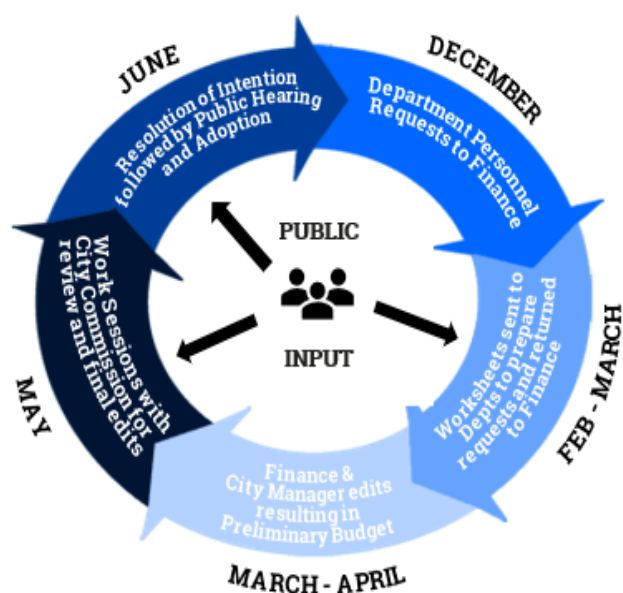


# THE BUDGET CYCLE:

## THE CYCLE

The City of Helena's fiscal cycle runs from July 1 to June 30 each year. The annual budget process begins in December of each year with Departments submitting new personnel requests to the Finance Department to begin the vetting process and position descriptions. In early February, the Budget office prepares worksheets containing columns with 3 prior year actuals, the current year's adopted budget, current year's amended (revised) budget, current year's actual projection and next year's request for every budgeted account in every fund. Worksheets are returned to Finance by mid-March where staff reviews and adjusts based on fiscal feasibility.

When edits are agreed upon by all Directors, Finance submits the budget to the City Manager for review by mid-April. The City Manager makes additional edits or clarifications, resulting in the Draft Preliminary Budget. The Draft Preliminary Budget is delivered to the City Commission in May and a series of work sessions are scheduled. The work sessions may provide for additional edits by the Commission. Following the work sessions, the Preliminary Budget is prepared and presented to the Commission in two parts: 1) a Resolution of Intention reviewing the Preliminary Budget and setting a public hearing date. 2) A Final Resolution, with accompanying public hearing, adopting the Preliminary Budget, typically by June 30. Once tax mills are finalized, a Final Budget is adopted by early September for the next Fiscal Year.



## NOTABLE DATES per MT CODE ANNOTATED\_(MCA)

"... the budget finally approved and adopted by resolution by the later of the first Thursday after the first Tuesday in September or within 30 calendar days of receiving certified taxable values from the department of revenue."

MCA 7-6-4024

"A local government shall submit a complete copy of the final budget together with a statement of tax levies to the department of administration by the later of October 1 or 60 days after receipt of taxable values from the department of revenue."

MCA 7-6-4003

## THE BASIS

Generally Accepted Accounting Principles (GAAP) require expenditures to be recognized in the fiscal year in which the goods or services are received, also known as Modified Accrual. When it comes to budgeting, this may be difficult and complex to predict how many expenses for the current fiscal year will be invoiced after the fiscal year has ended (June 30). As such, the annual budget process is performed on a cash basis, with the assumption that all budgets will be spent or earned at 100%, resulting in an estimated ending cash balance for the current fiscal year. That estimate is then used as the beginning cash balance of the next fiscal year and budgets are prepared relative to that number. Prior to final adoption, projections are updated as best as possible. Finally, previous year actuals are calculated after year end and updated in the budget document that is to be sent to the State per MCA 7-6-4003.



# BUDGET BALANCE:

## THE BALANCE

A balanced budget is not only a healthy practice but also a legally required one. But what makes a budget balanced? It may surprise you to know that there are two right answers to this question:

### A. Structurally Balanced

Being structurally balanced is a two-part equation and a recommended best practice.

Part 1: Total projected revenues equal or exceed total projected expenses. This means that the amount of money being earned in a current fiscal year is at least matching the amount of money being spent.

Part 2: Spending excess fund balance, or "cash savings", on one-time, non-routine expenses, provided funding from previous years is available and a plan is in place NOT to build ongoing expenses into this type of funding. This means you can use your "cash savings" to purchase one-time planned expenses such as large capital outlays or special projects.

Using ongoing revenue to cover ongoing expenses, plus expending cash savings on one-time or non-recurring items results in a structurally balanced budget.

### B. Legally Balanced

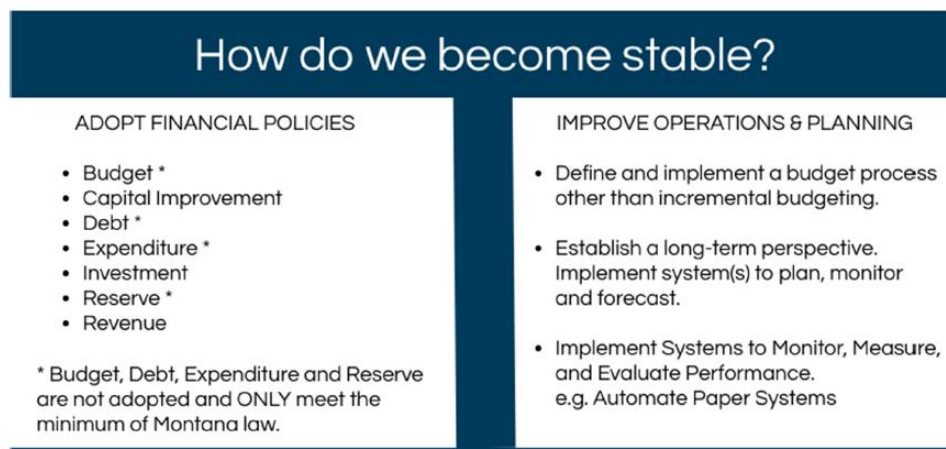
Per MCA 7-6-4030, the definition of a balanced budget is as follows: "The final budget must be balanced so that appropriations do not exceed the projected beginning cash balance plus the estimated revenue of each fund for the fiscal year."

In other words, the City cannot spend more money than it starts the year with plus the money it is projected to earn in the coming year. Spending more than you have to start with plus earnings would result in a negative cash balance (less than \$0 in the fund balance), which is not allowed.

The City of Helena strives to present both a legally balanced budget but also a structurally balanced budget to the City Commission for consideration.

## Fiscal Stability

Until such time as the City is fiscally stable, the City's ability to be structurally balanced is hindered. Fiscal stability is the implementation of financial policies, assurance of compliance with state requirements, implementation of management practices, and operations and planning activities within an organization. These four elements are not equally weighted. The greatest weight is on the operations and planning, which transition teams through years with consistent, repeatable methods.



# BUDGET AND RESERVE POLICIES

**The overall goal of the City's budget and reserve policies is to establish and maintain effective management of the City's resources.**

**This section outlines the policies and procedures used in guiding the preparation and management of the City's budget for Fiscal Year 2022.**

## **BUDGET DEVELOPMENT AND ADMINISTRATION:**

### **The Budget will be prepared in such a manner as to facilitate its understanding by citizens and elected officials:**

The City will present a story of the City government operations and intentions for the year to the citizens and elected officials of Helena. Presenting a budget document that is understandable to the citizens furthers the goal of effectively communicating local government finance issues to the public.

### **A comprehensive annual budget will be prepared for all operating funds expended by the City:**

Montana State law provides that "no money shall be drawn from the treasury of the municipality nor shall any obligation for the expenditure of money be incurred except pursuant to the appropriation made by the commission". Inclusion of all operating funds in the budget enables the commission, the administration, and the public to understand all financial aspects of city government when preparing, modifying, and monitoring the budget.

### **The City will avoid budgetary practices that balance current expenditures at the expense of meeting future year's expense:**

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

### **The city will provide for adequate maintenance of capital, plant and equipment and for their orderly replacement:**

Recognition of the need for adequate maintenance and replacement of capital, facilities, and equipment, regardless of economic conditions, will assist in maintaining the government's equipment and infrastructure in good operating condition.



# BUDGET AND RESERVE POLICIES

## **APPROPRIATION and ADJUSTMENT AUTHORITY:**

The City Commission adopts the legal level of spending authority in its annual budget at the fund level stated in Appendix A of the Budget Resolution.

## **Realignment Authority:**

Revenues, expenditures, and balances below the fund level are designated management tools. The City Manager is delegated the authority to adjust management level revenue and expenditures (i.e., transfers or revisions within or among line items) within the same fund, as long as there is no increase in total appropriations budgeted by fund.

### Realignment in Department Funds:

- a. Police budgets: The City Manager is delegated the authority to make transfers or revisions among the line items for all Police Department Budgets within or among the various funds provided there is no increase in the total appropriations budgeted for the Police Department.
- b. Street & Gas Tax Budgets: The City Manager is delegated the authority to make transfers or revisions among the line items between the Street & Traffic and Gas Tax funds provided there is no increase in the total appropriations budgeted
- c. Fire Budgets: The City Manager is delegated the authority to make transfers or revisions among the line items for all Fire Department Budgets within or among the various funds provided there is no increase in the total appropriations budgeted for the Fire Department.

## **Automatic Amendments:**

Joint operating agreements approved by the governing body, insurance recoveries, hazardous material recoveries, donations for specific purposes, and refund or reimbursements of expenditures shall automatically amend the annual appropriations or reduce recorded expenditures, whichever is correct in accordance with Generally Accepted Accounting Principles (GAAP).

# BUDGET AND RESERVE POLICIES

## **Follow-through Authority:**

Circumstances may arise to adapt to changes, while maintaining goals and objective principles. In order to allow management flexibility, the City Manager is delegated budget appropriation follow-through authority according to 7-6-4006 (3) MCA, for expenditure of funds for any or all of the following:

1. debt service funds for obligations related to debt approved by the governing body,
2. trust funds for obligations authorized by trust covenants,
3. any fund for federal, state, local or private grants and shared revenue accepted and approved by the governing body, (including the authority to appropriate the related city match, if any, with funding from reserves or transfers of available surplus),
4. any fund for special assessments approved by the governing body,
5. the proceeds from the sale of land,
6. any fund for gifts or donations, and
7. money borrowed during the fiscal year.

## **Fee Based Authority:**

As provided in 7-6-402 MCA, the City Manager is delegated authority to adjust volume-related appropriations funded by fees throughout the fiscal year for all of the following:

1. Proprietary funds
2. General fund
3. Street & Traffic fund
4. Urban Forestry and Open Space funds
5. Community Facilities fund,
6. Police Projects fund
7. Storm Water Utility fund.

# BUDGET AND RESERVE POLICIES

## FUND RESERVES:

### The budget will establish appropriate reserves according to operational best practices:

The City desires to maintain a prudent level of financial resources to guard its stakeholders against service disruption in the event of unexpected temporary revenue shortfalls or unpredicted one-time expenditures. As an approximate measure of liquidity, fund balance is similar to the working capital of a private sector business. The difference between assets and liabilities in a governmental fund is known as fund balance. The difference between assets and liabilities in proprietary fund is known as net assets. Both governmental and proprietary funds should establish a reserve to ensure stability in operations.

Fund balances for governmental funds will be properly designated into the following categories:

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

# BUDGET AND RESERVE POLICIES

## GENERAL FUND RESERVE:

The General Fund acts as the main operating fund for the City. Governments are normally advised to maintain a minimum level of unrestricted fund balance in the General Fund equal to two months of operating revenues or expenses depending on which is more predictable. Higher reserves may be warranted if there is excessive risk exposure such as significant volatility in operating revenues or expenses, drains on general fund resources from other funds, natural disasters, rapidly rising operating budgets, or disparities in time between revenue collection and expenditures.

The majority of the City's General Fund revenues are derived from property taxes and special assessments which are relatively stable sources of revenue. The City is currently not experiencing any excessive risk exposure to any of the circumstances noted above. Given that the General Fund has relatively stable revenue and is not facing excessive risk exposure, the City will maintain a minimum level of General Fund unrestricted reserve equal to 60 days operating expenditures or 15.0% of annual operating revenue, whichever is higher.

Should circumstances change exposing the City to a higher amount of risk exposure, the City may determine that a higher level of general fund balance reserve is warranted.

The General Fund reserve is committed to be used for: cash flow purposes, accrued employee payroll benefits which are not shown as a liability, unanticipated equipment acquisition and replacement, and to enable the city to meet unexpected expenditure demands or revenue shortfalls. The minimum reserve should not be available to meet recurring operating expenditures.

At the end of each fiscal year, twenty percent (20%) of General Fund excess reserves, if any, will be earmarked to a designated Emergency Contingency Fund. Spending from the Emergency Contingency Fund will be dedicated only for unforeseen emergency situations as determined by the City Manager and the City Commission.

# BUDGET AND RESERVE POLICIES

## **SPECIAL REVENUE FUNDS RESERVE:**

Special revenue funds are designed to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for a specific purpose other than debt service or capital projects. There is no need to establish a cushion for contingencies for special revenue funds whose sole purpose is to demonstrate that dedicated revenues are expended for their intended purpose.

This reserve policy applies to those special revenue operating funds that receive property tax revenue, state shared tax revenue, assess a fee, or include operational expenditures restricted for specific use by local, state and federal laws. Funds not meeting any of these criteria do not have a minimum reserve requirement.

The City's special revenue operating funds depend on revenue that is distributed in quarterly or bi-annual distributions which warrants a higher reserve than the General Fund.

An established minimum reserve of 18.0% or 90 days of operating expenditures, whichever is greater, will be maintained for the following special revenue operating funds:

- Streets Operations (201)
- Civic Center (211)
- Facilities Management (212)
- Open Lands (235)
- Urban Forestry (237)
- Stormwater (245)
- Water Shed (246)

## **DEBT SERVICE FUNDS RESERVE:**

General government debt service funds are used to accumulate resources in anticipation of debt service payments, either to fulfill legal or contractual obligations or voluntarily. The City will carry a fund balance in these funds at a level to maintain one year of debt service payments for general obligation debt, or to satisfy bond covenants, whichever is higher.



