facility tours to educate the public about drinking water treatment; provide information to civic groups, schools and others regarding drinking water processes and quality; and respond to citizen inquiries regarding the quality of the City’s drinking water.

Outcome(s):

- Maintain and enhance the public’s confidence in the City’s drinking water.
- More informed public about their drinking water and the processes required to provide it.

**Goal: Begin implementation of redundant water supply and treatment for the drinking water system.**

Action(s):

- Complete implementation plan for better understanding of costs, regulations, operation, and recreational benefits of off-stream storage reservoirs at the Knife River Gravel Pits.

Outcome(s):

- Increased water supply storage from a few hours to several months.
- Increased trails and water recreational opportunities for the public.
- Reduced energy costs related to pumping water.

**Goal: Assess and mitigate flood and drought risks at main Water Treatment Plant.**

Action(s):

- Complete flood and drought plan for Water Treatment Plant.

Outcome(s):

- Risk mitigation to existing water treatment assets.
- Better preparedness and resiliency for extreme environmental events.

**Goal: Improve resilience and redundancy of the water system to critical City assets.**

Action(s):

- Construct an additional three million gallons of potable water storage in pressure zone 1, which includes the hospitals and all the downtown area.
- Construct redundant water line up the rims to the pressure zone that serves the airport.
- Improve capacity and screening limitations of river intake structure.

Outcome(s):

- More reliable water supply to critical city functions and assets.
- Mitigation of risks related to having only one river intake during high water demands.

**Goal: Provide superior quality potable water.**

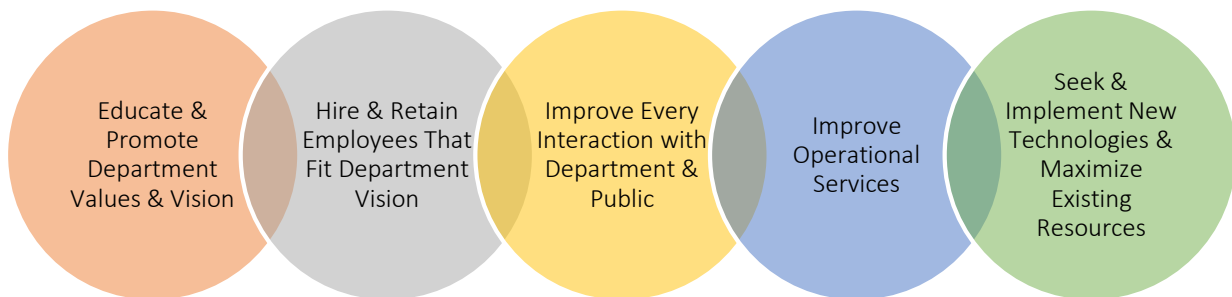
Action(s):

- Produce, pressurize, and store drinking water for the community in adequate quantities and meet all regulatory requirements and quality control standards.
- Maintain and repair all water treatment, pressurization, and storage facilities.
- Increase staff operational knowledge of UV disinfection system.

Outcome(s):

- Community water needs met.
- Replacement of aging/malfunctioning infrastructure to increase capacity while ensuring a quality product.
- Obtain the longest productive life possible.
- Superior quality potable water above MDEQ standards provided.

In addition to the defined goals for FY21, the Public Works Department continues to further the implementation of our established **Strategic Goals** through projects such as increased external and internal communications, employee engagement initiatives, customer service programs, asset management, efficiency initiatives, GIS expansion, and other technology initiatives. The Public Works leadership team will continue to identify ways to improve efficiencies and create policies and programs that support our vision and mission.



# FY21 Budget Overview

# Public Works Department

## PUBLIC WORKS ADMINISTRATION OPERATING BUDGET

FUND 6600

	ACTUAL FY 18	ACTUAL FY 19	BUDGET FY 20	ESTIMATE FY 20	REQUEST FY 21	PROPOSED FY 21
<b>WORKING CAPITAL-BEGINNING</b>	\$ 173,623	\$ 142,381	\$ 157,306	\$ 122,619	\$ 316,707	\$ 316,707
<b>REVENUES:</b>						
CHARGE FOR SERVICES	1,271,488	1,481,632	2,996,154	2,996,154	2,908,600	2,888,600
INVESTMENT EARNINGS	2,832	8,144	3,000	6,500	4,000	4,000
<b>TOTAL REVENUE</b>	<b>\$ 1,274,320</b>	<b>\$ 1,489,776</b>	<b>\$ 2,999,154</b>	<b>\$ 3,002,654</b>	<b>\$ 2,912,600</b>	<b>\$ 2,892,600</b>
<b>EXPENSES:</b>						
PERSONAL SERVICES	\$ 1,140,284	\$ 1,384,290	\$ 1,778,141	\$ 1,701,620	\$ 1,886,799	\$ 1,886,799
OPERATIONS & MAINTENANCE	265,685	266,667	1,127,300	1,093,655	1,051,802	1,031,837
CAPITAL	-	-	16,000	13,291	-	-
<b>TOTAL EXPENSES</b>	<b>\$ 1,405,969</b>	<b>\$ 1,650,957</b>	<b>\$ 2,921,441</b>	<b>\$ 2,808,566</b>	<b>\$ 2,938,601</b>	<b>\$ 2,918,636</b>
WORKING CAP. CHANGES NOT BUDGETED	100,407	141,419	-	-	-	-
<b>WORKING CAPITAL-ENDING</b>	<b>\$ 142,381</b>	<b>\$ 122,619</b>	<b>\$ 349,287</b>	<b>\$ 316,707</b>	<b>\$ 290,706</b>	<b>\$ 290,671</b>
LESS OPERATING RESERVE	112,478	132,077	232,435	223,622	235,088	233,491
<b>AVAILABLE WORKING CAPITAL</b>	<b>\$ 29,903</b>	<b>\$ (9,458)</b>	<b>\$ 32,199</b>	<b>\$ 93,085</b>	<b>\$ 55,618</b>	<b>\$ 57,180</b>

## STAFFING AUTHORIZATION

POSITION	ACTUAL FY 18	ACTUAL FY 19	BUDGET FY 20	REQUEST FY 21	PROPOSED FY 21
DIRECTOR OF PUBLIC WORKS	1.0	1.0	1.0	1.0	1.0
DEPUTY DIRECTOR OF PUBLIC WORKS	1.0	1.0	1.0	1.0	1.0
UTILITY BUSINESS MANAGER	-	-	-	1.0	1.0
PUBLIC WORKS FINANCIAL MGR	1.0	1.0	1.0	1.0	1.0
PUBLIC WORKS FINANCIAL ANALYST	1.0	1.0	1.0	1.0	1.0
SAFETY & FACILITIES OFFICER	1.0	1.0	1.0	1.0	1.0
ACCOUNT CLERK II	1.0	2.0	6.0	6.0	6.0
BILLINGS SERVICES COORDINATOR	-	-	1.0	1.0	1.0
FACILITIES MAINT SUPPORT I	-	2.0	2.0	-	-
FACILITIES MAINT SUPPORT II	-	-	-	2.0	2.0
ACCOUNTING SUPERVISOR	1.0	1.0	1.0	-	-
ADMINISTRATIVE SUPPORT I	1.0	-	-	-	-
ADMINISTRATIVE SUPPORT II	-	1.0	1.0	-	-
ADMINISTRATIVE SUPPORT III	1.0	1.0	1.0	1.0	1.0
PROJECT & COMMUNICATION COORDINATOR	-	-	-	1.0	1.0
SPECIAL ASSESSMENT COORDINATOR	-	1.0	1.0	1.0	1.0
SENIOR ACCOUNT CLERK	1.0	-	2.0	2.0	2.0
ASSET MANAGEMENT COORDINATOR	-	-	1.0	1.0	1.0
<b>TOTAL</b>	<b>10.0</b>	<b>13.0</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>

# FY21 Budget Overview

# Public Works Department

## PUBLIC WORKS ENGINEERING OPERATING BUDGET

FUND 6700

	ACTUAL FY 18	ACTUAL FY 19	BUDGET FY 20	ESTIMATE FY 20	REQUEST FY 21	PROPOSED FY 21
<b>WORKING CAPITAL-BEGINNING</b>	\$ 146,746	\$ 55,240	\$ 285,543	\$ 153,218	\$ 163,930	\$ 163,930
<b>REVENUES:</b>						
SPECIAL ASSESSMENTS	\$ 26,145	\$ 25,127	\$ 24,000	\$ 26,000	\$ 26,000	\$ 26,000
LICENSES & PERMITS	63,919	104,424	73,000	86,300	95,900	95,900
CHARGE FOR SERVICES	2,530,552	2,918,171	3,180,626	2,929,620	3,166,331	3,166,331
INVESTMENT EARNINGS	1,761	7,953	4,000	8,000	6,000	6,000
MISCELLANEOUS	934	-	-	500	-	-
<b>TOTAL REVENUE</b>	<b>\$ 2,623,311</b>	<b>\$ 3,055,675</b>	<b>\$ 3,281,626</b>	<b>\$ 3,050,420</b>	<b>\$ 3,294,231</b>	<b>\$ 3,294,231</b>
<b>EXPENSES:</b>						
PERSONAL SERVICES	\$ 2,194,096	\$ 2,442,641	\$ 2,443,439	\$ 2,321,515	\$ 2,437,315	\$ 2,437,315
OPERATIONS & MAINTENANCE	571,136	626,889	727,443	718,193	719,485	708,157
CAPITAL	26,706	-	47,000	-	29,482	29,482
<b>TOTAL EXPENSES</b>	<b>\$ 2,791,938</b>	<b>\$ 3,069,530</b>	<b>\$ 3,217,882</b>	<b>\$ 3,039,708</b>	<b>\$ 3,186,282</b>	<b>\$ 3,174,954</b>
WORKING CAP. CHANGES NOT BUDGETED	77,121	111,833	-	-	-	-
<b>WORKING CAPITAL-ENDING</b>	<b>\$ 55,240</b>	<b>\$ 153,218</b>	<b>\$ 349,287</b>	<b>\$ 163,930</b>	<b>\$ 271,879</b>	<b>\$ 283,207</b>
LESS OPERATING RESERVE	276,523	306,953	317,088	303,971	315,680	314,547
<b>AVAILABLE WORKING CAPITAL</b>	<b>\$ (221,283)</b>	<b>\$ (153,735)</b>	<b>\$ 32,199</b>	<b>\$ (140,041)</b>	<b>\$ (43,801)</b>	<b>\$ (31,340)</b>

