

City of Billings, Montana



Fiscal Year 2022
Proposed Budget

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Introduction

April 26, 2021

Honorable Mayor and City Council Members:

It is a privilege to present the City of Billings Fiscal Year 2022 (FY22) Proposed Operating and Capital budget. The effective date of this budget is July 1, 2021 and runs through June 30, 2022. Adopting the budget is one of the most significant policy decisions the Council makes annually. City staff focused on accomplishing the City Council’s adopted priorities efficiently to improve the quality of life for our citizens. We look forward to discussing this proposed balanced budget over the next few months.

ACCOMPLISHMENTS IN FISCAL YEAR 2021 (FY21)

Twelve months ago, the City was just entering into the global pandemic causing a “stay at home” order. At that time, we had no idea what the future may look like. With so much uncertainty of what was to come, I am pleased to report that the City was still able to accomplish a fair amount during the year. During 2019 the City’s tax base grew by 1.9%. The City continued to issue building permits, as residential demand increased significantly in the later part of the year. The City issued 551 new construction permits valued at \$184.9 million. One of the major accomplishments in 2020 was the successful passage of the Public Safety Mill Levy. This provided \$4 million in new revenue to the City, that will grow as the tax base grows. Other major accomplishments include the receipt of multiple grant awards including the BUILD grant of \$11.6 million and over \$24 million in CAREs Act funds.

Significant capital projects in the FY21 budget include:

Airport Terminal Building Expansion	\$7.0 million
Park Construction Projects	\$2.5 million
Transportation Projects	\$14.9 million
Utility Projects	\$15.8 million

COUNCIL ADOPTED GOALS

On April 12th, 2021, the City Council adopted its priorities for the coming year. Many of these priorities require budgetary support and are incorporated into the proposed spending plan for FY21.

#1 PRIORITY

- Improve the safety of Billings.

ONGOING CRITICAL PROJECTS

- Break ground on west side water treatment plant and visionary reservoir project.
- Continue airport terminal reconstruction project, building Montana’s greatest airport.
- Continue progress to break ground on the inner-belt loop and Skyline trail projects.
- Resolve conflicts with Heights Water District to improve development and redevelopment opportunities within the Billings Heights area.

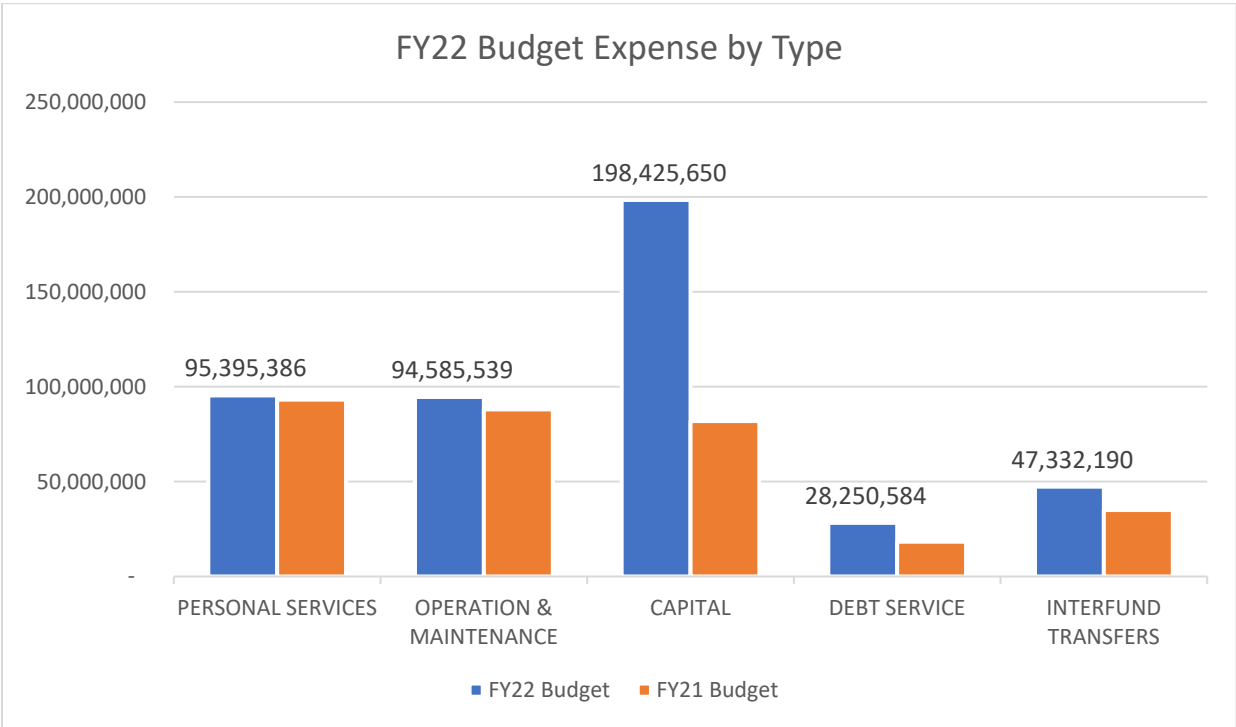
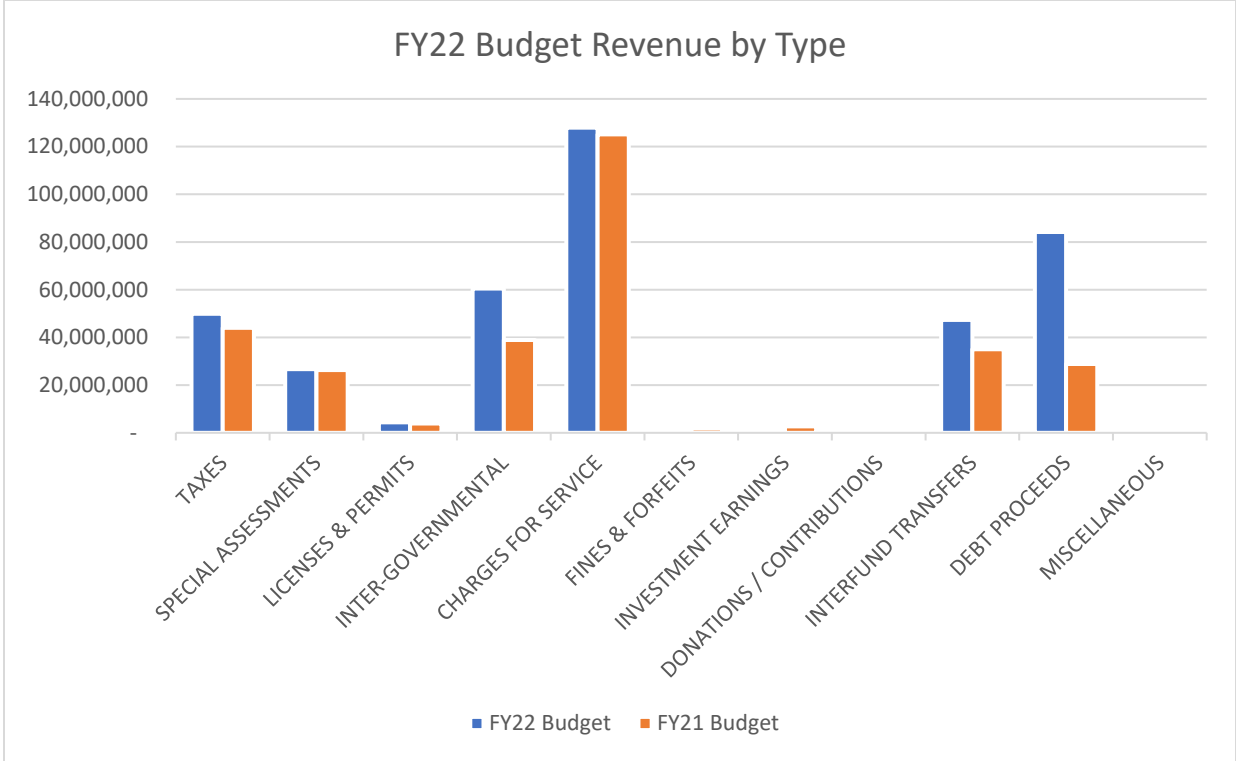
HIGH PRIORITIES

- Support critical partnerships w/Substance Abuse Connect, Yellowstone County, and Continuum of Care partnerships and determine options for addressing substance abuse and mental health needs.
- Continue improving sidewalk and trails network improving safe routes to schools.
- Create a park and trail development program and analyze all park and trail funding options to build excellent parks and trails throughout the City.
- Complete Billings Bypass corridor study in preparation for utility extensions and development.
- Define strategy to complete cost of services studies to help fund police, fire, parks and trails, storm water and transportation infrastructure in partnership with Yellowstone County.
- Regulate medical marijuana dispensaries/Storefronts. Analyze land use and financial impacts of legalized recreational use of marijuana on the City and recommend policy improvements.
- Stimulate redevelopment within downtown and other business districts.
- Resolve City Hall facility space deficiencies (see criminal justice center space needs)
- Participate in the 2021 legislative process to support adopted legislative priorities and pass legislation to improve the safety of Billings.
- Monitor the implementation of project Re-Code, according to the staff recommended schedule (4, 7, and 12 months)

THE FY22 PROPOSED BUDGET

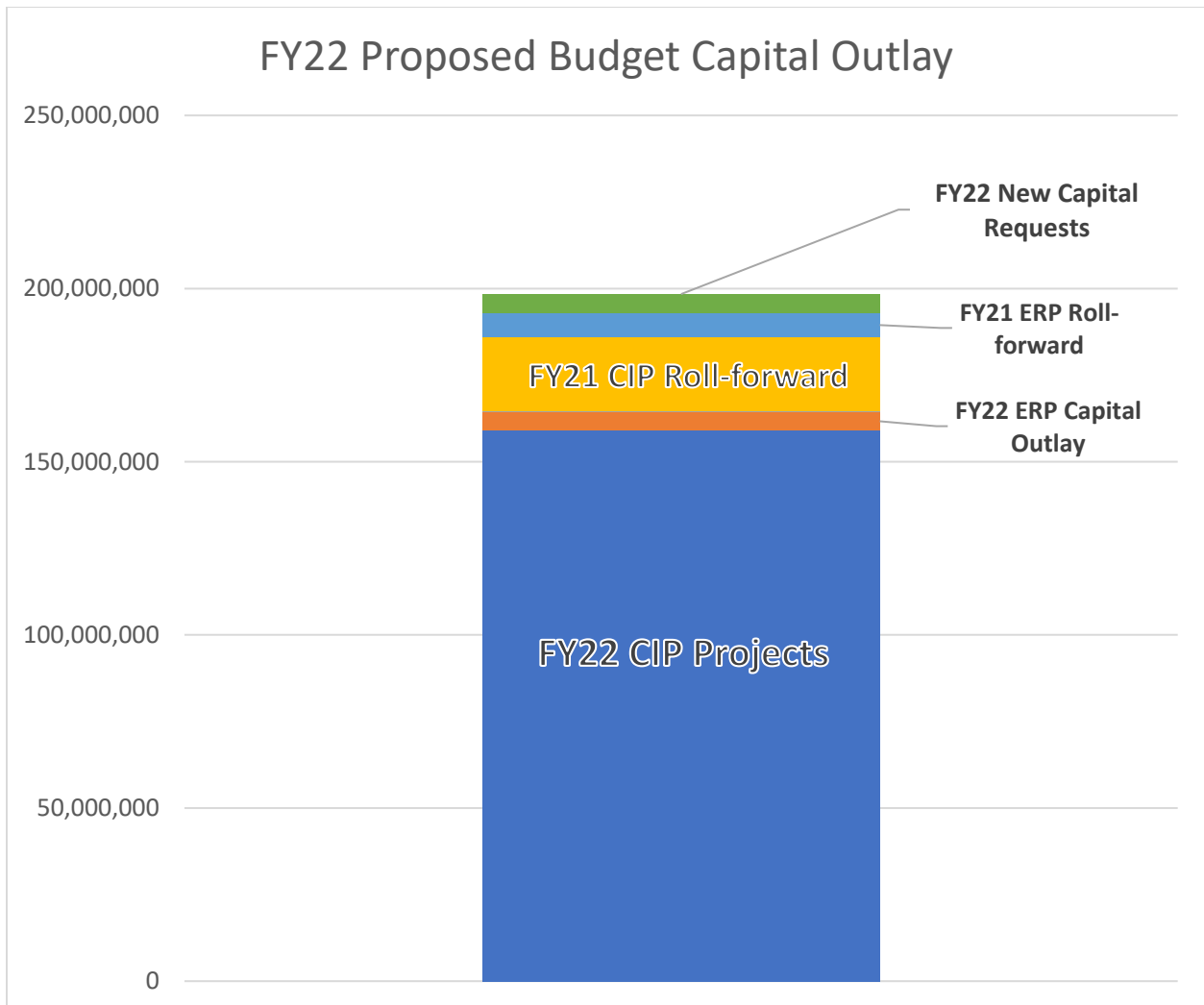
The FY22 Proposed Budget is funded by estimated revenues totaling \$405 million. This includes an estimated increase in property values of 4.5%, significant increases in federal grant revenue, and proceeds from debt service to finance long-term capital projects.

The Proposed FY22 budget for the City of Billings contains operating and capital expenses totaling \$464 million, an increase of \$147.5 million from the prior year. The increase contains significant capital investments which have been planned for years and were included in the adopted Capital Improvement Plans. Additional increases are found in Personal Services for estimated employee cost of living adjustments and additional staffing requests. Operation and Maintenance increases for FY22 include funding for repairs and maintenance to city facilities related to hail damage in prior years, and increases in insurance expenses, and grant related expenses.



CAPITAL INVESTMENTS

For FY22, the City is planning on investing \$198 million into assets in Billings. This is identified as Capital Outlay in the budget. The major portion of this total, \$180 million, has been included the Capital Improvement Plan. There is \$21.0 million being requested to be rolled forward from FY21 projects that will not be able to be completed in FY21 and \$159 million in projects that were included in the FY22 CIP. Additionally, there is \$12.6 million requested associated with the Equipment Replacement Plan and the Technology Replacement Plan, included in the Capital Outlay. Finally, there is \$5.4M included in the FY22 budget for new capital project requests that were not a part of the FY22 CIP. These include projects at the Airport, Utilities, and Fire Stations. Further information about these capital projects will be included in the department overview and presentation to City Council.



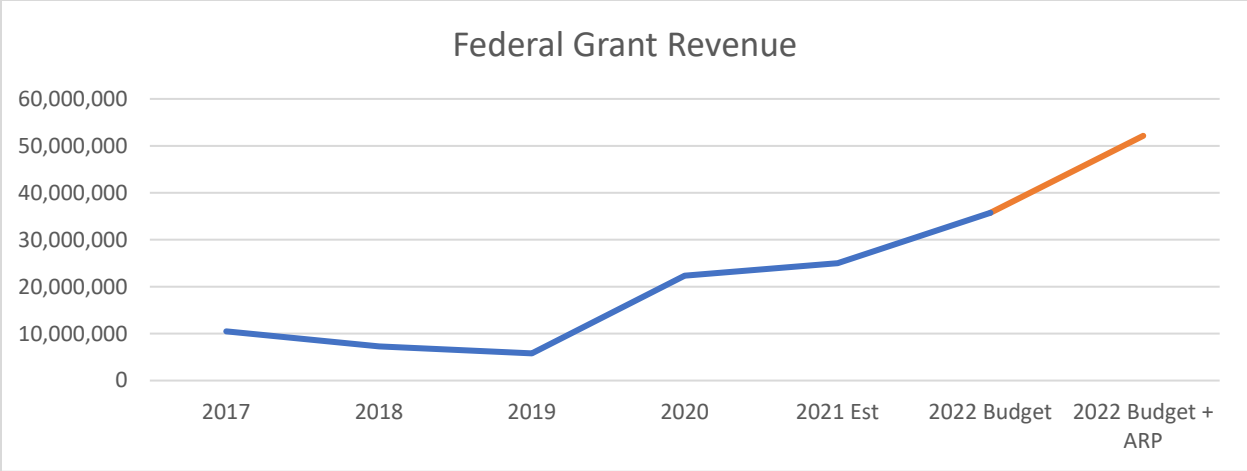
NEW PERSONNEL IN FY22

The FY22 budget contains costs for an additional 12.5 FTE’s. Each position will be discussed during the department budget presentations. The following chart shows the areas where additional investments in staff are being proposed:

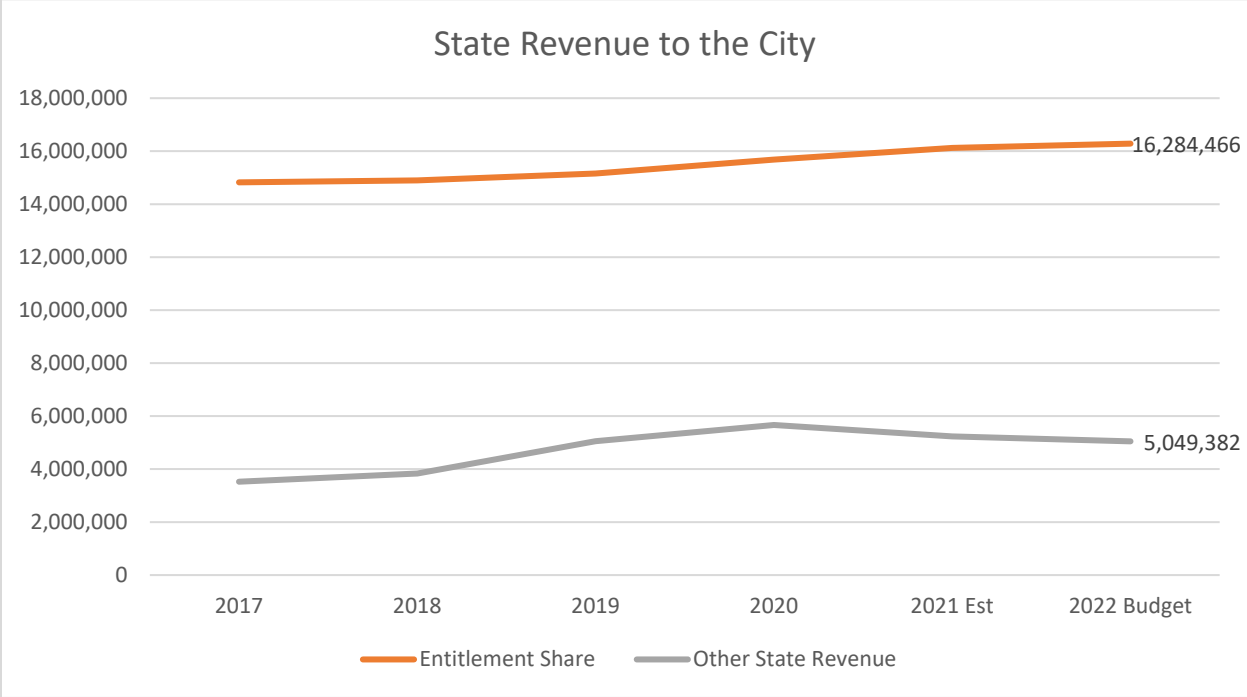
Department	Position	Fund(s)	# FTE	Approximate 1 year cost
Legal	Municipal Court Prosecutor	General/Attorney Grant	1.0	108,500
Legal	Victim Witness Specialist	General/Attorney Grant	1.0	76,000
Legal	Administrative Assistant	General Fund	0.5	20,000
City Admin	Deputy City Clerk	General Fund	0.5	33,000
Code Enforcement	Code Enforcement Supervisor	General Fund	1.0	95,000
Aviation/Transit	Marketing Specialist	Airport/MET	1.0	63,000
Parking	Maintenance/Security	Parking	0.5	24,950
Facilities	Project Manager	Facilities	1.0	85,000
Planning	Planner 1	Planning (Partial Federal Funding)	1.0	77,000
Public Works	Maintenance Worker	Water/Wastewater	2.0	47,000
Public Works	Landfill Worker	Solid Waste	1.0	65,000
Public Works	Collections Driver	Solid Waste	1.0	65,000
Public Works	Engineering Inspector	Engineering	<u>1.0</u>	85,000
Total FTE's Proposed in FY22			12.5	

INTERGOVERNMENTAL REVENUE (FEDERAL AND STATE REVENUE)

The City receives revenue from multiple sources to fund operations. These sources include revenue from both Federal and State government. As a percentage of the overall budget, the City receives limited funds from the State and Feds. This has changed significantly for FY2021 and 2022 but is expected to return to pre-pandemic levels in the next few years. The revenue from other governments can be found in the budget under the category “Intergovernmental”. For FY22, the City is budgeting \$60.5 million in intergovernmental revenue. This is an increase of \$21.5M over the FY21 budget. For FY22 the Federal revenues budgeted are comprised of funds for the BUILD Grant, which the City was awarded in FY21 to construct the Inner-Belt Loop road and the Skyline Trail along the rims. Additionally, the City was awarded significant federal funding under the CARES act which is budgeted in both the Airport and Transit funds. The City anticipates receiving \$16 million in American Rescue Plan dollars, but those have not been included in the FY22 budget. The City is waiting for Treasury Guidance to become available to determine what the best and proper use of the ARP funds will be. The process will likely occur concurrently with the budget process later in May. As a rule funds associated with COVID 19 are one-time funds that should be used for one-time expenditures.



The City also receives money from the State of Montana, titled State Entitlement Share. This is a collection of a variety of tax dollars levied by the State within our City and throughout Montana and redistributed to local governments around the State. This funding has remained relatively flat over the past few years, not keeping up with wage or construction inflation. This is placing a greater burden on local taxpayers to pick up the difference. For FY22, the growth rate in entitlement share will be 1.5%, or \$232k. The City of Billings uses entitlement share to fund General Fund, Public Safety, Library, Transit, and Street/Traffic Operating. The total State Entitlement share for FY22 will be \$16.3 million. Other State revenue includes \$3.7 million of Gas Tax, \$1.0 million for 9-1-1, and \$1.2 million in combined other grant funds for Transit, Legal, Police, and Library.



PROPERTY TAX REVENUE

The FY22 budget is based upon levying the full amount authorized by the City Charter, and citizens of Billings. In FY21, the City levied 179.48 mills. This includes the additional mills that were approved by voters in September 2020 for additional Public Safety tax dollars. For FY22, we are estimating the number mills to be levied at 178.99, a reduction of 0.49 mills. The successful passage of the 2020 PSML added approximately \$4.1 million to the Public Safety Fund, and perhaps just as importantly, allows the revenue to grow as the City’s tax base grows. For FY22, we are estimating a growth in the City’s tax base of 4.5%. This assumption is based upon the growth in residential sale prices since the last re-appraisal in 2019. Residential property makes up 57% of the tax base in Billings.

While the actual number of mills needed to fund the budget will not be known until late August, we are assuming a reduction in the number of mills levied by 0.49. While this is a true tax reduction, the median home value has increased from \$211,000 to \$217,000 and as a result, will see an increase in the real dollars paid over the prior year of \$14/year.

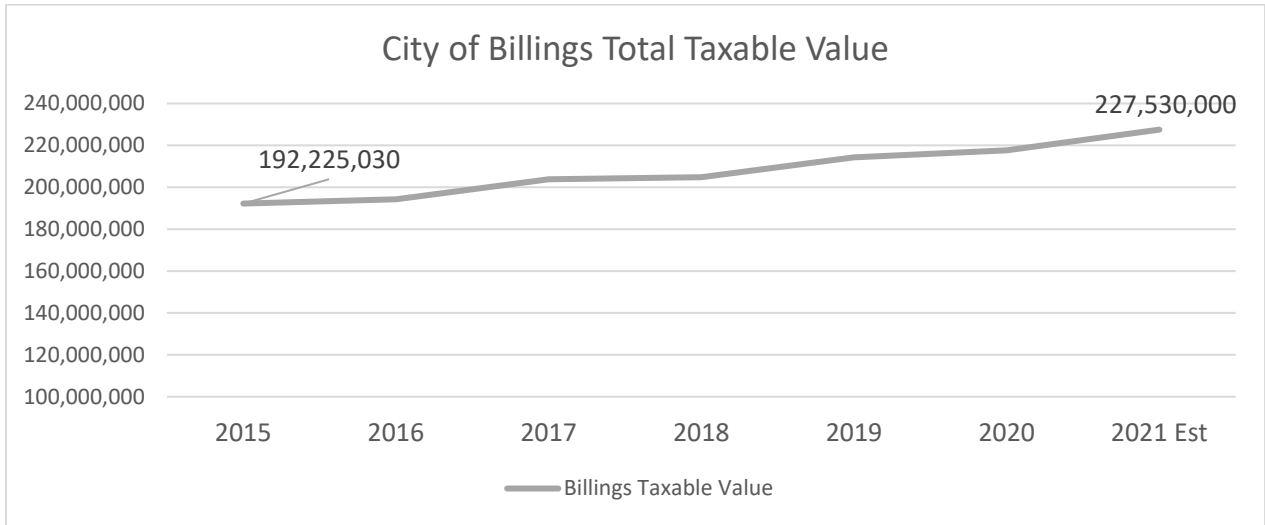
	Number of Mills	
	FY2021	FY2022
	Actual	Estimate
General	74.00	74.00
Public Safety (1 and 2)	80.00	80.00
Library	5.00	5.00
Transit	10.00	10.00
General Obligation	<u>10.48</u>	<u>9.99</u>
Total Mills	179.48	178.99

	Median Home Real Tax Dollars		
	FY2021	FY2022	Change
General	\$ 210.79	\$ 217.18	6.39
Public Safety (1 and 2)	227.88	234.79	6.91
Library	14.24	14.67	0.43
Transit	28.49	29.35	0.86
General Obligation	<u>29.85</u>	<u>29.32</u>	(0.53)
Total Mills	\$ 511.25	\$ 525.32	14.07

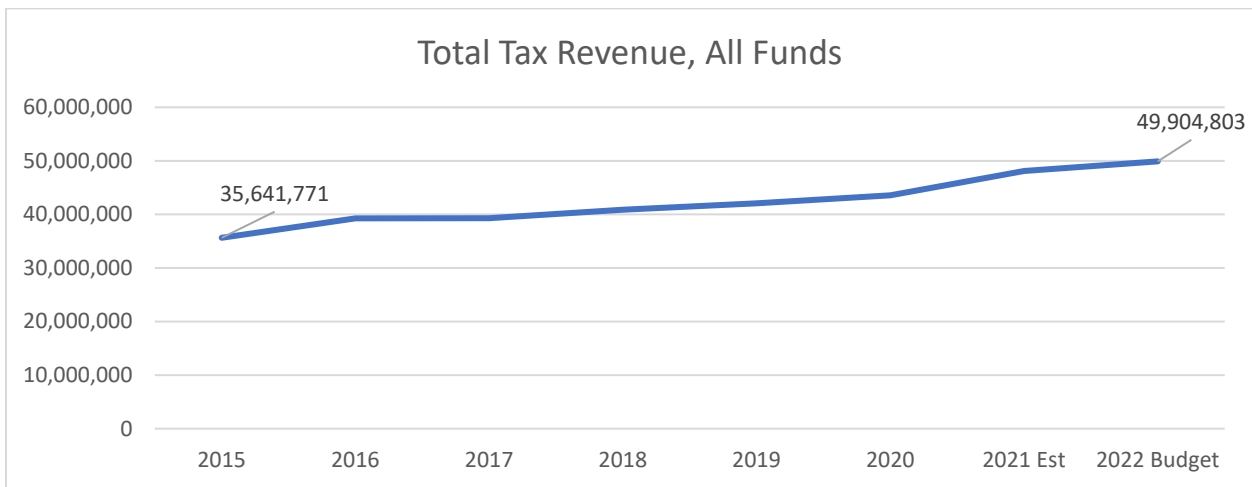
	FY2021	FY2022	Change
Median Home Value	211,000	217,400	\$ 6,400
Number of Mills	179.48	178.99	(0.49)
Real Tax Dollars Paid	\$ 511.25	\$ 525.32	\$ 14.07
Billings Property Tax Rate	0.2423%	0.2416%	

Over the past 7 years, the City of Billings’ tax base has grown at an average rate of 2.6% per year. Because the State of Montana undertakes the property reappraisal process every odd numbered year,

the actual increase experienced by the City is not smoothed, but appears more like a stair step, with steeper increases on reappraisal years.



The FY22 budget is based upon total tax revenue of \$49.9 million to fund a variety of services. The chart below shows the total tax dollars collected at the City since 2015.



The table below shows the FY22 budgeted tax revenue by fund. The tax revenue for the Planning fund is levied by the County and paid to the City for the joint City-County Planning Department.

Fund Name	FY22 Budgeted Tax Revenue
General Fund	\$ 18,476,303
Public Safety Fund	18,031,970
Library Fund	1,246,655
Transit Fund	2,492,962
General Obligation Debt Funds	2,128,913
Planning (Transfer from County)	523,000
Tax Increment Districts	<u>7,005,000</u>
Total FY22 Budgeted Tax Revenue	\$ 49,904,803

CARES ACT – 2020

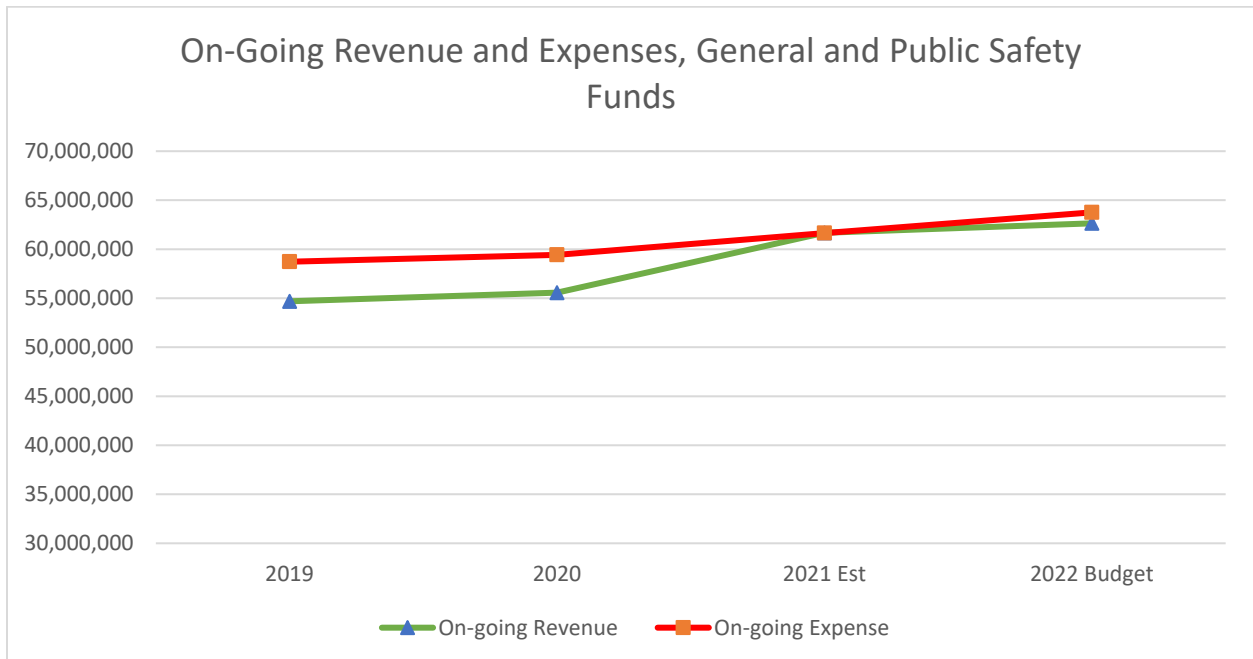
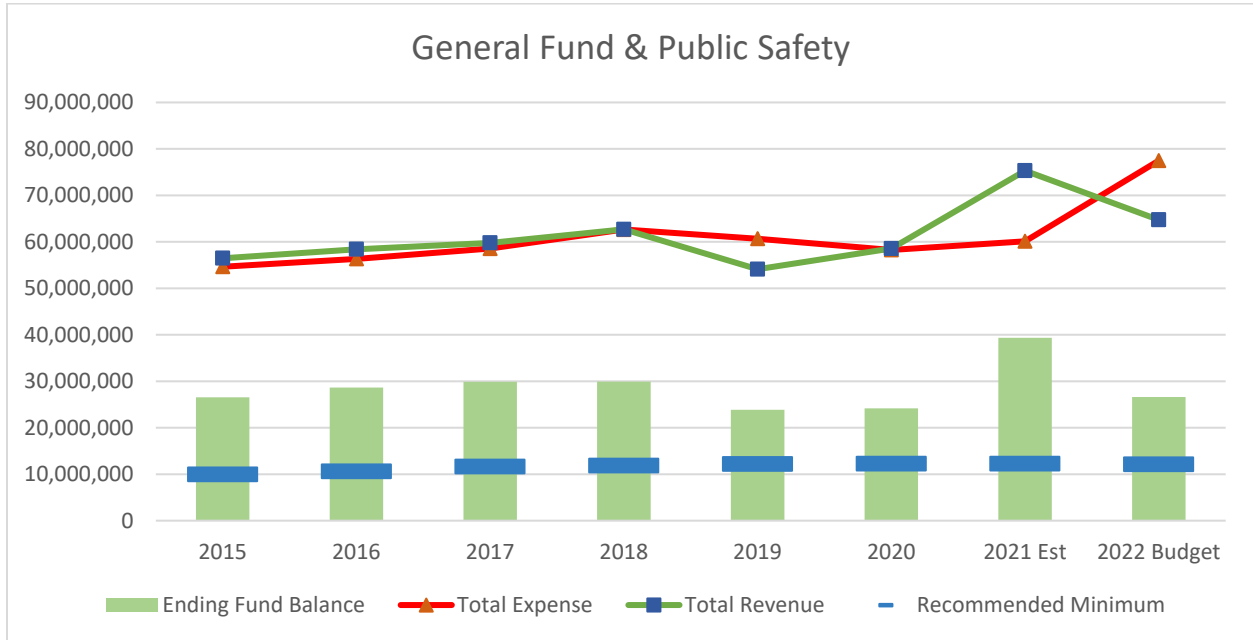
In fiscal years 2020 and 2021 the City received \$24.0 million in Federal CAREs Act funds. Some of these were direct Federal awards to our Airport, Transit, and Community Development, while others were passed through the State of Montana and the Governor’s office. The amounts received through the State were used to fund building modifications, personal protective equipment, electronic devices to allow for remote work, software enhancements, and public safety salaries. The amounts received for public safety salaries over FY20 & FY21 totaled \$19.0 million. This revenue reduced the need to transfer the full budget allocation from the General Fund to the Public Safety Fund for those years. The result of the reduced transfer can be seen in the change in the General Fund fund balance.

FUND BALANCE

Every fund has a Fund Balance (called Working Capital for Proprietary Funds) reported on the individual fund page. The individual budget page starts with beginning fund balance, adds revenues, subtracts expenses, and equals ending fund balance. Fund balance is maintained in each fund for a variety of reasons, depending upon the purpose of the fund. In a fund that receives revenue irregularly, fund balance is used to provide cash flow during the times between irregular revenue payments. For funds that have multi-year capital projects, fund balance may exist to pay for the project during construction. Because these projects take a long time from planning to completion, it may take years to spend the funds committed for these projects. Fund balance is also maintained in case of emergency situations. This provides funding to address emergencies when the need arises. For FY22 the City anticipates using \$58.7 million of fund balance and working capital. A significant portion of this is planned for one-time capital expenditures, where fund balance has been accumulated for this purpose. The funds that are planning to use fund balance or working capital on capital projects include the General, Wastewater, Water, Solid Waste, South Tax Increment, Gas Tax, Arterial Streets, and Park District 1 funds. The total fund balance used for capital projects in these funds is \$45.0 million.

There are a few funds that are operating with a financial imbalance and are using existing fund balance to fund annual operating expenses. These include the \$1.2 million in the General Fund and \$210k in the Planning Fund. This is unsustainable imbalance will need to be addressed in future years. In the case of the Planning Fund, there is opportunity for additional federal grant monies to offset salary and wage

increases. In the case of the General Fund, additional funding will need to become available, or we will need to reduce expenses. A significant portion of the imbalance from prior years has been addressed through the passage of the Public Safety Mill Levy in 2020. While that closed \$4.0 million of an existing \$4.7 million-hole last year, it did not get all the way there, and did not provide additional revenue for additional resources to be added.



GENERAL AND PUBLIC SAFETY FUNDS

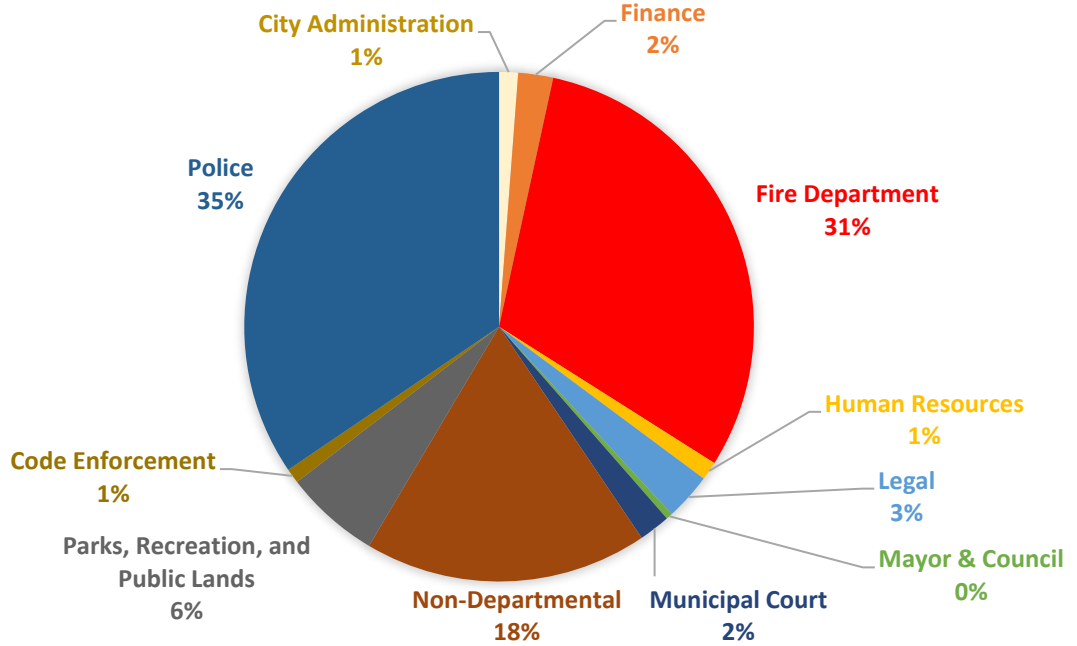
FY21 budget was adopted assuming a \$4,695,264 deficit in the General/Public Safety Funds (GFPS). After the passage of the 2020 Public Safety Mill Levy, that amount was reduced to about \$574,135. As a result of the ~\$19.0M received in CARES Act funds to our Public Safety Fund, the actual results will be drastically different from what was assumed a year ago. It is expected that the City of Billings will finish FY21 with a GFPS Fund Balance of \$39 million an increase of \$15.0 million from the prior year. While the City anticipates receiving American Rescue Plan (ARP) funds, we have not yet received them, and are still awaiting guidance from Treasury. As a result, the ARP funds are not included in the current FY22 budget but will be incorporated when more information is available about the use and amounts. For FY22, the difference between revenues and expenditures in the General Fund show the City of Billings using \$12.8 million of cash on hand to balance the budget. A significant portion of this will be used for one-time expenditures to acquire facility space for a law and justice center. The purchase of that property was identified in the FY2022 Capital Improvement Plan at \$11.6M and is included in the FY22 Proposed Budget for the same amount. When backing out both “one-time” revenues and expenditures the FY22 Proposed Budget utilizes \$1.2 million of Fund Balance to balance the budget. The \$400,000 growth from the prior year is driven largely by two items. First, the budget includes an anticipated cost of living salary increases for employees estimated to cost \$770,000 for General Fund and Public Safety. The second large driver in GFPS expenses is related to property and liability insurance premiums. The City of Billings has experienced significant hail damage in the past few years, and our insurance premiums have experienced increases that significantly outpace inflation, over \$485,000 increase, over the last two years. Overall, ongoing operating expenses in the GFPS funds have increased \$2.6 million, or 4.1%.

For FY22, we are assuming a property value growth rate of 4.5%. This is driven largely by the increase in residential housing values. Overall, this will mean approximately \$1.5 million of new tax revenue into the GFPS funds, after making a reduction for the passage of the Public Safety Mill Levy in 2020. While this is a significant increase in tax revenue, other GFPS revenues which make up 42% of the total revenue in the fund is only growing at about 0.7%, or \$172K. Overall revenue growth is estimated at 3.3%, or \$1.9 million.

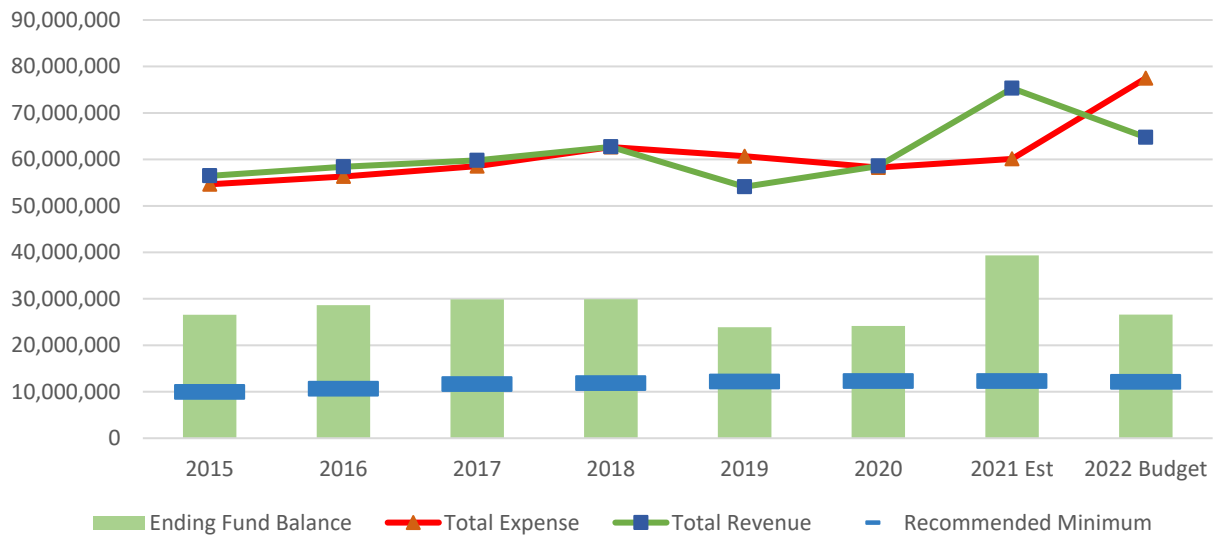
General and Public Safety Fund Proposed FY22 Budget Expenditures

Department	FY22 Proposed	FY21 Adopted
City Administration	930,834	1,028,702
Finance	1,718,569	1,552,163
Fire Department	23,720,176	21,303,438
Human Resources	916,094	825,565
Legal	2,310,985	2,092,530
Mayor & Council	320,932	264,919
Municipal Court	1,539,731	1,479,095
Non-Departmental	13,953,965	1,895,897
Parks, Recreation, and Public Lands	4,695,067	4,497,703
Code Enforcement	723,959	575,602
Police	<u>26,761,017</u>	<u>25,925,826</u>
Total	\$ 77,591,329	\$ 61,441,440

FY22 PROPOSED GENERAL AND PUBLIC SAFETY FUNDS



General Fund & Public Safety



PROPERTY TAXES, ASSESSMENTS, AND UTILITY BILLS

The FY22 budget proposal assumes is funded based upon assumed growth in the tax base, a Council approved increase in special assessments, and Council approved rate increases in utilities. For property tax mills, the City’s Charter caps the maximum number of mills that may be levied by the City of Billings. The City is currently at the ceiling and is recommending remaining at the cap for FY22. The total number of mills levied in FY21 was 179.48. An assumed growth in the tax base will allow us to levy less for our General Obligation Debt in FY22. Based upon this assumption it is estimated that the total number of mills needed in FY22 will be 178.99 mills.

	Number of Mills	
	FY2021	FY2022
General	74.00	74.00
Public Safety (1 and 2)	80.00	80.00
Library	5.00	5.00
Transit	10.00	10.00
General Obligation	<u>10.48</u>	<u>9.99</u>
Total Mills	179.48	178.99

The reduction in mills will save the median homeowner an estimated \$1.44 per year.

	Median Home Annual Property Tax		
	FY2021	FY2022	Change
General	\$ 217.18	\$ 217.18	\$ -
Public Safety (1 and 2)	234.79	234.79	-
Library	14.67	14.67	-
Transit	29.35	29.35	-
General Obligation	<u>30.76</u>	<u>29.32</u>	<u>(1.44)</u>
Total Mills	\$ 526.76	\$ 525.32	\$ (1.44)

The City also has 4 City-wide special districts, Park District 1, Street Maintenance District, Arterial Street Construction, and Storm Sewer. These special districts are used to provide funding for their specific purposes. Rates for these districts are set by City Council and assessed to all properties within the City.

Park District 1 – PD1 is assessed against all properties and for FY21 was set at 1.4097% of the taxable value for each property. The proposed FY22 budget is based upon the assumption that the rate is kept flat for FY22 at 1.4097%. This will generate additional revenue within the District consistent with the growth in taxable value of the City. The median home will not see an increase if the rate is kept the same.

Arterial Street Construction – The FY22 budget proposal is based upon an increase in Arterial assessments of 3.1%, which is the increase in the Construction Cost Index. This will be an increase to the average homeowner of \$1.63 per year. If an increase is not approved, the Arterial Street Construction fund will do less road construction each year.

Street Maintenance District – On April 19th, the City Council held a work session to discuss pedestrian paths within the right-of-way. The recommendation by City Council was to increase SMD assessments to fund additional sidewalk work. The proposed budget is based upon a rate increase of 1.3%, or \$1.66 per year for the average homeowner.

Stormwater Fees – These funds are used to build and maintain the stormwater infrastructure throughout the City. The proposed budget is based upon a rate increase of 3.3%, or \$1.55 per year for the average homeowner.

Annual Assessments for the Typical Home

	FY2021	FY2022 ESTIMATE	Change
Park District 1	\$ 43.76	\$ 43.76	-
Street Maintenance	127.53	129.19	1.66
Arterial	52.42	54.05	1.63
Storm Sewer	<u>46.81</u>	<u>48.36</u>	<u>1.55</u>
Total Estimated Assessments	\$ 270.52	\$ 275.36	\$ 4.84

On April 19th, the City Council discussed water and wastewater rates for the coming fiscal year. At that time Council recommended staff prepare a water rate structure that modifies the tier thresholds and adjust rates accordingly for both water and wastewater. At this time, the City is still finalizing the rate structure for solid waste, and that information will be available when the Public Works Department presents their departmental budget in May.

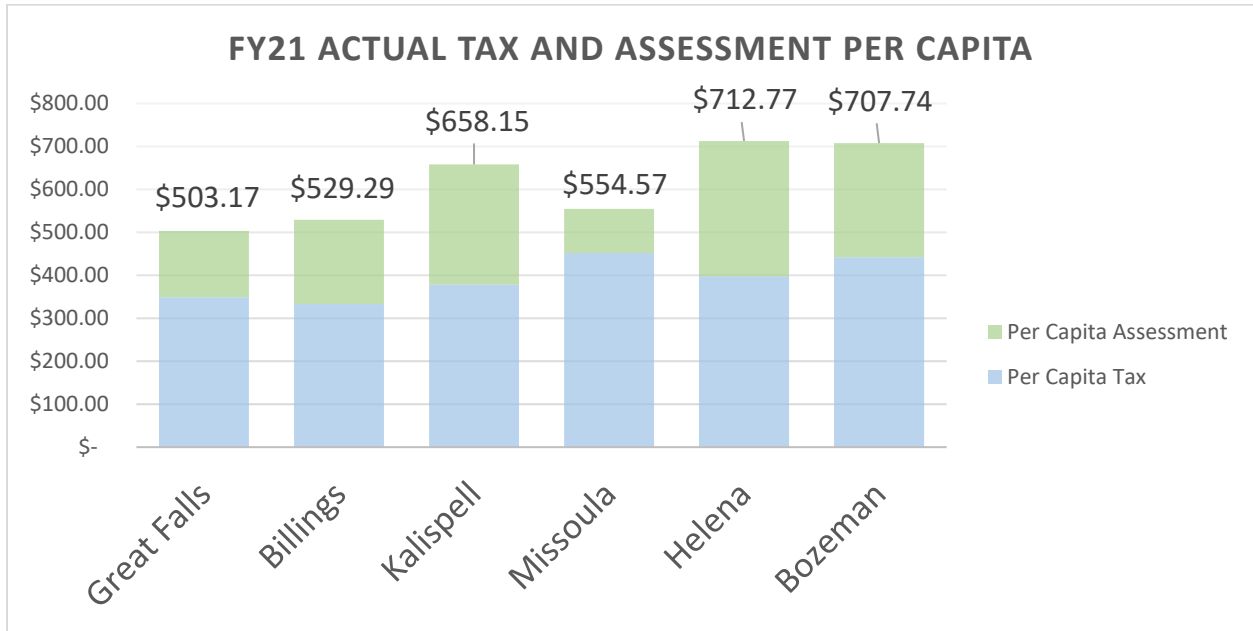
Average Home Monthly Utility Bill

	FY21	FY22	Increase
Water	\$ 40.07	\$ 43.24	\$ 3.17
Wastewater	28.45	29.11	0.66
Solid Waste	<u>11.53</u>	<u>TBD</u>	<u>TBD</u>
Total Monthly Utilities	\$ 80.05	TBD	TBD

MILL LEVY COMPARISON

While most communities fund general government services through mill levies, special districts assessments also play a significant role in individual property tax bills. Each community in Montana uses a variety of districts to fund government services. We have compiled the mix of assessments and taxes among cities throughout the State of Montana to provide the following comparison of assessments and

taxes per capita in each of the 6 major cities in Montana. Billings ranks 5th among the major cities in Montana for the lowest per capita revenue.



UPCOMING GOALS NOT ADDRESSED IN THE FY22 BUDGET

The City is aware of multiple items forthcoming that are not currently addressed in the Proposed FY22 Budget. While we do not have them included in the FY22 budget proposal, we are aware of the need to address them, and are developing implementation plans to move forward on these items, with the hope to obtain feedback from City Council and move forward on these items with budget adoption.

American Rescue Plan

The City will be receiving approximately \$16.4 million in federal grant revenue associated with President Bidens American Rescue Plan, State and Local Fiscal Recovery Fund. We are still awaiting guidance from the US Department of Treasury, but we do know the broad guidelines that were spelled out in the law.

- 1.) The funding will come in 2 halves. The first half will be received by the City in May 2021, and the second half will be received within 12 months after that point.
- 2.) The funds must be spent by the end of calendar year 2024.
- 3.) Funds are limited in use to provide for:
 - a. Response to the public health emergency with respect to COVID-19, or its negative economic impacts
 - b. Lost revenue due to COVID-19, relative to revenues collected in the most recent fiscal year
 - c. Infrastructure improvements to water, sewer, and broadband
 - d. Premium pay for eligible workers performing essential work during the pandemic
- 4.) Funds cannot be used to provide for:
 - a. An offset to tax cuts
 - b. Deposits into pension accounts

Our plan is to wait until treasury guidance is available to understand the rules and regulations surrounding the eligible uses of these funds more clearly. At that time, we will compare allowed uses with the adopted Capital Improvement Plan and other known items at the City to provide a recommendation to City Council. Ideally that recommendation will be included in the final budget adoption in June.

Park District 1

Senate Bill 385 is moving its way through the Montana House of Representatives and appears to have sufficient support to pass. If it is signed by the Governor, it will have significant impact on Park District 1 and Council's ability to assess taxpayers for those costs. Currently City Council has the authority to set rates sufficient to cover the eligible costs of Park District 1. If SB385 passes, limitations will be in place for Park District 1 with respect to voter approval and assessment amount. First, it will place a 13-year life upon the district, which can only be extended through a vote of the public. This is retroactive back to the creation of the district which occurred on 12/19/2011. Second, it will place limitations on the growth in assessments to be fixed at the average rate of inflation.

Additionally, the City Council has identified the need for additional investments in the Parks Department. Expansion of park infrastructure without additional maintenance support will reduce the ability to maintain our Park assets.

On March 15th, 2021, the City Council heard presentations about Park funding options and departmental needs.

For these reasons, City Council will have to decide how to fund Parks into the future. While this may not require immediate action, there will be substantial time dedicated to developing a funding plan for Billings' Parks in the next 18-24 months.

CPSM & 2021 Public Safety Mill Levy

Billings continues to have budget challenges and a significant crime problem. The city cannot make meaningful increased investments to improve the safety of our community without either drastically cutting the parks and general government services (Admin, finance, HR, legal) budgets or asking voters to approve a 3rd public safety levy. Crime, particularly violent crime, is damaging our community's quality of life. Please review the Police Department's 2020 Annual Report. Billings averaged 4.5 homicides between 2010 – 2019, in 2020 we experienced 22, a 500% increase. 135 robberies in 2020 is up from an average of 82 over the previous decade. We averaged 342.5 Aggravated Assaults between 2010 – 2019, in 2020 we had 781. Even though 2020 was a horrible year, nearly all the trend lines show consistent negative growth since 2010.

In FY21 the City Council received a report from the Center for Public Safety Management (CPSM). This report provided recommendations on efficiency improvements that can be made in both the Police and Fire Departments. While some of these improvements can be made without additional investment, much of the improvements will require additional staffing. Due to the current funding gap in the General Fund, and to fully realize the benefits offered in these studies, the City will need additional funding to provide these resources. The City Council will be

asked to consider a Public Safety Mill levy in 2021 to accomplish this task. Our citizens recognized our crime problems when asked in last years "Police Department survey/use the actual name and they voted 2-1 in support of our repeal and replace levy. During each of our education sessions throughout the community, we stated clearly, that we would be asking for an additional levy soon. We recognized the pandemic created strong economic uncertainty and the CPSM reports would refine our needs based on sound data analysis.

The current FY22 budget does not include additional revenue associated with a new PSML, nor does it include any additional staffing to implement the recommendations of the CPSM study. In addition to the resources identified in the CPSM study, the City is aware of public safety resources needed to complement our Police and Fire Department. This includes additional staff in Code Enforcement, Court, and the Legal Department. Staff is currently working through what this mill levy may look like, but the estimated costs to implement are the following:

Existing imbalance to provide existing public safety services	\$ 1,200,000
CPSM Recommendations for the Police Department	\$ 1,700,000
CPSM Recommendations for the Fire Department	\$ 1,100,000
Legal, Court, and Code Enforcement Public Safety Needs	<u>\$ 1,500,000</u>
Total Estimated Public Safety Costs	\$ 5,500,000

As we consider a PSML for 2021, we anticipate making these investments over the 2022 and 2023 fiscal years. For context, last years repeal and replace levy added 20mills/\$4M to support the 20 FTEs added in 2017 and address the built-in inflationary loss that was occurring with the \$8.2M cap on the old levy. That levy cost the median homeowner approx. \$4.75/month or \$57/year.

CONCLUSION

We understand the effects this budget will have on preserving and improving property values and the quality of life in Billings, as well as the financial impacts to residents, businesses, and property owners. To summarize, a typical residential property owner will likely see taxes, assessments, and utility costs increase by \$55 per year.

Several investments are being proposed in the FY22 budget to further the adopted 2021 City Council Priorities.

Improve the safety of Billings.

The proposed FY22 budget continues to provide Police and Fire services to the greater Billings area. The proposed budget includes significant investment into the deferred maintenance of our Fire Station infrastructure and commits funding \$1.5 million towards an additional fire station in Billings.

The proposed FY22 budget contains additional investments into the City's Legal department through the addition of 2.5 FTE's to assist with the increase domestic violence prosecution cases and takes advantage of federal grants to help pay for the two prosecutors.

The proposed FY22 budget contains additional investments into the City's Code Enforcement division through the addition of a full-time Code Enforcement Supervisor.

During the consideration of the proposed budget, council will also be asked to consider options for additional resources into public safety, funded through a mill levy.

The proposed FY22 budget contains funding for \$11.6M to be used towards addressing the space deficiency in our Law and Justice center.

Adopt massage and spa facilities business license ordinance.

While this ordinance has been presented to City Council, implementation will not occur until the very beginning of the FY22.

Break ground on west side water treatment plant and visionary reservoir project.

The proposed FY22 budget contains \$83 million in capital investments towards breaking ground on this project.

Continue airport terminal reconstruction project, building Montana's greatest airport.

The proposed FY22 budget contains additional funding towards completion of the airport terminal remodel, which is scheduled for completion in 2023.

Continue progress to break ground on the inner-belt loop and Skyline trail projects.

The proposed FY22 budget contains combined capital investments totaling \$18.7 million towards construction of the inner-belt loop and skyline trail projects.

Continue improving sidewalk and trails network improving safe routes to schools.

The proposed FY22 budget contains an increase in Street Maintenance District fees with the intent to construct additional sidewalks within the right-of-way, with priority being near school routes.

We know there are differences of opinion among our community members and citizens about how to best prioritize issues, such as levels of customer service, financial position and reserves, and service delivery and expansion. We have worked hard to develop a budget that will move our community forward – and, at the same time, continue to meet the obligations we have accrued from the past. The City's future economic health is dependent upon how we choose to invest today.