# BUDGET AND RESERVE POLICIES

## **CAPITAL IMPROVEMENT FUNDS RESERVE:**

Capital improvement funds account for and report financial resources that are restricted, committed or assigned to expenditures of capital outlays. Section 7-6-16 of the Montana Code Annotated notes that a municipality may establish a capital improvement fund for the replacement, improvement, and acquisition of property, facilities or equipment costs in excess of \$5,000 and that has a life expectancy of 5 years or more. The City follows this statute. It is expected that resources in a capital project fund will be spent out at the end of the project.

The city maintains general government, parks improvement, and sidewalk improvement capital funds. Money may be accumulated in these funds during any fiscal year to support annual appropriations and carry-overs to future fiscal periods; as such, reserves for these funds should be maintained at a level to meet equipment replacement needs and long-term capital plans.

The City maintains three tax increment capital financing funds of which assessments are collected and spent based on Commission approval. All fund balances in these funds are reserved to specific approval by the commission.

## **ENTERPRISE FUNDS RESERVE:**

Enterprise funds are used to report activity for which a fee is charged for goods and services. Enterprise fund accounting is designed to highlight the extent to which fees and charges are sufficient to cover the cost of providing goods and services or the cost of providing a subsidy.

The enterprise fund(s) should meet the demands of government services including unanticipated reductions in revenue or unplanned expense increases at a level to prevent service interruptions.

The City will maintain a minimum level of unrestricted reserves in its enterprise operating funds equal to 60 days of operating expenditures or 15.0% of annual appropriations, whichever is higher.

The unrestricted reserve is committed to be used for one-time expenditures, major equipment acquisition and replacement, and to enable the city to meet unexpected future expenditure demands or revenue shortfalls that may impede operations.



# BUDGET AND RESERVE POLICIES

## **INTERNAL SERVICE FUNDS RESERVE:**

Internal Service funds are proprietary type funds used to report activity that provide goods or services to other government funds, departments or agencies on a cost reimbursement basis. Internal Service funds may also be used to account for a government's risk financing activities.

These funds are designed to break-even over time. Significant and ongoing surpluses may indicate that charges are more than what is needed to reimburse costs. However, rates may be set to accumulate balances for replacement of capital assets, depreciation expense, and debt service payments.

The City maintains internal services funds for Copiers, Health, Dental, Vision and Fleet services. The City will maintain a prudent reserve balance in these funds to recover the ongoing operating, capital, depreciation, and debt service needs.

## **COMPLIANCE WITH FUND RESERVE POLICIES:**

### **REPLENISHMENT OF RESERVES:**

In the event that required reserve falls below the minimum level established, the City will define the factors influencing the shortfall and will develop a plan to increase resources or reduce expenditures. The required reserve should be replenished back to the policy level within twenty-four months.

Revenue resources that may be used to replenish reserve requirements may include non-recurring revenues, budget surpluses, or excess resources in other funds (if legally permissible and there is a defensible rationale).

# BUDGET AND RESERVE POLICIES

## **EXCESS RESERVES:**

In the event reserves exceed the minimum balance requirements, at the end of each fiscal year, any excess reserves may be used in the following ways:

- Fund Accrued Liabilities (priority given to those items that relieve financial operating pressure in future periods)
- Appropriated to lower the amount of outstanding debt principal
- Charges for services fee reductions
- One-time expenses that do not increase operating costs that cannot be funded through current revenues
- Start-up expenses for new programs, provided the Commission has considered in the context of multi-year projections of revenues and expenses
- Replenish fund balances of other funds that fall below policy level (if legally permissible and there is a defensible rationale)
- Twenty percent (20%) of General Fund Excess Reserves will be earmarked to be transferred to the Emergency Contingency Fund.

## **GENERAL FUND CONTINGENCY ACCOUNT RESERVES:**

General Fund operating contingency account appropriations are provided by the City Commission as flexible appropriations for general government use. They are intended to provide the City Manager with an effective management tool for adjusting to changing circumstances throughout the budgetary year.

The City Manager is delegated the authority to transfer part or all of any contingency appropriation and related financing within the General Fund or any other fund.

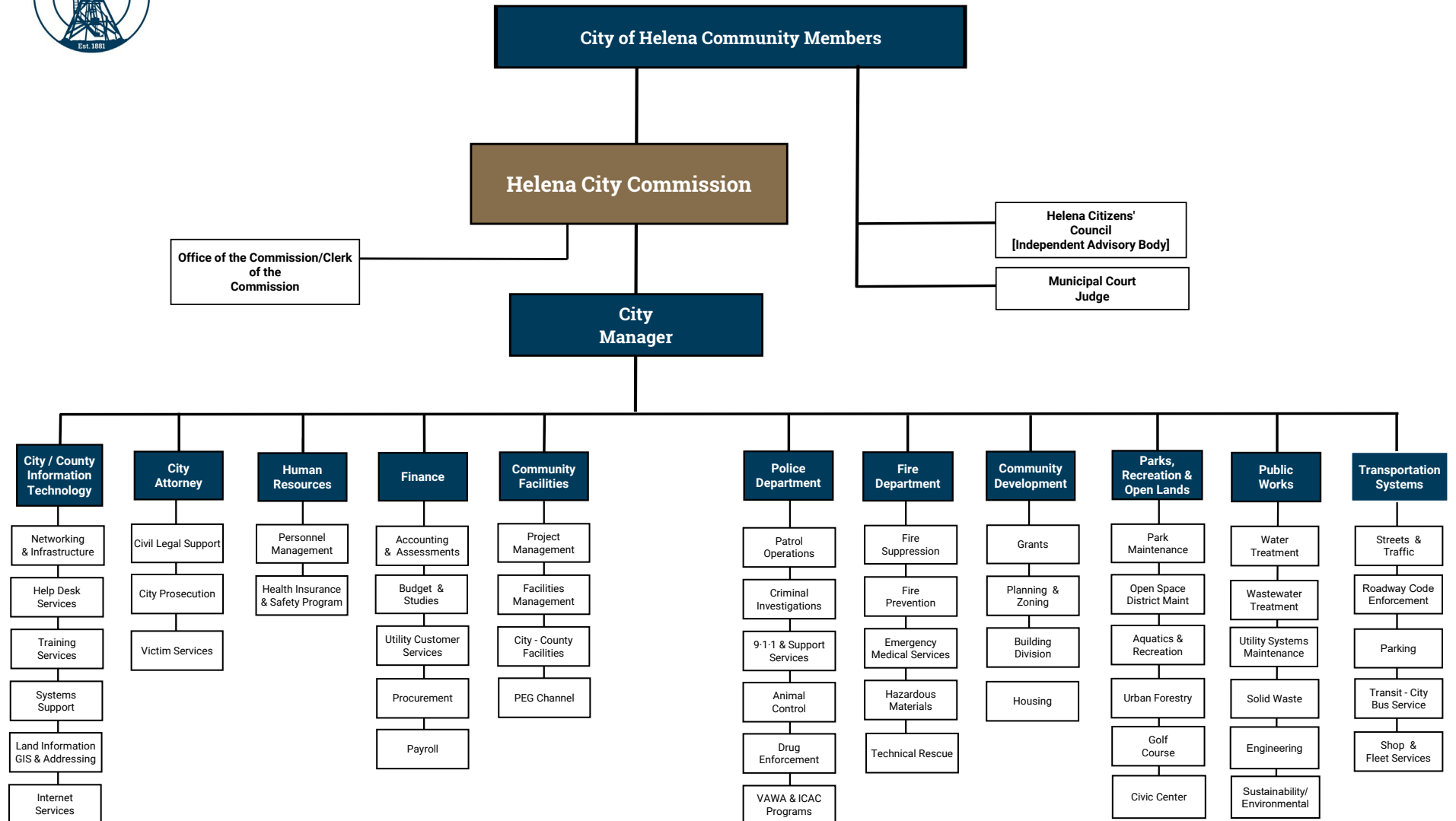
Use of contingency appropriations is restricted to transfers of that appropriation authority specific to operating budgets. Proper classification of expenditures to specific operations is required. Accordingly, charging of expenditures directly to contingency accounts is prohibited.

Annual contingency account reserve will be \$100,000 or 0.05% of general fund operating revenues, whichever is greater, at the discretion of the City Manager.





## CITY OF HELENA - ORGANIZATION CHART



# FY 2022 STAFFING PLAN:

## STAFFING

The City employs over 365 full and part time employees and approximately 150 seasonal workers.

Most seasonal workers are employed in Parks, Recreation & Open Lands:

Parks Maintenance, Golf Course Restaurant and Beverage Cart, Golf Course Operations, Golf Course Maintenance, Swimming Pool, Recreation Programs. Kay's Kids, Open Space/Lands, Urban Forestry, Civic Center

Other Seasonal Workers are employed in the following divisions:

Wastewater Treatment Plant, Water Treatment Plant, Commercial Solid Waste, Residential Solid Waste, Transfer Station, Recycling, Streets Maintenance, Traffic Maintenance, Transit Systems, Parking

## CURRENT VACANCIES:

The City experiences vacancies throughout the year. Frequently, Police and 9-1-1-Dispatch have difficulty in retaining staff—this is common across the country. There are currently 12.5 FTEs vacant citywide. General Fund vacancies include five Police Officers and Support Services (9-1-1) Fund has one Dispatcher position that is vacant.

## Attrition Value vs Turnover

It is currently impossible to establish an "attrition" value or "turnover rate" within the current systems at the City. There is no electronic method for managing staffing without using various hand-entered spreadsheets. Anything hand-entered or managed includes human error. The City will be using one-time savings dollars in the General Fund to invest in a Finance system that will include Personnel management.

In the meantime, using attrition value or turnover as a method of management within the budget is a policy decision that requires further study. Attrition refers to the lifecycle of the workforce based on a position's life cycle. A person leaving an organization due to things like retirement, promotion, re-tooling a position are change situations that can be reflected in an attrition value. This value is specific to a position. Turnover reflects the organization and can be the result of downsizing, financial struggles, and hiring decisions. Both attrition and turnover can be added to a salary group to anticipate conservative "savings". Neither can be used to address the current budget because the City does not have a policy nor accurate management systems in place to establish them.

For example, in the case of vacancies within the Police Department as noted above, some of this may be attributable to attrition and turnover. However, there is insufficient detail in the City's systems to arrive at a conclusion as to attribute these vacancies to either attrition and/or turnover because the City does not have an electronic system that tracks not only when an employee departs, but the reason for departure.

# FY2022 STAFFING PLAN (continued):

Salary and Benefits proposed for Fiscal Year 2022 are as follows broken down by Fund:

The overall 4.61% change from the prior year budget represents a 2.2% cost of living adjustment, the addition of requested personnel noted below and grade and step adjustments. Some fund changes also represent staffing allocation changes between funds that reflect current operations.

Fund	Fund Description	Fiscal Year 2021	Fiscal Year 2022		
		FY21 Salary & Benefits Budget	FY 22 Proposed Salary & Benefits	FY22 vs FY21 Change	FY22 vs FY21 % Change
100	General Fund	17,733,440	18,608,932	875,492	4.94%
201	Street & Traffic	2,009,394	2,044,957	35,563	1.77%
211	Civic Center	433,856	475,281	41,425	9.55%
212	Facilities Management	224,707	247,717	23,010	10.24%
219	9-1-1 & Support Services	1,442,073	1,556,223	114,150	7.92%
235	Open Space Dist Maint	249,914	248,287	(1,627)	-0.65%
237	Urban Forestry & Water Shed	309,732	330,281	20,549	6.63%
245	Storm Water	268,561	265,042	(3,519)	-1.31%
503	Comm. Dev. Building	874,957	874,457	(500)	-0.06%
521	Water	2,018,969	2,066,560	47,591	2.36%
531	Wastewater	1,370,633	1,390,597	19,964	1.46%
541	Solid Waste-Residential	544,778	576,602	31,824	5.84%
542	Solid Waste-Commercial	312,137	325,897	13,760	4.41%
546	Transfer Station	768,510	795,817	27,307	3.55%
547	Recycling	204,951	208,232	3,281	1.60%
551	Parking	592,182	631,163	38,981	6.58%
563	Golf Course	879,093	947,128	68,035	7.74%
570	City/County Bldg	263,122	310,461	47,339	17.99%
571	City/County Mail	41,410	42,860	1,450	3.50%
572	City/County Telephone	22,136	19,519	(2,617)	-11.82%
573	CC Law & Justice Ctr.	215,681	223,722	8,041	3.73%
580	Capital Transit	873,797	916,855	43,058	4.93%
581	CT - Easty Valley	80,463	95,818	15,355	19.08%
610	Fleet Services	520,623	540,642	20,019	3.85%
		<b>\$32,255,119</b>	<b>\$33,743,050</b>	<b>\$1,487,931</b>	<b>4.61%</b>

*Does not include reimbursed wages for Special Charters and Police Special Projects*

Achieving the State of Montana's definition of a balanced budget assures these positions will be meet a balanced budget in the General Fund.

# FY2022 STAFFING PLAN (continued):

## NEW FTE Requests General Fund Requests

### City Manager's Office:

- 1.0 FTE – Community & Economic Development Engineer: Needed to navigate new development, address engineering issues that may arise, and implement economic development strategy.
- 0.50 FTE - Volunteer Coordinator: Citywide recruitment and placement in volunteer opportunities including snowbusters and other citywide volunteering opportunities.

### City Attorney's Office:

- 1.0 FTE - Assistant City Attorney: In two years, the Office processed 100 resolutions, 50 ordinances, 500 contracts and over 9,431 prosecutions in just two years, Helena's City Attorneys have exceeded their capacity. Position will respond to and conduct research in connection with the ever-increasing requests for legal opinions and advice, take an active role in Helena's DUI Court implementation, and free up the City Attorney to focus on high-level advice needed in the City.