## STAFFING AUTHORIZATION

POSITION	ACTUAL FY 18	ACTUAL FY 19	BUDGET FY 20	REQUEST FY 21	PROPOSED FY 21
CITY ENGINEER	1.0	1.0	1.0	1.0	1.0
CITY TRAFFIC ENGINEER	1.0	1.0	1.0	1.0	1.0
ENGINEER II	6.0	4.0	5.0	5.0	5.0
ENGINEER I	4.0	4.0	4.0	4.0	4.0
ENGINEER III	-	1.0	1.0	1.0	1.0
PERMIT CLERK	1.0	1.0	1.0	1.0	1.0
SENIOR GIS TECH	1.0	-	-	-	-
ENGINEERING DATA SPECIALIST	-	1.0	1.0	1.0	1.0
ENGINEER INSPECTOR II	3.0	4.0	4.0	4.0	4.0
ENGINEERING INSPECTOR SUPERVISOR	1.0	1.0	1.0	1.0	1.0
SURVEYOR/CAD TECH	1.0	1.0	1.0	1.0	1.0
TRAFFIC TECHNICIAN*	1.0	1.0	1.0	1.0	1.0
SENIOR ENGINEERING TECH	2.0	2.0	2.0	2.0	2.0
ADMINISTRATIVE SUPPORT II	1.0	1.0	1.0	1.0	1.0
<b>TOTAL</b>	<b>23.0</b>	<b>23.0</b>	<b>24.0</b>	<b>24.0</b>	<b>24.0</b>

\* EXPENSES ACCOUNTED FOR IN GAS TAX FUND

## SIDEWALK AND CURB DISTRICTS FUND OPERATING BUDGET

FUNDS 4340

	ACTUAL FY 18	ACTUAL FY 19	BUDGET FY 20	ESTIMATE FY 20	REQUEST FY 21	PROPOSED FY 21
<b>FUND BALANCE BEGINNING</b>	\$ (117,733)	\$ 997,160	\$ -	\$ (191,607)	\$ (191,607)	\$ (191,607)
<b>REVENUE:</b>						
INTEREST EARNINGS	\$ -	\$ 5,235	\$ -	\$ 1,200	\$ -	\$ -
PRIVATE CONTRIBUTIONS	78,139	16,640	-	-	-	-
SALE OF BONDS	1,415,000	-	1,221,300	1,561,052	1,401,607	1,401,607
<b>TOTAL REVENUE</b>	<b>\$ 1,493,139</b>	<b>\$ 21,875</b>	<b>\$ 1,221,300</b>	<b>\$ 1,562,252</b>	<b>\$ 1,401,607</b>	<b>\$ 1,401,607</b>
<b>EXPENDITURES:</b>						
OPERATIONS & MAINTENANCE	\$ 102,118	\$ 209,249	\$ -	\$ -	\$ -	\$ -
BOND ISSUANCE COSTS	28,500	-	41,300	38,000	30,000	30,000
CONST-SIDEWALK BY CITY	221,940	1,001,393	1,180,000	1,524,097	1,180,000	1,180,000
TRANSFER OTHER FUNDS	25,688	-	-	155	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 378,246</b>	<b>\$ 1,210,642</b>	<b>\$ 1,221,300</b>	<b>\$ 1,562,252</b>	<b>\$ 1,210,000</b>	<b>\$ 1,210,000</b>
<b>FUND BALANCE ENDING</b>	<b>\$ 997,160</b>	<b>\$ (191,607)</b>	<b>\$ -</b>	<b>\$ (191,607)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>LESS:</b>						
RESTRICTED	997,160	(191,607)	-	(191,607)	-	-
<b>UNASSIGNED</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**SPECIAL IMPROVEMENT DISTRICT FUNDS  
OPERATING BUDGET**

FUND 4500

	ACTUAL FY 18	ACTUAL FY 19	BUDGET FY 20	ESTIMATE FY 20	REQUEST FY 21	PROPOSED FY 21
<b>FUND BALANCE BEGINNING</b>	\$ -	\$ 424,425	\$ 53,947	\$ 53,947	\$ 53,947	\$ 53,947
<b>REVENUE:</b>						
INTEREST EARNINGS	\$ 1	\$ 14,447	\$ -	\$ -	\$ -	\$ -
PRIVATE CONTRIBUTIONS	988,505	-	-	150,000	-	-
SALE OF BONDS	-	1,625,000	2,691,000	2,366,447	2,426,053	2,426,053
<b>TOTAL REVENUE</b>	<b>\$ 988,506</b>	<b>\$ 1,639,447</b>	<b>\$ 2,691,000</b>	<b>\$ 2,516,447</b>	<b>\$ 2,426,053</b>	<b>\$ 2,426,053</b>
<b>EXPENDITURES:</b>						
BOND ISSUANCE COSTS	\$ -	\$ 75,300	\$ 91,000	\$ 36,500	\$ 80,000	\$ 80,000
REFUNDS	-	58,627	-	-	-	-
PRINCIPAL/INTEREST PAYMENT	-	-	-	-	-	-
CONST-ROADS/STREET/PARKING	564,081	1,875,998	2,600,000	2,426,000	2,400,000	2,400,000
TRANSFER OTHER FUNDS	-	-	-	53,947	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 564,081</b>	<b>\$ 2,009,925</b>	<b>\$ 2,691,000</b>	<b>\$ 2,516,447</b>	<b>\$ 2,480,000</b>	<b>\$ 2,480,000</b>
<b>FUND BALANCE ENDING</b>	<b>\$ 424,425</b>	<b>\$ 53,947</b>	<b>\$ -</b>	<b>\$ 53,947</b>	<b>\$ -</b>	<b>\$ -</b>
<b>LESS:</b>						
RESTRICTED	424,425	53,947	-	53,947	-	-
<b>UNASSIGNED</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**ARTERIAL STREET FEES FUND  
OPERATING BUDGET**

FUND 8450

	<b>ACTUAL FY 18</b>	<b>ACTUAL FY 19</b>	<b>BUDGET FY 20</b>	<b>ESTIMATE FY 20</b>	<b>REQUEST FY 21</b>	<b>PROPOSED FY 21</b>
<b>FUND BALANCE BEGINNING</b>	<b>\$ 4,307,159</b>	<b>\$ 5,934,448</b>	<b>\$ 2,725,575</b>	<b>\$ 4,584,191</b>	<b>\$ 3,238,898</b>	<b>\$ 3,238,898</b>
<b>REVENUE:</b>						
SPECIAL ASSESSMENTS	\$ 4,136,895	\$ 4,317,064	\$ 4,320,000	\$ 4,380,000	\$ 4,485,000	\$ 4,395,000
INTEREST ON INVESTMENTS	41,133	105,537	40,000	80,000	60,000	60,000
MISCELLANEOUS	-	5,325	-	-	-	-
GRANTS-DOT	1,728	4,674	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 4,179,756</b>	<b>\$ 4,432,600</b>	<b>\$ 4,360,000</b>	<b>\$ 4,460,000</b>	<b>\$ 4,545,000</b>	<b>\$ 4,455,000</b>
<b>EXPENDITURES:</b>						
OPERATION & MAINTENANCE	\$ 163,416	\$ 1,537,907	\$ 175,767	\$ 175,767	\$ 163,012	\$ 161,925
CAPITAL	2,389,051	4,244,950	5,491,000	5,629,526	4,050,000	4,050,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,552,467</b>	<b>\$ 5,782,857</b>	<b>\$ 5,666,767</b>	<b>\$ 5,805,293</b>	<b>\$ 4,213,012</b>	<b>\$ 4,211,925</b>
<b>FUND BALANCE ENDING</b>	<b>\$ 5,934,448</b>	<b>\$ 4,584,191</b>	<b>\$ 1,418,808</b>	<b>\$ 3,238,898</b>	<b>\$ 3,570,886</b>	<b>\$ 3,481,973</b>
<b>LESS:</b>						
RESTRICTED FOR INNER BELTLOOP	-	-	-	1,987,022	2,987,022	2,987,022
COMMITTED	5,934,448	4,584,191	1,418,808	1,251,876	583,864	494,951
ASSIGNED	-	-	-	-	-	-
<b>UNASSIGNED</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# FY21 Budget Overview