Respectfully,

Chris Kukulski, City Administrator

Andrew Zoeller, Finance Director

Summary Pages

**SUMMARY
ALL FUNDS
OPERATING BUDGET
FY 22**

	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS	ENTERPRISE	INTERNAL SERVICE	PERMANENT
FUND BALANCE - BEGINNING	\$ 37,667,864	\$ 57,099,241	\$ 16,441,682	\$ 7,066,452			\$ 766,714
WORKING CAPITAL - BEGINNING					\$ 88,013,351	\$ 20,014,665	
REVENUES:							
TAXES	\$ 18,476,303	\$ 26,806,625	\$ 2,128,913	\$ -	\$ 2,492,962	\$ -	\$ -
SPECIAL ASSESSMENTS	-	25,392,590	1,252,000	-	-	50,000	-
LICENSES & PERMITS	2,199,128	2,066,575	-	-	-	123,500	-
INTER-GOVERNMENTAL	12,243,879	27,718,575	-	-	20,524,190	-	-
CHARGES FOR SERVICE	4,373,346	12,474,256	-	-	81,739,300	29,340,646	14,750
FINES & FORFEITS	1,294,046	206,850	-	-	95,000	-	-
INVESTMENT EARNINGS	70,301	424,802	17,456	28,643	832,114	77,593	2,985
DONATIONS / CONTRIBUTIONS	-	375,600	300,000	10,000	-	-	-
INTERFUND TRANSFERS	2,110,100	30,081,827	1,015,000	13,463,206	130,000	532,057	-
DEBT PROCEEDS	-	-	-	4,195,800	80,000,000	-	-
MISCELLANEOUS	600	435,002	-	1,128	61,450	38,000	-
TOTAL REVENUES	<u>\$ 40,767,703</u>	<u>\$ 125,982,702</u>	<u>\$ 4,713,369</u>	<u>\$ 17,698,777</u>	<u>\$ 185,875,016</u>	<u>\$ 30,161,796</u>	<u>\$ 17,735</u>
EXPENDITURES:							
PERSONAL SERVICES	\$ 9,804,814	\$ 51,364,375	\$ -	\$ -	\$ 25,469,906	\$ 8,762,291	\$ -
OPERATION & MAINTENANCE	3,785,377	39,380,372	146,907	87,425	26,198,414	24,987,044	-
CAPITAL	60,000	37,392,554	-	17,574,272	143,034,080	364,744	-
DEBT SERVICE	-	2,431,440	11,717,987	-	13,569,101	532,056	-
INTERFUND TRANSFERS	39,969,783	5,161,037	2,100,000	-	-	95,770	5,600
TOTAL EXPENDITURES	<u>\$ 53,619,974</u>	<u>\$ 135,729,778</u>	<u>\$ 13,964,894</u>	<u>\$ 17,661,697</u>	<u>\$ 208,271,501</u>	<u>\$ 34,741,905</u>	<u>\$ 5,600</u>
FUND BALANCE - ENDING	<u>\$ 24,815,593</u>	<u>\$ 47,352,165</u>	<u>\$ 7,190,157</u>	<u>\$ 7,103,532</u>			<u>\$ 778,849</u>
WORKING CAPITAL NOT BUDGETED					-	-	
WORKING CAPITAL - ENDING					\$ 65,616,866	\$ 15,434,556	
LESS OPERATING RESERVE					13,445,000	3,278,107	
LESS BOND/LOAN RESERVE REQUIREMENTS					5,501,044	-	
AVAILABLE WORKING CAPITAL					<u>\$ 46,670,822</u>	<u>\$ 12,156,449</u>	

**SUMMARY
ALL FUNDS
OPERATING BUDGET
FY 22**

	BUDGET FY 22	BUDGET FY 21	INCREASE (DECREASE)	ACTUAL FY 20
FUND BALANCE - BEGINNING	\$ 119,041,953	\$ 84,148,281	\$ 34,893,672	\$ 95,435,207
WORKING CAPITAL - BEGINNING	\$ 108,028,016	\$ 81,096,701	\$ 26,931,315	\$ 156,874,606
REVENUES:				
TAXES	\$ 49,904,803	\$ 43,998,003	\$ 5,906,800	\$ 43,560,462
SPECIAL ASSESSMENTS	26,694,590	26,283,211	411,379	25,247,250
LICENSES & PERMITS	4,389,203	3,922,613	466,590	4,472,968
INTER-GOVERNMENTAL	60,486,644	38,941,490	21,545,154	46,502,707
CHARGES FOR SERVICE	127,942,298	125,136,163	2,806,135	120,671,382
FINES & FORFEITS	1,595,896	1,815,897	(220,001)	1,548,669
INVESTMENT EARNINGS	1,453,894	2,708,911	(1,255,017)	3,598,735
DONATIONS / CONTRIBUTIONS	685,600	191,600	494,000	1,572,262
INTERFUND TRANSFERS	47,332,190	35,003,042	12,329,148	29,190,227
DEBT PROCEEDS	84,195,800	28,827,660	55,368,140	857,000
MISCELLANEOUS	536,180	1,363,361	(827,181)	1,568,858
TOTAL REVENUES	<u>\$ 405,217,098</u>	<u>\$ 308,191,951</u>	<u>\$ 97,025,147</u>	<u>\$ 278,790,520</u>
EXPENDITURES:				
PERSONAL SERVICES	\$ 95,401,386	\$ 93,214,838	\$ 2,186,548	\$ 89,954,364
OPERATION & MAINTENANCE	94,585,539	88,021,696	6,563,843	82,771,591
CAPITAL	198,425,650	81,911,425	116,514,225	78,541,084
DEBT SERVICE	28,250,584	18,345,154	9,905,430	10,714,437
INTERFUND TRANSFERS	47,332,190	35,003,043	12,329,147	29,127,631
TOTAL EXPENDITURES	<u>\$ 463,995,349</u>	<u>\$ 316,496,156</u>	<u>\$ 147,499,193</u>	<u>\$ 291,109,107</u>
FUND BALANCE - ENDING	<u>\$ 87,240,296</u>	<u>\$ 78,092,608</u>	<u>\$ 9,147,688</u>	<u>\$ 103,375,445</u>
WORKING CAPITAL NOT BUDGETED	-	-	-	73,218,276
WORKING CAPITAL - ENDING	<u>\$ 81,051,422</u>	<u>\$ 78,848,169</u>	<u>\$ 2,203,253</u>	<u>\$ 209,834,058</u>
LESS OPERATING RESERVE	16,723,107	16,248,822	474,285	12,515,472
LESS BOND/LOAN RESERVE REQUIREMENTS	<u>5,501,044</u>	<u>5,501,044</u>	<u>-</u>	<u>2,688,344</u>
AVAILABLE WORKING CAPITAL	<u>\$ 58,827,271</u>	<u>\$ 57,098,303</u>	<u>\$ 1,728,968</u>	<u>\$ 194,630,242</u>

**GENERAL OPERATING FUND
SUMMARY
OPERATING BUDGET
FY22**

	PROPOSED BUDGET FY 22	APPROVED BUDGET FY 21	INCREASE (DECREASE)	ACTUAL FY 20
FUND BALANCE - BEGINNING	<u>\$ 37,667,864</u>	<u>\$ 18,149,609</u>	<u>\$ 19,518,255</u>	<u>\$ 22,399,796</u>
REVENUES:				
TAXES	\$ 18,476,303	\$ 17,644,369	\$ 831,934	\$ 17,418,145
SPECIAL ASSESSMENTS	-	-	-	39,356
LICENSES & PERMITS	2,199,128	2,088,038	111,090	2,095,896
INTER-GOVERNMENTAL CHARGES FOR SERVICE	12,243,879	12,065,752	178,127	11,839,561
FINES & FORFEITS	4,373,346	4,133,225	240,121	3,814,415
INVESTMENT EARNINGS	1,294,046	1,511,877	(217,831)	1,145,294
INTERFUND TRANSFERS	70,301	233,000	(162,699)	363,056
MISCELLANEOUS	2,110,100	9,600	2,100,500	36,256
	<u>600</u>	<u>-</u>	<u>600</u>	<u>54,848</u>
TOTAL REVENUES	<u>\$ 40,767,703</u>	<u>\$ 37,685,861</u>	<u>\$ 3,081,842</u>	<u>\$ 36,806,827</u>
EXPENDITURES:				
PERSONAL SERVICES	\$ 9,804,814	\$ 9,287,492	\$ 517,322	\$ 8,489,653
OPERATION & MAINTENANCE	3,785,377	3,281,702	503,675	3,922,076
CAPITAL	60,000	6,766	53,234	152,216
INTERFUND TRANSFERS	<u>39,969,783</u>	<u>29,805,165</u>	<u>10,164,618</u>	<u>21,251,455</u>
TOTAL EXPENDITURES	<u>\$ 53,619,974</u>	<u>\$ 42,381,125</u>	<u>\$ 11,238,849</u>	<u>\$ 33,815,400</u>
FUND BALANCE - ENDING	<u>\$ 24,815,593</u>	<u>\$ 13,454,345</u>	<u>\$ 11,361,248</u>	<u>\$ 25,391,223</u>

**SPECIAL REVENUE FUNDS
SUMMARY
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FY 22**

	PUBLIC SAFETY	SOUTH TAX INCREMENT	EAST TAX INCREMENT	NORTH 27th STREET TAX INCREMENT	GAS TAX
FUND BALANCE - BEGINNING	<u>\$ 1,689,350</u>	<u>\$ 5,556,490</u>	<u>\$ 1,726,841</u>	<u>\$ 2,352,316</u>	<u>\$ 3,920,911</u>
REVENUE:					
TAXES	\$ 18,031,970	\$ 3,611,000	\$ 768,000	\$ 2,626,000	\$ -
SPECIAL ASSESSMENTS	-	-	-	-	-
LICENSES & PERMITS	38,700	-	-	-	-
INTER-GOVERNMENTAL CHARGES FOR SERVICE	3,257,298 2,350,702	256,218 -	146,650 -	211,821 -	3,829,659 -
FINES & FORFEITS	2,400	-	-	-	-
INVESTMENT EARNINGS	2,985	22,104	3,444	14,458	50,000
CONTRIBUTIONS / DONATIONS	-	-	-	-	-
INTERFUND TRANSFERS	26,759,838	-	-	-	1,700,000
DEBT PROCEEDS	-	-	-	-	-
MISCELLANEOUS	37,300	-	-	-	-
TOTAL REVENUE	<u>\$ 50,481,193</u>	<u>\$ 3,889,322</u>	<u>\$ 918,094</u>	<u>\$ 2,852,279</u>	<u>\$ 5,579,659</u>
EXPENDITURES:					
PERSONAL SERVICES	\$ 39,591,722	\$ -	\$ -	\$ -	\$ 89,369
OPERATION & MAINTENANCE	6,907,421	2,002,687	342,403	2,237,648	315,315
CAPITAL	2,088,296	4,430,948	-	-	7,350,000
DEBT SERVICE	242,000	644,319	464,014	1,081,107	-
INTERFUND TRANSFERS	1,651,754	250,000	-	130,000	85,000
TOTAL EXPENDITURES	<u>\$ 50,481,193</u>	<u>\$ 7,327,954</u>	<u>\$ 806,417</u>	<u>\$ 3,448,755</u>	<u>\$ 7,839,684</u>
FUND BALANCE ENDING	<u>\$ 1,689,350</u>	<u>\$ 2,117,858</u>	<u>\$ 1,838,518</u>	<u>\$ 1,755,840</u>	<u>\$ 1,660,886</u>

**SPECIAL REVENUE FUNDS
SUMMARY
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FY 22**

	BUILDING INSPECTION	STREET & TRAFFIC	FIRE PROGRAMS	EOC 9-1-1	CITY COUNTY PLANNING	CITY ATTORNEY GRANTS	MUNICIPAL COURT GRANTS
FUND BALANCE - BEGINNING	<u>\$ 3,268,679</u>	<u>\$ 3,466,645</u>	<u>\$ 263,314</u>	<u>\$ 3,785,760</u>	<u>\$ 606,308</u>	<u>\$ 10,546</u>	<u>\$ 12,227</u>
REVENUE:							
TAXES	\$ -	\$ -	\$ -	\$ -	\$ 523,000	\$ -	\$ -
SPECIAL ASSESSMENTS	-	-	-	-	-	-	-
LICENSES & PERMITS	1,974,600	-	-	-	50,275	-	-
INTER-GOVERNMENTAL CHARGES FOR SERVICE	-	751,000	685,000	1,034,662	969,969	185,000	524,867
FINES & FORFEITS	-	9,506,500	-	-	303,493	-	-
INVESTMENT EARNINGS	18,000	25,000	1,416	14,748	1,730	45,000	147
CONTRIBUTIONS / DONATIONS	-	-	18,000	-	-	-	-
INTERFUND TRANSFERS	-	-	-	-	-	315,000	-
DEBT PROCEEDS	-	-	-	-	-	-	-
MISCELLANEOUS	2,500	10,000	2,500	-	-	-	-
TOTAL REVENUE	<u>\$ 1,995,100</u>	<u>\$ 10,292,500</u>	<u>\$ 706,916</u>	<u>\$ 1,049,410</u>	<u>\$ 1,848,467</u>	<u>\$ 545,000</u>	<u>\$ 525,014</u>
EXPENDITURES:							
PERSONAL SERVICES	\$ 1,369,829	\$ 4,448,141	\$ 7,040	\$ 175,420	\$ 1,292,276	\$ 554,377	\$ 158,726
OPERATION & MAINTENANCE	682,273	4,074,608	769,550	960,497	762,407	-	368,595
CAPITAL	385,000	909,265	-	-	-	-	-
DEBT SERVICE	-	-	-	-	-	-	-
INTERFUND TRANSFERS	-	207,502	-	-	3,712	-	-
TOTAL EXPENDITURES	<u>\$ 2,437,102</u>	<u>\$ 9,639,516</u>	<u>\$ 776,590</u>	<u>\$ 1,135,917</u>	<u>\$ 2,058,395</u>	<u>\$ 554,377</u>	<u>\$ 527,321</u>
FUND BALANCE ENDING	<u>\$ 2,826,677</u>	<u>\$ 4,119,629</u>	<u>\$ 193,640</u>	<u>\$ 3,699,253</u>	<u>\$ 396,380</u>	<u>\$ 1,169</u>	<u>\$ 9,920</u>

**SPECIAL REVENUE FUNDS
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	POLICE PROGRAMS	CITY COUNTY LIBRARY	COMMUNITY DEVELOPMENT GRANTS	PARK PROGRAMS	DOWNTOWN REVOLVING LOAN PGM	CEMETARY IMPROV- MENT	BIKE PATH/ TRAIL DONATIONS	ANIMAL CONTROL DONATIONS
FUND BALANCE - BEGINNING	\$ 1,336,784	\$ 4,098,053	\$ 503,496	\$ 2,319,668	\$ 818,738	\$ 206,133	\$ -	\$ 39,922
REVENUE:								
TAXES	\$ -	\$ 1,246,655	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SPECIAL ASSESSMENTS	-	-	-	-	-	-	-	-
LICENSES & PERMITS	-	-	-	-	-	-	-	-
INTER-GOVERNMENTAL	529,439	1,630,704	2,048,773	750	-	-	4,036,380	-
CHARGES FOR SERVICE	178,486	14,075	15,000	-	-	14,000	-	-
FINES & FORFEITS	100,450	59,000	-	-	-	-	-	-
INVESTMENT EARNINGS	7,507	553	2,355	9,342	76,000	752	-	156
CONTRIBUTIONS / DONATIONS	80,000	78,000	-	114,500	-	-	85,000	-
INTERFUND TRANSFERS	-	1,121,989	65,000	5,000	-	-	-	-
DEBT PROCEEDS	-	-	-	-	-	-	-	-
MISCELLANEOUS	-	31,250	200,000	-	150,000	-	-	-
TOTAL REVENUE	\$ 895,882	\$ 4,182,226	\$ 2,331,128	\$ 129,592	\$ 226,000	\$ 14,752	\$ 4,121,380	\$ 156
EXPENDITURES:								
PERSONAL SERVICES	\$ 353,666	\$ 2,494,924	\$ 478,259	\$ -	\$ -	\$ -	\$ -	\$ -
OPERATION & MAINTENANCE	620,711	1,433,431	1,650,514	50,076	428,827	57,000	-	-
CAPITAL	60,000	-	-	-	-	-	4,121,380	-
DEBT SERVICE	-	-	-	-	-	-	-	-
INTERFUND TRANSFERS	-	36,869	-	-	-	-	-	-
TOTAL EXPENDITURES	\$ 1,034,377	\$ 3,965,224	\$ 2,128,773	\$ 50,076	\$ 428,827	\$ 57,000	\$ 4,121,380	\$ -
FUND BALANCE ENDING	\$ 1,198,289	\$ 4,315,055	\$ 705,851	\$ 2,399,184	\$ 615,911	\$ 163,885	\$ -	\$ 40,078

**SPECIAL REVENUE FUNDS
SUMMARY
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FY 22**

	STREET MAINTENANCE DISTRICTS	STREET LIGHT MAINT DISTRICTS	STORM SEWER	PARK MAINT. DISTRICTS	PARK DISTRICT 1	ARTERIAL STREET FEES	AMEND PARK
FUND BALANCE - BEGINNING	\$ 6,348,424	\$ 1,749,833	\$ 1,117,557	\$ 1,686,079	\$ 5,056,335	\$ 4,330,075	\$ 263,358
REVENUE:							
TAXES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SPECIAL ASSESSMENTS	9,331,000	2,500,000	4,700,000	1,137,200	3,061,515	4,600,000	-
LICENSES & PERMITS	-	-	3,000	-	-	-	-
INTER-GOVERNMENTAL CHARGES FOR SERVICE	-	-	-	-	-	7,620,385	-
FINES & FORFEITS	-	-	-	-	-	-	20,000
INVESTMENT EARNINGS	35,800	30,000	45,800	4,046	15,561	40,000	1,011
CONTRIBUTIONS / DONATIONS	-	-	-	-	-	-	-
INTERFUND TRANSFERS	-	-	-	-	-	-	-
DEBT PROCEEDS	-	-	-	-	-	-	-
MISCELLANEOUS	-	-	1,452	-	-	-	-
TOTAL REVENUE	\$ 9,366,800	\$ 2,530,000	\$ 4,750,252	\$ 1,141,246	\$ 3,077,076	\$ 12,260,385	\$ 21,011
EXPENDITURES:							
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ 350,626	\$ -	\$ -
OPERATION & MAINTENANCE	7,999,345	2,918,989	1,959,798	1,043,400	1,376,462	168,968	35,976
CAPITAL	-	-	2,090,000	-	2,140,665	13,817,000	-
DEBT SERVICE	-	-	-	-	-	-	-
INTERFUND TRANSFERS	1,700,000	-	1,015,000	-	76,700	-	4,500
TOTAL EXPENDITURES	\$ 9,699,345	\$ 2,918,989	\$ 5,064,798	\$ 1,043,400	\$ 3,944,453	\$ 13,985,968	\$ 40,476
FUND BALANCE ENDING	\$ 6,015,879	\$ 1,360,844	\$ 803,011	\$ 1,783,925	\$ 4,188,958	\$ 2,604,492	\$ 243,893

**SPECIAL REVENUE FUNDS
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FY 22**

	BALLFIELD STADIUM DONATIONS	ROAD MAINTENANCE DISTRICT	SIDEWALK HAZARD REPAIR	BALLPARK REPAIR FUND
FUND BALANCE - BEGINNING	\$ 366,379	\$ 16,752	\$ 64,467	\$ 117,801
REVENUE:				
TAXES	\$ -	\$ -	\$ -	\$ -
SPECIAL ASSESSMENTS	-	2,875	60,000	-
LICENSES & PERMITS	-	-	-	-
INTER-GOVERNMENTAL	-	-	-	-
CHARGES FOR SERVICE	60,000	-	12,000	-
FINES & FORFEITS	-	-	-	-
INVESTMENT EARNINGS	1,270	56	200	361
CONTRIBUTIONS / DONATIONS	100	-	-	-
INTERFUND TRANSFERS	-	-	85,000	30,000
DEBT PROCEEDS	-	-	-	-
MISCELLANEOUS	-	-	-	-
TOTAL REVENUE	\$ 61,370	\$ 2,931	\$ 157,200	\$ 30,361
EXPENDITURES:				
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -
OPERATION & MAINTENANCE	686	417	182,000	30,368
CAPITAL	-	-	-	-
DEBT SERVICE	-	-	-	-
INTERFUND TRANSFERS	-	-	-	-
TOTAL EXPENDITURES	\$ 686	\$ 417	\$ 182,000	\$ 30,368
FUND BALANCE ENDING	\$ 427,063	\$ 19,266	\$ 39,667	\$ 117,794

**SPECIAL REVENUE FUNDS
SUMMARY
OPERATING BUDGET
FY 22**

	PROPOSED BUDGET FY 22	APPROVED BUDGET FY 21	INCREASE (DECREASE)	ACTUAL FY 20
FUND BALANCE - BEGINNING	<u>\$ 57,099,241</u>	<u>\$ 50,206,492</u>	<u>\$ 6,892,749</u>	<u>\$ 55,316,303</u>
REVENUE:				
TAXES	\$ 26,806,625	\$ 21,839,836	\$ 4,966,789	\$ 21,626,342
SPECIAL ASSESSMENTS	25,392,590	24,787,211	605,379	23,849,206
LICENSES & PERMITS	2,066,575	1,738,675	327,900	2,377,072
INTER-GOVERNMENTAL	27,718,575	15,756,238	11,962,337	20,272,533
CHARGES FOR SERVICE	12,474,256	11,987,633	486,623	11,633,947
FINES & FORFEITS	206,850	214,020	(7,170)	325,271
INVESTMENT EARNINGS	424,802	724,689	(299,887)	969,918
CONTRIBUTIONS / DONATIONS	375,600	181,600	194,000	310,714
INTERFUND TRANSFERS	30,081,827	31,573,800	(1,491,973)	25,493,350
DEBT PROCEEDS	-	-	-	-
MISCELLANEOUS	435,002	485,202	(50,200)	1,008,022
TOTAL REVENUE	<u>\$ 125,982,702</u>	<u>\$ 109,288,904</u>	<u>\$ 16,693,798</u>	<u>\$ 107,866,375</u>
EXPENDITURES:				
PERSONAL SERVICES	\$ 51,364,375	\$ 50,657,045	\$ 707,330	\$ 48,166,979
OPERATION & MAINTENANCE	39,380,372	36,280,675	3,099,697	33,997,759
CAPITAL	37,392,554	15,873,013	21,519,541	12,238,227
DEBT SERVICE	2,431,440	2,321,195	110,245	2,046,707
INTERFUND TRANSFERS	5,161,037	5,096,508	64,529	4,792,300
TOTAL EXPENDITURES	<u>\$ 135,729,778</u>	<u>\$ 110,228,436</u>	<u>\$ 25,501,342</u>	<u>\$ 101,241,972</u>
FUND BALANCE ENDING	<u>\$ 47,352,165</u>	<u>\$ 49,266,960</u>	<u>\$ (1,914,795)</u>	<u>\$ 61,940,706</u>

**DEBT SERVICE FUNDS
SUMMARY
OPERATING BUDGET
FY 22**

	SPECIAL IMPROVEMENT DISTRICTS	SERIES 2004A STREET IMPROVEMENTS	STORM SEWER	SIDEWALK & CURB DISTRICTS	SERIES 2015 BASEBALL FIELD REFUNDING	SERIES 2012 LIBRARY
FUND BALANCE - BEGINNING	\$ 3,335,554	\$ 384,453	\$ 1,833,250	\$ 432,466	\$ 879,804	\$ 9,576,155
REVENUE:						
TAXES	\$ -	\$ 326,050	\$ -	\$ -	\$ 701,113	\$ 1,101,750
SPECIAL ASSESSMENTS	752,000	-	-	500,000	-	-
INVESTMENT EARNINGS	9,976	405	4,200	500	819	1,556
DONATIONS	-	-	-	-	-	300,000
INTERFUND TRANSFERS	-	-	1,015,000	-	-	-
DEBT PROCEEDS	-	-	-	-	-	-
TOTAL REVENUE	\$ 761,976	\$ 326,455	\$ 1,019,200	\$ 500,500	\$ 701,932	\$ 1,403,306
EXPENDITURES:						
OPERATION & MAINTENANCE	\$ 98,400	\$ 4,714	\$ 11,943	\$ 20,000	\$ 9,850	\$ 2,000
DEBT SERVICE	694,600	348,100	996,294	495,000	748,200	8,435,793
INTERFUND TRANSFERS	2,100,000	-	-	-	-	-
TOTAL EXPENDITURES	\$ 2,893,000	\$ 352,814	\$ 1,008,237	\$ 515,000	\$ 758,050	\$ 8,437,793
FUND BALANCE ENDING	\$ 1,204,530	\$ 358,094	\$ 1,844,213	\$ 417,966	\$ 823,686	\$ 2,541,668

**DEBT SERVICE FUNDS
SUMMARY
OPERATING BUDGET
FY 22**

	PROPOSED BUDGET FY 22	APPROVED BUDGET FY 21	INCREASE (DECREASE)	ACTUAL FY 20
FUND BALANCE - BEGINNING	\$ 16,441,682	\$ 8,016,173	\$ 8,425,509	\$ 7,798,142
REVENUE:				
TAXES	\$ 2,128,913	\$ 2,129,613	\$ (700)	\$ 2,165,095
SPECIAL ASSESSMENTS	1,252,000	1,470,000	(218,000)	1,332,475
INVESTMENT EARNINGS	17,456	51,260	(33,804)	92,761
DONATIONS	300,000	-	300,000	300,000
INTERFUND TRANSFERS	1,015,000	1,015,000	-	1,054,552
DEBT PROCEEDS	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL REVENUE	<u>\$ 4,713,369</u>	<u>\$ 4,665,873</u>	<u>\$ 47,496</u>	<u>\$ 4,944,883</u>
EXPENDITURES:				
OPERATION & MAINTENANCE	\$ 146,907	\$ 105,441	\$ 41,466	\$ 32,855
DEBT SERVICE	11,717,987	4,653,401	7,064,586	4,525,100
INTERFUND TRANSFERS	<u>2,100,000</u>	<u>-</u>	<u>2,100,000</u>	<u>-</u>
TOTAL EXPENDITURES	<u>\$ 13,964,894</u>	<u>\$ 4,758,842</u>	<u>\$ 9,206,052</u>	<u>\$ 4,557,955</u>
FUND BALANCE ENDING	<u>\$ 7,190,157</u>	<u>\$ 7,923,204</u>	<u>\$ (733,047)</u>	<u>\$ 8,185,070</u>

**CAPITAL PROJECT FUNDS
SUMMARY
OPERATING BUDGET
FY 22**

	URBAN RENEWAL PROP. ACQUIST.	SIDEWALK AND CURB DISTRICTS	SPECIAL IMPROVEMENT DISTRICTS	CITY HALL CONSTRUCTION	CAPITAL REPLACEMENT	DOG PARK CONSTRUCTION FUND
FUND BALANCE - BEGINNING	\$ 226,641	\$ -	\$ 60,247	\$ -	\$ 6,774,591	\$ 4,973
REVENUE:						
INVESTMENT EARNINGS	\$ 186	\$ -	\$ -	\$ -	\$ 28,457	\$ -
DONATIONS	-	-	-	-	-	10,000
INTERFUND TRANSFERS	-	-	-	11,600,000	1,863,206	-
DEBT PROCEEDS	-	1,380,600	2,815,200	-	-	-
MISCELLANEOUS	-	-	-	-	1,128	-
TOTAL REVENUE	\$ 186	\$ 1,380,600	\$ 2,815,200	\$ 11,600,000	\$ 1,892,791	\$ 10,000
EXPENDITURES:						
OPERATION & MAINTENANCE	\$ 12,570	\$ 23,600	\$ 48,000	\$ -	\$ 3,255	\$ -
CAPITAL	50,000	1,357,000	2,767,200	11,600,000	1,790,072	10,000
DEBT SERVICE	-	-	-	-	-	-
INTERFUND TRANSFERS	-	-	-	-	-	-
TOTAL EXPENDITURES	\$ 62,570	\$ 1,380,600	\$ 2,815,200	\$ 11,600,000	\$ 1,793,327	\$ 10,000
FUND BALANCE ENDING	\$ 164,257	\$ -	\$ 60,247	\$ -	\$ 6,874,055	\$ 4,973

**CAPITAL PROJECT FUNDS
SUMMARY
OPERATING BUDGET
FY 22**

	PROPOSED BUDGET FY 22	APPROVED BUDGET FY 21	INCREASE (DECREASE)	ACTUAL FY 20
FUND BALANCE - BEGINNING	\$ 7,066,452	\$ 7,032,753	\$ 33,699	\$ 9,176,637
REVENUE:				
INVESTMENT EARNINGS	\$ 28,643	\$ 81,400	\$ (52,757)	\$ 147,792
DONATIONS	10,000	10,000	-	870,144
INTERFUND TRANSFERS	13,463,206	1,725,585	11,737,621	1,674,404
DEBT PROCEEDS	4,195,800	3,827,660	368,140	857,000
MISCELLANEOUS	<u>1,128</u>	<u>-</u>	<u>1,128</u>	<u>42,133</u>
TOTAL REVENUE	<u>\$ 17,698,777</u>	<u>\$ 5,644,645</u>	<u>\$ 12,054,132</u>	<u>\$ 3,591,473</u>
EXPENDITURES:				
OPERATION & MAINTENANCE	\$ 87,425	\$ 125,184	\$ (37,759)	\$ 602,091
CAPITAL	17,574,272	5,865,179	11,709,093	2,036,462
DEBT SERVICE	-	-	-	7,500
INTERFUND TRANSFERS	<u>-</u>	<u>-</u>	<u>-</u>	<u>56,552</u>
TOTAL EXPENDITURES	<u>\$ 17,661,697</u>	<u>\$ 5,990,363</u>	<u>\$ 11,671,334</u>	<u>\$ 2,702,605</u>
FUND BALANCE ENDING	<u>\$ 7,103,532</u>	<u>\$ 6,687,035</u>	<u>\$ 416,497</u>	<u>\$ 10,065,505</u>

**ENTERPRISE FUNDS
SUMMARY
OPERATING BUDGET
FY 22**

	WATER	WASTE- WATER	PARKING	SOLID WASTE	AIRPORT	TRANSIT
WORKING CAPITAL -BEGINNING	<u>\$ 29,920,494</u>	<u>\$ 22,668,084</u>	<u>\$ 411,495</u>	<u>\$ 10,777,267</u>	<u>\$ 19,423,364</u>	<u>\$ 4,812,647</u>
REVENUE:						
TAXES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,492,962
INTER-GOVERNMENTAL	-	-	-	-	9,523,603	11,000,587
CHARGES FOR SERVICE	29,907,700	22,088,520	1,726,825	17,148,000	10,219,845	648,410
FINES & FORFEITS	-	-	95,000	-	-	-
INVESTMENT EARNINGS	307,000	280,000	2,281	162,000	70,736	10,097
DONATIONS	-	-	-	-	-	-
INTERFUND TRANSFERS	-	-	130,000	-	-	-
DEBT PROCEEDS	72,000,000	-	-	-	8,000,000	-
MISCELLANEOUS	7,200	-	-	-	44,200	10,050
TOTAL REVENUE	<u>\$ 102,221,900</u>	<u>\$ 22,368,520</u>	<u>\$ 1,954,106</u>	<u>\$ 17,310,000</u>	<u>\$ 27,858,384</u>	<u>\$ 14,162,106</u>
EXPENSES:						
PERSONAL SERVICES	\$ 5,109,895	\$ 4,214,763	\$ 841,475	\$ 6,080,570	\$ 4,932,333	\$ 4,290,870
OPERATION & MAINTENANCE	8,396,308	6,040,198	816,740	5,873,084	3,473,899	1,598,185
CAPITAL	90,938,618	16,519,103	26,443	11,210,988	16,753,374	7,585,554
DEBT SERVICE	5,770,000	5,374,653	255,783	1,565,025	603,640	-
TOTAL EXPENSES	<u>\$ 110,214,821</u>	<u>\$ 32,148,717</u>	<u>\$ 1,940,441</u>	<u>\$ 24,729,667</u>	<u>\$ 25,763,246</u>	<u>\$ 13,474,609</u>
WORKING CAPITAL NOT BUDGETED						
WORKING CAPITAL - ENDING	<u>\$ 21,927,573</u>	<u>\$ 12,887,887</u>	<u>\$ 425,160</u>	<u>\$ 3,357,600</u>	<u>\$ 21,518,502</u>	<u>\$ 5,500,144</u>
LESS OPERATING RESERVE	<u>3,646,000</u>	<u>1,845,000</u>	<u>265,000</u>	<u>5,260,000</u>	<u>1,429,000</u>	<u>1,000,000</u>
LESS BOND/LOAN RESERVE REQUIREMENTS	<u>1,385,000</u>	<u>1,445,000</u>	<u>-</u>	<u>-</u>	<u>2,671,044</u>	<u>-</u>
AVAILABLE WORKING CAPITAL	<u>\$ 16,896,573</u>	<u>\$ 9,597,887</u>	<u>\$ 160,160</u>	<u>\$ (1,902,400)</u>	<u>\$ 17,418,458</u>	<u>\$ 4,500,144</u>

**ENTERPRISE FUNDS
SUMMARY
OPERATING BUDGET
FY 22**

	PROPOSED BUDGET FY 22	APPROVED BUDGET FY 21	INCREASE (DECREASE)	ACTUAL FY 20
WORKING CAPITAL -BEGINNING	<u>\$ 88,013,351</u>	<u>\$ 65,416,110</u>	<u>\$ 22,597,241</u>	<u>\$ 142,246,865</u>
REVENUE:				
TAXES	\$ 2,492,962	\$ 2,384,185	\$ 108,777	\$ 2,350,880
INTER-GOVERNMENTAL	20,524,190	11,119,500	9,404,690	14,293,825
CHARGES FOR SERVICE	81,739,300	80,789,577	949,723	77,234,766
FINES & FORFEITS	95,000	90,000	5,000	78,104
INVESTMENT EARNINGS	832,114	1,425,652	(593,538)	1,728,581
DONATIONS	-	-	-	91,404
INTERFUND TRANSFERS	130,000	147,000	(17,000)	114,221
DEBT PROCEEDS	80,000,000	25,000,000	55,000,000	-
MISCELLANEOUS	<u>61,450</u>	<u>47,978</u>	<u>13,472</u>	<u>343,104</u>
TOTAL REVENUE	<u>\$ 185,875,016</u>	<u>\$ 121,003,892</u>	<u>\$ 64,871,124</u>	<u>\$ 96,234,885</u>
EXPENSES:				
PERSONAL SERVICES	\$ 25,469,906	\$ 24,686,084	\$ 783,822	\$ 24,341,170
OPERATION & MAINTENANCE	26,198,414	26,965,041	(766,627)	24,522,251
CAPITAL	143,034,080	59,828,049	83,206,031	63,623,672
DEBT SERVICE	<u>13,569,101</u>	<u>10,838,502</u>	<u>2,730,599</u>	<u>4,105,387</u>
TOTAL EXPENSES	<u>\$ 208,271,501</u>	<u>\$ 122,317,676</u>	<u>\$ 85,953,825</u>	<u>\$ 116,592,480</u>
WORKING CAPITAL NOT BUDGETED				72,634,846
WORKING CAPITAL - ENDING	<u>\$ 65,616,866</u>	<u>\$ 64,102,326</u>	<u>\$ 1,514,540</u>	<u>\$ 194,524,116</u>
LESS OPERATING RESERVE	13,445,000	13,268,000	177,000	9,684,881
LESS BOND/LOAN RESERVE REQUIREMENTS	<u>5,501,044</u>	<u>5,501,044</u>	<u>-</u>	<u>2,688,344</u>
AVAILABLE WORKING CAPITAL	<u>\$ 46,670,822</u>	<u>\$ 45,333,282</u>	<u>\$ 1,337,540</u>	<u>\$ 182,150,892</u>

**INTERNAL SERVICE FUNDS
SUMMARY
OPERATING BUDGET
FY 22**

	FLEET SERVICES	CENTRAL SERVICES	INFORMATION TECHNOLOGY	CITY HEALTH BENEFITS	CENTRAL TELEPHONE	RADIO COMMUNICATIONS	PROPERTY INSURANCE	FACILITIES MANAGEMENT
WORKING CAPITAL - BEGINNING	\$ 1,195,428	\$ 242,477	\$ 695,831	\$ 10,357,521	\$ 221,656	\$ 760,988	\$ 1,022,249	\$ 4,414,783
REVENUE:								
SPECIAL ASSESSMENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LICENSES & PERMITS	-	-	-	-	-	-	-	-
INTER-GOVERNMENTAL	-	-	-	-	-	-	-	-
CHARGES FOR SERVICE	2,058,107	118,228	2,960,674	13,560,000	425,266	302,558	2,523,228	1,522,666
INVESTMENT EARNINGS	6,910	855	3,626	41,044	1,473	2,806	1,879	12,000
INTERFUND TRANSFERS	-	-	-	-	-	-	-	532,057
MISCELLANEOUS	18,000	-	-	-	-	-	-	20,000
TOTAL REVENUE	\$ 2,083,017	\$ 119,083	\$ 2,964,300	\$ 13,601,044	\$ 426,739	\$ 305,364	\$ 2,525,107	\$ 2,086,723
EXPENSES:								
PERSONAL SERVICES	\$ 1,538,350	\$ -	\$ 2,028,686	\$ 62,000	\$ 167,853	\$ -	\$ 112,421	\$ 587,685
OPERATION & MAINTENANCE	387,693	99,819	913,084	15,143,305	273,739	281,875	2,566,538	3,569,659
CAPITAL	21,470	41,837	40,000	-	-	-	-	204,480
DEBT SERVICE	-	-	-	-	-	-	-	532,056
INTERFUND TRANSFERS	95,770	-	-	-	-	-	-	-
TOTAL EXPENSES	\$ 2,043,283	\$ 141,656	\$ 2,981,770	\$ 15,205,305	\$ 441,592	\$ 281,875	\$ 2,678,959	\$ 4,893,880
WORKING CAPITAL- ENDING	\$ 1,235,162	\$ 219,904	\$ 678,361	\$ 8,753,260	\$ 206,803	\$ 784,477	\$ 868,397	\$ 1,607,626
WORKING CAPITAL NOT BUDGETED	-	-	-	-	-	-	-	-
LESS RESERVED/DESIGNATED	712,636	-	735,443	-	35,327	-	857,267	391,510
UNDESIGNATED WORKING CAPITAL BALANCE ENDING	\$ 522,526	\$ 219,904	\$ (57,082)	\$ 8,753,260	\$ 171,476	\$ 784,477	\$ 11,130	\$ 1,216,116

**INTERNAL SERVICE FUNDS
SUMMARY
OPERATING BUDGET
FY 22**

	PUBLIC WORKS ADMINISTRATION	PUBLIC WORKS ENGINEERING	PROPOSED BUDGET FY 22	APPROVED BUDGET FY 21	INCREASE (DECREASE)	ACTUAL FY 20
WORKING CAPITAL - BEGINNING	\$ 892,514	\$ 211,218	\$ 20,014,665	\$ 15,680,591	\$ 4,334,074	\$ 14,627,741
REVENUE:						
SPECIAL ASSESSMENTS	\$ -	\$ 50,000	\$ 50,000	\$ 26,000	\$ 24,000	\$ 26,213
LICENSES & PERMITS	-	123,500	123,500	95,900	27,600	-
INTER-GOVERNMENTAL CHARGES FOR SERVICE	2,794,409	3,075,510	29,340,646	28,210,978	1,129,668	27,970,885
INVESTMENT EARNINGS	3,000	4,000	77,593	184,250	(106,657)	283,586
INTERFUND TRANSFERS	-	-	532,057	532,057	-	817,444
MISCELLANEOUS	-	-	38,000	830,181	(792,181)	120,751
TOTAL REVENUE	\$ 2,797,409	\$ 3,253,010	\$ 30,161,796	\$ 29,879,366	\$ 282,430	\$ 29,315,667
EXPENSES:						
PERSONAL SERVICES	\$ 1,744,661	\$ 2,520,635	\$ 8,762,291	\$ 8,584,217	\$ 178,074	\$ 8,956,563
OPERATION & MAINTENANCE	1,042,273	709,059	24,987,044	21,263,653	3,723,391	19,694,559
CAPITAL	-	56,957	364,744	338,418	26,326	536,032
DEBT SERVICE	-	-	532,056	532,056	-	29,743
INTERFUND TRANSFERS	-	-	95,770	95,770	-	-
TOTAL EXPENSES	\$ 2,786,934	\$ 3,286,651	\$ 34,741,905	\$ 30,814,114	\$ 3,927,791	\$ 29,216,897
WORKING CAPITAL- ENDING	\$ 902,989	\$ 177,577	\$ 15,434,556	\$ 14,745,843	\$ 688,713	\$ 14,726,511
WORKING CAPITAL NOT BUDGETED	-	-	-	-	-	583,430
LESS RESERVED/DESIGNATED	222,955	322,969	3,278,107	2,980,822	297,285	2,830,591
UNDESIGNATED WORKING CAPITAL BALANCE ENDING	\$ 680,034	\$ (145,392)	\$ 12,156,449	\$ 11,765,021	\$ 391,428	\$ 12,479,350

**PERMANENT FUND
SUMMARY
OPERATING BUDGET
FY 22**

	CEMETERY PERPETUAL CARE	PROPOSED BUDGET FY 22	APPROVED BUDGET FY 21	INCREASE (DECREASE)	ACTUAL FY 20
FUND BALANCE - BEGINNING	<u>\$ 766,714</u>	<u>\$ 766,714</u>	<u>\$ 743,254</u>	<u>\$ 23,460</u>	<u>\$ 744,329</u>
REVENUE:					
CHARGES FOR SERVICE	\$ 14,750	\$ 14,750	\$ 14,750	\$ -	\$ 17,369
INVESTMENT EARNINGS	<u>2,985</u>	<u>2,985</u>	<u>8,660</u>	<u>(5,675)</u>	<u>13,041</u>
TOTAL REVENUE	<u>\$ 17,735</u>	<u>\$ 17,735</u>	<u>\$ 23,410</u>	<u>\$ (5,675)</u>	<u>\$ 30,410</u>
EXPENDITURES:					
INTERFUND TRANSFERS	<u>\$ 5,600</u>	<u>\$ 5,600</u>	<u>\$ 5,600</u>	<u>\$ -</u>	<u>\$ 27,325</u>
TOTAL EXPENDITURES	<u>\$ 5,600</u>	<u>\$ 5,600</u>	<u>\$ 5,600</u>	<u>\$ -</u>	<u>\$ 27,325</u>
FUND BALANCE ENDING	<u>\$ 778,849</u>	<u>\$ 778,849</u>	<u>\$ 761,064</u>	<u>\$ 17,785</u>	<u>\$ 747,414</u>

Fund Listings

Funds by Department

Fund List Sorted by Department		
Fund Name	Department	Fund Type
Airport	Airport	Enterprise
General	City Administration	General
Building Inspection	Facilities Management/Building	Special Rev
City Hall Construction	Facilities Management/Building	Capital
Facilities Management	Facilities Management/Building	Internal Svc
General	Finance	General
Public Safety	Finance	Special Rev
2015 Refunding Baseball Field & Stadium Fund	Finance	Debt Svc
Library GO Debt	Finance	Debt Svc
Series 2004A Street Imp	Finance	Debt Svc
SID Fund	Finance	Debt Svc
Sidewalk Debt Svc	Finance	Debt Svc
Storm Sewer Debt Svc	Finance	Debt Svc
Capital Replacement	Finance	Capital
Central Svcs	Finance	Internal Svc
Public Safety	Fire Department	Special Rev
EOC 911	Fire Department	Special Rev
Fire Grants	Fire Department	Special Rev
Fire Hydrants	Fire Department	Special Rev
Road Maintenance Dist.	Fire Department	Special Rev
Capital Replacement	Fire Department	Capital
Radio	Fire Department	Internal Svc
Fleet Services	Fleet Services	Internal Svc
General	Human Resources	General
City Health Ins Fund	Human Resources	Internal Svc
Property Ins	Human Resources	Internal Svc
Information Resources	Information Technology	Internal Svc
Telephone System	Information Technology	Internal Svc
General	Legal	General
City Attorney Grants	Legal	Special Rev
Library Fund	Library	Special Rev
Capital Replacement	Library	Capital

Fund List Sorted by Department		
Fund Name	Department	Fund Type
General	Mayor & Council	General
General	Municipal Court	General
Municipal Court Grants	Municipal Court	Special Rev
General	Non-Departmental	General
Parking	Parking	Enterprise
General	Parks, Recreation, and Public Lands	General
Amend Park	Parks, Recreation, and Public Lands	Special Rev
Ballpark Donations	Parks, Recreation, and Public Lands	Special Rev
Ballpark Repair Fund	Parks, Recreation, and Public Lands	Special Rev
Cemetery Improvements	Parks, Recreation, and Public Lands	Special Rev
Park District 1	Parks, Recreation, and Public Lands	Special Rev
Parks Maintenance	Parks, Recreation, and Public Lands	Special Rev
Parks Programs	Parks, Recreation, and Public Lands	Special Rev
Capital Replacement	Parks, Recreation, and Public Lands	Capital
Dog Park Construction	Parks, Recreation, and Public Lands	Capital
Park Construction Fund	Parks, Recreation, and Public Lands	Capital
Cemetery Perpetual Trust	Parks, Recreation, and Public Lands	Permanent
General	Planning/Code Enforcement/Community Development	General
Bike Path/Trail Donation	Planning/Code Enforcement/Community Development	Special Rev
CDBG	Planning/Code Enforcement/Community Development	Special Rev
City County Planning	Planning/Code Enforcement/Community Development	Special Rev
Capital Replacement	Planning/Code Enforcement/Community Development	Capital
Urban Renewal Prop	Planning/Code Enforcement/Community Development	Capital
Public Safety	Police	Special Rev
Animal Shelter	Police	Special Rev
Police Programs	Police	Special Rev
Capital Replacement	Police	Capital
Arterial Streets	Public Works	Special Rev
Gas Tax	Public Works	Special Rev
Light Maintenance	Public Works	Special Rev
Sidewalk Hazard Repair	Public Works	Special Rev
Storm Sewer	Public Works	Special Rev

Fund List Sorted by Department

Fund Name	Department	Fund Type
Street Maintenance Dist	Public Works	Special Rev
Street/Traffic Oper	Public Works	Special Rev
Capital Replacement	Public Works	Capital
SID Construction	Public Works	Capital
Sidewalk Construction	Public Works	Capital
Storm Sewer Const	Public Works	Capital
Solid Waste	Public Works	Enterprise
Wastewater	Public Works	Enterprise
Water	Public Works	Enterprise
Engineering	Public Works	Internal Svc
P.W. Admin	Public Works	Internal Svc
Transit	Transit	Enterprise
Downtown Revolving Loan	Urban Renewal Districts	Special Rev
Tax Increment East	Urban Renewal Districts	Special Rev
Tax Increment N 27th	Urban Renewal Districts	Special Rev
Tax Increment South	Urban Renewal Districts	Special Rev

Funds by Fund Name

Fund List Sorted by Fund Name		
Fund Name	Department	Fund Type
General	City Administration	General
General	Finance	General
General	Human Resources	General
General	Legal	General
General	Mayor & Council	General
General	Municipal Court	General
General	Non-Departmental	General
General	Parks, Recreation, and Public Lands	General
General	Planning/Code Enforcement/Community Development	General
Public Safety	Finance	Special Rev
Public Safety	Fire Department	Special Rev
Public Safety	Police	Special Rev
Amend Park	Parks, Recreation, and Public Lands	Special Rev
Animal Shelter	Police	Special Rev
Arterial Streets	Public Works	Special Rev
Ballpark Donations	Parks, Recreation, and Public Lands	Special Rev
Ballpark Repair Fund	Parks, Recreation, and Public Lands	Special Rev
Bike Path/Trail Donation	Planning/Code Enforcement/Community Development	Special Rev
Building Inspection	Facilities Management/Building	Special Rev
CDBG	Planning/Code Enforcement/Community Development	Special Rev
Cemetery Improvements	Parks, Recreation, and Public Lands	Special Rev
City Attorney Grants	Legal	Special Rev
City County Planning	Planning/Code Enforcement/Community Development	Special Rev
Downtown Revolving Loan	Urban Renewal Districts	Special Rev
EOC 911	Fire Department	Special Rev
Fire Grants	Fire Department	Special Rev
Fire Hydrants	Fire Department	Special Rev
Gas Tax	Public Works	Special Rev
Library Fund	Library	Special Rev
Light Maintenance	Public Works	Special Rev
Municipal Court Grants	Municipal Court	Special Rev
Park District 1	Parks, Recreation, and Public Lands	Special Rev
Parks Maintenance	Parks, Recreation, and Public Lands	Special Rev

Fund List Sorted by Fund Name		
Fund Name	Department	Fund Type
Parks Programs	Parks, Recreation, and Public Lands	Special Rev
Police Programs	Police	Special Rev
Road Maintenance Dist.	Fire Department	Special Rev
Sidewalk Hazard Repair	Public Works	Special Rev
Storm Sewer	Public Works	Special Rev
Street Maintenance Dist	Public Works	Special Rev
Street/Traffic Oper	Public Works	Special Rev
Tax Increment East	Urban Renewal Districts	Special Rev
Tax Increment N 27th	Urban Renewal Districts	Special Rev
Tax Increment South	Urban Renewal Districts	Special Rev
2015 Refunding Baseball Field & Stadium Fund	Finance	Debt Svc
Library GO Debt	Finance	Debt Svc
Series 2004A Street Imp	Finance	Debt Svc
SID Fund	Finance	Debt Svc
Sidewalk Debt Svc	Finance	Debt Svc
Storm Sewer Debt Svc	Finance	Debt Svc
Capital Replacement	Finance	Capital
Capital Replacement	Fire Department	Capital
Capital Replacement	Library	Capital
Capital Replacement	Parks, Recreation, and Public Lands	Capital
Capital Replacement	Planning/Code Enforcement/Community Development	Capital
Capital Replacement	Police	Capital
Capital Replacement	Public Works	Capital
City Hall Construction	Facilities Management/Building	Capital
Dog Park Construction	Parks, Recreation, and Public Lands	Capital
Park Construction Fund	Parks, Recreation, and Public Lands	Capital
SID Construction	Public Works	Capital
Sidewalk Construction	Public Works	Capital
Storm Sewer Const	Public Works	Capital
Urban Renewal Prop	Planning/Code Enforcement/Community Development	Capital
Airport	Airport	Enterprise
Parking	Parking	Enterprise
Solid Waste	Public Works	Enterprise

Fund List Sorted by Fund Name		
Fund Name	Department	Fund Type
Transit	Transit	Enterprise
Wastewater	Public Works	Enterprise
Water	Public Works	Enterprise
Central Svcs	Finance	Internal Svc
City Health Ins Fund	Human Resources	Internal Svc
Engineering	Public Works	Internal Svc
Facilities Management	Facilities Management/Building	Internal Svc
Fleet Services	Fleet Services	Internal Svc
Information Resources	Information Technology	Internal Svc
P.W. Admin	Public Works	Internal Svc
Property Ins	Human Resources	Internal Svc
Radio	Fire Department	Internal Svc
Telephone System	Information Technology	Internal Svc
Cemetery Perpetual Trust	Parks, Recreation, and Public Lands	Permanent

Departmental Budget Overviews

City Administration

City Administration

Current Year Department Budgeted Expense Total:

\$930,834

Change from Prior Year:

-\$97,868

Overall Budget Justification:

City Administration's office includes the City Administrator, Assistant City Administrator, City Clerk and support staff. The department serves the role of coordination of overall city activity, consistent communication with City Council, and presentation of a balanced budget and its quarterly status.

There will be an increase in budget for Personal Services of \$61,219 to include an increase in hours for the Deputy City Clerk and the 2% COLA. However, the operating expenses are reduced by \$159,087 due to a finished project to consult on public safety of \$150,000 and reduction in other professional services of \$18,800. Miscellaneous operating expenses have increased by \$9,713 for increased internal charges and new equipment.

Budgeted Revenues:

	CITY ADMINISTRATOR DEPARTMENT REVENUE				
	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY21	ESTIMATE FY21	PROPOSED FY22
GENERAL FUND	\$ 18	\$ 19,634	\$ -	\$ 12,342	\$ -
TOTAL REVENUES	\$ 18	\$ 19,634	\$ -	\$ 12,342	\$ -

	CITY ADMINISTRATOR DEPARTMENT ALL FUNDS				
	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY21	ESTIMATE FY21	PROPOSED FY22
CHARGES FOR SERVICE	\$ -	\$ -	\$ -	\$ -	\$ -
MISCELLANEOUS	18	19,634	-	12,342	-
TOTAL REVENUES	\$ 18	\$ 19,634	\$ -	\$ 12,342	\$ -

Budgeted Expenditures:

	CITY ADMINISTRATOR DEPARTMENT EXPENSE				
	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY21	ESTIMATE FY21	PROPOSED FY22
GENERAL FUND	\$ 771,940	\$ 861,052	\$ 1,028,702	\$ 1,003,076	\$ 930,834
TOTAL EXPENDITURES	<u>\$ 771,940</u>	<u>\$ 861,052</u>	<u>\$ 1,028,702</u>	<u>\$ 1,003,076</u>	<u>\$ 930,834</u>

	CITY ADMINISTRATOR OPERATING BUDGET				
	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY21	ESTIMATE FY21	PROPOSED FY22
PERSONAL SERVICES	\$ 635,067	\$ 675,721	\$ 668,977	\$ 651,393	\$ 730,196
OPERATIONS AND MAINTENANCE	<u>136,873</u>	<u>185,331</u>	<u>359,725</u>	<u>351,683</u>	<u>200,638</u>
TOTAL EXPENDITURES	<u>\$ 771,940</u>	<u>\$ 861,052</u>	<u>\$ 1,028,702</u>	<u>\$ 1,003,076</u>	<u>\$ 930,834</u>

	STAFFING AUTHORIZATION				
POSITION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY21	PROPOSED FY22	
CITY ADMINISTRATOR		1.0	1.0	1.0	1.0
ASSISTANT CITY ADMINISTRATOR		1.0	1.0	1.0	1.0
EXECUTIVE SECRETARY		1.0	1.0	1.0	1.0
CITY CLERK		1.0	1.0	1.0	1.0
DEPUTY CITY CLERK		<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
TOTAL		<u>5.0</u>	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>

City Clerk

Administration – City Clerk’s Office

Current Year Department Budgeted Expense Total:

\$212,813

Change from Prior Year:

\$30,514



Overall Budget Justification:

The FY22 budget for the City Clerk’s office is \$212,813, this is an increase in costs of \$30,514 from the prior year. This amount is included in the overall City Administration budget of \$930,834.

Services and support provided in the past will continue for the coming fiscal year, which includes Council agendas and minutes preparation, resolution and ordinance preparation and indexing, records management and maintenance, elections, bid openings, acceptance of service of process for summons, subpoenas and tort claims on behalf of the City of Billings, and management of public records requests. A COLA of 2% will increase the budget by (\$2,835). In addition to the new or expanded programs and staff discussed below, other increases in the FY22 budget are related to the increase in hours for the Deputy City Clerk position (\$33,358) from a 20 hrs./wk. position to a full-time position and a decrease in duplication expenses (\$951). There is a small reduction in other services, memberships, training, and other operating expenses by (\$4,728).

New or Expanded Programs:

Due to the COVID-19 pandemic, the demand for new technologies to allow for mobile accesses became a high priority throughout the organization. During 2020, the City Clerk’s office experienced many challenges. The City Clerk’s office saw an increased presence during City Council Work Sessions (not previously attended) and Regular Business meetings. The City Clerks learned how to become Zoom schedulers and moderators; they provided tech support on the fly and acted as telephone operators for nearly all meetings held via Zoom. The City Clerks worked an unprecedented number of hours attending meetings; preparing complex, lengthy agendas; and subsequently lengthy preparation of minutes from those meetings. The Clerk’s office underwent many changes in how business was conducted while providing professional and courtesy service to the public. The City Clerks began a work-from-home schedule in March, and eventually readjusted to a hybrid schedule with some in-office hours and work-from-home hours to limit access to co-workers. While for some duties could be performed well from a work-from-home environment, many duties could not be and some of the prior year’s objectives lost traction.

Accomplishments:

The new look and feel of the Agenda Management software asked for during FY21 became a reality in December 2020, and AgendaQuick rolled out in January 2021. Offering a cleaner, more modern look and feel to its navigation, the new roll out included migration to a cloud-based system that allows the Clerks and a staff to access AgendaQuick from any place where there is access to a wi-fi connection. The switch from in-house server-based service (\$3,200) to host-site cloud service (\$6,500) results in \$3,300 annual increase.

In mid-March, bid openings were converted from “live” at City Hall to a Facebook Live posting and utilizing an email system to receive electronic bid packets. That system has, for the most part, been a success.

DocuSign eSignature software, was implemented in November 2020 to provide approvers and signators quick, contactless access to agreements, contracts, etc. This automated electronic signature system meets or exceeds stringent global security standards and has been very successful in expediting signature gathering and eliminates long lags of documents sitting on staff’s des. It provides the Clerk’s office with digitally certified copies of all contracts and agreements, etc. Those documents are then uploaded into the document imaging solution purchased in 2019. This technology has saved the Clerk’s office many hours from paper-to-digital conversion.

The recodification of Section 27, BMCC, “Project ReCode” was accomplished and the went into effect in February 2021, after Council’s approval and adoption.

New for FY22:

The City Clerk’s office has identified technologies that will reduce the amount of time spent preparing Council meeting minutes. The software, known as AVCaptureAll will allow synchronization of the agendas to a minutes template that will allow the Clerks to quickly record roll calls, motions and votes in real time. As Community 7 TV is broadcasting the meetings, the Clerks will place timestamped hyperlinks to the video during the discussion portion of the meetings. Once published to the City’s website, the viewer/reader will simply click on the time-stamped hyperlinks in the minutes template that leads them to the portion in the video where the discussion can be viewed and heard. The software is very affordable for less than \$3,000/yr. and requires no additional hardware. Several Montana local governments are utilizing this technology for their meetings management solution and it meets all of Montana’s requirements for recorded minutes and their retention. This will save countless staff hours and ultimately money, allowing clerks to devote more time to records management and FOIA projects.

Contained within the TRP is the replacement of a desk top computer for the Deputy City Clerk. The estimated cost of replacement is \$1,400. It is necessary to keep the technology fleet current.

Additional Comments:

The City Clerk's office lost traction in digitizing paper documents due to the lack of access of physical files for most of the year. In November 2020, two temporary workers were hired to "clean and prepare" archived files stored in the basement of City Hall for future digitization, as COVID reimbursable expenses approved by the State of Montana. The two temporary workers worked approximately six weeks and were able to "clean" 56 bankers-sized boxes and add Resolutions from 2019 to 1985 into the document imaging solution. From May 2020 through present day, a Library employee has been working approximately 40 hours a week digitizing Resolutions. One hundred years of Resolutions are left to digitize and numerous boxes remain untouched. This experience brought the reality that if there were staff that could be given the time to focus on this project, progress could be made. The City Clerk's office is requesting that the part-time Deputy City Clerk position be increased from 20 hrs./wk. to a full-time position of 40 hrs./wk.; an increase in staffing costs of \$33,358. Without an increase in staffing, the digitization project and others cannot move forward.

Additionally, the City Clerk's office struggled to have enough time to prepare unofficial Work Session minutes during 2020, due to the additional participation requirements during the meetings this past year. It is anticipated, that at least for the first six months of the new fiscal year, those time demands for the Clerks will continue even during hybridized meetings. The City Clerk's office is requesting an additional \$10,000 to hire a transcription service to prepare backlogged Work Session minutes.

Department Goals:

- Streamlined Minutes Preparation utilizing new software and technologies.
- Implementation of FOIA requests software.
- Digitization of paper documents for greater public access.

**GENERAL OPERATING FUND
OPERATING BUDGET**

FUND 0100

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 27,717,469</u>	<u>\$ 22,399,796</u>	<u>\$ 18,149,609</u>	<u>\$ 22,391,201</u>	<u>\$ 37,667,864</u>
REVENUES:					
TAXES	\$ 16,846,703	\$ 17,418,145	\$ 17,644,369	\$ 17,115,468	\$ 18,476,303
SPECIAL ASSESSMENTS	189	39,356	-	2,069	-
LICENSES & PERMITS	2,234,380	2,095,896	2,088,038	2,044,896	2,199,128
INTER-GOVERNMENTAL	11,404,984	11,839,561	12,065,752	11,954,733	12,243,879
CHARGES FOR SERVICE	4,256,806	3,814,415	4,133,225	4,064,282	4,373,346
FINES & FORFEITS	1,271,808	1,145,294	1,511,877	1,043,778	1,294,046
INVESTMENT EARNINGS	499,221	363,056	233,000	27,400	70,301
INTERFUND TRANSFERS	2,022	36,256	9,600	2,000	2,110,100
MISCELLANEOUS	<u>228,359</u>	<u>54,848</u>	<u>-</u>	<u>2,559</u>	<u>600</u>
TOTAL REVENUE	<u>\$ 36,744,472</u>	<u>\$ 36,806,827</u>	<u>\$ 37,685,861</u>	<u>\$ 36,257,185</u>	<u>\$ 40,767,703</u>
EXPENDITURES:					
MAYOR AND CITY COUNCIL	\$ 210,784	\$ 222,787	\$ 264,919	\$ 255,170	\$ 295,932
CITY ADMINISTRATOR	771,940	861,052	1,028,702	1,003,076	930,834
HUMAN RESOURCES	709,118	791,672	825,565	730,000	916,094
CITY ATTORNEY	2,045,840	2,074,785	2,092,530	2,035,000	2,310,985
MUNICIPAL COURT	1,349,483	1,369,717	1,479,095	1,381,000	1,539,731
FINANCE	1,426,538	1,528,041	1,552,163	1,527,447	1,718,569
CODE ENFORCEMENT	481,691	507,961	575,602	531,592	723,959
PARKS, RECREATION AND PUBLIC LANDS	7,265,854	5,159,821	4,497,703	4,383,152	4,695,067
NON-DEPARTMENTAL	27,770,897	24,299,586	30,064,846	9,134,085	40,463,803
COUNCIL CONTINGENCY	<u>30,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>25,000</u>
TOTAL EXPENDITURES	<u>\$ 42,062,145</u>	<u>\$ 36,815,422</u>	<u>\$ 42,381,125</u>	<u>\$ 20,980,522</u>	<u>\$ 53,619,974</u>
FUND BALANCE ENDING	<u>\$ 22,399,796</u>	<u>\$ 22,391,201</u>	<u>\$ 13,454,345</u>	<u>\$ 37,667,864</u>	<u>\$ 24,815,593</u>
LESS:					
COMMITTED	12,198,022	12,289,000	12,290,526	12,290,526	12,168,392
UNASSIGNED	<u>\$ 10,201,774</u>	<u>\$ 10,102,201</u>	<u>\$ 1,163,819</u>	<u>\$ 25,377,338</u>	<u>\$ 12,647,201</u>

Facilities Management

Facilities Management

Current Year Department Budgeted Expense Total:

\$16,493,880

Change from Prior year:

\$14,567,003

Overall Budget Justification:

The Facilities Division FY22 budget is \$16.4 million. This is a \$14,567,003 increase from last year, primarily due to expenses fixing hail damage across the city \$2,800,000 and \$11,600,000 for the construction or purchase of additional City Hall or Justice Center space.



There are increased costs for ongoing maintenance and services totaling \$35,301. The Facilities Division is also increasing the square-footage that it provides custodial services for with the addition of the new Landfill facilities. The revenues for the Division have increased from \$1,954,427 in FY21 to \$2,007,751 in FY22. The increase is approximately 2.7% overall. Facilities services that have been provided in the past will continue for the coming fiscal year.

Personal services have also increased \$137,222 due to an increase in COLA of 2% or \$9,471 and a new requested position of Project Manager for about \$120,000 in total costs. \$7,751 is due to step increases or overtime changes.

Budgeted Revenues:

FACILITIES MANAGEMENT FUND OPERATING BUDGET					
ALL FUNDS	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY21	ESTIMATE FY21	PROPOSED FY22
REVENUES:					
CHARGES FOR SERVICES	\$ 1,276,945	\$ 1,350,352	\$ 1,375,970	\$ 1,375,971	\$ 1,522,666
INTERGOVERNMENTAL	7,889	41,287	-	-	-
INVESTMENT EARNINGS	34,428	23,430	16,500	8,000	12,000
MISCELLANEOUS	30,755	29,484	30,000	3,160,000	20,000
TRANSFERS	491,320	817,444	532,057	532,057	12,132,057
TOTAL REVENUES	<u>\$ 1,608,832</u>	<u>\$ 2,261,997</u>	<u>\$ 1,954,527</u>	<u>\$ 5,076,028</u>	<u>\$ 13,686,723</u>

FACILITIES MANAGEMENT FUND OPERATING BUDGET					
ALL FUNDS	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY21	ESTIMATE FY21	PROPOSED FY22
REVENUES:					
CITY HALL CONSTRUCTION	\$ -	\$ -	\$ -	\$ -	\$ 11,600,000
FACILITIES MANAGEMENT	1,841,337	2,261,998	1,954,427	5,076,028	2,086,723
TOTAL REVENUES	<u>\$ 1,608,832</u>	<u>\$ 2,261,998</u>	<u>\$ 1,954,427</u>	<u>\$ 5,076,028</u>	<u>\$ 13,686,723</u>

Budgeted Expenditures:

FACILITIES MANAGEMENT FUND OPERATING BUDGET					
ALL FUNDS	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY21	ESTIMATE FY21	PROPOSED FY22
EXPENSES:					
CHARGE FOR SERVICES	\$ 464,757	\$ 459,249	\$ 450,463	\$ 410,000	\$ 587,685
OPERATIONS AND MAINTENANCE	782,543	619,185	734,358	655,890	3,569,659
CAPITAL	358,532	107,831	210,000	180,000	11,804,480
DEBT SERVICE	42,318	29,743	532,056	532,056	532,056
TRANSFERS OUT	3,000	-	-	-	-
TOTAL EXPENSES	<u>\$ 1,608,832</u>	<u>\$ 1,216,008</u>	<u>\$ 1,926,877</u>	<u>\$ 1,777,946</u>	<u>\$ 16,493,880</u>

FACILITIES MANAGEMENT FUND OPERATING BUDGET					
ALL FUNDS	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY21	ESTIMATE FY21	PROPOSED FY22
EXPENSES:					
CITY HALL CONSTRUCTION	\$ -	\$ -	\$ -	\$ -	\$ 11,600,000
FACILITIES MANAGEMENT	1,608,832	1,216,008	1,926,877	1,777,946	4,893,880
TOTAL EXPENSES	<u>\$ 1,608,832</u>	<u>\$ 1,216,008</u>	<u>\$ 1,926,877</u>	<u>\$ 1,777,946</u>	<u>\$ 16,493,880</u>

New or Expanded Programs:

- The Facilities Division will expend more resources to clean and maintain the new landfill facility.
- The Division is implementing a new Computerized Maintenance Management System (CMMS) software to improve maintenance, project, and resource tracking.
- The Division is planning to complete a facility inventory and condition assessment.
- The Division is working on a master plan for the newly acquired property adjacent to the BOC.
- The Division is undertaking an access control upgrade project.
- The Facilities Division is actively involved on solving City Hall space needs.

Staffing:

A new position is being requested for FY22 for a Facilities Project Supervisor to manage the new construction of the City Hall planned in FY22-23 and any future projects.

STAFFING AUTHORIZATION				
POSITION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY21	PROPOSED FY22
BUILDING & FACILITIES MGR	-	-	-	0.3
FACILITIES MANAGER	1.0	1.0	1.0	1.0
FACILITIES PROJECT SUPERVISOR	-	-	-	1.0
FACILITIES MAIN SUPPORT I	2.0	2.0	2.0	2.0
FACILITIES MAIN SUPPORT II	3.0	3.0	3.0	3.0
TOTAL	<u>6.0</u>	<u>6.0</u>	<u>6.0</u>	<u>7.3</u>

Additional Comments:

In the coming fiscal year, the Facilities Division will work to achieve cost-savings whenever possible. We are actively working on Hail Claim projects from the 2019 storm across the city with multiple departments and divisions.

Department Goals:

The Facilities Division strives to provide valuable and cost-effective services to the city departments and divisions it serves. The restructuring of the Division in the last few months, which included the addition of a Facilities Supervisor, along with implementing facility management software, and providing more services in-house with the addition of another facilities team member, are all significant steps to achieve that goal.

**FACILITIES MANAGEMENT FUND
REVENUES**

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
WORKING CAPITAL-BEGINNING	<u>\$ 713,128</u>	<u>\$ 509,799</u>	<u>\$ 1,184,602</u>	<u>\$ 1,116,701</u>	<u>\$ 4,414,783</u>
REVENUES:					
CHARGE FOR SERVICES - ADMIN	\$ 32,776	\$ 33,405	\$ 33,405	\$ 33,405	\$ 113,381
RENTS - BOC	677,583	757,063	782,681	782,682	832,602
CHARGE FOR SERVICES - CITY HALL	566,586	559,884	559,884	559,884	576,683
GRANT INCOME	7,889	41,287	-	-	-
MISCELLANEOUS	30,755	29,484	30,000	3,160,000	20,000
INTEREST EARNINGS	34,428	23,430	16,500	8,000	12,000
TRANSFER IN	<u>491,320</u>	<u>817,444</u>	<u>532,057</u>	<u>532,057</u>	<u>532,057</u>
TOTAL REVENUE	<u>\$ 1,841,337</u>	<u>\$ 2,261,997</u>	<u>\$ 1,954,527</u>	<u>\$ 5,076,028</u>	<u>\$ 2,086,723</u>
EXPENSES:					
ADMINISTRATION	\$ 181,136	\$ 175,414	\$ 171,747	\$ 242,946	\$ 3,055,697
BOC	939,257	614,791	1,243,673	1,000,000	1,321,305
CITY HALL	459,950	378,716	481,457	500,000	466,878
BABCOCK THEATRE	<u>28,489</u>	<u>47,086</u>	<u>30,000</u>	<u>35,000</u>	<u>50,000</u>
TOTAL EXPENSES	<u>\$ 1,608,832</u>	<u>\$ 1,216,007</u>	<u>\$ 1,926,877</u>	<u>\$ 1,777,946</u>	<u>\$ 4,893,880</u>
WORKING CAP. CHANGES NOT BUDGETED	<u>(435,834)</u>	<u>(439,088)</u>	<u>-</u>	<u>-</u>	<u>-</u>
WORKING CAPITAL-ENDING	<u>\$ 509,799</u>	<u>\$ 1,116,701</u>	<u>\$ 1,212,252</u>	<u>\$ 4,414,783</u>	<u>\$ 1,607,626</u>
LESS OPERATING RESERVE	<u>128,707</u>	<u>97,281</u>	<u>154,150</u>	<u>142,236</u>	<u>391,510</u>
AVAILABLE WORKING CAPITAL	<u>\$ 381,092</u>	<u>\$ 1,019,420</u>	<u>\$ 1,058,102</u>	<u>\$ 4,272,547</u>	<u>\$ 1,216,116</u>

Building Division

Building Division

Current Year Department Budgeted Expense Total:

\$2,437,102

Change from Prior Year:

\$139,076

Overall Budget Justification:

The Building Division is responsible for issuing permits, performing plan review, and conducting field inspections for commercial and residential construction within the City of Billings. The Division acts as an information source to both the construction community and the public as it relates to building codes and construction. The sole source of funding is obtained through permit fees. Capital expenditures in FY22 include one vehicle replacement.

Revenue: Permit and plan review revenues for FY22 are projected to be \$1,995,100, which is approximately \$310,500 more than last year's budget. Last year's activity was more than expected and the increases in construction costs resulted in increased revenue. Revenues can fluctuate a great deal based on actual construction, and natural disasters such as hail. The estimates last year were projected conservatively because of the unknown impacts of the pandemic. However, building activity has remained consistently high over the last year due to a population influx and a very mild winter. We believe activity in construction will be consistent in the coming year. All program revenues are expected to be \$1,995,100 including an expected investment income of (\$18,000).



Budgeted Revenues:

	BUILDING INSPECTION FUND				
	REVENUES				
	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
REVENUE:					
LICENSES & PERMITS	\$ 1,761,070	\$ 2,335,737	\$ 1,655,600	\$ 2,200,000	\$ 1,974,600
INTEREST ON INVESTMENTS	63,093	45,058	29,000	8,000	18,000
MISCELLANEOUS	9,360	3,337	-	2,000	2,500
TOTAL REVENUE	\$ 1,833,523	\$ 2,384,132	\$ 1,684,600	\$ 2,210,000	\$ 1,995,100

Budgeted Expenditures:

Expenditures: Expenditures are set at \$2,437,102. The amount reflects costs associated with technology improvements with on-going maintenance agreements, and general expenses tied to overhead and fuel prices. Employee salary split between Code Enforcement and Building in the prior year was moved out of Building and entirely into Code Enforcement. Additionally, the Building Official position was combined with the Facilities Manager position to create the single Building Official and Facilities Manager position managing both divisions.

Reserves: While the difference in revenues and expenses shows spending an estimated \$442,002 of reserves, carry over reserve from FY21 and vacancy savings for multiple positions over the past year will lead no projected change in reserves.

	BUILDING INSPECTION FUND				
	EXPENDITURES				
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	PROPOSED
	FY 19	FY 20	FY 21	FY 21	FY 22
EXPENDITURES:					
PERSONAL SERVICES	\$ 1,333,422	\$ 1,327,295	\$ 1,674,708	\$ 1,200,000	\$ 1,369,829
OPERATIONS & MAINT.	512,245	526,400	623,318	735,000	682,273
CAPITAL	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>385,000</u>
TOTAL EXPENDITURES	<u>\$ 1,845,667</u>	<u>\$ 1,853,695</u>	<u>\$ 2,298,026</u>	<u>\$ 1,935,000</u>	<u>\$ 2,437,102</u>

New or Ongoing Programs:

- Implementation of Electronic Plan Review, which started March 1st, 2021.
- Realigning the Building Division from the Planning and Community Services Department to the Administration Department.

Staffing:

Staffing Changes:

- Creation of the Building Official and Facilities Manager position by combining the two separate positions into one.

STAFFING AUTHORIZATION

POSITION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	PROPOSED FY 22
BUILDING OFFICIAL	1.0	1.0	1.0	-
BUILDING & FACILITIES MANAGER	-	-	-	0.7
ADMINISTRATIVE SUPPORT II	1.0	1.0	1.0	1.0
SR. COMBINATION INSPECTOR	1.0	1.0	1.0	1.0
DEPUTY BUILDING OFFICIAL	1.0	1.0	1.0	1.0
SR. PERMIT TECHNICIAN/COORD	1.0	1.0	1.0	1.0
CODE ENFORCEMENT OFFICER	0.3	0.3	-	-
PLANS EXAMINER	3.0	3.0	3.0	2.0
ELECTRICAL INSPECTOR I	1.0	1.0	1.0	1.0
ELECTRICAL INSPECTOR II	1.0	1.0	1.0	1.0
COMBINATION INSPECTOR III	3.0	3.0	2.0	1.0
COMBINATION INSPECTOR II	1.0	1.0	2.0	-
COMBINATION INSPECTOR I	1.0	1.0	1.0	4.0
PLUMBING INSPECTOR	-	-	1.0	1.0
ADMINISTRATIVE SUPPORT I	0.3	0.3	0.3	0.3
BUILDING PERMIT TECH	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
TOTAL	<u>16.6</u>	<u>16.6</u>	<u>17.3</u>	<u>16.0</u>

BUILDING INSPECTION FUND

REVENUES

	ACTUAL	ACTUAL	BUDGET	ESTIMATE	PROPOSED
	FY 19	FY 20	FY 21	FY 21	FY 22
REVENUE:					
LICENSES & PERMITS	\$ 1,761,070	\$ 2,335,737	\$ 1,655,600	\$ 2,200,000	\$ 1,974,600
INTEREST ON INVESTMENTS	63,093	45,058	29,000	8,000	18,000
MISCELLANEOUS	<u>9,360</u>	<u>3,337</u>	<u>-</u>	<u>2,000</u>	<u>2,500</u>
TOTAL REVENUE	<u>\$ 1,833,523</u>	<u>\$ 2,384,132</u>	<u>\$ 1,684,600</u>	<u>\$ 2,210,000</u>	<u>\$ 1,995,100</u>

BUILDING INSPECTION FUND

EXPENDITURES

	ACTUAL	ACTUAL	BUDGET	ESTIMATE	PROPOSED
	FY 19	FY 20	FY 21	FY 21	FY 22
EXPENDITURES:					
PERSONAL SERVICES	\$ 1,333,422	\$ 1,327,295	\$ 1,674,708	\$ 1,200,000	\$ 1,369,829
OPERATIONS & MAINT.	512,245	526,400	623,318	735,000	682,273
CAPITAL	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>385,000</u>
TOTAL EXPENDITURES	<u>\$ 1,845,667</u>	<u>\$ 1,853,695</u>	<u>\$ 2,298,026</u>	<u>\$ 1,935,000</u>	<u>\$ 2,437,102</u>

Fleet Services

Fleet Services

Current Year Department Budgeted Expense Total:

\$2,043,283

Change from Prior year:

(\$88,366)

Overall Budget Justification:

The FY22 budget for the Fleet Services Division is \$2,043,283; this represents a decrease of \$88,366 from the previous year. Services provided by the Fleet Services Division include the maintenance and repair of City vehicles and equipment; preventive maintenance programs; parts and fuel inventory management; fleet inventory; equipment replacement (ERP); fleet computer module operation and maintenance; processing competitive bids for equipment procurement; assisting departments with vehicle specifications and vehicle disposal; preparing vehicles for service; maintenance activity reporting and City mail courier services. There will be increases in payroll with a 2% COLA, the Cost Allocation, IT, Building Rent charges & Liability Insurance.