### Community Development:

- 0.50 FTE – Part-time Planner a full-time position: Responds to the expanding need for plan review in the City one staff member dedicated to doing building plan reviews for compliance to zoning, business license reviews for compliance to zoning, Board of Adjustment cases, and community decay complaints, freeing the time for the full-time Planner IIs to work on the more complicated land use cases and further implementation of the Growth Policy.

### Facilities:

- 0.88 FTE – Facilities Mgmt. – Administrative Assistant III: Address gap in support due to reassignment of FTE to the Civic Center to address the event promotion needs.

### Fire

- 1.0 FTE – Fire Dept. - Fire Inspector: Improves the staffing in the Fire Prevention Bureau to complete 400 to 600 more basic fire and life safety inspections a year, develop increased fire safety education in the community including how to prepare for living in the wildland/urban interface.

### Police

- 1.0 FTE – Urban Wildlife/Animal Control Officer: Return to the city the cut urban deer program and increase animal control ordinance.

## **Other Funds**

### Police

- 1.0 FTE – Records Supervisor/SVOR Coordinator: Needed to address increase in registered offenders. The position serves both Helena and Lewis and Clark County residents needs and is fully funded through the county public safety mill levy.

### Public Works

- 0.50 FTE – Environmental Pre-Treatment Coordinator (Part-time to Full-time): Make whole the position hired using reassignment of other FTE within the Department. Position will manage permits and compliance matters in the Department.
- 1.0 FTE – Water Treatment Plant Operator: During the summer of 2020, staff accrued 264 excess hours due to staff shortages. Position is needed to reduce overtime due to insufficient staffing and assure cross-training with staff who anticipate retirement.
- 1.0 FTE – Transfer Station Permitting Clerk (reduce temporary employees): Makes a temporary position permanent due to inappropriate classification of position. Currently, the City must lay off staff and incur overtime to assure compliance.

### Transportation Services:

- 1.0 FTE – Deputy Transportation Director: Allows Director to focus on larger projects and improve systems.
- 0.50 FTE (x2) – Transit Operators: Converts four on-call drivers to more reliable scheduled staff.



# FY2022 STAFFING PLAN (continued):

## **TRANSFERS: NO Financial Impact**

### **General Fund**

#### **Finance:**

Transfer from other departments:

- 1.0 FTE - Procurement Officer (From City Manager's Office): Better alignment in Finance.
- 1.0 FTE – Reclassified a Budget Analyst to Payroll Specialist: Addresses gap within organization.

### **Other Funds**

#### **Public Works:**

Transfer from other Departments:

- 0.50 FTE – Sustainability Coordinator (From City Manager's Office): Moved within the City Manager's Office to the Public Works Department to work with the Environmental Pre-Treatment Coordinator

## **DEFERRED REQUESTS:**

The request for a budget analyst position in Finance is being deferred pending a future workload analysis. The Finance Department has taken on a payroll specialist position that may have capacity for budget analyst duties.

Transportation and Public Works provided priorities for requests to add staff as shared positions: a grants coordinator and a communications position. These requests were deferred until Finance and the Public Information Officer can work with the two departments to identify gaps needed for these positions to be funded.

## **PENDING REQUESTS:**

The transportation department is requesting staff to fund the sidewalk program pending approval by the City Commission.

Those positions are not represented in this document.



# FY2022 STAFFING PLAN (continued):

## Cost of Living Increase:

Cost-of Living salary increases are intended to ensure that compensation maintains competitiveness by compensating employees for such items as inflation, economic changes in the labor force, increases in goods and services, and increases in housing costs. The City of Helena is proposing a methodology of informing cost-of-living salary adjustments (COLA) calculations by applying Bureau of Business and Economic research (BBER), Quarterly Census of Employment and Wages (QCEW), and Montana Regional MLS housing data.

Helena is no exception to the fact that the Mountain region is seeing a higher increase in CPI than the larger Western Region as people move into our area. Cost of goods and services, and housing have been driven up. It is imperative that the City of Helena attempt to appropriately compensate our employees in order to make their income whole given their relative increase in costs.

The Quarterly Census of Employment and Wages (QCEW) data demonstrates increases in weekly wages. QCEW data for the State of Montana (based on the first three 2020 quarters since the 4<sup>th</sup> quarter of 2020 is not yet available), Montana saw an overall increase in quarterly wages of 6.3% on average. Closer to home, Lewis and Clark County increase in weekly wages for all ownership (includes private, federal government, state government, and local government) in 2019 was 3.37% above 2018. For local government, the Lewis and Clark County increase in weekly wages from 2018 to 2019 was 2.3%. QCEW trending data regarding the Living Wage in Lewis and Clark County continues to climb.

Through BBER, the Bureau of Labor Statistics is now maintaining data for the Mountain Division (a sub-division of the West Region), dating back to 2018. When evaluating this CPI data, the cost- of-living factor percentage change for the Mountain Division from 2019-20 was 2.17%.

Additionally, according to the Montana Regional Montana Labor Statistics, the cost of homes in Helena increased by 6.8% from 2018 – 2019, and 10.25% from 2019 – 20.

Given this data, the City of Helena is recommending a 2.2% COLA for all non-Union City of Helena employees for Fiscal Year 2021-22. This recommendation aligns with the Lewis and Clark County cost-of-living recommendation and is conservative given the current economic environment in Lewis and Clark County and the State of Montana.

## **Establishing a COLA**

This budget represents the City's first establishment of a repeatable method for establishing a Cost of Living (COLA) increase that can be measured.



# AUTHORIZED POSITIONS BY DIVISION

## PERMANENT FULL AND PART TIME

	FY 2019	FY 2020	FY 2021	FY 2022
<b>GENERAL GOVERNMENT</b>				
City Commission	7.00	7.00	7.00	7.00
Helena Citizens Council	0.38	0.38	0.38	0.50
City Manager Office	2.00	3.00	4.00	5.50
City Attorney Office	7.00	8.00	8.00	9.00
Human Resources	4.00	4.00	4.00	4.00
<b>GENERAL GOVERNMENT SUBTOTAL</b>	<b>20.38</b>	<b>22.38</b>	<b>23.38</b>	<b>26.00</b>
<b>FINANCE SERVICES</b>				
Administration and Budget	3.00	3.00	3.00	3.00
Accounting	4.00	4.00	4.00	5.00
Utility Customer Service	4.00	4.00	4.00	4.00
<b>FINANCE SERVICES SUBTOTAL</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>12.00</b>
<b>COMMUNITY DEVELOPMENT</b>				
Planning & Development	5.13	5.38	4.63	5.50
Housing Coordinator	-	-	1.00	1.00
Building	9.50	9.75	10.00	9.50
<b>COMMUNITY DEVELOPMENT SUBTOTAL</b>	<b>14.63</b>	<b>15.13</b>	<b>15.63</b>	<b>16.00</b>
<b>MUNICIPAL COURT</b>				
Judge	1.00	1.00	1.00	1.00
Court Administration	5.00	5.00	5.00	5.00
<b>MUNICIPAL COURT SUBTOTAL</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>POLICE</b>				
Police Administration	5.50	5.50	5.50	6.65
Police Operations	48.00	50.55	51.05	48.00
Animal Control	1.00	1.00	1.00	1.50
Drug Enforcement	1.00	1.00	1.00	1.00
Violence Against Women	1.00	1.00	1.00	1.00
Records and Dispatch	20.50	20.50	20.50	21.50
Urban Wildlife	-	-	-	0.50
Crash Investigator	-	-	-	1.00
Volunteer Coordinator	-	-	-	1.00
<b>POLICE SUBTOTAL</b>	<b>77.00</b>	<b>79.55</b>	<b>80.05</b>	<b>82.15</b>

# AUTHORIZED POSITIONS BY DIVISION

## PERMANENT FULL AND PART TIME

	FY 2019	FY 2020	FY 2021	FY 2022
<b>FIRE DEPARTMENT</b>				
Fire Administration	4.00	4.00	4.00	4.00
Fire Operations	36.00	35.00	36.00	36.00
Fire Marshal	2.00	2.00	2.00	2.00
Fire Inspector	-	-	-	1.00
<b>FIRE SUBTOTAL</b>	<b>42.00</b>	<b>41.00</b>	<b>42.00</b>	<b>43.00</b>
<b>PARKS AND RECREATION</b>				
Parks Administration	2.00	2.00	2.00	2.00
Parks Maintenance	9.42	10.00	10.00	8.80
Swim Pool	0.65	0.65	0.65	0.65
Recreation Program	0.60	0.60	0.60	0.60
Urban Trails	0.50	0.50	0.50	0.50
Urban Forestry	2.00	3.75	3.75	3.75
Open Space District	0.80	0.80	0.80	1.75
Watershed Projects	0.20	0.20	0.20	0.20
Civic Center	5.98	5.93	5.93	6.00
Golf Course - Operations	3.25	3.00	3.00	3.00
Golf Course - Concessions	3.25	3.25	3.25	2.00
Golf Course - Maintenance	3.00	3.00	3.00	3.00
<b>PARKS AND RECREATION SUBTOTAL</b>	<b>31.65</b>	<b>33.68</b>	<b>33.68</b>	<b>32.25</b>
<b>COMMUNITY FACILITIES</b>				
Facilities Administration	1.22	1.33	1.33	2.29
Project Management	0.82	0.87	0.87	0.84
PEG	0.04	0.04	0.04	0.03
City-County Building	5.33	4.45	4.45	4.83
CCAB-Mail Operations & Delivery	0.69	0.69	0.69	0.69
CCAB- Telephone	0.39	0.42	0.42	0.37
City-County Law & Justice Center	2.00	3.74	3.74	3.42
<b>COMMUNITY DEVELOPMENT SUBTOTAL</b>	<b>10.49</b>	<b>11.54</b>	<b>11.54</b>	<b>12.47</b>

# AUTHORIZED POSITIONS BY DIVISION

## PERMANENT FULL AND PART TIME

	FY 2019	FY 2020	FY 2021	FY 2022
<b>PUBLIC WORKS</b>				
Public Works Administration	2.50	4.50	4.50	2.50
Engineering	8.50	8.50	8.50	11.00
Sustainability Coordinator	-	0.50	0.50	0.50
Water Treatment	11.25	12.35	12.35	13.45
Wastewater Treatment	9.85	10.35	10.35	10.45
Water Utility Maintenance	13.20	13.38	13.38	12.26
Wastewater Pre-Treatment	0.90	0.50	0.50	0.50
Wastewater Utility Maintenance	5.99	5.99	5.99	5.41
Stormwater Utility Maintenance	3.81	3.81	3.81	3.33
Residential Solid Waste	4.77	6.77	6.77	7.17
Commercial Solid Waste	3.63	3.63	3.63	3.83
Transfer Station	9.40	9.40	9.40	9.80
Recycling	2.20	2.20	2.20	2.20
<b>PUBLIC WORKS SUBTOTAL</b>	<b>76.00</b>	<b>81.88</b>	<b>81.88</b>	<b>82.40</b>
<b>TRANSPORTATION SERVICES</b>				
Streets Maintenance	11.75	17.75	17.75	18.05
Roadway Code Enforcement	-	2.00	2.00	2.50
Traffic Maintenance	2.49	3.28	3.28	3.30
Signal Maintenance	0.88	0.28	0.28	0.24
Fleet Services	6.50	6.80	6.80	6.75
Capital Transit	11.85	11.90	11.90	13.65
Capital Transit - East Valley	1.13	1.20	1.20	1.23
Parking Services	8.65	8.80	8.80	9.14
<b>TRANSPORTATION SERVICES SUBTOTAL</b>	<b>43.25</b>	<b>52.01</b>	<b>52.01</b>	<b>54.85</b>
<b>CITY TOTAL</b>	<b>332.40</b>	<b>354.17</b>	<b>357.17</b>	<b>367.12</b>

# CITY-WIDE REVENUES: PROPERTY TAXES & ASSESSMENTS

## HOW ARE MY TAXES DETERMINED ON MY PROPERTY?

The Montana Department of Revenue establishes the value of all property for tax purposes. The assessed value of property is used by Lewis and Clark County to determine the mill levy. Certified values are available in August of each year.

Examples of how your property tax is calculated can be found on the Montana State Department of Revenue website: [mtrevenue.gov](http://mtrevenue.gov)

## WHAT IS A MILL?

A mill is 1/10<sup>th</sup> of a penny or \$1.00 revenue for each \$1,000 of assessed valuation.

## WHAT ASSESSMENTS DOES THE CITY CHARGE?

The City proposes and adopts assessment fees each year during the budget process by Resolution of the City Commission. The following is a list of assessments that are collected on resident's property tax bills:

- Special Improvement Street Light Districts
- Urban Forestry
- Open Space and Lands
- Streets Maintenance
- Storm Water
- Landfill Monitoring

# CITY-WIDE REVENUES: OVERVIEW

Fiscal Year 2022 projected budgeted revenues are \$83,300,000. Revenues are conservatively projected and are -8.0% less than the adopted FY 21 budget, \$90,572,000, and -6.6% less than projected FY21 revenue, \$89,196,000. Internal transfers for FY22 are \$5,555,000. There are no new rate or fee increases recommended for Fiscal Year 2022.