# Public Works Department

## GAS TAX FUND OPERATING BUDGET

FUNDS 2050 & 2060

	ACTUAL FY18	ACTUAL FY 19	BUDGET FY 20	ESTIMATE FY 20	REQUEST FY 21	PROPOSED FY 21
<b>FUND BALANCE BEGINNING</b>	<u>\$ 4,340,192</u>	<u>\$ 5,711,963</u>	<u>\$ 4,011,764</u>	<u>\$ 6,316,447</u>	<u>\$ 2,902,366</u>	<u>\$ 2,902,366</u>
<b>REVENUE:</b>						
STATE GAS TAX	\$ 2,417,803	\$ 3,140,831	\$ 3,855,000	\$ 3,726,842	\$ 3,750,000	\$ 3,750,000
COUNTY CONTRACT SERVICE	94,815	91,475	98,302	70,965	80,599	80,599
INTEREST ON INVESTMENTS	45,632	101,677	40,000	88,000	80,000	80,000
CONTRIBUTIONS/DONATIONS	490,023	43,329	-	25,150	-	-
TRANSFERS:						
STREET MAINT DISTRICTS	1,500,000	1,318,000	1,325,000	1,325,000	1,850,000	1,700,000
SALE OF FIXED ASSETS	-	37,786	-	-	-	-
MISCELLANEOUS	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	<u>\$ 4,548,273</u>	<u>\$ 4,733,098</u>	<u>\$ 5,318,302</u>	<u>\$ 5,235,957</u>	<u>\$ 5,760,599</u>	<u>\$ 5,610,599</u>
<b>EXPENDITURES:</b>						
PERSONAL SERVICES	\$ 68,025	\$ 66,070	\$ 73,571	\$ 73,290	\$ 80,599	\$ 80,599
OPERATION & MAINTENANCE	2,421,044	1,841,706	298,310	321,260	321,717	320,701
CAPITAL PROJECTS	687,433	2,129,338	4,185,000	8,248,659	4,215,000	4,215,000
TRANSFERS	-	91,500	-	6,829	106,800	106,800
<b>TOTAL EXPENDITURES</b>	<u>\$ 3,176,502</u>	<u>\$ 4,128,614</u>	<u>\$ 4,556,881</u>	<u>\$ 8,650,038</u>	<u>\$ 4,724,116</u>	<u>\$ 4,723,100</u>
<b>FUND BALANCE ENDING</b>	<u>\$ 5,711,963</u>	<u>\$ 6,316,447</u>	<u>\$ 4,773,185</u>	<u>\$ 2,902,366</u>	<u>\$ 3,938,849</u>	<u>\$ 3,789,865</u>
<b>LESS:</b>						
RESTRICTED:						
INNER BELTLOOP	-	-	4,507,684	2,046,265	3,046,265	3,046,265
OTHER PROJECTS	5,711,963	6,316,447	265,501	856,101	892,584	743,600
<b>UNASSIGNED</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**SIDEWALK HAZARD  
OPERATING BUDGET**

FUND 2080

	ACTUAL FY18	ACTUAL FY 19	BUDGET FY 20	ESTIMATE FY 20	REQUEST FY 21	PROPOSED FY 21
<b>FUND BALANCE BEGINNING</b>	\$ -	\$ -	\$ -	\$ 91,346	\$ -	\$ -
<b>REVENUE:</b>						
SPECIAL ASSESSMENTS	\$ -	\$ 2,304	\$ -	\$ 40,000	\$ 60,000	\$ 60,000
LICENSES & PERMITS	-	830	-	8,000	15,000	15,000
INTEREST ON INVESTMENTS	-	-	-	141	200	200
TRANSFERS	-	91,500	-	6,829	106,800	106,800
<b>TOTAL REVENUE</b>	<b>\$ -</b>	<b>\$ 94,634</b>	<b>\$ -</b>	<b>\$ 54,970</b>	<b>\$ 182,000</b>	<b>\$ 182,000</b>
<b>EXPENDITURES:</b>						
OPERATION & MAINTENANCE	-	3,288	-	146,316	182,000	182,000
CAPITAL PROJECTS	-	-	-	-	-	-
TRANSFERS	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ 3,288</b>	<b>\$ -</b>	<b>\$ 146,316</b>	<b>\$ 182,000</b>	<b>\$ 182,000</b>
<b>FUND BALANCE ENDING</b>	<b>\$ -</b>	<b>\$ 91,346</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>LESS:</b>						
RESTRICTED:						
INNER BELTLOOP	-	-	-	-	-	-
OTHER PROJECTS	-	91,346	-	-	-	-
<b>UNASSIGNED</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**STORM SEWER FUND  
OPERATING BUDGET**

FUND 8400 & 2070

	ACTUAL FY 18	ACTUAL FY 19	BUDGET FY 20	ESTIMATE FY 20	REQUEST FY 21	PROPOSED FY 21
<b>FUND BALANCE BEGINNING</b>	<b>\$ 5,982,421</b>	<b>\$ 6,401,544</b>	<b>\$915,416</b>	<b>\$ 2,036,137</b>	<b>\$ 1,768,764</b>	<b>\$ 1,768,764</b>
<b>REVENUE:</b>						
SPECIAL ASSESSMENTS	\$ 4,216,969	\$ 4,442,418	\$ 4,536,000	\$ 4,500,000	\$ 4,610,000	\$ 4,520,000
INTEREST ON INVESTMENTS	52,812	108,435	46,000	60,800	55,800	55,800
LICENSES & PERMITS	5,200	5,200	10,000	1,500	4,000	4,000
SALE OF FIXED ASSETS	82,155	63,076	-	-	-	-
OTHER	2,152	-	1,452	2,904	1,452	1,452
<b>TOTAL REVENUE</b>	<b>\$ 4,359,288</b>	<b>\$ 4,619,129</b>	<b>\$ 4,593,452</b>	<b>\$ 4,565,204</b>	<b>\$ 4,671,252</b>	<b>\$ 4,581,252</b>
<b>EXPENDITURES:</b>						
OPERATIONS & MAINTENANCE	\$ 1,484,319	\$ 1,474,182	\$ 1,765,517	\$ 1,824,167	\$ 2,093,702	\$ 2,088,632
CAPITAL	1,442,346	6,497,854	1,890,000	1,993,410	2,880,000	2,680,000
TRANSFERS TO BOND AND INTEREST	1,013,500	1,012,500	1,015,000	1,015,000	1,015,000	1,015,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,940,165</b>	<b>\$ 8,984,536</b>	<b>\$ 4,670,517</b>	<b>\$ 4,832,577</b>	<b>\$ 5,988,702</b>	<b>\$ 5,783,632</b>
<b>FUND BALANCE ENDING</b>	<b>\$ 6,401,544</b>	<b>\$ 2,036,137</b>	<b>\$ 838,351</b>	<b>\$ 1,768,764</b>	<b>\$ 451,314</b>	<b>\$ 566,384</b>
<b>LESS:</b>						
RESTRICTED	6,401,543	2,036,137	838,351	1,768,764	451,314	566,384
<b>UNASSIGNED</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## STREET AND TRAFFIC FUND OPERATING BUDGET

FUND 2110

	ACTUAL FY 18	ACTUAL FY 19	BUDGET FY 20	ESTIMATE FY 20	REQUEST FY 21	PROPOSED FY 21
<b>FUND BALANCE BEGINNING</b>	<b>\$ 4,471,137</b>	<b>\$ 4,172,289</b>	<b>\$ 2,126,741</b>	<b>\$ 4,443,050</b>	<b>\$ 1,997,181</b>	<b>\$ 1,997,181</b>
<b>REVENUE:</b>						
STATE REIMBURSEMENTS	\$ 679,804	\$ 692,769	\$ 686,415	\$ 718,642	\$ 725,000	\$ 725,000
FIRE SERVICES FEES	11,000	11,000	11,000	11,000	11,000	11,000
STREET LIGHT	255,109	261,928	242,050	200,000	215,000	215,000
STREET MAINTENANCE	6,984,996	7,315,000	7,491,000	7,491,000	7,700,000	7,555,000
SOLID WASTE	-	-	100,000	100,000	100,000	100,000
STORM SEWER MAINT.	841,801	920,454	895,000	905,000	1,024,000	1,024,000
BBWA LATERAL MAINT.	4,500	4,500	4,500	4,500	4,500	4,500
UTILITY CHG FOR SERVICES	127,126	262,085	130,000	190,000	150,000	150,000
ENGINEERING CHG FOR SERVICES	-	-	1,000	-	-	-
INTERDEPARTMENTAL CHGS	1,633	-	1,000	100	1,000	1,000
INVESTMENT EARNINGS	29,428	75,872	30,000	60,000	50,000	50,000
MISCELLANEOUS	16,433	25,132	10,000	12,047	10,000	10,000
<b>TOTAL REVENUE</b>	<b>\$ 8,951,830</b>	<b>\$ 9,568,740</b>	<b>\$ 9,601,965</b>	<b>\$ 9,692,289</b>	<b>\$ 9,990,500</b>	<b>\$ 9,845,500</b>
<b>EXPENDITURES:</b>						
PERSONAL SERVICES	\$ 3,983,814	\$ 4,117,915	\$ 4,292,027	\$ 4,283,200	\$ 4,358,813	\$ 4,358,813
OPERATIONS AND MAINTENANCE	3,825,312	4,018,708	4,007,447	4,009,027	4,350,723	4,310,319
CAPITAL	1,234,050	953,854	1,535,930	3,638,429	1,108,035	1,108,035
TRANSFERS	207,502	207,502	207,502	207,502	207,502	207,502
<b>TOTAL EXPENDITURES</b>	<b>\$ 9,250,678</b>	<b>\$ 9,297,979</b>	<b>\$ 10,042,906</b>	<b>\$ 12,138,158</b>	<b>\$ 10,025,073</b>	<b>\$ 9,984,669</b>
<b>FUND BALANCE ENDING</b>	<b>\$ 4,172,289</b>	<b>\$ 4,443,050</b>	<b>\$ 1,386,952</b>	<b>\$ 1,997,181</b>	<b>\$ 1,962,608</b>	<b>\$ 1,858,012</b>
<b>LESS:</b>						
RESTRICTED	4,172,289	4,443,050	1,386,952	1,997,181	1,962,608	1,858,012
<b>UNASSIGNED</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## STREET AND TRAFFIC FUND OPERATING BUDGET