Capital expenditures for FY22 are budgeted at \$21,470 for the transfer of two used pool pickups from Public Works as approved in the FY22 ERP.

Fleet Services revenues are generated from user departments for services provided, including revenues from mechanic labor; parts, tires and fuel markup; courier services; pool vehicle rental and interest on investments. The total projected revenue for FY22 is \$2,017,357, an increase of \$115,262 from the prior year.

New or Expanded Programs:

We are currently in the process of switching the Fleet Management program from H.T.E to Asset Works. This should be completed and online in FY2022.



Budgeted Revenues:

FLEET SERVICES FUND OPERATING BUDGET

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
REVENUES:					
FLEET SERVICES	\$ 1,779,941	\$ 1,928,264	\$ 1,902,095	\$ 1,800,000	\$ 2,017,357
COURIER	37,764	38,820	39,970	39,972	40,750
INTEREST EARNINGS	30,574	23,990	13,000	4,000	6,910
MISCELLANEOUS	<u>19,263</u>	<u>14,489</u>	<u>17,500</u>	<u>16,000</u>	<u>18,000</u>
TOTAL REVENUE	<u>\$ 1,867,542</u>	<u>\$ 2,005,563</u>	<u>\$ 1,972,565</u>	<u>\$ 1,859,972</u>	<u>\$ 2,083,017</u>

Budgeted Expenditures:

FLEET SERVICES FUND OPERATING BUDGET

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
EXPENSES:					
FLEET SERVICES	\$ 1,488,352	\$ 1,608,337	\$ 1,543,660	\$ 1,650,000	\$ 1,538,350
COURIER	256,739	257,020	463,283	388,000	387,693
INTEREST EARNINGS	5,209	25,072	28,936	10,000	21,470
MISCELLANEOUS	<u>99,770</u>	<u>103,269</u>	<u>95,770</u>	<u>95,770</u>	<u>95,770</u>
TOTAL EXPENSES	<u>\$ 1,867,542</u>	<u>\$ 1,993,698</u>	<u>\$ 1,972,565</u>	<u>\$ 2,143,770</u>	<u>\$ 2,043,283</u>

Staffing:

No staffing changes for FY22.

FLEET SERVICES FUND STAFFING AUTHORIZATION				
POSITION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	PROPOSED FY 22
FLEET SERVICES MANAGER	1.0	1.0	1.0	1.0
MECHANIC II	9.0	6.0	6.0	4.0
MECHANIC III	-	2.0	2.0	2.0
MECHANIC IV	-	1.0	1.0	2.0
LEAD MECHANIC				1.0
FLEET SERV SHOP FOREMAN	1.0	1.0	1.0	1.0
ADMINISTRATIVE SUPPORT II	1.0	1.0	1.0	1.0
STORES CLERK	1.0	1.0	1.0	-
VEHICLE SERVICE TECHNICIAN	3.0	3.0	3.0	3.0
INVENTORY CONTROL SPEC. I	1.0	1.0	1.0	2.0
COURIER/ACCOUNT CLERK II	1.0	1.0	1.0	1.0
TOTAL	<u>18.0</u>	<u>18.0</u>	<u>18.0</u>	<u>18.0</u>

Department Goals:

Goal: Implementation of a new Fleet and Inventory software system.

Action: Conversion and Implementation of the new Fleet and Inventory system.

Action: Implement a web based work request system for vehicle and equipment maintenance and repair requests.

Action: Complete review of all parts in inventory in preparation for new software inventory control.

Outcome(s):

A state of the art, integrated fleet management software system that will provide increased user defined information, reports and efficiencies.

Goal: Evaluate on board telematics technology available on new equipment.

Action: Monitor equipment major components for operation efficiency, drivetrain component warnings, service alerts and meter tracking.

Action: Evaluate options for integration of equipment onboard telematics into the new Fleet Management Systems.

Outcome(s):

An efficient Fleet Management system that provides automated instantaneous equipment information and notifications.

Goal: Continue to enhance further development of fleet maintenance technology and training programs.

Action: Acquisition of updated technical tools, diagnostic software and equipment required to support current technology.

Action: Provide various training opportunities for staff including the new fleet management system and current diagnostics for light and heavy-duty equipment applications. Maintain employee development and technical training.

Action: Transition to a web based fleet management system that will provide technicians with up to date information and history of fleet equipment.

Outcome(s):

A trained and equipped staff that will help improve capabilities for effective updated diagnostics and proficient repair and maintenance of the City fleet.

Goal: Groom Fleet employees for potential promotions.

Action: Recognize employee potential and willingness for increased responsibilities.

Action: Allow employees to solve difficult problems and to shadow higher-level positions.

Action: Provide the required training for additional responsibilities.

Outcome(s):

A well trained staff that is recognized for their skills and abilities.

Provides increased employee morale and retention.

The potential for Fleet Services Division to have qualified employees ready to move into higher-level positions.

Goal: Update the Equipment Replacement Plan (ERP) for the FY2023 and future year's budgets.

Action: Assist departments with plan preparation and presentation.

Action: Prepare replacement documents for committee review and recommendations.

Action: Prepare and participate in presentation of plan documents for City Administration and Council approval.

Action: Formalize final plan documents for incorporation into the FY2023 budget.

Outcome(s):

An established comprehensive plan designed to systematically replace and fund City vehicles and equipment.

**FLEET SERVICES FUND
OPERATING BUDGET**

FUND 6010

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
WORKING CAPITAL - BEGINNING	\$ 1,221,561	\$ 1,319,932	\$ 1,411,492	\$ 1,498,162	\$ 1,195,428
REVENUES:					
FLEET SERVICES	\$ 1,779,941	\$ 1,928,264	\$ 1,902,095	\$ 1,800,000	\$ 2,017,357
COURIER	37,764	38,820	39,970	39,972	40,750
INTEREST EARNINGS	30,574	23,990	13,000	4,000	6,910
MISCELLANEOUS	<u>19,263</u>	<u>14,489</u>	<u>17,500</u>	<u>16,000</u>	<u>18,000</u>
TOTAL REVENUE	\$ 1,867,542	\$ 2,005,563	\$ 1,972,565	\$ 1,859,972	\$ 2,083,017
EXPENSES:					
PERSONAL SERVICES	\$ 1,488,352	\$ 1,608,337	\$ 1,543,660	\$ 1,650,000	\$ 1,538,350
OPERATION & MAINTENANCE	256,739	257,020	463,283	388,000	387,693
CAPITAL	5,209	25,072	28,936	28,936	21,470
TRANSFERS OUT	<u>99,770</u>	<u>103,269</u>	<u>95,770</u>	<u>95,770</u>	<u>95,770</u>
TOTAL EXPENSES	\$ 1,850,070	\$ 1,993,698	\$ 2,131,649	\$ 2,162,706	\$ 2,043,283
WORKING CAP. CHANGES NOT BUDGETED	<u>80,899</u>	<u>166,365</u>	<u>-</u>	<u>-</u>	<u>-</u>
WORKING CAPITAL - ENDING	\$ 1,319,932	\$ 1,498,162	\$ 1,252,408	\$ 1,195,428	\$ 1,235,162
LESS OPERATING RESERVE	<u>\$ 645,684</u>	<u>\$ 690,182</u>	<u>\$ 742,569</u>	<u>\$ 754,060</u>	<u>\$ 712,636</u>
AVAILABLE WORKING CAPITAL	\$ 674,248	\$ 807,980	\$ 509,839	\$ 441,368	\$ 522,526

Mayor & City Council

Mayor and City Council

Current Year Department Budgeted Expense Total:

\$320,932

Change from Prior year:

\$56,013

Overall Budget Justification:

The Mayor and City Council are funded through the General Fund. The Mayor is elected at large, and two councilpersons are elected in each of the five wards. The Mayor and Councilors serve four year terms and are limited to two consecutive terms. Members must reside within the Ward from which they are elected and must be qualified voters of the city.



The Mayor and City Council budget has increased this year due to an increase in wages for the Mayor and Council members. Effective January 1, 2022, the Mayor’s monthly wage will increase to \$2,000 from \$800 per month and Council members’ monthly wage will increase to \$1,000 per month from \$600. Pay-based benefits will increase proportionally to reflect the new increase in monthly wages, but health insurance costs will remain the same. The increase from the prior years’ budget is reflected as an increase in Personal Services expenses of \$30,525. The operating expense increase will be due to the Council contingency amount totaling \$25,000 and another \$488 for increased miscellaneous expenses.

Budget Expenditures:

	MAYOR AND CITY COUNCIL DEPARTMENT EXPENSE				
	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
GENERAL FUND	\$ 210,784	\$ 222,786	\$ 264,919	\$ 255,170	\$ 320,932
TOTAL EXPENDITURES	<u>\$ 210,784</u>	<u>\$ 222,786</u>	<u>\$ 264,919</u>	<u>\$ 255,170</u>	<u>\$ 320,932</u>

**MAYOR AND CITY COUNCIL
OPERATING BUDGET**

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
PERSONAL SERVICES	\$ 134,398	\$ 138,707	\$ 166,012	\$ 150,000	\$ 196,537
OPERATIONS AND MAINTENANCE	<u>76,386</u>	<u>84,079</u>	<u>98,907</u>	<u>105,170</u>	<u>124,395</u>
TOTAL EXPENDITURES	<u>\$ 210,784</u>	<u>\$ 222,786</u>	<u>\$ 264,919</u>	<u>\$ 255,170</u>	<u>\$ 320,932</u>

STAFFING AUTHORIZATION

POSITION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	PROPOSED FY 22
MAYOR	1.0	1.0	1.0	1.0
COUNCIL MEMBERS	<u>10.0</u>	<u>10.0</u>	<u>10.0</u>	<u>10.0</u>
TOTAL	<u>11.0</u>	<u>11.0</u>	<u>11.0</u>	<u>11.0</u>

**GENERAL OPERATING FUND
OPERATING BUDGET**

FUND 0100

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 27,717,469</u>	<u>\$ 22,399,796</u>	<u>\$ 18,149,609</u>	<u>\$ 22,391,201</u>	<u>\$ 37,667,864</u>
REVENUES:					
TAXES	\$ 16,846,703	\$ 17,418,145	\$ 17,644,369	\$ 17,115,468	\$ 18,476,303
SPECIAL ASSESSMENTS	189	39,356	-	2,069	-
LICENSES & PERMITS	2,234,380	2,095,896	2,088,038	2,044,896	2,199,128
INTER-GOVERNMENTAL	11,404,984	11,839,561	12,065,752	11,954,733	12,243,879
CHARGES FOR SERVICE	4,256,806	3,814,415	4,133,225	4,064,282	4,373,346
FINES & FORFEITS	1,271,808	1,145,294	1,511,877	1,043,778	1,294,046
INVESTMENT EARNINGS	499,221	363,056	233,000	27,400	70,301
INTERFUND TRANSFERS	2,022	36,256	9,600	2,000	2,110,100
MISCELLANEOUS	<u>228,359</u>	<u>54,848</u>	<u>-</u>	<u>2,559</u>	<u>600</u>
TOTAL REVENUE	<u>\$ 36,744,472</u>	<u>\$ 36,806,827</u>	<u>\$ 37,685,861</u>	<u>\$ 36,257,185</u>	<u>\$ 40,767,703</u>
EXPENDITURES:					
MAYOR AND CITY COUNCIL	\$ 210,784	\$ 222,787	\$ 264,919	\$ 255,170	\$ 295,932
CITY ADMINISTRATOR	771,940	861,052	1,028,702	1,003,076	930,834
HUMAN RESOURCES	709,118	791,672	825,565	730,000	916,094
CITY ATTORNEY	2,045,840	2,074,785	2,092,530	2,035,000	2,310,985
MUNICIPAL COURT	1,349,483	1,369,717	1,479,095	1,381,000	1,539,731
FINANCE	1,426,538	1,528,041	1,552,163	1,527,447	1,718,569
CODE ENFORCEMENT	481,691	507,961	575,602	531,592	723,959
PARKS, RECREATION AND PUBLIC LANDS	7,265,854	5,159,821	4,497,703	4,383,152	4,695,067
NON-DEPARTMENTAL	27,770,897	24,299,586	30,064,846	9,134,085	40,463,803
COUNCIL CONTINGENCY	<u>30,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>25,000</u>
TOTAL EXPENDITURES	<u>\$ 42,062,145</u>	<u>\$ 36,815,422</u>	<u>\$ 42,381,125</u>	<u>\$ 20,980,522</u>	<u>\$ 53,619,974</u>
FUND BALANCE ENDING	<u>\$ 22,399,796</u>	<u>\$ 22,391,201</u>	<u>\$ 13,454,345</u>	<u>\$ 37,667,864</u>	<u>\$ 24,815,593</u>
LESS:					
COMMITTED	12,198,022	12,289,000	12,290,526	12,290,526	12,168,392
UNASSIGNED	<u>\$ 10,201,774</u>	<u>\$ 10,102,201</u>	<u>\$ 1,163,819</u>	<u>\$ 25,377,338</u>	<u>\$ 12,647,201</u>

Non-Departmental

Non-Departmental – General Fund

Current Year Department Budgeted Expense Total:

\$40,463,803

Change from Prior year:

\$10,398,957

Overall Budget Justification:

The non-departmental budget consists of items that do not fit within a specific department/division budget. This includes transfers for Public Safety, Library, strategic planning initiatives and various other expenditures. The net increase is a result of a decreased transfer to the Public Safety Fund and an increase of a new transfer for the Facilities Master Plan/Law and Justice Center/City Hall construction in the CIP for \$11,600,000.

Budgeted Expenditures:

GENERAL FUND	NON-DEPARTMENTAL				
	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
PERSONAL SERVICES	\$ 115,192	\$ 29,786	\$ 110,000	\$ 109,500	\$ 112,200
OPERATIONS AND MAINTENANCE	866,720	541,468	647,846	646,403	1,054,776
CAPITAL	-	45,525	-	-	-
TRANSFERS	26,788,985	23,682,807	29,307,000	8,378,182	39,296,827
TOTAL EXPENDITURES	<u>\$ 27,770,897</u>	<u>\$ 24,299,586</u>	<u>\$ 30,064,846</u>	<u>\$ 9,134,085</u>	<u>\$40,463,803</u>

GENERAL FUND	NON-DEPARTMENTAL				
	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
SICK AND VACATION PAYOFF	\$ 115,192	\$ 29,786	\$ 110,000	\$ 109,500	\$ 112,200
LIABILITY INSURANCE	85,686	140,256	173,884	169,000	525,886
PROFESSIONAL SERVICES	771,767	424,432	451,962	455,103	506,890
SPECIAL ASSESSMENTS	34,267	22,305	22,001	22,300	22,000
TRANSFERS TO OTHER FUNDS					
LIBRARY	1,035,382	1,059,902	1,073,051	1,071,051	1,121,989
COMMUNITY DEVELOPMENT	62,004	67,978	65,000	67,000	65,000
CITY HALL CONSTRUCTION	-	-	-	-	11,600,000
PUBLIC SAFETY	25,666,599	22,554,927	28,168,948	7,240,131	26,509,838
TOTAL EXPENDITURES	<u>\$ 27,770,897</u>	<u>\$ 24,299,586</u>	<u>\$ 30,064,846</u>	<u>\$ 9,134,085</u>	<u>\$ 40,463,803</u>

**GENERAL OPERATING FUND
OPERATING BUDGET**

FUND 0100

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 27,717,469</u>	<u>\$ 22,399,796</u>	<u>\$ 18,149,609</u>	<u>\$ 22,391,201</u>	<u>\$ 37,667,864</u>
REVENUES:					
TAXES	\$ 16,846,703	\$ 17,418,145	\$ 17,644,369	\$ 17,115,468	\$ 18,476,303
SPECIAL ASSESSMENTS	189	39,356	-	2,069	-
LICENSES & PERMITS	2,234,380	2,095,896	2,088,038	2,044,896	2,199,128
INTER-GOVERNMENTAL	11,404,984	11,839,561	12,065,752	11,954,733	12,243,879
CHARGES FOR SERVICE	4,256,806	3,814,415	4,133,225	4,064,282	4,373,346
FINES & FORFEITS	1,271,808	1,145,294	1,511,877	1,043,778	1,294,046
INVESTMENT EARNINGS	499,221	363,056	233,000	27,400	70,301
INTERFUND TRANSFERS	2,022	36,256	9,600	2,000	2,110,100
MISCELLANEOUS	<u>228,359</u>	<u>54,848</u>	<u>-</u>	<u>2,559</u>	<u>600</u>
TOTAL REVENUE	<u>\$ 36,744,472</u>	<u>\$ 36,806,827</u>	<u>\$ 37,685,861</u>	<u>\$ 36,257,185</u>	<u>\$ 40,767,703</u>
EXPENDITURES:					
MAYOR AND CITY COUNCIL	\$ 210,784	\$ 222,787	\$ 264,919	\$ 255,170	\$ 295,932
CITY ADMINISTRATOR	771,940	861,052	1,028,702	1,003,076	930,834
HUMAN RESOURCES	709,118	791,672	825,565	730,000	916,094
CITY ATTORNEY	2,045,840	2,074,785	2,092,530	2,035,000	2,310,985
MUNICIPAL COURT	1,349,483	1,369,717	1,479,095	1,381,000	1,539,731
FINANCE	1,426,538	1,528,041	1,552,163	1,527,447	1,718,569
CODE ENFORCEMENT	481,691	507,961	575,602	531,592	723,959
PARKS, RECREATION AND PUBLIC LANDS	7,265,854	5,159,821	4,497,703	4,383,152	4,695,067
NON-DEPARTMENTAL	27,770,897	24,299,586	30,064,846	9,134,085	40,463,803
COUNCIL CONTINGENCY	<u>30,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>25,000</u>
TOTAL EXPENDITURES	<u>\$ 42,062,145</u>	<u>\$ 36,815,422</u>	<u>\$ 42,381,125</u>	<u>\$ 20,980,522</u>	<u>\$ 53,619,974</u>
FUND BALANCE ENDING	<u>\$ 22,399,796</u>	<u>\$ 22,391,201</u>	<u>\$ 13,454,345</u>	<u>\$ 37,667,864</u>	<u>\$ 24,815,593</u>
LESS:					
COMMITTED	12,198,022	12,289,000	12,290,526	12,290,526	12,168,392
UNASSIGNED	<u>\$ 10,201,774</u>	<u>\$ 10,102,201</u>	<u>\$ 1,163,819</u>	<u>\$ 25,377,338</u>	<u>\$ 12,647,201</u>

Parking

Parking

Current Year Department Budgeted Expense Total:

\$1,940,441

Change from Prior year:

\$14,938

Overall Budget Justification:

The FY22 budget for the Parking Department is \$1,940,441, with a decrease in costs of \$14,938 compared to the prior year. Previous year services will continue for FY22. The Parking Division services include both on-street and off-street parking in downtown Billings as well as being the clearinghouse for all citywide parking citations. The Division operates and maintains four parking structures, three city-owned parking lots, approximately 795 parking meters and 6 newly installed, Level Two EV charging ports. Decreases in the FY22 budget are associated with the following: Decrease involving Park 2 expenses of \$86,731, mostly due to staffing changes. Park 2 formerly staffed two Account Clerks and one part-time Booth Attendant, however due to a retirement, a resignation and new gate control equipment, staffing and hours of operation were adjusted. The Parking Division removed one full time Account Clerk position and changed the part time Booth Attendant to a full time Booth Attendant position. There are capital costs of \$26,443, in FY22 for a new enforcement vehicle.



New or Expanded Programs:

The Parking Division is not proposing any new programs or expansion of existing programs.

Staffing Changes:

The Parking Division is proposing a new full time Facilities Maintenance/Security position. This position would focus on routine security and maintaining safety throughout the garages. During their security patrol, they would also clean up anything deemed an immediate hazard to the public. This individual would be scheduled from 10:00pm to 6:30am five days a week. The total cost for this position is \$49,872, which includes Shift Differential pay. The downtown garages have seen a considerable increase in unauthorized activity in the garages. In the past, the Parking Division hired a couple of different local companies to provide security in the parking garages with an estimated yearly expense of \$39,180. The companies were to patrol the garages four

times a night between certain hours, however it was reported to management that they were not fulfilling the requirements, so the duties fell on our Facilities staff. Several years ago, the Parking Division hired a Seasonal to primarily assist the Facilities Maintenance crew with various cleaning projects. When the Parking Division started seeing an increase with people causing problems in the garages, the Seasonal employee was given the directive to lock all ground level stairwell doors in the evening and patrol all garages throughout their shift. This adjustment in duties made a positive impact on the level of unauthorized activity that occurred in the garages as well as allowing the Facilities Maintenance staff to focus on the cleaning tasks at hand.

Additional Comments:

Having full control over the security staff enables the department to improve the overall safety of the parking garages. With previous security companies, their staff would not spend time chasing out the deviants. Once the deviants saw them leave, they would return to the garage to cause more havoc. The Seasonal who currently does security has saved the department financially by preventing situations that could have been catastrophic such as putting out fire in the stairwell, standing by the garage exit during bar closing time deterring people from just driving through the gates, contacting police when the situation warrants are just to name a few.

Budgeted Revenue:

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
WORKING CAPITAL - BEGINNING	<u>\$ 389,928</u>	<u>\$ 200,811</u>	<u>\$ 266,811</u>	<u>\$ 265,390</u>	<u>\$ 411,495</u>
REVENUES:					
PARKING METER INCOME	\$ 448,000	\$ 412,153	\$ 476,700	\$ 370,288	\$ 440,150
VIOLATIONS	96,342	78,104	90,000	66,714	95,000
SURFACE LOTS	39,876	38,380	42,205	38,837	42,550
PARK 1 - GARAGE	269,159	265,368	291,400	242,505	283,950
PARK 1 - STORE RENTAL	55,900	56,486	56,544	56,544	56,550
PARK 2	473,236	474,557	504,500	433,911	477,325
PARK 3	150,053	210,203	237,000	223,639	222,300
EMPIRE PARKING GARAGE	196,830	195,921	210,200	202,758	204,000
INVESTMENT EARNINGS	12,230	9,677	4,000	2,130	2,281
ELEC CAR CHARGING GRANT	-	-	-	25,500	-
TIF TRANSFER	100,000	100,000	147,000	100,000	130,000
MISC. REVENUE	<u>14,058</u>	<u>14,133</u>	<u>-</u>	<u>9,610</u>	<u>-</u>
TOTAL REVENUE	<u>\$1,855,684</u>	<u>\$ 1,854,982</u>	<u>\$ 2,059,549</u>	<u>\$ 1,772,436</u>	<u>\$ 1,954,106</u>

Budgeted Expenditure:

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
EXPENSES:					
ADMINISTRATION	\$ 231,548	\$ 233,241	\$ 250,188	\$ 304,397	\$ 259,933
ENFORCEMENT	242,344	226,469	258,167	260,946	289,382
METER COLLECT. & MAINT.	218,807	221,500	226,827	243,894	227,584
SURFACE LOTS	38,615	20,981	24,800	15,388	25,304
PARK 1 - GARAGE	128,001	129,960	155,269	114,725	162,476
PARK 1 - STORE RENTAL	23,005	19,185	22,180	14,443	21,880
PARK 2	325,223	321,339	373,661	305,523	288,752
PARK 3	180,151	135,638	254,573	146,004	251,090
EMPIRE PARKING GARAGE	111,464	129,304	133,931	114,841	131,814
DEBT SERVICE-PRINCIPAL	-	-	155,164	-	162,154
DEBT SERVICE-INTEREST	109,806	103,233	100,619	100,803	93,629
CONSTRUCTION & CAPITAL	<u>285,416</u>	<u>98,800</u>	<u>-</u>	<u>5,367</u>	<u>26,443</u>
TOTAL EXPENSES	<u>\$ 1,894,380</u>	<u>\$ 1,639,650</u>	<u>\$ 1,955,379</u>	<u>\$ 1,626,331</u>	<u>\$ 1,940,441</u>
WORKING CAP. CHANGES NOT BUDGETED	<u>(150,421)</u>	<u>(150,753)</u>	<u>\$ -</u>	<u>-</u>	<u>-</u>
WORKING CAPITAL - ENDING	\$ 200,811	\$ 265,390	\$ 370,981	\$ 411,495	\$ 425,160
LESS OPERATING RESERVE	<u>239,865</u>	<u>230,019</u>	<u>272,000</u>	<u>240,000</u>	<u>265,000</u>

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY21	ESTIMATE FY21	PROPOSED FY22
PERSONAL SERVICES	\$ 782,944	\$ 760,252	\$ 868,883	\$ 780,000	\$ 841,475
OPERATIONS AND MAINTENANCE	716,214	677,365	830,713	740,161	816,740
CAPITAL	285,416	98,800	-	5,367	26,443
DEBT SERVICE	<u>109,806</u>	<u>103,233</u>	<u>255,783</u>	<u>100,803</u>	<u>255,783</u>
TOTAL EXPENSES	<u>\$1,894,380</u>	<u>\$1,639,650</u>	<u>\$1,955,379</u>	<u>\$1,626,331</u>	<u>\$1,940,441</u>

Staffing:

POSITION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY21	PROPOSED FY22
PARKING MANAGER	1.0	1.0	1.0	1.0
PARKING GARAGE ATTENDANT	0.5	0.5	1.0	1.0
PARKING METER COLLECTION / MAINTENANCE WORKER	2.0	2.0	2.0	2.0
PKG GARAGE ATTNDT/A CCT CLERK I	3.0	3.0	2.0	2.0
FACILITIES MAINT SUPPORT I	2.0	2.0	2.0	3.0
PARKING ENFORCEMENT OFFICERS	3.0	3.0	3.0	3.0
ADMINISTRATIVE SUPPORT II	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
TOTAL	<u>12.5</u>	<u>12.5</u>	<u>12.0</u>	<u>13.0</u>

Department Goals:

Goal: Continue to address the financial status of the Parking Division.

Action:

- Resume collections on unpaid parking citations.
- Impose new parking citation fees including late payment fee.
- Research and potentially implement programs that would improve parking revenues.
- Explore options to reduce expenses.

Outcome(s):

- Progression to a more self-sustaining operation reducing the reliance for TIF.
- Improves parking operations by staying current on Capital Projects and required operational equipment.

Goal: Enhance Parking Facilities Environment

Action:

- Update parking garage awnings and signs.
- Enhance signage and way-finding.
- Improve interior appearance of garages with high pressure washing and painting.
- Upgrade lighting.
- Boost security measures with installation of additional cameras.
- Improve Security with full time staff member.
- Increase Maintenance Reserve Fund.

Outcome(s):

- Improves public perception.
- Visiting patrons encounter a positive experience.
- Reduction of crime such as vandalism and theft.
- Expands downtown utilization.

**PARKING FUND
OPERATING BUDGET**

FUND 5210

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
WORKING CAPITAL - BEGINNING	<u>\$ 389,928</u>	<u>\$ 200,811</u>	<u>\$ 266,811</u>	<u>\$ 265,390</u>	<u>\$ 411,495</u>
REVENUES:					
PARKING METER INCOME	\$ 448,000	\$ 412,153	\$ 476,700	\$ 370,288	\$ 440,150
VIOLATIONS	96,342	78,104	90,000	66,714	95,000
SURFACE LOTS	39,876	38,380	42,205	38,837	42,550
PARK 1 - GARAGE	269,159	265,368	291,400	242,505	283,950
PARK 1 - STORE RENTAL	55,900	56,486	56,544	56,544	56,550
PARK 2	473,236	474,557	504,500	433,911	477,325
PARK 3	150,053	210,203	237,000	223,639	222,300
EMPIRE PARKING GARAGE	196,830	195,921	210,200	202,758	204,000
INVESTMENT EARNINGS	12,230	9,677	4,000	2,130	2,281
ELEC CAR CHARGING GRANT	-	-	-	25,500	-
TIF TRANSFER	100,000	100,000	147,000	100,000	130,000
MISC. REVENUE	<u>14,058</u>	<u>14,133</u>	<u>-</u>	<u>9,610</u>	<u>-</u>
TOTAL REVENUE	<u>\$ 1,855,684</u>	<u>\$ 1,854,982</u>	<u>\$ 2,059,549</u>	<u>\$ 1,772,436</u>	<u>\$ 1,954,106</u>
EXPENSES:					
ADMINISTRATION	\$ 231,548	\$ 233,241	\$ 250,188	\$ 304,397	\$ 259,933
ENFORCEMENT	242,344	226,469	258,167	260,946	289,382
METER COLLECT. & MAINT.	218,807	221,500	226,827	243,894	227,584
SURFACE LOTS	38,615	20,981	24,800	15,388	25,304
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PARK 1 - STORE RENTAL	23,005	19,185	22,180	14,443	21,880
PARK 2	325,223	321,339	373,661	305,523	288,752
PARK 3	180,151	135,638	254,573	146,004	251,090
EMPIRE PARKING GARAGE	111,464	129,304	133,931	114,841	131,814
DEBT SERVICE-PRINCIPAL	-	-	155,164	-	162,154
DEBT SERVICE-INTEREST	109,806	103,233	100,619	100,803	93,629
CONSTRUCTION & CAPITAL	<u>285,416</u>	<u>98,800</u>	<u>-</u>	<u>5,367</u>	<u>26,443</u>
TOTAL EXPENSES	<u>\$ 1,894,380</u>	<u>\$ 1,639,650</u>	<u>\$ 1,955,379</u>	<u>\$ 1,626,331</u>	<u>\$ 1,940,441</u>
WORKING CAP. CHANGES NOT BUDGETED	<u>(150,421)</u>	<u>(150,753)</u>	<u>\$ -</u>	<u>-</u>	<u>-</u>
WORKING CAPITAL - ENDING	<u>\$ 200,811</u>	<u>\$ 265,390</u>	<u>\$ 370,981</u>	<u>\$ 411,495</u>	<u>\$ 425,160</u>
LESS OPERATING RESERVE	<u>239,865</u>	<u>230,019</u>	<u>272,000</u>	<u>240,000</u>	<u>265,000</u>
AVAILABLE WORKING CAPITAL	<u>\$ (39,054)</u>	<u>\$ 35,371</u>	<u>\$ 98,981</u>	<u>\$ 171,495</u>	<u>\$ 160,160</u>

Aviation & Transit

Airport

Aviation & Transit Department

Airport

Current Year Department Budgeted Expense Total:

\$25,763,246

Change from Prior Year:

(\$16,037,798)

Overall Budget Justification:

The Aviation Division of the Aviation and Transit Department operates and maintains the City of Billings Logan International Airport, providing the facilities for commercial service airline operators to offer transportation for travelers utilizing the Airport's Terminal Building. In pre-COVID years, passengers totaled around 900,000. In 2020, the passenger numbers dropped to just over 500,000. Other businesses and activities located at the Airport include car rentals, restaurant/deli/lounge, gift shop, public parking, a Fixed Base Operator (FBO), radio/avionics repair shops, executive hangars, a general aviation hangar complex, air freight/mail operators, the Transportation Security Administration (TSA), the Federal Aviation Administration (FAA), as well as numerous other State and Federal agencies. The Airport operation is a self-supporting Enterprise Fund that does not receive any General Fund or tax revenue support. Airline landing fees, as well as tenant concession, rental, and lease revenues offset the costs to operate and maintain the Airport facilities, although many of these revenues were compromised due to the pandemic. Fortunately, the Airport received COVID relief funds from the Federal Government in the form of operating grants, which were used to offset the revenue short falls for Fiscal Year 2021 and into Fiscal Year 2022.



Revenues:

The Airport's FY 2022 budgeted revenues total \$27,858,384, which is a decrease of \$13,998,234 over the FY 2021 budget. The decrease is primarily due to the Terminal Building Expansion Project (Terminal Project) caused by spreading the bond funding in to the years of anticipated use. PFC collections are expected to drop due to less passenger traffic because of COVID-19. Charges for services revenues increased \$503,099 to reflect the anticipated recovery of passengers due to COVID-19 vaccinations. While lease rates increase due to CPI-U adjustments that are written into most ground, building, and hangar leases, those increases will be superseded by the continued reduced concession revenues resulting from lower passenger numbers during the COVID-19 pandemic.

Expenses:

The Airport's Personnel Services FY 2022 budget is \$272,665 more than the FY 2021 budget. This increase is due to step increases, the reallocation of the Director and Assistant Director wages between MET and the Airport, and the addition of a position to manage the Department's concession programs. The new position costs will be split evenly between MET and the Airport. The Airport's FY 2022 Operations and Maintenance budget is \$124,863 less than that of FY 2021. This is primarily the result of a decrease in fuel costs for the car rentals since the reduced passenger traffic has resulted in less car rental activity.

Capital:

The FY 2022 capital projects include the following:

1. The Terminal Project will have annual AIP contributions applied to the cost of the project. For FY 2022 that amount will be approximately \$5,000,000. The additional funding for the Terminal Project is described in the revenues section above.
2. PFC funds are dedicated to the Terminal Project as stated above.
3. There are no CFC funded projects budgeted for FY 2022.
4. Projects budgeted using Airport operating revenues total \$2,051,036 including; the replacement of the two parking attendant booths (\$200,000), the painting of the checkered water tower (\$500,000), the baggage claim restroom remodel (\$150,000), the replacement of the Flight Information Display System (FIDS) to incorporate the new sections of the Terminal (\$94,000), an upgrade to the runway weather information system (\$45,000), new floor scrubber (\$17,581), the purchase of land north of the Airport for runway protection (\$500,000), construction costs for infrastructure to expand the Business Park for additional hangar development (\$440,000) and lease management replacement software for the tracking of the Airport's tenant leases (\$75,000).

Debt Service:

The Airport's debt service payments consist of principal and interest payments on the Airport's Series 2010B Revenue Bonds secured with Car Rental Facility Charge (CFC) revenue. The FY 2022 Debt Service Principal and Debt Service Interest budgets are less than the FY 2021 budgets by \$318,204, the result of paying off a capital financing loan in April of 2021.

New or Expanded Programs:

Continued Airport Expansion Project, Phase II and the start of Phases III and IV.

Staffing Changes:

A half time position (50% Airport, 50% MET) to oversee the Airport's advertising concession program and marketing program.

Airport Goals:

Goal: Advance Airport Expansion Project – Completion Target 2023

Action(s): To continue the multi-year, phased Terminal Expansion Project.

Outcome: Successful management of each phase of the project through completion of the project in 2023.

Action(s): Continue to work with the FAA to secure additional grant funding to help finance the project.

Outcome: To reduce the amount of debt that will need to be taken on to complete the project.

Action(s) Develop a plan for customer safety and comfort during the three-year construction project.

Outcome: Smooth construction project without significant inconvenience to the traveling public.

Actions(s) Continue to provide a safe, sanitized Terminal facility to help stop the spread of COVID 19.

Outcome: Customer confidence in the safety of the facility, leading to confidence to begin to use the Airport again for air travel.

**AIRPORT FUND
OPERATING BUDGET**

FUNDS 5600-5690 & 4050-4090

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
WORKING CAPITAL - BEGINNING	<u>\$ 14,327,325</u>	<u>\$ 15,711,073</u>	<u>\$ 17,349,311</u>	<u>\$ 17,129,875</u>	<u>\$ 19,423,364</u>
REVENUES:					
CHARGE FOR SERVICES	\$ 10,740,431	\$ 9,272,659	\$ 8,093,345	\$ 7,790,842	\$ 8,643,444
FEDERAL/STATE GRANT REVENUE	2,864,247	9,203,554	5,925,400	11,501,906	9,523,603
PFC REVENUE	1,161,426	1,247,859	1,785,593	721,773	850,000
CFC REVENUE	881,223	668,280	800,000	631,008	726,401
CONTRIBUTIONS	-	-	-	-	-
INVESTMENT INTEREST	368,376	271,239	216,152	33,657	70,736
SALE OF EQUIPMENT/LAND	1,683	2,233	-	-	-
BOND REVENUE	-	-	25,000,000	60,000	8,000,000
SHORT-TERM BORROWING	-	-	-	-	-
REFUNDS/REIMBURSEMENTS	<u>170,189</u>	<u>147,212</u>	<u>36,128</u>	<u>72,961</u>	<u>44,200</u>
TOTAL REVENUE	<u>\$ 16,187,575</u>	<u>\$ 20,813,036</u>	<u>\$ 41,856,618</u>	<u>\$ 20,812,147</u>	<u>\$ 27,858,384</u>
EXPENSES:					
ADMINISTRATION	\$ 1,684,686	\$ 1,534,512	\$ 1,837,409	\$ 1,345,660	\$ 1,975,347
BUILDING MAINTENANCE	1,897,327	1,989,754	1,962,327	1,889,542	1,990,598
AIRFIELD MAINTENANCE	1,232,282	1,312,922	1,437,003	1,315,669	1,496,489
AIRPORT POLICE	894,088	901,071	955,042	696,681	980,250
AIRCRAFT RESCUE FIREFIGHTING	1,075,626	1,176,781	1,163,849	1,101,359	1,288,062
BUSINESS PARK	157,552	171,738	186,835	291,545	201,547
CAR RENTAL FUELING	406,131	275,785	388,567	183,312	269,361
CAR WASH FACILITY O&M	178,482	234,733	203,398	151,520	204,578
AIRPORT AIP GRANT PROJECTS	3,006,873	10,068,363	32,000,000	9,401,870	14,702,338
AIRPORT PFC PROJECTS	1,601,260	-	-	1,600,000	-
AIRPORT CFC PROJECTS	12,005	87,765	-	-	-
CAPITAL OUTLAY	1,092,744	474,010	494,380	153,124	2,051,036
BOND ISSUE COSTS	-	-	250,390	314,110	-
DEBT SERVICE-PRINCIPAL	-	-	429,943	-	265,000
DEBT SERVICE-INTEREST	<u>325,716</u>	<u>259,472</u>	<u>491,901</u>	<u>74,266</u>	<u>338,640</u>
TOTAL EXPENSES	<u>\$ 13,564,772</u>	<u>\$ 18,486,906</u>	<u>\$ 41,801,044</u>	<u>\$ 18,518,658</u>	<u>\$ 25,763,246</u>
WORKING CAPITAL CHANGES NOT BUDGETED:	<u>(1,239,055)</u>	<u>(907,328)</u>	<u>-</u>	<u>-</u>	<u>-</u>
WORKING CAPITAL - ENDING	<u>\$ 15,711,073</u>	<u>\$ 17,129,875</u>	<u>\$ 17,404,885</u>	<u>\$ 19,423,364</u>	<u>\$ 21,518,502</u>
LESS OPERATING RESERVE	<u>1,372,000</u>	<u>1,343,000</u>	<u>1,383,000</u>	<u>1,185,000</u>	<u>1,429,000</u>
LESS REVENUE BOND RESERVE	<u>2,688,344</u>	<u>2,688,344</u>	<u>2,671,044</u>	<u>2,671,044</u>	<u>2,671,044</u>
AVAILABLE WORKING CAPITAL	<u>\$ 11,650,729</u>	<u>\$ 13,098,531</u>	<u>\$ 13,350,841</u>	<u>\$ 15,567,320</u>	<u>\$ 17,418,458</u>

**AIRPORT FUND
OPERATING BUDGET**

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
PERSONAL SERVICES	\$ 4,555,634	\$ 4,715,612	\$ 4,659,668	\$ 4,184,638	\$ 4,932,333
OPERATIONS AND MAINTENANCE	2,970,541	2,881,683	3,598,762	2,790,650	3,473,899
CAPITAL	5,712,882	10,630,139	32,494,380	11,154,994	16,753,374
DEBT SERVICE	<u>325,715</u>	<u>259,472</u>	<u>1,048,234</u>	<u>388,376</u>	<u>603,640</u>
TOTAL EXPENSES	<u>\$ 13,564,772</u>	<u>\$ 18,486,906</u>	<u>\$ 41,801,044</u>	<u>\$18,518,658</u>	<u>\$25,763,246</u>

STAFFING AUTHORIZATION

POSITION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	PROPOSED FY 22
AVIATION & TRANSIT DIRECTOR	0.6	0.6	0.8	0.8
ASSISTANT AVIATION DIRECTOR	0.8	0.8	0.9	0.9
AVIATION & TRANS BUSINESS MGR	1.0	1.0	1.0	1.0
ADMINISTRATIVE SUPPORT II	1.0	1.0	1.0	1.0
MARKETING SPECIALIST	-	-	-	0.5
AIRPORT POLICE SUPERVISOR	1.0	1.0	1.0	1.0
AIRPORT POLICE OFFICERS	8.0	8.0	8.0	8.0
POLICE SUPPORT SPECIALIST	1.0	1.0	1.0	1.0
ARFF/AIRFIELD MAINT. WORKER	14.0	14.0	14.0	15.0
EQUIPMENT OPER/MAINT. WORKER	1.0	1.0	1.0	-
AFM/ELECTRICIAN II	1.0	1.0	1.0	1.0
AIRPORT FACILITIES SUPERVISOR	1.0	1.0	1.0	1.0
FACILITIES MAINT. MECHANIC	3.0	3.0	3.0	3.0
FACILITIES MAINT SUPPORT I	12.0	12.0	12.0	12.0
LEAD FAC MAINT SUPPORT 1	1.0	1.0	1.0	1.0
OPERATIONS ARFF SUPERVISOR	1.0	1.0	1.0	1.0
LEAD FACILITIES MAINT. MECHANIC	1.0	1.0	1.0	1.0
OPERATIONS AFM SUPERVISOR	1.0	1.0	1.0	1.0
ACCOUNTANT II	1.0	1.0	1.0	1.0
FACILITIES MAINT SUPPORT II	-	-	-	-
SR. ACCOUNT CLERK	1.0	1.0	1.0	1.0
AIRPORT ENG/PLAN MANAGER	1.0	1.0	1.0	1.0
AFM WORKER/MECHANIC I	1.0	1.0	1.0	1.0
LEAD AIRFIELD MAINT WORK/MECH	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
TOTAL	<u>54.4</u>	<u>54.4</u>	<u>54.7</u>	<u>55.2</u>

MET Transit

MET Transit

Current Year Department Budgeted Expense Total:

\$13,474,609

Change from Prior Year:

\$5,997,274

Overall Budget Justification:

The Transit Division of the Aviation and Transit Department is responsible for providing Fixed Route bus and Paratransit van transportation service for the City's citizens. This service meets a significant percentage of the mobility needs for those



citizens without access to private transportation (referred to as transit-dependent citizens), particularly young, elderly, low income, and citizens with disabilities.

Revenues:

The budget for Transit revenues totals \$14,162,106 for FY 2022, which is an increase of \$5,823,571 from the FY 2021 budget. This increase is mainly the net result of the \$5,499,463 increase in the Federal Transportation Administration (FTA) Capital Grant line and resulted from grant reimbursements, the majority of which will be for the new buses. There is also an increase of \$300,150 in the State and Federal Grants line related to CARES Act funding, as well as FTA grants for operating assistance and planning support.

Expenses:

Total FY 2022 budgeted payroll and operating expenses reflect an increase of \$100,866 from FY 2021. Personnel services increased \$108,749, due to step increases for those employees with six years of service or less, as well as the addition of a half time position to manage the Department's concession programs, including MET marketing and advertising. This position's costs will be split evenly between MET and the Airport. Operating and maintenance costs decreased \$7,883, primarily due to improvements in inventory management as well as reduced service agreement costs for the paratransit dispatching software system.

Capital:

Transit's FY 2022 capital expenditure budget totals \$7,585,554 and consists of seventeen heavy duty transit buses (\$6,374,354), one paratransit van (\$79,200), skylight and parapet wall repairs at the METroplex (\$150,000), driver training lot construction in support of the Federally required Public Transit Agency Safety Plan (\$610,000), office area remodel at the METroplex (\$280,000), replacement of a minivan support vehicle (\$35,000), the purchase of an additional SUV support vehicle (\$50,000), and a replacement server for the on-vehicle camera systems (\$7,000). A \$67,320 Section 5310 Grant will fund approximately 85% of the allowed costs for the one Paratransit van. A

combination of Section 5339A and 5339B grants will be used for bus purchase and facility enhancements, and will fund 85% of eleven (11) of the new heavy duty buses, and 80% of the skylight and parapet wall repair, as well as the replacement minivan support vehicle purchase. CARES Act funding will fund 100% of six (6) heavy duty transit buses, the training lot construction, the office remodel, and the purchase of the additional support vehicle.

New or Expanded Programs:

None

Staffing Changes:

A half-time position (50% MET, 50% Airport) to oversee MET's advertising and marketing program.

MET Goals:

Goal: Add infrastructure and assets in support of the Federally required Public Transit Agency Safety Plan

Action(s): Construct a training lot to improve hands on vehicle training with both new hires and existing employees; add a supervisor designated support vehicle to allow for supervisor field work and staff reviews.

Outcome: Enhanced safety performance in execution of daily transit operations including reductions in accidents and safety incidents by providing staff improved practices, procedures, and training.

Goal: Improve daily transit operations efficiency and effectiveness

Action(s): Remodel existing office space to centralize daily operations, allow improved communication between fixed-route, paratransit operations, and maintenance operations, while also allowing for enhanced meeting and training space.

Outcome: More effective use of staff time and improved communication resulting in decreased service delay time frames when issues arise; more expedient response to incidents and emergencies; improved communication effectiveness by creating enhanced meeting and training space for both internal staff meetings and external community involved meetings.

Goal: Improve transit system convenience and usability

Action(s): Finalize and implement system wide fixed-route improvements to scheduling and routes to provide more convenience and ensure enhanced usability for the public.

Outcome: A more fully featured transit system, conveniently operated resulting in increased ridership and customer satisfaction.

**TRANSIT FUND
OPERATING BUDGET**

FUNDS 5710,5720,4110,4120,2040

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
WORKING CAPITAL - BEGINNING	\$ 3,489,734	\$ 1,837,383	\$ 3,167,051	\$ 3,860,774	\$ 4,812,647
REVENUES:					
STATE AND FEDERAL GRANTS	\$ 297,199	\$ 3,997,054	\$ 3,290,474	\$ 3,010,682	\$ 3,590,624
FTA CAPITAL GRANT	174,350	442,005	1,411,524	437,368	6,910,987
TAX REVENUE	2,264,225	2,350,880	2,384,185	2,394,487	2,492,962
INTER GOVERNMENTAL	461,815	477,132	492,102	492,102	498,976
OPERATING REVENUES	734,743	632,015	734,600	727,450	648,410
INTEREST ON INVESTMENTS	60,420	38,262	21,000	10,097	10,097
MISCELLANEOUS	108,879	86,237	650	660	750
SALE SURPLUS EQUIP	15,061	662	4,000	-	9,300
TOTAL REVENUE	\$ 4,116,692	\$ 8,024,247	\$ 8,338,535	\$ 7,072,846	\$14,162,106
EXPENSES:					
ADMINISTRATION	\$ 678,064	\$ 584,186	\$ 697,083	\$ 573,277	\$ 565,362
OPERATIONS/DRIVERS	2,007,928	2,116,910	2,059,396	2,130,559	2,955,119
OPERATIONS/NON-DRIVERS	581,168	698,474	747,647	828,077	484,394
MAINTENANCE	857,650	888,805	901,095	789,592	1,090,571
MARKETING	29,422	20,075	41,000	25,000	63,147
PARATRANSIT	1,376,121	1,338,255	1,332,768	1,046,482	711,332
DOWNTOWN TRANSFER CNTR	5,471	30,968	9,200	65,930	19,130
CAPITAL-LOCAL	8,580	-	-	-	-
CAPITAL - FEDERAL	289,808	442,675	1,689,146	662,056	7,578,554
O & M - LOCAL	-	-	-	-	7,000
TOTAL EXPENSES	\$ 5,834,212	\$ 6,120,348	\$ 7,477,335	\$ 6,120,973	\$13,474,609
WORKING CAP. CHANGES NOT BUDGETED	65,169	119,492	-	-	-
WORKING CAPITAL - ENDING	\$ 1,837,383	\$ 3,860,774	\$ 4,028,251	\$ 4,812,647	\$ 5,500,144
LESS OPERATING RESERVE	904,000	904,000	983,000	896,000	1,000,000
AVAILABLE WORKING CAPITAL	\$ 933,383	\$ 2,956,774	\$ 3,045,251	\$ 3,916,647	\$ 4,500,144

**TRANSIT FUND
OPERATING BUDGET**

FUND 5710,5720,4110,4120,2040

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
PERSONAL SERVICES	\$ 4,170,530	\$ 4,121,286	\$ 4,182,121	\$ 4,046,720	\$ 4,290,870
OPERATIONS AND MAINTENANCE	1,365,294	1,556,388	1,606,068	1,412,197	1,598,185
CAPITAL	298,388	442,675	1,689,146	662,056	7,585,554
TOTAL EXPENSES	<u>\$ 5,834,212</u>	<u>\$ 6,120,349</u>	<u>\$ 7,477,335</u>	<u>\$ 6,120,973</u>	<u>\$13,474,609</u>

STAFFING AUTHORIZATION

POSITION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	PROPOSED FY 22
AVIATION & TRANSIT DIRECTOR	0.4	0.4	0.2	0.2
ASSISTANT AVIATION DIRECTOR	0.2	0.2	0.1	0.1
TRANSIT MANAGER	1.0	1.0	1.0	1.0
TRANSIT OPERATIONS SUPR.	2.0	2.0	3.0	4.0
MARKETING SPECIALIST	-	-	-	0.5
TRANSIT PLANNING & DEVELOPMENT COORD.	1.0	1.0	1.0	-
TRANSIT/PARA TRANSIT OPERATORS	34.0	34.0	34.0	34.0
ADMINISTRATIVE SUPPORT III	1.0	1.0	1.0	1.0
TRANSIT SERVICE WORKER	1.0	1.0	1.0	2.0
MECHANIC II	3.0	3.0	2.0	2.0
MECHANIC I	-	-	1.0	1.0
ADMINISTRATIVE SUPPORT I	1.0	1.0	1.0	-
VEHICLE SERVICE TECHNICIAN	1.0	1.0	-	-
PARA TRANSIT COORDINATOR	1.0	1.0	1.0	-
ON CALL TRANSIT/PARA TRANS OPR	6.3	6.3	6.3	6.3
LEAD TRANSIT SERVICES DISPATCHER	1.0	1.0	1.0	-
TRANSIT SERVICES DISPATCHER	2.0	2.0	2.0	4.0
TOTAL	<u>55.9</u>	<u>55.9</u>	<u>55.6</u>	<u>56.1</u>

Finance

Finance Department

Current Year Department Budgeted Expense Total:

\$15,828,374

Change from Prior year:

\$9,451,045

Overall Budget Justification:

The finance department fills many roles at the City including Purchasing, Accounts Payable, Business Licenses, Debt and Investment Management, Property Tax and Assessment Administration, Accounting, Budgeting, and Financial Reporting. The operating budget for the Finance Department is paid from the General Fund. The amount being requested for FY22 from the General Fund is \$1.7 million. This amount will be used to pay the salaries and the operation and maintenance of the department.



The FY22 budget for the Finance Department is \$15.8 million, this is an increase of \$9.4 million over the prior year. The major increases for Fiscal Year 2022 are the direct result of two items. First, the Library General Obligation Bond is approaching the call date and will be refunded by the City to lower the interest cost associated with those bonds. This refunding results in an increase of \$7.2 million when compared to the prior year. The increase in FY22 is to allow for the original bonds to be paid off in FY22. The new bonds will be refunded over the remaining 10 years. The second major budget increase is a transfer from the Special Improvement District Revolving Fund to the General Fund. When SID bonds are sold, the City sets aside a portion of the bond sale into a revolving fund. This fund is used to backfill any shortfall in debt payments that may arise within the SID. If the SID Revolving fund becomes too large relative to the amount of outstanding SID debt, a portion must be transferred to the General Fund. For FY22, we are estimating a transfer of \$2.1 million.

New or Expanded Programs:

The department will need to implement a new Governmental Accounting Standard Board requirement to track and account for leases in a substantially different way than what has been done in the past (GASB 87). The Finance Department is requesting an increase of \$80,000 for a software purchase in FY22. Purchasing this software will prevent the department from requesting another Accountant for the foreseeable future.

Staffing Changes:

No additional staffing requests are included in the Finance Department's FY22 budget due to lack of funding within the General Fund. However, the Finance Department has identified a need for additional resources within the Purchasing Division. Currently the division has one FTE. The need for additional resources would allow for a more centralized purchasing process. This would allow the City to participate in bulk purchasing, reducing purchasing costs of supplies. This position will be requested in the future when resources are available, along with office space, both which are currently lacking.

Department Goals:

Goal: Assist Administration and City Council to develop a long-range funding plan for the General and Public Safety Funds.

Action:

- Provide long-range financial projections and recommendations on how to develop a long-range plan.

Outcome: Long-range funding for the General and Public Safety Funds.

Goal: Expand Purchasing assistance to staff Citywide.

Action:

- Create a cross-referenced list of potential vendors to include registered vendors, interested parties, authorized bidders, Architectural/Engineering listing, etc.
- Continue to look for opportunities to create Citywide, centralized contracts to leverage volume for discounts.
- Conduct additional purchasing training to coincide with new, updated procedures.
- Increase utilization of cooperative purchasing agreements through the State of Montana's pre-competed agreements, NASPO-WSCA, or other cooperative agencies, as allowed.

Outcome: Improved purchasing process to the highest attainable efficiency level.

Revenue:

FINANCE DEPARTMENT REVENUE

REVENUE BY FUND	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
GENERAL FUND	\$ 34,243,291	\$ 34,389,066	\$ 34,881,873	\$ 34,316,018	\$36,000,216
PUBLIC SAFETY FUND	40,486,306	37,417,894	43,314,114	30,140,197	46,562,727
CENTRAL SERVICES FUND	119,015	116,179	113,474	118,474	119,083
CAPITAL REPLACEMENT FUND	1,796,534	1,837,984	1,805,985	1,805,900	1,892,791
SPECIAL IMPROVEMENT DISTRICT BONDS	973,880	967,111	972,000	950,000	761,976
SIDEWALK DISTRICT BONDS	537,046	438,929	533,000	350,256	500,500
STORM SEWER DEBT SERVICE	1,038,196	1,017,911	1,026,900	1,026,000	1,019,200
<i>GENERAL OBLIGATION DEBT</i>					
LIBRARY G.O.	1,218,391	1,237,846	1,107,222	9,786,200	1,403,306
PARKS G.O. SERIES 2000	116,330	114,497	-	650	-
STREET IMPROVEMENTS G.O. 2004A	379,217	365,840	324,194	337,648	326,455
BALLPARK G.O. 2015 REFUNDING	986,243	764,689	702,557	732,240	701,932
TOTAL REVENUE	<u>\$ 81,894,449</u>	<u>\$ 78,667,946</u>	<u>\$ 84,781,319</u>	<u>\$ 79,563,583</u>	<u>\$89,288,186</u>

FINANCE DEPARTMENT ALL FUNDS

REVENUE BY TYPE	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
TAXES	\$ 31,949,059	\$ 32,506,305	\$ 32,917,838	\$ 35,500,960	\$38,637,186
SPECIAL ASSESSMENTS	1,478,601	1,334,598	1,470,000	1,205,740	1,252,000
LICENSES & PERMITS	2,226,825	2,088,839	2,081,038	2,054,454	2,192,128
INTERGOVERNMENTAL	13,223,853	13,686,380	14,019,261	13,878,000	14,223,813
CHARGES FOR SERVICE	3,192,390	2,794,903	3,003,888	3,244,492	3,173,833
INVESTMENT EARNINGS	810,989	596,188	379,760	65,000	120,054
CONTRIBUTIONS/DONATIONS	300,000	303,000	-	300,000	300,000
DEBT PROCEEDS	17,563	42,133	-	8,335,000	-
INTERFUND TRANSFERS	28,432,168	25,283,147	30,909,534	14,973,612	29,388,044
MISCELLANEOUS	263,001	32,453	-	6,325	1,128
TOTAL REVENUE	<u>\$ 81,894,449</u>	<u>\$ 78,667,946</u>	<u>\$ 84,781,319</u>	<u>\$ 79,563,583</u>	<u>\$89,288,186</u>

Budgeted Expenditure:

EXPENSE BY FUND	FINANCE DEPARTMENT EXPENSE				
	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
GENERAL FUND	\$ 1,426,538	\$ 1,528,047	\$ 1,552,163	\$1,527,447	\$ 1,718,569
CENTRAL SERVICES FUND	91,353	114,876	63,949	72,390	141,656
CAPITAL REPLACEMENT FUND	1,284	1,992	2,375	2,375	3,255
SPECIAL IMPROVEMENT DISTRICT BONDS	724,715	686,138	857,500	857,000	2,893,000
SIDEWALK DISTRICT BONDS	419,307	429,022	462,900	462,900	515,000
STORM SEWER DEBT SERVICE	1,013,081	1,010,550	1,013,595	1,013,595	1,008,237
<i>GENERAL OBLIGATION DEBT</i>					
LIBRARY G.O.	1,214,960	1,202,175	1,186,456	1,186,456	8,437,793
PARKS G.O. SERIES 2000	121,271	118,354	123,551	122,121	-
STREET IMPROVEMENTS G.O. 2004A	340,069	346,342	351,807	351,807	352,814
BALLPARK G.O. 2015 REFUNDING	974,309	760,250	763,033	763,033	758,050
TOTAL EXPENDITURES	<u>\$ 6,326,887</u>	<u>\$ 6,197,746</u>	<u>\$ 6,377,329</u>	<u>\$6,359,124</u>	<u>\$15,828,374</u>

EXPENSE BY CLASSIFICATION	FINANCE DEPARTMENT ALL FUNDS				
	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
PERSONAL SERVICES	\$ 894,135	\$ 964,682	\$ 1,051,009	\$1,026,293	\$ 1,089,533
OPERATIONS AND MAINTENANCE	708,507	609,623	675,925	682,436	886,110
CAPITAL	14,593	112,861	-	-	41,837
DEBT SERVICE	4,531,774	4,510,580	4,650,395	4,650,395	11,710,894
TRANSFERS	177,878	-	-	-	2,100,000
TOTAL EXPENDITURES	<u>\$ 6,326,887</u>	<u>\$ 6,197,746</u>	<u>\$ 6,377,329</u>	<u>\$6,359,124</u>	<u>\$15,828,374</u>

**FINANCE
OPERATING BUDGET**

GENERAL FUND

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
PERSONAL SERVICES	\$ 894,136	\$ 964,683	\$ 1,051,009	\$1,026,293	\$ 1,089,533
OPERATIONS AND MAINTENANCE	517,809	477,346	501,154	501,154	629,036
CAPITAL	14,593	86,018	-	-	-
TOTAL EXPENDITURES	<u>\$ 1,426,538</u>	<u>\$ 1,528,047</u>	<u>\$ 1,552,163</u>	<u>\$1,527,447</u>	<u>\$ 1,718,569</u>

STAFFING AUTHORIZATION

POSITION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	PROPOSED FY 22
FINANCE DIRECTOR	1.0	1.0	1.0	1.0
ADMINISTRATIVE SUPPORT II	1.0	1.0	1.0	1.0
ACCOUNTING MANAGER	1.0	-	-	-
ACCOUNTANT II	2.0	3.0	3.0	3.0
ACCOUNTING TECHNICIAN	1.0	1.0	1.0	1.0
ACCOUNT CLERK II	3.0	3.0	3.0	3.0
DEBT/INVESTMENT COORDINATOR	1.0	1.0	1.0	1.0
PURCHASING AGENT	1.0	1.0	1.0	1.0
TOTAL	<u>11.0</u>	<u>11.0</u>	<u>11.0</u>	<u>11.0</u>

**GENERAL OPERATING FUND
OPERATING BUDGET**

FUND 0100

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 27,717,469</u>	<u>\$ 22,399,796</u>	<u>\$ 18,149,609</u>	<u>\$ 22,391,201</u>	<u>\$ 37,667,864</u>
REVENUES:					
TAXES	\$ 16,846,703	\$ 17,418,145	\$ 17,644,369	\$ 17,115,468	\$ 18,476,303
SPECIAL ASSESSMENTS	189	39,356	-	2,069	-
LICENSES & PERMITS	2,234,380	2,095,896	2,088,038	2,044,896	2,199,128
INTER-GOVERNMENTAL	11,404,984	11,839,561	12,065,752	11,954,733	12,243,879
CHARGES FOR SERVICE	4,256,806	3,814,415	4,133,225	4,064,282	4,373,346
FINES & FORFEITS	1,271,808	1,145,294	1,511,877	1,043,778	1,294,046
INVESTMENT EARNINGS	499,221	363,056	233,000	27,400	70,301
INTERFUND TRANSFERS	2,022	36,256	9,600	2,000	2,110,100
MISCELLANEOUS	<u>228,359</u>	<u>54,848</u>	<u>-</u>	<u>2,559</u>	<u>600</u>
TOTAL REVENUE	<u>\$ 36,744,472</u>	<u>\$ 36,806,827</u>	<u>\$ 37,685,861</u>	<u>\$ 36,257,185</u>	<u>\$ 40,767,703</u>
EXPENDITURES:					
MAYOR AND CITY COUNCIL	\$ 210,784	\$ 222,787	\$ 264,919	\$ 255,170	\$ 295,932
CITY ADMINISTRATOR	771,940	861,052	1,028,702	1,003,076	930,834
HUMAN RESOURCES	709,118	791,672	825,565	730,000	916,094
CITY ATTORNEY	2,045,840	2,074,785	2,092,530	2,035,000	2,310,985
MUNICIPAL COURT	1,349,483	1,369,717	1,479,095	1,381,000	1,539,731
FINANCE	1,426,538	1,528,041	1,552,163	1,527,447	1,718,569
CODE ENFORCEMENT	481,691	507,961	575,602	531,592	723,959
PARKS, RECREATION AND PUBLIC LANDS	7,265,854	5,159,821	4,497,703	4,383,152	4,695,067
NON-DEPARTMENTAL	27,770,897	24,299,586	30,064,846	9,134,085	40,463,803
COUNCIL CONTINGENCY	<u>30,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>25,000</u>
TOTAL EXPENDITURES	<u>\$ 42,062,145</u>	<u>\$ 36,815,422</u>	<u>\$ 42,381,125</u>	<u>\$ 20,980,522</u>	<u>\$ 53,619,974</u>
FUND BALANCE ENDING	<u>\$ 22,399,796</u>	<u>\$ 22,391,201</u>	<u>\$ 13,454,345</u>	<u>\$ 37,667,864</u>	<u>\$ 24,815,593</u>
LESS:					
COMMITTED	12,198,022	12,289,000	12,290,526	12,290,526	12,168,392
UNASSIGNED	<u>\$ 10,201,774</u>	<u>\$ 10,102,201</u>	<u>\$ 1,163,819</u>	<u>\$ 25,377,338</u>	<u>\$ 12,647,201</u>

**PUBLIC SAFETY FUND
OPERATING BUDGET**

FUND 1500

	ACTUAL FY 19	ACTUAL FY 20	APPROVED FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	\$ 2,190,588	\$ 1,471,733	\$ 1,600,000	\$ 1,782,651	\$ 2,689,350
REVENUE:					
TAXES-levy 1	\$ 4,544,649	\$ 4,709,535	\$ 4,943,856	\$ 4,940,000	\$ 5,245,706
TAXES-levy 2	8,403,252	8,213,527	8,200,000	12,195,000	12,786,264
LICENSES & PERMITS	38,922	40,535	35,450	33,200	38,700
INTER-GOVERNMENTAL	3,095,247	9,386,915	3,263,382	22,447,612	3,257,298
CHARGES FOR SERVICE	1,778,084	1,980,077	2,301,727	1,931,785	2,350,702
FINES & FORFEITS	2,540	2,502	2,400	85,500	2,400
INVESTMENT EARNINGS	12,936	15,475	12,800	3,272	2,985
INTERFUND TRANSFERS-SOUTH TIF PD	-	-	250,000	250,000	250,000
INTERFUND TRANSFERS-GENERAL FD	25,666,599	22,554,927	28,168,949	4,240,131	26,509,838
DEBT PROCEEDS	-	285,388	-	2,514,611	-
MISCELLANEOUS	67,919	122,872	50,700	28,500	37,300
TOTAL REVENUE	\$ 43,610,148	\$ 47,311,753	\$ 47,229,264	\$ 48,669,611	\$ 50,481,193
EXPENDITURES:					
POLICE:					
ADMINISTRATION	\$ 1,511,248	\$ 1,205,828	\$ 1,343,331	\$ 1,480,452	\$ 1,364,579
OPERATIONS	17,497,425	20,026,257	17,998,559	18,579,101	18,835,311
INVESTIGATIONS	2,499,150	2,410,926	3,268,293	3,362,652	3,192,215
SUPPORT SERV.	1,815,406	1,772,091	2,241,632	2,164,653	2,244,331
ANIMAL CONTROL	982,837	948,624	1,074,011	976,249	1,124,581
TOTAL POLICE	\$ 24,306,066	\$ 26,363,726	\$ 25,925,826	\$ 26,563,107	\$ 26,761,017
FIRE:					
ADMINISTRATION	\$ 1,264,588	\$ 1,425,641	\$ 1,430,959	\$ 1,441,732	\$ 1,607,446
PREVENTION/INVESTIGATIONS	816,527	839,874	911,924	938,430	932,518
TRAINING	365,490	385,074	437,610	458,000	474,527
EQUIPMENT/MAINTENANCE	1,544,349	1,545,538	1,538,528	1,586,147	2,120,806
SUPPRESSION	12,842,216	13,201,719	13,629,012	13,404,098	15,298,792
9-1-1 EMERGENCY OP CENTER	3,122,914	3,163,175	3,259,267	3,272,508	3,188,955
COMMUNICATIONS EQUIPMENT	66,853	76,088	96,138	98,890	97,132
TOTAL FIRE	\$ 20,022,937	\$ 20,637,109	\$ 21,303,438	\$ 21,199,805	\$ 23,720,176
TOTAL EXPENDITURES	\$ 44,329,003	\$ 47,000,835	\$ 47,229,264	\$ 47,762,912	\$ 50,481,193
FUND BALANCE-ENDING	\$ 1,471,733	\$ 1,782,651	\$ 1,600,000	\$ 2,689,350	\$ 2,689,350
LESS:					
RESTRICTED	1,471,733	1,782,651	1,600,000	2,689,350	2,689,350
UNASSIGNED	\$ -	\$ -	\$ -	\$ -	\$ -

**CENTRAL SERVICES FUND
OPERATING BUDGET**

FUND 6050

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
WORKING CAPITAL-BEGINNING	\$ 172,409	\$ 200,071	\$ 213,171	\$ 201,374	\$ 242,477
REVENUES:					
MAIL SERVICE	\$ 63,398	\$ 66,061	\$ 60,000	\$ 65,055	\$ 68,000
DUPLICATION	50,717	46,577	51,174	52,956	50,228
INTEREST EARNINGS	<u>4,900</u>	<u>3,541</u>	<u>2,300</u>	<u>460</u>	<u>855</u>
TOTAL REVENUE	\$ 119,015	\$ 116,179	\$ 113,474	\$ 118,471	\$ 119,083
EXPENSES:					
MAIL SERVICE	\$ 63,397	\$ 66,060	\$ 60,000	\$ 55,444	\$ 68,000
CAPITAL OUTLAY	\$ -	\$ -	\$ -	\$ -	\$ 41,837
DUPLICATION	<u>27,956</u>	<u>62,132</u>	<u>3,949</u>	<u>21,924</u>	<u>31,819</u>
TOTAL EXPENSES	\$ 91,353	\$ 128,192	\$ 63,949	\$ 77,368	\$ 141,656
WORKING CAP. CHANGES NOT BUDGETED	<u>-</u>	<u>13,316</u>	<u>-</u>	<u>-</u>	<u>-</u>
WORKING CAPITAL-ENDING	\$ 200,071	\$ 201,374	\$ 262,696	\$ 242,477	\$ 219,904

**CAPITAL REPLACEMENT FUND
OPERATING BUDGET**

FUND 6400 - 6410

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE - BEGINNING	\$ 7,074,972	\$ 6,937,914	\$ 6,965,388	\$ 7,160,990	\$ 6,774,591
REVENUES:					
TRANSFERS IN	\$ 1,575,191	\$ 1,674,404	\$ 1,725,585	\$ 1,725,585	\$ 1,863,206
INTEREST EARNINGS	167,875	121,447	80,400	120,000	28,457
REFUNDS/REIMBURSEMENTS	35,905	-	-	-	1,128
SALE OF EQUIPMENT	17,563	42,133	-	-	-
TOTAL REVENUE	\$ 1,796,534	\$ 1,837,984	\$ 1,805,985	\$ 1,845,585	\$ 1,892,791
EXPENDITURES:					
CHARGE FOR SERVICES	\$ 1,284	\$ 1,992	\$ 2,375	\$ 2,375	\$ 3,255
TECHNOLOGY EQUIPMENT	388,180	569,959	-	13,237	-
CAPITAL	1,544,128	1,042,957	2,225,179	2,216,373	1,790,072
TOTAL EXPENDITURES	\$ 1,933,592	\$ 1,614,908	\$ 2,227,554	\$ 2,231,984	\$ 1,793,327
FUND BALANCE - ENDING	\$ 6,937,914	\$ 7,160,990	\$ 6,543,819	\$ 6,774,591	\$ 6,874,055
LESS:					
COMMITTED	6,937,914	7,160,990	6,543,819	6,774,591	6,874,055
UNASSIGNED	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL REPLACEMENT FUND BUDGET NARRATIVE

This fund is used for equipment replacement for all governmental fund departments. The equipment budgeted in FY 2022 was approved through the Equipment Replacement Program (ERP) and adopted by the City Council. The revenue source for this fund will be through contributions from each governmental department based on the department's share of the 20-year equipment replacement plan. Also, starting in FY19, technology equipment that is unique to the Public Safety Fund will be funded and purchased through an ERP.