The declines as compared to projected FY 21 revenues are primarily noted in intergovernmental revenues which consist of contributions from other government entities and the State of Montana, plus federal, state and local grants. Intra-city charges are also declining as compared to Projected FY21. These are cost recovery charges within the government itself. In FY22, the general fund administrative cost recovery baseline methodology changed using FY20 operating expense actuals versus the traditionally used estimated budget in order to analyze the allocation methods and present revised methodology for FY2023. The other notable change is Other Financing which largely represents debt service issuance for capital projects. Below is a table that summarizes revenue categories by year that depicts expected areas of revenue declines in FY22:

	FY22 BUDGET	FY21 PROJ.	FY20 ACT.	FY 19 ACT.	FY 18 ACT.
TAXES	14,637,150	14,093,079	13,559,571	12,431,755	11,588,872
SPECIAL ASSESSMENTS	11,261,860	10,945,467	11,194,924	8,432,206	7,100,848
LICENSE & PERMITS	1,891,421	1,836,021	1,934,436	1,807,596	1,675,677
INTERGOV'T REVENUES	10,529,344	15,624,200	12,421,377	10,535,740	8,463,148
CHARGES FOR SERVICES	26,897,885	25,999,287	25,202,569	24,351,128	22,463,127
INTRA-CITY CHARGES	6,922,219	7,044,667	6,617,898	6,555,519	6,279,075
FINES & FORFEITURES	562,000	486,485	606,024	617,689	599,816
INVESTMENT EARNINGS	120,060	115,210	754,099	1,073,958	684,565
OTHER FINANCING	10,478,078	13,039,608	13,418,735	6,802,007	8,137,726
<b>TOTAL</b>	<b>\$ 83,300,017</b>	<b>\$ 89,184,024</b>	<b>\$ 85,709,633</b>	<b>\$ 72,607,597</b>	<b>\$ 66,992,854</b>

A comparison of revenues including internal transfers from FY18 to Budget FY22 is listed in the table below:

	REVENUE	TRANSFERS IN	TOTAL
FY22 BUDGET	83,300,017	5,554,825	88,854,842
FY21 PROJECTED	89,195,511	4,360,670	93,556,181
FY20 ACTUAL	85,728,946	2,349,904	88,078,850
FY19 ACTUAL	72,619,597	3,611,681	76,231,278
FY18 ACTUAL	67,004,854	2,731,847	69,736,701

Internal transfers represent subsidies and contributions from the General Fund to other funds, transfers from internal service insurance funds, special revenue fund transfers to operating funds, and capital improvement support.

A more comprehensive list of the City's revenues and trend information is in the following two schedules listed as "General Fund Revenue" and "Other Fund Revenue".



**CITY OF HELENA**  
**GENERAL FUND REVENUE**

ACCOUNT DESCRIPTION	FY 2018	FY 2019	UNAUDITED FY 2020	ADOPTED FY 2021	PROJECTED FY 2021	PROPOSED BUDGET FY 2022	PROPOSED FY22 BUDGET vs FY21 Proj	PROPOSED FY22 BUDGET vs. FY 21 ADOPTED
Current Taxes - General Levy	7,857,937.00	8,184,141.00	8,351,207.22	8,204,340.15	8,626,370.00	8,900,000.00		
Personal Property Taxes - All Years	435,096.00	406,463.00	465,556.52	335,000.00	450,000.00	464,000.00		
Current Taxes - Health Ins Levy	1,751,903.00	1,821,380.00	2,062,696.87	2,264,730.00	2,180,575.00	2,224,000.00		
MV - County Option Tax (61-3-537)	883,109.00	1,019,822.00	1,053,296.03	880,000.00	1,052,000.00	1,073,000.00		
Entitlement -- MV - Assessed Taxes	8,544.00	8,888.00	1,353.43	5,000.00	9,000.00	9,000.00		
Penalty & Interest on Del Tax	11,308.00	14,534.00	13,235.53	18,000.00	18,000.00	18,000.00		
<b>SUBTOTAL - TAXES</b>	<b>10,947,897.00</b>	<b>11,455,228.00</b>	<b>11,947,345.60</b>	<b>11,707,070.15</b>	<b>12,335,945.00</b>	<b>12,688,000.00</b>	<b>2.85%</b>	<b>8.38%</b>
Liquor Licenses	21,040.00	19,510.00	17,500.00	21,000.00	21,000.00	21,000.00		
Beer & Wine Licenses	27,400.00	24,410.00	26,200.00	27,000.00	27,000.00	27,000.00		
Catering Permits	3,010.00	3,395.00	1,855.00	3,000.00	3,000.00	3,000.00		
Pawnbrokers & 2nd Hand	950.00	750.00	-	-	-	-		
General Business Licenses	104,572.00	105,391.00	103,258.55	101,000.00	91,125.00	100,000.00		
Cable TV Franchise	285,131.00	413,339.00	382,430.57	400,000.00	428,806.00	425,000.00		
Amusement Licenses & Permits	2,750.00	2,500.00	-	-	-	-		
Animal Licenses	32,748.00	31,093.00	29,724.00	31,000.00	26,272.00	30,000.00		
Bicycle Licenses	3.00	4.00	-	-	-	-		
Building Permits/Board of Adjustments	1,000.00	1,000.00	1,500.00	750.00	1,000.00	1,000.00		
<b>SUBTOTAL - LICENSE &amp; PERMITS</b>	<b>478,604.00</b>	<b>601,392.00</b>	<b>562,468.12</b>	<b>583,750.00</b>	<b>598,203.00</b>	<b>607,000.00</b>	<b>1.47%</b>	<b>3.98%</b>
Fire Grants	-	-	-	-	-	-		
Police / MRDTF Grant	27,716.00	27,676.00	31,284.00	20,000.00	16,388.00	20,000.00		
Police / Highway Traffic Safety	2,922.00	26,859.00	82,815.26	60,000.00	66,923.00	65,000.00		
Police / ICAC Grant	1,073.00	3,485.00	5,493.46	7,100.00	200.00	-		
Police / Dept of Justice Grant (MATIC Grant)	97,368.00	95,618.00	100,355.63	80,000.00	90,457.00	90,000.00		
Police / Violence Agnst Women Grant	67,882.00	68,494.00	70,807.31	51,000.00	88,427.00	65,000.00		
Police / HIDTA Grants	62,056.00	67,281.00	52,373.45	55,654.00	35,706.00	35,000.00		
Police Grants-Misc.	7,749.00	12,874.00	2,938.93	6,200.00	840.00	3,000.00		
Misc. Federal Grants - VOCA Grant	44,290.00	67,456.00	59,360.73	47,747.00	56,763.00	57,000.00		
Indirect Cost Recovery - MISC	292.00	-	-	-	-	-		
Indirect Cost Recovery - DUI	-	6,746.00	-	-	-	-		
Indirect Cost Recovery - HPD MATIC	9,613.00	-	-	-	-	-		
Indirect Cost Recovery -VOCA	4,429.00	8,594.75	19,765.39	6,632.00	15,045.00	15,000.00		
Live Card Game Lic Dist	4,057.00	4,252.00	2,536.18	4,300.00	2,085.00	2,100.00		
Video Gambling Lic Dist	74,450.00	74,425.00	71,100.00	70,000.00	68,300.00	70,000.00		
State Entitlement - HB124 / 2001	4,236,658.00	4,312,139.00	4,462,845.00	4,507,472.00	4,613,116.72	4,682,000.00		
State Grants - URD/MBAC	6,000.00	9,000.00	963.00	-	-	-		
State Grants - Hazmat	22,084.00	-	-	-	-	-		
County Contrib - Urban Trails	-	-	-	-	-	-		
County Contrib - Resilience Coordinator	-	-	-	-	-	-		
County Contrib - LCSO Reimb-1/2 Detective-MDT &	533.00	948.02	45,673.12	44,901.00	45,000.00	2,000.00		
Misc Intergovernmental Rev	5,256.00	4,546.00	-	-	-	-		
PILT-Helena Housing Authority	13,691.00	12,985.00	16,898.65	-	19,563.00	20,000.00		
<b>SUBTOTAL - INTERGOV'T REV</b>	<b>4,688,119.00</b>	<b>4,803,378.77</b>	<b>5,025,210.11</b>	<b>4,961,006.00</b>	<b>5,118,813.72</b>	<b>5,126,100.00</b>	<b>0.14%</b>	<b>3.33%</b>
Subdivisions	750.00	1,045.00	375.00	1,200.00	3,170.00	1,500.00		
Zoning Actions	1,865.00	2,885.00	1,306.00	4,300.00	1,500.00	2,000.00		
Alarm Fees (10%)	670.00	2,475.00	1,070.00	1,000.00	1,000.00	1,200.00		
Fire Protection Fees	102,592.00	78,097.00	36,431.08	60,000.00	69,875.00	50,000.00		
Fire Bldg. Code Inspection	17,758.00	32,722.00	40,283.87	32,500.00	22,000.00	32,500.00		
DUI Vehicle Seizures	-	-	-	-	-	-		
St Capital Officer	114,346.00	140,161.00	90,669.68	-	-	-		
Fees-Other Agencies - Law Enf Academy	-	-	-	-	-	-		
Fees-Other Agencies-SRO Reimb & 1/2 City Atty De	60,989.00	86,393.00	127,769.13	80,000.00	161,000.00	125,000.00		
Police Range User Fees	8,690.00	7,980.00	36,344.68	7,500.00	7,500.00	8,000.00		
Helena Housing Auth. Contract	49,727.00	-	-	-	-	-		
Snow Removal Charges	2,796.00	345.00	-	-	-	-		
Engineering Misc.	250.00	250.00	-	-	250.00	-		
Animal Control Fees	4,095.00	1,770.00	2,625.00	3,500.00	1,000.00	1,000.00		
Swim - Daily Admissions Youth	33,514.00	41,535.00	34,965.78	25,606.00	4,000.00	25,000.00		
Swim - Daily Admissions Adult	28,403.00	31,817.00	20,703.94	22,293.00	3,000.00	22,000.00		
Swim -Daily Admissions Senior	129.00	1,187.00	968.37	6,097.00	1,000.00	1,000.00		
Swim - Daily Admissions Spectator	1,956.00	2,620.00	4,491.85	1,450.00	600.00	2,000.00		
Swim -Water Activity Youth	-	-	232.50	35.00	35.00	35.00		
Swim - Water Activity Adult	1,372.00	1,304.00	103.00	1,500.00	100.00	1,500.00		
Swim - Water Activity Senior	346.00	411.00	-	1,000.00	-	300.00		
Swim - Punch Card Youth	7,794.00	6,871.00	8,883.75	6,000.00	1,000.00	6,000.00		
Swim - Punch Card Adult	6,195.00	5,005.00	1,229.00	3,024.00	1,000.00	3,024.00		
Swim - Punch Card Senior	403.00	607.00	-	140.00	50.00	140.00		
Swim - PC Residt - Wtr Act-Sr.	-	-	-	-	-	-		
Swim - Season Pass Youth	529.00	455.00	-	500.00	100.00	400.00		
Swim - Season Pass Adult	2,667.00	810.00	171.00	1,500.00	250.00	1,000.00		
Swim - Season Pass Senior	508.00	630.00	-	126.00	-	126.00		
Swim - Season Pass Family	4,100.00	4,878.00	810.00	500.00	100.00	500.00		
Swim Lessons - Resident 30 min	27,521.00	27,841.00	20,726.54	27,000.00	5,000.00	27,000.00		
Swim Lessons - Non Resident 30 min	2,908.00	4,305.00	1,272.00	150.00	-	150.00		
Swim Pool Rental - Swim Team	1,855.00	2,505.00	2,505.00	2,000.00	-	2,000.00		
Swim Pool Rental - Swim Meets	1,500.00	2,880.00	1,290.00	1,500.00	-	1,500.00		
Swim Pool Rental - Private	3,600.00	1,440.00	400.00	2,400.00	100.00	1,500.00		
Park Use Fees	48,266.00	42,666.00	5,541.99	45,000.00	18,000.00	45,000.00		