FUND 2110

	ACTUAL FY 18	ACTUAL FY 19	BUDGET FY 20	ESTIMATE FY 20	REQUEST FY 21	PROPOSED FY 21
PERSONAL SERVICES	\$ 3,983,814	\$ 4,117,915	\$ 4,292,027	\$ 4,283,200	\$ 4,358,813	\$ 4,358,813
OPERATIONS AND MAINTENANCE	3,825,312	4,018,708	4,007,447	4,009,027	4,350,723	4,310,319
CAPITAL	1,234,050	953,854	1,535,930	3,638,429	1,108,035	1,108,035
TRANSFERS	<u>207,502</u>	<u>207,502</u>	<u>207,502</u>	<u>207,502</u>	<u>207,502</u>	<u>207,502</u>
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 9,250,678</u></b>	<b><u>\$ 9,297,979</u></b>	<b><u>\$ 10,042,906</u></b>	<b><u>\$ 12,138,158</u></b>	<b><u>\$ 10,025,073</u></b>	<b><u>\$ 9,984,669</u></b>

## STAFFING AUTHORIZATION

POSITION	ACTUAL FY 18	ACTUAL FY 19	BUDGET FY 20	REQUEST FY 21	PROPOSED FY 21
STREET/TRAFFIC SUPERINTENDENT	1.0	1.0	1.0	1.0	1.0
STREET/TRAFFIC SUPERVISOR	4.0	4.0	4.0	4.0	4.0
SR. EQUIPMENT OPER/MAINT. WKR	3.0	3.0	3.0	3.0	3.0
EQUIP OPER/MAINT WORKER	29.0	29.0	29.0	32.0	32.0
MAINTENANCE	4.0	4.0	4.0	1.0	1.0
TRAFFIC INSPECTOR II	1.0	1.0	1.0	1.0	1.0
ADMINISTRATIVE SUPPORT III	1.0	1.0	1.0	1.0	1.0
ELECTRICIAN III	2.0	2.0	2.0	1.0	1.0
ELECTRICIAN II	-	-	-	3.0	3.0
ELECTRICIAN I	2.0	2.0	2.0	-	-
ARBORIST	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
<b>TOTAL</b>	<b><u>48.0</u></b>	<b><u>48.0</u></b>	<b><u>48.0</u></b>	<b><u>48.0</u></b>	<b><u>48.0</u></b>

**STREET LIGHT MAINTENANCE DISTRICTS FUND  
OPERATING BUDGET**

FUND 8100

	ACTUAL FY 18	ACTUAL FY 19	BUDGET FY 20	ESTIMATE FY 20	REQUEST FY 21	PROPOSED FY 21
<b>FUND BALANCE - BEGINNING</b>	<b>\$ 1,619,590</b>	<b>\$ 1,654,078</b>	<b>\$ 1,663,052</b>	<b>\$ 1,740,942</b>	<b>\$ 1,713,617</b>	<b>\$ 1,713,617</b>
<b>REVENUE:</b>						
INTEREST EARNINGS	\$ 13,042	\$ 36,174	\$ 10,000	\$ 30,000	\$ 30,000	\$ 30,000
SPECIAL ASSESSMENTS	2,394,921	2,452,312	2,478,000	2,415,000	2,725,800	2,500,000
REFUNDS/REIMBURSEMENTS	<u>26,385</u>	<u>32,010</u>	<u>-</u>	<u>11,901</u>	<u>-</u>	<u>-</u>
<b>TOTAL REVENUE</b>	<b>\$ 2,434,348</b>	<b>\$ 2,520,496</b>	<b>\$ 2,488,000</b>	<b>\$ 2,456,901</b>	<b>\$ 2,755,800</b>	<b>\$ 2,530,000</b>
<b>EXPENDITURES:</b>						
OPERATIONS & MAINTENANCE	\$ 2,399,860	\$ 2,433,632	\$ 2,923,276	\$ 2,484,226	\$ 3,133,759	\$ 2,988,232
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,399,860</b>	<b>\$ 2,433,632</b>	<b>\$ 2,923,276</b>	<b>\$ 2,484,226</b>	<b>\$ 3,133,759</b>	<b>\$ 2,988,232</b>
<b>FUND BALANCE - ENDING</b>	<b>\$ 1,654,078</b>	<b>\$ 1,740,942</b>	<b>\$ 1,227,776</b>	<b>\$ 1,713,617</b>	<b>\$ 1,335,658</b>	<b>\$ 1,255,385</b>
<b>LESS:</b>						
RESTRICTED	<u>1,654,078</u>	<u>1,740,942</u>	<u>1,227,776</u>	<u>1,713,617</u>	<u>1,335,658</u>	<u>1,255,385</u>
<b>UNASSIGNED</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## STREET MAINTENANCE DISTRICTS FUND OPERATING BUDGET

FUND 8010 & 8020

	ACTUAL FY 18	ACTUAL FY 19	BUDGET FY 20	ESTIMATE FY 20	REQUEST FY 21	PROPOSED FY 21
<b>FUND BALANCE BEGINNING</b>	\$ 3,559,541	\$ 3,707,922	\$ 3,816,917	\$ 4,089,791	\$ 4,304,578	\$ 4,304,578
<b>REVENUE:</b>						
SPECIAL ASSESSMENTS	\$ 8,692,848	\$ 8,999,136	\$ 9,063,000	\$ 9,100,000	\$ 9,373,000	\$ 9,143,000
INTEREST ON INVESTMENTS	30,787	107,146	20,600	76,000	55,800	55,800
<b>TOTAL REVENUE</b>	\$ 8,723,635	\$ 9,106,282	\$ 9,083,600	\$ 9,176,000	\$ 9,428,800	\$ 9,198,800
<b>EXPENDITURES:</b>						
OPERATION & MAINTENANCE	\$ 7,075,254	\$ 7,406,413	\$ 7,636,213	\$ 7,636,213	\$ 7,801,847	\$ 7,655,498
TRANSFER TO GAS TAX FUND	1,500,000	1,318,000	1,325,000	1,325,000	1,850,000	1,700,000
<b>TOTAL EXPENDITURES</b>	\$ 8,575,254	\$ 8,724,413	\$ 8,961,213	\$ 8,961,213	\$ 9,651,847	\$ 9,355,498
<b>FUND BALANCE ENDING</b>	\$ 3,707,922	\$ 4,089,791	\$ 3,939,304	\$ 4,304,578	\$ 4,081,531	\$ 4,147,880
<b>LESS:</b>						
RESTRICTED	3,707,922	4,089,791	3,939,304	4,304,578	4,081,531	4,147,880
<b>UNASSIGNED</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# FY21 Budget Overview

# Public Works Department

## SOLID WASTE FUND OPERATING BUDGET

FUNDS 5410,5420,5440,5450

	ACTUAL FY 18	ACTUAL FY 19	BUDGET FY 20	ESTIMATE FY 20	REQUEST FY 21	PROPOSED FY 21
<b>WORKING CAPITAL - BEGINNING</b>	<b>\$ 12,389,375</b>	<b>\$ 11,896,237</b>	<b>\$ 12,764,275</b>	<b>\$ 34,933,405</b>	<b>\$ 7,937,711</b>	<b>\$ 7,937,711</b>
<b>REVENUES:</b>						
GARBAGE COLLECTION-RES	\$ 5,064,899	\$ 5,368,315	\$ 5,459,000	\$ 5,550,000	\$ 5,670,000	\$ 5,570,000
GARBAGE COLLECTION-COMM	3,876,437	4,179,442	4,326,000	4,380,000	4,465,000	4,400,000
COLLECTION-OTHER	853,908	939,845	961,700	1,008,000	1,055,000	1,055,000
LANDFILL CHARGES	4,787,102	4,834,530	5,047,038	5,339,650	5,393,000	5,393,000
MISC CHARGE FOR SERVICES	69,970	58,976	56,500	67,000	67,000	67,000
FRAN FEES & WHOLESALE CHARGE	757,925	11,742	12,360	12,360	13,000	13,000
INTEREST ON INVSTMNT/LOANS	112,669	500,981	174,000	362,086	225,000	225,000
SALE OF SURPLUS EQUIP/LAND	5,551	10,800	-	3,500	-	-
BOND REVENUE	-	-	-	-	-	-
REFUNDS/REIMBURSEMENTS	11,426	90,522	-	1,800	-	-
<b>TOTAL REVENUE</b>	<b>\$ 15,539,887</b>	<b>\$ 15,995,153</b>	<b>\$ 16,036,598</b>	<b>\$ 16,724,396</b>	<b>\$ 16,888,000</b>	<b>\$ 16,723,000</b>
<b>EXPENSES:</b>						
ADMINISTRATION	\$ 1,844,163	\$ 1,383,056	\$ 1,608,780	\$ 1,618,905	\$ 1,747,040	\$ 1,554,060
COLLECTION	9,345,791	7,529,699	7,799,291	11,769,569	9,144,359	9,134,586
LANDFILL	5,309,432	7,473,367	12,229,482	30,331,616	6,151,677	6,331,377
<b>TOTAL EXPENSES</b>	<b>\$ 16,499,386</b>	<b>\$ 16,386,122</b>	<b>\$ 21,637,553</b>	<b>\$ 43,720,090</b>	<b>\$ 17,043,076</b>	<b>\$ 17,020,023</b>
WORKING CAP. CHANGES NOT BUDGETED	466,361	23,428,137	-	-	-	-
<b>WORKING CAPITAL - ENDING</b>	<b>\$ 11,896,237</b>	<b>\$ 34,933,405</b>	<b>\$ 7,163,320</b>	<b>\$ 7,937,711</b>	<b>\$ 7,782,635</b>	<b>\$ 7,640,688</b>
LESS OPERATING RESERVE	4,377,000	4,377,000	4,854,000	5,051,280	5,115,437	5,105,294
LESS DEBT RESERVE	-	-	-	-	-	-
<b>AVAILABLE WORKING CAPITAL</b>	<b>\$ 7,519,237</b>	<b>\$ 30,556,405</b>	<b>\$ 2,309,320</b>	<b>\$ 2,886,431</b>	<b>\$ 2,667,198</b>	<b>\$ 2,535,394</b>