Revenues

No significant changes.

Capital

Equipment is scheduled to be replaced in FY 2022 in the amount of \$1,790,072 which is a decrease from FY 2021. The anticipated expenditures from the Public Safety Technology Equipment Replacement for FY22 are \$ 0.

**SPECIAL IMPROVEMENT DISTRICTS FUNDS
OPERATING BUDGET**

FUND 2300, & 8200-8340

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 2,774,517</u>	<u>\$ 3,023,682</u>	<u>\$ 3,313,482</u>	<u>\$ 3,304,654</u>	<u>\$ 3,335,554</u>
REVENUES:					
SPECIAL ASSESSMENTS	\$ 953,736	\$ 868,398	\$ 945,000	\$ 870,000	\$ 752,000
INTEREST ON INVESTMENTS	60,778	44,765	27,000	18,000	9,976
TRANSFER	<u>2,044</u>	<u>53,947</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL REVENUE	<u>\$ 1,016,558</u>	<u>\$ 967,110</u>	<u>\$ 972,000</u>	<u>\$ 888,000</u>	<u>\$ 761,976</u>
EXPENDITURES:					
ARBITRAGE COST	\$ 54,700	\$ 6,200	\$ 54,700	\$ 24,900	\$ 95,200
PRINCIPAL	\$ 565,327	\$ 505,234	\$ 650,000	\$ 640,000	\$ 525,000
INTEREST AND FISCAL CHARGES	144,916	174,704	150,000	189,000	169,600
TRANSFER	-	-	-	-	2,100,000
PAYING AGENT FEE	<u>2,450</u>	<u>-</u>	<u>2,800</u>	<u>3,200</u>	<u>3,200</u>
TOTAL EXPENDITURES	<u>\$ 767,393</u>	<u>\$ 686,138</u>	<u>\$ 857,500</u>	<u>\$ 857,100</u>	<u>\$ 2,893,000</u>
FUND BALANCE ENDING	<u>\$ 3,023,682</u>	<u>\$ 3,304,654</u>	<u>\$ 3,427,982</u>	<u>\$ 3,335,554</u>	<u>\$ 1,204,530</u>
LESS:					
RESTRICTED	<u>3,023,682</u>	<u>3,304,654</u>	<u>3,427,982</u>	<u>3,335,554</u>	<u>1,204,530</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

SPECIAL IMPROVEMENT DISTRICTS FUNDS

When a new Special Improvement District (SID) is created, the City sells bonds to cover the construction cost of improvements. That construction cost is covered in the capital project funds. In the following years, the benefiting citizens are billed for that year's portion of the (SID) costs. When the money comes in, the City calls the bonds that were issued to fund the construction. Included in the fund balance is the SID Revolving Fund. This fund is available to "loan" money to SIDs for which tax payments are not received timely enough to make the bond payments when due.

Principal payments are due July 1st of the following fiscal year; therefore, revenue needs to be budgeted the fiscal year prior to the actual principal payment.

Revenues and Expenditures

Expenditures are dependent upon debt service required payments and actual assessment collections.

**SIDEWALK AND CURB DISTRICTS FUND
OPERATING BUDGET**

FUND 8500-8690 & 8800-8990

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	\$ 291,832	\$ 409,571	\$ 477,871	\$ 452,416	\$ 432,466
REVENUE:					
SPECIAL ASSESSMENTS	\$ 524,676	\$ 464,077	\$ 525,000	\$ 480,000	\$ 500,000
INTEREST ON INVESTMENTS	12,370	10,310	8,000	1,000	500
TRANSFER	-	2,605	-	-	-
TOTAL REVENUE	\$ 537,046	\$ 476,992	\$ 533,000	\$ 481,000	\$ 500,500
EXPENDITURES:					
PRINCIPAL	\$ 306,000	\$ 317,500	\$ 350,000	\$ 390,000	\$ 375,000
INTEREST AND FISCAL CHARGES	95,913	109,747	104,000	103,000	120,000
OTHER CONTRACT SERVICES	14,300	6,200	7,150	6,200	18,600
FEES	1,050	700	1,750	1,750	1,400
TRANSFERS OUT	2,044	-	-	-	-
TOTAL EXPENDITURES	\$ 419,307	\$ 434,147	\$ 462,900	\$ 500,950	\$ 515,000
FUND BALANCE ENDING	\$ 409,571	\$ 452,416	\$ 547,971	\$ 432,466	\$ 417,966
LESS:					
RESTRICTED	409,571	452,416	547,971	432,466	417,966
UNASSIGNED	\$ -	\$ -	\$ -	\$ -	\$ -

SIDEWALK AND CURB DISTRICTS FUND BUDGET NARRATIVE

These bonds are issued to finance the repair and/or replacement of sidewalks throughout the community. The City orders the repair work and finances the improvements through the bond issues. The debt service is provided through special assessments on the effected properties.

Revenues and Expenditures

Expenditures are dependent upon debt service required payments and actual assessment collections.

**STORM SEWER FUND
OPERATING BUDGET**

FUND 8400 & 2070

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 6,401,544</u>	<u>\$ 2,036,137</u>	<u>\$1,768,764</u>	<u>\$ 2,298,644</u>	<u>\$ 1,117,557</u>
REVENUE:					
SPECIAL ASSESSMENTS	\$ 4,442,418	\$ 4,574,083	\$ 4,520,000	\$ 4,625,000	\$ 4,700,000
INTEREST ON INVESTMENTS	108,435	44,754	55,800	30,670	45,800
LICENSES & PERMITS	5,200	800	4,000	2,000	3,000
SALE OF FIXED ASSETS	63,076	-	-	-	-
OTHER	<u>-</u>	<u>2,904</u>	<u>1,452</u>	<u>12,954</u>	<u>1,452</u>
TOTAL REVENUE	<u>\$ 4,619,129</u>	<u>\$ 4,622,541</u>	<u>\$ 4,581,252</u>	<u>\$ 4,670,624</u>	<u>\$ 4,750,252</u>
EXPENDITURES:					
OPERATIONS & MAINTENANCE	\$ 1,474,182	\$ 1,832,709	\$ 2,088,632	\$ 2,510,557	\$ 1,959,798
CAPITAL	6,497,854	1,529,325	2,680,000	2,326,154	2,090,000
TRANSFERS TO BOND AND INTEREST	<u>1,012,500</u>	<u>998,000</u>	<u>1,015,000</u>	<u>1,015,000</u>	<u>1,015,000</u>
TOTAL EXPENDITURES	<u>\$ 8,984,536</u>	<u>\$ 4,360,034</u>	<u>\$ 5,783,632</u>	<u>\$ 5,851,711</u>	<u>\$ 5,064,798</u>
FUND BALANCE ENDING	<u>\$ 2,036,137</u>	<u>\$ 2,298,644</u>	<u>\$ 566,384</u>	<u>\$ 1,117,557</u>	<u>\$ 803,011</u>
LESS:					
RESTRICTED	<u>2,036,137</u>	<u>2,298,644</u>	<u>566,384</u>	<u>1,117,557</u>	<u>803,011</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**2012 SERIES LIBRARY
OPERATING BUDGET**

FUND 3040

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 1,099,305</u>	<u>\$ 1,102,735</u>	<u>\$ 1,139,685</u>	<u>\$ 1,138,405</u>	<u>\$ 9,576,155</u>
REVENUE:					
PROPERTY TAXES	\$ 904,969	\$ 929,866	\$ 1,105,722	\$ 1,150,000	\$ 1,101,750
DONATIONS	300,000	300,000	-	300,000	300,000
LOAN PROCEEDS	-	-	-	8,335,000	-
INTEREST ON INVESTMENTS	<u>13,421</u>	<u>7,979</u>	<u>1,500</u>	<u>1,200</u>	<u>1,556</u>
TOTAL REVENUE	<u>\$ 1,218,390</u>	<u>\$ 1,237,845</u>	<u>\$ 1,107,222</u>	<u>\$ 9,786,200</u>	<u>\$ 1,403,306</u>
EXPENDITURES:					
PRINCIPAL	\$ 810,000	\$ 825,000	\$ 840,000	\$ 840,000	\$ 8,215,000
INTEREST AND FISCAL CHARGES	404,610	376,825	346,106	506,450	220,793
FISCAL AGENT FEES	<u>350</u>	<u>350</u>	<u>350</u>	<u>2,000</u>	<u>2,000</u>
TOTAL EXPENDITURES	<u>\$ 1,214,960</u>	<u>\$ 1,202,175</u>	<u>\$ 1,186,456</u>	<u>\$ 1,348,450</u>	<u>\$ 8,437,793</u>
FUND BALANCE ENDING	<u>\$ 1,102,735</u>	<u>\$ 1,138,405</u>	<u>\$ 1,060,451</u>	<u>\$ 9,576,155</u>	<u>\$ 2,541,668</u>
LESS:					
RESTRICTED	<u>1,102,735</u>	<u>1,138,405</u>	<u>1,060,451</u>	<u>9,576,155</u>	<u>2,541,668</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**SERIES 2015 REFUNDING BASEBALL FIELD & STADIUM FUND
OPERATING BUDGET**

FUND 3120

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 704,120</u>	<u>\$ 934,565</u>	<u>\$ 720,061</u>	<u>\$ 939,004</u>	<u>\$ 879,804</u>
REVENUE:					
PROPERTY TAXES	\$ 758,909	\$ 758,208	\$ 700,557	\$ 703,000	\$ 701,113
INTEREST ON INVESTMENTS	<u>8,980</u>	<u>6,481</u>	<u>2,000</u>	<u>500</u>	<u>819</u>
TOTAL REVENUE	<u>\$ 767,889</u>	<u>\$ 764,689</u>	<u>\$ 702,557</u>	<u>\$ 703,500</u>	<u>\$ 701,932</u>
EXPENDITURES:					
PRINCIPAL	\$ 555,000	\$ 565,000	\$ 580,000	\$ 580,000	\$ 590,000
INTEREST	195,500	184,300	172,850	172,850	158,200
PAYING AGENT FEE	350	350	350	350	350
FISCAL CHARGES	<u>4,948</u>	<u>10,600</u>	<u>9,833</u>	<u>9,500</u>	<u>9,500</u>
TOTAL EXPENDITURES	<u>\$ 755,798</u>	<u>\$ 760,250</u>	<u>\$ 763,033</u>	<u>\$ 762,700</u>	<u>\$ 758,050</u>
FUND BALANCE ENDING	<u>\$ 716,211</u>	<u>\$ 939,004</u>	<u>\$ 659,585</u>	<u>\$ 879,804</u>	<u>\$ 823,686</u>
LESS:					
RESTRICTED	<u>716,211</u>	<u>939,004</u>	<u>659,585</u>	<u>879,804</u>	<u>823,686</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**2004A SERIES STREET IMPROVEMENTS
OPERATING BUDGET**

FUND 3130

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 346,932</u>	<u>\$ 386,081</u>	<u>\$ 403,089</u>	<u>\$ 405,578</u>	<u>\$ 384,453</u>
REVENUE:					
PROPERTY TAXES	\$ 375,545	\$ 363,266	\$ 323,334	\$ 327,000	\$ 326,050
INTEREST ON INVESTMENTS	<u>3,673</u>	<u>2,573</u>	<u>860</u>	<u>350</u>	<u>405</u>
TOTAL REVENUE	<u>\$ 379,218</u>	<u>\$ 365,839</u>	<u>\$ 324,194</u>	<u>\$ 327,350</u>	<u>\$ 326,455</u>
EXPENDITURES:					
PRINCIPAL 2012 REFUNDING	\$ 275,000	\$ 290,000	\$ 300,000	\$ 300,000	\$ 310,000
FISCAL CHARGES	-	-	3,600	260	3,600
INTEREST 2012 REFUNDING	60,974	52,500	43,650	43,650	34,500
FISCAL AGENT FEES	350	350	350	350	350
COST ALLOCATION PLAN	<u>3,745</u>	<u>3,492</u>	<u>4,207</u>	<u>4,215</u>	<u>4,364</u>
TOTAL EXPENDITURES	<u>\$ 340,069</u>	<u>\$ 346,342</u>	<u>\$ 351,807</u>	<u>\$ 348,475</u>	<u>\$ 352,814</u>
FUND BALANCE ENDING	\$ 386,081	\$ 405,578	\$ 375,476	\$ 384,453	\$ 358,094
LESS:					
RESTRICTED	<u>386,081</u>	<u>405,578</u>	<u>375,476</u>	<u>384,453</u>	<u>358,094</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Urban Renewal Districts

Urban Renewal Districts – Tax Increment Funds & Downtown Revolving Loan

Current Year Department Budgeted Expense Total:

\$12,011,954

Change from Prior year:

\$3,803,775

Overall Budget Justification:

The Tax Increment Funds are used to account for the Tax Increment Districts in Billings. The three districts are the South Billings Boulevard Urban Renewal District, North 27th Street Urban Renewal District and East Billings Urban Renewal District. Revenues include property taxes paid by the district property owners and earnings on cash and investments. Expenditures are used for development incentives, programs, projects and city infrastructure improvement within the associated district and costs allocated are for the administration of the district.

Administration of the districts are handled by their respective advisory boards. Each board is governed by a Memorandum of Understanding with the City and functions as a non-profit advisory board to the City Council. The City Council is the ultimate decision maker for expenditures of urban renewal district funds. Administrative fees are used by the boards for implementation and planning of district projects. The budget also includes cost allocation within each fund to cover the expenses for city time and resources from the Planning, Finance, and Administration Departments.

The Tax Increment Districts will continue to provide developmental incentives for business and city infrastructure improvement based on City Council approval.

The Downtown Revolving Loan was established to spur development downtown. The program was established in 1976 with a contribution from the Tax Increment Fund of approximately \$600,000. Loans are provided for eligible projects up to \$250,000. City Code section 13-1100 establishes the program and eligible uses of funds.

Budgeted Revenues:

ALL TAX INCREMENT OPERATING FUNDS URBAN RENEWAL DEVELOPMENT BY CLASSIFICATION

	ACTUAL FY 19	ACTUAL FY 20	APPROVED FY 21	ESTIMATE FY 21	PROPOSED FY 22
Contributions/Donations	\$ 12,000	\$ -	\$ -	\$ -	\$ -
Intergovernmental	614,693	614,693	657,775	657,775	614,693
Investment Earnings	280,096	249,812	172,300	18,280	116,006
Transfers	-	-	-	77,975	-
Other Financing	3,560,367	-	-	2,256,869	-
Miscellaneous	136,400	101,981	97,000	570,000	150,000
Taxes	<u>6,197,141</u>	<u>7,020,216</u>	<u>6,990,700</u>	<u>6,349,951</u>	<u>7,005,000</u>
TOTAL REVENUE	<u>\$ 10,800,697</u>	<u>\$ 7,986,702</u>	<u>\$ 7,917,775</u>	<u>\$ 9,930,850</u>	<u>\$ 7,885,699</u>

ALL TAX INCREMENT OPERATING FUNDS URBAN RENEWAL DEVELOPMENT BY FUND

	ACTUAL FY 19	ACTUAL FY 20	APPROVED FY 21	ESTIMATE FY 21	PROPOSED FY 22
Downtown Revolving Loan	\$ 216,131	\$ 188,085	\$ 172,000	\$ 570,000	\$ 226,000
South TIF	3,578,659	3,858,150	3,909,167	3,573,467	3,889,322
East TIF	4,490,154	909,596	921,400	935,760	918,098
N. 27th TIF	<u>2,515,753</u>	<u>3,030,871</u>	<u>2,915,208</u>	<u>4,851,623</u>	<u>2,852,279</u>
TOTAL REVENUE	<u>\$ 10,800,697</u>	<u>\$ 7,986,702</u>	<u>\$ 7,917,775</u>	<u>\$ 9,930,850</u>	<u>\$ 7,885,699</u>

Budgeted Expenditures:

ALL TAX INCREMENT OPERATING FUNDS URBAN RENEWAL DEVELOPMENT BY CLASSIFICATION

	ACTUAL FY 19	ACTUAL FY 20	APPROVED FY 21	ESTIMATE FY 21	PROPOSED FY 22
Bond Issuance Costs	\$ 100,009	\$ -	\$ -	\$ -	\$ -
Capital Outlay	6,092,476	3,032,573	2,284,978	5,420,000	4,430,948
Interest and Fiscal Charges	1,124,423	1,189,836	1,166,195	1,199,965	1,204,440
Operation and Maintenance	2,512,193	2,088,427	3,488,006	4,433,786	5,011,565
Principal	730,000	855,000	905,000	905,000	985,001
Transfers Out	100,000	100,000	397,000	350,000	380,000
TOTAL EXPENDITURES	\$ 10,659,102	\$ 7,265,836	\$ 8,241,179	\$ 12,308,751	\$ 12,011,954

ALL TAX INCREMENT OPERATING FUNDS URBAN RENEWAL DEVELOPMENT BY FUND

	ACTUAL FY 19	ACTUAL FY 20	APPROVED FY 21	ESTIMATE FY 21	PROPOSED FY 22
Downtown Revolving Loan	\$ 233,356	\$ 468,575	\$ 226,247	\$ 24,300	\$ 428,827
South TIF	4,324,657	3,631,716	3,903,620	5,163,584	7,327,954
East TIF	3,989,536	1,046,786	792,720	782,153	806,418
N. 27th TIF	2,111,553	2,118,759	3,318,592	6,338,714	3,448,755
TOTAL EXPENDITURES	\$ 10,659,102	\$ 7,265,836	\$ 8,241,179	\$ 12,308,751	\$ 12,011,954

South Billings Boulevard Urban Renewal District

Current Year Budgeted Expense Total:

\$7,327,954

Change from Prior year:

\$3,424,334

Additional Comments:

The South Billings Boulevard Urban Renewal District (SBBURD) will reduce its proposed administrative costs by \$16,842 for reduced travel expenses and other internal changes. The administrative fee will be \$117,158 in fiscal year 2022, down from \$134,000 in the prior fiscal year.



Expenses in fiscal year 2022 for cost allocation are \$12,566 specifically to cover Planning and Community Services Department employee time and \$52,963 for additional city time and resources. Cost allocation expense has increased by \$15,029 from the prior year.

Capital projects this year will include improvements to Mitchell Ave – Optimist Park’s Parking Lot and SBURA Unimproved Street Improvements. Capital Expenses increased over the prior year \$2,145,970 to finish out more unimproved streets. Additional details for these projects can be found in the Capital Improvement Plan (CIP).

The Police Evidence Center was finished in August of 2020 and the South Tax Increment Fund will continue to provide \$250,000 for Debt Service payments from its construction.

The other large increase to the budget would be in the Developmental Incentives proposed for FY22. SBURA is aware of multiple projects planned in the near term. While no specific projects have been presented by the Board or approved by City Council, an amount of \$1.8 million is being requested in the budget for potential projects in the district. Before any expenditure of these funds, both the SBURA Board and City Council will need to approve the project. A total of \$100,000 is likely to be used for several smaller projects and the other \$1.7 million will be set aside for larger projects.

East Billings Urban Renewal District

Current Year Budgeted Expense Total:

\$806,417

Change from Prior year:

\$13,697

Additional Comments:

The East Billings Urban Renewal District (EBURD) will maintain the same amount for their proposed administrative costs in fiscal year 2022. The administrative fee will still be \$139,946 in fiscal year 2022.

Expenses in fiscal year 2022 for cost allocation are \$11,868 specifically to cover Planning and Community Services Department employee time and \$40,589 for additional city time and resources. Cost allocation expense has increased by \$13,700 from the prior year due to more time commitment by the city. Capital projects are not planned in fiscal year 2021 for the East Billings Urban Renewal District. While no specific projects have been presented by the Board or approved by City Council, an amount of \$150,000 is being requested in the budget for potential projects in the district.



North 27th Street Urban Renewal District

Current Year Budgeted Expense Total:

\$3,448,755

Change from Prior year:

\$130,163

Additional Comments:

Downtown Urban Renewal District reimburses the Police Department for two foot patrol officers in the downtown area.

The City receives \$41,200 per year from the Downtown Billings Partnership, Inc. for this program. Annually, \$100,000 is transferred to the City of Billings Parking Division for infrastructure projects. This year an additional \$30,000 will be added to the total transfer to the Parking Division for one month's free parking in downtown during the holiday period.

The Downtown Billings Partnership, Inc. will not be changing their proposed administrative costs from the prior year. The administrative fee will still be \$279,441 in fiscal year 2022.

Expenses in fiscal year 2022 for cost allocation are \$12,565 specifically to cover Planning and Community Services Department employee time and \$53,291 for additional city time and resources. Cost allocation expense has increased by \$17,289 from the prior year due to more time commitment by the city. Principal and interest have increased by \$131,823 for the two-way street conversion project for 29th and 30th Street downtown. Transfers have decreased by \$17,000. No capital projects are currently planned in fiscal year 2022 for the Downtown Urban Renewal District.

The increase in the budget is due mainly to the expected amount of developmental incentives given to finished projects within the Downtown District. The projects expected to be funded in FY22 will be for the renovation of the Wise Wonders Children's Museum (\$100,000), the refurbishment of the Alberta Bair Theater (\$750,000), the completion of the Arthouse Phase II (\$350,000), and additional funds of (\$290,000) for use of Tax Increment Fund Projects approved by the City Council in FY22. Three additional projects including the Beartooth Bank (\$196,771), the Billings Symphony (\$181,340), and the renovation for Kibler & Kirsch (\$79,940) were approved in FY21 and are expected to be paid in FY22 based on their completion dates.



**SOUTH TAX INCREMENT OPERATING FUND
OPERATING BUDGET**

FUND 1990

	ACTUAL FY 19	ACTUAL FY 20	APPROVED FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 7,666,169</u>	<u>\$ 6,920,173</u>	<u>\$ 6,626,674</u>	<u>\$ 7,146,607</u>	<u>\$ 5,556,490</u>
REVENUE:					
TAXES	\$ 3,184,108	\$ 3,488,556	\$ 3,565,000	\$ 3,287,000	\$ 3,611,000
INTERGOVERNMENTAL	256,218	256,218	274,467	274,467	256,218
INVESTMENT EARNINGS	138,335	113,376	69,700	12,000	22,104
PROCEEDS FROM DEBT	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL REVENUE	<u>\$ 3,578,661</u>	<u>\$ 3,858,150</u>	<u>\$ 3,909,167</u>	<u>\$ 3,573,467</u>	<u>\$ 3,889,322</u>
EXPENDITURES:					
OPERATION AND MAINTENANCE					
CHARGE FOR SERVICES	\$ 201,754	\$ 45,637	\$ 55,558	\$ 50,500	\$ 65,529
DEVELOPMENT INCENTIVES	362,598	87,192	500,000	250,000	1,800,000
SBURA OPERATING AGREEMENT	163,690	139,619	162,090	162,090	137,158
CAPITAL	2,950,621	2,714,774	2,284,978	3,800,000	4,430,948
DEBT SERVICE	645,994	644,494	650,994	650,994	644,319
TRANSFER TO OTHER FUNDS	<u>-</u>	<u>-</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>
TOTAL EXPENDITURES	<u>\$ 4,324,657</u>	<u>\$ 3,631,716</u>	<u>\$ 3,903,620</u>	<u>\$ 5,163,584</u>	<u>\$ 7,327,954</u>
FUND BALANCE ENDING	<u>\$ 6,920,173</u>	<u>\$ 7,146,607</u>	<u>\$ 6,632,221</u>	<u>\$ 5,556,490</u>	<u>\$ 2,117,858</u>
LESS:					
RESTRICTED	<u>6,920,173</u>	<u>7,146,607</u>	<u>6,632,221</u>	<u>5,556,490</u>	<u>2,117,858</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

SOUTH TAX INCREMENT OPERATING FUND BUDGET NARRATIVE

The Tax Increment Fund is used to account for the South Tax Increment District.

Revenues

Revenues include property taxes paid by the South district property owners and earnings on cash and investments.

Expenditures

Expenditures are for development incentives within the South district and costs allocated for the administration of the district.

EAST TAX INCREMENT OPERATING FUND OPERATING BUDGET					
FUND 2010	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 1,209,807</u>	<u>\$ 1,710,424</u>	<u>\$ 1,707,340</u>	<u>\$ 1,573,234</u>	<u>\$ 1,726,841</u>
REVENUE:					
TAXES	\$ 730,149	\$ 740,913	\$ 750,700	\$ 776,460	\$ 768,000
INTERGOVERNMENTAL	146,654	146,654	156,400	156,400	146,650
TAX INCREMENT BOND PROCEEDS	3,560,367	-	-	-	-
INVESTMENT EARNINGS	<u>52,982</u>	<u>22,029</u>	<u>14,300</u>	<u>2,900</u>	<u>3,444</u>
TOTAL REVENUE	<u>\$ 4,490,152</u>	<u>\$ 909,596</u>	<u>\$ 921,400</u>	<u>\$ 935,760</u>	<u>\$ 918,094</u>
EXPENDITURES:					
OPERATIONS AND MAINTENANCE					
CHARGE FOR SERVICES	\$ 41,805	\$ 30,518	\$ 41,857	\$ 40,590	\$ 52,457
EBURD OPERATING AGREEMENT	139,946	139,946	139,946	139,946	139,946
DEVELOPMENT INCENTIVES	305,831	345,820	140,000	130,700	150,000
DEBT SERVICE	360,098	451,941	470,917	470,917	464,014
CAPITAL	<u>3,141,855</u>	<u>78,561</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	<u>\$ 3,989,535</u>	<u>\$ 1,046,786</u>	<u>\$ 792,720</u>	<u>\$ 782,153</u>	<u>\$ 806,417</u>
FUND BALANCE ENDING	<u>\$ 1,710,424</u>	<u>\$ 1,573,234</u>	<u>\$ 1,836,020</u>	<u>\$ 1,726,841</u>	<u>\$ 1,838,518</u>
LESS:					
RESTRICTED	<u>1,710,424</u>	<u>1,573,234</u>	<u>1,836,020</u>	<u>1,726,841</u>	<u>1,838,518</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

EAST TAX INCREMENT OPERATING FUND BUDGET NARRATIVE

The Tax Increment Fund is used to account for the East Tax Increment District.

Revenues

Revenues include property taxes as paid by the East district property owners and earnings on cash and investments.

Expenditures

Expenditures are for development incentives within the East district, debt service costs for the bonds that have been sold, and costs allocated for the administration of the district.

Capital

None

**NORTH 27th STREET TAX INCREMENT OPERATING FUND
OPERATING BUDGET**

FUND 2030,2020

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 2,523,093</u>	<u>\$ 2,927,295</u>	<u>\$ 3,418,245</u>	<u>\$ 3,839,407</u>	<u>\$ 2,352,316</u>
REVENUE:					
TAXES	\$ 2,282,884	\$ 2,790,747	\$ 2,675,000	\$ 2,286,491	\$ 2,626,000
INTERGOVERNMENTAL	211,821	211,821	226,908	226,908	211,821
INVESTMENT EARNINGS	21,050	28,303	13,300	3,380	14,458
DEBT PROCEEDS	-	-	-	2,256,869	-
INTERFUND TRANSER	-	-	-	<u>77,975</u>	-
TOTAL REVENUE	<u>\$ 2,515,755</u>	<u>\$ 3,030,871</u>	<u>\$ 2,915,208</u>	<u>\$ 4,851,623</u>	<u>\$ 2,852,279</u>
EXPENDITURES:					
OPERATION AND MAINTENANCE:					
CHARGE FOR SERVICES	\$ 123,859	\$ 85,894	\$ 92,867	\$ 92,867	\$ 110,156
DEVELOPMENT INCENTIVES	659,912	465,784	1,850,000	3,263,352	1,848,051
DBP OPERATING AGREEMENT	279,441	279,441	279,441	279,441	279,441
DEBT SERVICE	948,341	948,401	949,284	983,054	1,081,107
CAPITAL	-	239,239	-	1,620,000	-
INTERFUND TRANSFER TO PARKING	<u>100,000</u>	<u>100,000</u>	<u>147,000</u>	<u>100,000</u>	<u>130,000</u>
TOTAL EXPENDITURES	<u>\$ 2,111,553</u>	<u>\$ 2,118,759</u>	<u>\$ 3,318,592</u>	<u>\$ 6,338,714</u>	<u>\$ 3,448,755</u>
FUND BALANCE ENDING	<u>\$ 2,927,295</u>	<u>\$ 3,839,407</u>	<u>\$ 3,014,861</u>	<u>\$ 2,352,316</u>	<u>\$ 1,755,840</u>
LESS:					
RESTRICTED	<u>2,927,295</u>	<u>3,839,407</u>	<u>3,014,861</u>	<u>2,352,316</u>	<u>1,755,840</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

NORTH 27TH STREET TAX INCREMENT OPERATING FUND BUDGET NARRATIVE

The Tax Increment Fund is used to account for the North 27th Street Tax Increment District.

Revenues

Revenues for the Tax Increment Fund decreased in the prior two years. An additional decrease in the Tax revenues is projected in FY20 as well.

Expenditures

Expenditures are for development incentives within the District, cost allocation charges, the debt service costs to build the parking garage, and payment to Downtown Billings Association in accordance with the underlying agreement.

Capital

None

**DOWNTOWN REVOLVING LOAN PROGRAM
OPERATING BUDGET**

FUND 7230

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 570,753</u>	<u>\$ 553,528</u>	<u>\$ 262,788</u>	<u>\$ 273,038</u>	<u>\$ 818,738</u>
REVENUE:					
INVESTMENT EARNINGS:					
INTEREST ON LOANS	\$ 79,731	\$ 86,104	\$ 75,000	\$ 70,000	\$ 76,000
MISCELLANEOUS-REPAYMENT OF LOANS	<u>136,400</u>	<u>101,981</u>	<u>97,000</u>	<u>500,000</u>	<u>150,000</u>
TOTAL REVENUE	<u>\$ 216,131</u>	<u>\$ 188,085</u>	<u>\$ 172,000</u>	<u>\$ 570,000</u>	<u>\$ 226,000</u>
EXPENDITURES:					
OPERATION & MAINTENANCE:					
CHARGES FOR SERVICE LOANS	\$ 9,202	\$ 18,875	\$ 26,247	\$ 24,000	\$ 28,827
	<u>224,154</u>	<u>449,700</u>	<u>200,000</u>	<u>300</u>	<u>400,000</u>
TOTAL EXPENDITURES	<u>\$ 233,356</u>	<u>\$ 468,575</u>	<u>\$ 226,247</u>	<u>\$ 24,300</u>	<u>\$ 428,827</u>
FUND BALANCE ENDING	<u>\$ 553,528</u>	<u>\$ 273,038</u>	<u>\$ 208,541</u>	<u>\$ 818,738</u>	<u>\$ 615,911</u>
LESS:					
RESTRICTED	<u>553,528</u>	<u>273,038</u>	<u>208,541</u>	<u>818,738</u>	<u>615,911</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

DOWNTOWN REVOLVING LOAN PROGRAM BUDGET NARRATIVE

The Downtown Revolving Loan was established to spur development downtown. The program was established in 1976 with a contribution from the Tax Increment Fund of approximately \$600,000. Loans are provided for eligible projects up to \$250,000.

Revenues

A similar number of loans are planned in FY 2020.

Expenditures

A similar number of loans are planned in FY 2020.

Capital

None

Fire

Fire Department

Current Year Department Budgeted Expense Total:

\$27,003,405

- Fire: \$23,720,176
- 911: \$1,135,917
- Radio: \$281,875
- Grants: \$776,590
- Capital Replacement: \$1,088,430
- Road Maintenance District: \$417

Change from Prior Year:

\$2,532,658

- Fire: \$2,416,738
- 911: \$8,395
- Radio: \$2,341
- Grants: \$435,640
- Capital Replacement: (\$330,508)
- Road Maintenance District: \$52



Overall Budget Justification:

The Fire Department's primary duty is to provide fire, emergency medical, hazardous materials, rescue and service assists, as well as fire and arson investigation, to the citizens of Billings and those Yellowstone County residents residing within the BUFSA (Billings Urban Fire Service Area). In addition, Fire is responsible for the maintenance of 11 separate facilities, including the new 911 Center. Funds associated within the Fire group are Public Safety Fire, 911 Center, Radio Communication Fund, Fire Grants and Road Maintenance funds.

Fire proposed personnel costs show an overall increase of \$209,367 for all the fire funds.

The O&M proposed budget shows an overall increase of \$769,388 for FY2022, which includes an increase of \$75,524 for costs associated with utilities (electricity, gas, water); internal service charges (ITD, Fleet, Courier, liability insurance, taxes, phones) and software maintenance agreements which are provided to us. Of the remaining difference, there are increases in the line items for protective clothing, equipment (turnouts, boots, hand tools, saws, PPV fans, etc.) training, and recruitment.

The Fire Prevention / Investigations Division oversees a program whereby donated funds are used to purchase smoke and carbon monoxide alarms and replacement batteries for existing units. These detectors are then provided and installed by Fire Prevention personnel at no charge.

The Montana Regional HazMat Team in Billings is one of six teams whose function is to coordinate response with entities outside their local government jurisdiction, provide HazMat awareness level outreach training with their response areas and for the maintenance and update of assigned state equipment used in hazardous materials responses.

HMEP Grant:



This is a three (3) year emergency preparedness grant. Total Federal funds awarded \$66,800 plus \$16,700 soft match funds for a project total of \$83,500. The grant is under the administration of Montana State DES. Because of the impact of COVID19 on travel, an extension was granted.

Homeland Security Grant: The total award for this grant is \$250,000. Of that total award, \$220,000 will be used to cover personnel costs (backfill/overtime) for the six (6) State Regional HazMat Teams to participate in

training/exercises. This grant has a two (2) year performance period, ending September 30, 2021. However, also due to the impact of COVID19 on training and travel, an extension was granted. The City of Billings is not required to match this award with any amount of non-Federal funds.

800 MHz:

The 800 MHz Radio Systems budget is an internal service fund comprised of all City Departments utilizing the 800 MHz system. User departments: Street/Traffic, Police, Fire, Solid Waste, Utilities, Transit, Airport and Parking. User departments fund the operational and maintenance expenses for the base system using a formula based upon their use of the system.

The increase in expenditures is due to the projected increase in the costs of electricity and propane for each site.

City-County 9-1-1 Center:

The Joint City-County 9-1-1 Center processes and dispatches 9-1-1 calls for all of the City of Billings and Yellowstone County, excluding Laurel.

Revenues to support this PSAP (Public Safety Answering Point) are collected through a fee added to each telephone service and distributed by the State of Montana quarterly in three parts: Basic, Enhanced, and Wireless 9-1-1. Revenues plus interest for FY2022 is estimated at \$1,049,410, a reduction of \$52,350 from FY2021.

The operational budget for FY2022 is \$1,135,917.00, which is an increase of \$8,395 over the previous budget year. Most of this increase is because of an estimation of the dollar amounts projected for a 2% COLA, longevity, health insurance, FICA and PERS retirement in FY2022.

9-1-1 telephone related charges totaling \$339,039. Annual maintenance fees for the Tyler Tech CAD (Computer Aided Dispatching) system and 24-hr recorder maintenance agreements. State of Montana CJIN access / license fees and on-going replacement of PCs, printers, related software, and small items of equipment, as needed and approved under the State of MT 9-1-1 Plan, \$309,592.

Internal charges from the City's IT Department to support the computer network for the Joint City/County 9-1-1 Center is \$213,022 an increase of \$12,925 or 6% over the FY2021 charges.

The FY2022 O&M items identified above also includes \$27,500 paid to Yellowstone County for GIS related service, \$6,514 cost allocation plan charge, plus a \$85,000 contingency set aside to cover costs in the unlikely event of a system wide failure in the 9-1-1 Center or its equipment.

Budgeted Revenues All Funds:

**FIRE DEPARTMENT
REVENUE BY CLASSIFICATION**

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
REVENUE:					
LICENSES & PERMITS	3,650	2,300	3,450	2,200	2,700
INTER-GOVERNMENTAL	2,028,593	5,078,052	2,443,012	9,044,012	2,412,321
CHARGES FOR SERVICE	1,692,400	1,749,317	1,911,277	1,774,172	2,237,440
SPECIAL ASSESSMENTS	2,847	2,792	2,875	2,750	2,875
MISCELLANEOUS	<u>160,822</u>	<u>174,092</u>	<u>68,432</u>	<u>42,130</u>	<u>45,526</u>
TOTAL REVENUE	\$ <u>3,888,312</u>	\$ <u>7,006,553</u>	\$ <u>4,429,046</u>	\$ <u>10,865,264</u>	\$ <u>4,700,862</u>

**FIRE DEPARTMENT
REVENUE BY FUND**

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
REVENUE:					
FIRE PUBLIC SAFETY	2,060,223	5,578,909	2,613,386	9,508,500	2,636,241
911 EMERGENCY OPS	1,169,928	1,375,449	1,101,760	987,600	1,049,410
FIRE GRANTS	353,214	32,641	393,127	54,000	706,916
RADIO COMMUNICATIONS	301,886	280,573	317,793	312,384	305,364
ROAD MAINTENANCE	<u>3,061</u>	<u>2,981</u>	<u>2,980</u>	<u>2,780</u>	<u>2,931</u>
TOTAL REVENUE	\$ <u>3,888,312</u>	\$ <u>7,270,553</u>	\$ <u>4,429,046</u>	\$ <u>10,865,264</u>	\$ <u>4,700,862</u>

Budgeted Expenditures Public Safety Fund:

PUBLIC SAFETY FUND	FIRE DEPARTMENT OPERATING BUDGET				
	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
ADMINISTRATION	\$ 1,264,588	\$ 1,425,641	\$ 1,430,959	\$ 1,441,732	\$ 1,607,446
PREVENTION/INVESTIGATIONS	816,527	839,874	911,924	938,430	932,518
TRAINING	365,490	385,074	437,610	458,000	474,527
EQUIPMENT/MAINTENANCE	1,544,349	1,545,537	1,538,528	1,586,147	2,120,806
SUPPRESSION	12,842,216	13,201,718	13,629,012	13,717,356	15,298,792
9-1-1 EMERGENCY OP CENTER	3,122,914	3,163,175	3,259,267	3,272,508	3,188,955
COMMUNICATIONS EQUIPMENT	66,853	76,088	96,138	98,890	97,132
TOTAL FIRE	\$ 20,022,937	\$ 20,637,107	\$ 21,303,438	\$ 21,513,063	\$ 23,720,176

PUBLIC SAFETY FUND	FIRE DEPARTMENT OPERATING BUDGET				
	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
PERSONAL SERVICES	\$ 17,614,325	\$ 17,704,627	\$ 18,087,822	\$ 18,463,258	\$ 18,300,670
OPERATIONS AND MAINTENANCE	1,976,684	2,003,095	2,310,811	2,150,000	2,630,290
CAPITAL	375,257	238,222	155,000	150,000	1,980,000
TRANSFERS	56,671	691,164	749,805	749,805	809,216
TOTAL EXPENDITURES	\$ 20,022,937	\$ 20,637,108	\$ 21,303,438	\$ 21,513,063	\$ 23,720,176

Budgeted Expenditures All Funds:

FIRE DEPARTMENT OPERATING BUDGET BY FUND

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FIRE DEPT GEN FUND	\$ 20,022,937	\$ 20,637,108	\$ 21,303,438	\$ 21,513,063	\$ 23,720,176
911 EMERGENCY OPS	1,285,865	727,294	1,127,522	570,000	1,135,917
FIRE GRANTS	352,876	43,067	340,950	41,000	776,590
RADIO COMMUNICATIONS	233,252	222,582	279,534	200,000	281,875
CAPITAL REPLACEMENT	1,095,573	172,668	1,418,938	-	1,088,430
ROAD MAINTENANCE	<u>108</u>	<u>168</u>	<u>365</u>	<u>365</u>	<u>417</u>
TOTAL EXPENDITURES	\$ <u>22,990,611</u>	\$ <u>21,802,887</u>	\$ <u>24,470,747</u>	\$ <u>22,324,428</u>	\$ <u>27,003,405</u>

FIRE DEPARTMENT ALL FUNDS OPERATING BUDGET BY CLASS

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
PERSONAL SERVICES	\$ 17,750,526	\$ 17,846,870	\$ 18,273,763	\$ 18,499,258	\$ 18,483,130
OPERATIONS AND MAINTENANCE	2,870,496	2,805,463	3,873,241	2,875,365	4,642,629
CAPITAL	2,312,918	459,390	1,573,938	200,000	3,068,430
TRANSFERS	<u>56,671</u>	<u>691,164</u>	<u>749,805</u>	<u>749,805</u>	<u>809,216</u>
TOTAL EXPENDITURES	\$ <u>22,990,611</u>	\$ <u>21,802,887</u>	\$ <u>24,470,747</u>	\$ <u>22,324,428</u>	\$ <u>27,003,405</u>

Staffing Changes:

No staffing changes at this time.

STAFFING AUTHORIZATION FIRE AND 911 DEPARTMENTS

POSITION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	PROPOSED FY 22
FIRE CHIEF	1.0	1.0	1.0	1.0
ASSISTANT FIRE CHIEF	2.0	2.0	2.0	2.0
ADMINISTRATION SUPPORT I	-	1.0	1.0	-
ADMINISTRATION SUPPORT II	1.0	1.0	1.0	2.0
SR ADMINISTRATION SUPPORT IV	1.0	1.0	1.0	1.0
FIRE MARSHAL	1.0	1.0	1.0	1.0
ASSISTANT FIRE MARSHAL	1.0	1.0	1.0	1.0
DEPUTY FIRE MARSHAL	3.0	3.0	3.0	4.0
FIRE TRAINING OFFICER	1.0	1.0	1.0	1.0
ASST FIRE TRAINING OFFICER	1.0	1.0	1.0	1.0
FIRE BATTALION CHIEF	4.0	4.0	4.0	4.0
FIRE CAPTAIN	30.0	30.0	30.0	30.0
FIRE ENGINEER	30.0	30.0	30.0	30.0
PUBLIC SAFETY TECHNICIAN	0.3	0.3	0.3	0.3
FIREFIGHTER	17.0	17.0	17.0	37.0
FIREFIGHTER (PROBATIONARY)	6.0	6.0	6.0	1.0
FIREFIGHTER 1	6.0	6.0	6.0	6.0
FIREFIGHTER 2	17.0	17.0	17.0	1.0
COMMUNICATIONS CNTR MANAGER	1.0	1.0	1.0	1.0
EMERGENCY SERV. DISPATCHER III	19.5	19.5	19.5	19.0
EMERGENCY SERV. DISPATCHER II	3.0	3.0	3.0	1.0
EMERGENCY SERV. DISPATCHER I	4.0	4.0	4.0	1.0
EMERGENCY SERV OPERATOR-TRAIN	3.0	3.0	3.0	6.0
EMERGENCY SERVICES OPERATOR	2.0	2.0	2.0	4.0
EMERG.SERV.DISPATCH SHIFT SUPR.	4.0	4.0	4.0	4.0
FIRE SUBTOTAL	158.8	159.8	159.8	159.3
PUBLIC SAFETY TECHNICIAN	0.3	0.3	0.3	0.3
COMM CENTER ASST MGR	-	1	1	1
911 SUBTOTAL	0.3	1.3	1.3	1.3
TOTAL FIRE	159.1	161.1	161.1	160.6

Proposed Capital:

Procure two properties for future first station (8 & 9) sites.

New Sutphen Fire Engine

Funding to replace the Citywide 800 MHz radio system by end of FY22 and no later than March of FY23.

Department Goals:

Goal: Continued revision of operational guidelines, policy and protocols.

Objective: Work with Fire Management Team to rank which existing documents are priorities for review.

Action(s): Updated plan in place to direct future operational needs.

Goal: Succession planning and performance for Fire and 911 Center personnel

Objective: Provide the cross training and skills necessary to have individuals capable of assuming the duties and responsibilities of each position and/or rank.

Action(s): Continue programs designed to train and mentor fire/911 personnel.

Goal: Three, Five and ten-year facility maintenance plan.

Objective: Develop a plan to address current repair needs, fire facilities expansions and/or relocations.

Action(s): Continue creating plan that will identify current repair needs, on-going maintenance of fire facilities and/or building or relocating fire stations.

Goal: Enhanced Training for Fire and 911 Personnel

Objective: Maintain essential skills necessary to ensure the safety of firefighters and the community with technology, hands-on, virtual simulators.

Action(s): Prioritize essential training with an emphasis on safety for not only fire personnel, but also the community we serve.

Goal: Continue to provide Smoke and Carbon Monoxide Alarms/Detectors available to anyone who needs one.

Objective: To have a working smoke detector in every home in City of Billings and the BUFSA.

Action(s): Continue to work with the American Red Cross and our generous donors to purchase smoke and carbon monoxide alarms and batteries and install them in homes throughout the City and BUFSA.

Goal: Enhance level of training for the Billings Regional HazMat Team

Objective: To have trained HazMat Technicians and Tox-Medics on the department who can respond to hazardous materials incidents within the City of Billings, Yellowstone County and teams' regional response area of eastern Montana.

Action(s): Continue to provide highly technical and specialize training for Technicians and Tox-Medics.

Goal: Provide Public Safety dispatching services that meet the changing needs and expectations of public safety responders and the community.

Objective: Identify disparities between public safety responders and the community's expectations and the 9-1-1 Center's ability to provide them.

Action(s): Identify current and future gaps in public safety service delivery, and prioritize service delivery needs in order to better serve and meet the changing needs of the community.

Goal: Next-Gen 911 preparation

Objective: While call taking-equipment in the Billings 911 Center is 'Next-Gen' capable, the network is not.

Action(s): Applying for and securing available grant money from the State 911 fund will allow the 911 Center to proceed with the migration from analog phone services to a Next-Gen ready ESINet IP solution.

Goal: Implementation of Standardized Interrogation Program

Objective: Reduce call times by streamlining the method of obtaining information from callers when calling 911.

Action(s): Acquire software offered by the International Academy of Emergency Dispatch that offers standardized Police & Fire interrogation protocols and would interface with the Emergency Medical Dispatching Protocols [EMD] already in

Goal: Develop a Cooperative City-County Plan for development of an Emergency Operations Center

Objective: Study for location, layout, and site of an Emergency Operations Center.

Action(s): Determine need, funding sources, and procure a small study for the eventual funding request for an EOC.

Goal: Standby Generators for Radio Towers.

Objective: Minimize the impact upon the City in the event of a planned or unplanned power outage.

Action(s): Replace standby generator at Fox and Landfill tower sites.

Goal: Communication via Microwave.

Objective: Move to a more stable method of communication.

Action(s): Migrate from a T1 telephone line to a microwave at the northeast Billings site.

**PUBLIC SAFETY FUND
OPERATING BUDGET**

FUND 1500

	ACTUAL FY 19	ACTUAL FY 20	APPROVED FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	\$ 2,190,588	\$ 1,471,733	\$ 1,600,000	\$ 1,782,651	\$ 2,689,350
REVENUE:					
TAXES-levy 1	\$ 4,544,649	\$ 4,709,535	\$ 4,943,856	\$ 4,940,000	\$ 5,245,706
TAXES-levy 2	8,403,252	8,213,527	8,200,000	12,195,000	12,786,264
LICENSES & PERMITS	38,922	40,535	35,450	33,200	38,700
INTER-GOVERNMENTAL	3,095,247	9,386,915	3,263,382	22,447,612	3,257,298
CHARGES FOR SERVICE	1,778,084	1,980,077	2,301,727	1,931,785	2,350,702
FINES & FORFEITS	2,540	2,502	2,400	85,500	2,400
INVESTMENT EARNINGS	12,936	15,475	12,800	3,272	2,985
INTERFUND TRANSFERS-SOUTH TIF PD	-	-	250,000	250,000	250,000
INTERFUND TRANSFERS-GENERAL FD	25,666,599	22,554,927	28,168,949	4,240,131	26,509,838
DEBT PROCEEDS	-	285,388	-	2,514,611	-
MISCELLANEOUS	67,919	122,872	50,700	28,500	37,300
TOTAL REVENUE	\$ 43,610,148	\$ 47,311,753	\$ 47,229,264	\$ 48,669,611	\$ 50,481,193
EXPENDITURES:					
POLICE:					
ADMINISTRATION	\$ 1,511,248	\$ 1,205,828	\$ 1,343,331	\$ 1,480,452	\$ 1,364,579
OPERATIONS	17,497,425	20,026,257	17,998,559	18,579,101	18,835,311
INVESTIGATIONS	2,499,150	2,410,926	3,268,293	3,362,652	3,192,215
SUPPORT SERV.	1,815,406	1,772,091	2,241,632	2,164,653	2,244,331
ANIMAL CONTROL	982,837	948,624	1,074,011	976,249	1,124,581
TOTAL POLICE	\$ 24,306,066	\$ 26,363,726	\$ 25,925,826	\$ 26,563,107	\$ 26,761,017
FIRE:					
ADMINISTRATION	\$ 1,264,588	\$ 1,425,641	\$ 1,430,959	\$ 1,441,732	\$ 1,607,446
PREVENTION/INVESTIGATIONS	816,527	839,874	911,924	938,430	932,518
TRAINING	365,490	385,074	437,610	458,000	474,527
EQUIPMENT/MAINTENANCE	1,544,349	1,545,538	1,538,528	1,586,147	2,120,806
SUPPRESSION	12,842,216	13,201,719	13,629,012	13,404,098	15,298,792
9-1-1 EMERGENCY OP CENTER	3,122,914	3,163,175	3,259,267	3,272,508	3,188,955
COMMUNICATIONS EQUIPMENT	66,853	76,088	96,138	98,890	97,132
TOTAL FIRE	\$ 20,022,937	\$ 20,637,109	\$ 21,303,438	\$ 21,199,805	\$ 23,720,176
TOTAL EXPENDITURES	\$ 44,329,003	\$ 47,000,835	\$ 47,229,264	\$ 47,762,912	\$ 50,481,193
FUND BALANCE-ENDING	\$ 1,471,733	\$ 1,782,651	\$ 1,600,000	\$ 2,689,350	\$ 2,689,350
LESS:					
RESTRICTED	1,471,733	1,782,651	1,600,000	2,689,350	2,689,350
UNASSIGNED	\$ -	\$ -	\$ -	\$ -	\$ -

**EMERGENCY OPERATING CENTER 9-1-1 FUND
OPERATING BUDGET**

FUND 2250, 2260

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 3,094,942</u>	<u>\$ 2,979,005</u>	<u>\$ 3,356,605</u>	<u>\$ 3,363,160</u>	<u>\$ 3,785,760</u>
REVENUE:					
STATE SHARED REVENUE	\$ 1,085,619	\$ 1,055,103	\$ 1,064,460	\$ 980,000	\$ 1,034,662
MISCELLANEOUS	5,383	121	-	100	-
TRANSFER	-	264,000	-	-	-
INTEREST ON INVESTMENTS	<u>78,926</u>	<u>56,225</u>	<u>37,300</u>	<u>7,500</u>	<u>14,748</u>
TOTAL REVENUE	<u>\$ 1,169,928</u>	<u>\$ 1,375,449</u>	<u>\$ 1,101,760</u>	<u>\$ 987,600</u>	<u>\$ 1,049,410</u>
EXPENDITURES:					
PERSONAL SERVICES	\$ 32,466	\$ 139,581	\$ 178,941	\$ 35,000	\$ 175,420
OPERATION & MAINTENANCE	531,314	539,212	948,581	480,000	960,497
TRANSFERS OUT	-	264,000	-	-	-
CAPITAL	<u>722,085</u>	<u>48,501</u>	<u>-</u>	<u>50,000</u>	<u>-</u>
TOTAL EXPENDITURES	<u>\$ 1,285,865</u>	<u>\$ 991,294</u>	<u>\$ 1,127,522</u>	<u>\$ 565,000</u>	<u>\$ 1,135,917</u>
FUND BALANCE ENDING	<u>\$ 2,979,005</u>	<u>\$ 3,363,160</u>	<u>\$ 3,330,843</u>	<u>\$ 3,785,760</u>	<u>\$ 3,699,253</u>
LESS:					
RESTRICTED	<u>2,979,005</u>	<u>3,363,160</u>	<u>3,330,843</u>	<u>3,785,760</u>	<u>3,699,253</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**FIRE PROGRAMS FUND
OPERATING BUDGET**

FUND 2190-2240

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 260,403</u>	<u>\$ 260,741</u>	<u>\$ 219,541</u>	<u>\$ 250,314</u>	<u>\$ 263,314</u>
REVENUE:					
INTER-GOVERNMENTAL-STATE	\$ 309,264	\$ 12,340	\$ 375,000	\$ 1,000	\$ -
INTER-GOVERNMENTAL-FEDERAL	-	-	-	30,000	685,000
INVESTMENT EARNINGS	5,710	4,568	3,027	500	1,416
HAZARD MAT CHARGE FOR SERVICE	-	-	-	-	-
CONTRIBUTIONS / DONATIONS	6,740	10,850	11,100	22,500	18,000
MISCELLANEOUS	<u>31,500</u>	<u>4,883</u>	<u>4,000</u>	<u>-</u>	<u>2,500</u>
TOTAL REVENUE	<u>\$ 353,214</u>	<u>\$ 32,641</u>	<u>\$ 393,127</u>	<u>\$ 54,000</u>	<u>\$ 706,916</u>
EXPENDITURES:					
PERSONAL SERVICES	\$ 3,735	\$ 2,662	\$ 7,000	\$ 1,000	\$ 7,040
OPERATION & MAINTENANCE	289,141	40,406	333,950	40,000	769,550
CAPITAL	<u>60,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	<u>\$ 352,876</u>	<u>\$ 43,068</u>	<u>\$ 340,950</u>	<u>\$ 41,000</u>	<u>\$ 776,590</u>
FUND BALANCE ENDING	<u>\$ 260,741</u>	<u>\$ 250,314</u>	<u>\$ 271,718</u>	<u>\$ 263,314</u>	<u>\$ 193,640</u>
LESS:					
RESTRICTED	<u>260,741</u>	<u>250,314</u>	<u>271,718</u>	<u>263,314</u>	<u>193,640</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**RADIO COMMUNICATIONS FUND
OPERATING BUDGET**

FUND 6070

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
WORKING CAPITAL-BEGINNING	<u>\$ 521,979</u>	<u>\$ 590,613</u>	<u>\$ 612,877</u>	<u>\$ 648,604</u>	<u>\$ 760,988</u>
REVENUES:					
CHARGES FOR SERVICE	\$ 288,006	\$ 270,264	\$ 310,893	\$ 310,884	\$ 302,558
INTEREST EARNINGS	13,804	10,284	6,900	1,500	2,806
OTHER	<u>76</u>	<u>25</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL REVENUE	<u>\$ 301,886</u>	<u>\$ 280,573</u>	<u>\$ 317,793</u>	<u>\$ 312,384</u>	<u>\$ 305,364</u>
EXPENSES					
OPERATIONS & MAINTEN	\$ 233,252	\$ 222,582	\$ 279,534	\$ 200,000	\$ 281,875
TOTAL EXPENSES	<u>\$ 233,252</u>	<u>\$ 222,582</u>	<u>\$ 279,534</u>	<u>\$ 200,000</u>	<u>\$ 281,875</u>
WORKING CAPITAL-ENDING	<u>\$ 590,613</u>	<u>\$ 648,604</u>	<u>\$ 651,136</u>	<u>\$ 760,988</u>	<u>\$ 784,477</u>

**ROAD MAINTENANCE FUND
OPERATING BUDGET**

FUND 8060

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 8,571</u>	<u>\$ 11,524</u>	<u>\$ 14,250</u>	<u>\$ 14,337</u>	<u>\$ 16,752</u>
REVENUE:					
SPECIAL ASSESSMENTS	\$ 2,847	\$ 2,793	\$ 2,875	\$ 2,750	\$ 2,875
INTEREST ON INVESTMENT	<u>214</u>	<u>188</u>	<u>105</u>	<u>30</u>	<u>56</u>
TOTAL REVENUE	<u>\$ 3,061</u>	<u>\$ 2,981</u>	<u>\$ 2,980</u>	<u>\$ 2,780</u>	<u>\$ 2,931</u>
EXPENDITURES:					
TOTAL EXPENDITURES	<u>\$ 108</u>	<u>\$ 168</u>	<u>\$ 365</u>	<u>\$ 365</u>	<u>\$ 417</u>
FUND BALANCE ENDING	\$ 11,524	\$ 14,337	\$ 16,865	\$ 16,752	\$ 19,266
LESS:					
RESTRICTED	<u>11,524</u>	<u>14,337</u>	<u>16,865</u>	<u>16,752</u>	<u>19,266</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Human Resources

Human Resources Department

Current Year Department Budgeted Expense Total:

Human Resources: \$916,094
 City Health Benefits: \$15,205,305
 Property Insurance: \$2,678,959

Change from Prior Year:

Human Resources: \$90,529
 City Health Benefits: \$671,866
 Property Insurance: \$98,132



Overall Budget Justification:

The FY22 budget for the Human Resources Department is \$916,094, this is an increase in costs of \$90,529, over the prior year. Services that have been provided in the past will continue for the coming fiscal year. This includes Benefits and FMLA Administration, Timekeeping and Payroll, Workers' Compensation, Property and Liability Insurance Administration, Employee Recruitment, Workplace Investigations, Drug and Alcohol Program Administration, Collective Bargaining Agreements Administration, and Grievance and Arbitration Procedures.

The budget increases are due to cybersecurity premiums increasing by \$11,000 to \$30,000, and training was increased by \$30,000 as described below. IT charges also increased \$16,039. Other various operations expenses were reduced by \$6,084. A COLA of 2% increased the personal services by \$9,574.

Budgeted Revenues:

HUMAN RESOURCES REVENUE BY FUND

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
HUMAN RESOURCES	\$ -	\$ -	\$ -	\$ -	\$ -
HEALTH BENEFITS	13,257,655	13,690,834	14,193,500	13,654,000	13,601,044
PROPERTY INSURANCE	<u>1,555,855</u>	<u>1,834,487</u>	<u>2,079,350</u>	<u>2,067,221</u>	<u>2,525,107</u>
TOTAL EXPENDITURES	<u>\$ 14,813,510</u>	<u>\$ 15,525,321</u>	<u>\$ 16,272,850</u>	<u>\$ 15,721,221</u>	<u>\$ 16,126,151</u>

**HUMAN RESOURCES
REVENUE BY CLASSIFICATION**

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
CHARGE FOR SERVICES	\$ 14,556,972	\$ 15,337,545	\$ 16,156,000	\$ 15,695,500	\$ 16,083,228
INVESTMENT EARNINGS	251,724	183,148	116,850	25,400	42,923
MISCELLANEOUS	<u>4,814</u>	<u>4,628</u>	<u>-</u>	<u>321</u>	<u>-</u>
TOTAL EXPENDITURES	<u>\$14,813,510</u>	<u>\$15,525,321</u>	<u>\$16,272,850</u>	<u>\$15,721,221</u>	<u>\$16,126,151</u>

Budgeted Expenditures:

**HUMAN RESOURCES
OPERATING BUDGET BY FUND**

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
HUMAN RESOURCES	\$ 709,118	\$ 791,672	\$ 825,565	\$ 755,000	\$ 916,094
HEALTH BENEFITS	10,868,215	13,564,715	14,533,439	11,998,500	15,205,305
PROPERTY INSURANCE	<u>2,129,789</u>	<u>2,415,707</u>	<u>2,580,827</u>	<u>2,410,000</u>	<u>2,678,959</u>
TOTAL EXPENDITURES	<u>\$13,707,122</u>	<u>\$16,772,094</u>	<u>\$17,939,831</u>	<u>\$15,163,500</u>	<u>\$18,800,358</u>

**HUMAN RESOURCES
OPERATING BUDGET BY CLASSIFICATION**

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
PERSONAL SERVICES	\$ 666,407	\$ 1,076,604	\$ 728,545	\$ 635,000	\$ 752,535
OPERATIONS AND MAINTENANCE	<u>13,040,715</u>	<u>15,695,490</u>	<u>17,211,286</u>	<u>14,528,500</u>	<u>18,047,823</u>
TOTAL EXPENDITURES	<u>\$13,707,122</u>	<u>\$16,772,094</u>	<u>\$17,939,831</u>	<u>\$15,163,500</u>	<u>\$18,800,358</u>

Ongoing Programs:

- In FY20, the City purchased timekeeping software to make hours entry more efficient for departments, and the ongoing cost of this software is approximately \$44,000 which is shared with the users.

- In FY19, the City purchased Fiduciary Liability insurance for the Deferred Compensation (457) plan, and for the self-funded health insurance plan. This liability coverage protects the City from “errors and omissions” as it relates to employee benefits.
- In FY19, the City purchased Cyber Security insurance, but due to an industry-wide historic increase in cyber liability claims experienced nationwide, the premium increased from \$19,000 to \$30,000.

Additional Changes and Comments:

- In FY22, Human Resources is requesting \$30,000 to provide much needed training to supervisors and employees regarding Reasonable Suspicion Drug Testing, Diversity and Inclusivity, Harassment Prevention, Ethics, and Blood borne Pathogens.
- COVID19 had a significant impact on Human Resources in FY21. Staff members spent countless hours administering the Emergency Paid Sick Leave, Emergency Family Medical Leave Act, tracking employee testing results, and quarantine periods; leaving minimal time for other accomplishments.

Staffing:

	HUMAN RESOURCES STAFFING AUTHORIZATION			
POSITION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	PROPOSED FY 22
HUMAN RESOURCES				
HUMAN RESOURCES DIRECTOR	1.0	1.0	1.0	1.0
HUMAN RESOURCES ASSOCIATE	1.0	1.0	1.0	1.0
PAYROLL/HR GENERALIST	1.0	1.0	1.0	1.0
PAYROLL/HR ANALYST	1.0	1.0	1.0	1.0
ADMINISTRATIVE SUPPORT II	1.0	1.0	1.0	1.0
PROPERTY INSURANCE				
RISK/SAFETY OFFICER	1.0	1.0	1.0	1.0
TOTAL HUMAN RESOURCES	<u><u>6.0</u></u>	<u><u>6.0</u></u>	<u><u>6.0</u></u>	<u><u>6.0</u></u>

Department Goals:

- Goal: Increase the City of Billings Social Media presence as it relates to recruiting for vacant positions.**
- Action(s): Post all vacant positions on Social Media and professional websites. Continue to review and monitor which method or website provides the greatest number and quality of applicants.

Outcome(s):

- The City of Billings will be in compliance with EEOC, and draw a larger applicant pool for vacant positions.

Goal: Update the Human Resources Policies and Procedures Manual.

Action(s): Review the Human Resources Policies and Procedures handbook to reflect the City's most current practices. These policies and procedures will benefit all employees and supervisors by communicating operational policies and by advising employees of the City's expectations regarding their performance. The completed manuals will be distributed to all employees in either electronic or hardcopy format.

Outcome(s):

- Well thought out policy and procedure manuals will provide information and guidance to all employees of the City of Billings.

Goal: Provide additional employee and management development and training programs.

Action(s): Increase training to all employees. Supervisory training will focus on safety, workers' compensation, liability, harassment and diversity awareness, workplace violence, employment laws, drug and alcohol reasonable suspicion, and City finances/budgeting. Employee training will focus on such topics as safety, harassment, workplace violence, diversity and inclusion, customer service, and employee benefits.

Outcome(s):

- A training program that efficiently improves the employees' and supervisors' skills and abilities to perform their assigned functions.