**CITY OF HELENA**  
**GENERAL FUND REVENUE**

ACCOUNT DESCRIPTION	FY 2018	FY 2019	UNAUDITED FY 2020	ADOPTED FY 2021	PROJECTED FY 2021	PROPOSED BUDGET FY 2022	PROPOSED FY22 BUDGET vs FY21 Proj	PROPOSED FY22 BUDGET vs. FY 21 ADOPTED
Recreation Fees	-	-	2,247.00	-	4,000.00	3,000.00		
Recreation Ice Rink Fees & Revenue	6,410.00	3,814.00	6,372.61	5,000.00	4,000.00	5,000.00		
Recreation Tennis Fees & Revenue	10,541.00	11,619.00	5,124.09	10,000.00	4,500.00	5,500.00		
Recreation Pickleball Fees & Revenue	-	-	-	5,000.00	500.00	500.00		
Event Ticket Sales	-	474.00	-	-	-	-		
Concession Merchandise	30,531.00	32,127.00	30,506.21	32,500.00	10,000.00	32,500.00		
<b>SUBTOTAL - CHARGES FOR SVS</b>	<b>585,576.00</b>	<b>581,924.00</b>	<b>485,419.07</b>	<b>390,321.00</b>	<b>324,630.00</b>	<b>407,875.00</b>	<b>25.64%</b>	<b>4.50%</b>
Walking Mall St Sweep/Plow Chrg/Snow Removal	15,000.00	19,000.00	19,000.00	19,000.00	19,000.00	19,000.00		
Open Spc Trail Maint Chrg	44,628.00	54,969.00	55,000.00	-	-	-		
<b>SUBTOTAL -INTRA CITY CHARGES</b>	<b>59,628.00</b>	<b>73,969.00</b>	<b>74,000.00</b>	<b>19,000.00</b>	<b>19,000.00</b>	<b>19,000.00</b>	<b>0.00%</b>	<b>0.00%</b>
Court Fines - Traffic	422,256.00	437,170.00	479,932.52	400,000.00	370,000.00	400,000.00		
Animal Control Fines	3,682.00	3,513.00	4,021.50	4,200.00	3,000.00	3,500.00		
Court Costs	17,771.00	7,161.00	2,346.54	12,000.00	2,000.00	5,000.00		
Criminal Offense	35,657.00	34,814.00	38,369.26	36,000.00	24,330.00	30,000.00		
Civil Costs	15,760.00	27,160.00	14,900.00	18,000.00	20,000.00	20,000.00		
Victim/Witness Adv Srchrg	25,600.00	30,066.00	31,123.51	32,000.00	20,000.00	32,000.00		
Parking Fines-City Court	62.00	-	-	-	-	-		
Misc Fines / Snow Removal	2,889.00	1,016.00	497.58	-	155.00	500.00		
<b>SUBTOTAL -FINES &amp; FORFEITURES</b>	<b>523,677.00</b>	<b>540,900.00</b>	<b>571,190.91</b>	<b>502,200.00</b>	<b>439,485.00</b>	<b>491,000.00</b>	<b>11.72%</b>	<b>-2.23%</b>
Interest Earnings	89,917.00	155,486.00	112,807.44	100,000.00	20,000.00	20,000.00		
<b>SUBTOTAL -INTEREST EARNINGS</b>	<b>89,917.00</b>	<b>155,486.00</b>	<b>112,807.44</b>	<b>100,000.00</b>	<b>20,000.00</b>	<b>20,000.00</b>	<b>0.00%</b>	<b>-80.00%</b>
Comm, Mgr, Atty Charges	794,909.00	833,760.00	815,023.08	1,113,322.00	1,113,322.00	956,332.00		
Park & Rec Charges	60,539.00	70,306.00	77,522.00	77,132.00	77,132.00	67,740.00		
Public Works Charges	321,506.00	330,701.00	495,706.84	277,558.00	277,558.00	266,428.00		
Human Resource Charges	176,583.00	182,831.00	189,621.00	197,717.00	197,717.00	170,959.00		
Budget & Accounting Charges	549,394.00	583,568.00	587,201.28	735,576.00	735,576.00	548,478.00		
Utility Customer Service Charges	422,200.00	443,278.00	461,497.92	526,805.00	526,805.00	467,631.00		
Engineering Charges	720,480.00	774,720.00	786,717.96	963,159.00	963,159.00	791,109.00		
Internal - Weed Control Charges	83,000.00	83,000.00	-	-	-	-		
<b>SUBTOTAL -INTERNAL SVS COST RECOVERY</b>	<b>3,128,611.00</b>	<b>3,302,164.00</b>	<b>3,413,290.08</b>	<b>3,891,269.00</b>	<b>3,891,269.00</b>	<b>3,268,677.00</b>	<b>-16.00%</b>	<b>-16.00%</b>
Misc Other Revenue	13,533.83	27,670.30	48,455.88	18,000.00	24,500.00	20,000.00		
Audit Fee - BID	-	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00		
Audit Fee - TBID	-	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00		
Police Workers Comp	42,939.00	4,913.00	-	-	-	-		
Fire Workers Comp	33,632.00	15,360.00	-	-	-	-		
Sale of Unclaimed Evidence	110.00	4,149.68	-	-	2,694.00	-		
Restricted Contrib - Gen Gov	3,705.00	1,340.00	510.00	-	-	-		
Restricted Contrib - Fire	500.00	-	-	-	-	-		
Restricted Contrib - Police	-	-	-	-	-	-		
Canine Contributions	100.00	-	-	-	-	-		
Explorers Contributions	-	-	-	400.00	-	-		
Police-L&C Forfeiture Fnd	-	-	3,050.00	-	-	-		
Kay's Kids-McKenna Fndtn	35,781.00	37,080.00	43,760.20	54,218.00	15,767.96	40,000.00		
Sale of Fixed Assets	19,362.00	2,850.00	22,190.00	10,000.00	36,845.00	10,000.00		
<b>SUBTOTAL -MISC OTHER</b>	<b>149,662.83</b>	<b>98,362.98</b>	<b>122,966.08</b>	<b>87,618.00</b>	<b>84,806.96</b>	<b>75,000.00</b>	<b>-11.56%</b>	<b>-14.40%</b>
Transfer In - Law Enf Block Grant (JAG Grant)	-	27,172.00	34,989.00	15,000.00	15,000.00	15,000.00		
Transfer In - Fire Levy	-	245,849.00	601,039.06	884,700.00	884,700.00	911,000.00		
Transfer In - Insurance/Safety	225,370.00	224,598.00	113,808.00	111,864.00	111,598.00	111,598.00		
<b>SUBTOTAL -TRANSFERS IN</b>	<b>225,370.00</b>	<b>497,619.00</b>	<b>749,836.06</b>	<b>1,011,564.00</b>	<b>1,011,298.00</b>	<b>1,037,598.00</b>	<b>2.60%</b>	<b>2.57%</b>
<b>TOTAL GENERAL FUND REVENUE</b>	<b>20,877,061.83</b>	<b>22,110,423.75</b>	<b>23,064,533.47</b>	<b>23,253,798.15</b>	<b>23,843,450.68</b>	<b>23,740,250.00</b>	<b>-0.43%</b>	<b>2.09%</b>
<b>TOTAL OTHER FUNDS</b>	<b>48,859,639.41</b>	<b>54,120,854.58</b>	<b>65,014,316.76</b>	<b>70,009,150.49</b>	<b>69,712,730.65</b>	<b>65,114,592.00</b>	<b>-6.60%</b>	<b>-6.99%</b>
<b>TOTAL - ALL FUNDS</b>	<b>69,736,701.24</b>	<b>76,231,278.33</b>	<b>88,078,850.23</b>	<b>93,262,948.64</b>	<b>93,556,181.33</b>	<b>88,854,842.00</b>	<b>-5.03%</b>	<b>-4.73%</b>



CITY OF HELENA  
OTHER FUND REVENUE

ACCOUNT DESCRIPTION	FY 2018	FY 2019	UNAUDITED FY 2020	ADOPTED FY 2021	PROJECTED FY 2021	PROPOSED BUDGET FY 2022	PROPOSED FY22 BUDGET vs FY21 Proj	PROPOSED FY22 BUDGET vs. FY 21 ADOPTED
Curr. - Street Maintenance District #1	4,048,870.00	4,968,355.41	7,105,008.68	6,876,480.00	6,800,000.00	6,800,000.00		
P & I on Del Assmnts	6,277.00	7,273.00	8,332.29	6,000.00	10,000.00	6,000.00		
Street Opening Permits	31,355.00	56,368.00	74,968.00	32,000.00	37,000.00	40,000.00		
PILT-Helena Housing Authority	30,494.00	30,494.00	30,493.54	30,495.00	30,495.00	30,495.00		
Snow Removal Charges				3,000.00	-	3,000.00		
Misc Fines / Snow Removal			690.00	500.00	500.00	500.00		
Interest Earnings	39,569.00	78,062.00	56,623.46	40,000.00	11,000.00	11,000.00		
Other Revenues	9,387.00	4,874.00	8,561.76	2,500.00	55,000.00	2,500.00		
State Signal Reimbrsmnt	10,741.00	12,820.32	394.02		1,705.00			
Street Sign Reimbursement	6,667.00	5,848.16	5,959.00	8,500.00	1,000.00	8,500.00		
Sale of Fixed Assets	-	-	105,273.92	5,000.00	173,525.00	5,000.00		
Intercap Loan Proceeds				3,700,000.00	-	1,600,000.00		
Transfer In - 645 Ins & Safety	19,695.00	19,545.00	9,894.00	12,166.00	109,755.00	9,755.00		
<b>SUBTOTAL - STREETS FUND (201)</b>	<b>4,203,055.00</b>	<b>5,183,639.89</b>	<b>7,406,198.67</b>	<b>10,716,641.00</b>	<b>7,229,980.00</b>	<b>8,516,750.00</b>	<b>17.8%</b>	<b>-20.5%</b>
Gas Tax Apportionment	560,757.00	564,927.28	572,168.64	560,760.00	577,077.00	594,390.00		
State Grants - Misc.	-	-	109,565.10	-	61,875.00	-		
Interest Earnings	27,734.00	33,162.00	19,485.83	20,000.00	1,900.00	2,500.00		
<b>SUBTOTAL - GAS TAX FUND (240)</b>	<b>588,491.00</b>	<b>598,089.28</b>	<b>701,219.57</b>	<b>580,760.00</b>	<b>640,852.00</b>	<b>596,890.00</b>	<b>-6.9%</b>	<b>2.8%</b>
HB473 Gas Tax Apportionment	-	208,657.00	448,843.00	625,000.00	653,465.00	662,535.00		
Interest Earnings	-	-	-	-	-	-		
<b>SUBTOTAL - HB473 GAS TAX FUND (241)</b>	<b>-</b>	<b>208,657.00</b>	<b>448,843.00</b>	<b>625,000.00</b>	<b>653,465.00</b>	<b>662,535.00</b>	<b>1.4%</b>	<b>6.0%</b>
Special Assessments	1,429,556.00	1,759,830.56	2,013,937.15	2,384,315.00	2,100,000.00	2,400,000.00		
P & I on Del Assmnts	2,369.00	2,924.55	2,434.83	2,500.00	3,200.00	3,300.00		
PILT-Helena Housing Authority	9,455.00	9,455.00	9,455.44	9,455.00	9,455.00	9,455.00		
Interest Earnings	41,535.00	54,001.00	31,794.24	30,000.00	3,500.00	4,500.00		
Other Revenues	17,138.00							
Transfer In - 645 Ins & Safety	2,862.00	3,122.00	1,562.00	1,594.00	2,035.00	2,035.00		
<b>SUBTOTAL - STORM FUND (245)</b>	<b>1,502,915.00</b>	<b>1,829,333.11</b>	<b>2,059,183.66</b>	<b>2,427,864.00</b>	<b>2,118,190.00</b>	<b>2,419,290.00</b>	<b>14.2%</b>	<b>-0.4%</b>
Federal Grants - CDBG	240,580.00	1,051,087.00	41,692.00	450,000.00	441,000.00	-		
State Grants - CDBG	20,000.00	15,000.00	-	15,000.00	75,000.00	-		
<b>SUBTOTAL - CDBG FUND (226)</b>	<b>260,580.00</b>	<b>1,066,087.00</b>	<b>41,692.00</b>	<b>465,000.00</b>	<b>516,000.00</b>	<b>-</b>	<b>-100.0%</b>	<b>-100.0%</b>
Transfer in - 100 Gen Fund	-	-	-	-	1,285,000.00	100,000.00		
<b>SUBTOTAL - AFFORDABLE HOUSING (229)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,285,000.00</b>	<b>100,000.00</b>	<b>-92.2%</b>	
Donations	507.41	515.00	270.00	30,000.00	32,000.00	-		
Transfer in - 100 Gen Fund	12,000.00	12,000.00	19,313.00	11,487.00	11,487.00	12,000.00		
<b>SUBTOTAL - PUBLIC ARTS (233)</b>	<b>12,507.41</b>	<b>12,515.00</b>	<b>19,583.00</b>	<b>41,487.00</b>	<b>43,487.00</b>	<b>12,000.00</b>	<b>-72.4%</b>	<b>-71.1%</b>
Interest Earnings	14,429.00	24,604.02	15,291.80	16,000.00	2,500.00	4,000.00		
Community Facilities Charges	599,638.00	575,024.00	609,772.32	585,058.00	585,058.00	633,939.00		
Transfer In - 100 GF (PEG Support)	5,103.00	3,887.00	4,066.00	5,047.00	5,047.00	3,651.00		
Transfer In - 100 PEG Franchise Fee	168,620.00	-	-	-	-	-		
Transfer In - 645 Ins & Safety	3,205.00	3,183.00	1,570.00	1,413.00	1,266.00	1,266.00		
Interest Earnings	100.00	303.73	204.15	50.00	40.00	40.00		
Chamber Bldg Rent	53,426.00	53,426.08	62,100.08	62,100.00	70,994.00	71,000.00		
Interest Earnings	502.00	882.00	823.00	300.00	120.00	120.00		
Building Repair Reimbursements	-	-	278.00	5,000.00	5,000.00	5,000.00		
Neighborhood Center Rent	16,760.00	25,640.00	26,580.00	17,700.00	17,700.00	26,580.00		
<b>SUBTOTAL - FACILITIES (212) (213) (214)</b>	<b>861,783.00</b>	<b>686,949.83</b>	<b>720,685.35</b>	<b>692,668.00</b>	<b>687,725.00</b>	<b>745,596.00</b>	<b>8.4%</b>	<b>7.6%</b>
Intergov't Rev - Highway Traffic Safety	3,459.00	-	-	-	-	-		
Indirect Cost Recovery	346.00	-	-	-	-	-		
Reimbursed Overtime - Police	56,639.00	63,148.00	69,905.00	56,430.00	56,430.00	58,000.00		
Transfer In - 645 Ins & Safety	1,510.00	1,780.00	354.00	447.00	490.00	490.00		
Law Enforcement Block Grant	-	64,721.00	41,511.40	30,000.00	138,551.00	30,000.00		
LEBG Indirect Cost Recovery	-	5,644.00	2,914.60	3,000.00	3,000.00	3,000.00		
<b>SUBTOTAL - POLICE PROJ &amp; LEBG (215) (217)</b>	<b>61,954.00</b>	<b>135,293.00</b>	<b>114,685.00</b>	<b>89,877.00</b>	<b>198,471.00</b>	<b>91,490.00</b>	<b>-53.9%</b>	<b>1.8%</b>
Intergov't Rev - 911-Lewis & Clark County	234,083.00	213,188.00	157,313.11	226,000.00	226,000.00	226,000.00		
Intergov't Rev - 911-City of Helena	198,633.00	187,492.00	157,313.12	192,000.00	192,000.00	192,000.00		
Intergov't Rev - 911-East Helena	13,980.00	53,646.00	157,313.15	14,000.00	14,000.00	14,000.00		
State Grants - Phone System reimb	-	-	-	-	470,000.00	502,846.00		
Charges - St. Peter's Hospital Training Reimb.	20,000.00	10,000.00	-	12,000.00	12,000.00	15,000.00		
Interest Earnings	3,024.00	5,049.00	5,550.00	500.00	500.00	500.00		
Other - LCSO 50% Reimb for T1 Line Dispatch radios	50,230.00	31,743.00	1,555.00	1,360.00	1,360.00	1,360.00		
Alarm Appl & Monitor Fees	4,030.00	11,465.00	8,680.00	9,000.00	9,000.00	9,000.00		
False Alarm Fees	10,370.00	8,850.00	9,100.00	7,000.00	7,000.00	8,000.00		
County Contributions	1,294,167.00	1,400,000.00	1,448,160.00	1,494,211.49	1,494,211.49	1,590,762.00		
Intergov't Rev - BLM	-	-	6,000.00	3,000.00	349.00	300.00		
Accident Reports	3,508.00	3,924.00	3,490.87	3,000.00	3,000.00	3,000.00		
Sex/Violent Offenders Reg	1,591.00	900.00	1,230.00	1,000.00	1,000.00	1,000.00		
Interest Earnings & Other Rev	(331.00)	(1,913.00)	(301.00)	-	20.00	20.00		
Transfer In (Fund 218 to 219)	135,735.00	-	-	-	-	-		
Transfer In - 645 Ins & Safety	18,614.00	17,889.00	9,715.00	8,486.00	9,216.00	9,216.00		
<b>SUBTOTAL - 911/SSD (218) (219)</b>	<b>1,987,634.00</b>	<b>1,942,233.00</b>	<b>1,965,119.25</b>	<b>1,971,557.49</b>	<b>2,439,656.49</b>	<b>2,573,004.00</b>	<b>5.5%</b>	<b>30.5%</b>