**SOLID WASTE FUND  
OPERATING BUDGET**

FUNDS 5410,5420,5440,5450

	ACTUAL FY 18	ACTUAL FY 19	BUDGET FY 20	ESTIMATE FY 20	REQUEST FY 21	PROPOSED FY 21
PERSONAL SERVICES	\$ 5,489,681	\$ 5,575,909	\$ 5,576,090	\$ 5,644,256	\$ 5,843,090	\$ 5,843,090
OPERATIONS AND MAINTENANCE	5,765,998	5,320,570	5,456,056	5,835,925	5,782,904	5,759,851
CAPITAL	5,243,707	4,840,511	9,043,633	30,678,135	3,855,307	3,855,307
DEBT SERVICE	-	649,132	1,561,774	1,561,774	1,561,775	1,561,775
<b>TOTAL EXPENSES</b>	<b>\$ 16,499,386</b>	<b>\$ 16,386,122</b>	<b>\$ 21,637,553</b>	<b>\$ 43,720,090</b>	<b>\$ 17,043,076</b>	<b>\$ 17,020,023</b>

**STAFFING AUTHORIZATION**

POSITION	ACTUAL FY 18	ACTUAL FY 19	BUDGET FY 20	REQUEST FY 21	PROPOSED FY 21
SOLID WASTE SUPERINTENDENT	1.0	1.0	1.0	1.0	1.0
SOLID WASTE SUPERVISOR	5.0	5.0	5.0	5.0	5.0
SR EQUIP. OPER / MAINT WORKER	6.0	4.0	4.0	5.0	5.0
ADMINISTRATIVE SUPPORT III	1.0	1.0	1.0	1.0	1.0
EQUIP. OPER / MAINT. WORKER	39.0	43.0	43.0	46.0	46.0
MAINTENANCE WORKER	9.0	7.0	9.0	7.0	7.0
FACILITIES MAINT SUPPORT I	0.5	0.5	1.0	1.0	1.0
LANDFILL ATTENDANTS	2.0	3.0	3.0	3.0	3.0
<b>TOTAL</b>	<b>63.5</b>	<b>64.5</b>	<b>67.0</b>	<b>69.0</b>	<b>69.0</b>

# FY21 Budget Overview

# Public Works Department

WASTEWATER FUND OPERATING BUDGET						
FUNDS 5120,5130,5180,5190,4210	ACTUAL FY 18	ACTUAL FY 19	BUDGET FY 20	ESTIMATE FY 20	REQUEST FY 21	PROPOSED FY 21
<b>WORKING CAPITAL - BEGINNING</b>	<b>\$ 84,329,091</b>	<b>\$ 61,015,270</b>	<b>\$ 23,719,366</b>	<b>\$ 44,535,860</b>	<b>\$ 16,510,685</b>	<b>\$ 16,510,685</b>
<b>REVENUES:</b>						
WASTEWATER CHARGES	\$ 17,298,080	\$ 18,921,033	\$ 18,950,550	\$ 19,757,400	\$ 20,285,500	\$ 20,285,500
PERMITS	49,633	45,190	50,000	50,000	50,000	50,000
OTHER CHARGES FOR SERV.	328,901	353,185	301,100	301,000	299,790	299,790
FRANCH FEES & WHOLESALE CHG	759,741	65,312	45,000	80,000	90,000	90,000
LATE PAYMENT CHARGES	35,280	42,773	35,000	55,000	45,000	45,000
SYSTEM DEVELOPMENT FEE	981,007	4,537,016	1,000,000	900,000	1,000,000	1,000,000
STATE FEE	33,662	46,437	37,000	46,000	45,000	45,000
CONTRIBUTIONS/DONATIONS	-	-	-	169,580	-	-
MISCELLANEOUS	7,895	71,448	-	5,477	-	-
SALE OF EQUIPMENT	-	2,078	-	-	-	-
INTEREST ON INVESTMENTS	846,701	1,396,551	450,000	873,793	380,000	380,000
<b>TOTAL REVENUE</b>	<b>\$ 20,340,900</b>	<b>\$ 25,481,023</b>	<b>\$ 20,868,650</b>	<b>\$ 22,238,250</b>	<b>\$ 22,195,290</b>	<b>\$ 22,195,290</b>
<b>EXPENSES:</b>						
ADMINISTRATION	\$ 1,554,889	\$ 1,153,497	\$ 2,066,915	\$ 1,917,264	\$ 2,567,448	\$ 2,557,946
SERVICE CENTER	814,411	637,301	80,652	68,428	66,998	66,998
TREATMENT PLANT	4,331,774	5,021,487	5,070,266	5,679,430	6,216,415	6,213,905
COLLECTION SYSTEM	1,409,049	1,477,981	1,599,330	1,497,699	1,614,583	1,609,088
ENVIRONMENTAL AFFAIRS	472,890	486,213	512,444	510,674	511,004	510,882
CAPITAL	29,877,341	27,816,217	20,870,535	35,259,930	10,711,510	10,711,510
BOND PRINCIPAL	-	-	2,423,000	2,423,000	2,673,700	2,673,700
BOND INTEREST **	1,973,021	2,401,544	2,907,000	2,907,000	2,655,400	2,655,400
<b>TOTAL EXPENSES</b>	<b>\$ 40,433,375</b>	<b>\$ 38,994,240</b>	<b>\$ 35,530,142</b>	<b>\$ 50,263,425</b>	<b>\$ 27,017,058</b>	<b>\$ 26,999,429</b>
W.C. CHANGES NOT BUDGETED	(3,221,346)	(2,966,193)	-	-	-	-
<b>WORKING CAPITAL - ENDING</b>	<b>\$ 61,015,270</b>	<b>\$ 44,535,860</b>	<b>\$ 9,057,874</b>	<b>\$ 16,510,685</b>	<b>\$ 11,688,917</b>	<b>\$ 11,706,546</b>
<b>LESS OPERATING RESERVE</b>	<b>1,440,000</b>	<b>1,575,000</b>	<b>1,679,000</b>	<b>1,741,229</b>	<b>1,975,761</b>	<b>1,972,587</b>
<b>LESS SRF LOAN RESERVE</b>	<b>1,444,291</b>	<b>1,444,291</b>	<b>1,445,000</b>	<b>1,445,000</b>	<b>1,445,000</b>	<b>1,445,000</b>
<b>AVAILABLE WORKING CAPITAL</b>	<b>\$ 58,130,979</b>	<b>\$ 41,516,569</b>	<b>\$ 5,933,874</b>	<b>\$ 13,324,456</b>	<b>\$ 8,268,156</b>	<b>\$ 8,288,959</b>

# FY21 Budget Overview

# Public Works Department

## WASTEWATER FUND OPERATING BUDGET

FUND 5120,5130,5180,4210

	ACTUAL FY 18	ACTUAL FY 19	BUDGET FY 20	ESTIMATE FY 20	REQUEST FY 21	PROPOSED FY 21
PERSONAL SERVICES	\$ 3,922,595	\$ 3,887,278	\$ 4,184,414	\$ 4,049,231	\$ 4,123,310	\$ 4,123,310
OPERATIONS AND MAINTENANCE	4,660,418	4,888,851	5,145,193	5,624,264	6,853,138	6,835,509
CAPITAL	29,877,341	27,816,217	20,870,535	35,259,930	10,711,510	10,711,510
DEBT SERVICE	1,973,021	2,401,894	5,330,000	5,330,000	5,329,100	5,329,100
<b>TOTAL EXPENSES</b>	<b>\$ 40,433,375</b>	<b>\$ 38,994,240</b>	<b>\$ 35,530,142</b>	<b>\$ 50,263,425</b>	<b>\$ 27,017,058</b>	<b>\$ 26,999,429</b>

## STAFFING AUTHORIZATION

POSITION	ACTUAL FY 18	ACTUAL FY 19	BUDGET FY 20	REQUEST FY 21	PROPOSED FY 21
ACCOUNT CLERK II	1.6	1.6	-	0	0
ACCOUNTING TECHNICIAN	0.3	0.3	0.4	0.25	0.25
ADMINISTRATIVE SUPPORT II	0.4	0.4	0.4	0.4	0.4
BILLINGS SERVICE COORD	0.4	0.4	-	-	-
CHEMIST				1.0	1.0
CHIEF CHEMIST	0.3	0.3	0.5	-	-
CONTROL SYS PROG ANALYST II	1.0	1.0	1.0	1.0	1.0
D&C SUPERINTENDENT	0.4	0.4	0.4	0.4	0.4
DRAFTING TECHNICIAN	0.4	0.4	0.4	0.4	0.4
ELECTRICAL CNTRL SYS SPEC	0.5	0.5	0.5	0.5	0.5
ELECTRICAL MAINT SUPERVISOR	0.5	0.5	0.5	0.5	0.5
ELECTRICIAN II-A	-	-	-	-	-
ELECTRICIAN III	3.0	3.0	3.0	3.0	3.0
ENG INSPECTOR II	0.8	0.8	0.8	0.8	0.8
ENGINEER II	0.4	0.4	-	-	-
ENVIRONMENTAL COMPL COORD	2.0	2.0	2.0	2.0	2.0
ENVIRONMENTAL ENGINEER	1.0	1.0	1.0	1.0	1.0
ENVIRONMENTAL COORD I	1.0	1.0	1.0	1.0	1.0
EQUIP OPER/MAINT WORKER	6.0	6.4	6.4	6.0	6.0
FACILITIES MAINT SUPPORT I	0.5	-	-	-	-
FACILITIES MAINT SUPPORT II	1.0	1.0	1.0	1.0	1.0
LAB SUPERVISOR	-	1.0	1.0	1.0	1.0
LAB TECHNICIAN	2.0	2.0	2.0	1.0	1.0
MAINTENANCE WORKER	0.4	0.3	0.8	1.2	1.2
MECHANIC I	0.4	0.4	0.4	0.4	0.4
METER MAINTENANCE REP	-	0.4	-	-	-
PLANT MECHANIC SUPERVISOR	1.0	1.0	1.0	1.0	1.0
PLANT OPER SUPERVISOR	1.0	1.0	1.0	1.0	1.0
SR EQUIP OPER MAINT WKR	1.6	1.6	1.6	1.6	1.6
SR. ACCOUNT CLERK	0.8	0.8	-	-	-
SYSTEMS MAINT SUPERVISOR	1.6	1.6	1.6	1.6	1.6
TREATMENT PLANT TECH III	5.0	5.0	5.0	5.0	5.0
TREATMENT PLANT TECHNICIAN I	1.0	3.0	3.0	2.0	2.0
TREATMENT PLANT TECHNICIAN II	6.0	4.0	4.0	6.0	6.0
UTILITY BILLING SUPERVISOR	0.4	-	-	-	-
UTILITY SYSTEM ENGINEER	0.5	0.5	0.5	0.5	0.5
WASTEWATER TREATMENT MGR	1.0	1.0	1.0	1.0	1.0
TREATMENT TECHNICIAN	-	-	1.0	-	-
WIRELESS NETWORK TECH	-	-	0.5	0.5	0.5
<b>TOTAL</b>	<b>44.2</b>	<b>44.9</b>	<b>43.7</b>	<b>43.1</b>	<b>43.1</b>