**GENERAL OPERATING FUND
OPERATING BUDGET**

FUND 0100

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 27,717,469</u>	<u>\$ 22,399,796</u>	<u>\$ 18,149,609</u>	<u>\$ 22,391,201</u>	<u>\$ 37,667,864</u>
REVENUES:					
TAXES	\$ 16,846,703	\$ 17,418,145	\$ 17,644,369	\$ 17,115,468	\$ 18,476,303
SPECIAL ASSESSMENTS	189	39,356	-	2,069	-
LICENSES & PERMITS	2,234,380	2,095,896	2,088,038	2,044,896	2,199,128
INTER-GOVERNMENTAL	11,404,984	11,839,561	12,065,752	11,954,733	12,243,879
CHARGES FOR SERVICE	4,256,806	3,814,415	4,133,225	4,064,282	4,373,346
FINES & FORFEITS	1,271,808	1,145,294	1,511,877	1,043,778	1,294,046
INVESTMENT EARNINGS	499,221	363,056	233,000	27,400	70,301
INTERFUND TRANSFERS	2,022	36,256	9,600	2,000	2,110,100
MISCELLANEOUS	<u>228,359</u>	<u>54,848</u>	<u>-</u>	<u>2,559</u>	<u>600</u>
TOTAL REVENUE	<u>\$ 36,744,472</u>	<u>\$ 36,806,827</u>	<u>\$ 37,685,861</u>	<u>\$ 36,257,185</u>	<u>\$ 40,767,703</u>
EXPENDITURES:					
MAYOR AND CITY COUNCIL	\$ 210,784	\$ 222,787	\$ 264,919	\$ 255,170	\$ 295,932
CITY ADMINISTRATOR	771,940	861,052	1,028,702	1,003,076	930,834
HUMAN RESOURCES	709,118	791,672	825,565	730,000	916,094
CITY ATTORNEY	2,045,840	2,074,785	2,092,530	2,035,000	2,310,985
MUNICIPAL COURT	1,349,483	1,369,717	1,479,095	1,381,000	1,539,731
FINANCE	1,426,538	1,528,041	1,552,163	1,527,447	1,718,569
CODE ENFORCEMENT	481,691	507,961	575,602	531,592	723,959
PARKS, RECREATION AND PUBLIC LANDS	7,265,854	5,159,821	4,497,703	4,383,152	4,695,067
NON-DEPARTMENTAL	27,770,897	24,299,586	30,064,846	9,134,085	40,463,803
COUNCIL CONTINGENCY	<u>30,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>25,000</u>
TOTAL EXPENDITURES	<u>\$ 42,062,145</u>	<u>\$ 36,815,422</u>	<u>\$ 42,381,125</u>	<u>\$ 20,980,522</u>	<u>\$ 53,619,974</u>
FUND BALANCE ENDING	<u>\$ 22,399,796</u>	<u>\$ 22,391,201</u>	<u>\$ 13,454,345</u>	<u>\$ 37,667,864</u>	<u>\$ 24,815,593</u>
LESS:					
COMMITTED	12,198,022	12,289,000	12,290,526	12,290,526	12,168,392
UNASSIGNED	<u>\$ 10,201,774</u>	<u>\$ 10,102,201</u>	<u>\$ 1,163,819</u>	<u>\$ 25,377,338</u>	<u>\$ 12,647,201</u>

**CITY HEALTH BENEFITS FUND
OPERATING BUDGET**

FUND 6270

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
WORKING CAPITAL - BEGINNING	<u>\$ 6,189,608</u>	<u>\$ 8,579,048</u>	<u>\$ 9,188,776</u>	<u>\$ 8,702,021</u>	<u>\$ 10,357,521</u>
REVENUES:					
INVESTMENT EARNINGS	\$ 207,509	\$ 160,111	\$ 104,000	\$ 25,000	\$ 41,044
CHARGES FOR SERVICE:					
CITY CONTRIBUTION HEALTH	9,091,480	9,170,523	9,700,000	9,100,000	9,250,000
CITY CONTRIBUTION LIFE \$5,000	35,366	11,158	35,000	12,000	12,000
CITY CONTRIBUTION LIFE \$15,000	11,225	-	12,000	-	-
CITY CONTRIBUTION DENTAL	123,432	130,479	125,000	135,000	125,000
EMPLOYEE CONTRIBUTION LIFE	79,021	-	75,000	-	-
EMPLOYEE FLEX CONTRIB.	466,056	421,775	590,000	400,000	440,000
EMPLOYEE DENTAL CONTRIB	470,032	524,207	350,000	450,000	350,000
EMPLOYEE HEALTH CONTRIB.	1,371,469	1,328,636	1,780,000	1,380,000	1,780,000
RETIREE/COBRA CONTRIB	871,625	858,195	892,500	990,000	938,000
CLAIM OVERPAYMENTS	59,204	77,766	55,000	62,000	65,000
PRESCRIPTION DRUG REBATE	469,759	559,548	275,000	600,000	400,000
STOP LOSS REIMBURSEMENTS	-	445,669	200,000	500,000	200,000
OTHER	1,477	2,805	-	-	-
TOTAL REVENUE	<u>\$ 13,257,655</u>	<u>\$ 13,690,872</u>	<u>\$ 14,193,500</u>	<u>\$ 13,654,000</u>	<u>\$ 13,601,044</u>
EXPENSES:					
PERSONAL SERVICES:					
HEALTH INCENTIVES	\$ 38,700	\$ 43,700	\$ 50,000	\$ 43,000	\$ 50,000
OPERATION AND MAINTENANCE:					
HEALTH CLAIMS	8,149,417	10,926,818	11,350,000	9,100,000	11,984,000
LIFE INSURANCE PREMIUMS	125,249	11,140	140,000	12,000	12,000
DENTAL CLAIMS	600,746	632,642	650,000	680,000	756,000
FLEX PLAN CLAIMS	466,055	421,558	590,000	425,000	440,000
125K FLEX ADMIN. CHGS.	17,430	16,009	27,300	16,000	27,300
HEALTH/DENTAL ADMIN. CHGS.	317,910	328,239	333,000	371,000	384,000
EMPLOYEE ASSISTANCE PROGRAM	10,575	20,340	10,000	25,000	10,000
FIDUCIARY LIABILITY INS.	3,595	3,620	5,000	5,500	5,000
ACA ADMIN. CHGS	21,518	21,317	27,000	21,000	27,810
STOP LOSS PREMIUM	651,859	641,687	791,700	750,000	911,000
H.S.A. ADMIN. FEES	10,255	13,412	10,000	13,500	10,000
VSP ADMIN FEES	-	3,222	-	6,500	6,500
WELLNESS EVENTS	10,769	5,053	10,000	7,000	10,000
CONSULTANT SERVICES	120,015	94,500	140,000	104,000	144,200
NURSE/SCREENING PROGRAM	60,290	131,253	130,000	185,000	155,000
CARE LINK SERVICES	55,724	56,361	60,000	29,000	60,000
COST ALLOCATION / OTHER	208,108	197,028	209,439	205,000	212,495
TOTAL EXPENSES	<u>\$ 10,868,215</u>	<u>\$ 13,567,899</u>	<u>\$ 14,533,439</u>	<u>\$ 11,998,500</u>	<u>\$ 15,205,305</u>
WORKING CAPITAL - ENDING	<u>\$ 8,579,048</u>	<u>\$ 8,702,021</u>	<u>\$ 8,848,837</u>	<u>\$ 10,357,521</u>	<u>\$ 8,753,260</u>

**PROPERTY INSURANCE FUND
OPERATING BUDGET**

FUND 6300

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
WORKING CAPITAL-BEGINNING	<u>\$ 2,483,010</u>	<u>\$ 1,937,854</u>	<u>\$ 1,534,718</u>	<u>\$ 1,365,028</u>	<u>\$ 1,022,249</u>
REVENUES:					
CHARGE FOR SERVICES	\$ 1,506,826	\$ 1,811,291	\$ 2,066,500	\$ 2,066,500	\$ 2,523,228
INTEREST EARNINGS	44,215	23,037	12,850	400	1,879
OTHER	<u>4,814</u>	<u>159</u>	<u>-</u>	<u>321</u>	<u>-</u>
TOTAL REVENUE	<u>\$ 1,555,855</u>	<u>\$ 1,834,487</u>	<u>\$ 2,079,350</u>	<u>\$ 2,067,221</u>	<u>\$ 2,525,107</u>
EXPENSES:					
PERSONAL SERVICES	\$ 109,766	\$ 117,144	\$ 110,409	\$ 110,000	\$ 112,421
OPERATIONS & MAINTENANCE	<u>2,020,023</u>	<u>2,298,564</u>	<u>2,470,418</u>	<u>2,300,000</u>	<u>2,566,538</u>
TOTAL EXPENSES	<u>\$ 2,129,789</u>	<u>\$ 2,415,708</u>	<u>\$ 2,580,827</u>	<u>\$ 2,410,000</u>	<u>\$ 2,678,959</u>
WORKING CAP. CHANGES NOT BUDGETED	28,778	8,395	-	-	-
WORKING CAPITAL - ENDING	<u>\$ 1,937,854</u>	<u>\$ 1,365,028</u>	<u>\$ 1,033,241</u>	<u>\$ 1,022,249</u>	<u>\$ 868,397</u>
LESS OPERATING RESERVE	<u>681,532</u>	<u>773,027</u>	<u>825,865</u>	<u>771,200</u>	<u>857,267</u>
AVAILABLE WORKING CAPITAL	<u>\$ 1,227,544</u>	<u>\$ 592,001</u>	<u>\$ 207,376</u>	<u>\$ 251,049</u>	<u>\$ 11,130</u>

PROPERTY INSURANCE BUDGET NARRATIVE

The property insurance fund is a City-wide internal service fund that accounts for revenues and expenditures associated with property and liability insurance. Each department receives charges for their share of the insurance.

Information Technology

Information Technology Fund

Current Year Department Budgeted Expense Total:

Information Technology: \$ 2,981,770

Central Telephone: \$441,592

Change from Prior Year:

Information Technology: \$ 279,064

Central Telephone: (\$59,951)

Overall Budget Justification:



The Information Technology Department is focused on bringing people and technology together to meet the needs of the organization and the citizens of Billings. In pursuit of its goal, ITD provides technology-related strategic planning, project management, integration, technology procurement, E-mail, networking, communications, application development, GIS, mapping, overall hardware and software support, vendor relations, and training services.

The Information Technology Budget is \$2,981,770 which is \$279,064 or 9.36% more than last year's budget. The FY22 budget increases are due to moving the GIS Asset Analyst position from Public Works to IT, increased expenses related to demands of cyber security, a proposed 2% COLA, and additional software license renewals resulting from our efforts to keep our FY21 expenses lower due to COVID-19.

In FY22, the overall comparable Personal Services costs did not increase due to retirements in the IT Department. Our final FY22 Personal Services costs did increase over FY21 by \$ 85,220 because of a transfer of the GIS Asset Analyst position from Public Works to Information Technology. This position is paid for primarily by Public Works and is focused on City Works, our GIS-based Enterprise Asset Management System. Operating expenses have increased by \$153,844 which includes several software renewals, some requested upgrades, and increases in the Parking, Cost Allocation, Facilities, and Finance charges. Capital expenses for FY22 are \$40,000 for a server and storage network backbone upgrade, which was approved in the FY22 TRP.

Information Technology is an internal support function with revenues of \$2,964,300 generated primarily by charges for service. The ITD charges for each department/division are based on the previous calendar year's usage of PC and Network resources/support time, application resources/staff support time, virtual server services, data storage management, and GIS resources/support time. The number of PC's, the amount of disk space allocated, the number of virtual servers, and the number of E-mail accounts are all examples of resources used to calculate annual charges. FY22 total revenues are \$ 17,470 below total expenses. The budget includes software

license renewals, upgrades required to meet Cyber Security requirements, and expanding Office 365 licensing needs.

The Central Telephone Budget is \$ 441,592 which is 13.58% or \$ 59,951 less than last year's budget.

In FY22, the budget has an increase of \$ 5,748 in Personal Services due to steps, a proposed 2% COLA, and associated staffing costs. Operating expenses are \$ 4,301 more and Capital expenses are \$ 70,000 less than FY21.

Under the direction of the Information Technology Director, the Telecommunications Manager and the IT Administrative Secretary provide telephone, voice mail, call accounting, communications related procurement, cell phone, infrastructure support, and related financial accounting services for 12 remote sites, 521 landline phones, 31 Centrex phone lines, 36 outside analog lines, and 352 Smartphones/cell phones/Push-to-Talk radio/phones.

The Central Telephone Service (Fund 606) is an internal support function with revenues of \$ 426,739 derived predominately from phone related services, including management of cellular services, and interest income. Revenues for FY22 are \$ 426,739 which represents a 3.10% decrease (\$ 13,213) below FY21.

Budgeted Revenues:

INFORMATION TECHNOLOGY DEPARTMENT REVENUE					
REVENUE BY FUND	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
INFORMATION RESOURCES	\$ 2,364,604	\$ 2,612,047	\$ 2,621,474	\$ 2,517,713	\$ 2,964,300
TELEPHONE	<u>435,352</u>	<u>445,001</u>	<u>439,952</u>	<u>433,906</u>	<u>426,739</u>
TOTAL REVENUE	<u>\$ 2,799,956</u>	<u>\$ 3,057,048</u>	<u>\$ 3,061,426</u>	<u>\$ 2,951,619</u>	<u>\$ 3,391,039</u>

INFORMATION TECHNOLOGY DEPARTMENT ALL FUNDS					
REVENUE BY CLASSIFICATION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
CHARGE FOR SERVICE	\$ 2,719,349	\$ 2,902,314	\$ 3,042,626	\$ 2,899,897	\$ 3,385,940
OTHER	41,692	128,791	-	50,050	-
INVESTMENT EARNINGS	<u>38,915</u>	<u>25,943</u>	<u>18,800</u>	<u>1,672</u>	<u>5,099</u>
TOTAL REVENUE	<u>\$ 2,799,956</u>	<u>\$ 3,057,048</u>	<u>\$ 3,061,426</u>	<u>\$ 2,951,619</u>	<u>\$ 3,391,039</u>

Budgeted Expenditures:

INFORMATION TECHNOLOGY DEPARTMENT EXPENSE

EXPENSE BY FUND	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
INFORMATION RESOURCES	\$ 2,706,970	\$ 2,861,258	\$ 2,702,706	\$ 2,438,000	\$ 2,981,770
TELEPHONE	<u>403,403</u>	<u>786,440</u>	<u>501,543</u>	<u>505,000</u>	<u>441,592</u>
TOTAL EXPENDITURES	<u>\$ 3,110,373</u>	<u>\$ 3,647,698</u>	<u>\$ 3,204,249</u>	<u>\$ 2,943,000</u>	<u>\$ 3,423,362</u>

INFORMATION TECHNOLOGY DEPARTMENT ALL FUNDS

EXPENSE BY CLASSIFICATION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
PERSONAL SERVICES	\$ 2,118,380	\$ 2,262,191	\$ 2,105,571	\$ 2,003,000	\$ 2,196,539
OPERATIONS AND MAINTENANCE	640,033	852,319	1,028,678	870,000	1,186,823
CAPITAL	148,907	362,965	-	70,000	40,000
TRANSFERS OUT	3,975	-	-	-	-
DEPRECIATION (NOT BUDGETED)	<u>199,078</u>	<u>170,223</u>	<u>70,000</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	<u>\$ 3,110,373</u>	<u>\$ 3,647,698</u>	<u>\$ 3,204,249</u>	<u>\$ 2,943,000</u>	<u>\$ 3,423,362</u>

Staffing:

INFORMATION TECHNOLOGY FUND STAFFING AUTHORIZATION

POSITION	ACTUAL FY19	ACTUAL FY20	BUDGET FY 21	PROPOSED FY 22
INFORMATION TECHNOLOGY DIRECTOR	0.9	0.9	0.9	0.9
APPLICATION DEVELOPER	3.0	3.0	3.0	3.0
OPERATION SUPPORT SPECIALIST	1.0	1.0	1.0	1.0
GIS SPECIALIST	1.0	1.0	1.0	1.0
GIS COORDINATOR	1.0	1.0	1.0	1.0
LAND MANAGEMENT COORDINATOR	1.0	1.0	1.0	1.0
SENIOR APPLICATION DEVELOPER	1.0	1.0	1.0	1.0
IT MANAGER	1.0	1.0	1.0	1.0
PUBLIC SAFETY TECH SUPPORT	1.0	1.0	1.0	1.0
P. C. SUPPORT SPECIALIST	2.0	2.0	2.0	2.0
NETWORK ADMINISTRATOR	1.0	1.0	1.0	1.0
ASST. NETWORK ADMINISTRATOR	1.0	1.0	1.0	1.0
ADMINISTRATIVE SUPPORT II	1.0	0.8	0.8	0.8
IT SECURITY ENGINEER	0.9	0.9	0.9	0.9
GIS TECHNICIAN	2.0	2.0	2.0	2.0
GIS ASSET ANALYST	-	-	-	1.0
INFORMATION TECHNOLOGY	<u>18.8</u>	<u>18.6</u>	<u>18.6</u>	<u>19.6</u>

Department Goals:

Goal: Support and assist customer departments to accomplish their goals when needed.

Action(s): Partner with the Police & Fire Departments in addressing the technology needs identified in the CPSM Operations and Data Analysis Reports.

Outcome(s):

- Public Safety is critical to our organization and our community. Supporting Police & Fire and their technology goals will have a positive impact on their ability to deliver services to our community.

Action(s): Provide a leadership role in the implementation of our Centralized Document Management System including project management, installation, end-user training, backups, and building overall organization awareness of the benefits of the new system.

Outcome(s):

- A strong understanding by the staff on how to use the new document management system will enhance their ability to access and share documents, reduce paper and document storage, develop automated workflows to improve efficiency, and follow the city's records retention policies. The initial focus will be on Administration, Planning, and all Innoprise documents.

Action(s): Continue to provide a leadership role in implementation, training, support, and upgrading of our Innoprise Software Systems

Outcome(s):

- Through the combined efforts of the Information Technology staff and the wealth of experience found in each department, we will work together to utilize our Innoprise software to its full potential, work with vendors on new interfaces to the system, manage enhancement requests, and support on-going production.

Action(s): Continue to provide a leadership role in implementation, training, support, and upgrading Public safety software.

Outcome(s):

- The Information Technology staff works together with multiple Public Safety agencies to ensure the software and infrastructure run smoothly in the 24/7 operation. Help agencies explore and implement additional software options like electronic ticket writing, mobile fire inspections, and civil papers.

Action(s): Provide support for city staff "Work from Home" environments

Outcome(s):

- By supporting the remote staff, we strengthen our workforce while allowing for a safe environment for staff to work and remain productive.

Goal: Increase city service efficiency and effectiveness by planning for and investing in technology.

Action(s): Provide support to end-users as they move to Microsoft O365 licenses.

Outcome(s):

- Microsoft Office 365 (O365) will benefit the organization by providing the tools for collaboration, simplifying communications and document/file sharing, providing access to user data from anywhere, standardizing Office applications across the organization, and enhanced business intelligence tools all delivered in a secure environment available across multiple devices for each licensed user.

Action(s): Improve network/system security to meet all State & Federal Regulations and protect the organization's valuable resources & data.

Outcome(s):

- Compliance with Montana Department of Justice regulations both strengthens our security and ensures our organization can continue to access the Criminal Justice Information Network (CJIN) which is critical for all City of Billings and Yellowstone County Public Safety Agencies.
- Adherence to industry standards in system security will prevent unwanted attacks such as viruses, malware, ransomware, unauthorized access, denial of service, and so on.

Action(s): Upgrade networking infrastructure to keep up with growing demands on resources.

Outcome(s):

- By keeping the networking hardware and software up to date with the latest technology, Departments receive faster and more efficient service. This increases the stability of the network and the applications running on it.

Goal: Improve accessibility to and use of GIS services.

Action(s): Assist in implementing the Public Works Strategic Asset Management Plan (SAMP) by providing direction for the GIS systems and the existing workflows.

Outcome(s):

- GIS data/resources will adhere to SAMP guidelines, continuing our commitment to following a standardized framework. This uniform system will allow for consistent data creation and maintenance. Continued enterprise integration will support the sharing of GIS data across the entire organization and enhance Billings citizens' access to City information.

Action(s): Support Cityworks, our GIS Centric Asset & Work Order Management System. This action includes sustaining departments already using the system and assisting departments new to the platform in implementing the technology to meet their goals.

Outcome(s):

- Increased utilization of the Cityworks system will improve our ability to manage assets, allocate staff resources through work orders, share data throughout the organization, access data from mobile devices, and generate informative reports.

Action(s): Provide solutions using GIS field data collection applications (i.e., ArcGIS Online and Cityworks) to improve staff's ability to locate assets and document maintenance of the City's infrastructure.

Outcome(s):

- The information gathered will increase the accuracy of location data, improve QA/QC on datasets, and allow for a deeper understanding of the costs to manage assets.

Action(s): Continue to provide GIS services in response to requests for mapping, reports, and analysis by departments throughout the organization.

Outcome(s):

- Visual representations of the requested datasets will provide intuitive information to meet the Department's planning/analytical needs, as well as the needs of citizens.

Action(s): Provide support and GIS data for Public Safety Software.

Outcome(s):

- Through the City IT and Yellowstone County GIS staff's combined efforts, dispatch and emergency responders will have accurate data to allow for safe and effective operations.

Action(s): Determine solutions for maintaining GIS data layers more efficiently.

Outcome(s):

- Remove redundancy and inefficiencies identified by Public Works GIS Assessment, allowing the GIS Team to free up more time for other projects

**CENTRAL TELEPHONE SERVICES FUND
OPERATING BUDGET**

FUND 6060

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
WORKING CAPITAL-BEGINNING	<u>\$ 577,126</u>	<u>\$ 627,441</u>	<u>\$ 381,953</u>	<u>\$ 292,750</u>	<u>\$ 221,656</u>
REVENUES:					
CHARGE FOR SERVICES	\$ 417,858	\$ 432,612	\$ 432,352	\$ 432,384	\$ 425,266
INTERGOVERNMENTAL	2,516	2,753	-	50	-
INTEREST EARNINGS	14,978	9,636	7,600	1,472	1,473
TOTAL REVENUE	<u>\$ 435,352</u>	<u>\$ 445,001</u>	<u>\$ 439,952</u>	<u>\$ 433,906</u>	<u>\$ 426,739</u>
EXPENSES:					
PERSONAL SERVICES	\$ 134,765	\$ 162,728	\$ 162,105	\$ 160,000	\$ 167,853
OPERATIONS & MAINTENANCE	209,410	266,787	269,438	280,000	273,739
CAPITAL	31,350	323,109	70,000	65,000	-
TOTAL EXPENSES	<u>\$ 375,525</u>	<u>\$ 752,624</u>	<u>\$ 501,543</u>	<u>\$ 505,000</u>	<u>\$ 441,592</u>
WORKING CAP. CHANGES NOT BL	(9,512)	(27,068)	-	-	-
WORKING CAPITAL-ENDING	<u>\$ 627,441</u>	<u>\$ 292,750</u>	<u>\$ 320,362</u>	<u>\$ 221,656</u>	<u>\$ 206,803</u>
LESS OPERATING RESERVE	27,534	34,361	34,523	35,200	35,327
AVAILABLE WORKING CAPITAL	<u>\$ 609,419</u>	<u>\$ 285,457</u>	<u>\$ 285,839</u>	<u>\$ 186,456</u>	<u>\$ 171,476</u>

STAFFING AUTHORIZATION

POSITION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	PROPOSED FY 22
TELECOMMUNICATIONS SYSTEM MANAGER	1.0	1.0	1.0	1.0
IT DIRECTOR	0.1	0.1	0.1	0.1
IT SECURITY ENGINEER	0.1	0.1	0.1	0.1
IT ADMINISTRATIVE SUPPORT II	-	-	0.2	0.2
TOTAL	<u>1.2</u>	<u>1.2</u>	<u>1.4</u>	<u>1.4</u>

**INFORMATION TECHNOLOGY FUND
OPERATING BUDGET**

FUND 6200

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
WORKING CAPITAL-BEGINNING	<u>\$ 684,117</u>	<u>\$ 587,147</u>	<u>\$ 597,722</u>	<u>\$ 616,118</u>	<u>\$ 695,831</u>
REVENUES:					
CHARGE FOR SERVICES	\$ 2,339,036	\$ 2,469,702	\$ 2,610,274	\$ 2,467,513	\$ 2,960,674
INTEREST EARNINGS	23,937	16,307	11,200	200	3,626
INTERGOVERNMENTAL	-	52,748	-	50,000	-
OTHER	<u>1,630</u>	<u>73,289</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL REVENUE	<u>\$ 2,364,603</u>	<u>\$ 2,612,046</u>	<u>\$ 2,621,474</u>	<u>\$ 2,517,713</u>	<u>\$ 2,964,300</u>
EXPENSES:					
PERSONAL SERVICES	\$ 1,983,615	\$ 2,099,462	\$ 1,943,466	\$ 1,843,000	\$ 2,028,686
OPERATIONS & MAINTENANCE	430,624	585,531	759,240	590,000	913,084
CAPITAL	117,557	39,856	-	5,000	40,000
TRANSFER OUT	<u>3,975</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENSES	<u>\$ 2,535,771</u>	<u>\$ 2,724,849</u>	<u>\$ 2,702,706</u>	<u>\$ 2,438,000</u>	<u>\$ 2,981,770</u>
WORKING CAP. CHANGES NOT BUDGETED	<u>74,198</u>	<u>141,774</u>	<u>-</u>	<u>-</u>	<u>-</u>
WORKING CAPITAL - ENDING	<u>\$ 587,147</u>	<u>\$ 616,118</u>	<u>\$ 516,490</u>	<u>\$ 695,831</u>	<u>\$ 678,361</u>
LESS OPERATING RESERVE	<u>603,560</u>	<u>671,248</u>	<u>675,677</u>	<u>608,250</u>	<u>735,443</u>
AVAILABLE WORKING CAPITAL	<u>\$ (16,413)</u>	<u>\$ (55,130)</u>	<u>\$ (159,187)</u>	<u>\$ 87,581</u>	<u>\$ (57,082)</u>

Legal

Legal

Current Year Department Budgeted

Expense Total:

\$2,859,362

Change from Prior year:

\$451,547

Overall Budget Justification:

The FY22 budget for the City Attorney is \$2,859,362, which includes an increase of \$451,547 over FY21. This includes an increase in Personal Services which includes two new positions, a new prosecutor position and a victim/witness specialist position that will be partially grant-funded. These positions will be added if the City Attorney is awarded additional grant funding from VOCA. These additional positions will result in additional monthly charges for telephone, parking, membership fees, miscellaneous equipment (computers), facilities/rent, office supplies (furniture), and subscriptions for license fees (Westlaw).

There is a \$23,623 increase in O&M due to regular monthly charges (IT, Telephone, Facilities, Parking). Additionally, surface travel, certification requirements, and educational and training services increased by \$6,363 to reimburse for expected travel for required Continuing Legal Education conferences/training for attorneys, Membership fees increased by \$985 for anticipated bar dues increase. In addition to the two new positions, the only other change in staffing requests include the change of Administrative Assistant I to an Administrative Support II position, which increases Personal Services approximately \$20,000.

It is important to note that there is no proposed amount for Contract Software Maintenance because the legal department was able to purchase new case management software with COVID relief funds. That purchase included the annual maintenance fee to be paid in advance for the next fiscal year. However, in FY23, this line item will again include an estimated \$15,000 in order to provide support and maintenance for the software.



Budgeted Revenues:

**CITY ATTORNEY
DEPARTMENT REVENUE**

REVENUE BY FUND	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
GENERAL FUND	\$ 2,546	\$ 2,085	\$ -	\$ 4,000	\$ -
CITY ATTORNEY GRANTS	<u>299,571</u>	<u>333,230</u>	<u>315,066</u>	<u>320,025</u>	<u>545,010</u>
TOTAL REVENUE	<u>\$ 302,117</u>	<u>\$ 335,315</u>	<u>\$ 315,066</u>	<u>\$ 324,025</u>	<u>\$ 545,010</u>

**CITY ATTORNEY
DEPARTMENT ALL FUNDS**

REVENUE BY CLASSIFICATION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
CHARGE FOR SERVICE	\$ 2,546	\$ 2,085	\$ -	\$ 4,000	\$ -
FINES AND FORFEITURE	53,789	49,361	50,000	45,000	45,000
INTERGOVERNMENTAL	72,927	92,083	90,000	75,000	185,000
INVESTMENT EARNINGS	(49)	301	66	25	10
TRANSFER IN	<u>172,904</u>	<u>191,485</u>	<u>175,000</u>	<u>200,000</u>	<u>315,000</u>
TOTAL REVENUE	<u>\$ 302,117</u>	<u>\$ 335,315</u>	<u>\$ 315,066</u>	<u>\$ 324,025</u>	<u>\$ 545,010</u>

Budgeted Expenditures:

**CITY ATTORNEY
DEPARTMENT EXPENSE**

EXPENSE BY FUND	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
GENERAL FUND	\$ 2,045,840	\$ 2,074,785	\$ 2,092,530	\$ 2,060,000	\$ 2,310,985
CITY ATTORNEY GRANTS	<u>298,482</u>	<u>308,135</u>	<u>315,285</u>	<u>314,157</u>	<u>548,377</u>
TOTAL EXPENDITURES	<u>\$ 2,344,322</u>	<u>\$ 2,382,920</u>	<u>\$ 2,407,815</u>	<u>\$ 2,374,157</u>	<u>\$ 2,859,362</u>

**CITY ATTORNEY
DEPARTMENT ALL FUNDS**

EXPENSE BY CLASSIFICATION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
PERSONAL SERVICES	\$ 1,548,209	\$ 1,587,926	\$ 1,783,641	\$ 1,574,157	\$ 2,071,565
OPERATIONS AND MAINTENANC	623,210	603,510	449,174	600,000	472,797
TRANSFERS	<u>172,903</u>	<u>191,484</u>	<u>175,000</u>	<u>200,000</u>	<u>315,000</u>
TOTAL EXPENDITURES	<u>\$ 2,344,322</u>	<u>\$ 2,382,920</u>	<u>\$ 2,407,815</u>	<u>\$ 2,374,157</u>	<u>\$ 2,859,362</u>

New or Expanded Programs:

None proposed for FY 2022

Staffing Changes:

Staffing changes include one additional Municipal Court prosecutor, one victim/witness specialist and increasing two part-time position to full time. The prosecutor will be an N35 grade for a total approximate cost of \$108,500. The victim/witness specialist will be M93 grade for a total approximate cost of \$76,000. These positions will be partially funded by VAWA/VOCA grants and it is anticipated the City's match will be \$63,500 for the prosecutor and \$16,000 for the victim/witness specialist.

Additional Comments:

The Legal Department needs an additional Municipal Court prosecutor and Victim/Witness specialist in order to address ongoing prosecution needs as well as to provide adequate services to victims. An additional prosecutor was granted for FY21 however the caseload problem for the prosecutors has remained above a manageable and sustainable level. This additional staff will begin to address the caseload problem and bring an average caseload to about 700-800 per prosecutor (which is still well over the ABA recommended standard of 400 cases per attorney).

The existing caseload simply cannot be sustained with the current staffing level, which has resulted in low morale and could result in additional turnover of employees. The turnover of staff and attorneys, in particular, results in a huge decline of productivity given the loss of knowledge and training of experienced prosecutors. Even with the addition of the prosecutor in FY21, this office is still trying to recover from the loss of a prosecutor at the beginning of the 2020 fiscal year.

The most significant way this requested budget will help address these goals is by providing the resources for this office to begin to manage the caseload burden of prosecutors. If this office is able to hire additional staff, the cases may be distributed to a more manageable level in order to provide better services to the citizens of Billings and the victims of crime.

Staffing:

**CITY ATTORNEY
STAFFING AUTHORIZATION**

CITY ATTORNEY POSITION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	PROPOSED FY 22
CITY ATTORNEY	1.0	1.0	1.0	1.0
ASSISTANT CITY ATTORNEY	1.0	1.0	1.0	1.0
DEPUTY CITY ATTORNEY	3.8	3.8	4.8	4.0
CIVIL DEPUTY CITY ATTORNEY	1.0	1.0	1.0	2.0
VICTIM WITNESS SPECIALIST	-	-	-	1.0
LEGAL SECRETARY	1.0	1.0	1.0	1.0
ADMINISTRATIVE SUPPORT II	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>
TOTAL	<u>9.8</u>	<u>9.8</u>	<u>10.8</u>	<u>12.0</u>
LEGAL GRANT POSITION				
VICTIM WITNESS SPECIALIST	3.0	3.0	3.0	3.0
ADMINISTRATIVE ASSISTANT	0.5	0.5	0.5	-
ADMINISTRATIVE SUPPORT II	-	-	-	1.0
DEPUTY CITY ATTORNEY	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>2.0</u>
TOTAL	<u>4.5</u>	<u>4.5</u>	<u>4.5</u>	<u>6.0</u>
TOTAL CITY ATTORNEY	<u>14.3</u>	<u>14.3</u>	<u>15.3</u>	<u>18.0</u>

Department Goals for FY 2022:

- To prosecute criminal cases in a timely and efficient manner in the best interests of justice, the best interests of the citizens of Billings, and the interests of victims of crime.
- To be a critical part of the City's leadership team through integration with department directors, City Council, and other city agencies such as the various city boards and commissions.
- To work effectively with the Billings Police Department and other law enforcement agencies, including the Airport Police and MSU-Billings Police Department to enforce state laws and city ordinances related to misdemeanor offenses within the city.

- To work with other city personnel and officials in enforcing city ordinances including zoning, building code, fire code, etc.
- To provide legal advice to the City Administrator, Mayor, City Council, departmental staff, and city boards concerning legal matters that arise with respect to city services and operations.
- To practice preventative law by being an integral member of the city's departmental teams and by providing legal risk management services and proactive legal advice.
- Address the logistics of finding adequate space for the legal department in order to better address management and supervision of all staff.

**GENERAL OPERATING FUND
OPERATING BUDGET**

FUND 0100

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 27,717,469</u>	<u>\$ 22,399,796</u>	<u>\$ 18,149,609</u>	<u>\$ 22,391,201</u>	<u>\$ 37,667,864</u>
REVENUES:					
TAXES	\$ 16,846,703	\$ 17,418,145	\$ 17,644,369	\$ 17,115,468	\$ 18,476,303
SPECIAL ASSESSMENTS	189	39,356	-	2,069	-
LICENSES & PERMITS	2,234,380	2,095,896	2,088,038	2,044,896	2,199,128
INTER-GOVERNMENTAL	11,404,984	11,839,561	12,065,752	11,954,733	12,243,879
CHARGES FOR SERVICE	4,256,806	3,814,415	4,133,225	4,064,282	4,373,346
FINES & FORFEITS	1,271,808	1,145,294	1,511,877	1,043,778	1,294,046
INVESTMENT EARNINGS	499,221	363,056	233,000	27,400	70,301
INTERFUND TRANSFERS	2,022	36,256	9,600	2,000	2,110,100
MISCELLANEOUS	<u>228,359</u>	<u>54,848</u>	<u>-</u>	<u>2,559</u>	<u>600</u>
TOTAL REVENUE	<u>\$ 36,744,472</u>	<u>\$ 36,806,827</u>	<u>\$ 37,685,861</u>	<u>\$ 36,257,185</u>	<u>\$ 40,767,703</u>
EXPENDITURES:					
MAYOR AND CITY COUNCIL	\$ 210,784	\$ 222,787	\$ 264,919	\$ 255,170	\$ 295,932
CITY ADMINISTRATOR	771,940	861,052	1,028,702	1,003,076	930,834
HUMAN RESOURCES	709,118	791,672	825,565	730,000	916,094
CITY ATTORNEY	2,045,840	2,074,785	2,092,530	2,035,000	2,310,985
MUNICIPAL COURT	1,349,483	1,369,717	1,479,095	1,381,000	1,539,731
FINANCE	1,426,538	1,528,041	1,552,163	1,527,447	1,718,569
CODE ENFORCEMENT	481,691	507,961	575,602	531,592	723,959
PARKS, RECREATION AND PUBLIC LANDS	7,265,854	5,159,821	4,497,703	4,383,152	4,695,067
NON-DEPARTMENTAL	27,770,897	24,299,586	30,064,846	9,134,085	40,463,803
COUNCIL CONTINGENCY	<u>30,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>25,000</u>
TOTAL EXPENDITURES	<u>\$ 42,062,145</u>	<u>\$ 36,815,422</u>	<u>\$ 42,381,125</u>	<u>\$ 20,980,522</u>	<u>\$ 53,619,974</u>
FUND BALANCE ENDING	<u>\$ 22,399,796</u>	<u>\$ 22,391,201</u>	<u>\$ 13,454,345</u>	<u>\$ 37,667,864</u>	<u>\$ 24,815,593</u>
LESS:					
COMMITTED	12,198,022	12,289,000	12,290,526	12,290,526	12,168,392
UNASSIGNED	<u>\$ 10,201,774</u>	<u>\$ 10,102,201</u>	<u>\$ 1,163,819</u>	<u>\$ 25,377,338</u>	<u>\$ 12,647,201</u>

**CITY ATTORNEY GRANTS FUND
OPERATING BUDGET**

FUNDS 2410-2430

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 3,352</u>	<u>\$ 4,585</u>	<u>\$ 8,595</u>	<u>\$ 29,678</u>	<u>\$ 10,546</u>
REVENUE:					
INTER-GOVERNMENTAL-ATTORNEY VICTIM/WITNESS	\$ -	\$ -	\$ -	\$ -	\$ 90,000
INTER-GOVERNMENTAL-DOMESTIC VIOLENCE UNIT	72,927	92,082	90,000	75,000	95,000
FINES & FORFEITS	53,789	49,361	50,000	45,000	45,000
INVESTMENT EARNINGS	97	302	66	25	-
INTERFUND TRANSFERS-GENERAL FUND	<u>172,902</u>	<u>191,484</u>	<u>175,000</u>	<u>175,000</u>	<u>315,000</u>
TOTAL REVENUE	<u>\$ 299,715</u>	<u>\$ 333,229</u>	<u>\$ 315,066</u>	<u>\$ 295,025</u>	<u>\$ 545,000</u>
EXPENDITURES:					
GRANT-ATTORNEY VICTIM/WITNESS	\$ 20,979	\$ -	\$ -	\$ -	\$ 174,056
GRANT-DOMESTIC VIOLENCE UNIT	155,610	207,047	214,101	216,957	271,030
SURCHARGE-DOMESTIC VIOLENCE	<u>121,893</u>	<u>101,089</u>	<u>101,184</u>	<u>97,200</u>	<u>109,291</u>
TOTAL EXPENDITURES	<u>\$ 298,482</u>	<u>\$ 308,136</u>	<u>\$ 315,285</u>	<u>\$ 314,157</u>	<u>\$ 554,377</u>
FUND BALANCE ENDING	<u>\$ 4,585</u>	<u>\$ 29,678</u>	<u>\$ 8,376</u>	<u>\$ 10,546</u>	<u>\$ 1,169</u>
LESS:					
RESTRICTED	<u>4,585</u>	<u>29,678</u>	<u>8,376</u>	<u>10,546</u>	<u>1,169</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

CITY ATTORNEY GRANTS BUDGET NARRATIVE

Currently two positions within the department are partially funded by two separate federal government grants awarded through the Montana Department of Justice, Board of Crime Control (BOCC). One grant funds the domestic violence prosecutor through the Violence Against Women Act federal funding (VAWA). The second grant funds the Victim Witness Program Director. The City provides matching funds and office space and equipment. Each year the BOCC reviews these grants, determines the amount it will award, and advises the Department in May or June of its decision as to the level of funding for the next fiscal year.

Revenues

No significant changes.

Expenditures

No significant changes.

Capital

None

Library



Library Department

Current Year Department Budgeted Expense Total:

\$3,965,224

Change from Prior Year:

\$6,111

Overall Budget Justification:

The FY22 operating budget for the Library Department is \$3.93 million. This is an increase of \$6,111 from the previous year. The library is experiencing cost savings from two retirements and a few other personnel changes where incoming staff replacements were hired at a lower wage step. Further, Teamster contracts will be renewed in FY22; as such, COLA increases have been figured into the budget. The increase in personal services is \$22,511. The marginal Operations and Maintenance budget increase of \$33,000 is expanded on below. Many services provided in the past will continue for the coming fiscal year, as well as new and updated options created during the COVID closure to carry on business with minimal interruption or reduction in service.

New or Expanded Programs:

FY 2021 was exceptionally challenging due to the COVID-19 pandemic. For the Billings Public Library (BPL), most normal operations were revamped and updated to provide safe service to Yellowstone County residents. The materials collection expense, including newspapers and magazines, was put on hold and a larger database of electronic resources was incorporated into the BPL collection (\$13,000). Curbside service, which was created to allow patrons to check out physical items during the closure, continues to be a dynamic service after re-opening to the public. Physical programming has evolved to a virtual format. BPL staff is also producing "Take and Make Kit" programs as part of our efforts to meet developing community needs during the pandemic. Further, many residents within Yellowstone County do not have direct access to computers. The COVID world has become even more dependent on computers for telehealth, applying for jobs or unemployment, filing taxes, attending virtual meetings, etc. In August 2020 and January 2021, the State of Montana and the Library Foundation consecutively sponsored over 40 Wi-Fi hotspots for one year. As

funding expires, the BPL would continue to offer this service until the library is fully re-opened with no restrictions (\$11,500), and may consider offering a small number of hotspots beyond FY22. The remaining O&M increase is due to uncontrollable costs, such as utilities, and small annual increases in maintenance contracts.

It is important to continue these services into FY22 as the pandemic will continue to have effects going into the upcoming fiscal year. Furthermore, we should be prepared that many of the new services may become the future's standard.

Budgeted Revenue:

CITY-COUNTY LIBRARY FUND OPERATING BUDGET					
	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
REVENUE:					
CITY TAXES	\$ 1,139,977	\$ 1,175,933	\$ 1,192,280	\$ 1,170,000	\$ 1,246,655
FEDERAL GRANT	-	156	-	130,325	-
COUNTY PROPERTY TAX	1,313,755	1,084,815	1,025,000	1,095,000	1,108,000
STATE GRANTS/AID	2,040	2,396	52,000	51,000	52,000
STATE REIMBURSEMENTS	435,676	500,244	464,224	464,224	470,704
CHARGES FOR SERVICE	17,254	10,792	14,075	4,350	14,075
FINES & FORFEITURES	57,818	37,440	59,000	12,060	59,000
INTEREST ON INVESTMEN	52,171	50,107	30,000	7,000	553
DONATIONS/CONTRIBUTK	65,160	75,609	73,000	69,000	78,000
TRANSFER FR GENERAL I	1,035,382	1,059,902	1,073,051	1,070,000	1,121,989
SALE OF SURPLUS EQUIF	2,401	4,252	1,850	500	-
MISCELLANEOUS	17,817	5,207	28,700	7,500	31,250
TOTAL REVENUE	<u>\$ 4,139,451</u>	<u>\$ 4,006,853</u>	<u>\$ 4,013,180</u>	<u>\$ 4,080,959</u>	<u>\$ 4,182,226</u>

Budgeted Expenditures:

CITY-COUNTY LIBRARY FUND OPERATING BUDGET

EXPENSE BY CLASSIFICATION

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
PERSONAL SERVICES	\$ 2,298,984	\$ 2,368,367	\$ 2,517,435	\$ 2,195,398	\$ 2,494,924
OPERATIONS AND MAINTENANCE	1,093,258	1,051,754	1,400,733	1,231,161	1,433,431
TRANSFERS	<u>20,705</u>	<u>41,377</u>	<u>40,945</u>	<u>40,945</u>	<u>36,869</u>
TOTAL EXPENDITURES	<u>\$ 3,412,946</u>	<u>\$ 3,461,498</u>	<u>\$ 3,959,113</u>	<u>\$ 3,467,504</u>	<u>\$ 3,965,224</u>

Staffing Changes:

STAFFING AUTHORIZATION

POSITION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	PROPOSED FY 22
DIRECTOR OF LIBRARY	1.0	1.0	1.0	1.0
ASST. LIBRARY DIRECTOR	1.0	1.0	1.0	1.0
LIBRARY SVCS SPEC III	2.0	2.0	2.0	2.0
LIBRARIAN	11.0	11.0	11.0	11.0
ADMIN SUPPORT IV	1.0	1.0	1.0	-
LIBRARY & FACILITY COORD	-	-	-	1.0
LIBRARY TECHNICIAN	1.0	1.0	1.0	1.0
LIBRARY SVCS SPEC IV	2.0	2.0	2.0	2.0
LIBRARY SVCS SPEC II	7.8	7.8	7.8	9.8
FACILITIES MAINT SUPPORT II	2.0	2.0	2.0	2.0
FACILITIES MAINT SUPPORT I	1.0	1.0	1.0	1.0
LIBRARY INFORMATION SYSTEMS COORDINATOR	1.0	1.0	1.0	1.0
LIBRARY SVCS SPEC I	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>-</u>
TOTAL	<u>32.8</u>	<u>32.8</u>	<u>32.8</u>	<u>32.8</u>

Department Goals:

Goal: Sustain evolving services based on community needs stemming from COVID-19.

Action: Create, revise, and/or discontinue current service models to all City/County demographics in order to implement best practices, serviceability, and fiscal stewardship.

Outcome: Continuation of servicing all residents of Yellowstone County.

Goal: Preventative Maintenance Plan

Action: Proactively create a preventative maintenance plan for the library building's systems and structure, while continuing to meet the LEEDs Platinum requirements.

Outcome: A designated plan and funding to maintain the library and its systems. Maintaining the library by updating/replacing systems and equipment at the end of their life cycle will ultimately save the library additional repair costs that would occur if these items were not maintained/replaced timely.

**CITY-COUNTY LIBRARY FUND
OPERATING BUDGET**

FUND 2600-2610, 2630

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	\$ 2,212,739	\$ 2,939,243	\$ 3,006,812	\$ 3,484,598	\$ 4,098,053
REVENUE:					
CITY TAXES	\$ 1,139,977	\$ 1,175,933	\$ 1,192,280	\$ 1,170,000	\$ 1,246,655
FEDERAL GRANT	-	156	-	130,325	-
COUNTY PROPERTY TAX	1,313,755	1,084,815	1,025,000	1,095,000	1,108,000
STATE GRANTS/AID	2,040	2,396	52,000	51,000	52,000
STATE REIMBURSEMENTS	435,676	500,244	464,224	464,224	470,704
CHARGES FOR SERVICE	17,254	10,792	14,075	4,350	14,075
FINES & FORFEITURES	57,818	37,440	59,000	12,060	59,000
INTEREST ON INVESTMENTS	52,171	50,107	30,000	7,000	553
DONATIONS/CONTRIBUTIONS	65,160	75,609	73,000	69,000	78,000
TRANSFER FR GENERAL FUND	1,035,382	1,059,902	1,073,051	1,070,000	1,121,989
SALE OF SURPLUS EQUIP	2,401	4,252	1,850	500	-
MISCELLANEOUS	17,817	5,207	28,700	7,500	31,250
TOTAL REVENUE	\$ 4,139,451	\$ 4,006,853	\$ 4,013,180	\$ 4,080,959	\$ 4,182,226
EXPENDITURES:					
ADMINISTRATION	\$ 548,642	\$ 575,383	\$ 617,833	\$ 667,894	\$ 633,903
FACILITIES	616,985	605,116	684,359	556,040	676,079
CIRCULATION	533,136	500,528	580,438	474,212	577,320
REFERENCE	421,867	504,680	532,061	447,928	532,012
YOUTH SERVICES	201,492	161,338	202,274	134,068	192,788
TECHNICAL PROCESS	244,157	242,155	263,735	230,571	272,291
OUTREACH SERVICES	219,716	232,633	252,745	232,997	258,426
SYSTEM ADMINISTRATION	334,663	340,091	457,073	434,703	444,759
LIBRARY RESOURCES	270,599	256,083	322,630	247,733	335,757
LIBRARY BOARD	985	2,114	5,020	413	5,020
INTERFUND TRANSFERS	20,705	41,377	40,945	40,945	36,869
TOTAL EXPENDITURES	\$ 3,412,947	\$ 3,461,498	\$ 3,959,113	\$ 3,467,504	\$ 3,965,224
FUND BALANCE ENDING	\$ 2,939,243	\$ 3,484,598	\$ 3,060,879	\$ 4,098,053	\$ 4,315,055
LESS:					
RESTRICTED	1,557,799	1,846,837	1,622,266	2,171,968	2,286,979
COMMITTED	1,381,444	1,637,761	1,438,613	1,926,085	2,028,076
UNASSIGNED	\$ -	\$ -	\$ -	\$ -	\$ -

Municipal Court

Municipal Court

Current Year Department Budgeted Expense Total:

Municipal Court: \$1,539,731

Court Grants: \$527,867

Change from Prior year:

Municipal Court: \$60,636

Court Grants: (\$157,089)

Overall Budget Justification:

The Billings Municipal Court is a Court of Limited Jurisdiction and processes misdemeanor cases within the City of Billings. The court processes over 17,000 citations per year and over 30,000 hearings per year, making it one of the largest courts in the State of Montana.

Billings Adult Misdemeanor Treatment Court (BAMTC) consists of three specialty courts: Drug Treatment Court, DUI Treatment Court, and Co-Occurring Treatment Court. These courts are 100% funded by Federal Grants and secured by the Billings Municipal Court. The grants are reflected below under inter-governmental and grants. Court grants are used to aid offenders in treatment of mental, drug, and/or alcohol related ailments to become contributing citizens of the community and to reduce the chance of repeat-offending. The proposed budget shows an overall decrease of \$159,543 due to federal grant funding expiring. The court is currently in the process of re-applying for federal treatment court funding.

The Municipal Court budget consists of two divisions: the Judicial Division and the Receipts and Records Division. The Judicial budget funds one full time Municipal Court Judge, one part-time Assistant Judge, a Judicial Assistant, and three Bailiffs. The Receipts and Records budget funds the Municipal Court Administrator, seven full-time Account Clerks, a Courtroom/Collections Clerk, and Municipal Infraction Clerk. The grant budget funds four positions at 32 hours per week.

The personnel proposed budget shows an overall decrease of \$16,667 for FY 22. O&M proposed budget shows a decrease of \$79,786. The court did not request any additional budget items.



Budget Revenues:

MUNICIPAL COURT REVENUE BY CLASSIFICATION

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
CHARGES FOR SERVICES	\$ 1,462	\$ 1,920	\$ -	\$ 1,600	\$ 2,060
FINES AND FORFEITURES	1,271,808	1,145,295	1,511,877	1,150,000	1,294,046
INTER-GOVERNMENTAL	409,200	407,595	684,410	400,000	524,867
MISCELLANEOUS	-	2,187	-	-	-
INVESTMENT EARNINGS	-	-	290	75	147
TOTAL REVENUES	<u>\$1,682,470</u>	<u>\$1,556,997</u>	<u>\$ 2,196,577</u>	<u>\$1,551,675</u>	<u>\$1,821,120</u>

MUNICIPAL COURT REVENUE BY FUND

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
MUNICIPAL COURT	\$1,273,270	\$1,148,855	\$ 1,511,877	\$1,151,600	\$1,296,106
COURT GRANTS	409,200	408,142	684,700	400,075	525,014
TOTAL REVENUES	<u>\$1,682,470</u>	<u>\$1,556,997</u>	<u>\$ 2,196,577</u>	<u>\$1,551,675</u>	<u>\$1,821,120</u>

Budgeted Expenditures:

MUNICIPAL COURT OPERATING BUDGET BY CLASSIFICATION

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
PERSONAL SERVICES	\$1,237,531	\$1,272,288	\$ 1,413,639	\$1,381,000	\$1,396,972
OPERATIONS AND MAINTENANCE	552,463	513,935	749,866	325,000	670,080
TOTAL EXPENDITURES	<u>\$1,789,994</u>	<u>\$1,786,223</u>	<u>\$ 2,163,505</u>	<u>\$1,706,000</u>	<u>\$2,067,052</u>

MUNICIPAL COURT OPERATING BUDGET BY FUND

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
MUNICIPAL COURT	\$1,349,483	\$1,369,717	\$ 1,479,095	\$1,381,000	\$1,539,731
COURT GRANTS	440,511	416,506	684,410	325,000	527,321
TOTAL EXPENDITURES	<u>\$1,789,994</u>	<u>\$1,786,223</u>	<u>\$ 2,163,505</u>	<u>\$1,706,000</u>	<u>\$2,067,052</u>

Staffing:

STAFFING AUTHORIZATION

POSITION	ACTUAL	ACTUAL	BUDGET	PROPOSED
	FY 19	FY 20	FY 21	FY 22
MUNICIPAL JUDGE	1.0	1.0	1.0	1.0
JUDGE	0.5	0.5	0.5	0.5
MUNICIPAL COURT BAILIFF/CLERK	3.0	3.0	3.0	3.0
ADMINISTRATIVE SUPPORT II	1.0	1.0	1.0	1.0
COURT ADMINISTRATOR	1.0	1.0	1.0	1.0
ACCOUNT CLERK II	7.0	7.0	7.0	7.0
TREATMENT COURT SUPPORT SPEC	-	-	-	0.8
CIVIL INFRACTIONS/FILING CLERK	1.0	1.0	1.0	1.0
COLLECTION CLERK	1.0	1.0	1.0	1.0
SUBTOTAL MUNICIPAL COURT	15.5	15.5	15.5	16.3
GRANT POSITION:				
MENTAL HEALTH COORD	0.8	0.8	0.8	-
DUI COORD	0.7	0.7	0.7	-
TREATMENT COURT SUPPORT SPEC	0.8	0.8	0.8	-
TREATMENT COURT COORD/MGR	-	-	-	0.8
TREATMENT COURT COORD	0.7	0.7	0.7	1.6
TOTAL MUNICIPAL COURT	18.5	18.5	18.5	18.7

Departmental Goals:

Goal: The timely processing and adjudication of all cases by reviewing operations and instituting policies to ensure the incorporation and utilization of best practices to ensure efficiency, consistency, and quality in all aspects of the Court's operations.

Action: Continue to assess the court calendar and clerk procedures to make changes where necessary to ensure efficiency.

Outcome(s):

- Cases are adjudicated within the national ABA standards which will shorten the court docket, create less daily paperwork, and provide better service to the public.

Goal: Electronic Records and Retention.

Action: Begin the process of scanning and digitally archiving all paper records. Follow the digital records guidelines and State retention schedule.

Outcome(s):

- Ensure against loss by flood, fire, or natural disaster; as well conserving physical space.
- Searchable system for old records.

Goal: Asses future funding opportunities to secure the future of the Billings Adult Misdemeanor Treatment Court.

Action: Pursue statewide and federal funding opportunities to secure the treatment courts.

Outcome(s):

- Continuation of Billings Adult Misdemeanor Treatment Courts.

Goal: Hold a yearly Bench-Bar meeting to calibrate processes, expectations, and decorum of the Court.

Action: Schedule yearly Bench-Bar meeting for beginning of summer.

Outcome(s):

- Stakeholders share a common goal and assist in the efficiency of court operations / settings from the prospective bench.

Goal: Quality of Life for All People in All Places

Action: Utilize statutory authority over defendant to ensure accountability for all sentencing orders. Utilize area resources that support safe and healthy alternatives for defendants to meet the sentencing orders put in place for all defendants, regardless of ability to pay.

Outcome (s):

- Meet the needs for all.

Goal: Maintain Montana Supreme Court Covid-19 Protocols

Action: The Court continues in-person and zoom hearings allowing for timely adjudication with Covid-19 protocols in place.

Outcome (s):

- Safe workplace for clients and staff.
- Timely adjudication of cases.

**GENERAL OPERATING FUND
OPERATING BUDGET**

FUND 0100

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 27,717,469</u>	<u>\$ 22,399,796</u>	<u>\$ 18,149,609</u>	<u>\$ 22,391,201</u>	<u>\$ 37,667,864</u>
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LICENSES & PERMITS	2,234,380	2,095,896	2,088,038	2,044,896	2,199,128
INTER-GOVERNMENTAL	11,404,984	11,839,561	12,065,752	11,954,733	12,243,879
CHARGES FOR SERVICE	4,256,806	3,814,415	4,133,225	4,064,282	4,373,346
FINES & FORFEITS	1,271,808	1,145,294	1,511,877	1,043,778	1,294,046
INVESTMENT EARNINGS	499,221	363,056	233,000	27,400	70,301
INTERFUND TRANSFERS	2,022	36,256	9,600	2,000	2,110,100
MISCELLANEOUS	228,359	54,848	-	2,559	600
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL REVENUE	<u>\$ 36,744,472</u>	<u>\$ 36,806,827</u>	<u>\$ 37,685,861</u>	<u>\$ 36,257,185</u>	<u>\$ 40,767,703</u>
EXPENDITURES:					
MAYOR AND CITY COUNCIL	\$ 210,784	\$ 222,787	\$ 264,919	\$ 255,170	\$ 295,932
CITY ADMINISTRATOR	771,940	861,052	1,028,702	1,003,076	930,834
HUMAN RESOURCES	709,118	791,672	825,565	730,000	916,094
CITY ATTORNEY	2,045,840	2,074,785	2,092,530	2,035,000	2,310,985
MUNICIPAL COURT	1,349,483	1,369,717	1,479,095	1,381,000	1,539,731
FINANCE	1,426,538	1,528,041	1,552,163	1,527,447	1,718,569
CODE ENFORCEMENT	481,691	507,961	575,602	531,592	723,959
PARKS, RECREATION AND PUBLIC LANDS	7,265,854	5,159,821	4,497,703	4,383,152	4,695,067
NON-DEPARTMENTAL	27,770,897	24,299,586	30,064,846	9,134,085	40,463,803
COUNCIL CONTINGENCY	30,000	-	-	-	25,000
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL EXPENDITURES	<u>\$ 42,062,145</u>	<u>\$ 36,815,422</u>	<u>\$ 42,381,125</u>	<u>\$ 20,980,522</u>	<u>\$ 53,619,974</u>
FUND BALANCE ENDING	<u>\$ 22,399,796</u>	<u>\$ 22,391,201</u>	<u>\$ 13,454,345</u>	<u>\$ 37,667,864</u>	<u>\$ 24,815,593</u>
LESS:					
COMMITTED	12,198,022	12,289,000	12,290,526	12,290,526	12,168,392
UNASSIGNED	<u>\$ 10,201,774</u>	<u>\$ 10,102,201</u>	<u>\$ 1,163,819</u>	<u>\$ 25,377,338</u>	<u>\$ 12,647,201</u>

**MUNICIPAL COURT GRANTS
OPERATING BUDGET**

FUNDS 2450-2480, 7370-7380

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ (23,172)</u>	<u>\$ (54,483)</u>	<u>\$ 18,917</u>	<u>\$ (62,848)</u>	<u>\$ 12,227</u>
REVENUE:					
INTER-GOVERNMENTAL INTEREST	\$ 409,200 <u>-</u>	\$ 407,594 <u>547</u>	\$ 684,410 <u>290</u>	\$ 400,000 <u>75</u>	\$ 524,867 <u>147</u>
TOTAL REVENUE	<u>\$ 409,200</u>	<u>\$ 408,141</u>	<u>\$ 684,700</u>	<u>\$ 400,075</u>	<u>\$ 525,014</u>
EXPENDITURES:					
PERSONAL SERVICES OPERATION & MAINTENANCE	\$ 161,379 <u>279,132</u>	\$ 200,417 <u>216,089</u>	\$ 275,024 <u>409,386</u>	\$ 175,000 <u>150,000</u>	\$ 158,726 <u>368,595</u>
TOTAL EXPENDITURES	<u>\$ 440,511</u>	<u>\$ 416,506</u>	<u>\$ 684,410</u>	<u>\$ 325,000</u>	<u>\$ 527,321</u>
FUND BALANCE ENDING	<u>\$ (54,483)</u>	<u>\$ (62,848)</u>	<u>\$ 19,207</u>	<u>\$ 12,227</u>	<u>\$ 9,920</u>
LESS:					
RESTRICTED	<u>(54,483)</u>	<u>(62,848)</u>	<u>19,207</u>	<u>12,227</u>	<u>9,920</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

MUNICIPAL COURT GRANTS BUDGET NARRATIVE

Municipal court grants include three federal funded grants: Substance Abuse and Mental Health Services Administration (SAMHSA) grant funded by Health and Human Services, a Co-Occurring Discretionary Grant funded by the Department of Justice, and a DUI Discretionary Grant funded by the Department of Justice. All court grants are used to aid offenders in treatment of mental, drug, and/or alcohol related ailments to become contributing citizens of the community and to reduce the chance of repeat-offending. Transfers include \$30,000 from the General Fund to cover potential shortfall of operating costs.

Revenues

No significant changes.

Expenditures

No significant changes.

Capital

None

Parks & Recreation & Public Lands

Parks and Recreation

Current Year Department Budgeted Expense Total:

\$10,142,325

Change from Prior year:

\$1,001,924

Overall Budget Justification:

The FY22 proposed 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 proposed budget reflects an increase of \$1,222,991. Of that increase, \$704,655 accounts for capital projects increases within the Department and \$481,920 in operational increases. Our proposed FY22 budget 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.

Administration:

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

Parks Division:

The Parks Division consists of three sections: Parks, Cemetery and Forestry /Natural Lands. The Parks Division has 22 full time staff and during the summer months, over 50 seasonal employees join the team. Park maintenance is much more than just turf care, it includes maintenance of 4 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. All of which require different levels of maintenance and care. 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 so they are up to date on the latest technology and industry standards. Currently, 6 staff members 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, the Parks Department facilitates events ranging from corporate functions to graduation parties.

Park Maintenance provides the management and maintenance of approximately 2,347 acres of parkland consisting of developed (1,228 acres), undeveloped (95 acres), and natural area (1,023 acres), green space and greenway parks throughout Billings. The Division manages and maintains approximately 420 acres of lands that we do not own but manage as open space for public access and use.

Urban Forestry /Natural Resources plans, coordinates, and carries out the enforcement of Billings Municipal Codes, Chapter 25, Ordinances regarding tree care and maintenance within the City Limits of Billings. Responsibilities include planning, developing and implementing comprehensive Urban Forestry and Natural Resources programs development and management of grants, contracts and in-house projects in developed parks, natural area park lands, public open space and other public facilities and properties. Programs include; park tree management and maintenance, horticulture programs, tree inventories and GIS mapping, tree and landscape installations, natural resources management, nuisance and noxious weed management and other citywide vegetation management programs. Over 9,400 park trees are managed and maintained valued at almost 28 million dollars that, per tree, provide an estimated \$129.73 in environmental benefits each year.

Cemetery Maintenance maintains 65 acres of parkland for the use of a cemetery. Families of many of the 26,000 individuals buried in the cemetery contact Cemetery staff every year for grave locations, as well as genealogical and general information. In addition, staff assists families with the burial of their loved ones. Staff works with community organizations to hold community memorial events in the Cemetery.

Recreation Division:

The Recreation Division is comprised of seven full-time employees. To assist in providing programs and services to the Billings community, the Recreation Division also employs as many as 250 seasonal/temporary staff annually. Our focus is 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 to the School District's gymnasiums, we are fortunate to have an abundance of parks for programming during the summer season, which equates to over 140+ different recreational programs that nearly 7,000 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 and the spray ground at South Park. We are committed to upholding the highest regards for safety and strive to follow the Model Aquatic Health Code. Many in 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 and the countless thousands who appreciate having access to the wading pools at spray grounds at no cost.

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. Before COVID-19, our Center is thriving with almost 20,000 visits annually and a participation growth of 12% in activity enrollment. We are again thrilled to initiate, on June 1, 2021, 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 the ARAYC 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 \$802,700 in revenue for FY22, which is 50% of the overall budget for the Recreation Division.

New or Expanded Programs:

Parks Division:

- Irrigation Parts and Supplies –All of the major suppliers of parts and sprinkler heads have increased their prices by 10-15%. This represents a 10% adjustment.
- Grounds Maintenance– Increase is to cover price increases for fertilizer, mulch and pesticide prices.
- Temporary Wages– Hourly wage increase of \$1.00/hr. for seasonal positions. This helps the Department stay competitive in the labor market. The inability to recruit seasonal employees would make it impossible to continue to offer the same level of service.
- Cemetery Software- One time request to purchase Cemetery software to update provide a more modern and efficient level of service.
- Other Repair/Maintenance - Increased to cover Green Ash tree removal from the Cemetery. The tree canopy in the Cemetery is mostly comprised of Green Ash trees and with the eventual destruction by the Emerald Ash Borer, a plan has been started to remove Ash trees from the Cemetery every year and replant with a more diverse and desirable population.

Recreation Division:

- Seasonal Wage Increase– Increase hourly wage for summer seasonal aquatic staff to be competitive in the local economy and with other similar service providers in Billings. With the current hourly pay rates, it is often difficult to attract enough qualified applicants to fill key aquatic staff positions. Without qualified lifeguards, swim instructors and supervisors, the level of aquatics service that PRPL is able to provide to our community will decline. Without aquatic staff, we will have to consider reduced pool hours or facility closures

- Redesign PRPL Website –
The BillingsParks.org website was last redesigned in 2013. Our website continues to be 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 especially with the use of smartphones and our ability to accept registration on mobile devices. We would like our site to be fully compatible for mobile devices for not only registration but also program content. Staff currently updates all of the content regularly as programs begin and as information becomes available.
- Expand ePACT Medical and Emergency Software - ePACT partners with recreation departments using RecTrac across North America to help move all their paper medical and emergency forms to an online HIPAA compliant System. This is especially important for our summer day camps and youth sports programs where emergency contact and medical information is vital. With ePACT, families have a single emergency record where they can connect and share a view of their data with you as a trusted organization. This highly secure network is a web-based 'plug and play' solution, requiring no additional software and little to no client IT support. Using industry best practice encryption and data protection standards, ePACT meets (and often exceeds) the same security standards as online financial institutions.
- Senior Center Software - This software uses contactless swipe passes that will make collecting data more effective, accurate and reliable. Currently we rely on rough estimates, participant sign in sheets, and class attendance logs. This program will be used to cut down the 5 to 10 hours of logging data each week. The time spent logging data can be shifted to applying for grants and creating programming for our seniors. This software has capabilities to use voice connect to send messages if there are issues with being closed due to weather and other tailored messages that can help keep our seniors connected better with the services we provide.
- Senior Center Furniture Replacement -. The furniture near the entrance and main office is currently used as a social gathering area. We are currently have some heavily used furniture from the old Parnly library building, that is long overdue for replacement.
- Senior Center Window Replacement - \$ There are nine windows located on the east of the Community and Senior Center, which are currently separating away from the wall. Over the course of the last 3 years, the separation from these windows has become progressively worse. Our assessment discovered an issue with the support header above the windows installed incorrectly 20+ years ago. Without repair and replacement, it is possible the wall and windows could collapse.
- Senior Center Fitness Equipment Replacement – Funding to provide continued access for our senior users to maintain their physical wellness through access to commercial fitness equipment.
- Additional Shuttle Bus from MET - In cooperation with Fleet Services and the ERP Program, we have identified the need for additional transport options within our summer camp program. Our summer camp program has continued to grow to the point where we have a waiting list of kids wanting to participate every week throughout the

summer. With the addition of another bus, we will have the ability to enroll and transport an additional 20 children each week throughout the summer, for an additional 220 registered participants throughout the summer.

- **Front Door Access Control System -**
In effort to provide a new and much-needed level of safety for our Customer Service Coordinator and seasonal front desk staff, we would like to install a front door swipe pass to limit access to the administrative offices at the PRPL Dept. In addition, we regularly have issues with the transient population entering our offices looking for bathrooms and other services not available by this Department.
- **Seasonal Front Desk Staff -** As the Parks and Recreation Department continues to grow and offer more programs and services, the number of customer contacts has increased tremendously. This position assists the Customer Service Coordinator with answering the phone, activity registrations, park shelter and facility reservations, swimming pool passes, scholarship requests, parks use applications and alcohol permits. This will also free up time for our Customer Service Coordinator to focus more on facilitating park use permits, department publications and notices, season pass management and program promotion.

Staffing Changes:

The Department is not requesting additional staff this year. While the need for more staffing is essential to maintain current levels of service, limited funding options for the Parks Department are available for additional staffing needs. Specifically, the Department has identified staffing needs within the Forestry and the Parks Maintenance Divisions.

Additional Comments:

The impacts of COVID-19 in FY21 included a dramatic increase in park and trail use by the community, quantified by the amount of trash and paper products used throughout the year. COVID also made it very difficult to attract and hire seasonal park maintenance workers. Staff levels for seasonal park maintenance have typically been around 50, but throughout the year, that level was consistently short by nearly 20 positions. Due to contract tracing, quarantines, and infections, causing an even further decrease in our ability to maintain service levels, full-time staff overtime pay also increased in order to sustain safe maintenance standards. COVID concerns also caused park staff to install new signage in all parks, remove all 49 basketball backboards, 23 tennis and Pickleball nets, and disinfect playgrounds and restrooms multiple times per day. Once restrictions were relaxed, the park staff had to reinstall these amenities. COVID restrictions also shut down all park permits, shelter and building rentals for the majority of the year. Other than the intermittent suspension or cancellation of a few recreational programs in April and November, the majority of programs ran successfully through completion, fully enrolled with reduced capacity following the health and safety protocols. After receiving approval from the Yellowstone County Health Officer in late May, our aquatic facilities were opened with reduced capacities and enhanced cleaning procedures throughout the summer.