CITY OF HELENA  
OTHER FUND REVENUE

ACCOUNT DESCRIPTION	FY 2018	FY 2019	UNAUDITED FY 2020	ADOPTED FY 2021	PROJECTED FY 2021	PROPOSED BUDGET FY 2022	PROPOSED FY22 BUDGET vs FY21 Proj	PROPOSED FY22 BUDGET vs. FY 21 ADOPTED
Current Taxes - Fire Safety Levy	-	457,890.00	406,945.12	900,000.00	900,000.00	911,000.00		
Personal Property Taxes - All Years	-	2,979.00	22,766.16	21,000.00	21,000.00	24,000.00		
Plnty & Intrst on Del Tax	-	271.00	675.39	100.00	100.00	500.00		
Federal Grants	-	142,501.00	380,634.00	255,465.00	255,465.00	-		
Fire Protection Fees	-	-	167,276.67	317,000.00	317,000.00	317,000.00		
Interest Earnings	-	1,590.00	2,655.00	-	600.00	-		
Debt Issuance	-	-	-	1,000,000.00	780,000.00	-		
<b>SUBTOTAL - FIRE LEVY (260)</b>	<b>-</b>	<b>605,231.00</b>	<b>980,952.34</b>	<b>2,493,565.00</b>	<b>2,274,165.00</b>	<b>1,252,500.00</b>	<b>-44.9%</b>	<b>-49.8%</b>
Civic Center Fees	178,212.00	165,484.00	131,082.92	180,000.00	70,000.00	165,000.00		
Event Ticket Sales	96,790.00	379,490.00	349,743.00	235,000.00	94,500.00	354,500.00		
Event Ticket Fee	15,676.00	46,126.00	36,442.40	21,000.00	18,000.00	38,000.00		
Civic Center Event Reimbursements	4,678.00	2,895.00	82.68	4,750.00	1,000.00	1,000.00		
Civic Center Board Reimbursements	4,171.00	-	-	-	-	-		
Concession Merchandise	-	21,019.00	19,406.80	37,500.00	5,000.00	32,000.00		
Other Revenues	5,490.00	42,016.00	198.25	750.00	50.00	500.00		
Transfer in - General Fund (100)	480,000.00	470,000.00	360,000.00	360,000.00	360,000.00	450,000.00		
Transfer In - 645 Ins & Safety	5,854.00	5,572.00	2,792.00	2,588.00	2,750.00	2,750.00		
<b>SUBTOTAL - CIVIC CENTER (211)</b>	<b>790,871.00</b>	<b>1,132,602.00</b>	<b>899,748.05</b>	<b>841,588.00</b>	<b>551,300.00</b>	<b>1,043,750.00</b>	<b>89.3%</b>	<b>24.0%</b>
Special Assessments - Open Space	347,051.00	384,463.00	546,444.30	545,105.00	550,000.00	550,000.00		
P & I on Del Assments	619.00	662.00	607.86	750.00	750.00	750.00		
Federal Grants	108,108.00	24,795.00	217,252.00	-	406,400.00	-		
State Grants - Misc.	1,294.00	6,944.00	-	-	-	-		
PILT-Helena Housing Authority	1,916.00	1,916.00	1,916.00	1,900.00	1,900.00	1,900.00		
Park Use Fees	1,583.00	1,583.00	2,325.47	2,190.00	1,155.00	2,200.00		
Interest Earnings	4,076.00	7,993.00	4,523.84	3,000.00	500.00	500.00		
Other Revenues	-	500.00	3,103.25	500.00	1,080.00	500.00		
Restricted Contribution	-	18,000.00	-	-	-	-		
Transfer In - 645 Ins & Safety	1,865.00	1,405.00	827.00	1,471.00	844.00	844.00		
<b>SUBTOTAL - OPEN SPACE (235)</b>	<b>466,512.00</b>	<b>448,261.00</b>	<b>776,999.72</b>	<b>554,916.00</b>	<b>962,629.00</b>	<b>556,694.00</b>	<b>-42.2%</b>	<b>0.3%</b>
Special Assessments - Urban Forestry	258,567.00	256,313.00	469,747.46	427,470.00	427,470.00	430,000.00		
P & I on Del Assments	468.00	452.00	517.35	300.00	700.00	500.00		
PILT-Helena Housing Authority	630.00	630.00	630.00	630.00	630.00	630.00		
Interest Earnings	3,380.00	5,213.00	4,441.64	2,000.00	860.00	1,000.00		
Other Revenues	795.00	600.00	10,000.00	9,000.00	9,000.00	9,000.00		
Transfer In - 645 Ins & Safety	2,255.00	2,340.00	1,189.00	1,808.00	1,102.00	1,102.00		
<b>SUBTOTAL - URBAN FORESTRY (237)</b>	<b>266,095.00</b>	<b>265,548.00</b>	<b>486,525.45</b>	<b>441,208.00</b>	<b>439,762.00</b>	<b>442,232.00</b>	<b>0.6%</b>	<b>0.2%</b>
Federal Grants	-	279,349.00	-	-	-	-		
Log Sales	-	12,329.00	8,687.00	20,000.00	-	-		
Transfer in from Water Fund (521)	-	17,573.00	40,000.00	20,000.00	20,000.00	20,000.00		
Transfer In - 645 Ins & Safety	-	531.00	125.00	122.00	121.00	121.00		
<b>SUBTOTAL - WATER SHED PROJ (246)</b>	<b>-</b>	<b>309,782.00</b>	<b>48,812.00</b>	<b>40,122.00</b>	<b>20,121.00</b>	<b>20,121.00</b>	<b>0.0%</b>	<b>-49.9%</b>
Interest Earnings - Loan Repay Fund	326.00	744.00	794.00	-	200.00	-		
Transfer in - General Fund (100) - Loan Repay Fund	-	-	-	60,000.00	60,000.00	60,000.00		
State Grants - COVID	-	-	2,331,456.00	-	3,023,080.00	-		
Special Assessments - Light Districts	867,889.00	912,729.00	909,474.00	908,972.00	914,047.00	931,010.00		
Current Taxes - Debt Service - GO 17	516,063.00	517,689.00	709,843.20	500,000.00	550,000.00	560,000.00		
Personal Property Taxes - All Years - GO17	23,135.00	21,773.00	24,952.12	18,000.00	24,977.00	25,000.00		
Plnty & Intrst on Del Tax - GO 17	723.00	830.00	666.74	750.00	750.00	750.00		
Other Revenues - GO 17	-	4,565.00	-	-	-	-		
Interest Earnings - GO 17	3,049.00	6,963.00	5,071.26	4,000.00	1,200.00	2,000.00		
Interest Earnings - SID Rev Fund	526.00	671.00	523.00	-	65.00	25.00		
<b>SUBTOTAL - OTHER SPEC REV &amp; GO DEBT FUNDS</b>	<b>1,411,711.00</b>	<b>1,465,964.00</b>	<b>3,982,780.32</b>	<b>1,491,722.00</b>	<b>4,574,319.00</b>	<b>1,578,785.00</b>	<b>-65.5%</b>	<b>5.8%</b>
Current Taxes - General Levy - TIF Railroad	72,301.00	(31,978.00)	160,781.16	170,000.00	170,000.00	175,100.00		
Personal Property Taxes - TIF Railroad	28,395.00	6,820.00	51,556.68	5,000.00	9,000.00	10,000.00		
Plnty & Intrst on Del Tax - TIF Railroad	358.00	253.00	6,291.09	20.00	1,000.00	500.00		
Interest Earnings - TIF Railroad	680.00	1,858.00	1,726.00	20.00	600.00	400.00		
Current Taxes - General Levy - TIF Downtown	-	-	226,414.33	230,000.00	75,000.00	240,000.00		
Personal Property Taxes - TIF Downtown	-	-	1,170.66	177.00	5,000.00	2,000.00		
Plnty & Intrst on Del Tax - TIF Downtown	-	-	162.63	307.00	307.00	300.00		
Interest Earnings - TIF Downtown	-	-	-	-	-	50.00		
Current Taxes - General Levy - TIF Capial Mall	-	-	-	-	-	-		
Personal Property Taxes - TIF Capital Mall	-	-	-	-	-	-		
Plnty & Intrst on Del Tax - TIF Capital Mall	-	-	-	-	-	-		
<b>SUBTOTAL - TIF DISTRICTS (406) (407)</b>	<b>101,734.00</b>	<b>(23,047.00)</b>	<b>448,102.55</b>	<b>405,524.00</b>	<b>260,907.00</b>	<b>428,350.00</b>	<b>64.2%</b>	<b>5.6%</b>