# FY21 Budget Overview

# Public Works Department

FUNDS 5020,5030,5050,5070,4160,8700	WATER FUND OPERATING BUDGET					
	ACTUAL FY 18	ACTUAL FY 19	BUDGET FY 20	ESTIMATE FY 20	REQUEST FY 21	PROPOSED FY 21
<b>WORKING CAPITAL - BEGINNING</b>	<b>\$ 36,455,186</b>	<b>\$ 42,659,566</b>	<b>\$ 14,745,851</b>	<b>\$ 45,028,333</b>	<b>\$ 20,184,541</b>	<b>\$ 20,184,541</b>
<b>REVENUES:</b>						
WATER SALES	\$ 24,518,744	\$ 22,583,021	\$ 25,381,700	\$ 22,482,300	\$ 26,797,200	\$ 26,797,200
FIRE HYDRANT CHARGES	378,764	394,226	375,000	394,000	395,000	395,000
WATER SERVICE LINE INS.	440,108	470,732	450,000	425,000	425,000	425,000
OTHER CHARGES FOR SERV.	602,309	645,754	497,070	416,800	410,000	410,000
FRANCHISE FEE REVENUE	1,012,946	-	-	-	-	-
LATE PAYMENT CHARGES	33,652	30,620	35,000	35,000	35,000	35,000
SYSTEM DEVELOPMENT FEE	998,762	1,182,588	1,226,000	800,000	1,200,000	1,200,000
STATE FEE	61,878	62,475	62,000	62,162	62,000	62,000
CONTRIBUTIONS-DONATIONS	8,000	-	-	188,782	-	-
MISCELLANEOUS	3,459	86,907	7,200	27,276	7,200	7,200
TRANSFERS IN	-	8,450	-	-	-	-
SALE OF EQUIPMENT/LAND	13,195	143,564	-	-	-	-
INTEREST ON INVESTMENTS	299,990	1,059,045	262,300	729,693	499,500	499,500
<b>TOTAL REVENUE</b>	<b>\$ 28,371,807</b>	<b>\$ 26,667,382</b>	<b>\$ 28,296,270</b>	<b>\$ 25,561,013</b>	<b>\$ 29,830,900</b>	<b>\$ 29,830,900</b>
<b>EXPENSES:</b>						
ADMINISTRATION	\$ 1,925,939	\$ 1,094,635	\$ 2,776,955	\$ 2,226,501	\$ 2,908,008	\$ 2,892,911
SERVICE CENTER	2,892,923	2,468,699	304,999	199,682	307,593	307,593
TREATMENT PLANT	5,552,530	5,669,197	5,780,134	5,586,792	5,800,384	5,797,874
DISTRIB/COLLECT/METERS	2,387,772	2,653,184	4,373,789	4,211,556	3,950,625	3,942,382
CAPITAL	6,486,699	9,109,525	20,904,254	34,636,644	11,077,706	11,077,706
WATER SERVICE INS. PROG	461,986	370,174	350,000	773,130	350,000	350,000
BOND PRINCIPAL	-	-	2,000,000	2,000,000	2,100,000	2,100,000
BOND INTEREST **	689,881	671,650	770,500	770,500	670,000	670,000
<b>TOTAL EXPENSES</b>	<b>\$ 20,397,730</b>	<b>\$ 22,037,064</b>	<b>\$ 37,260,631</b>	<b>\$ 50,404,805</b>	<b>\$ 27,164,316</b>	<b>\$ 27,138,466</b>
W.C. CHANGES NOT BUDGETED	(1,769,697)	(2,261,551)	-	-	-	-
<b>WORKING CAPITAL - ENDING</b>	<b>\$ 42,659,566</b>	<b>\$ 45,028,333</b>	<b>\$ 5,781,490</b>	<b>\$ 20,184,541</b>	<b>\$ 22,851,125</b>	<b>\$ 22,876,975</b>
<b>LESS OPERATING RESERVE</b>	<b>3,832,000</b>	<b>3,417,000</b>	<b>3,668,000</b>	<b>3,509,368</b>	<b>3,595,485</b>	<b>3,588,505</b>
<b>LESS SRF LOAN RESERVE</b>	<b>1,386,571</b>	<b>1,386,571</b>	<b>1,385,250</b>	<b>1,385,250</b>	<b>1,385,000</b>	<b>1,385,000</b>
<b>AVAILABLE WORKING CAPITAL</b>	<b>\$ 37,440,995</b>	<b>\$ 40,224,762</b>	<b>\$ 728,240</b>	<b>\$ 15,289,923</b>	<b>\$ 17,870,640</b>	<b>\$ 17,903,470</b>

# FY21 Budget Overview

# Public Works Department

## WATER FUND OPERATING BUDGET

FUNDS 5020,5030,5050,5070,4160,8700

	ACTUAL FY 18	ACTUAL FY 19	BUDGET FY 20	ESTIMATE FY 20	REQUEST FY 21	PROPOSED FY 21
PERSONAL SERVICES	\$ 5,213,174	\$ 4,782,295	\$ 5,016,863	\$ 4,835,208	\$ 5,009,012	\$ 5,009,012
OPERATIONS AND MAINTENANCE	8,007,976	7,473,594	8,569,014	8,162,453	8,307,598	8,281,748
CAPITAL	6,486,699	9,109,525	20,904,254	34,636,644	11,077,706	11,077,706
DEBT SERVICE	689,881	671,650	2,770,500	2,770,500	2,770,000	2,770,000
<b>TOTAL EXPENSES</b>	<b>\$ 20,397,730</b>	<b>\$ 22,037,064</b>	<b>\$ 37,260,631</b>	<b>\$ 50,404,805</b>	<b>\$ 27,164,316</b>	<b>\$ 27,138,466</b>

## STAFFING AUTHORIZATION

POSITION	ACTUAL FY 18	ACTUAL FY 19	BUDGET FY 20	REQUEST FY 21	PROPOSED FY 21
ACCOUNT CLERK II	2.4	1.6	-	-	-
ACCOUNTING TECHNICIAN	0.8	0.8	0.6	0.8	0.8
ADMINISTRATIVE SUPPORT II	0.6	0.6	0.6	0.6	0.6
BILLINGS SERV COORD	0.6	0.6	-	-	-
CHEMIST	3.0	0.6	3.0	2.0	2.0
CHIEF CHEMIST	0.8	3.0	0.5	1.0	1.0
COMPLIANCE COORDINATOR	-	-	-	-	-
CONTROL SYS PROG ANALYST II	1.0	1.0	1.0	1.0	1.0
D&C SUPERINTENDANT	0.6	1.0	0.6	0.6	0.6
DRAFTING TECHNICIAN	0.6	0.6	0.6	0.6	0.6
ELEC CONTROL SYS SPECIALIST	0.5	0.6	0.5	0.5	0.5
ELECTRICAL MAIN SUPERVISOR	0.5	0.5	0.5	0.5	0.5
ELECTRICIAN I	-	0.5	-	-	-
ELECTRICIAN II	-	-	-	-	-
ELECTRICIAN III	3.0	-	3.0	3.0	3.0
ENGINEER II	0.6	3.0	-	-	-
ENGINEERING INSPECTOR II	1.2	0.6	1.2	1.2	1.2
ENVIRONMENTAL COORD	-	1.2	-	-	-
ENVIRONMENTAL ENGINEER	-	-	-	-	-
EQUIP. OPER/MAINT WORKER	9.0	-	9.0	9.0	9.0
FACILITIES MAINT MECH.	-	9.6	-	-	-
FACILITIES MAINT SUPPORT I	1.5	-	-	-	-
FIELD SERVICE MGR	1.0	-	1.0	1.0	1.0
FIELD SERVICE REP.	8.0	1.0	8.0	8.0	8.0
LAB TECHNICIAN	-	-	-	1.0	1.0
MAINTENANCE WORKER	0.6	8.0	1.8	1.8	1.8
MECHANIC I	0.6	0.8	0.6	0.6	0.6
METER MAINTENANCE REP	1.0	-	-	-	-
PLANT MECHANIC SUPERVISOR	1.0	1.0	1.0	1.0	1.0
PUD PLANT OPER SUPERVISOR	1.0	1.0	1.0	1.0	1.0
SAFETY& TRAINING COORD	-	-	-	-	-
SR. ACCOUNT CLERK	1.2	1.2	-	-	-
SR. EQUIP OPER MAINT WKR	2.4	2.4	2.4	2.4	2.4
SYSTEMS MAINT SUPERVISOR	2.4	2.4	2.4	2.4	2.4
TREATMENT PLANT TECHNICIAN I	4.0	2.0	2.0	1.0	1.0
TREATMENT PLANT TECHNICIAN II	-	4.0	4.0	3.0	3.0
TREATMENT PLANT TECHNICIAN III	8.0	6.0	6.0	8.0	8.0
UTILITY BILLING SUPERVISOR	0.6	-	-	-	-
UTILITY SYSTEM ENGINEER	0.5	0.5	0.5	0.5	0.5
WATER TREATMENT PLANT MGR	1.0	1.0	1.0	1.0	1.0
WATER TREATMENT SUPT.	-	-	-	-	-
WIRELESS NETWORK TECH	-	-	0.5	0.5	0.5
<b>TOTAL</b>	<b>59.9</b>	<b>57.0</b>	<b>53.3</b>	<b>54.0</b>	<b>54.0</b>

**Council Work Session**

**2. d.**

**Meeting Date:** 05/27/2020

**TITLE:** Parks and Recreation FY 2021 Budget Presentation

**Department:** Parks/Rec/Public Lands

**Presentation:** Yes

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**RECOMMENDATION**

Staff recommends that the Parks, Recreation, and Public Lands Department proposed budget for FY 2021 be approved by the Council as part of the overall FY 2021 budget approval process for the City.