Department Goals:

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

The Department continues to highlight safety as our number one goal. This includes park and trail users to anyone who enrolls into one of our many programs. The Parks Division continues to look into ways the design and maintenance of the landscape can make users safer, from better management techniques to well-designed shrub beds. The Department's Police officer continues to have a large impact on safety in the parks and the programs offered, from informing the next shift of potential problems to meeting with the various programs to better understand their security needs and his role in that.

To assist in the pursuit of public safety, a multi-generational recreation center will provide many youth and adults a safe and healthy outlet to pursue recreation thus reducing crime and incarceration. The Parks and Recreation Department continues to prioritize positioning itself as the organization responsible for the design, construction, operations and management of a multi-generational recreation facility in Billings. The Parks and Recreation Comprehensive Department Plan, completed in 2017, identified a multi-generational recreation center as its #1 priority to move the Department forward and bring the community together. In addition, the current and past Capital Improvement Plans (CIP) have included the recreation center as a project to be completed within the next 3-5 years. Throughout the last few years, the Department has added technology that makes transitioning to this facility advantageous, with the implementation of Point-of-Sale, Facility Reservation Management, and Pass Management that not only meet our current needs, but the future needs. These new components integrate with our current registration system that includes online and mobile capabilities. In addition, 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 the ultimate goal being 100% cost recovery through facility membership and program revenue.

As the 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 FY22. Additionally, moving forward into the year 2021, the Staff will be in the process 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' smartphone will only enhance our ability to grow and connect with our community.

Revenues:

PARKS RECREATION AND PUBLIC LANDS DEPARTMENT REVENUE

REVENUE BY FUND

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
GENERAL FUND	\$ 1,209,834	\$ 1,161,853	\$1,277,111	\$ 973,000	\$ 1,348,381
PARK DISTRICT 1	2,099,980	2,239,329	3,475,400	3,119,000	3,077,076
PARK MAINTENANCE DISTRICT	1,188,732	1,163,646	1,176,136	1,168,000	1,141,246
AMEND PARK	13,745	24,471	57,800	12,800	21,011
BALLPARK DONATION	93,666	67,812	65,800	65,200	61,370
BALLPARK REPAIR FUND	31,128	31,185	30,560	30,500	30,361
CEMETERY IMPROVEMENTS	25,625	32,512	15,900	27,200	14,752
CEMETERY PERPETUAL TRUST	37,801	30,411	23,410	24,800	17,735
DOG PARK CONSTRUCTION	31	17,199	10,000	27,230	10,000
PARK CONSTRUCTION	2,482,069	102,267	-	800	991
PARKS PROGRAMS	<u>272,281</u>	<u>186,167</u>	<u>178,780</u>	<u>149,100</u>	<u>129,592</u>
TOTAL REVENUE	<u>\$ 7,454,892</u>	<u>\$ 5,056,852</u>	<u>\$6,310,897</u>	<u>\$ 5,597,630</u>	<u>\$ 5,852,515</u>

PARKS RECREATION AND PUBLIC LANDS DEPARTMENT ALL FUNDS

REVENUE BY CLASSIFICATION

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
SPECIAL ASSESSMENTS	\$ 3,179,096	\$ 3,149,743	\$4,166,336	\$ 4,166,000	\$ 4,198,715
CHARGE FOR SERVICE	1,208,569	1,145,369	1,309,261	1,092,000	1,341,431
CONTRIBUTIONS/DONATIONS	298,627	306,892	217,500	162,430	184,600
INTERGOVERNMENTAL	40,000	210,000	472,000	110,000	38,750
INVESTMENT EARNINGS	208,786	172,279	94,200	30,200	36,319
LICENSE AND PERMITS	7,555	7,056	7,000	7,000	7,000
MICELLANEOUS	847	305	-	-	600
TRANSFERS IN	<u>2,511,412</u>	<u>65,208</u>	<u>44,600</u>	<u>30,000</u>	<u>45,100</u>
TOTAL REVENUE	<u>\$ 7,454,892</u>	<u>\$ 5,056,852</u>	<u>\$6,310,897</u>	<u>\$ 5,597,630</u>	<u>\$ 5,852,515</u>

Expenditures:

**PARKS RECREATION AND PUBLIC LANDS
DEPARTMENT EXPENSE**

EXPENSE BY FUND

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
GENERAL FUND	\$ 7,265,854	\$ 5,159,821	\$4,497,703	\$ 4,383,152	\$ 4,695,067
PARK DISTRICT 1	968,400	1,420,701	3,055,120	2,463,980	3,944,453
PARK MAINTENANCE DISTRICT	813,359	825,284	855,923	850,000	1,043,400
AMEND PARK	2,119	11,891	60,214	4,800	40,476
BALLPARK DONATION	352,321	12	100,885	30,000	30,368
BALLPARK REPAIR FUND	-	5,362	30,292	5,000	686
CEMETERY IMPROVEMENTS	26,000	10,975	48,000	10,000	57,000
CEMETERY PERPETUAL TRUST	2,022	27,325	5,600	5,500	5,600
DOG PARK CONSTRUCTION	-	-	10,000	44,085	10,000
PARK CONSTRUCTION	382,363	2,057,673	-	107,000	-
PARKS PROGRAMS	498,944	14,052	49,221	112,000	50,076
CAPITAL REPLACEMENT	<u>188,238</u>	<u>246,801</u>	<u>427,443</u>	<u>445,509</u>	<u>265,199</u>
TOTAL EXPENDITURES	<u>\$10,499,620</u>	<u>\$ 9,779,897</u>	<u>\$9,140,401</u>	<u>\$ 8,461,026</u>	<u>\$10,142,325</u>

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

EXPENSE BY CLASSIFICATION

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
PERSONAL SERVICES	\$ 3,612,460	\$ 3,708,575	\$4,015,544	\$ 3,827,333	\$ 4,149,969
OPERATIONS AND MAINTENANCE	2,937,269	2,398,631	2,985,355	2,557,719	3,111,783
CAPITAL	1,075,035	3,269,886	1,744,209	1,551,410	2,448,864
TRANSFERS	<u>2,874,856</u>	<u>402,805</u>	<u>395,293</u>	<u>524,564</u>	<u>431,709</u>
TOTAL EXPENDITURES	<u>\$10,499,620</u>	<u>\$ 9,779,897</u>	<u>\$9,140,401</u>	<u>\$ 8,461,026</u>	<u>\$10,142,325</u>

**PARKS RECREATION AND PUBLIC LANDS
OPERATING BUDGET (GENERAL FUND)**

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
PERSONAL SERVICES	\$ 3,331,014	\$ 3,429,273	\$ 3,682,105	\$ 3,568,753	\$ 3,799,343
OPERATIONS AND MAINTENANCE	1,522,007	1,343,326	491,639	422,397	517,815
CAPITAL	-	20,673	6,766	-	33,000
TRANSFERS	<u>2,412,833</u>	<u>366,549</u>	<u>317,193</u>	<u>392,002</u>	<u>344,909</u>
TOTAL EXPENDITURES	<u>\$ 7,265,854</u>	<u>\$ 5,159,821</u>	<u>\$ 4,497,703</u>	<u>\$ 4,383,152</u>	<u>\$ 4,695,067</u>

**PARKS RECREATION AND PUBLIC LANDS
DEPARTMENT EXPENSE (ALL FUNDS)**

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
PERSONAL SERVICES	\$ 3,612,460	\$ 3,708,575	\$ 4,015,544	\$ 3,827,333	\$ 4,149,969
OPERATIONS AND MAINTENANCE	2,937,269	2,404,920	\$ 2,985,355	2,557,719	3,111,783
CAPITAL	1,075,035	3,269,886	1,744,209	1,551,410	2,448,864
TRANSFERS	2,874,856	402,805	395,293	524,564	431,709
TOTAL EXPENDITURES	<u>\$ 10,499,620</u>	<u>\$ 9,786,186</u>	<u>\$ 9,140,401</u>	<u>\$ 8,461,026</u>	<u>\$10,142,325</u>

STAFFING AUTHORIZATION

POSITION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	PROPOSED FY 22
DIR. PARKS, RECREATION, PUBLIC LANDS	1.0	1.0	1.0	1.0
PARKS 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	9.0	9.0	8.0	8.0
PARKS MAINT MECHANIC	1.0	1.0	1.0	1.0
ADMINISTRATIVE SUPPORT II	2.0	2.0	2.0	2.0
SR. EQUIP. OPER/MAINT. WORKER	6.0	6.0	7.0	7.0
RECREATION SUPERINTENDENT	1.0	1.0	1.0	1.0
RECREATION SPECIALIST	3.0	3.0	3.0	3.0
PARK PLANNER	1.0	1.0	1.0	1.0
ADMINISTRATIVE SUPPORT I	1.0	1.0	1.0	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
TOTAL	<u>33.0</u>	<u>33.0</u>	<u>33.0</u>	<u>33.0</u>

**GENERAL OPERATING FUND
OPERATING BUDGET**

FUND 0100

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 27,717,469</u>	<u>\$ 22,399,796</u>	<u>\$ 18,149,609</u>	<u>\$ 22,391,201</u>	<u>\$ 37,667,864</u>
REVENUES:					
TAXES	\$ 16,846,703	\$ 17,418,145	\$ 17,644,369	\$ 17,115,468	\$ 18,476,303
SPECIAL ASSESSMENTS	189	39,356	-	2,069	-
LICENSES & PERMITS	2,234,380	2,095,896	2,088,038	2,044,896	2,199,128
INTER-GOVERNMENTAL	11,404,984	11,839,561	12,065,752	11,954,733	12,243,879
CHARGES FOR SERVICE	4,256,806	3,814,415	4,133,225	4,064,282	4,373,346
FINES & FORFEITS	1,271,808	1,145,294	1,511,877	1,043,778	1,294,046
INVESTMENT EARNINGS	499,221	363,056	233,000	27,400	70,301
INTERFUND TRANSFERS	2,022	36,256	9,600	2,000	2,110,100
MISCELLANEOUS	<u>228,359</u>	<u>54,848</u>	<u>-</u>	<u>2,559</u>	<u>600</u>
TOTAL REVENUE	<u>\$ 36,744,472</u>	<u>\$ 36,806,827</u>	<u>\$ 37,685,861</u>	<u>\$ 36,257,185</u>	<u>\$ 40,767,703</u>
EXPENDITURES:					
MAYOR AND CITY COUNCIL	\$ 210,784	\$ 222,787	\$ 264,919	\$ 255,170	\$ 295,932
CITY ADMINISTRATOR	771,940	861,052	1,028,702	1,003,076	930,834
HUMAN RESOURCES	709,118	791,672	825,565	730,000	916,094
CITY ATTORNEY	2,045,840	2,074,785	2,092,530	2,035,000	2,310,985
MUNICIPAL COURT	1,349,483	1,369,717	1,479,095	1,381,000	1,539,731
FINANCE	1,426,538	1,528,041	1,552,163	1,527,447	1,718,569
CODE ENFORCEMENT	481,691	507,961	575,602	531,592	723,959
PARKS, RECREATION AND PUBLIC LANDS	7,265,854	5,159,821	4,497,703	4,383,152	4,695,067
NON-DEPARTMENTAL	27,770,897	24,299,586	30,064,846	9,134,085	40,463,803
COUNCIL CONTINGENCY	<u>30,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>25,000</u>
TOTAL EXPENDITURES	<u>\$ 42,062,145</u>	<u>\$ 36,815,422</u>	<u>\$ 42,381,125</u>	<u>\$ 20,980,522</u>	<u>\$ 53,619,974</u>
FUND BALANCE ENDING	<u>\$ 22,399,796</u>	<u>\$ 22,391,201</u>	<u>\$ 13,454,345</u>	<u>\$ 37,667,864</u>	<u>\$ 24,815,593</u>
LESS:					
COMMITTED	12,198,022	12,289,000	12,290,526	12,290,526	12,168,392
UNASSIGNED	<u>\$ 10,201,774</u>	<u>\$ 10,102,201</u>	<u>\$ 1,163,819</u>	<u>\$ 25,377,338</u>	<u>\$ 12,647,201</u>

**PARK DISTRICT 1
OPERATING BUDGET**

FUND 8730

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE	<u>\$ 2,451,108</u>	<u>\$ 3,582,687</u>	<u>\$ 4,817,687</u>	<u>\$ 4,401,315</u>	<u>\$ 5,056,335</u>
REVENUE:					
SPECIAL ASSESSMENTS	\$ 2,004,637	\$ 2,002,514	\$ 3,000,000	\$ 3,000,000	\$ 3,061,515
STATE GRANTS	-	170,000	437,000	110,000	-
TRANSFER IN REVENUE	-	-	-	-	-
MISCELLANEOUS	26,000	1,542	-	-	-
INTEREST EARNINGS	<u>69,342</u>	<u>65,273</u>	<u>38,400</u>	<u>9,000</u>	<u>15,561</u>
TOTAL REVENUE	<u>\$ 2,099,979</u>	<u>\$ 2,239,329</u>	<u>\$ 3,475,400</u>	<u>\$ 3,119,000</u>	<u>\$ 3,077,076</u>
EXPENDITURES:					
PERSONAL SERVICES	\$ 281,446	\$ 279,302	\$ 333,439	\$ 258,580	\$ 350,626
OPERATIONS & MAINTENANCE	182,519	194,860	1,353,181	1,171,322	1,376,462
CAPITAL	504,435	946,539	1,300,000	954,816	2,140,665
TRANSFER OUT	<u>-</u>	<u>-</u>	<u>68,500</u>	<u>79,262</u>	<u>76,700</u>
TOTAL EXPENDITURES	<u>\$ 968,400</u>	<u>\$ 1,420,701</u>	<u>\$ 3,055,120</u>	<u>\$ 2,463,980</u>	<u>\$ 3,944,453</u>
FUND BALANCE ENDING	<u>\$ 3,582,687</u>	<u>\$ 4,401,315</u>	<u>\$ 5,237,967</u>	<u>\$ 5,056,335</u>	<u>\$ 4,188,958</u>
LESS:					
RESTRICTED	<u>3,582,687</u>	<u>4,401,315</u>	<u>5,237,967</u>	<u>5,056,335</u>	<u>4,188,958</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

PARK DISTRICT 1 BUDGET NARRATIVE

Through the establishment and funding of the city-wide park maintenance district, deferred maintenance items in General Fund-Parks will be fixed and repaired; thus, improving the quality and enjoyment of these facilities for the public.

Revenues

Revenue comes from assessments to property owners within the city limits of Billings.

Expenditures

Expenditures in FY 22 are anticipated at \$4,297,056. Also, the Parks and Forestry Department's O&M expenditures were moved from the General Fund to Park District 1 Fund in FY21.

Capital

Capital projects for FY 22 include numerous projects throughout Billings, repairing and replacing items that have reached the end of their useful life.

**PARK MAINTENANCE DISTRICTS FUNDS
OPERATING BUDGET**

FUND 8720

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE	\$ 654,342	\$ 1,029,717	\$ 1,257,717	\$ 1,368,079	\$ 1,686,079
REVENUE:					
SPECIAL ASSESSMENTS	\$ 1,174,459	\$ 1,147,229	\$ 1,166,336	\$ 1,166,000	\$ 1,137,200
INTEREST EARNINGS	14,275	16,417	9,800	2,000	4,046
TOTAL REVENUE	\$ 1,188,734	\$ 1,163,646	\$ 1,176,136	\$ 1,168,000	\$ 1,141,246
EXPENDITURES:					
OPERATIONS & MAINTENANCE	\$ 813,359	\$ 825,284	\$ 855,923	\$ 850,000	\$ 1,043,400
TOTAL EXPENDITURES	\$ 813,359	\$ 825,284	\$ 855,923	\$ 850,000	\$ 1,043,400
FUND BALANCE ENDING	\$ 1,029,717	\$ 1,368,079	\$ 1,577,930	\$ 1,686,079	\$ 1,783,925
LESS:					
RESTRICTED	1,029,717	1,368,079	1,577,930	1,686,079	1,783,925
UNASSIGNED	\$ -	\$ -	\$ -	\$ -	\$ -

PARK MAINTENANCE DISTRICTS BUDGET NARRATIVE

The Park Maintenance District Division manages and maintains 36 developed community and neighborhood parks throughout Billings. The fund is used for management and maintenance of the parks, including irrigation systems and water services, turf management and maintenance, weed management, playground inspections and maintenance, trash removal, snow removal, tree and shrub care, and other services. In FY 18 Annafeld Subdivision was added to the Park Maintenance District. Development of the parkland in Annafeld began in FY 19 and will be completed in FY 20.

Revenues

Revenue is generated through assessments to property owners within each of the 36 districts. Revenues in four districts increased due to new parkland being added to existing districts. Districts that have a playground within the park will have an increase to establish a fund balance to replace the playgrounds as they near the end of their life cycle.

Expenditures

Expenditures have increased for FY 22.

Capital

None

**AMEND PARK FUND
OPERATING BUDGET**

FUND 7580

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 231,150</u>	<u>\$ 242,777</u>	<u>\$ 238,783</u>	<u>\$ 255,358</u>	<u>\$ 263,358</u>
REVENUE:					
PARK SERVICES	\$ 7,808	\$ 20,240	\$ 55,000	\$ 10,000	\$ 20,000
INTEREST ON INVESTMENTS	<u>5,938</u>	<u>4,231</u>	<u>2,800</u>	<u>2,800</u>	<u>1,011</u>
TOTAL REVENUE	<u>\$ 13,746</u>	<u>\$ 24,471</u>	<u>\$ 57,800</u>	<u>\$ 12,800</u>	<u>\$ 21,011</u>
EXPENDITURES:					
OPERATIONS & MAINT.	\$ 2,119	\$ 2,959	\$ 56,214	\$ 2,000	\$ 35,976
TRANSFER-GENERAL FUND	<u>-</u>	<u>8,931</u>	<u>4,000</u>	<u>2,800</u>	<u>4,500</u>
TOTAL EXPENDITURES	<u>\$ 2,119</u>	<u>\$ 11,890</u>	<u>\$ 60,214</u>	<u>\$ 4,800</u>	<u>\$ 40,476</u>
FUND BALANCE ENDING	<u>\$ 242,777</u>	<u>\$ 255,358</u>	<u>\$ 236,369</u>	<u>\$ 263,358</u>	<u>\$ 243,893</u>
LESS:					
COMMITTED	<u>242,777</u>	<u>255,358</u>	<u>236,369</u>	<u>263,358</u>	<u>243,893</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

AMEND PARK FUND BUDGET NARRATIVE

This fund was established to support Amend Park. The earnings are transferred to the General Fund and are used to help maintain Amend Park.

Revenues

Revenue is decreasing because it is being allocated to other funds.

Expenditures

No significant changes.

Capital

None

**BALLPARK REPAIR FUND
OPERATING BUDGET**

FUNDS 7670

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 30,000</u>	<u>\$ 61,128</u>	<u>\$ 91,766</u>	<u>\$ 92,301</u>	<u>\$ 117,801</u>
REVENUE:					
PARK REPAIRS AND MAINTENANCE					
TRANSFERS	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
INTEREST EARNINGS	<u>1,128</u>	<u>1,185</u>	<u>560</u>	<u>500</u>	<u>361</u>
TOTAL REVENUE	<u>\$ 31,128</u>	<u>\$ 31,185</u>	<u>\$ 30,560</u>	<u>\$ 30,500</u>	<u>\$ 30,361</u>
EXPENDITURES:					
PARK REPAIRS AND MAINTENANCE					
OPERATIONS & MAINTENANCE	\$ -	\$ 12	\$ 30,292	\$ 5,000	\$ 30,368
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ 12</u>	<u>\$ 30,292</u>	<u>\$ 5,000</u>	<u>\$ 30,368</u>
FUND BALANCE ENDING	\$ 61,128	\$ 92,301	\$ 92,034	\$ 117,801	\$ 117,794
LESS:					
COMMITTED	<u>61,128</u>	<u>92,301</u>	<u>92,034</u>	<u>117,801</u>	<u>117,794</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

BALLPARK REPAIR FUND BUDGET NARRATIVE

This fund accounts for regular maintenance to the ball field and stadium.

Revenues

No significant changes.

Expenditures

No significant changes.

Capital

None

**BALLFIELD / STADIUM DONATION FOR CAPITAL MAINTENANCE FUND
OPERATING BUDGET**

FUNDS 7680

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 527,385</u>	<u>\$ 268,729</u>	<u>\$ 329,137</u>	<u>\$ 331,179</u>	<u>\$ 366,379</u>
REVENUE:					
PARK REPAIRS AND MAINTENANCE					
INTEREST ON INVESTMENTS	\$ 13,575	\$ 7,512	\$ 5,800	\$ 5,000	\$ 1,270
LEASE - MUSTANGS	79,680	60,000	60,000	60,000	60,000
TRANSFERS	-	-	-	-	-
CONTRIBUTIONS	<u>410</u>	<u>300</u>	<u>-</u>	<u>200</u>	<u>100</u>
TOTAL REVENUE	<u>\$ 93,665</u>	<u>\$ 67,812</u>	<u>\$ 65,800</u>	<u>\$ 65,200</u>	<u>\$ 61,370</u>
EXPENDITURES:					
PARK REPAIRS AND MAINTENANCE					
OPERATIONS & MAINTENANCE	<u>\$ 352,321</u>	<u>\$ 5,362</u>	<u>\$ 100,885</u>	<u>\$ 30,000</u>	<u>\$ 686</u>
TOTAL EXPENDITURES	<u>\$ 352,321</u>	<u>\$ 5,362</u>	<u>\$ 100,885</u>	<u>\$ 30,000</u>	<u>\$ 686</u>
FUND BALANCE ENDING	<u>\$ 268,729</u>	<u>\$ 331,179</u>	<u>\$ 294,052</u>	<u>\$ 366,379</u>	<u>\$ 427,063</u>
LESS:					
COMMITTED	<u>268,729</u>	<u>331,179</u>	<u>294,052</u>	<u>366,379</u>	<u>427,063</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

BALLFIELD/STADIUM DONATION BUDGET NARRATIVE

This fund accounts for donations to fund future capital maintenance for the ball field and stadium.

Revenues

No significant changes.

Expenditures

No significant changes.

Capital

None

**CEMETERY IMPROVEMENTS FUND
OPERATING BUDGET**

FUND 7020

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE - BEGINNING	\$ 167,771	\$ 167,396	\$ 141,071	\$ 188,933	\$ 206,133
REVENUE:					
SALE OF LOTS	\$ 21,526	\$ 29,525	\$ 14,000	\$ 26,000	\$ 14,000
INTEREST ON INVESTMENTS	4,099	2,987	1,900	1,200	752
TOTAL REVENUE	\$ 25,625	\$ 32,512	\$ 15,900	\$ 27,200	\$ 14,752
EXPENDITURES:					
OPERATION & MAINTENANCE	\$ 26,000	\$ 10,975	\$ 48,000	\$ 10,000	\$ 57,000
CAPITAL	-	-	-	-	-
TOTAL EXPENDITURES	\$ 26,000	\$ 10,975	\$ 48,000	\$ 10,000	\$ 57,000
FUND BALANCE - ENDING	\$ 167,396	\$ 188,933	\$ 108,971	\$ 206,133	\$ 163,885
LESS:					
RESTRICTED	167,396	188,933	108,971	206,133	163,885
UNASSIGNED	\$ -	\$ -	\$ -	\$ -	\$ -

CEMETERY IMPROVEMENTS BUDGET NARRATIVE

65% of the proceeds of graves and niches sold are placed in this fund to be used for the upgrades and improvements to Mountview Cemetery. City Council approves all funds used from this account for the betterment of the cemetery. Interest from this fund is transferred yearly into the General Fund.

Revenues

No significant changes.

Expenditures

Expenditures are for improvements to Section 15, and pruning and removal of dangerous trees.

Capital

None

**CEMETERY PERPETUAL CARE FUND
OPERATING BUDGET**

FUNDS 7010 & 7030

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	\$ 708,551	\$ 744,329	\$ 743,254	\$ 747,414	\$ 766,714
REVENUE:					
PERPETUAL CARE FEES	\$ 19,725	\$ 17,369	\$ 14,750	\$ 21,500	\$ 14,750
INTEREST ON INVESTMENTS	18,075	13,041	8,660	3,300	2,985
TOTAL REVENUE	\$ 37,800	\$ 30,410	\$ 23,410	\$ 24,800	\$ 17,735
EXPENDITURES:					
TRANSFER-GENERAL FUND	\$ 2,022	\$ 27,325	\$ 5,600	\$ 5,500	\$ 5,600
TOTAL EXPENDITURES	\$ 2,022	\$ 27,325	\$ 5,600	\$ 5,500	\$ 5,600
FUND BALANCE ENDING	\$ 744,329	\$ 747,414	\$ 761,064	\$ 766,714	\$ 778,849
LESS:					
NONSPENDABLE	744,329	747,414	761,064	766,714	778,849
UNASSIGNED	\$ -	\$ -	\$ -	\$ -	\$ -

CEMETERY PERPETUAL CARE FUND BUDGET NARRATIVE

City ordinance requires 35% of the proceeds from the sale of grave lots and mausoleum spaces to be placed in this fund and maintained for perpetuity. The interest income generated by this fund is transferred yearly into the General Fund to be used for care of the cemetery.

**DOG PARK CONSTRUCTION FUND
OPERATING BUDGET**

FUND 4990

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE - BEGINNING	<u>\$ 4,599</u>	<u>\$ 4,629</u>	<u>\$ 16,829</u>	<u>\$ 21,828</u>	<u>\$ 4,973</u>
REVENUES:					
LOCAL CONTRIBUTIONS	\$ 30	\$ 17,199	\$ 10,000	\$ 27,230	\$ 10,000
CENTENNIAL PK CONTR	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL REVENUE	<u>\$ 30</u>	<u>\$ 17,199</u>	<u>\$ 10,000</u>	<u>\$ 27,230</u>	<u>\$ 10,000</u>
EXPENDITURES:					
CAPITAL OUTLAY	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 10,000</u>	<u>\$ 44,085</u>	<u>\$ 10,000</u>
TOTAL EXPENDITURES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 10,000</u>	<u>\$ 44,085</u>	<u>\$ 10,000</u>
FUND BALANCE - ENDING	\$ 4,629	\$ 21,828	\$ 16,829	\$ 4,973	\$ 4,973
LESS:					
RESTRICTED	<u>4,629</u>	<u>21,828</u>	<u>16,829</u>	<u>4,973</u>	<u>4,973</u>
UNASSIGNED	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

DOG PARK CONSTRUCTION FUND BUDGET NARRATIVE

The Dog Park construction occurred in FY12 and FY13. Donations were received and fund-raisers were conducted to raise the necessary funding for the construction. Other donations are used for upgrades and maintenance.

Revenues

Estimated contributions for FY 22 are \$10,000.

Expenditures

Estimated Dog Park expenditures for FY 22 are \$10,000.

**PARKS PROGRAMS
OPERATING BUDGET**

FUND 7690-7750, 7770

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 2,337,115</u>	<u>\$ 2,110,452</u>	<u>\$ 2,242,252</u>	<u>\$ 2,282,568</u>	<u>\$ 2,319,668</u>
REVENUE:					
PARK ACQUISITION & IMPROVEMENTS					
INVESTMENT EARNINGS	\$ 60,285	\$ 39,364	\$ 26,280	\$ 5,600	\$ 9,342
INTER-GOVERNMENTAL	-	-	-	-	750
CONTRIBUTIONS-MISC	82,329	43,370	56,000	60,000	37,000
TRANSFER	19,389	-	5,000	-	5,000
SWORDS PARK-LAND RENTAL	-	-	-	-	-
PAY IN LIEU PARK DEDICATION	91,649	84,080	70,000	75,000	70,000
SONGBIRD GARDEN	9,888	2,263	10,000	-	-
SALE OF LAND	100	-	-	-	-
DEHLER PARK SCOREBOARD	-	-	-	-	-
KIWANIS-LICENSE PLATES	-	-	1,500	1,200	1,500
TRASH FOR TREES	8,641	18,139	10,000	7,300	6,000
TOTAL REVENUE	<u>\$ 272,281</u>	<u>\$ 187,216</u>	<u>\$ 178,780</u>	<u>\$ 149,100</u>	<u>\$ 129,592</u>
EXPENDITURES:					
PARK ACQUISITION & IMPROVEMENTS					
OPERATIONS & MAINTENANCE	\$ 38,944	\$ 14,052	\$ 34,721	\$ 60,000	\$ 37,076
CAPITAL	-	-	-	-	-
BATTING CAGE FUND	-	-	-	-	-
TRANSFER	460,000	1,048	-	45,000	-
DEHLER PARK SCOREBOARD					
DEBT SERVICE	-	-	-	-	-
SONGBIRD GARDEN	-	-	-	-	-
TRASH FOR TREES	-	-	14,500	7,000	13,000
TOTAL EXPENDITURES	<u>\$ 498,944</u>	<u>\$ 15,100</u>	<u>\$ 49,221</u>	<u>\$ 112,000</u>	<u>\$ 50,076</u>
FUND BALANCE ENDING	<u>\$ 2,110,452</u>	<u>\$ 2,282,568</u>	<u>\$ 2,371,811</u>	<u>\$ 2,319,668</u>	<u>\$ 2,399,184</u>
LESS:					
RESTRICTED	<u>2,110,452</u>	<u>2,282,568</u>	<u>2,371,811</u>	<u>2,319,668</u>	<u>2,399,184</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**CAPITAL REPLACEMENT FUND
OPERATING BUDGET**

FUND 6400 - 6410

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE - BEGINNING	\$ 7,074,972	\$ 6,937,914	\$ 6,965,388	\$ 7,160,990	\$ 6,774,591
REVENUES:					
TRANSFERS IN	\$ 1,575,191	\$ 1,674,404	\$ 1,725,585	\$ 1,725,585	\$ 1,863,206
INTEREST EARNINGS	167,875	121,447	80,400	120,000	28,457
REFUNDS/REIMBURSEMENTS	35,905	-	-	-	1,128
SALE OF EQUIPMENT	17,563	42,133	-	-	-
TOTAL REVENUE	\$ 1,796,534	\$ 1,837,984	\$ 1,805,985	\$ 1,845,585	\$ 1,892,791
EXPENDITURES:					
CHARGE FOR SERVICES	\$ 1,284	\$ 1,992	\$ 2,375	\$ 2,375	\$ 3,255
TECHNOLOGY EQUIPMENT	388,180	569,959	-	13,237	-
CAPITAL	1,544,128	1,042,957	2,225,179	2,216,373	1,790,072
TOTAL EXPENDITURES	\$ 1,933,592	\$ 1,614,908	\$ 2,227,554	\$ 2,231,984	\$ 1,793,327
FUND BALANCE - ENDING	\$ 6,937,914	\$ 7,160,990	\$ 6,543,819	\$ 6,774,591	\$ 6,874,055
LESS:					
COMMITTED	6,937,914	7,160,990	6,543,819	6,774,591	6,874,055
UNASSIGNED	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL REPLACEMENT FUND BUDGET NARRATIVE

This fund is used for equipment replacement for all governmental fund departments. The equipment budgeted in FY 2022 was approved through the Equipment Replacement Program (ERP) and adopted by the City Council. The revenue source for this fund will be through contributions from each governmental department based on the department's share of the 20-year equipment replacement plan. Also, starting in FY19, technology equipment that is unique to the Public Safety Fund will be funded and purchased through an ERP.

Revenues

No significant changes.

Capital

Equipment is scheduled to be replaced in FY 2022 in the amount of \$1,790,072 which is a decrease from FY 2021. The anticipated expenditures from the Public Safety Technology Equipment Replacement for FY22 are \$ 0.

Planning, Community Services, Zoning & Code Enforcement

Planning and Community Services Department (PCSD)

The PCSD focuses on Quality of Life, Safety, Fairness/Equity, Community Voice, Communication and Education. Our Department initials in our approach to our work also stand for: P-Planning, C-Community, S-Solutions, D-Delivery. The challenges in 2020 taught us that as we further develop our Department's goals and strategic roadmap, we must engage our customers and the community with new and innovative tools for engagement.

Current Year Department Budgeted Expense Total:

\$9,096,108

Change from Prior year:

\$5,131,537

Overall Budget Justification:

The Planning and Community Services Department (PCSD) FY22 budget is \$9,096,108; this is an increase in expenses from FY21 of \$5,131,537. A significant amount of this increase is the CDBG-CV (CARES Act) funding received by the City of Billings from the Department of Housing and Urban Development and set to be allocated in the community in FY21 and FY22 (See summary in Community Development Division section below). The other noteworthy increase in the overall budget will be the inclusion of the Skyline Trail from the CIP under the department during its construction. The BUILD Grant funding the Skyline Trail will be managed by the department and will increase the budget by \$4,121,380 during construction, but no ongoing costs. The Department anticipates spending about \$209,928 in reserves in the Planning Division in FY22.



In addition to the new programs and staff changes discussed below, increases in areas of the FY22 budget are related to increases in our IT and GIS charges (\$33,406). There was an overall decrease (\$4,890) in liability insurance contribution into the City insurance program across divisions. There will be a slight increase in other Operations and Maintenance of (\$27,454). Due to an increase in Grant Funds in both Planning and Community Development, the program expenses have also increased (\$686,696).

Planning and Code Enforcement are both requesting new positions this budget year. The Planner I position will be funded by the Planning Department at a cost of \$76,820. A New Code Enforcement Supervisor is requested and will cost (\$110,075) between salaries and operating supplies. Personal Services for all divisions will increase an additional \$46,125 for an increase in steps and \$34,471 for a 2% COLA.

The PCSD utilizes multiple revenue sources to deliver the services it provides to its customers. These varied sources means that there are limits to revenue sharing and mixing across the three PCSD divisions – Code Enforcement, Community

Development, and Planning. After the relocation of the Building Division under City Administration, the Department level oversight and management costs are in the process of being distributed across the three divisions in the next two fiscal years. Revenue is expected to increase in FY22 by about (\$4,840,412) mainly in license income, grants, and taxes. The largest increase will be the income to cover the Skyline Trail construction (\$4,121,380).

New or Expanded Programs:

Electronic Application Submittal and Review:

The PCSD's Planning Division is implementing a new electronic plan review process in 2021 by utilizing software from e-PlanSoft coupled with the City's current CitySuite system. The new software enables staff to review and mark up documents electronically and return them to applicants for updates and corrections during the review process. This system connected with the current online application submittal process enables customers to apply for and have permits and development applications processed electronically. While CARES Act funds allocated to the State and applied for by the City helped cover the initial startup costs for the software, there will be annual license fees to maintain. However, the Department has budgeted these costs in the FY22 budget and is working to recover the costs through future user fees and allocation of the software review licenses to other City and County departments that also review applications. The ongoing cost of E-plan review will cost \$23,450 for 14 user licenses.

Staffing:

Salary, benefits, and expenses of the Director and Department Receptionist should be allocated across the Department Divisions. The Receptionist position's salary and benefits are allocated to Planning and Code Enforcement and the Building Division, since the position provides front office support to all three divisions. However, the Director's position has historically been financially attached to the Planning Division, with the only significant contribution provided in the past by the Building Division as an inter-fund transfer. The Department Director is working with Finance and Administration to develop a plan so the position's costs are allocated across Code Enforcement, Planning, Community Development and the three Urban Renewal Districts to reflect where the position's time and oversight is focused.

The Planning Director is paid from the Planning Department budget. In FY22, the position is being partially funded by the three TIF Districts and other city departments and divisions as follows:

- South TIF: \$12,566
- East TIF: \$11,868
- North 27th TIF: \$12,565
- Building Department: \$50,544
- Community Development: \$3,500

STAFFING AUTHORIZATION - ALL DEPARTMENTS

POSITION	DIVISION FUNDING	ACTUAL	ACTUAL	BUDGET	PROPOSED
		FY 19	FY20	FY21	FY22
PLANNING/COMM SERV DIRECTOR	PLANNING	1.0	1.0	1.0	1.0
ADMINISTRATIVE SUPPORT I	BUILDING	0.3	0.3	0.3	0.3
	CODE ENFORCEMENT	0.3	0.3	0.3	0.3
	PLANNING	0.4	0.4	0.4	0.4
	TOTAL	1.0	1.0	1.0	1.0
CODE ENFORCEMENT OFFICER	BUILDING	0.3	0.3	0.0	0.0
	CODE ENFORCEMENT	2.0	2.0	3.0	3.0
	TOTAL	2.3	2.3	3.0	3.0
COMMUNITY SERVICES MANAGER	CDBG	1.0	1.0	1.0	1.0
COMMUNITY DEV GRANT COORDINATOR	CDBG	2.0	2.0	2.0	2.0
GRANTS TECHNICIAN	CDBG	1.5	1.5	1.5	1.5
CODE ENFORCEMENT CLERK	CODE ENFORCEMENT	1.0	1.0	1.0	1.0
CODE ENFORCEMENT OFFICER II	CODE ENFORCEMENT	1.0	1.0	1.0	1.0
CODE ENFORCEMENT SUPERVISOR	CODE ENFORCEMENT	-	-	-	1.0
COMMERCIAL CODE ENFORCEMENT OFF	CODE ENFORCEMENT	0.8	0.8	-	-
ACTIVE TRANSPORTATION PLANNER	PLANNING	0.8	0.8	1.0	1.0
ZONING COORDINATOR	PLANNING	1.0	1.0	1.0	1.0
PLANNER I	PLANNING	1.0	1.0	1.0	2.0
PLANNER II	PLANNING	1.0	1.0	1.0	1.0
PLANNING ASSISTANT	PLANNING	1.0	1.0	1.0	1.0
PLANNING CLERK	PLANNING	1.0	1.0	1.0	1.0
PLANNING DIVISION MANAGER	PLANNING	1.0	1.0	1.0	1.0
TIF DISTRICT COORD	PLANNING	0.0	0.0	0.0	0.0
TRANSPORTATION PLANNER	PLANNING	1.0	1.0	1.0	1.0
TRANSPORTATION PLANNING COORD	PLANNING	1.0	1.0	1.0	1.0
TOTAL STAFF		20.4	20.4	20.5	22.5

****The Code Enforcement Officer will be fully funded by the Code Enforcement Division in FY21 and will no longer have funding from Building

Department and City Council Priorities and Goals:

Goal: Improve the safety of Billings *(City Council and Department)*

- Implement Code Enforcement strategies to improve safety and keep neighborhoods clean by maintaining the Abatement Budget, providing for a full time Code Enforcement Manager, and passing the Public Safety Mill Levy.
- Continue improving “Safe Routes to Schools” with continued funding in the FY22 Planning Division Budget for the Active Transportation Planner and Traffic Technician positions, and conducting planning studies and outreach efforts to prioritize future pedestrian safety projects.

Goal: Implement allocation of CDBG-CV (COVID) funding provided to the City of Billings in 2020 *(Department)*

- Provide funding support to low income residents and/or through service organizations that support low income residents and families
- Ensure funds meet HUD guidelines to avoid duplication of services
- Focus on COVID-related service gaps on the community

Goal: Improve Communication with our citizens *(Department)*

- Improve coordination and engagement with Neighborhood Task Forces
- Continue application of Social Media Tools, Implementation of Public Participation Plan in Land Use, Zoning and Transportation Planning Projects
- Utilize public engagement and meeting tools tested during COVID-19 for future public participation approaches for meetings and outreach

Goal: Create a park development program and analyze all park funding to build excellent parks and trails throughout the City *(City Council and Department)*

- Increase trails investments in partnership with City Public Works, PRPL, Billings TrailNet, Big Sky Economic Development, Healthy By Design, and others
- Support opportunities for grants and find sources for matching funds for non-motorized transportation investments.

Goal: Regulate medical and recreational marijuana dispensaries/storefronts. Analyze land use and financial impacts of legalized recreational use of marijuana on the City and recommend policy improvements. *(City Council and Department)*

- Support City Legal in determining best practices and approaches for regulatory implementation

Goal: Stimulate Redevelopment within downtown and other business districts *(City Council and Department)*

- Implement street conversions and better multi-modal access to Downtown
- Implementation of Project ReCode to support new development and redevelopment for new commercial and residential projects

Goal: Transportation/Land-Use System Improvements *(City Council and Department)*

- Complete Billings Bypass Corridor Study
- Continue progress to construct the Inner Belt Loop (IBL) and Skyline Trail
- Evaluate land use planning and utility extension options for IBL corridor

Goal: Define strategy to complete cost of services study to help fund police, fire, parks and transportation infrastructure in partnership with Yellowstone County *(City Council and Department)*

- Evaluate existing city plans, policies and studies to inform the cost of services study effort
- Develop a scope of services for execution of the study

Goal: Monitor the implementation of Project ReCode in first two years at 4, 7 and 12 month reporting periods *(City Council and Department)*

Budgeted Revenues:

REVENUE BY CLASSIFICATION	PCSD DEPARTMENT AND FUNDS				
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	PROPOSED
	FY 19	FY 20	FY 21	FY 21	FY 22
TAXES	\$ 501,298	\$ 507,131	\$ 513,000	\$ 500,000	\$ 523,000
LICENSES & PERMITS	34,622	34,359	43,625	40,144	50,275
INTERGOVERNMENTAL	2,310,814	1,933,687	2,341,479	2,275,445	7,055,122
CHARGES FOR SERVICE	306,250	336,121	309,330	288,000	341,493
INVESTMENT EARNINGS	19,805	14,461	9,815	1,287	4,271
CONTRIBUTIONS/DONATIONS	2,000	-	1,500	-	85,000
INTERFUND TRANSFERS	88,035	69,008	66,031	65,000	66,031
MISCELLANEOUS	<u>773,999</u>	<u>570,949</u>	<u>200,000</u>	<u>373,060</u>	<u>200,000</u>
TOTAL REVENUE	<u>\$ 4,036,823</u>	<u>\$3,465,716</u>	<u>\$3,484,780</u>	<u>\$3,542,936</u>	<u>\$ 8,325,192</u>

		PCSD ALL DEPARTMENT REVENUES				
REVENUE BY FUND						
FUND NAME	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22	
GENERAL FUND	\$ 14,997	\$ 85,334	\$ 15,000	\$ 5,000	\$ 23,000	
BIKE PATH/TRAIL DONATION	-	-	-	-	4,121,380	
CDBG FUND	2,175,387	1,624,453	1,657,825	1,753,732	2,331,314	
CITY COUNTY PLANNING FUND	<u>1,846,439</u>	<u>1,755,929</u>	<u>1,811,955</u>	<u>1,784,204</u>	<u>1,849,498</u>	
TOTAL REVENUE	<u>\$ 4,036,823</u>	<u>\$3,465,716</u>	<u>\$3,484,780</u>	<u>\$3,542,936</u>	<u>\$ 8,325,192</u>	

Budgeted Expenditures:

		PCSD ALL DEPARTMENTS AND FUNDS				
EXPENSE BY CLASSIFICATION						
	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22	
PERSONAL SERVICES	\$1,856,027	\$1,866,022	\$2,019,695	\$2,018,001	\$ 2,307,992	
OPERATIONS AND MAINTENANCE	2,464,825	2,330,575	1,886,734	1,729,289	2,556,421	
CAPITAL	-	50,144	50,000	-	4,213,905	
TRANSFERS	<u>14,071</u>	<u>16,143</u>	<u>8,142</u>	<u>7,111</u>	<u>17,790</u>	
TOTAL EXPENDITURES	<u>\$4,334,923</u>	<u>\$4,262,884</u>	<u>\$3,964,571</u>	<u>\$3,754,401</u>	<u>\$ 9,096,108</u>	

		PCSD ALL DEPARTMENT EXPENSES				
EXPENSE BY FUND						
	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22	
GENERAL FUND	\$ 481,692	\$ 507,961	\$ 575,602	\$ 531,592	\$ 723,959	
BIKE PATH/TRAIL DONATION	-	-	-	-	4,121,380	
CAPITAL REPLACEMENT	-	50,144	-	-	-	
CDBG FUND	2,069,395	1,886,217	1,516,160	1,358,170	2,191,343	
CITY COUNTY PLANNING FUND	<u>1,783,836</u>	<u>1,818,562</u>	<u>1,872,809</u>	<u>1,864,639</u>	<u>2,059,426</u>	
TOTAL EXPENDITURES	<u>\$4,334,923</u>	<u>\$4,262,884</u>	<u>\$3,964,571</u>	<u>\$3,754,401</u>	<u>\$ 9,096,108</u>	

Code Enforcement:

The Code Enforcement Division is funded by the City's General Fund. The Division enforces 22 City codes, including junk vehicles, parking, weeds, nuisances, signage, and right-of-way obstructions. The Division handles an average of more than 5,000 cases per year. The Division provides code enforcement response to citizen concerns on a city-wide basis. This Division does generate some revenue from parking tickets and weed abatement. However, the parking ticket funds are budgeted within the Parking Division and the weed abatement charges return to the General Fund. Therefore, none of the revenue sources are reflected clearly as a revenue stream for CE operations. CE does not carry reserves called out separately from the General Fund.

Revenue:

\$723,959

Expenses:

\$723,959

Additional Notes:

- The CE Division is included as an integral component of the City Council's First Priority for 2021 and 2022 to improve the safety of Billings by adopting and receiving voter approval of a Public Safety Mill Levy. The added resources for the Division with passage of the levy would add about \$500,000 in additional revenue over the next five years and would help to implement additions of staff and resources. This financial investment would enable the Division to:
 - Become proactive in its enforcement
 - More successful in Municipal Court actions
 - Able to coordinate clean and safe neighborhood programs
 - Increase outreach and education efforts to community groups and residents

Staffing Changes:

- FT CE Manager - CE Division is managed part time by the Code Enforcement Manager/ Zoning Coordinator. This FTE position is funded by the Planning Division. This new FTE in the CE Division will cost about \$94,550 in Personal Services and an additional \$15,525 in operational expenses.
 - This current model is not sustainable and the level of service for Code Enforcement and Planning is not meeting expectations
 - The CE Division needs full time supervision and support.
 - Planning Division needs a full time Zoning Coordinator to manage and administer the Zoning Regulations for the City and County.

Budgeted Expenditures:

GENERAL FUND	CODE ENFORCEMENT OPERATING BUDGET				
	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
PERSONAL SERVICES	\$ 400,015	\$ 354,544	\$ 434,282	\$ 416,881	\$ 537,457
OPERATIONS AND MAINTENANCE	70,864	142,803	135,348	108,739	146,455
CAPITAL	-	-	-	-	27,000
TRANSFERS	<u>10,812</u>	<u>10,614</u>	<u>5,972</u>	<u>5,972</u>	<u>13,047</u>
TOTAL EXPENDITURES	<u>\$ 481,691</u>	<u>\$ 507,961</u>	<u>\$ 575,602</u>	<u>\$ 531,592</u>	<u>\$ 723,959</u>

Community Development:

The Community Development Division manages federal funding including the U.S. Department of Housing and Urban Development (*Community Development Block Grant and HOME Investment Partnerships program*) and the Corporation for National and Community Service (*AmeriCorps VISTA*). These federal resources pay for personnel wages, benefits, and operations costs to implement homebuyer, home repair, housing development, and poverty-impact programs. Given the limited funds that may be allocated to administration of the HUD programs, \$3,500 will be allocated this year to cover the PCSD Director's oversight of the Division.

Community Development receives an annual General Fund allocation to cover rent and parking (FY22 \$65,000). The Division also received a one-time \$250,000 in 2013 from an SID loan fund reallocation the City Council approved and a one-time \$196,500 in 2015 from a South 27th Street property sale. These revolving funds are used for housing projects and more than 40 families have been assisted with home ownership / repair projects to date.

The Division does not carry reserves, but federal funding and affiliated loan repayment revenues can be carried over from one City Fiscal Year to the next.

FY22 Revenue/Expenditures:

Program	Revenue Amount	Expenditure Amount
Community Development Block Grant	\$745,143	\$645,143
CDBG-CV (Coronavirus Grant)	\$909,126	\$909,126
HOME Grant	\$434,548	\$334,548
AmeriCorps VISTA Grant	\$174,956	\$174,956
General Funds Transfer (Rent)	\$65,000	\$65,000

Investment Interest	\$2,355	-
TOTAL	\$2,331,128	\$2,053,817

Additional Notes:

The City of Billings has been awarded a Coronavirus Aid, Relief, and Economic Security (CARES) Act allocation to exclusively support coronavirus response. The funding of \$909,126 must be used to primarily benefit low-income individuals and families and cannot duplicate local, state, or federal resources. Two survey instruments were utilized to gather data to help determine priorities before allocating funding for a coordinated coronavirus response within the Billings community. The Community Development Board has prioritized activity categories and recommends funding to benefit low-income residents, finance public improvements, and to support social service and public health agencies. The Board’s recommendations will be presented to the City Council in spring 2021.

Long Term Service Agility: The Division is not proposing any new programs or projects for FY22 but it continues to face challenges due to its very limited funding outside of its core HUD programs. Issues of affordable housing, homelessness and other social service programs are a significant concern and focus in Billings. And while Community Development staff could bring knowledge and expertise to some of these discussions and efforts, the HUD grant funding does not enable staff to vary from the primary goals and programming covered by the HUD grants. Other large communities in Montana have addressed this by bringing local general funds to community development activities. Further discussion of strategies to address this challenge long term are needed with City Administration and City Council.

Budgeted Expenditures:

	COMMUNITY DEVELOPMENT GRANTS FUND OPERATING BUDGET				
	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY21	ESTIMATE FY21	PROPOSED FY22
PERSONAL SERVICES	\$ 389,105	\$ 392,156	\$ 426,491	\$ 423,933	\$ 478,259
OPERATIONS AND MAINTENANCE	<u>1,671,333</u>	<u>1,484,121</u>	<u>1,026,860</u>	<u>934,237</u>	<u>1,650,514</u>
TOTAL EXPENDITURES	<u>\$ 2,060,438</u>	<u>\$ 1,876,277</u>	<u>\$ 1,453,351</u>	<u>\$ 1,358,170</u>	<u>\$ 2,128,773</u>

Community Development Program:

Urban Renewal Property Acquisition Fund

This fund is used to account for Tax Increment assets primarily related to property on South 27th Street. As the City sells property previously acquired through the Tax Increment Program, the funds are deposited in Fund 4280 making them available for additional Tax Increment-related activities or for ongoing operating a maintenance costs associated with the property previously acquired, such as snow removal and weed control. There is a slight increase in both Operating and Maintenance Expenses and Interest Income.

URBAN RENEWAL PROPERTY ACQUISITION FUND						
OPERATING BUDGET						
FUND 4280		ACTUAL	ACTUAL	BUDGET	ESTIMATE	PROPOSED
		FY 19	FY 20	FY 21	FY 21	FY 22
FUND BALANCE BEGINNING		\$ 251,485	\$ 244,030	\$ 188,196	\$ 235,041	\$ 226,641
REVENUE:						
INTEREST ON INVESTMENTS	\$	1,502	951	\$ 1,000	\$ 100	\$ 186
MISCELLANEOUS		-	-	-	-	-
TOTAL REVENUE	\$	1,502	\$ 951	\$ 1,000	\$ 100	\$ 186
EXPENDITURES:						
OPERATIONS & MAINTENANCE	\$	8,957	\$ 9,940	\$ 12,809	\$ 8,500	\$ 12,570
LAND & IMPROVEMENTS		-	-	50,000	-	50,000
TOTAL EXPENDITURES	\$	8,957	\$ 9,940	\$ 62,809	\$ 8,500	\$ 62,570
FUND BALANCE ENDING	\$	244,030	\$ 235,041	\$ 126,387	\$ 226,641	\$ 164,257
LESS:						
RESTRICTED		244,030	235,041	126,387	226,641	164,257
UNASSIGNED	\$	-	\$ -	\$ -	\$ -	\$ -

Planning:

The Planning Division provides comprehensive planning services for the City of Billings and Yellowstone County. This includes subdivision and zoning administration and transportation planning services for the Metropolitan Planning Organization. The Planning Division draws on three revenue sources to sustain all of its operations – a County-Wide Mill Levy, charges for permit and application fees, and federal funds allocated to the Billings Metropolitan Planning Organization (MPO) for transportation planning services. The MPO funds can be used to match local funding from the Mill Levy and charges for service at levels of 20% to 80% depending on the program and staff activities.

Revenue:

\$1,849,498

Expenses:

\$2,059,426

Reserve:

Spending \$209,928 in reserves in FY21 still leaves the Division with an estimated \$396,000 in reserves at the end of FY21, well above the minimum required.

New or Expanded Programs:

See Above on Page 2 of the PCSD Narrative – New Electronic Application Submittal and Review program.

Staffing Changes:

- FT Planner I – With immediate need and continued pressure on the Planning Division to respond to community and council needs, the only way to progress is to add additional human capital. This position will cost \$76,820 for Personal Services.
 - Adding a Planner I would allow an immediate reorganization and reassignment of certain tasks which would free up senior staff to work on the areas identified as service gaps.
 - This position will be allocated through the Billings MPO with 40% being funded by the MPO program and not local funds. This results in the addition of another FTE for only 60% of the cost of the full time position. This position has been approved and part of the Unified Planning Work Program for several years but has not been part of the Planning Division budget until now.

Budgeted Expenditures:

CITY-COUNTY PLANNING FUND OPERATING BUDGET

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
PERSONAL SERVICES	\$ 1,066,906	\$ 1,119,323	\$ 1,158,922	\$ 1,177,187	\$ 1,292,276
OPERATIONS AND MAINTENANCE	714,339	693,711	711,717	686,313	762,407
TRANSFERS	<u>2,228</u>	<u>5,529</u>	<u>1,139</u>	<u>1,139</u>	<u>4,743</u>
TOTAL EXPENDITURES	<u>\$ 1,783,473</u>	<u>\$ 1,818,563</u>	<u>\$ 1,871,778</u>	<u>\$ 1,864,639</u>	<u>\$ 2,059,426</u>

**GENERAL OPERATING FUND
OPERATING BUDGET**

FUND 0100

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 27,717,469</u>	<u>\$ 22,399,796</u>	<u>\$ 18,149,609</u>	<u>\$ 22,391,201</u>	<u>\$ 37,667,864</u>
REVENUES:					
TAXES	\$ 16,846,703	\$ 17,418,145	\$ 17,644,369	\$ 17,115,468	\$ 18,476,303
SPECIAL ASSESSMENTS	189	39,356	-	2,069	-
LICENSES & PERMITS	2,234,380	2,095,896	2,088,038	2,044,896	2,199,128
INTER-GOVERNMENTAL	11,404,984	11,839,561	12,065,752	11,954,733	12,243,879
CHARGES FOR SERVICE	4,256,806	3,814,415	4,133,225	4,064,282	4,373,346
FINES & FORFEITS	1,271,808	1,145,294	1,511,877	1,043,778	1,294,046
INVESTMENT EARNINGS	499,221	363,056	233,000	27,400	70,301
INTERFUND TRANSFERS	2,022	36,256	9,600	2,000	2,110,100
MISCELLANEOUS	<u>228,359</u>	<u>54,848</u>	<u>-</u>	<u>2,559</u>	<u>600</u>
TOTAL REVENUE	<u>\$ 36,744,472</u>	<u>\$ 36,806,827</u>	<u>\$ 37,685,861</u>	<u>\$ 36,257,185</u>	<u>\$ 40,767,703</u>
EXPENDITURES:					
MAYOR AND CITY COUNCIL	\$ 210,784	\$ 222,787	\$ 264,919	\$ 255,170	\$ 295,932
CITY ADMINISTRATOR	771,940	861,052	1,028,702	1,003,076	930,834
HUMAN RESOURCES	709,118	791,672	825,565	730,000	916,094
CITY ATTORNEY	2,045,840	2,074,785	2,092,530	2,035,000	2,310,985
MUNICIPAL COURT	1,349,483	1,369,717	1,479,095	1,381,000	1,539,731
FINANCE	1,426,538	1,528,041	1,552,163	1,527,447	1,718,569
CODE ENFORCEMENT	481,691	507,961	575,602	531,592	723,959
PARKS, RECREATION AND PUBLIC LANDS	7,265,854	5,159,821	4,497,703	4,383,152	4,695,067
NON-DEPARTMENTAL	27,770,897	24,299,586	30,064,846	9,134,085	40,463,803
COUNCIL CONTINGENCY	<u>30,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>25,000</u>
TOTAL EXPENDITURES	<u>\$ 42,062,145</u>	<u>\$ 36,815,422</u>	<u>\$ 42,381,125</u>	<u>\$ 20,980,522</u>	<u>\$ 53,619,974</u>
FUND BALANCE ENDING	<u>\$ 22,399,796</u>	<u>\$ 22,391,201</u>	<u>\$ 13,454,345</u>	<u>\$ 37,667,864</u>	<u>\$ 24,815,593</u>
LESS:					
COMMITTED	12,198,022	12,289,000	12,290,526	12,290,526	12,168,392
UNASSIGNED	<u>\$ 10,201,774</u>	<u>\$ 10,102,201</u>	<u>\$ 1,163,819</u>	<u>\$ 25,377,338</u>	<u>\$ 12,647,201</u>

**CITY-COUNTY PLANNING FUND
OPERATING BUDGET**

FUND 2380, 2390, 2400

	ACTUAL	ACTUAL	BUDGET	ESTIMATE	PROPOSED
	FY 19	FY 20	FY 21	FY 21	FY 22
FUND BALANCE BEGINNING	<u>\$ 615,587</u>	<u>\$ 678,190</u>	<u>\$ 566,543</u>	<u>\$ 615,557</u>	<u>\$ 606,308</u>
REVENUE:					
CITY-COUNTY PLANNING:					
COUNTY PROPERTY TAX	\$ 501,298	\$ 507,131	\$ 513,000	\$ 488,435	\$ 523,000
LICENSES & PERMITS	34,622	34,360	43,625	51,777	50,275
FEDERAL/ LOCAL GRANTS	985,520	924,039	960,000	1,002,166	960,000
CONTRIBUTION-COUNTY	14,500	1,000	-	-	-
CHARGES FOR SERVICE	265,712	273,180	274,330	299,968	303,493
INTEREST ON INVESTMENTS	12,513	8,567	6,500	625	1,730
TRANSFERS IN	25,000	-	-	-	-
MISCELLANEOUS	1,411	1,122	1,500	450	-
HISTORIC PRESERVATION GRANT	<u>5,500</u>	<u>5,500</u>	<u>11,969</u>	<u>11,969</u>	<u>9,969</u>
TOTAL REVENUE	<u>\$ 1,846,076</u>	<u>\$ 1,754,899</u>	<u>\$ 1,810,924</u>	<u>\$ 1,855,390</u>	<u>\$ 1,848,467</u>
EXPENDITURES:					
CITY-COUNTY PLANNING:					
PERSONAL SERVICES	\$ 1,066,906	\$ 1,106,699	\$ 1,158,922	\$ 1,177,187	\$ 1,292,276
OPERATION & MAINTENANCE	706,694	693,711	703,717	678,313	751,407
TRANSFERS	2,228	4,498	1,139	1,139	3,712
HISTORIC PRESERVATION GRANT	<u>7,645</u>	<u>12,624</u>	<u>8,000</u>	<u>8,000</u>	<u>11,000</u>
TOTAL EXPENDITURES	<u>\$ 1,783,473</u>	<u>\$ 1,817,532</u>	<u>\$ 1,871,778</u>	<u>\$ 1,864,639</u>	<u>\$ 2,058,395</u>
FUND BALANCE ENDING	<u>\$ 678,190</u>	<u>\$ 615,557</u>	<u>\$ 505,689</u>	<u>\$ 606,308</u>	<u>\$ 396,380</u>
LESS:					
RESTRICTED	<u>678,190</u>	<u>615,557</u>	<u>505,689</u>	<u>606,308</u>	<u>396,380</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**COMMUNITY DEVELOPMENT GRANT FUNDS (PAGE 1 OF 5)
OPERATING BUDGET**

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
<u>COMMUNITY DEV BLOCK GRANTS(FUNDS 2900-2990)</u>					
FUND BALANCE BEGINNING	\$ 92,377	\$ (42,772)	\$ 24,599	\$ 120,363	\$ 232,677
REVENUE:					
HUD GRANTS	\$ 562,726	\$ 651,266	\$ 657,820	\$ 635,000	\$ 645,143
INTEREST ON LOANS	3,697	1,915	1,500	280	507
PROGRAM INCOME	243,354	226,285	100,000	145,000	100,000
SALE OF FIXED ASSETS	62,210	104,522	-	-	-
MISCELLANEOUS	-	-	-	-	-
TOTAL REVENUE	\$ 871,987	\$ 983,988	\$ 759,320	\$ 780,280	\$ 745,650
EXPENDITURES:					
PROJECTS	\$ 876,113	\$ 639,660	\$ 437,820	\$ 424,732	\$ 486,114
ADMINISTRATION	79,453	131,345	203,689	209,723	129,029
REHAB ADMINISTRATION	51,570	49,848	33,646	33,511	30,000
TOTAL EXPENDITURES	\$ 1,007,136	\$ 820,853	\$ 675,155	\$ 667,966	\$ 645,143
FUND BALANCE ENDING	\$ (42,772)	\$ 120,363	\$ 108,764	\$ 232,677	\$ 333,184

HOME PROGRAM (FUNDS 2800-2890)

FUND BALANCE BEGINNING	\$ 78,801	\$ 276,194	\$ 222,880	\$ (73,161)	\$ 101,107
REVENUE:					
HUD GRANTS	\$ 537,850	\$ 179,859	\$ 349,874	\$ 334,500	\$ 334,548
INTEREST ON INVESTMENTS	-	-	-	-	1,670
PROGRAM INCOME	279,978	236,669	100,000	195,000	100,000
CHARGE FOR SERVICE	2,074	-	-	-	-
TOTAL REVENUE	\$ 819,902	\$ 416,528	\$ 449,874	\$ 529,500	\$ 436,218
EXPENDITURES:					
AFFORDABLE HOUSING PROJ	\$ 553,822	\$ 655,781	\$ 52,372	\$ 45,000	\$ 196,490
ADMINISTRATION	18,991	20,683	37,105	36,574	28,058
FIRST TIME HOME BUYER ADM	49,696	89,419	270,516	273,658	110,000
TOTAL EXPENDITURES	\$ 622,509	\$ 765,883	\$ 359,993	\$ 355,232	\$ 334,548
FUND BALANCE ENDING	\$ 276,194	\$ (73,161)	\$ 312,761	\$ 101,107	\$ 202,777

COMMUNITY DEVELOPMENT GRANT FUNDS (PAGE 2 OF 5)

OPERATING BUDGET

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
<u>VISTA ADMINISTRATION (FUND 2650)</u>					
FUND BALANCE BEGINNING	\$ 41,532	\$ 39,589	\$ 10,542	\$ (33,498)	\$ 54,538
REVENUE					
GRANT	\$ -	\$ 89,305	\$ 362,546	\$ 345,500	\$ 74,956
CHARGES FOR SERVICE	23,467	13,033	20,000	13,000	15,000
TOTAL REVENUE	\$ 23,467	\$ 102,338	\$ 382,546	\$ 358,500	\$ 89,956
EXPENDITURES-OPERATIONS & MAINTENANCE	\$ 25,410	\$ 175,425	\$ 353,203	\$ 270,464	\$ 89,956
FUND BALANCE ENDING	\$ 39,589	\$ (33,498)	\$ 39,885	\$ 54,538	\$ 54,538

BILLINGS COMMUNITY CONNECT & HOMELESS PLAY (FUND 2720)

FUND BALANCE BEGINNING	\$ 3,485	\$ 3,485	\$ 3,485	\$ 3,508	\$ 3,515
REVENUE:					
INTEREST ON INVESTMENTS	-	23	-	7	14
TOTAL REVENUE	\$ -	\$ 23	\$ -	\$ 7	\$ 14
EXPENDITURES-OPERATIONS & MAINTENANCE	\$ -	\$ -	\$ -	\$ -	\$ -
FUND BALANCE ENDING	\$ 3,485	\$ 3,508	\$ 3,485	\$ 3,515	\$ 3,529

COMMUNITY DEVELOPMENT GRANT FUNDS (PAGE 3 OF 5)

OPERATING BUDGET

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
<u>COMMUNITY DEVELOPMENT RENT (FUND 2740)</u>					
FUND BALANCE BEGINNING	\$ 1,698	\$ 13,462	\$ 14,103	\$ 20,110	\$ 22,602
REVENUE					
INTERGOVERNMENTAL REVENUE	\$ -	\$ 59	\$ -	\$ -	\$ 41
TRANSFER IN	62,004	67,978	65,000	65,000	65,000
TOTAL REVENUE	\$ 62,004	\$ 68,037	\$ 65,000	\$ 65,000	\$ 65,041
EXPENDITURES-OPERATIONS & MAINT (RENT)	\$ 50,240	\$ 61,389	\$ 65,000	\$ 62,508	\$ 65,000
FUND BALANCE ENDING	\$ 13,462	\$ 20,110	\$ 14,103	\$ 22,602	\$ 22,643

GRANT WRITING/ ENVIRON REVIEW (FUND 2780)

FUND BALANCE BEGINNING	\$ 408	\$ 818	\$ 818	\$ 888	\$ 888
REVENUE	\$ 410	\$ 70	\$ 85	\$ -	\$ -
EXPENDITURES-TRANSFER	\$ -	\$ -	\$ -	\$ -	\$ -
FUND BALANCE ENDING	\$ 818	\$ 888	\$ 903	\$ 888	\$ 888

CDBG-CV Grant (Fund 2790)

FUND BALANCE BEGINNING	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUE	\$ -	\$ -	\$ -	\$ -	\$ 909,126
PROJECTS	-	-	-	-	727,301
ADMINISTRATION	-	-	-	-	181,825
EXPENDITURES-TRANSFER	\$ -	\$ -	\$ -	\$ -	\$ 909,126
FUND BALANCE ENDING	\$ -	\$ -	\$ -	\$ -	\$ -

COMMUNITY DEVELOPMENT GRANT FUNDS (PAGE 4 OF 5)

OPERATING BUDGET

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
<u>COUNCIL REVOLVING HOME LOAN FUND (FUND 2770)</u>					
FUND BALANCE BEGINNING	\$ 22,346	\$ 24,948	\$ 44,073	\$ 44,077	\$ 56,977
MISCELLANEOUS	\$ 25,000	\$ 20,211	\$ -	\$ 20,000	\$ -
EXPENDITURES-PROJECTS	\$ 22,398	\$ 1,082	\$ -	\$ 7,100	\$ -
FUND BALANCE ENDING	\$ 24,948	\$ 44,077	\$ 44,073	\$ 56,977	\$ 56,977

BILLINGS MVP VISTA SUPPORT(FUND 2690)

FUND BALANCE BEGINNING	\$ 11,592	\$ 49,961	\$ 21,095	\$ 30,624	\$ 31,192
REVENUE-CORP NAT COMMUNITY SERVICE	\$ 371,114	\$ 32,306	\$ -	\$ 445	\$ 85,123
EXPENDITURES-OPERATIONS & MAINTENANCE	\$ 332,745	\$ 51,643	\$ -	\$ -	\$ 85,000
FUND BALANCE ENDING	\$ 49,961	\$ 30,624	\$ 21,095	\$ 31,069	\$ 31,315

COMMUNITY DEVELOPMENT GRANT FUNDS (PAGE 5 OF 5)

OPERATING BUDGET

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 20	ESTIMATE FY 21	PROPOSED FY 22
<u>TOTAL OF COMMUNITY DEVELOPMENT GRANT FUNDS</u>					
FUND BALANCE BEGINNING	\$ 252,239	\$ 365,685	\$ 682,755	\$ 112,911	\$ 503,496
REVENUE:					
INTER-GOVERNMENTAL	\$ 1,471,690	\$ 952,736	\$ 1,370,240	\$ 1,315,445	\$ 2,048,896
CHARGE FOR SERVICES	23,467	13,033	20,000	13,000	15,000
INTEREST ON INVESTMENTS	4,107	2,008	1,585	287	2,232
CONTRIBUTIONS / DONATIONS	-	-	-	-	-
SALE OF FIXED ASSETS	62,210	104,522	-	-	-
MISCELLANEOUS	548,332	483,165	200,000	360,000	200,000
TRANSFERS	<u>62,004</u>	<u>68,037</u>	<u>65,000</u>	<u>65,000</u>	<u>65,000</u>
TOTAL REVENUE	\$ 2,171,810	\$ 1,623,501	\$ 1,656,825	\$ 1,753,732	\$ 2,331,128
EXPENDITURES:					
PROJECTS	1,452,333	1,296,523	490,192	476,832	1,409,905
ADMINISTRATION	148,140	241,447	511,310	519,955	448,912
REHAB ADMINISTRATION	51,570	49,848	33,646	33,511	30,000
OPERATIONS & MAINTENANCE	<u>408,395</u>	<u>288,457</u>	<u>418,203</u>	<u>332,972</u>	<u>239,956</u>
TOTAL EXPENDITURES	\$ 2,060,438	\$ 1,876,275	\$ 1,453,351	\$ 1,363,270	\$ 2,128,773
FUND BALANCE - ENDING	\$ 363,611	\$ 112,911	\$ 886,229	\$ 503,373	\$ 705,851
LESS:					
RESTRICTED	<u>363,611</u>	<u>112,911</u>	<u>886,229</u>	<u>503,373</u>	<u>705,851</u>
UNASSIGNED	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**URBAN RENEWAL PROPERTY ACQUISITION FUND
OPERATING BUDGET**

FUND 4280

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 251,485</u>	<u>\$ 244,030</u>	<u>\$ 188,196</u>	<u>\$ 235,041</u>	<u>\$ 226,641</u>
REVENUE:					
INTEREST ON INVESTMENTS	\$ 1,502	951	\$ 1,000	\$ 100	\$ 186
MISCELLANEOUS	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL REVENUE	<u>\$ 1,502</u>	<u>\$ 951</u>	<u>\$ 1,000</u>	<u>\$ 100</u>	<u>\$ 186</u>
EXPENDITURES:					
OPERATIONS & MAINTENANCE	\$ 8,957	\$ 9,940	\$ 12,809	\$ 8,500	\$ 12,570
LAND & IMPROVEMENTS	<u>-</u>	<u>-</u>	<u>50,000</u>	<u>-</u>	<u>50,000</u>
TOTAL EXPENDITURES	<u>\$ 8,957</u>	<u>\$ 9,940</u>	<u>\$ 62,809</u>	<u>\$ 8,500</u>	<u>\$ 62,570</u>
FUND BALANCE ENDING	<u>\$ 244,030</u>	<u>\$ 235,041</u>	<u>\$ 126,387</u>	<u>\$ 226,641</u>	<u>\$ 164,257</u>
LESS:					
RESTRICTED	<u>244,030</u>	<u>235,041</u>	<u>126,387</u>	<u>226,641</u>	<u>164,257</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

URBAN RENEWAL PROPERTY ACQUISITION FUND BUDGET NARRATIVE

This fund is used to account for Tax Increment assets primarily related to property on South 27th Street. As the City sells property previously acquired through the Tax Increment Program the funds are deposited in Fund 4280, making them available for additional Tax Increment-related activities or for on-going operating and maintenance costs associated with the property previously acquired, such as snow removal and weed control.