CITY OF HELENA  
OTHER FUND REVENUE

ACCOUNT DESCRIPTION	FY 2018	FY 2019	UNAUDITED FY 2020	ADOPTED FY 2021	PROJECTED FY 2021	PROPOSED BUDGET FY 2022	PROPOSED FY22 BUDGET vs FY21 Proj	PROPOSED FY22 BUDGET vs. FY 21 ADOPTED
License & Permits - PEG Support Fee	21,271.00	10,329.00	10,080.00	10,300.00	9,400.00	10,000.00		
Interest Earnings - Capt'l Improv Fund	48,759.00	68,705.00	33,394.95	50,000.00	3,000.00	2,500.00		
Loan Repayment Interest - Capt'l Improv Fund	2,349.00	-	1,253.00	840.00	840.00	840.00		
Transfer In - Gen Fund - Capt'l Improv Fund	900,000.00	500,000.00	-	400,000.00	492,856.00	2,891,000.00		
Misc. Other Revenue - Capt'l Improv Fund	41.00	128.00	158.00	-	150.00	-		
Sale of Fixed Assets - Capt'l Improv Fund	7,075.00	-	-	-	-	-		
Other Revenues - Capt'l Improv Fund	2,370.00	4,974.00	-	-	25,619.00	-		
INTERCAP Loan Proceeds - Sidewalk Improv Fund	51,433.00	50,485.00	57,156.00	150,000.00	150,000.00	-		
Park Use fees - Parks Improv Fund	17,930.00	22,734.00	34,082.00	15,000.00	15,000.00	15,000.00		
Interest Earnings - Parks Improv Fund	3,091.00	5,159.00	3,328.00	2,000.00	500.00	500.00		
Restricted Contribution - Parks Improv Fund	31,041.00	2,397.00	11,681.00	15,500.00	6,500.00	15,500.00		
Sale of Fixed Assets - Parks Improv Fund	-	-	2,500.00	-	-	-		
<b>SUBTOTAL - CAPITAL IMPROVEMENT FUNDS</b>	<b>1,085,360.00</b>	<b>664,911.00</b>	<b>153,632.95</b>	<b>643,640.00</b>	<b>703,865.00</b>	<b>2,935,340.00</b>	<b>317.0%</b>	<b>356.1%</b>
Building Permits	586,299.00	577,439.50	691,506.76	593,788.00	620,000.00	617,540.00		
Electrical Permits	86,531.00	103,536.50	110,792.59	94,772.00	100,000.00	98,563.00		
Plumbing Permits	116,430.00	108,684.00	113,992.00	115,943.00	105,000.00	120,581.00		
Plan Check Fees	320,951.00	304,289.00	332,892.38	345,662.00	340,000.00	359,488.00		
Water Well Permits	50.00	150.00	50.00	83.00	83.00	100.00		
Curb Cuts	3,264.00	1,739.00	2,130.00	2,689.00	2,689.00	2,797.00		
Street Opening Permits	6,175.00	7,700.00	6,510.00	7,495.00	7,495.00	7,795.00		
Encroachment Surveys	-	-	-	-	(10,000.00)	-		
Sale of Fixed Assets	-	5,250.00	-	-	-	-		
Sewer Taps	10,347.00	10,404.00	11,266.00	10,151.00	10,151.00	10,557.00		
Interest Earnings	12,961.00	27,094.00	20,434.83	12,000.00	3,000.00	4,000.00		
Transfer In - 645 Ins & Safety	11,369.00	11,372.00	5,892.00	5,463.00	5,629.00	5,629.00		
Other Revenues	5.00	-	(150,000.00)	(150,000.00)	200.00	-		
<b>SUBTOTAL - BUILDING FUND (503)</b>	<b>1,154,382.00</b>	<b>1,157,658.00</b>	<b>1,145,466.56</b>	<b>1,038,046.00</b>	<b>1,184,247.00</b>	<b>1,227,050.00</b>	<b>3.6%</b>	<b>18.2%</b>
Metered Water Sales	7,881,569.00	7,638,011.00	7,865,397.99	8,776,885.00	8,776,885.00	8,776,885.00		
Fireline Charges	78,396.00	79,328.00	81,881.00	72,000.00	80,000.00	80,000.00		
Utility Service Charges	5,584.00	6,486.00	7,149.98	5,000.00	6,500.00	5,000.00		
System Development Fees	83,402.00	65,806.00	119,830.50	85,000.00	85,000.00	85,000.00		
Sale of Water Mats & Supp	52,556.00	50,935.00	61,984.00	50,000.00	50,000.00	50,000.00		
Installation Charge-Taps	22,406.00	21,750.00	31,393.00	20,000.00	30,000.00	20,000.00		
Misc. Water Charges	27,509.00	20,394.00	20,671.38	20,000.00	30,000.00	20,000.00		
Infrastructure Rebates	-	32,132.00	-	-	-	-		
Interest Earnings - Wtr Fund	197,270.00	318,621.00	237,592.07	250,000.00	32,000.00	35,000.00		
Other Revenues	3,134.00	215,119.00	2,074.26	2,500.00	2,000.00	2,000.00		
Sales of Fixed Assets	8,452.00	6,000.00	-	-	24,900.00	-		
St Rlvng Fnd (SRF) Prcds	-	-	4,420,622.00	-	-	-		
Transfer In - 645 Ins & Safety	25,689.00	25,700.00	12,109.00	12,092.00	12,853.00	12,853.00		
Water Service Line Charges	-	170,491.00	257,381.05	256,740.00	255,000.00	256,950.00		
Interest Earnings - Wtr Service Line	-	1,007.00	3,318.47	1,000.00	1,000.00	500.00		
<b>SUBTOTAL - WATER FUNDS (521) (522)</b>	<b>8,385,967.00</b>	<b>8,651,780.00</b>	<b>13,121,404.70</b>	<b>9,551,217.00</b>	<b>9,386,138.00</b>	<b>9,344,188.00</b>	<b>-0.4%</b>	<b>-2.2%</b>
State Grants - TSEP Grant	-	-	-	-	750,000.00	-		
Utility Service Charges	3,447.00	4,432.00	5,049.01	2,500.00	4,000.00	3,500.00		
System Development Fees	98,303.00	103,035.00	187,590.00	120,000.00	120,000.00	120,000.00		
Sewer Service Charges	3,793,057.00	4,194,095.00	4,907,649.23	5,810,764.00	5,650,000.00	5,650,000.00		
Sewer Surcharge	793,242.00	871,751.00	323,291.79	-	-	-		
Infrastructure Rebates	-	32,572.00	-	-	-	-		
Industrial User Permits	87,485.00	104,254.00	64,994.21	90,000.00	60,000.00	60,000.00		
Misc. Sewer Revenue	5,513.00	1,290.00	-	5,000.00	1,000.00	3,500.00		
Interest Earnings	60,368.00	97,880.00	67,520.22	60,000.00	7,500.00	7,500.00		
Other Revenues	1,576.00	28.00	3.40	1,000.00	500.00	500.00		
Sales of Fixed Assets	4,892.00	21,200.00	4,200.00	-	950.00	-		
St Rlvng Fnd (SRF) Prcds	-	-	226,297.00	3,550,000.00	3,400,000.00	-		
Transfer In - 645 Ins & Safety	18,095.00	18,500.00	8,749.00	8,286.00	8,954.00	8,954.00		
Waste Water Service Line Charges	-	435,483.00	658,640.00	652,331.00	457,470.00	257,070.00		
Interest Earnings - WasteWtr Serv Line	-	2,611.00	9,855.00	1,500.00	2,500.00	1,500.00		
<b>SUBTOTAL - WASTE WTR FUNDS (531) (532)</b>	<b>4,865,978.00</b>	<b>5,887,131.00</b>	<b>6,463,838.86</b>	<b>10,301,381.00</b>	<b>10,462,874.00</b>	<b>6,112,524.00</b>	<b>-41.6%</b>	<b>-40.7%</b>
Residential Assessments - SW Res	1,931,256.00	1,991,794.34	2,029,208.77	1,980,000.00	2,047,376.00	2,047,376.00		
Pnlty & Int-Dlqnt Assmnts - SW Res	3,039.00	3,160.17	2,773.50	3,500.00	3,000.00	3,000.00		
Tipping - PAYT Overages - SW Res	4,582.00	5,379.00	5,392.94	4,800.00	5,500.00	5,500.00		
Tipping - Residntl Prorated - SW Res	7,388.00	11,285.45	5,283.15	8,000.00	5,500.00	5,500.00		
Curbside Recycling - SW Res	62,224.00	84,728.00	96,816.00	81,000.00	110,000.00	110,000.00		
Interest Earnings - SW Res	37,018.00	64,708.41	49,278.38	30,000.00	6,850.00	6,850.00		
Other Revenues - SW Res	4,840.00	4,549.48	4,595.00	3,000.00	3,500.00	3,500.00		
Sale of Fixed Assets - SW Res	-	-	9,000.00	-	-	-		
Transfer In - 645 Ins & Safety - SW Res	5,523.00	5,383.00	2,625.00	3,240.00	2,550.00	2,550.00		
Transfer in - Landfill Monitoring	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	-		
Commercial Billed Charges - SW Comm	913,623.00	922,303.00	958,607.61	910,000.00	950,000.00	950,000.00		
Roll Off Container Fees - SW Comm	165,744.00	200,468.00	191,063.71	165,000.00	175,000.00	175,000.00		
Interest Earnings - SW Comm	15,282.00	23,333.00	21,205.53	15,000.00	3,750.00	3,750.00		
Internal Rolloff Charges - SW Comm	70,295.00	70,295.00	79,864.92	70,295.00	95,000.00	95,000.00		
Sale of Fixed Assets - SW Comm	11,390.00	122,900.00	-	-	-	-		
Transfer In - 546 Transfer Station - SW Comm	-	24,045.00	24,045.00	24,045.00	24,045.00	27,652.00		
Transfer In - 645 Ins & Safety - SW Comm	4,248.00	4,137.00	2,063.00	1,888.00	2,010.00	2,010.00		
Special Assessments - Landfill Monitoring	138,894.00	138,914.00	138,184.91	139,000.00	139,000.00	140,000.00		
P & I on Del Assments - Landfill Monitoring	288.00	289.00	235.50	300.00	300.00	300.00		
PILT-Helena Housing Authority	850.00	850.00	849.91	850.00	850.00	850.00		
Interest Earnings - Landfill Monitoring	2,305.00	4,526.00	3,571.17	2,000.00	575.00	575.00		
County Contributions - Transfer Station	125,000.00	125,000.00	125,000.00	125,000.00	125,000.00	125,000.00		
Tipping Charges - Commercial	234,374.00	211,551.68	297,223.05	340,500.00	295,100.00	295,100.00		
Tipping Charges - Residential	785,196.00	775,548.00	856,885.31	797,905.00	879,625.00	879,625.00		

CITY OF HELENA  
OTHER FUND REVENUE

ACCOUNT DESCRIPTION	FY 2018	FY 2019	UNAUDITED FY 2020	ADOPTED FY 2021	PROJECTED FY 2021	PROPOSED BUDGET FY 2022	PROPOSED FY22 BUDGET vs FY21 Proj	PROPOSED FY22 BUDGET vs. FY 21 ADOPTED
Tipping Charges - Scratch Gravel	961,832.00	967,630.00	1,023,928.37	888,138.00	1,021,500.00	1,021,500.00		
Tipping Charges - Transfer Accts	152,672.00	142,129.00	171,193.59	141,875.00	158,900.00	158,900.00		
Tipping Charges - East Helena	-	-	-	-	-	-		
Tipping Charges - Roll Off Accts	74,358.00	71,790.00	86,605.62	65,263.00	89,665.00	89,665.00		
Tipping Charges - Cash Customers	113,082.00	121,944.00	166,317.50	93,638.00	164,575.00	164,575.00		
Tipping Charges - PAYT Overages	5,911.00	8,930.00	15,503.47	6,500.00	18,000.00	12,500.00		
Tipping Charges - Tire Disposal	-	-	-	1,200.00	2,000.00	2,000.00		
Tipping Charges - Mattress Disposal	-	-	-	2,500.00	6,500.00	4,500.00		
Interest Earnings - Transfer Station	25,940.00	30,599.00	18,647.63	20,000.00	3,500.00	3,500.00		
Other Revenues - Transfer Station	35.00	1,895.00	5,113.00	-	-	-		
Transfer In - 645 Ins & Safety - Trfr Station	10,026.00	10,491.00	5,080.00	4,651.00	5,205.00	5,205.00		
County Contributions - Recycling	-	375,000.00	175,000.00	225,000.00	225,000.00	275,000.00		
Recycling Revenues	27,388.00	25,274.50	-	23,000.00	-	-		
Household Commodities - Recycling	25,004.00	22,865.50	16,279.99	20,000.00	20,000.00	23,000.00		
Glass - Recycling	-	-	-	-	-	-		
Valuable Scrap Metals - Recycling	272.00	-	-	-	-	-		
White Goods - Recycling	48,702.00	48,271.00	26,477.65	36,000.00	36,000.00	38,000.00		
Cardboard - Recycling	39,722.00	16,654.00	(4,749.05)	-	1,200.00	2,500.00		
Battery & Waste Oil - Recycling	6,647.00	6,509.00	8,740.00	6,000.00	7,500.00	7,500.00		
E-Waste - Recycling	1,397.00	1,843.00	1,427.61	1,000.00	650.00	1,000.00		
Plastics - Recycling	127.00	32.00	-	-	-	-		
Tire Disposal -	1,550.00	900.00	1,055.00	-	-	-		
Freon Disposal	1,765.00	1,470.00	1,950.00	-	1,500.00	2,500.00		
Mattress Disposal	-	2,815.00	2,730.00	-	-	-		
Interest Earnings - Recycling	1,406.00	7,799.00	4,856.57	1,500.00	475.00	475.00		
Other Revenues - Recycling	-	853.00	-	-	-	-		
Transfer In from SW Residential	200,000.00	175,000.00	175,000.00	225,000.00	225,000.00	275,000.00		
Transfer In - 645 Ins & Safety - Recycling	2,918.00	2,852.00	1,410.00	1,278.00	1,371.00	1,371.00		
<b>SUBTOTAL - SW &amp; RECYCL FUNDS (541) (542) (543) (546) (547)</b>	<b>6,254,113.00</b>	<b>6,868,693.53</b>	<b>6,836,339.31</b>	<b>6,497,866.00</b>	<b>6,893,072.00</b>	<b>6,967,829.00</b>	<b>1.1%</b>	<b>7.2%</b>
Special Charters	9,593.00	690.00	-	4,000.00	-	-		
BID Trolley Reimbursement	18,750.00	27,375.00	20,370.00	-	-	-		
Rec-Connect/State Shuttle	2,794.00	49,100.00	-	50,000.00	-	51,000.00		
Other Revenues - Special Charters	789.00	-	-	-	-	-		
Transfer In - 645 Ins & Safety - Spec Charters	85.00	83.00	40.00	36.00	39.00	39.00		
Federal Grant - FTA Operating Grant	602,340.00	522,491.00	513,688.00	780,505.00	950,000.00	794,554.00		
Federal Grants - Misc	13,843.00	-	142,563.47	-	-	-		
Federal Grants - Indirect Cost Recovery	60,234.00	85,051.00	50,371.63	78,051.00	78,051.00	79,455.00		
State Grant - State Aid to Transportation	8,348.00	5,453.00	3,416.57	7,500.00	7,500.00	7,500.00		
State Grant - Transade Grant	51,180.00	75,417.00	86,651.00	86,651.00	86,651.00	54,191.00		
Local Grant - County Contributions	37,500.00	37,500.00	37,500.00	37,500.00	37,500.00	37,500.00		
Transit Fares	47,266.00	36,596.00	15,106.59	25,000.00	7,000.00	25,000.00		
Advertising - Transit	13,490.00	12,600.00	1,561.00	13,000.00	3,000.00	5,000.00		
Transit Passes-HATS	-	11,566.00	23,053.56	26,000.00	9,000.00	26,000.00		
Interest Earnings	9,095.00	9,706.00	4,405.69	8,000.00	1,000.00	1,200.00		
Other Revenues - Capital Transit	1,662.00	331.00	1,510.84	500.00	500.00	500.00		
Sale of Fixed Assets	-	925.00	3,391.25	-	-	-		
Transfer in From General Fund (100)	337,500.00	337,500.00	292,495.00	287,500.00	287,500.00	315,000.00		
Transfer in from Special Charters (561)	50,000.00	50,000.00	50,000.00	50,000.00	-	40,000.00		
Transfer In - 645 Ins & Safety - Capital Transit	8,587.00	10,819.00	5,269.00	4,937.00	4,960.00	4,960.00		
Federal Grant - FTA Operating Grant	70,909.00	51,670.00	51,980.64	78,193.00	78,193.00	78,193.00		
Federal Grants - Indirect Cost Recovery	7,091.00	8,972.00	8,400.33	8,688.00	8,688.00	8,688.00		
Local Grant - County Contributions	53,940.00	53,940.00	53,940.00	53,940.00	53,940.00	53,940.00		
Local Grant - East Helena Contributions	4,060.00	4,060.00	4,060.00	4,060.00	4,060.00	4,060.00		
Charges for Services	26,208.00	4,496.00	3,415.00	6,300.00	6,300.00	6,300.00		
Transfer In - 645 Ins & Safety - East Valley Transit	800.00	1,155.00	563.00	546.00	540.00	540.00		
<b>SUBTOTAL - TRANSIT FUNDS (561) (580) (581)</b>	<b>1,436,064.00</b>	<b>1,397,496.00</b>	<b>1,373,752.57</b>	<b>1,610,907.00</b>	<b>1,624,422.00</b>	<b>1,593,620.00</b>	<b>-1.9%</b>	<b>-1.1%</b>
Charges - Garage Revenue	1,212,720.00	1,333,274.00	1,486,834.00	1,529,237.00	1,360,880.00	1,538,480.00		
Charges - Lot Permits	252,658.00	289,966.00	266,935.00	297,139.00	287,707.00	306,231.00		
Charges - Lot Coin	72,927.00	60,142.00	-	103,940.00	5,470.00	75,900.00		
Boot Fines	250.00	600.00	50.00	500.00	500.00	500.00		
Restricted Violations	51,112.00	48,680.00	15,032.50	49,500.00	16,000.00	40,000.00		
Meter/Lot Violations	24,777.00	27,509.00	19,061.00	40,000.00	30,000.00	30,000.00		
Interest Earnings	11,133.00	14,128.00	6,987.00	12,000.00	2,000.00	2,000.00		
Other Revenues	825.00	4,155.00	5,877.40	500.00	5,000.00	3,500.00		
Misc Employee Reimb	-	-	-	500.00	500.00	500.00		
Sale of Fixed Assets	885.00	400.00	-	-	-	-		
Intercep Loan Proceeds	-	-	560,243.00	-	-	-		
Transfer In - 645 Ins & Safety	8,819.00	6,808.00	3,343.00	3,416.00	3,457.00	3,457.00		
<b>SUBTOTAL - PARKING FUND (551)</b>	<b>1,636,106.00</b>	<b>1,785,662.00</b>	<b>2,364,362.90</b>	<b>2,036,732.00</b>	<b>1,711,514.00</b>	<b>2,000,568.00</b>	<b>16.9%</b>	<b>-1.8%</b>
Unrstctsd / Rstrctd	291,428.00	284,560.00	278,122.00	307,955.00	291,716.00	336,526.00		
Green Fees	193,837.00	212,176.00	198,784.00	223,418.00	239,612.00	243,500.00		
Golf Simulator	36,110.00	112,350.00	82,941.97	115,506.00	85,000.00	120,000.00		
Tower Club Fees	-	-	-	-	-	26,000.00		
Punch Cards	90,305.00	93,757.00	94,033.00	102,684.00	102,684.00	111,500.00		
Cart Storage / Trail Fees	42,061.00	38,435.00	38,611.00	43,096.00	43,096.00	43,096.00		
Annual Lease	30,932.00	26,022.00	19,038.00	32,546.00	32,546.00	35,000.00		
Pwr Cart Rentals	91,435.00	101,618.00	89,728.00	97,196.00	117,000.00	99,000.00		
Food & Beverage	196,093.00	463,903.00	428,072.00	578,024.00	504,012.00	634,600.00		
Gaming Machine Proceeds	3,649.00	8,164.00	5,385.25	6,506.00	6,506.00	9,850.00		
Pro Shop Merchandise	184,156.00	233,183.00	156,785.00	250,206.00	180,000.00	225,000.00		
Driving Range	78,337.00	80,764.00	77,198.68	84,596.00	84,596.00	92,000.00		
Club House Rental	-	780.00	540.00	-	-	-		
Bag Storage	2,150.00	3,700.00	2,175.00	4,006.00	4,006.00	4,006.00		