**BACKGROUND**

The Parks, Recreation, and Public Lands Department's budget will be presented. Please see the attached Budget Narrative for more information.

**ALTERNATIVES**

No specific action will be required at this time.

**FISCAL EFFECTS**

Addressed in the Budget Narrative and during the presentation.

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**Attachments**

Parks Rec and Public Lands Narrative

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# **Parks and Recreation Department**

**Proposed FY 2021 Budget:** \$9,381,430

**Change From Prior Year:** \$146,627



## **Overall Budget Justification:**

The FY21 Budget for the Parks and Recreation Department will focus on the continuation of providing safe and enjoyable programs, services and facilities that enhance the community's quality of life. The budget reflects a \$146,627 increase that includes the addition of one new staff position \$105,000 and some one-time spending requests. These requests will further enhance the Department's ability to improve safety and increase recreational opportunities for the community. In addition, this will advance the processes and asset management that will create efficiencies that benefit the community well into the future. This budget will examine tools for implementing a future park development strategy, strengthen partnerships and agreements with user groups, and continue to enhance the quality programs and services currently provided by the Department.

## **Overall Budget Justification: Administration**

The Administration Division consists of; Parks and Recreation Director, Parks Planner, Community Outreach and Engagement Coordinator, Administrative Secretary, and Customer Service Coordinator. Major functions include budget management, park planning and development, volunteer coordination, public outreach and communication, awareness campaigns, customer service and guidance and direction for the whole department.

## **Overall Budget Justification: Parks Division**

The Parks Division consists of three sections: Parks, Cemetery, and Forestry /Natural Lands. The Parks Division has 22 full-time staff; one Parks Superintendent, two Parks Supervisors, one Forester, one Arborist, one half-time Arborist/half-time Equipment Operator, one Parks Mechanic, and fifteen Equipment Operators. During the summer months, over 50 seasonal employees join the team and are spread out into Parks throughout the city. Park maintenance is much more than just turf care; staff also maintains 5 spray grounds, 2 wading pools, 38 playgrounds, 24 picnic shelters, 24 restrooms, over 40 miles of hard surface trails, more than 10,000 trees, 1,400 acres of natural areas and one Cemetery. Currently the Parks Division manages more than 2,700 acres of Parkland. Our Focus is to ensure safe places for the community to

enjoy and recreate. Staff is dedicated to safety and continue to receive training and certifications to remain up to date on the latest technology and industry standards. Currently 6 are Certified Playground inspectors, 12 are Certified Pesticide Applicators, 7 hold a CDL license and 3 are Certified Arborists. Through our commitment to safety, all playgrounds are maintained to meet the Consumer Safety Performance Specification for Playground Equipment for Public Use, all trees are maintained to ISA standards and all pools and splash pads are inspected annually to comply with state and federal regulations. Additionally, in 2020 the Parks Department facilitated over 1,000 events, ranging from large events like Symphony in the park to birthday parties.

### **Overall Budget Justification: Parks Programs**

This budget accounts for the proceeds from the City's share of the Par 3 Golf Course operation, cell tower leases/easements, Mustang Baseball lease of Dehler Park, Kiwanis license plates proceeds, trash for trees, parkland sales, and cash in lieu of parkland dedications from residential subdivisions. Expenditures are accounted for in this budget includes items such as professional services, park acquisitions, sales and development projects, park master plans, tree purchases, and major maintenance and repairs to Dehler Park and Amend Park. The majority of the fund balance in this account is due to cash in lieu of parkland dedication payments being made to the City.

Major expenditures in FY21 will be trees, from the trash for trees fund, to be planted at Centennial Park, the Master Plan for Castle Rock Park and restroom facilities at High Sierra Park which are both funded by Cash-in-Lieu funds.

### **Overall Budget Justification: Recreation Division**

The Recreation Division FY21 budget of \$1,566,937 is comprised of 7 full-time employees; (one Recreation Superintendent, three Recreation Specialists, one Senior Services Specialist, one Administrative Assistant at the Community Center and one Maintenance Worker at the Community Center), all in combination with as many as 250 seasonal/temporary staff hired annually to assist in providing programs and services to the Billings community. The focus is on providing quality year-round recreational opportunities for all ages. Through our partnership with School District #2 we are able to utilize 6 middle school gymnasiums that provide the space for programming during the school year. In addition, we are fortunate to have an abundance of parks for programming during the summer, which in total, equates to over 140+ different recreational programs that nearly 7000 participants enjoy annually.

The Recreation Division is also responsible for the operations of our municipal pools at Rose and South Parks as well as the wading pools at Pioneer and Hawthorne Parks. We are committed to upholding the highest regards for safety and strive to follow the Model Aquatic Health Code. Our management staff are certified as Aquatic Facility Operators through the National Parks and Recreation Department and all of our lifeguards are certified through the American Red Cross. We take great pride in

providing a safe and enjoyable experience for the 40,000+ visitors to our municipal aquatic facilities each summer.

As we look at programming for all ages, it is important to understand the tremendous role our staff at the Community and Senior Center plays in providing health and wellness programs and services for our senior population. Our Center is thriving with almost 20,000 visits annually and a participation growth of 12% in activity enrollment. We are thrilled to initiate, later this year, our new partnership with the Adult Resource Alliance of Yellowstone County in collaborating with our staff to provide Parks and Recreation programs and activities to the facilities they currently operate on the Westend and in the Heights.

In addition, the Recreation Staff is also responsible for the daily operation of the StrikeZone Batting Cages located in Stewart Park. This facility provides an enjoyable atmosphere for kids and adult to practice their skills in baseball and softball in the spring and summer months.

With all of the recreational opportunities available to our community and the increase in programs offered, we have budgeted an estimated \$725,000 in revenue for FY21, which is 46% of the overall budget for the Recreation Division.

#### **New or Expanded Programs:**

- Parks and Public Lands: (\$67,000 ongoing)
  - Centennial Park will now have a ditch fee. Ditch shares for the other parks are also increasing.
  - Other Repairs and Maintenance— European Buckthorn is a very invasive weed found in riparian areas. This weed has started to take over Riverfront Park, and needs to be addressed. Since Buckthorn has taken hold along the Yellowstone River, the issue is even more dire. The Parks Division has begun a plan to deal with all the Green Ash trees. This proposed increase will be used to mitigate invasive species and selectively remove Green Ash trees.
  - The trail system has 40 miles of hard surface. Sections of the concrete surface are settling and cracking causing tripping and other safety issues. The asphalt trails, approximately 10 miles, need crack sealed and seal coated to extend the life of the surface.
- Cemetery: (\$47,000 one-time)
  - The Mountview Cemetery is currently using an antiquated record system to track information related to the 26,000 active graves. This system currently involves data entry to multiple fragmented sources. Grave sales are marked manually on paper maps, and a typewriter is used to update old paper ledgers. This inefficient system is error prone. The Cemetery Division intends to migrate all the current records to a cloud-based GIS records management system that will increase efficiency and reduce errors connecting all cemetery data to one location and linking it to geo-located graves.
  - The mowers used at the Cemetery are specialized and the parts are expensive, this increase is to cover the cost increase for the repairs and maintenance.

- Recreation: (\$12,500 one-time)
  - The BillingsParks.org website was last redesigned in 2013. Our website is a major contributor to the success of the Recreation Division. Last year over 60% of our transactions occurred online. We expect this to increase annually. We would like our site to be fully compatible for mobile devices for registration and program content. Staff currently updates all of the content as programs begin and as information becomes available.
  - Senior Center Fitness Equipment to provide continued access for our senior users to maintain their physical wellness through access to commercial fitness equipment. The Billings Senior Citizens Inc., a non-profit organization that previously operated from the Community and Senior Center, removed all of their equipment on 2/22/20

**Staffing Changes:**

- Asset Coordinator (\$105,028 ongoing)– The implementation of City Works requires an extensive inventory of the existing assets, and evaluation of those assets, to better manage all the assets within the parks. The records of past upgrades and maintenance need to be tied to the assets and current staff will need trained. Once fully operational, all the reports generated and the creation of new assets will require extensive man-hours. For the full benefits of City Works to be realized, the program will need to be properly managed by a new position. The data City Works provides will allow the Parks Department to become more efficient, provide accurate billing information for Park Maintenance Districts, and track the condition of assets.