Revenues

No significant changes.

Expenditures

No significant changes.

Capital

None

Police

Billings Police Department

Current Year Department Budgeted Expense Total:

\$28,231,837

Change from Prior Year:

\$620,732

Overall Budget Justification:

The primary function of the Billings Police Department is to protect life, property, and the pursuit of constitutionally guaranteed activities through the enforcement of laws, statues, and local ordinances and promoting a safe environment within the philosophy of community policing. The Police Department is split between the Public Safety Fund for a large majority of their expenses and income, but additional grant funds provide reimbursement for several specific programs. The Police Department will continue to provide services for patrol, investigation, animal control, K-9 policing, traffic safety and partner with local, state, and federal investigations.



The budget for all Police Department expenses is expected to be \$28.19 million and has increased from the prior year by \$588,337. There is an increase in the amount of Equipment Replacement charges of \$57,645 and an increase to include a request for two new vehicles to add to the police fleet totaling \$88,296. Additionally, there will be increases in the personal services expenditures \$315,905 for overtime, comp cash out and increased grant funded pay. The transfers out will be increased by \$36,722 for facilities and equipment replacement. The debt service for the Police Evidence Building has decreased by \$8,000.

Additional changes from the prior year are due to an increase in Operations and Maintenance netting to \$97,769. The Liability Insurance was the greatest increase \$193,037 in Operations. Internal Charges including IT, facilities, phone and other allocated costs increased by \$22,679. Grant and donation expenditures were reduced by \$204,961 due to varying grant awards and prior expenses. Other various operating expenses increased by \$87,014. The South TIF Urban Renewal Fund will continue to transfer in \$250,000 to cover the entire debt service payment.

The Billings Police Department also encompasses the Animal Control Division. Donations to the Animal Shelter are tracked, but with the privatization of the Animal Shelter in 2009, projected revenues for the Animal Shelter are no longer expected as public donations have been going directly to the Yellowstone Valley Animal Shelter. The accounts are left open for possible donations through the City.

Any expenditures within Animal Control will be used for spay and neuter relief, education, animal health and welfare, facility improvements, and other projects and initiatives to benefit animals.

New or Expanded Programs:

The Billings Police Department received a new grant in FY21 to fund overtime hours for law enforcement officials to undertake rail trespassing enforcement activities at hot spots or areas with a demonstrated rail trespassing problem in their jurisdiction. The Railroad Trespassing Enforcement Grant was authorized for \$50,000 total. \$10,000 will be spent by the end of FY21 and another \$35,000 during FY22.

Budgeted Revenues:

REVENUE BY CLASSIFICATION	POLICE DEPARTMENT POLICE DEPARTMENT BY CLASSIFICATION				
	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
CHARGE FOR SERVICE	\$ 552,011	\$ 673,802	\$ 563,450	\$ 545,317	\$ 594,306
CONTRIBUTIONS/DONATIONS	39,307	78,366	40,000	122,000	80,000
FINES AND FORFEITURES	367,413	238,471	102,750	85,500	102,850
INTERGOVERNMENTAL	1,137,072	4,080,523	1,327,393	6,819,145	1,076,144
INVESTMENT EARNINGS	33,217	24,591	16,646	3,272	7,663
LICENSE AND PERMITS	35,271	38,235	32,000	31,000	36,000
MISCELLANEOUS	49,306	35,925	44,700	26,000	31,300
OTHER FINANCING	145	285,388	-	-	-
TRANSFER FROMS	<u>173</u>	<u>-</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>
TOTAL REVENUE	<u>\$ 2,213,915</u>	<u>\$ 5,455,301</u>	<u>\$ 2,376,939</u>	<u>\$ 7,882,234</u>	<u>\$ 2,178,263</u>

REVENUE BY FUND	POLICE DEPARTMENT POLICE DEPARTMENT BY FUND				
	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
ANIMAL SHELTER	\$ 949	\$ 672	\$ 370	\$ 50	\$ 156
POLICE PROGRAMS/GRANTS	1,149,346	1,139,678	1,074,805	1,201,591	895,882
PUBLIC SAFETY	<u>1,063,620</u>	<u>4,314,951</u>	<u>1,301,764</u>	<u>6,680,593</u>	<u>1,282,225</u>
TOTAL REVENUE	<u>\$ 2,213,915</u>	<u>\$ 5,455,301</u>	<u>\$ 2,376,939</u>	<u>\$ 7,882,234</u>	<u>\$ 2,178,263</u>

Budgeted Expenditures:

EXPENDITURES BY CLASSIFICATION	POLICE DEPARTMENT POLICE DEPARTMENT BY CLASSIFICATION				
	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
PERSONAL SERVICES	\$ 19,845,515	\$ 20,098,814	\$ 21,242,566	\$ 20,954,125	\$ 21,644,718
OPERATIONS & MAINTENANCE	5,087,820	4,946,781	4,853,925	5,567,738	4,897,842
CAPITAL OUTLAY	428,023	2,454,287	458,798	545,476	604,739
DEBT SERVICE	-	1,871	250,000	250,000	242,000
TRANSFERS OUT	<u>770,327</u>	<u>1,103,327</u>	<u>805,816</u>	<u>805,816</u>	<u>842,538</u>
TOTAL BUDGETED EXPENDITURES	<u>\$ 26,131,685</u>	<u>\$ 28,605,080</u>	<u>\$ 27,611,105</u>	<u>\$ 28,123,155</u>	<u>\$ 28,231,837</u>

EXPENDITURES BY FUND	POLICE DEPARTMENT POLICE DEPARTMENT BY FUND				
	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
ANIMAL SHELTER	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL REPLACEMENT	648,496	1,118,230	378,798	378,798	436,443
POLICE PROGRAMS/GRANTS	1,177,122	1,123,122	1,306,481	1,181,250	1,034,377
PUBLIC SAFETY	<u>24,306,067</u>	<u>26,363,728</u>	<u>25,925,826</u>	<u>26,563,107</u>	<u>26,761,017</u>
TOTAL BUDGETED EXPENDITURES	<u>\$ 26,131,685</u>	<u>\$ 28,605,080</u>	<u>\$ 27,611,105</u>	<u>\$ 28,123,155</u>	<u>\$ 28,231,837</u>

Public Safety Fund:

PUBLIC SAFETY FUND	POLICE DEPARTMENT OPERATING BUDGET				
	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
PERSONAL SERVICES	\$ 19,580,898	\$ 19,775,259	\$ 20,917,531	\$ 20,618,225	\$ 21,291,052
OPERATIONS AND MAINTENANCE	3,841,673	3,577,255	3,932,479	4,802,388	4,277,131
CAPITAL	113,168	1,906,015	20,000	86,678	108,296
DEBT SERVICE	-	1,871	250,000	250,000	242,000
TRANSFERS	<u>770,327</u>	<u>1,103,327</u>	<u>805,816</u>	<u>805,816</u>	<u>842,538</u>
TOTAL EXPENDITURES	<u>\$ 24,306,066</u>	<u>\$ 26,363,727</u>	<u>\$ 25,925,826</u>	<u>\$ 26,563,107</u>	<u>\$ 26,761,017</u>

Staffing:

POSITION	STAFFING AUTHORIZATION			
	ACTUAL	ACTUAL	BUDGET	PROPOSED
	FY 19	FY 20	FY 21	FY 22
CHIEF OF POLICE	1.0	1.0	1.0	1.0
ASST CHIEF OF POLICE	1.0	1.0	1.0	1.0
ADMINISTRATIVE SUPPORT III	1.0	1.0	1.0	1.0
ADMINISTRATIVE SUPPORT II	1.0	1.0	1.0	1.0
VOLUNTEER COORDINATOR	1.0	1.0	1.0	1.0
IDENTIFICATION SUPERVISOR	1.0	1.0	1.0	1.0
POLICE SUPPORT SPECIALIST	13.0	13.0	13.0	13.0
POLICE CAPTAINS	3.0	3.0	3.0	3.0
POLICE LIEUTENANT	6.0	6.0	6.0	6.0
POLICE SERGEANT	16.0	16.0	16.0	16.0
POLICE OFFICER	120.0	126.0	126.0	126.0
PROPERTY EVIDENCE TECHNICIAN	3.0	3.0	3.0	3.0
CRIME ANALYST	1.0	1.0	1.0	1.0
IDENTIFICATION TECHNICIAN	1.0	1.0	1.0	1.0
PUBLIC SAFETY TECHNICIAN	0.3	0.3	0.3	0.3
POLICE RECORDS SUPERVISOR	1.0	1.0	1.0	1.0
INTERNAL SERVICES SPECIALIST	1.0	1.0	1.0	1.0
ANIMAL CONTROL SUPERVISOR	1.0	1.0	1.0	1.0
ANIMAL CONTROL OFFICERS	4.0	4.0	4.0	4.0
SR ANIMAL CONTROL OFFICERS	1.0	1.0	1.0	1.0
ADMINISTRATIVE SUPPORT I	1.0	1.0	1.0	1.0
SUBTOTAL PUBLIC SAFETY	178.3	184.3	184.3	184.3
GRANT POSITIONS:				
ADMINISTRATIVE SUPPORT II	1.0	1.0	1.0	1.0
POLICE OFFICER-DOWNTOWN BEAT	2.0	2.0	2.0	2.0
PC/COMPUTER FORENSIC EXAMINER	1.0	1.0	1.0	1.0
TOTAL POLICE/POLICE GRANTS	182.3	188.3	188.3	188.3

POLICE DEPARTMENT Goals for FY 22

Division – Administration:

- Goal: Effectively implement Center for Public Safety Management (CPSM) recommendations relating to operational efficiency and effectiveness.**

Action:

- Review, research, and implement when possible, the 102 recommendations made by CPSM.
- Utilize collaborative planning and execution with department staff and other stake holders.

Outcome:

- Successful implementation of CPSM recommendations.

2. Goal: Strengthen communications.

Action:

- Continue with public outreach, i.e. Chat with the Chief, PSA's
- Expand outreach through use of social media

Outcome:

- Increased transparency of department operations and develop trust within the community

Division – Crime Prevention – Volunteer Programs:

1. Goal: Increase the number of volunteers and services offered the community.

Action:

- Increase recruiting efforts
- Increase awareness of available programs
- Re-energize Neighborhood Watch programs
- Explore places to expand volunteer involvement
- Provide educational outreach to bolster crime prevention efforts

Outcome:

- Increase number of volunteers
- Offer additional classes, information, and trainings to the public
- Create and enhance community engagement
- Increase public outreach events that build better relationships with citizens

Division – Patrol Operations:

1. Goal: Reduce, solve, and prevent crime. Enhance traffic enforcement.

Action:

- Implement strategies and methods to reduce violent crimes
- Utilize data-driven approaches to create strategies for crime and traffic safety
- Enhance use of radar trailers with coordinated enforcement
- Continue emphasis on DUI enforcement
- Enhance dedicated enforcement program (S.T.E.P.)
- Utilize K9's with STEP to enhance drug enforcement

Outcome:

- Reduction of Part 1 and Part 2 crimes
- Reduce fatal and personal injury accidents
- Address and reduce neighborhood traffic complaints
- Decrease DUI's through prevention and education

- Reduce illegal drug activity
- 2. Goal: Continue to assess beat boundaries, patrol areas, and deployment per CPSM recommendation.**

Action:

- Identify patterns and changes in call loads (demand for service)

Outcome:

- Maximize effectiveness of officer deployment

- 3. Goal: Expand Community Policing Program.**

Action:

- Facilitate community and neighborhood policing programs
- Provide representation to neighborhood task forces
- Add additional officers through public/private partnership

Outcome

- Increase citizen/officer interaction
- Collaborate with merchants, and citizens
- Enhance citizen/officer communication
- Reduce crime through cooperative effort

- 4. Goal: Enhance use of Communication Center Assets.**

Action:

- Cooperate and coordinate with Communications Center

Outcome:

- Increase dispatch ability to identify nearest available units
- Ensure best possible response times

Division – Training/Planning/Research:

- 1. Goal: Continue to enhance PD access to online training opportunities to enhance career development.**

Action:

- Provide accessible location with adequate equipment that makes ongoing education a possibility for everyone
- Promote programs that utilize online capabilities designed for the development of Law Enforcement personnel

Outcome:

- Produces a motivated, professional workforce.
- Facilitate career development and succession training.
- Facilitate compilation of P.O.S.T. credit requirements.
- Facilitate compilation of mandatory yearly training requirements per policy

2. Goal: Continue to provide quality law enforcement training available for all area law enforcement personnel.

Action:

- Maintain all mandated training and certifications for BPD personnel
- Host regional training with quality instructors to maintain professional law enforcement standards
- Present timely, affordable training that would be available to all area law enforcement personnel

Outcome:

- Maintain our high level of law enforcement service to the Billings community while developing strong working relationships with other law enforcement agencies

3. Goal: Continue to enhance policy and procedure manual for all BPD personnel.

Action:

- Provide online access that gives officers the ability to access policy and procedure manual at any time.
- Updated policy and procedures to stay current with local, state, and federal laws

Outcome:

- Maintaining high level of professionalism within the Billings Police Department

Division – Support Services:

1. Goal: Increase public access to information.

Action:

- Implement LERMS (Law Enforcement Records Management System), DSS (Decision Support Software) and DAM (Data Analysis Mapping) to allow analysis and display of criminal statistics, incident maps and trend analysis.

Outcome:

- Produce more accurate statistical information regarding crime in the community.

2. Goal: Improve Effectiveness of Patrol Officers by implementing mobile data terminal software and training.

Action:

- Improve effectiveness and efficiency in field reporting
- In-Car reporting for all offenses
- Electronic submission of reports to other law enforcement, City Attorney, County Attorney and other government agencies within Yellowstone County

Outcome:

- Increased efficiency and effectiveness allowing officers more time for essential duties

Subdivision – Animal Control:

1. Goal: Continue enforcement plan that will maximize available animal control personnel.

Action:

- Assign staff to cover more hours of a work day
- Assign staff to cover seven (7) days a week

Outcome:

- Improve efficiency and effectiveness of Animal Control operations
- Improve community relations
- Improve response time

2. Goal: Enhance liaison with local pet stores and veterinarians to improve communication and cooperation.

Action:

- ACO's will make regular stops at pet stores and veterinarians
- Use public service announcements and other means of media, increase programs and contacts with general public to educate about animal issues and laws affecting them

Outcome:

- Establish relationship with business
- Conduct compliance checks
- Responsible pet owners and an educated public about their responsibilities when dealing with animal related issues

Division – Investigations:

1. Goal: Enhance case review system

Action:

- Enhance quality control measures relating to case assignment
- Develop comprehensive case evaluation system assessing complexity for assignment purposes

Outcome:

- Ensure quality investigations
- Assure equity in case assignment
- Facilitate feedback and solicitation of ideas and suggestions

2. Goal: Improve Crime Scene Investigation.

Action:

- Utilize new crime scene technology
- Expand capabilities for major crime scene evidence collection and processing
- Enhance computer forensics to meet existing and future needs
- Maintain collaborative efforts with other law enforcement partners

Outcome:

- Improved service and response in evidence recovery and crime scene processing
- Ensure a quality crime scene investigation.
- Provide for accurate reproduction of crime scene
- Become proficient with technology and increasing effectiveness and efficiency

**PUBLIC SAFETY FUND
OPERATING BUDGET**

FUND 1500

	ACTUAL FY 19	ACTUAL FY 20	APPROVED FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	\$ 2,190,588	\$ 1,471,733	\$ 1,600,000	\$ 1,782,651	\$ 2,689,350
REVENUE:					
TAXES-levy 1	\$ 4,544,649	\$ 4,709,535	\$ 4,943,856	\$ 4,940,000	\$ 5,245,706
TAXES-levy 2	8,403,252	8,213,527	8,200,000	12,195,000	12,786,264
LICENSES & PERMITS	38,922	40,535	35,450	33,200	38,700
INTER-GOVERNMENTAL	3,095,247	9,386,915	3,263,382	22,447,612	3,257,298
CHARGES FOR SERVICE	1,778,084	1,980,077	2,301,727	1,931,785	2,350,702
FINES & FORFEITS	2,540	2,502	2,400	85,500	2,400
INVESTMENT EARNINGS	12,936	15,475	12,800	3,272	2,985
INTERFUND TRANSFERS-SOUTH TIF PD	-	-	250,000	250,000	250,000
INTERFUND TRANSFERS-GENERAL FD	25,666,599	22,554,927	28,168,949	4,240,131	26,509,838
DEBT PROCEEDS	-	285,388	-	2,514,611	-
MISCELLANEOUS	67,919	122,872	50,700	28,500	37,300
TOTAL REVENUE	\$ 43,610,148	\$ 47,311,753	\$ 47,229,264	\$ 48,669,611	\$ 50,481,193
EXPENDITURES:					
POLICE:					
ADMINISTRATION	\$ 1,511,248	\$ 1,205,828	\$ 1,343,331	\$ 1,480,452	\$ 1,364,579
OPERATIONS	17,497,425	20,026,257	17,998,559	18,579,101	18,835,311
INVESTIGATIONS	2,499,150	2,410,926	3,268,293	3,362,652	3,192,215
SUPPORT SERV.	1,815,406	1,772,091	2,241,632	2,164,653	2,244,331
ANIMAL CONTROL	982,837	948,624	1,074,011	976,249	1,124,581
TOTAL POLICE	\$ 24,306,066	\$ 26,363,726	\$ 25,925,826	\$ 26,563,107	\$ 26,761,017
FIRE:					
ADMINISTRATION	\$ 1,264,588	\$ 1,425,641	\$ 1,430,959	\$ 1,441,732	\$ 1,607,446
PREVENTION/INVESTIGATIONS	816,527	839,874	911,924	938,430	932,518
TRAINING	365,490	385,074	437,610	458,000	474,527
EQUIPMENT/MAINTENANCE	1,544,349	1,545,538	1,538,528	1,586,147	2,120,806
SUPPRESSION	12,842,216	13,201,719	13,629,012	13,404,098	15,298,792
9-1-1 EMERGENCY OP CENTER	3,122,914	3,163,175	3,259,267	3,272,508	3,188,955
COMMUNICATIONS EQUIPMENT	66,853	76,088	96,138	98,890	97,132
TOTAL FIRE	\$ 20,022,937	\$ 20,637,109	\$ 21,303,438	\$ 21,199,805	\$ 23,720,176
TOTAL EXPENDITURES	\$ 44,329,003	\$ 47,000,835	\$ 47,229,264	\$ 47,762,912	\$ 50,481,193
FUND BALANCE-ENDING	\$ 1,471,733	\$ 1,782,651	\$ 1,600,000	\$ 2,689,350	\$ 2,689,350
LESS:					
RESTRICTED	1,471,733	1,782,651	1,600,000	2,689,350	2,689,350
UNASSIGNED	\$ -	\$ -	\$ -	\$ -	\$ -

POLICE PROGRAMS (PAGE 1 OF 5)
OPERATING BUDGET

FUNDS 2490-2590,7080-7100, 7170-7200

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
<u>MONTANA BOARD OF CRIME CONTROL (FUND 2490)</u>					
FUND BALANCE BEGINNING	\$ 3,217	\$ 10,722	\$ 17,397	\$ 2,089	\$ 9,289
REVENUE:					
INTER-GOVERNMENTAL	\$ 32,630	\$ 42,375	\$ 34,000	\$ 33,100	\$ 60,123
INVESTMENT EARNINGS	10	42	-	-	42
TOTAL REVENUE	\$ 32,640	\$ 42,417	\$ 34,000	\$ 33,100	\$ 60,165
EXPENDITURES:					
PERSONAL SERVICES	\$ 16,003	\$ 28,782	\$ 10,000	\$ 15,100	\$ 9,738
OPERATION & MAINTENANCE	9,132	22,268	24,000	10,800	50,385
TOTAL EXPENDITURES	\$ 25,135	\$ 51,050	\$ 34,000	\$ 25,900	\$ 60,123
FUND BALANCE ENDING	\$ 10,722	\$ 2,089	\$ 17,397	\$ 9,289	\$ 9,331

INTERNET CRIMES AGAINST CHILDREN-LOCAL DONATION (FUND 2520)

FUND BALANCE BEGINNING	\$ 613,463	\$ 353,111	\$ 216,735	\$ 176,150	\$ 41,650
REVENUE:					
INTER-GOVERNMENTAL	\$ -	\$ -	\$ -	\$ -	\$ -
INVESTMENT EARNINGS	\$ 11,352	\$ 6,172	\$ 5,300	\$ 300	\$ 752
CONTRIBUTIONS / DONATIONS	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUE	\$ 11,352	\$ 6,172	\$ 5,300	\$ 300	\$ 752
EXPENDITURES:					
PERSONAL SERVICES	\$ -	\$ 5,017	\$ -	\$ -	\$ -
OPERATION & MAINTENANCE	271,704	178,116	215,000	134,800	42,402
TOTAL EXPENDITURES	\$ 271,704	\$ 183,133	\$ 215,000	\$ 134,800	\$ 42,402
FUND BALANCE ENDING	\$ 353,111	\$ 176,150	\$ 7,035	\$ 41,650	\$ -

INTERNET CRIMES AGAINST CHILDREN (FUND 2510)

FUND BALANCE BEGINNING	\$ (331)	\$ (12,510)	\$ 4,915	\$ (3,645)	\$ 3,451
REVENUE:					
INVESTMENT EARNINGS	\$ 134	\$ 1	\$ -	\$ -	\$ -
INTER-GOVERNMENTAL	99,615	\$ 19,688.00	9,446	9,746	7,869
TOTAL REVENUE	\$ 99,749	\$ 19,689	\$ 9,446	\$ 9,746	\$ 7,869
EXPENDITURES:					
PERSONAL SERVICES	\$ 3,595	\$ 2,747	\$ -	\$ -	\$ -
OPERATION & MAINTENANCE	108,333	8,077	9,446	2,650	7,869
TOTAL EXPENDITURES	\$ 111,928	\$ 10,824	\$ 9,446	\$ 2,650	\$ 7,869
FUND BALANCE ENDING	\$ (12,510)	\$ (3,645)	\$ 4,915	\$ 3,451	\$ 3,451

POLICE PROGRAMS (PAGE 2 OF 5)
OPERATING BUDGET

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
<u>TRAFFIC SAFETY (FUND 2540)</u>					
FUND BALANCE BEGINNING	\$ 12,801	\$ 13,803	\$ 18,983	\$ 22,509	\$ 11,209
INVESTMENT EARNINGS	\$ 360	\$ 302	\$ 180	\$ 100	\$ 89
INTER-GOVERNMENTAL	4,343	13,123	14,000	11,500	45,000
TOTAL REVENUE	\$ 4,703	\$ 13,425	\$ 14,180	\$ 11,600	\$ 45,089
EXPENDITURES:					
PERSONAL SERVICES	\$ 3,701	\$ 4,719	\$ 14,000	\$ 22,900	\$ 10,000
OPERATION & MAINTENANCE	-	-	-	-	35,000
TOTAL EXPENDITURES	\$ 3,701	\$ 4,719	\$ 14,000	\$ 22,900	\$ 45,000
FUND BALANCE ENDING	\$ 13,803	\$ 22,509	\$ 19,163	\$ 11,209	\$ 11,298
<hr/>					
<u>JUSTICE ASSISTANCE GRANTS (FUND 2500)</u>					
FUND BALANCE BEGINNING	\$ (23,656)	\$ (26,773)	\$ -	\$ (26,773)	\$ -
INVESTMENT EARNINGS	\$ (144)	\$ 1	\$ -	\$ -	\$ -
INTER-GOVERNMENTAL	95,589	57,581	60,000	160,073	98,434
TOTAL REVENUE	\$ 95,445	\$ 57,582	\$ 60,000	\$ 160,073	\$ 98,434
EXPENDITURES:					
OPERATION & MAINTENANCE	\$ 98,562	\$ 57,582	\$ 60,000	\$ 133,300	\$ 98,434
CAPITAL	-	-	-	-	-
TOTAL EXPENDITURES	\$ 98,562	\$ 57,582	\$ 60,000	\$ 133,300	\$ 98,434
FUND BALANCE ENDING	\$ (26,773)	\$ (26,773)	\$ -	\$ -	\$ -
<hr/>					
<u>HIDTA-ONDCP (FUND 2550)</u>					
FUND BALANCE BEGINNING	\$ 26,565	\$ 19,593	\$ 6,093	\$ 9,613	\$ 67,013
INVESTMENT EARNINGS	\$ 95	\$ 4	\$ 5	\$ -	\$ -
INTER-GOVERNMENTAL	230,299	391,782	540,733	531,900	231,719
TOTAL REVENUE	\$ 230,394	\$ 391,786	\$ 540,738	\$ 531,900	\$ 231,719
EXPENDITURES:					
PERSONAL SERVICES	\$ 118,672	\$ 120,586	\$ 146,035	\$ 142,900	\$ 132,795
OPERATION & MAINTENANCE	118,694	281,180	394,698	331,600	98,924
TOTAL EXPENDITURES	\$ 237,366	\$ 401,766	\$ 540,733	\$ 474,500	\$ 231,719
FUND BALANCE ENDING	\$ 19,593	\$ 9,613	\$ 6,098	\$ 67,013	\$ 67,013

**POLICE PROGRAMS (PAGE 3 OF 5)
OPERATING BUDGET**

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
<u>DOWNTOWN CENTRAL BEAT OFFICER (FUND 2560)</u>					
FUND BALANCE BEGINNING	\$ 103	\$ 23,020	\$ 5,370	\$ 15,530	\$ 15,530
REVENUE-CHARGES FOR SERVICE					
CHARGES FOR SERVICE	\$ 145,561	\$ 151,914	\$ 155,000	\$ 155,000	\$ 160,486
TOTAL REVENUE	\$ 145,561	\$ 151,914	\$ 155,000	\$ 155,000	\$ 160,486
EXPENDITURES:					
PERSONAL SERVICES	\$ 122,644	\$ 159,404	\$ 155,000	\$ 155,000	\$ 160,486
TOTAL EXPENDITURES	\$ 122,644	\$ 159,404	\$ 155,000	\$ 155,000	\$ 160,486
FUND BALANCE ENDING	\$ 23,020	\$ 15,530	\$ 5,370	\$ 15,530	\$ 15,530

<u>POLICE DONATIONS (FUNDS 2590, 7090, 7190, 7200)</u>					
FUND BALANCE BEGINNING	\$ 76,734	\$ 119,326	\$ 177,701	\$ 172,092	\$ 258,892
REVENUE:					
CHARGES FOR SERVICE	\$ 32,761	\$ 20,864	\$ 18,000	\$ 17,300	\$ 18,000
INVESTMENT EARNINGS	2,698	2,453	1,305	1,700	2,524
CONTRIBUTIONS / DONATIONS	39,308	78,366	40,000	122,000	80,000
TOTAL REVENUE	\$ 74,767	\$ 101,683	\$ 59,305	\$ 141,000	\$ 100,524
EXPENDITURES:					
OPERATION & MAINTENANCE	\$ 32,175	\$ 48,917	\$ 38,500	\$ 54,200	\$ 99,200
CAPITAL	-	-	-	-	-
TOTAL EXPENDITURES	\$ 32,175	\$ 48,917	\$ 38,500	\$ 54,200	\$ 99,200
FUND BALANCE ENDING	\$ 119,326	\$ 172,092	\$ 198,506	\$ 258,892	\$ 260,216

<u>SOCIAL HOST RESTITUTION (FUND 7080)</u>					
FUND BALANCE BEGINNING	\$ 466	\$ 5	\$ 95	\$ 94	\$ 94
REVENUE-FINES & FORFEITS	\$ 346	\$ 289	\$ 350	\$ 500	\$ 450
EXPENDITURES-OPERATION & MAINTENANCE	\$ 807	\$ 200	\$ 445	\$ 500	\$ 450
FUND BALANCE ENDING	\$ 5	\$ 94	\$ -	\$ 94	\$ 94

POLICE PROGRAMS (PAGE 4 OF 5)

OPERATING BUDGET

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
<u>HOMELAND SECURITY (FUND 2580)</u>					
FUND BALANCE BEGINNING	\$ 24,534	\$ 16,466	\$ 15,571	\$ 17,529	\$ 5,329
REVENUE:					
INTER-GOVERNMENTAL	\$ 71,927	\$ 19,941	\$ 87,000	\$ 73,400	\$ 86,294
INVESTMENT EARNINGS	213	233	86	-	-
TOTAL REVENUE	\$ 72,140	\$ 20,174	\$ 87,086	\$ 73,400	\$ 86,294
EXPENDITURES:					
CAPITAL	\$ 54,540	\$ -	\$ 60,000	\$ 80,000	\$ 60,000
OPERATION & MAINTENANCE	25,668	19,111	27,000	5,600	26,294
TOTAL EXPENDITURES	\$ 80,208	\$ 19,111	\$ 87,000	\$ 85,600	\$ 86,294
FUND BALANCE ENDING	\$ 16,466	\$ 17,529	\$ 15,657	\$ 5,329	\$ 5,329

POLICE DRUG FORFEITURES (Funds 7170 & 7180)

FUND BALANCE BEGINNING	\$ 649,697	\$ 847,052	\$ 761,157	\$ 914,894	\$ 907,694
REVENUE:					
FINES & FORFEITS	\$ 357,958	\$ 224,027	\$ 100,000	\$ 83,800	\$ 100,000
TRANSFER IN	173	-	-	-	-
INVESTMENT EARNINGS	17,405	14,607	9,400	900	4,084
TOTAL REVENUE	\$ 375,536	\$ 238,634	\$ 109,400	\$ 84,700	\$ 104,084
EXPENDITURES:					
OPERATION & MAINTENANCE	\$ 178,181	\$ 170,792	\$ 152,357	\$ 91,900	\$ 202,400
TOTAL EXPENDITURES	\$ 178,181	\$ 170,792	\$ 152,357	\$ 91,900	\$ 202,400
FUND BALANCE ENDING	\$ 847,052	\$ 914,894	\$ 718,200	\$ 907,694	\$ 809,378

FUND 7100-POLICE SURCHARGE FOR TECHNOLOGY

FUND BALANCE BEGINNING	\$ 2,420	\$ 8,990	\$ -	\$ 16,360	\$ 16,632
REVENUE:					
FINES & FORFEITS	\$ 6,570	\$ 11,652	\$ -	\$ -	\$ -
INVESTMENT EARNINGS	-	122	-	272	16
TOTAL REVENUE	\$ 6,570	\$ 11,774	\$ -	\$ 272	\$ 16
EXPENDITURES-OPERATION & MAINTENANCE	\$ -	\$ 4,404	\$ -	\$ -	\$ -
FUND BALANCE ENDING	\$ 8,990	\$ 16,360	\$ -	\$ 16,632	\$ 16,648

POLICE PROGRAMS (PAGE 5 OF 5)

TOTAL OPERATING BUDGET

	ACTUAL	ACTUAL	BUDGET	ESTIMATE	PROPOSED
	FY 19	FY 20	FY 21	FY 21	FY 22
FUND BALANCE BEGINNING	\$ 1,386,013	\$ 1,372,806	\$ 1,224,018	\$ 1,316,443	\$ 1,336,784
REVENUE:					
INTER-GOVERNMENTAL	\$ 534,403	\$ 544,490	\$ 745,179	\$ 819,719	\$ 529,439
CHARGES FOR SERVICE	178,322	172,778	173,000	172,300	178,486
FINES & FORFEITS	364,874	235,968	100,350	84,300	100,450
INVESTMENT EARNINGS	32,124	23,937	16,276	3,272	7,507
CONTRIBUTIONS / DONATIONS	39,308	78,366	40,000	122,000	80,000
INTERFUND TRANSFERS	173	-	-	-	-
TOTAL REVENUE	\$ 1,149,204	\$ 1,055,539	\$ 1,074,805	\$ 1,201,591	\$ 895,882
EXPENDITURES:					
PERSONAL SERVICES	\$ 264,615	\$ 321,255	\$ 325,035	\$ 335,900	\$ 313,019
OPERATION & MAINTENANCE	843,256	790,647	921,446	765,350	661,358
CAPITAL	54,540	-	60,000	80,000	60,000
TOTAL EXPENDITURES	\$ 1,162,411	\$ 1,111,902	\$ 1,306,481	\$ 1,181,250	\$ 1,034,377
FUND BALANCE ENDING	\$ 1,372,806	\$ 1,316,443	\$ 992,342	\$ 1,336,784	\$ 1,198,289
FUND BALANCE ENDING-CHECKING	1,372,806	1,316,443	992,342	1,336,784	1,198,289
LESS:					
RESTRICTED	1,372,806	1,316,443	992,342	1,336,784	1,198,289
UNASSIGNED	\$ -	\$ -	\$ -	\$ -	\$ (0)

Public Works



EXCELLENCE
INNOVATION
INTEGRITY

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

Total Public Works Budgeted Expenses		
Prior Year	Current Year	\$ Change
FY21 Total	FY22 Total	From Prior Year
\$118,068,564	\$227,002,890	\$108,934,326

Total Public Works Budgeted Revenues		
Prior Year	Current Year	\$ Change
FY21 Total	FY22 Total	From Prior Year
\$115,166,832	\$197,393,435	\$82,226,603

Overall Budget Justification (Summary)

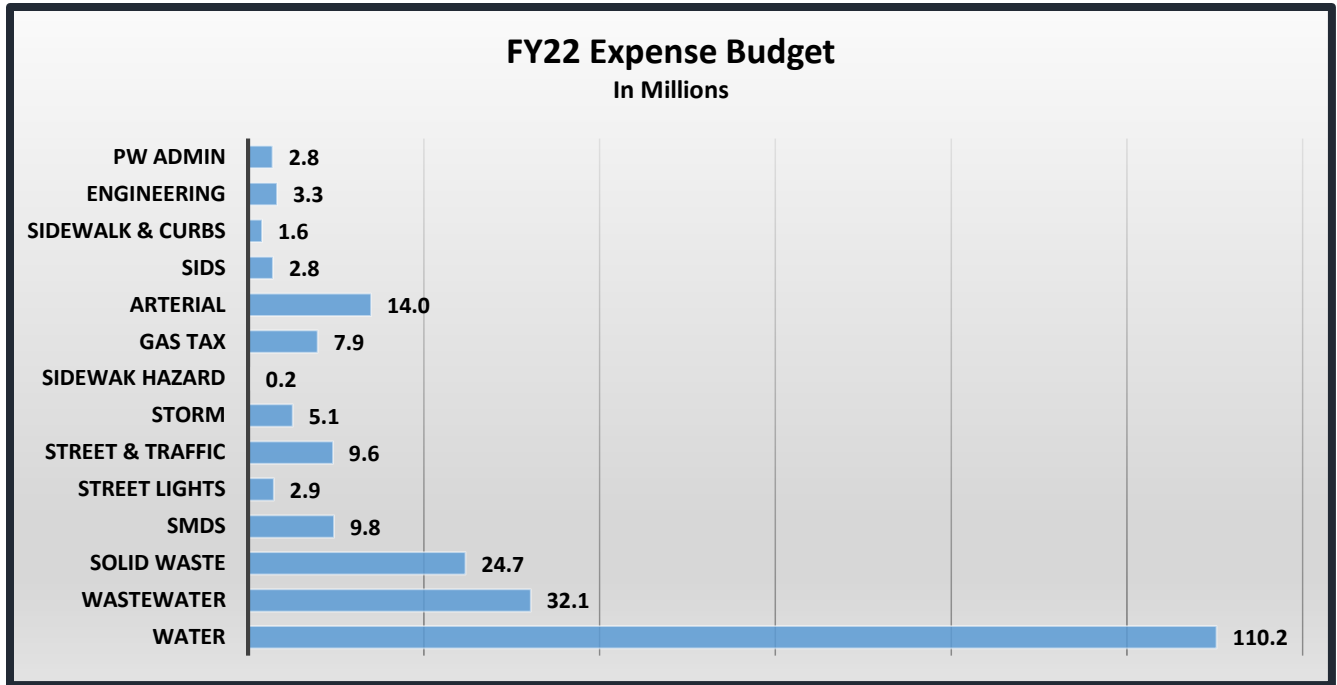
The FY22 budget of \$227,002,890 supports all the functions and services that the Public Works Department currently provides. These functions and services are managed by seven divisions within the Public Works Department and include:

- **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 maintenance 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 to 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, streetlight, sidewalk, storm, trails, landfill, 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.
 - **Locate Services** Supports the Call Before You Dig program.
 - **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.
 - **Streetlights** 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, pothole 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.
 - **Wastewater 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 always ensure the safety and adequate reserves of drinking water for the City of Billings.
 - **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:

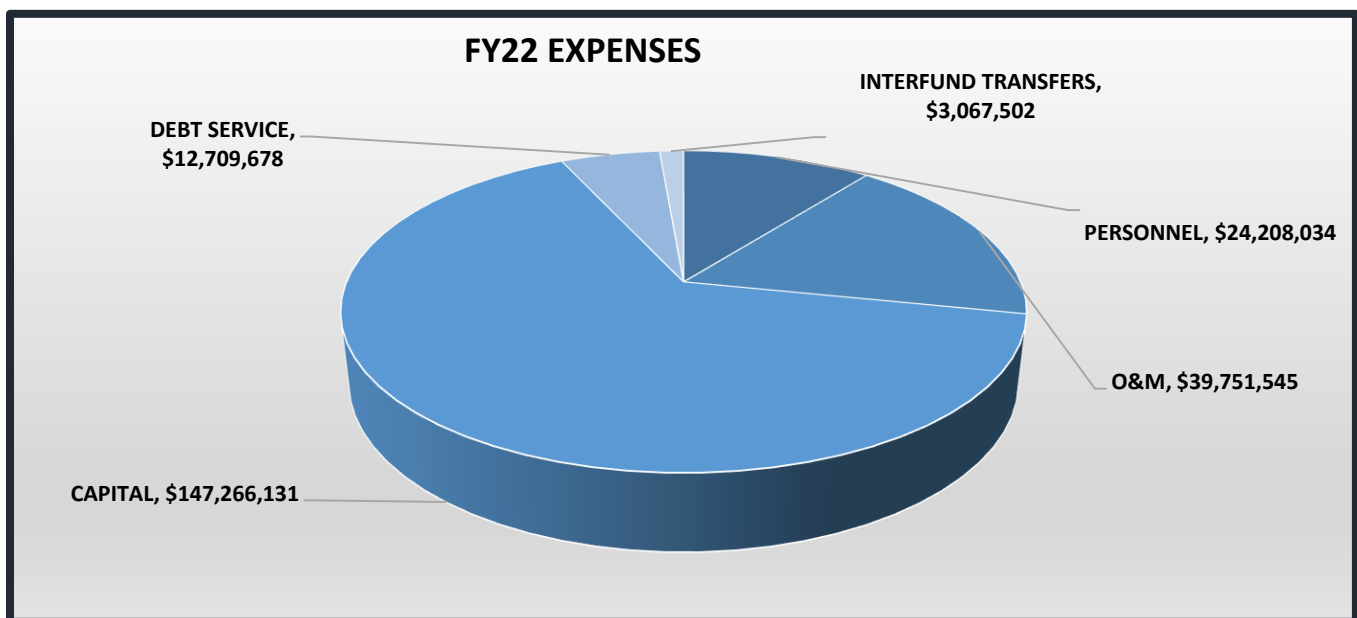


Each fund accounts for its own expenses and revenues and revenues are legally restricted to be used for legal expenses of the fund. The following is the purpose of each Public Works fund:

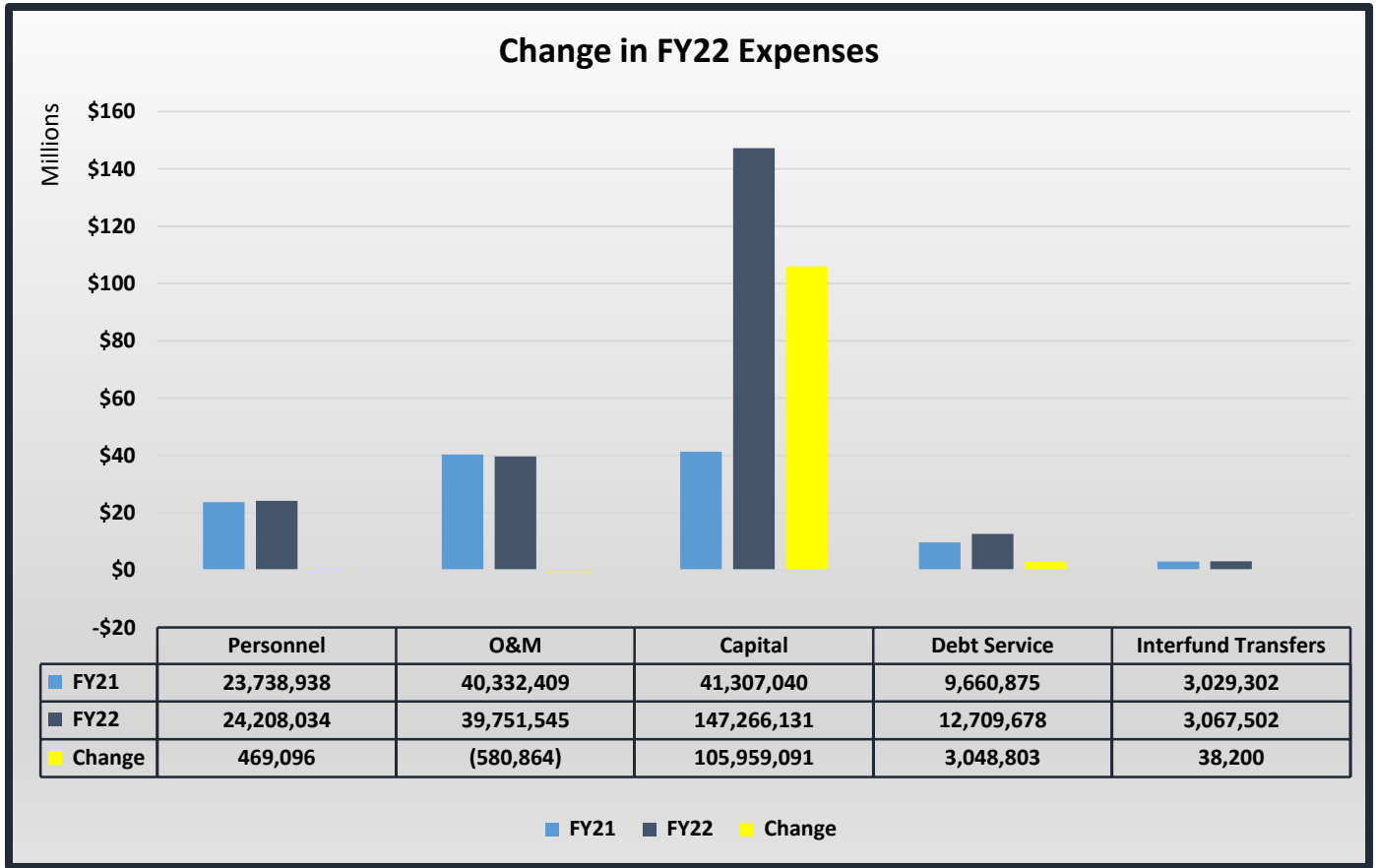
- **Internal Service Funds [\$6,073,585]** account for services performed for other Public Works and City Departments' funds.
 - **Public Works Administration [\$2,786,934]** provides services to the Public Works divisions.
 - **Public Works Engineering [\$3,286,651]** provides capital project management services to other Public Works funds and other City Departments, and manages public right-of-way.
- **Capital Project Funds [\$4,385,800]** 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 [\$1,570,600]** fund accounts for the construction of sidewalks and curbs.
 - **Special Improvement Districts (SIDs) [\$2,815,200]** accounts for the construction of public streets, water, wastewater, streetlights, and storm infrastructure.
- **Special Revenue Funds [\$49,450,300]** account for the proceeds of specific revenue sources to finance specified legal activities.
 - **Arterial Street Fees [\$13,985,968]** fund accounts for the construction and reconstruction of arterial streets within the City.
 - **Gas Tax [\$7,899,684]** 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 [\$5,064,798]** 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 [\$9,639,516]** 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 [\$2,918,989]** fund accounts for the operations and maintenance of street lighting systems within all light districts in the City.
 - **Street Maintenance Districts (SMD) [\$9,759,345]** accounts for SMD assessments from 2 districts. District 1 is the downtown Billings area and receives additional street sweeping and snow plowing/hauling services. District 2 incorporates the entire City.
- **Enterprise Funds [\$167,093,205]** account for operations that are funded and operated in a manner similar to private business enterprises.
 - **Solid Waste [\$24,729,667]** fund accounts for all activities of trash collection and the landfill.
 - **Wastewater [\$32,148,717]** fund accounts for all activities of the wastewater system.
 - **Water [\$110,214,821]** 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. 10.7% of Public Works FY22 budget is for personnel expenses, 17.5% is O&M, 64.9% is capital, 5.6% is debt service, and the remaining 1.3% 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 \$13,932,180.



The changes from the FY21 budget to the FY22 budget are shown below and the major changes for each expense category are detailed in the subsections below the following chart:



Personnel Budget

The FY22 personnel budget of \$24,208,034 is an increase of \$469,096 or 2% over the FY 21 budget. The budget includes an increase of two full-time maintenance worker positions in both the Distribution & Collection and Solid Waste Divisions and an Inspector position within the Engineering Division. The positions for Distribution & Collection and Engineering are needed due to an increase in utility locate work and will be fully funded by permit revenues. The Solid Waste positions include 1 landfill worker and 1 collections worker. Both are needed to maintain current service levels. The remainder of the FY22 budget increase is for step and cost of living increases for employees. The increases were offset by the transfer of the Asset Management Coordinator position to the IT Department.

Public Works anticipates additional staffing needs in future years due to growth. Distribution and Collection is expecting the need for four additional employees in the next five years to keep up with the increased maintenance needs resulting from growth in the water and wastewater systems. Engineering is doing more in-house design work and inspection, which will result in the need for an additional employee in the upcoming years. Solid Waste will 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 four years to operate the new west end plant and reservoir.

Operating and Maintenance Budget

The FY22 operation and maintenance budget of \$39,751,545 is a decrease of \$580,864 from the FY 21 budget. This decrease is the result of netting a budget reduction of \$2.2 million of FY21 one-time increases and budget increases of approximately \$1.6 million needed to maintain service levels and initiatives. These FY22 operating and maintenance budget increases include the following:

- **\$250,000** in the Storm Sewer fund for an increase in **maintenance expenses to contract out for televising storm drain lines**. The capital budget includes a decrease of \$250,000 from the approved Capital Improvement Plan (CIP) to accommodate this change.
- **\$35,000** in the Solid Waste fund to **increase litter control efforts**. This will fund additional windscreens and contracted labor to pick up litter around the landfill and adjacent roads.
- **\$170,000** in the Solid Waste fund for **additional containers**. The containers will be used in the residential conversion of 300-gallon shared containers to 90-gallon individual containers, as well as replace metal commercial containers that have exceeded their useful life.
- **\$70,450** 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 \$100,000 over the previous 3 years. The remaining increases are in the Water fund.
- **\$150,000** in the Water fund for an increase for the **replacement of Low Service Pump Station Pump L1-3 and associated electrical equipment at the water plant**. This pump, originally installed in 1960, transfers water from the preliminary treatment process to the filtration process. It has recently experienced reliability and efficiency issues.
- **\$200,000** in the Water fund for an increase for the **replacement of H1 Transfer Pump and associated variable frequency drive**. This pump, originally installed in 1989, transfers water from the filters to the UV disinfection system. It has recently experienced wear and efficiency issues.
- **\$25,000** in the Water fund for an increase in the **water meter budget**. Public Works has been systematically programming the replacement of aging water meters each year and a budget increase is needed to keep up with inflationary cost increases and maintain the replacement cycle.
- **\$300,000** in the Wastewater fund for the **replacement of the Air Handling Unit (AHU) in the Administration Building at the Wastewater Reclamation Facility (WRF)**. This will also require some wall demolition and replacement. The AHU was installed in 1974 and is not energy efficient. The AHU was recommended to be replaced during the 2017 Nutrient Upgrade Project, but was deferred due to budget concerns. Not replacing the AHU will result in inefficient operation and increased service costs.
- **\$450,000** in the Wastewater fund for the **replacement of the roofs for the Administration Building, Secondary Pump Station, Electrical Shop, and Solids Building at the WRF**. The roofs were last replaced in the 1990s. This funding will replace half of the roofs and the remaining will be replaced during the following fiscal year.

Capital Budget

Capital expenses of \$147,266,131 are included in the FY 22 budget for Public Works. These expenses include:

- **Equipment & Technology Replacements [\$3,377,931]** 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-Traffic, Solid Waste, Wastewater, and Water funds.

- **Additional Equipment [\$102,000]** A new truck is needed for the new Distribution & Collection position and a truck with a sander and plow is required for the new Solid Waste collections maintenance worker position.
- **Solid Waste [\$9,100,000]** Expenses are budgeted in the Solid Waste fund.
 - **BOC Facility Upgrades [\$1,000,000]** Modifications at the Billings Operations Center to make room for containers and maintenance facilities.
 - **CNG Fueling Station [\$600,000]** Funds a cover over the fueling station and other upgrades to the CNG fueling station. Construction of the CNG fueling station expansion began in FY21. Utilizing Compressed Natural Gas (CNG) to fuel heavy equipment increases fuel efficiency and provides an average savings of \$10,000 in fuel costs per vehicle in operation annually.
 - **Composting Facility [\$2,500,000]** Construction of new composting facility at the landfill. This will allow Public Works to recover more landfill gasses and reuse refuse, reducing the amount of waste that goes into the landfill.
 - **Landfill Material Recovery Facility (MRF) [\$5,000,000]** New recovery facility at the Landfill. This will allow Public Works to recover more materials and reuse refuse, reducing the amount of waste that goes into the Landfill.
- **Stormwater [\$2,090,000]** 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 drainpipe in need of repair.
 - **Stormwater Master Plan [\$200,000]** The Storm Water Master Plan will be updated based on review of the existing system, evaluation of potential growth, identified issues, and will make recommendations for short and long-term planning.
 - **Stormwater Master Plan Implementation [\$1,250,000]** Annual projects for storm improvements are identified in the stormwater master plan. The project anticipated to be the highest priority in FY22 is improvements in and around Birely Drain and work at several river outfalls primarily due to condition and importance to the system. This project was reduced by \$200,000 from the amount approved in the FY22 – FY26 Capital Improvement Plan to fund the contracted televising of storm drain lines.
- **Transportation [\$25,541,200]** Expenses are budgeted in the Sidewalk and Curb District [\$1,547,000], Special Improvement Districts [\$2,767,200], Arterial [\$13,817,000], and Gas Tax [\$7,410,000] funds.
 - **Annual ADA & Sidewalk Projects [\$1,260,000]** Includes the annual Americans with Disabilities Act ramp construction and the annual replacement and infill sidewalk programs.
 - **Annual Street Reconstruction Projects [\$3,361,200]** Includes annual gravel street reconstruction and annual non-maintainable street reconstruction. Staff is actively pursuing gravel street SIDs to help reduce maintenance costs.
 - **Inner Belt Loop (IBL) [\$14,650,000]** Construction of a new road from Alkali Creek Road to Highway 3. This project was accelerated due to the BUILD Grant funding award. The Inner Belt Loop is intended to connect the west side of the heights with the west end of Billings via Zimmerman Trail. Wicks Lane to Alkali Creek Road was constructed several years ago as the first step in the completion of this route. The road will be a two lane section with a multiuse facility when it is constructed but will be able to be

widened to a four lane, separated, access controlled corridor as development along the road occurs in the future.

- **Mullowney Lane [\$400,000]** Reconstruction of Mullowney Lane south of Midland Road. The construction includes pedestrian facilities and widening the road. The project is necessary to accommodate increased traffic in the area due to the high density developments in the area. Design will commence in FY22 and construction of \$3.7 million is slated for FY23.
- **PAVER Program [\$2,600,000]** Annual program to address crack sealing, overlay, chip seals, and dig outs on City streets.
- **Special Improvement District Projects (SID) [\$1,203,000]** Annual amount for any SIDs that neighborhoods bring forward.
- **Traffic Control Projects [\$2,067,000]** Annual programs for enhanced pedestrian crossings and travel corridor construction, as well as continuation of the traffic signal controller upgrade project and planned intersection improvements including 24th Street West and Central, King Avenue West and 36th Street West, and Grand Avenue and 32nd Street West.

Note: Public Works will also manage \$4,430,948 of expenses for the SBURA Unimproved Street Improvements. These amounts are not included in the Public Works budget totals.

- **Utility [\$107,055,000]** Expenses are budgeted in Wastewater [\$16,400,000] and Water [\$90,655,000]
 - **Alkali Creek Water and Sewer [\$3,155,000]** Extension of a water main and sanitary sewer line. The project is not in the approved FY22 – FY26 Capital Improvement plan but is needed to extend services to the property line for development. This extension is part of the water and sewer system necessary to serve the Inner Belt Loop area.
 - **Fats, Oils, & Grease (FOG) Improvements [\$200,000]** Design of upgrades to improve the handling of FOG in the wastewater system. Construction of \$1.8M is slated for FY23.
 - **Sahara Sands Lift Station Rehabilitation [\$150,000]** Conversion of the existing lift station from a dry well/wet well system to a wet well system and install new pumps, controls, and standby generation.
 - **South Frontage Road Water Loop [\$50,000]** Construction of a water main in South Frontage Road to create a looped system.
 - **Staples Reservoir [\$400,000]** Reconstruction/rehabilitation of the existing Staples water reservoir. This will fund the design in FY22 and construction is slated for FY23.
 - **Utilities Service Center Reconstruction [\$100,000]** Design of the third and final phase of construction at the service center. Construction of \$700,000 is slated for FY23.
 - **Wastewater and Water Compensation Agreements [\$600,000]** Annual program for compensation agreements with private developers for oversizing water and sewer mains.
 - **Wastewater Facility Upgrades [\$800,000]** Replacement of three heat exchangers and various electrical upgrades at the WRF.
 - **Wastewater Main Replacements [\$8,850,000]** Annual program for the replacement of sewer mains throughout the City. This includes \$4.450,000 from the previous fiscal year's program that was not spent because the amount was not sufficient to fund the replacement of the interceptors. Thus, the amount was rolled forward to FY22. The annual program amount was increased by 10% in FY22 to slowly begin increasing the funding to the level that is needed.
 - **Wastewater Nutrient Recovery (WAS Dewatering for Compost) [\$4,000,000]** 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 FY24.
- **Water Main Replacements [\$4,400,000]** Annual program for the replacement of water mains throughout the City. The annual program amount was increased by 10% in FY22 to slowly begin increasing the funding to the level that is needed.
- **Water Treatment Plant Electrical Improvement [\$600,000]** On-going program to fund the replacement of power lines, switches, and transformers at the water treatment plant and pump stations. In FY22, this funds moving the electrical substation service out of the floodplain onto the plant site, upgrading PLC processors, and replacing the tie-breaker for the 5 kV High Service Pump Station switchgear.
- **West End Distribution [\$5,000,000]** Construction of Zone 2 (44th and King) and Zone 3 (Hesper and Gable) distribution connections to the new West End Water Treatment Plant.
- **West End Intake, Pump Station and Pipeline [\$21,000,000]** Construction of a new west end water intake and pipeline from the Yellowstone River near Duck Creek bridge to supply water to the new West End Reservoir.
- **West End Water Treatment Plant [\$57,000,000]** Construction of a new West End Water Treatment Plant. Preliminary design was funded in a prior year and the amount in the FY22 budget is to fund the construction.

Debt Service and Interfund Transfers Budget

The FY22 debt service budget of \$12,709,678 is an increase of \$3,048,803 over the FY21 budget. This is the annual amount required to pay for debt service on Public Works outstanding bond issues. The increase is for new debt service for the west end water plant project. The annual debt service amount includes:

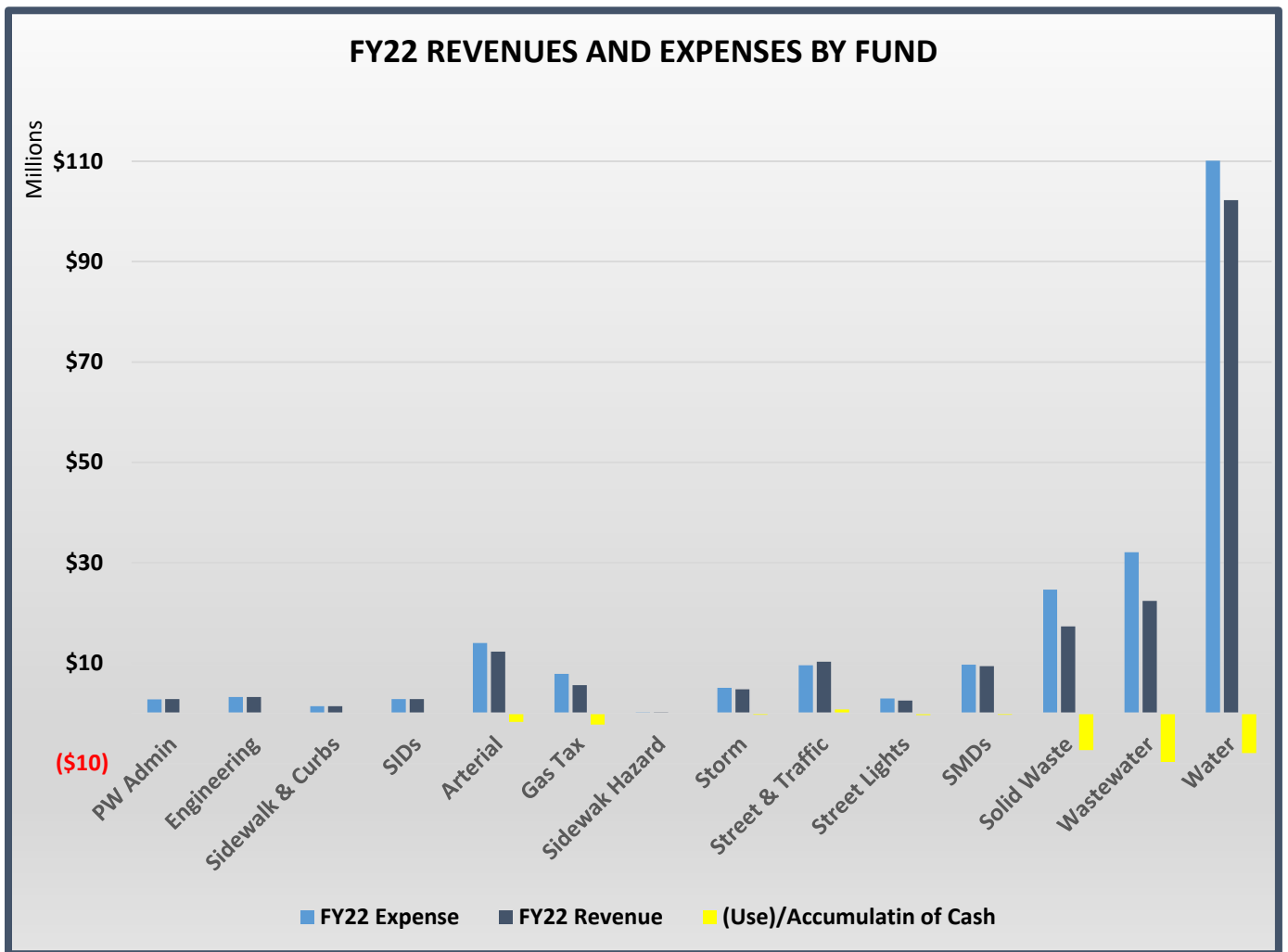
- \$1,565,025 of solid waste debt for the Landfill Transfer Station that was completed in FY21. This debt will be paid off in 2039.
- \$5,374,653 of wastewater debt for the Headworks construction, Briarwood sewer extension, 2009 wastewater main replacements, UV disinfection project, the 5 Mile Lift Station, 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.
- \$5,770,000 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, and estimated debt service that will be issued in FY22 for the new west end water treatment plant. The first debt issue for existing debt will be paid off in 2026 and the last of the debt will be paid off in 2035. The west end treatment plant debt will be paid off in about 2041.

The FY22 interfund transfer budget of \$3,067,502 is an increase of \$38,200 from the FY21 budget. The increase is for additional funds transferred from the Street Maintenance District fund to the Gas Tax fund for the PAVER program and free up gas tax funds to complete additional sidewalk projects. It is partially offset by a reduction of 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 transfer amount for this program in FY22 is \$85,000. The majority of the interfund transfer budget is for a \$1,760,000 transfer from the Street Maintenance District Fund to the Gas Tax Fund for the annual PAVER program.

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

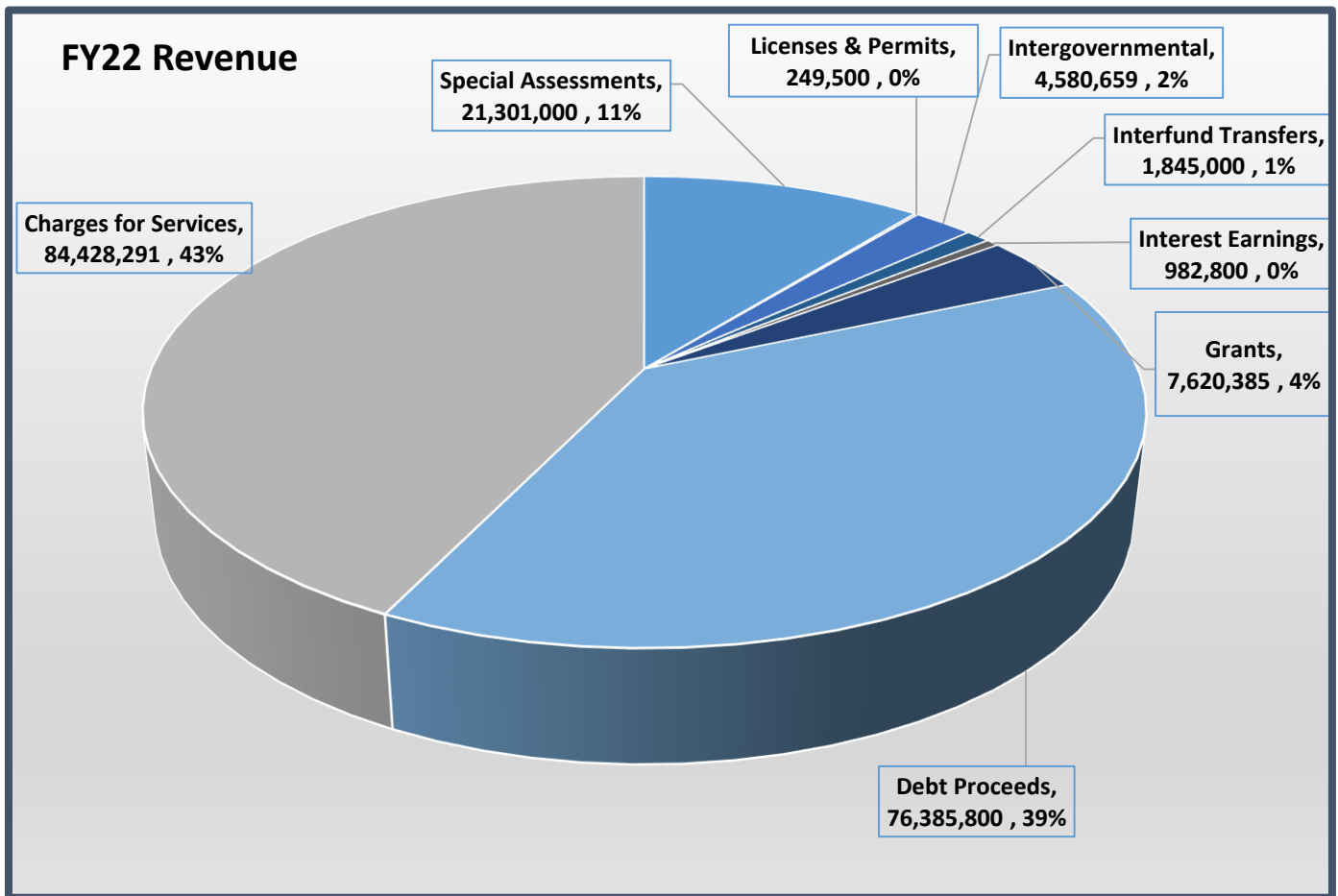
The FY 22 revenue budget for Public Works is \$197,393,435, an increase of \$82,226,603 over the FY 21 budget. FY 22 budgeted revenues are \$29,609,455 less than FY 22 budgeted expenses. This revenue gap is primarily for capital projects planned in FY 22 for which Public Works has been accumulating cash. The Solid Waste, Wastewater and Water funds have the largest revenue gap, but have a planned excess of cash reserves to cover the expenses in the FY 22 budget. The Street/Traffic fund has a planned accumulation of excess cash to fund large equipment needs in future years.