## **Staffing:**

### STAFFING AUTHORIZATION

POSITION	ACTUAL FY 18	ACTUAL FY 19	BUDGET FY 20	PROPOSED FY 21
DIR. PARKS, RECREATION, PUBLIC LANDS	1.0	1.0	1.0	1.0
PARK SUPERINTENDENT	1.0	1.0	1.0	1.0
PARKS SUPERVISOR	2.0	2.0	2.0	2.0
ARBORIST	1.0	1.0	1.0	1.0
FORESTER/NAT'L RESOURCE SUP	1.0	1.0	1.0	1.0
EQUIPMENT OPER./MAINT. WORKER	6.0	5.0	5.0	4.0
PARKS MAINT MECHANIC	1.0	1.0	1.0	1.0
ADMINISTRATIVE SUPPORT II	1.0	2.0	2.0	2.0
SR. EQUIP. OPER/MAINT. WORKER	5.0	6.0	6.0	7.0
RECREATION SUPERINTENDENT	1.0	1.0	1.0	1.0
RECREATION SPECIALIST	2.0	3.0	3.0	3.0
PARK PLANNER	1.0	1.0	1.0	1.0
ADMINISTRATIVE SUPPORT I	2.0	1.0	1.0	1.0
ASSET COORDINATOR				1.0
VOLUNTEER PROGRAM COORDINATOR	1.0	1.0	1.0	1.0
FACILITIES MAINT SUPPORT II	1.0	1.0	1.0	1.0
COMMUNITY CENTER SUPERVISOR	1.0	1.0	1.0	1.0
SENIOR SERVICES SPECIALIST	-	-	-	-
EQUIPMENT OPER./MAINT. WORKER	4.0	4.0	4.0	4.0
<b>TOTAL</b>	<b>32.0</b>	<b>33.0</b>	<b>33.0</b>	<b>34.0</b>

## **Additional Comments:**

The proposed tax assessment increases in only two PMD's, Falcon Ridge, Josephine Crossing and Missons United. In the remaining PMD's the proposed assessed amount in unchanged.

## **Department Goals:**

The goals of the Department continue to be providing safe and enjoyable programs, services and facilities that enhance the community's quality of life.

As the Parks and Recreation Department continues to expand and enhance our programs and services, we feel it is important to make information and access to these programs and services easier to obtain. Thus, our request to update our website a priority for FY21. Additionally, moving forward into the next fiscal year, FY22, we have identified creating a mobile app to make connecting and registering even more effective, efficient and accessible. The projected outcomes of the creation of a mobile app are increased participation, revenue, and ease of disseminating information. Having the ability to send notifications to our customers' smartphones will provide a new medium for our staff to communicate in areas such as program updates, registration deadlines,

new program development, pool closures, facility and project updates, public events, full-time and temporary employment opportunities, etc. Our ability to bring information directly to our customers' smartphones will only enhance our ability to grow and connect with our community.

To meet City Council's FY21 priority related to the South Billings Aquatic and Recreation Center, the Parks and Recreation Department has prioritized positioning itself as the organization responsible for the operations, maintenance and management of a multi-generational facility in Billings. Over the last few years, we have added technology that makes transitioning to this facility to our advantage, with the implementation of Point-of-Sale, Facility Reservation Management, and Pass Management that not only meet our current needs, but also with future needs in mind. These new components integrate with our current registration system that includes online and mobile capabilities. In addition, with the new Asset Management Tracking Software (City Works) implementation in FY21, our tracking and maintenance capabilities will be firmly in place for the opening of the facility. Furthermore, our three Recreation Specialists and Senior Service Specialist have the capacity to provide new program opportunities with the additional space provided by this facility. This will dramatically decrease the cost recovery percentage, with an achievable goal of a 100% cost recovery through facility membership and program revenue.

## **Budgeted Expenditure:**

### **PARKS RECREATION AND PUBLIC LANDS DEPARTMENT ALL FUNDS**

#### EXPENSE BY CLASSIFICATION

	<b>ACTUAL FY 18</b>	<b>ACTUAL FY 19</b>	<b>BUDGET FY 20</b>	<b>ESTIMATE FY 20</b>	<b>PROPOSED FY 21</b>
PERSONAL SERVICES	\$ 3,528,229	\$ 3,612,460	\$ 4,087,665	\$ 3,609,881	\$ 4,135,573
OPERATIONS AND MAINTENANCE	2,401,945	2,937,269	3,212,511	2,392,908	3,102,355
CAPITAL	3,294,375	1,075,035	1,555,430	3,636,516	1,748,209
DEBT SERVICE	19,926	-	-	-	-
TRANSFERS	<u>2,068,728</u>	<u>2,874,856</u>	<u>379,197</u>	<u>379,197</u>	<u>395,293</u>
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 11,313,203</u></b>	<b><u>\$ 10,499,620</u></b>	<b><u>\$ 9,234,803</u></b>	<b><u>\$ 10,018,502</u></b>	<b><u>\$ 9,381,430</u></b>

### **PARKS RECREATION AND PUBLIC LANDS DEPARTMENT EXPENSE**

#### EXPENSE BY FUND

	<b>ACTUAL FY 18</b>	<b>ACTUAL FY 19</b>	<b>BUDGET FY 20</b>	<b>ESTIMATE FY 20</b>	<b>PROPOSED FY 21</b>
GENERAL FUND	\$ 4,966,339	\$ 7,265,854	\$ 5,617,665	\$ 5,450,000	\$ -
PARK DISTRICT 1	3,263,519	968,400	1,920,626	980,000	7,793,852
PARK MAINTENANCE DISTRICT	867,413	813,359	992,608	963,000	855,923
AMEND PARK	2,487	2,119	182,270	9,994	60,214
BALLPARK DONATION	20,372	352,321	100,789	5,792	100,885
BALLPARK REPAIR FUND	-	-	30,000	12	30,292
CEMETERY IMPROVEMENTS	14,750	26,000	66,950	51,025	48,000
CEMETERY PERPETUAL TRUST	3,840	2,022	5,600	34,075	5,600
DOG PARK CONSTRUCTION	-	-	500	-	10,000
PARK CONSTRUCTION	1,818,749	382,363	-	2,227,724	-
PARKS PROGRAMS	76,054	498,944	54,315	33,400	49,221
CAPITAL REPLACEMENT	<u>279,680</u>	<u>188,238</u>	<u>263,480</u>	<u>263,480</u>	<u>427,443</u>
<b>TOTAL EXPENDITURES</b>	<b><u>\$ 11,313,203</u></b>	<b><u>\$ 10,499,620</u></b>	<b><u>\$ 9,234,803</u></b>	<b><u>\$ 10,018,502</u></b>	<b><u>\$ 9,381,430</u></b>

## **Budgeted Revenue:**

### **PARKS RECREATION AND PUBLIC LANDS DEPARTMENT ALL FUNDS**

#### REVENUE BY CLASSIFICATION

	<b>ACTUAL FY 18</b>	<b>ACTUAL FY 19</b>	<b>BUDGET FY 20</b>	<b>ESTIMATE FY 20</b>	<b>PROPOSED FY 21</b>
SPECIAL ASSESSMENTS	\$ 3,103,143	\$ 3,179,096	\$ 3,091,301	\$ 3,406,000	\$ 7,300,677
CHARGE FOR SERVICE	1,153,097	1,208,569	1,190,721	906,375	1,216,261
CONTRIBUTIONS/DONATIONS	210,103	298,627	178,800	283,659	217,500
INTERGOVERNMENTAL	40,000	40,000	32,000	190,000	472,000
INVESTMENT EARNINGS	60,955	208,786	82,850	128,701	94,200
LICENSE AND PERMITS	10,060	7,555	7,500	6,000	7,000
MICELLANEOUS	28,418	847	-	305	-
TRANSFERS IN	<u>1,757,556</u>	<u>2,511,412</u>	<u>41,600</u>	<u>71,209</u>	<u>44,600</u>
<b>TOTAL REVENUE</b>	<b><u>\$ 6,363,332</u></b>	<b><u>\$ 7,454,892</u></b>	<b><u>\$ 4,624,772</u></b>	<b><u>\$ 4,992,249</u></b>	<b><u>\$ 9,352,238</u></b>

### **PARKS RECREATION AND PUBLIC LANDS DEPARTMENT REVENUE**

#### REVENUE BY FUND

	<b>ACTUAL FY 18</b>	<b>ACTUAL FY 19</b>	<b>BUDGET FY 20</b>	<b>ESTIMATE FY 20</b>	<b>PROPOSED FY 21</b>
GENERAL FUND	\$ 1,183,720	\$ 1,209,834	\$ 1,210,821	\$ 1,148,299	\$ -
PARK DISTRICT 1	2,123,267	2,099,980	2,032,100	2,215,000	7,793,852
PARK MAINTENANCE DISTRICT	1,089,850	1,188,732	1,095,301	1,191,000	1,176,136
AMEND PARK	20,165	13,745	5,000	6,000	57,800
BALLPARK DONATION	64,297	93,666	66,300	66,200	65,800
BALLPARK REPAIR FUND	30,000	31,128	30,000	30,650	30,560
CEMETERY IMPROVEMENTS	15,000	25,625	14,100	24,700	15,900
CEMETERY PERPETUAL TRUST	20,819	37,801	21,000	33,000	23,410
DOG PARK CONSTRUCTION	300	31	500	12,200	10,000
PARK CONSTRUCTION	1,694,868	2,482,069	-	100,000	-
PARKS PROGRAMS	<u>121,046</u>	<u>272,281</u>	<u>149,650</u>	<u>165,200</u>	<u>178,780</u>
<b>TOTAL REVENUE</b>	<b><u>\$ 6,363,332</u></b>	<b><u>\$ 7,454,892</u></b>	<b><u>\$ 4,624,772</u></b>	<b><u>\$ 4,992,249</u></b>	<b><u>\$ 9,352,238</u></b>