Revenues in Public Works are distributed into eight categories. The largest category is charges for services with \$84,428,291 of revenues for FY22, representing 43% 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 debt proceeds with \$76,385,800 of revenues for FY22, or 39% of Public Works revenues. Debt proceeds are for revenues from the sale of Sidewalk and Curb District and Special Improvement District (SID) bonds, as well as for a \$72M revenue bond issue for the new West End Treatment Plant project.

The other revenue categories are grants, interest earnings, interfund transfers, intergovernmental, licenses and permits, and special assessments. Budgeted grants in FY22 include the BUILD grant for the Inner Belt Loop. Interest earnings budgeted in FY22 is \$982,800. Interfund transfers of \$1,845,000 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. Intergovernmental revenues of \$4,580,659 include \$3,740,000 for state fuel tax revenues and \$89,659 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 \$751,000 for Street-Traffic’s share of the HB 124 state entitlement funding. Licenses and permits for engineering, sidewalk hazard, storm, water, and wastewater total \$249,500 in the FY22 budget. Budgeted special assessments in FY22 are \$21,301,000 and include assessments for arterial, encroachments, storm, street light maintenance districts, and street maintenance districts.



Public Works has several rate increases programmed for FY22. For several years, Public Works has adjusted its assessments annually for arterial, storm, and street maintenance districts per the Construction Cost Index (CCI). The most recent CCI was 3.1%, and accordingly, arterial, storm, and street maintenance districts would have increased by 3.1% in FY22. The overall revenue increase for both arterial and storm is according to the CCI of 3.1%. However, in storm, the actual impact to property owners will be 3.4% because the Airport is no longer paying storm assessments. Thus, the increase is higher to property owners to enable Public Works to maintain the current service level. The overall street maintenance district revenues will only increase by .6% for the increase in the City’s share of the missing sidewalk program, but no other overall revenue increase is required because of two extremely mild winter seasons which saved on overtime, materials, and residential plowing costs. However, the actual impact to property owners in Street Maintenance District 2 will be 1.3% because the Airport is no longer paying street maintenance district assessments. There will be no increase to the Street Maintenance District 1 rate. Again, the increase in the rate is needed to enable Public Works to maintain the current service level.

Light district assessments for FY22 will be calculated in August 2022 after all expenses of each district for FY 21 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 is currently underway to establish collection, landfill, and roll off rates for fiscal year 21. The rate increases per the rate study for are forthcoming:

Solid Waste Service	Recommended % Increase
Residential Trash Collection	TBD%
Commercial Trash Collection	TBD%
Roll Off Service	TBD%
Landfill	TBD%

A rate study was also conducted in 2021 to establish water and wastewater rates for fiscal years 22 and 23. The rate increases per the rate study for FY 22 are as follows:

Customer Type	% Increase
Water – Residential	4.0%
Water – Non-Residential	4.0%
Water – Seasonal	5.9%
Water – Bulk Resellers	36%
Heights Water District	0.7%
Private Fire Line	6.0%
Wastewater – Residential & Non-Residential	2.5%
Wastewater – Septage	13.2%
Wastewater – Lockwood Water & Sewer	-4.7%
Wastewater – Phillips 66 Refinery	39%
Wastewater – ExxonMobil Refinery	50%

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. Here are some of the new or expanded programs Public Works will be implementing in FY22:



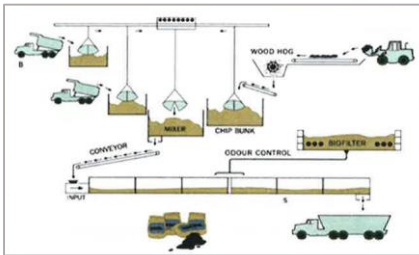
Inner Belt Loop

The Inner Belt Loop is intended to connect the west side of the heights with the west end of Billings via Zimmerman Trail. Wicks Lane to Alkali Creek Road was constructed several years ago as the first step in the completion of this route. Obtaining the BUILD grant for part of this project accelerated the time frame allowing the final phases to be completed ahead of schedule.



West End Water Treatment Plant & Reservoir

Construction of the West End Treatment Plant will begin in FY22, as well as construction of the new intake, pump station, and pipeline from the Yellowstone River near Duck Creek bridge to supply water to the new West End Reservoir. This project will increase water storage from hours to months and provide critical redundancy in the water system.



Landfill Composting Program

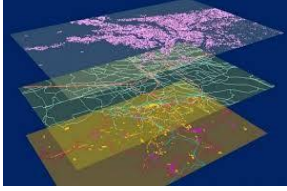
The creation of a new composting facility will allow us to recover more landfill gasses and reuse some of the refuse to enhance soils both around the landfill and City parks. It will also reduce the amount of waste going into the landfill. This will lead to longer life of the landfill and expensive cells will last longer. The composting of biosolids, wood, leaves and other items saves many needed but limited organic compounds from being placed into the landfill never being

able to be recovered. This will be our first step in achieving a zero waste landfill.



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 FY20 and began Phase 2, the implementation phase in FY21. The implementation phase will continue for the next few years and will require extensive staff resources in FY22.



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 began the first phase began in FY 20 and the implementation phase began in FY 21. The implementation phase will continue for the next two years.



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.

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: 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.
- Develop communications plan.
- 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: 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 social media 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.

Goal: Continue progress towards construction of the second phase of the Inner Belt Loop.

Action(s):

- Complete design and environmental documents.
- Develop plan for utilities to serve developments along the corridor.
- Acquire right of way.
- Begin construction when other action items are completed.

Outcome(s):

- Progress towards completion of the Inner Belt Loop.

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 neighboring properties.

Action(s):

- 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: 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 stormwater systems.
- Develop plan based on the preferred option.
- Formalize policies for stormwater.
- Assess staffing levels.
- Engage stakeholders to assist in the development of a plan that serves the community.

Outcome(s):

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

Goal: Ensure the City's MS4 stormwater program complies with Federal Phase II Stormwater 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: 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: 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: Maintain a pretreatment program to comply with the Clean Water Act - Water Pollution Control program.

Action(s):

- Update prohibited hazardous waste section of the City 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: Better understand the science of the Yellowstone River as it relates to nitrogen and phosphorus and the effect the Wastewater 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 Wastewater Reclamation Facility upgrades.
- Protection of Yellowstone River water quality.

Goal: Successfully operate and maintain the Wastewater 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 Wastewater Reclamation Facility.
- Continue internal technical training for the Wastewater 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: Address sulfate issues in collection system and at the Wastewater 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 Wastewater 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 the Wastewater Reclamation Facility.

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

Action(s):

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

Outcome(s):

- Beneficial reuse of phosphorus.
- Beneficial reuse of methane biogas.
- Higher quality water discharged from Wastewater 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 sanitary sewer main replacement program.

Action(s):

- Analyze the number and cause of water and sanitary 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 sanitary sewer pipe replacement projects.

Outcome(s):

- Short and long-term plans developed to address the cost and the customer disruption for the water and sanitary 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.
- 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: Begin implementation of redundant water supply and treatment for the drinking water system.

Action(s):

- Begin construction of West End Water system.

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.

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

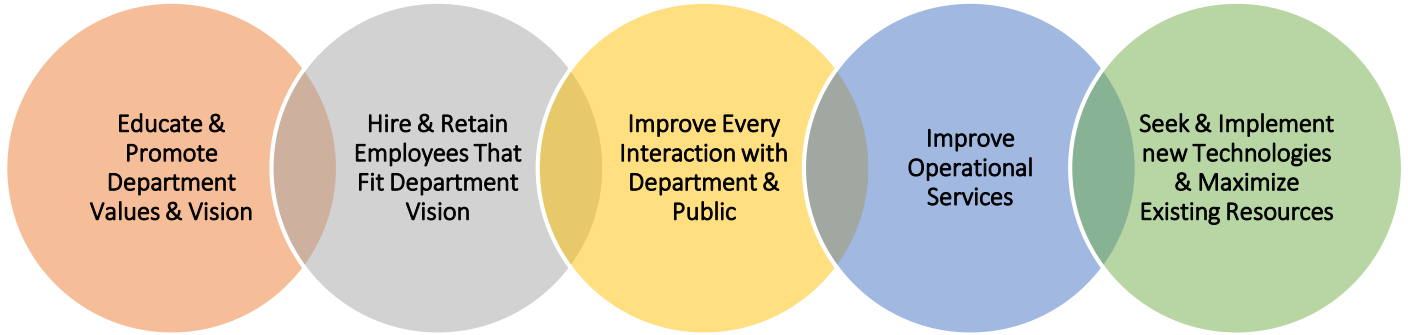
Action(s):

- 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.

In addition to the defined goals for FY22, 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.



Detailed Fund Summaries

**PUBLIC WORKS ADMINISTRATION
OPERATING BUDGET**

FUND 6600

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
WORKING CAPITAL-BEGINNING	\$ 142,381	\$ 122,619	\$ 316,707	\$ 375,197	\$ 465,523
REVENUES:					
CHARGE FOR SERVICES	1,481,632	3,027,147	2,888,600	2,888,600	2,794,409
INVESTMENT EARNINGS	8,144	8,247	4,000	4,000	3,000
TOTAL REVENUE	\$ 1,489,776	\$ 3,035,394	\$ 2,892,600	\$ 2,892,600	\$ 2,797,409
EXPENSES:					
PERSONAL SERVICES	\$ 1,384,290	\$ 2,070,797	\$ 1,886,799	\$ 1,821,952	\$ 1,744,661
OPERATIONS & MAINTENANCE	266,667	1,064,412	1,031,837	980,322	1,042,273
CAPITAL	-	13,321	-	-	-
TOTAL EXPENSES	\$ 1,650,957	\$ 3,148,530	\$ 2,918,636	\$ 2,802,274	\$ 2,786,934
WORKING CAP. CHANGES NOT BUDGETED	141,419	365,714	-	-	-
WORKING CAPITAL-ENDING	\$ 122,619	\$ 375,197	\$ 290,671	\$ 465,523	\$ 475,998
LESS OPERATING RESERVE	132,077	250,817	233,491	224,182	222,955
AVAILABLE WORKING CAPITAL	\$ (9,458)	\$ 124,380	\$ 57,180	\$ 241,341	\$ 253,043

STAFFING AUTHORIZATION

POSITION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	PROPOSED FY 22
DIRECTOR OF PUBLIC WORKS	1.0	1.0	1.0	1.0
DEPUTY DIRECTOR OF PUBLIC WORKS	1.0	1.0	1.0	1.0
UTILITY BUSINESS MANAGER	-	1.0	1.0	1.0
PUBLIC WORKS FISCAL SERVICES MGR	1.0	1.0	1.0	1.0
PUBLIC WORKS FINANCIAL ANALYST	1.0	1.0	1.0	1.0
SAFETY & TRAINING COORDINATOR	1.0	1.0	1.0	1.0
ACCOUNT CLERK II	2.0	6.0	6.0	6.0
BILLINGS SERV COORD	-	1.0	1.0	1.0
FACILITIES MAINT SUPPORT I	2.0	-	-	-
FACILITIES MAINT SUPPORT II	-	2.0	2.0	2.0
ACCOUNTING SUPERVISOR	1.0	-	-	-
ADMINISTRATIVE SUPPORT II	1.0	-	-	-
ADMINISTRATIVE SUPPORT III	1.0	1.0	1.0	1.0
PROJECT & COMMUNICATION COORD	-	1.0	1.0	1.0
SPECIAL ASSESSMENT COORD	1.0	1.0	1.0	1.0
SENIOR ACCOUNT/PERMIT CLERK	-	2.0	2.0	2.0
ASSET MANAGEMENT COORD	-	1.0	1.0	-
TOTAL	13.0	21.0	21.0	20.0

FUND 6700

**PUBLIC WORKS ENGINEERING
OPERATING BUDGET**

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
WORKING CAPITAL-BEGINNING	\$ 55,240	\$ 153,218	\$ 238,573	\$ 124,891	\$ 279,854
REVENUES:					
SPECIAL ASSESSMENTS	\$ 25,127	\$ 26,213	\$ 26,000	\$ 40,000	\$ 50,000
LICENSES & PERMITS	104,424	118,608	95,900	121,500	123,500
CHARGE FOR SERVICES	2,918,171	2,883,231	3,166,331	3,004,439	3,075,510
INVESTMENT EARNINGS	7,953	5,003	6,000	3,000	4,000
MISCELLANEOUS	-	500	-	-	-
TOTAL REVENUE	\$ 3,055,675	\$ 3,033,555	\$ 3,294,231	\$ 3,168,939	\$ 3,253,010
EXPENSES:					
PERSONAL SERVICES	\$ 2,442,641	\$ 2,395,146	\$ 2,437,315	\$ 2,304,860	\$ 2,520,635
OPERATIONS & MAINTENANCE	626,889	741,614	708,157	683,757	709,059
CAPITAL	-	-	29,482	25,359	56,957
TOTAL EXPENSES	\$ 3,069,530	\$ 3,136,760	\$ 3,174,954	\$ 3,013,976	\$ 3,286,651
WORKING CAP. CHANGES NOT BUDGETED	111,833	74,878	-	-	-
WORKING CAPITAL-ENDING	\$ 153,218	\$ 124,891	\$ 357,850	\$ 279,854	\$ 246,213
LESS OPERATING RESERVE	306,953	313,676	314,547	298,862	322,969
AVAILABLE WORKING CAPITAL	\$ (153,735)	\$ (188,785)	\$ 43,303	\$ (19,008)	\$ (76,756)

POSITION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	PROPOSED FY 22
CITY ENGINEER	1.0	1.0	1.0	1.0
CITY TRAFFIC ENGINEER	1.0	1.0	1.0	1.0
ENGINEER II	4.0	5.0	5.0	5.0
ENGINEER I	4.0	4.0	4.0	5.0
ENGINEER III	1.0	1.0	1.0	1.0
PERMIT CLERK	1.0	1.0	1.0	1.0
SENIOR GIS TECH	-	-	-	-
ENGINEERING DATA SPECIALIST	1.0	1.0	1.0	1.0
ENGINEER INSPECTOR II	4.0	4.0	4.0	5.0
ENGINEERING INSPECTOR SUPERVISOR	1.0	1.0	1.0	1.0
SURVEYOR/CAD TECH	1.0	1.0	1.0	1.0
TRAFFIC TECHNICIAN*	1.0	1.0	1.0	1.0
SENIOR ENGINEERING TECH	2.0	2.0	2.0	1.0
ADMINISTRATIVE SUPPORT II	1.0	1.0	1.0	1.0
TOTAL	22.0	24.0	23.0	25.0

*EXPENSES ACCOUNTED FOR IN GAS TAX FUND

**SIDEWALK AND CURB DISTRICTS FUND
OPERATING BUDGET**

FUNDS 4340

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	\$ 997,160	\$ (191,607)	\$ (191,607)	\$ (203,792)	\$ -
REVENUE:					
INTEREST EARNINGS	\$ 5,235	\$ 913	\$ -	\$ -	\$ -
PRIVATE CONTRIBUTIONS	16,640	-	-	16,243	-
SALE OF BONDS	<u>-</u>	<u>205,000</u>	<u>1,401,607</u>	<u>2,523,960</u>	<u>1,570,600</u>
TOTAL REVENUE	\$ 21,875	\$ 205,913	\$ 1,401,607	\$ 2,540,203	\$ 1,570,600
EXPENDITURES:					
OPERATIONS & MAINTENANCE	\$ 209,249	\$ 10,400	\$ -	\$ -	\$ -
BOND ISSUANCE COSTS	-	8,000	30,000	30,000	23,600
CONST-SIDEWALK BY CITY	1,001,393	197,093	1,180,000	2,306,411	1,547,000
TRANSFER OTHER FUNDS	<u>-</u>	<u>2,605</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	\$ 1,210,642	\$ 218,098	\$ 1,210,000	\$ 2,336,411	\$ 1,570,600
FUND BALANCE ENDING	\$ (191,607)	\$ (203,792)	\$ -	\$ -	\$ -
LESS: RESTRICTED	<u>(191,607)</u>	<u>(203,792)</u>	<u>-</u>	<u>-</u>	<u>-</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**SPECIAL IMPROVEMENT DISTRICT FUNDS
OPERATING BUDGET**

FUND 4500

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	\$ 424,425	\$ 53,947	\$ 53,947	\$ 703,247	\$ -
REVENUE:					
INTEREST EARNINGS	\$ 14,447	\$ 2,214	\$ -	\$ 1,246	\$ -
PRIVATE CONTRIBUTIONS	-	852,945	-	-	-
SALE OF BONDS	<u>1,625,000</u>	<u>652,000</u>	<u>2,426,053</u>	<u>4,157,320</u>	<u>2,815,200</u>
TOTAL REVENUE	\$ 1,639,447	\$ 1,507,159	\$ 2,426,053	\$ 4,158,566	\$ 2,815,200
EXPENDITURES:					
BOND ISSUANCE COSTS	\$ 75,300	\$ 7,500	\$ 80,000	\$ 80,000	\$ 48,000
REFUNDS	58,627	-	-	58,000	-
CONST-ROADS/STREET/PARKING	1,875,998	796,412	2,400,000	4,723,813	2,767,200
TRANSFER OTHER FUNDS	<u>-</u>	<u>53,947</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	\$ 2,009,925	\$ 857,859	\$ 2,480,000	\$ 4,861,813	\$ 2,815,200
FUND BALANCE ENDING	\$ 53,947	\$ 703,247	\$ -	\$ -	\$ -
LESS:					
RESTRICTED	<u>53,947</u>	<u>703,247</u>	<u>-</u>	<u>-</u>	<u>-</u>
UNASSIGNED	\$ -	\$ -	\$ -	\$ -	\$ -

**ARTERIAL STREET FEES FUND
OPERATING BUDGET**

FUND 8450

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 5,934,448</u>	<u>\$ 4,584,191</u>	<u>\$ 3,238,898</u>	<u>\$ 6,619,927</u>	<u>\$ 4,330,075</u>
REVENUE:					
SPECIAL ASSESSMENTS	\$ 4,317,064	\$ 4,474,983	\$ 4,395,000	\$ 4,510,000	\$ 4,600,000
INTEREST ON INVESTMENTS	105,537	93,113	60,000	25,000	40,000
MISCELLANEOUS	5,325	-	-	-	-
GRANTS-DOT	<u>4,674</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>7,620,385</u>
TOTAL REVENUE	<u>\$ 4,432,600</u>	<u>\$ 4,568,096</u>	<u>\$ 4,455,000</u>	<u>\$ 4,535,000</u>	<u>\$12,260,385</u>
EXPENDITURES:					
OPERATION & MAINTENANCE	\$ 1,537,907	\$ 991,083	\$ 161,925	\$ 161,925	\$ 168,968
CAPITAL	<u>4,244,950</u>	<u>1,541,277</u>	<u>4,050,000</u>	<u>6,662,927</u>	<u>13,817,000</u>
TOTAL EXPENDITURES	<u>\$ 5,782,857</u>	<u>\$ 2,532,360</u>	<u>\$ 4,211,925</u>	<u>\$ 6,824,852</u>	<u>\$13,985,968</u>
FUND BALANCE ENDING	<u>\$ 4,584,191</u>	<u>\$ 6,619,927</u>	<u>\$ 3,481,973</u>	<u>\$ 4,330,075</u>	<u>\$ 2,604,492</u>
LESS:					
RESTRICTED	-	-	-	2,524,137	-
COMMITTED	<u>4,584,191</u>	<u>6,619,927</u>	<u>3,481,973</u>	<u>1,805,938</u>	<u>2,604,492</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**GAS TAX FUND
OPERATING BUDGET**

FUND 2050 & 2060

	ACTUAL FY19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 5,711,963</u>	<u>\$ 6,316,447</u>	<u>\$ 2,902,366</u>	<u>\$ 7,355,031</u>	<u>\$ 3,920,911</u>
REVENUE:					
STATE GAS TAX	\$ 3,140,831	\$ 3,726,842	\$ 3,750,000	\$ 3,724,908	\$ 3,740,000
COUNTY CONTRACT SERVICE	91,475	73,023	80,599	80,599	89,659
INTEREST ON INVESTMENTS	101,677	75,407	80,000	36,500	50,000
CONTRIBUTIONS/DONATIONS	43,329	-	-	25,150	-
TRANSFERS:					
STREET MAINT DISTRICTS	1,318,000	1,325,000	1,700,000	1,700,000	1,760,000
SALE OF FIXED ASSETS	<u>37,786</u>	<u>74,790</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL REVENUE	<u>\$ 4,733,098</u>	<u>\$ 5,275,062</u>	<u>\$ 5,610,599</u>	<u>\$ 5,567,157</u>	<u>\$ 5,639,659</u>
EXPENDITURES:					
PERSONAL SERVICES	\$ 66,070	\$ 72,842	\$ 80,599	\$ 71,410	\$ 89,369
OPERATION & MAINTENANCE	1,841,706	3,584,643	320,701	335,872	315,315
CAPITAL PROJECTS	2,129,338	578,993	4,215,000	8,505,402	7,410,000
TRANSFERS	<u>91,500</u>	<u>-</u>	<u>106,800</u>	<u>88,593</u>	<u>85,000</u>
TOTAL EXPENDITURES	<u>\$ 4,128,614</u>	<u>\$ 4,236,478</u>	<u>\$ 4,723,100</u>	<u>\$ 9,001,277</u>	<u>\$ 7,899,684</u>
FUND BALANCE ENDING	<u>\$ 6,316,447</u>	<u>\$ 7,355,031</u>	<u>\$ 3,789,865</u>	<u>\$ 3,920,911</u>	<u>\$ 1,660,886</u>
LESS:					
RESTRICTED:					
INNER BELTLOOP	-	-	3,046,265	3,500,000	-
OTHER PROJECTS	<u>6,316,447</u>	<u>7,355,031</u>	<u>743,600</u>	<u>420,911</u>	<u>1,660,886</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**SIDEWALK HAZARD
OPERATING BUDGET**

FUND 2080

	ACTUAL FY19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	\$ -	\$ 91,346	\$ 183,640	\$ 92,517	\$ 24,800
REVENUE:					
SPECIAL ASSESSMENTS	\$ 2,304	\$ 25,434	\$ 60,000	\$ 50,000	\$ 60,000
CHARGE FOR SERVICES	830	4,710	15,000	7,200	12,000
INTEREST ON INVESTMENTS	-	935	200	300	200
TRANSFERS	91,500	-	106,800	88,593	85,000
TOTAL REVENUE	\$ 94,634	\$ 31,079	\$ 182,000	\$ 146,093	\$ 157,200
EXPENDITURES:					
OPERATION & MAINTENANCE	3,288	29,908	182,000	213,810	182,000
TOTAL EXPENDITURES	\$ 3,288	\$ 29,908	\$ 182,000	\$ 213,810	\$ 182,000
FUND BALANCE ENDING	\$ 91,346	\$ 92,517	\$ 183,640	\$ 24,800	\$ -
LESS:					
RESTRICTED:					
OTHER PROJECTS	91,346	92,517	183,640	46,346	-
UNASSIGNED	\$ -	\$ -	\$ -	\$ -	\$ -

**STORM SEWER FUND
OPERATING BUDGET**

FUND 8400 & 2070

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 6,401,544</u>	<u>\$ 2,036,137</u>	<u>\$1,768,764</u>	<u>\$ 2,298,644</u>	<u>\$ 1,117,557</u>
REVENUE:					
SPECIAL ASSESSMENTS	\$ 4,442,418	\$ 4,574,083	\$ 4,520,000	\$ 4,625,000	\$ 4,700,000
INTEREST ON INVESTMENTS	108,435	44,754	55,800	30,670	45,800
LICENSES & PERMITS	5,200	800	4,000	2,000	3,000
SALE OF FIXED ASSETS	63,076	-	-	-	-
OTHER	<u>-</u>	<u>2,904</u>	<u>1,452</u>	<u>12,954</u>	<u>1,452</u>
TOTAL REVENUE	<u>\$ 4,619,129</u>	<u>\$ 4,622,541</u>	<u>\$ 4,581,252</u>	<u>\$ 4,670,624</u>	<u>\$ 4,750,252</u>
EXPENDITURES:					
OPERATIONS & MAINTENANCE	\$ 1,474,182	\$ 1,832,709	\$ 2,088,632	\$ 2,510,557	\$ 1,959,798
CAPITAL	6,497,854	1,529,325	2,680,000	2,326,154	2,090,000
TRANSFERS TO BOND AND INTEREST	<u>1,012,500</u>	<u>998,000</u>	<u>1,015,000</u>	<u>1,015,000</u>	<u>1,015,000</u>
TOTAL EXPENDITURES	<u>\$ 8,984,536</u>	<u>\$ 4,360,034</u>	<u>\$ 5,783,632</u>	<u>\$ 5,851,711</u>	<u>\$ 5,064,798</u>
FUND BALANCE ENDING	<u>\$ 2,036,137</u>	<u>\$ 2,298,644</u>	<u>\$ 566,384</u>	<u>\$ 1,117,557</u>	<u>\$ 803,011</u>
LESS:					
RESTRICTED	<u>2,036,137</u>	<u>2,298,644</u>	<u>566,384</u>	<u>1,117,557</u>	<u>803,011</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

STREET AND TRAFFIC FUND

OPERATING BUDGET

	ACTUAL	ACTUAL	BUDGET	ESTIMATE	PROPOSED
	FY 19	FY 20	FY 21	FY 21	FY 22
FUND BALANCE BEGINNING	\$ 4,172,289	\$ 4,443,049	\$ 1,997,181	\$ 3,905,444	\$ 3,466,645
REVENUE:					
STATE REIMBURSEMENTS	\$ 692,769	\$ 718,721	\$ 725,000	\$ 743,930	\$ 751,000
FIRE SERVICES FEES	11,000	11,000	11,000	11,000	11,000
STREET LIGHT	261,928	204,699	215,000	200,000	206,000
STREET MAINTENANCE	7,315,000	7,534,446	7,555,000	7,555,000	7,900,000
SOLID WASTE	-	-	100,000	100,000	100,000
STORM SEWER MAINT.	920,454	1,081,190	1,024,000	1,230,000	1,104,000
BBWA LATERAL MAINT.	4,500	4,500	4,500	4,500	4,500
UTILITY CHG FOR SERVICES	262,085	263,703	150,000	200,000	180,000
INTERDEPARTMENTAL CHGS	-	424	1,000	1,000	1,000
INVESTMENT EARNINGS	75,872	44,029	50,000	20,000	25,000
MISCELLANEOUS	25,131	14,115	10,000	27,495	10,000
TOTAL REVENUE	\$ 9,568,739	\$ 9,876,827	\$ 9,845,500	\$ 10,092,925	\$ 10,292,500
EXPENDITURES:					
PERSONAL SERVICES	\$ 4,117,915	\$ 4,171,200	\$ 4,358,813	\$ 4,211,986	\$ 4,448,141
OPERATIONS AND MAINTENANCE	4,018,708	3,570,448	4,282,319	3,795,459	4,074,608
CAPITAL	953,854	2,465,282	1,108,035	2,316,777	909,265
TRANSFERS	207,502	207,502	207,502	207,502	207,502
TOTAL EXPENDITURES	\$ 9,297,979	\$ 10,414,432	\$ 9,956,669	\$ 10,531,724	\$ 9,639,516
FUND BALANCE ENDING	\$ 4,443,049	\$ 3,905,444	\$ 1,886,012	\$ 3,466,645	\$ 4,119,629
LESS:					
RESTRICTED	4,443,049	3,905,444	1,886,012	3,466,645	4,119,629
UNASSIGNED	\$ -	\$ -	\$ -	\$ -	\$ -

STAFFING AUTHORIZATION

	ACTUAL	ACTUAL	BUDGET	PROPOSED
POSITION	FY 19	FY 20	FY 21	FY 22
STREET/TRAFFIC SUPERINTENDENT	1.0	1.0	1.0	1.0
STREET/TRAFFIC SUPERVISOR	4.0	4.0	4.0	4.0
SR. EQUIPMENT OPER/MAINT. WKR	3.0	3.0	3.0	3.0
EQUIP OPER/MAINT WORKER	29.0	32.0	32.0	32.0
MAINTENANCE WORKER	4.0	1.0	1.0	1.0
TRAFFIC INSPECTOR II	1.0	1.0	1.0	1.0
ADMINISTRATIVE SUPPORT III	1.0	1.0	1.0	1.0
ELECTRICIAN III	2.0	1.0	1.0	1.0
ELECTRICIAN II	-	3.0	3.0	3.0
ARBORIST	1.0	1.0	1.0	1.0
TOTAL	48.0	48.0	48.0	48.0

**STREET LIGHT MAINTENANCE DISTRICTS FUND
OPERATING BUDGET**

FUND 8100

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE - BEGINNING	<u>\$ 1,654,078</u>	<u>\$ 1,740,942</u>	<u>\$ 1,713,617</u>	<u>\$ 1,963,942</u>	<u>\$ 1,749,833</u>
REVENUE:					
INTEREST EARNINGS	\$ 36,174	\$ 30,361	\$ 30,000	\$ 10,000	\$ 30,000
SPECIAL ASSESSMENTS	2,452,312	2,473,083	2,500,000	2,380,000	2,500,000
REFUNDS/REIMBURSEMENTS	<u>32,010</u>	<u>20,946</u>	<u>-</u>	<u>10,530</u>	<u>-</u>
TOTAL REVENUE	<u>\$ 2,520,496</u>	<u>\$ 2,524,390</u>	<u>\$ 2,530,000</u>	<u>\$ 2,400,530</u>	<u>\$ 2,530,000</u>
EXPENDITURES:					
OPERATIONS & MAINTENANCE	<u>\$ 2,433,632</u>	<u>\$ 2,301,390</u>	<u>\$ 2,988,232</u>	<u>\$ 2,614,639</u>	<u>\$ 2,918,989</u>
TOTAL EXPENDITURES	<u>\$ 2,433,632</u>	<u>\$ 2,301,390</u>	<u>\$ 2,988,232</u>	<u>\$ 2,614,639</u>	<u>\$ 2,918,989</u>
FUND BALANCE - ENDING	<u>\$ 1,740,942</u>	<u>\$ 1,963,942</u>	<u>\$ 1,255,385</u>	<u>\$ 1,749,833</u>	<u>\$ 1,360,844</u>
LESS:					
RESTRICTED	<u>1,740,942</u>	<u>1,963,942</u>	<u>1,255,385</u>	<u>1,749,833</u>	<u>1,360,844</u>
UNASSIGNED	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

**STREET MAINTENANCE DISTRICTS FUND
OPERATING BUDGET**

FUND 8010 & 8020

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
FUND BALANCE BEGINNING	<u>\$ 3,707,922</u>	<u>\$ 4,089,791</u>	<u>\$ 4,304,578</u>	<u>\$ 4,390,924</u>	<u>\$ 4,347,226</u>
REVENUE:					
SPECIAL ASSESSMENTS	\$ 8,999,136	\$ 9,174,521	\$ 9,143,000	\$ 9,286,000	\$ 9,391,000
INTEREST ON INVESTMENTS	<u>107,146</u>	<u>87,819</u>	<u>55,800</u>	<u>25,800</u>	<u>35,800</u>
TOTAL REVENUE	<u>\$ 9,106,282</u>	<u>\$ 9,262,340</u>	<u>\$ 9,198,800</u>	<u>\$ 9,311,800</u>	<u>\$ 9,426,800</u>
EXPENDITURES:					
OPERATION & MAINTENANCE	\$ 7,406,413	\$ 7,636,207	\$ 7,655,498	\$ 7,655,498	\$ 7,999,345
TRANSFER TO GAS TAX FUND	<u>1,318,000</u>	<u>1,325,000</u>	<u>1,700,000</u>	<u>1,700,000</u>	<u>1,760,000</u>
TOTAL EXPENDITURES	<u>\$ 8,724,413</u>	<u>\$ 8,961,207</u>	<u>\$ 9,355,498</u>	<u>\$ 9,355,498</u>	<u>\$ 9,759,345</u>
FUND BALANCE ENDING	<u>\$ 4,089,791</u>	<u>\$ 4,390,924</u>	<u>\$ 4,147,880</u>	<u>\$ 4,347,226</u>	<u>\$ 4,014,681</u>
LESS:					
RESTRICTED	<u>4,089,791</u>	<u>4,390,924</u>	<u>4,147,880</u>	<u>4,347,226</u>	<u>4,014,681</u>
UNASSIGNED	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Committed equals 42% of the budget - AO115

**SOLID WASTE FUND
OPERATING BUDGET**

FUNDS 5410,5420,5440,5450

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
WORKING CAPITAL - BEGINNING	<u>\$11,896,237</u>	<u>\$ 34,933,405</u>	<u>\$ 7,937,711</u>	<u>\$ 21,690,527</u>	<u>\$10,777,267</u>
REVENUES:					
GARBAGE COLLECTION-RES	\$ 5,368,315	\$ 5,609,814	\$ 5,570,000	\$ 5,550,000	\$ 5,700,000
GARBAGE COLLECTION-COMM	4,179,442	4,388,734	4,400,000	4,400,000	4,530,000
COLLECTION-BILLED	939,845	1,044,240	1,055,000	1,155,000	1,160,000
LANDFILL CHARGES	4,834,530	5,701,658	5,393,000	5,450,066	5,675,000
MISC CHARGE FOR SERVICES	58,976	72,569	67,000	74,672	67,000
SURCHARGES	11,742	13,510	13,000	15,000	16,000
INTEREST ON INVSTMNT/LOANS	500,981	618,674	225,000	147,688	162,000
SALE OF SURPLUS EQUIP/LAND	10,800	17,047	-	92,843	-
REFUNDS/REIMBURSEMENTS	<u>90,522</u>	<u>90,628</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL REVENUE	<u>\$15,995,153</u>	<u>\$ 17,556,874</u>	<u>\$ 16,723,000</u>	<u>\$ 16,885,269</u>	<u>\$17,310,000</u>
EXPENSES:					
ADMINISTRATION	\$ 1,383,056	\$ 1,398,029	\$ 1,734,060	\$ 1,666,022	\$ 1,553,600
COLLECTION	7,529,699	9,537,267	9,102,586	10,177,362	10,003,766
LANDFILL	<u>7,473,367</u>	<u>19,288,619</u>	<u>6,109,377</u>	<u>15,955,145</u>	<u>13,172,301</u>
TOTAL EXPENSES	<u>\$16,386,122</u>	<u>\$ 30,223,915</u>	<u>\$ 16,946,023</u>	<u>\$ 27,798,529</u>	<u>\$24,729,667</u>
WORKING CAP. CHANGES NOT BUDGETED	<u>23,428,137</u>	<u>(575,837)</u>	<u>-</u>	<u>-</u>	<u>-</u>
WORKING CAPITAL - ENDING	<u>\$34,933,405</u>	<u>\$ 21,690,527</u>	<u>\$ 7,714,688</u>	<u>\$ 10,777,267</u>	<u>\$ 3,357,600</u>
LESS OPERATING RESERVE	<u>4,377,000</u>	<u>4,377,000</u>	<u>5,070,000</u>	<u>5,051,280</u>	<u>5,259,608</u>
AVAILABLE WORKING CAPITAL	<u>\$30,556,405</u>	<u>\$ 17,313,527</u>	<u>\$ 2,644,688</u>	<u>\$ 5,725,987</u>	<u>\$ (1,902,008)</u>

**SOLID WASTE FUND
OPERATING BUDGET**

FUNDS 5410,5420,5440,5450

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
PERSONAL SERVICES	\$ 5,575,909	\$ 5,854,186	\$ 5,843,090	\$ 5,899,267	\$ 6,080,570
OPERATIONS AND MAINTENANCE	5,320,570	5,572,623	5,685,851	6,207,771	5,873,084
CAPITAL	4,840,511	18,000,887	3,855,307	14,128,416	11,210,988
DEBT SERVICE	<u>649,132</u>	<u>796,219</u>	<u>1,561,775</u>	<u>1,563,075</u>	<u>1,565,025</u>
TOTAL EXPENSES	<u>\$16,386,122</u>	<u>\$ 30,223,915</u>	<u>\$16,946,023</u>	<u>\$ 27,798,529</u>	<u>\$ 24,729,667</u>

STAFFING AUTHORIZATION

POSITION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	PROPOSED FY 22
SOLID WASTE SUPT.	1.0	1.0	1.0	1.0
SOLID WASTE SUPERVISOR	5.0	5.0	5.0	5.0
SR EQUIP. OPER / MAINT WORKER	4.0	4.0	4.0	5.0
ADMINISTRATIVE SUPPORT III	1.0	1.0	1.0	-
EQUIP. OPER / MAINT. WORKER	43.0	43.0	43.0	46.0
MAINTENANCE WORKER	7.0	9.0	11.0	9.0
ADMINISTRATIVE SUPPORT II	-	-	-	1.0
FACILITIES MAINT SUPPORT I	0.5	1.0	1.0	1.0
LANDFILL ATTENDANTS	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>
TOTAL	<u>64.5</u>	<u>67.0</u>	<u>69.0</u>	<u>71.0</u>

**WASTEWATER FUND
OPERATING BUDGET**

FUNDS 5120,5130,5180,5190,4210

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
WORKING CAPITAL - BEGINNING	<u>\$61,015,270</u>	<u>\$ 44,535,860</u>	<u>\$ 16,510,685</u>	<u>\$ 34,232,430</u>	<u>\$ 22,668,084</u>
REVENUES:					
WASTEWATER CHARGES	\$18,921,033	\$ 19,655,173	\$ 20,285,500	\$ 19,633,500	\$ 20,443,600
PERMITS	45,190	50,740	50,000	55,000	55,000
OTHER CHARGES FOR SERV.	353,185	306,128	299,790	295,790	268,920
WHOLESALE SURCHARGE	65,312	78,007	90,000	80,000	76,000
LATE PAYMENT CHARGES	42,773	38,607	45,000	40,000	40,000
SYSTEM DEVELOPMENT FEE	4,537,016	933,650	1,000,000	1,200,000	1,200,000
STATE FEE	46,437	52,116	45,000	45,000	45,000
CONTRIBUTIONS/DONATIONS	-	169,580	-	-	-
MISCELLANEOUS	71,448	75,150	-	96,605	-
SALE OF EQUIPMENT	2,078	1,092	-	-	-
INTEREST ON INVESTMENTS	<u>1,396,551</u>	<u>752,122</u>	<u>380,000</u>	<u>183,023</u>	<u>240,000</u>
TOTAL REVENUE	<u>\$25,481,023</u>	<u>\$ 22,112,365</u>	<u>\$ 22,195,290</u>	<u>\$ 21,628,918</u>	<u>\$ 22,368,520</u>
EXPENSES:					
ADMINISTRATION	\$ 1,153,497	\$ 1,597,080	\$ 2,557,946	\$ 2,430,224	\$ 1,862,847
FISCAL SERVICES	637,301	378,393	66,998	81,143	72,488
TREATMENT PLANT	5,021,487	5,514,059	6,213,905	6,302,366	6,188,005
COLLECTION SYSTEM	1,477,981	1,452,908	1,609,088	1,618,572	1,647,699
ENVIRONMENTAL AFFAIRS	486,213	503,515	510,882	477,722	483,922
REPLACEMENT EXPEND.	27,816,217	17,887,136	10,711,510	16,954,137	16,519,103
BOND PRINCIPAL	-	-	2,673,700	2,673,700	2,705,000
BOND INTEREST	<u>2,401,544</u>	<u>2,329,552</u>	<u>2,655,400</u>	<u>2,655,400</u>	<u>2,669,653</u>
TOTAL EXPENSES	<u>\$38,994,240</u>	<u>\$ 29,662,643</u>	<u>\$ 26,999,429</u>	<u>\$ 33,193,264</u>	<u>\$ 32,148,717</u>
W.C. CHANGES NOT BUDGETED	<u>(2,966,193)</u>	<u>(2,753,152)</u>	<u>-</u>	<u>-</u>	<u>-</u>
WORKING CAPITAL - ENDING	<u>\$44,535,860</u>	<u>\$ 34,232,430</u>	<u>\$ 11,706,546</u>	<u>\$ 22,668,084</u>	<u>\$ 12,887,887</u>
LESS OPERATING RESERVE	<u>1,575,000</u>	<u>1,575,000</u>	<u>1,972,000</u>	<u>1,833,946</u>	<u>1,845,000</u>
LESS SRF LOAN RESERVE	<u>1,444,291</u>	<u>1,444,291</u>	<u>1,445,000</u>	<u>1,445,000</u>	<u>1,445,000</u>
AVAILABLE WORKING CAPITAL	<u><u>\$41,516,569</u></u>	<u><u>\$ 31,213,139</u></u>	<u><u>\$ 8,289,546</u></u>	<u><u>\$ 19,389,138</u></u>	<u><u>\$ 9,597,887</u></u>

**WASTEWATER FUND
OPERATING BUDGET**

FUND 5120,5130,5180,4210

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
PERSONAL SERVICES	\$ 3,887,278	\$ 4,195,203	\$ 4,123,310	\$ 4,040,202	\$ 4,214,763
OPERATIONS AND MAINTENANCE	4,888,851	5,250,752	6,835,509	6,869,825	6,040,198
CAPITAL	27,816,217	17,887,136	10,711,510	16,954,137	16,519,103
DEBT SERVICE	<u>2,401,894</u>	<u>2,329,552</u>	<u>5,329,100</u>	<u>5,329,100</u>	<u>5,374,653</u>
TOTAL EXPENSES	<u>\$ 38,994,240</u>	<u>\$ 29,662,643</u>	<u>\$26,999,429</u>	<u>\$ 33,193,264</u>	<u>\$32,148,717</u>

STAFFING AUTHORIZATION

POSITION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	PROPOSED FY 22
ACCOUNT CLERK II	1.6	-	-	-
ACCOUNTING TECHNICIAN	0.3	0.4	0.3	0.3
ADMINISTRATIVE SUPPORT II	0.4	0.4	0.4	0.4
BILLINGS SERVICE COORD	0.4	-	-	-
CHIEF CHEMIST	0.3	0.5	-	1.0
CONTROL SYS PROG ANALYST II	1.0	1.0	1.0	1.0
D&C SUPERINTENDENT	0.4	0.4	0.4	0.4
DRAFTING TECHNICIAN	0.4	0.4	0.4	0.4
ELECTRICAL CNTRL SYS SPEC	0.5	0.5	0.5	0.5
ELECTRICAL MAINT SUPERVISOR	0.5	0.5	0.5	0.5
ELECTRICIAN III	3.0	3.0	3.0	3.0
ENG INSPECTOR II	0.8	0.8	0.8	0.8
ENGINEER II	0.4	-	-	-
ENVIRONMENTAL COMPL. COORD	2.0	2.0	2.0	2.0
ENVIRONMENTAL ENGINEER	1.0	1.0	1.0	1.0
ENVIRONMETNAL COORD I	1.0	1.0	1.0	1.0
EQUIP OPER/MAINT WORKER	6.4	6.4	6.0	6.0
FACILITIES MAINT SUPPORT II	1.0	1.0	1.0	1.0
LAB SUPERVISOR	1.0	1.0	1.0	1.0
LAB TECHNICIAN	2.0	2.0	1.0	1.0
MAINTENANCE WORKER	0.3	0.8	1.2	2.0
MECHANIC I	0.4	0.4	0.4	0.4
METER MAINTENANCE REP	0.4	-	-	-
PLANT MECHANIC SUPERVISOR	1.0	1.0	1.0	1.0
PLANT OPER SUPERVISOR	1.0	1.0	1.0	1.0
SR EQUIP OPER MAINT WKR	1.6	1.6	1.6	1.6
SR. ACCOUNT CLERK	0.8	-	-	-
SYSTEMS MAINT SUPERVISOR	1.6	1.6	1.6	1.6
TREATMENT PLANT TECH III	5.0	5.0	5.0	6.0
TREATMENT PLANT TECHNICIAN I	3.0	3.0	2.0	1.0
TREATMENT PLANT TECHNICIAN II	4.0	4.0	6.0	6.0
UTILITY SYSTEM ENGINEER	0.5	0.5	0.5	0.5
WASTEWATER TREATMENT MGR	1.0	0.5	1.0	1.0
TREATMENT TECHNICIAN		1.0	1.0	-
WIRELESS NETWORK TECH	-	1.0	0.5	0.5
TOTAL	<u>44.9</u>	<u>43.7</u>	<u>43.1</u>	<u>43.9</u>

**WATER FUND
OPERATING BUDGET**

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

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
WORKING CAPITAL - BEGINNING	<u>\$ 42,659,566</u>	<u>\$ 45,028,333</u>	<u>\$ 20,184,541</u>	<u>\$39,916,842</u>	<u>\$ 29,920,494</u>
REVENUES:					
WATER SALES	\$ 22,583,021	\$ 24,259,364	\$ 26,807,200	\$25,560,300	\$ 27,202,700
FIRE HYDRANT CHARGES	394,226	422,730	395,000	420,000	430,000
WATER SERVICE LINE INS.	470,732	461,306	425,000	440,000	526,000
OTHER CHARGES FOR SERV.	645,754	406,006	400,000	358,000	387,000
LATE PAYMENT CHARGES	30,620	25,730	35,000	35,000	35,000
SYSTEM DEVELOPMENT FEE	1,182,588	880,074	1,200,000	1,300,000	1,300,000
STATE FEE	62,475	62,162	62,000	62,408	62,000
CONTRIBUTIONS-DONATIONS	-	188,782	-	286,272	-
MISCELLANEOUS	86,907	91,404	7,200	21,200	7,200
TRANSFERS IN	8,450	4,500	-	-	-
SALE OF EQUIPMENT/LAND	143,564	13,559	-	-	-
SRF LOAN REVENUE	-	-	-	-	72,000,000
INTEREST ON INVESTMENTS	<u>1,059,045</u>	<u>690,427</u>	<u>499,500</u>	<u>185,954</u>	<u>272,000</u>
TOTAL REVENUE	<u>\$ 26,667,382</u>	<u>\$ 27,506,044</u>	<u>\$ 29,830,900</u>	<u>\$28,669,134</u>	<u>\$ 102,221,900</u>
EXPENSES:					
ADMINISTRATION	\$ 1,094,635	\$ 1,987,650	\$ 2,892,911	\$ 2,625,911	\$ 2,579,716
FISCAL SERVICES	2,468,699	1,549,716	307,593	278,147	322,515
TREATMENT PLANT	5,669,197	5,656,655	5,797,874	5,850,455	6,251,287
DISTRIB/COLLECT/METERS	2,653,184	3,471,908	3,942,382	3,949,250	4,002,685
CAPITAL	9,109,525	16,564,035	11,077,706	22,841,719	90,938,618
WATER SERVICE INS. PROG	370,174	612,142	350,000	350,000	350,000
BOND PRINCIPAL	-	-	2,100,000	2,100,000	3,620,000
BOND INTEREST	<u>671,650</u>	<u>616,911</u>	<u>670,000</u>	<u>670,000</u>	<u>2,150,000</u>
TOTAL EXPENSES	<u>\$ 22,037,064</u>	<u>\$ 30,459,017</u>	<u>\$ 27,138,466</u>	<u>\$38,665,482</u>	<u>\$ 110,214,821</u>
W.C. CHANGES NOT BUDGETED	<u>(2,261,551)</u>	<u>(2,158,518)</u>	<u>-</u>	<u>-</u>	<u>-</u>
WORKING CAPITAL - ENDING	<u>\$ 45,028,333</u>	<u>\$ 39,916,842</u>	<u>\$ 22,876,975</u>	<u>\$29,920,494</u>	<u>\$ 21,927,573</u>
LESS OPERATING RESERVE	<u>3,417,000</u>	<u>3,417,000</u>	<u>3,588,000</u>	<u>3,524,516</u>	<u>3,646,000</u>
LESS SRF LOAN RESERVE	<u>1,386,571</u>	<u>1,386,571</u>	<u>1,385,000</u>	<u>1,385,000</u>	<u>1,385,000</u>
AVAILABLE WORKING CAPITAL	<u>\$ 40,224,762</u>	<u>\$ 35,113,271</u>	<u>\$ 17,903,975</u>	<u>\$25,010,978</u>	<u>\$ 16,896,573</u>

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

**WATER FUND
OPERATING BUDGET**

	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	ESTIMATE FY 21	PROPOSED FY 22
PERSONAL SERVICES	\$ 4,782,295	\$ 4,694,631	\$ 5,009,012	\$ 4,980,961	\$ 5,109,895
OPERATIONS AND MAINTENANCE	7,473,594	8,583,440	8,281,748	8,072,802	8,396,308
CAPITAL	9,109,525	16,564,035	11,077,706	22,841,719	90,938,618
DEBT SERVICE	671,650	616,911	2,770,000	2,770,000	5,770,000
TOTAL EXPENSES	<u>\$ 22,037,064</u>	<u>\$ 30,459,017</u>	<u>\$ 27,138,466</u>	<u>\$ 38,665,482</u>	<u>\$ 110,214,821</u>

STAFFING AUTHORIZATION

POSITION	ACTUAL FY 19	ACTUAL FY 20	BUDGET FY 21	PROPOSED FY 22
ACCOUNTING TECHNICIAN	2.4	0.6	0.8	0.8
ADMINISTRATIVE SUPPORT II	0.8	0.6	0.6	0.6
BILLINGS SERV COORD	0.6	-	-	-
CHEMIST	0.6	3.0	2.0	2.0
CHIEF CHEMIST	3.0	0.5	1.0	1.0
COMMERCIAL & METER SUPT	0.8	-	-	-
CONTROL SYS PROG ANALYST II	-	1.0	1.0	1.0
D&C SUPERINTENDANT	1.0	0.6	0.6	0.6
DRAFTING TECHNICIAN	0.6	0.6	0.6	0.6
ELEC CONTROL SYS SPECIALIST	0.6	0.5	0.5	0.5
ELECTRICAL MAIN SUPERVISOR	0.5	0.5	0.5	0.5
ELECTRICIAN I	0.5	-	-	-
ELECTRICIAN III	-	3.0	3.0	3.0
ENGINEER II	3.0	-	-	-
ENGINEERING INSPECTOR II	0.6	1.2	1.2	1.2
ENVIRONMENTAL COORD	1.2	-	-	-
EQUIP. OPER/MAINT WORKER	-	9.0	9.0	9.0
FACILITIES MAINT MECH.	9.6	-	-	-
FIELD SERVICE MGR	-	1.0	1.0	1.0
FIELD SERVICE REP.	1.0	8.0	8.0	8.0
LAB TECHNICIAN	-	-	1.0	1.0
MAINTENANCE WORKER	8.0	1.8	1.8	3.0
MECHANIC I	0.7	0.6	0.6	0.6
METER MAINTENANCE REP	0.6	-	-	-
PLANT MECHANIC SUPERVISOR	1.0	1.0	1.0	1.0
PUD PLANT OPER SUPERVISOR	1.0	1.0	1.0	1.0
SR. ACCOUNT CLERK	1.2	-	-	-
SR. EQUIP OPER MAINT WKR	2.4	2.4	2.4	2.4
SYSTEMS MAINT SUPERVISOR	2.4	2.4	2.4	2.4
TREATMENT PLANT TECHNICIAN I	2.0	2.0	1.0	1.0
TREATMENT PLANT TECHNICIAN II	4.0	4.0	3.0	1.0
TREATMENT PLANT TECHNICIAN III	6.0	6.0	8.0	10.0
UTILITY SYSTEM ENGINEER	0.5	0.5	0.5	0.5
WATER TREATMENT PLANT MGR	1.0	1.0	1.0	1.0
WIRELESS NETWORK TECH	-	0.5	0.5	0.5
TOTAL	<u>57.5</u>	<u>53.3</u>	<u>54.0</u>	<u>55.2</u>

Business Improvement Districts

Downtown Business Improvement District



Downtown Billings Business Improvement District

Work Plan FY 2022

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
- 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

Community Engagement and Events

- Parades, Strawberry Festival, Alive After 5, Downtown Summer Sounds, Harvest Festival, various other community events

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

Community Engagement/Events Director – Lindsay Richardson (50%)

BID Street Team – James Chandler, Adam Roebeling

2 Billings Police Department Downtown Resource Officers

Resource Outreach Coordinator – Kody Christensen-Linton (funded through grant funds)

Additional seasonal staff as required

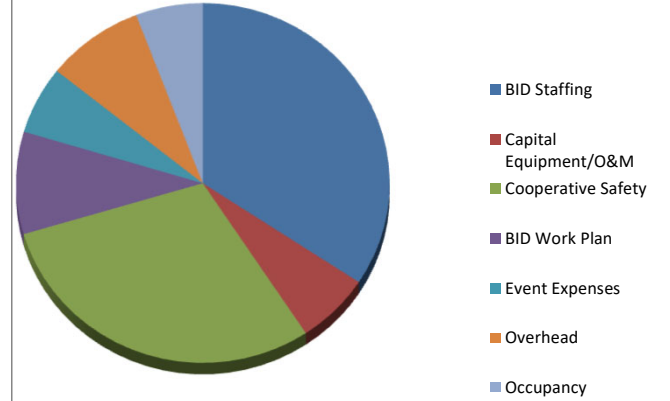
*The City of Billings wants to remind property owners they are responsible for removing snow on sidewalks in front or adjacent to their properties. According to City Code (Section 22-406), owners or their agents are required to remove all snow, ice, or slush within 24 hours after the storm event.

**Business Improvement District FY22
Budget**

			Final Budget	Final Budget	Final Budget
Revenue			FY2020	FY2021	FY2022
Property Assessments	per assmt formula		\$368,603.00	\$436,385.46	\$440,096.94
DBP Allocation to Cooperative Safety		annual	\$36,200.00	\$36,200.00	\$36,200.00
Event Income		variable			\$61,500.00
Public Art Income					\$15,000.00
Delinquent Assmts (3%)			-\$11,058.09	-\$13,091.56	-\$13,202.91
Total Revenue			\$393,744.91	\$459,493.90	\$539,594.03
Expenses					
BID Staffing			\$188,293.00	\$196,223.90	\$170,401.00
Capital Equipment/O&M			\$5,000.00	\$5,000.00	\$32,000.00
Cooperative Safety			\$147,340.00	\$147,740.00	\$147,740.00
BID Work Plan			\$60,600.00	\$60,285.00	\$45,750.00
Event Expenses					\$30,300.00
Overhead			\$49,098.00	\$31,750.00	\$42,089.00
Occupancy			\$15,034.00	\$19,245.00	\$28,929.00
Total Expense			\$465,365.00	\$460,243.90	\$497,209.00

Reserves \$42,385.03

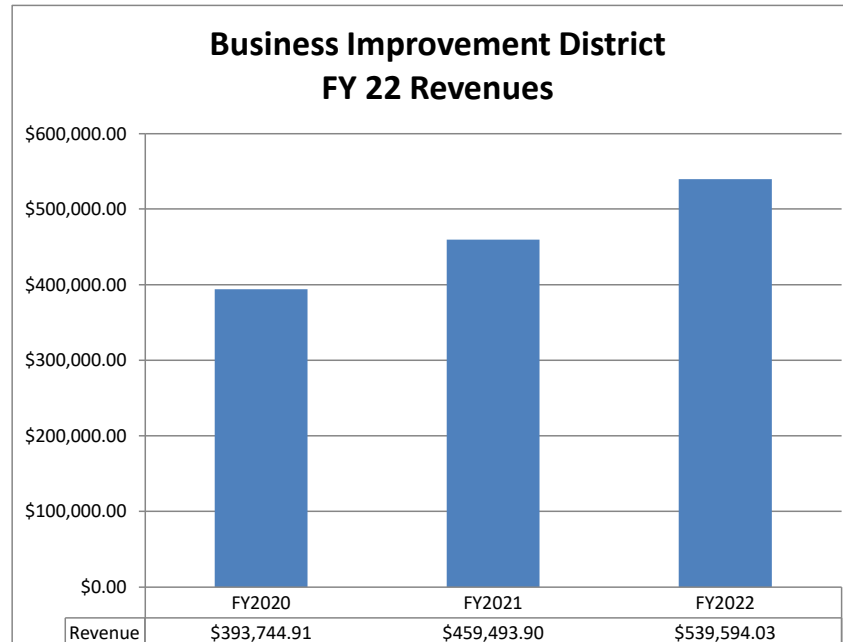
**Business Improvement District FY22
Expenses**



**Downtown Billings Business Improvement District
Assessment Formula
FY22**

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
FY 22 Revenues**



Tourism Business Improvement District

STRATEGIC PRIORITIES

FOSTER VISITOR GROWTH

Tourism is vital to the success of the local business community and the community as a whole. Tourism supports more than 15,000 jobs locally and enhances the overall quality of life by helping support business. As a leading industry in Yellowstone County and Billings, the travel and tourism industry generates more than \$500 million in new revenue locally every year. Fostering visitation is crucial to the health of the lodging and hospitality industries even more so as the economy recovers from COVID-19 impacts.

As Visit Billings works to reeducate potential visitors and the economy begins a recovery, the investment in tourism marketing by Visit Billings remains key. Appropriate marketing and sales efforts and strategies work to elevate Billings as a travel destination supporting stakeholders and tourism partners including retailers, restaurants, and local attractions.

The role tourism plays in Billings is significant. The economic impact is priority, but so is the opportunity to host visitors from all parts of the world. People come to Montana and Billings to experience the culture, traditions, and gastronomy. At the same time, residents are able to welcome guests and make them feel included no matter their hometown, home country, or background. Tourism creates a cultural exchange between local citizens and tourists. Such enrichment is important to the future of the destination and visitor growth as well as the quality of life and health of the Billings community as a whole.

Visit Billings is proud to join the Billings Chamber of Commerce and other city leadership to identify and dismantle conscious and non-conscious systemic bias and discriminatory actions within the community through education, training, advocacy, mentorship, and conversations. This is the Chamber's and Visit Billings' Diversity and Inclusion mission and is woven into greater strategies as well as every conversation and decision contemplated and made by Visit Billings.

THE VISITOR EXPERIENCE

Creating the best visitor experience imaginable is a top priority for the destination, and the Billings Trail Guides program leads the way in the local tourism industry. This program continues to foster 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 citizens. Staff members continue to work to grow this program and not lose momentum by graduating Trail Guides who are ready to help visitors feel welcome despite COVID-19 impacts to the tourism industry and community. Even as we

deal with the pandemic and its impacts today, Billings' residents have the capacity to elevate Billings which can significantly impact visitor growth and the visitor experience.

The purpose of the Billings Trail Guide Program is to give residents the opportunity to become brand ambassadors for Montana's Trailhead. All Trail Guides should have extensive knowledge of the best of Billings, and are able to share the local flair with visitors they encounter. As guests come to Billings, and seek to connect with the city and locals, Visit Billings staff wants to make sure the community is prepared to help. That's why exclusive resources for Trail Guides have been created to provide insightful recommendations for residents, which are available at VisitBillings.com.

Visit Billings understands that the visitor experience plays one of the most important roles in growing visitation as a destination. Exceptional service leads to repeat visitation and extended stays. Making sure travelers feel welcome and enjoy their stay at Montana's Trailhead is a major priority for Visit Billings. This is very important in the post-pandemic environment. The Visit Billings staff works in a myriad of ways to help create a positive experience for visitors.

INCREASE LEISURE VISITATION

Visit Billings' marketing and sales efforts aim to position Billings and the surrounding area as a preferred destination for leisure visitation. Leisure travel marketing strategies will remain the highest priority for the organization as leisure visitation supports all Visit Billings' stakeholders (hotels, motels, campgrounds) as well as tourism partners including restaurants, retailers, and attractions. Regional marketing campaigns will focus on road trip itineraries and partnerships with attractions like ZooMontana, Alberta Bair Theater, MetraPark, and cultural entities to name a few.

Covid-19 required the Visit Billings team to be flexible in Leisure Marketing. In spring 2020, it was expected that the world would be fully reopened and, as a destination, we would be competing for visitors with larger destinations such as Denver. However in summer 2020, research showed that people were looking to travel to less populated places and enjoy more outdoor experiences. As vaccinations continue to roll out into summer 2021, Billings is well positioned to capture the audience seeking outdoor adventures. A report conducted in March by ADARA showed Billings, MT in the Top 10 destinations for outdoor and remote travel between July 1 and August 31, 2021. Billings is well positioned to meet that need with amenities like fine dining and the brewery district along with

gateway access to national historic, cultural and natural attractions - all without the crowds found in a typical major destination.

MEETINGS, REUNIONS, GROUP TOURS, AND SERVICING

Even with the COVID-19 pandemic impacts to the meetings industry, 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 strives to be innovative in how to meet the needs of meeting planners during this time and incentivize decision-makers to choose Billings. Staff inspire and orient meeting professionals with thoughtful sales strategies. This segment can continue to have a strong economic impact on the community. The Visit Billings staff also assists planners who are in-market to execute meetings in the destination by helping facilitate their needs with attendance-building, travel reassurances, registration needs, welcome activities, and in some cases financial assistance.

Reunions and domestic group tours are also important segments that can grow visitation to Billings in a pandemic recovery. Similar to leisure visitation, opportunities for growth for both the reunion and group tour segments are priorities for Visit Billings staff. Working with tour operators and reunion planners to boast Billings as key partner for their booking needs is a key priority.

SPORTS TOURISM

Next to leisure visitation, sports tourism is playing a large role in the economic recovery of Billings as a travel destination following COVID-19 transitions and impacts. Therefore, positioning Billings as a sports events destination will remain a priority for Visit Billings in FY22. Staff will continue to foster growth in this segment by supporting partners like the MHSA, MSU Billings, 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. As the world continues to reopen, it is important for Visit Billings to remain competitive in this segment as (similar to group travel) there is strong

competition. In FY22, Visit Billings plans to attend IPW, ACGI and International Roundup. 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 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.

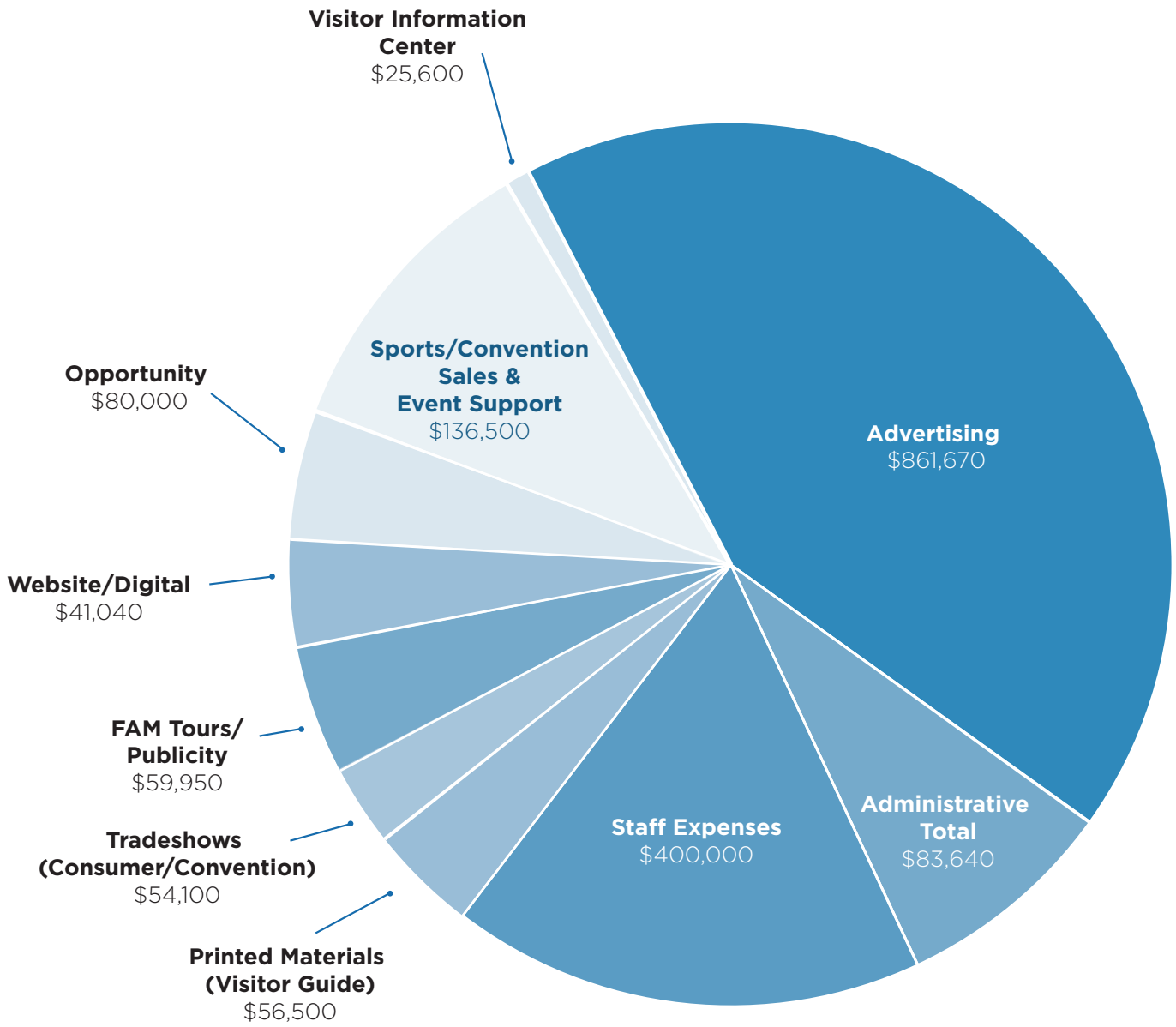


BILLINGS TOURISM BUSINESS IMPROVEMENT DISTRICT (BTBID) BUDGET

REVENUES TOTAL	\$1,800,000
Projected Revenue	\$1,800,000
MARKETING & SALES TOTAL	\$1,316,360
Advertising	\$861,670
Opportunity	\$80,000
Printed Materials (Visitor Guide)	\$56,500
Sports/Convention Sales & Event Support	\$136,500
Tradeshows (Consumer/Convention)	\$54,100
FAM Tours/Publicity	\$59,950
Website/Digital	\$41,040
Visitor Information Center	\$25,600
Film Recruitment	\$1,000
STAFF & ADMINISTRATIVE TOTAL	\$483,640
Staff Expenses	\$400,000
Administrative Expenses	\$83,640
BTBID TOTAL EXPENSES	\$1,800,000



BILLINGS TOURISM BUSINESS IMPROVEMENT DISTRICT (BTBID) DOLLARS - BUDGET FY22



BTBID TOTAL EXPENSES: \$1,800,000

REVENUES TOTAL \$1,800,000