CITY OF HELENA  
OTHER FUND REVENUE

ACCOUNT DESCRIPTION	FY 2018	FY 2019	UNAUDITED FY 2020	ADOPTED FY 2021	PROJECTED FY 2021	PROPOSED BUDGET FY 2022	PROPOSED FY22 BUDGET vs FY21 Proj	PROPOSED FY22 BUDGET vs. FY 21 ADOPTED
Club & Pull Cart Rentals	4,535.00	5,293.00	4,065.00	5,721.00	5,721.00	5,721.00		
Handicaps	14,255.00	13,700.00	13,638.00	15,506.00	15,506.00	16,000.00		
Golf Lessons	27,278.00	34,109.00	24,410.50	32,506.00	32,506.00	30,000.00		
Cart Repairs	3,279.00	9,578.00	8,111.45	6,506.00	6,506.00	6,506.00		
Advertising	20,955.00	19,225.00	5,040.00	20,506.00	20,506.00	15,000.00		
Other Golf Revenue - Misc	7,787.00	5,836.00	3,014.90	9,506.00	23,000.00	9,506.00		
Interest Earnings	18,515.00	5,772.00	481.00	-	-	-		
Other Revenues	227.00	(254.00)	497.64	21,000.00	1,500.00	2,000.00		
Bond Proceeds	2,100,000.00	-	-	-	-	-		
Transfer In - General Fund (100)	-	-	280,000.00	-	240,000.00	235,000.00		
Transfer In - 645 Ins & Safety	9,494.00	10,321.00	4,900.00	5,573.00	6,409.00	6,409.00		
<b>SUBTOTAL - GOLF FUND (563)</b>	<b>3,446,818.00</b>	<b>1,762,992.00</b>	<b>1,815,572.39</b>	<b>1,962,563.00</b>	<b>2,042,428.00</b>	<b>2,306,220.00</b>	<b>12.9%</b>	<b>17.5%</b>
Interest Earnings - Cty / County Bldg	4,657.00	8,739.00	146.99	4,500.00	2,000.00	1,500.00		
Other Revenues	38.00	88.00	10,055.50	-	-	-		
Reimbursements / Equipment	1,819.00	6,572.00	897.04	10,000.00	10,000.00	10,000.00		
Reimbursements / Parking Permits	20,564.00	21,828.00	25,435.62	21,000.00	21,000.00	21,000.00		
Rent Lewis & Clark Co	485,791.00	485,791.00	476,759.68	494,456.00	494,456.00	507,078.00		
Rent City of Helena	326,426.00	326,426.00	326,425.76	338,542.00	338,542.00	347,456.00		
Intercap Loan Proceeds - City/County Building	-	-	750,000.00	600,000.00	-	-		
Transfer In - 645 Ins & Safety - Cty/Cnty Bldg	5,063.00	4,713.00	2,314.00	1,483.00	2,152.00	2,152.00		
Interest Earnings - City/Cnty Bldg Mail	545.00	1,154.00	841.27	550.00	150.00	150.00		
Reimbursements / Postage	133,015.00	135,944.00	142,956.25	170,000.00	170,000.00	170,000.00		
Office Mail Revenues	44,670.00	54,435.00	51,448.50	56,257.00	56,257.00	60,089.00		
Transfer In - 645 Ins & Safety - City/Cnty Bldg Mail	509.00	487.00	224.00	251.00	245.00	245.00		
Interest Earnings - Cty / County Telephone	251.00	397.00	202.42	250.00	40.00	40.00		
IT&S Phone System Support Payment	20,000.00	20,125.00	20,000.00	20,000.00	20,000.00	20,000.00		
Transfer In - 645 Ins & Safety - City/Cnty Bldg Telephone	362.00	341.00	152.00	132.00	141.00	141.00		
County Contrib - Law & Justice Ctr	-	95,951.00	-	-	-	-		
Interest Earnings - Law & Justice Ctr	(25.00)	(213.00)	254.59	-	225.00	225.00		
City/County Reimb Payments - Other	-	43,986.00	-	50,000.00	50,000.00	100,000.00		
Reimbursements - Equipment	-	18,810.00	6,988.70	25,000.00	25,000.00	5,000.00		
Reimbursements - Parking Permits	-	-	-	-	-	600.00		
Rent - Lewis & Clark Co	-	87,423.00	270,718.00	288,470.00	288,470.00	297,346.00		
Rent - City of Helena	-	56,306.00	168,893.76	230,360.00	230,360.00	236,160.00		
Intercap Loan Proceeds - Law & Justice Ctr	-	-	-	650,000.00	650,000.00	-		
Transfer In - Capital Improv Fund (440)	25,000.00	1,330,140.00	8,000.00	100,000.00	100,000.00	-		
Transfer In - 645 Ins & Safety - Law & Justice Ctr	-	-	-	1,204.00	546.00	546.00		
Transfer In - General Fund (100)	-	-	250,000.00	-	-	-		
<b>SUBTOTAL - FACILITY FUNDS (570) (571) (572) (573)</b>	<b>1,068,685.00</b>	<b>2,699,443.00</b>	<b>2,512,714.08</b>	<b>3,062,455.00</b>	<b>2,459,584.00</b>	<b>1,779,728.00</b>	<b>-27.6%</b>	<b>-41.9%</b>
Fuel Tax Refund	21,832.00	30,559.94	28,114.30	26,000.00	26,000.00	26,000.00		
Gas & Fuel Charges	496,002.00	574,851.00	499,528.47	659,196.00	430,280.40	749,353.00		
Veh & Equip Repairs	195,740.00	133,040.00	144,404.42	153,175.00	106,788.76	158,415.00		
Tires & Tire Repairs	72,144.00	71,183.00	68,008.60	96,800.00	74,505.00	80,785.00		
Shop Parts	240,089.00	313,663.00	223,103.70	262,175.00	262,175.00	273,050.00		
Fleet Services Charges	619,428.00	669,218.00	702,564.96	716,616.00	716,616.00	719,261.00		
Other Revenues	590.00	-	745.50	1,000.00	1,000.00	1,000.00		
Sale of Fixed Assets	2,325.00	-	297,100.00	-	-	-		
Transfer In - 645 Ins & Safety	6,565.00	6,873.00	3,431.00	3,087.00	3,284.00	3,284.00		
<b>SUBTOTAL - FLEET SERVICES FUND (610)</b>	<b>1,654,715.00</b>	<b>1,799,387.94</b>	<b>1,967,000.95</b>	<b>1,918,049.00</b>	<b>1,620,649.16</b>	<b>2,011,148.00</b>	<b>24.1%</b>	<b>4.9%</b>

CITY OF HELENA  
OTHER FUND REVENUE

ACCOUNT DESCRIPTION	FY 2018	FY 2019	UNAUDITED FY 2020	ADOPTED FY 2021	PROJECTED FY 2021	PROPOSED BUDGET FY 2022	PROPOSED FY22 BUDGET vs FY21 Proj	PROPOSED FY22 BUDGET vs. FY 21 ADOPTED
Copier Charges	20,342.00	20,342.00	24,638.00	30,374.00	30,374.00	32,331.00		
Insurance Charges - External	1,461.00	1,423.00	1,496.00	1,442.00	1,750.00	1,442.00		
Bldg/Prop Insur Charges	180,883.00	176,276.00	181,276.00	208,354.00	208,354.00	222,938.00		
Veh/Movabl Equip Charges	33,905.00	34,599.00	34,599.00	38,136.00	38,136.00	41,008.00		
Liability Insur Charges	559,639.00	554,795.00	582,161.00	610,591.00	608,798.00	645,467.00		
Fidelity Insur Charges	4,106.00	4,227.00	4,341.00	4,376.00	4,376.00	4,233.00		
Liab Deductible Charges	68,920.00	52,168.00	56,210.04	68,937.00	68,937.00	73,762.00		
Other Revenues	-	22.00	282.12	-	-	-		
Cmpnstn for Loss on Bldgs	1,736.00	-	5,670.00	-	-	-		
Cmpnstn for Loss on Autos	34,947.00	21,422.00	8,480.71	-	25,619.00	-		
Interest Earnings - Health	3,488.00	4,392.00	1,827.00	4,000.00	175.00	250.00		
City Contributions - Health	2,897,002.00	3,050,025.00	3,349,615.74	4,457,722.00	3,733,585.00	4,557,460.00		
Employee Contributions - Health	416,301.00	417,262.00	434,376.76	511,308.00	475,555.00	624,441.00		
Retiree Contributions - Health	311,911.00	353,890.00	461,544.31	516,497.00	476,700.00	525,000.00		
Other Group Contributions - Health	459,331.00	498,727.00	587,800.88	597,996.00	618,925.00	600,000.00		
Interest Earnings - Dental Proj	822.00	1,481.00	1,393.00	800.00	325.00	250.00		
City Contributions - Dental	171,980.00	181,991.00	196,148.00	215,073.00	198,210.00	220,979.00		
Employee Contributions - Dental	59,767.00	56,164.00	56,266.00	58,905.00	58,905.00	70,713.00		
Retiree Contributions - Dental	34,474.00	39,769.00	67,272.00	66,292.00	66,292.00	67,000.00		
Other Group Contributions - Dental	29,595.00	32,327.00	39,626.00	38,172.00	38,172.00	38,500.00		
Interest Earnings - Vision Proj	819.00	1,691.00	1,291.00	1,000.00	200.00	300.00		
City Contributions - Vision	26,931.00	27,853.00	28,743.00	31,478.00	31,478.00	29,816.00		
Employee Contributions - Vision	17,000.00	15,501.00	15,188.00	19,842.00	19,842.00	17,000.00		
Retiree Contributions - Vision	14,418.00	21,388.00	12,096.00	16,500.00	16,500.00	16,500.00		
Other Group Contributions - Vision	5,831.00	10,827.00	6,760.00	9,000.00	6,700.00	7,000.00		
<b>SUBTOTAL - INTERNAL SVC FUNDS</b>	<b>5,355,609.00</b>	<b>5,578,562.00</b>	<b>6,159,101.56</b>	<b>7,506,795.00</b>	<b>6,727,908.00</b>	<b>7,796,390.00</b>	<b>15.9%</b>	<b>3.9%</b>
<b>TOTAL - ALL OTHER FUND REVENUE</b>	<b>48,859,639.41</b>	<b>54,120,854.58</b>	<b>65,014,316.76</b>	<b>70,009,150.49</b>	<b>69,712,730.65</b>	<b>65,114,592.00</b>	<b>-6.6%</b>	<b>-7.0%</b>

# CITY-WIDE EXPENSES OVERVIEW

Fiscal Year 2022 projected budgeted expenses are \$90,136,100, not including transfers. Transfers out are \$5,554,825 bringing the total appropriations in FY 22 budget to \$95,690,936 for all funds.

The table below outlines expenses and trend information by department and year without noted transfers out:

	FY22 BUDGET	FY21 PROJ.	FY20 ACT.	FY 19 ACT.	FY 18 ACT.
General Gov't	16,713,109	14,137,712	14,421,221	11,251,669	10,888,789
Community Develop.	2,582,337	3,222,748	1,811,071	2,729,966	1,847,912
Community Facilities	2,796,280	3,898,022	2,334,961	3,357,696	1,862,651
Fire Dept.	6,058,140	7,426,225	4,509,256	4,895,196	4,268,531
Parks & Recreation	7,156,806	6,878,866	6,321,426	7,035,336	6,623,854
Police & Court	11,324,007	10,478,229	7,737,758	9,277,652	8,923,182
Public Works	25,852,575	44,242,351	27,018,927	26,037,204	21,681,360
Transportation Svs	17,652,857	16,632,527	13,031,904	10,701,552	10,496,962
<b>TOTAL</b>	<b>\$ 90,136,111</b>	<b>\$ 106,916,680</b>	<b>\$ 77,186,524</b>	<b>\$ 75,286,271</b>	<b>\$ 66,593,241</b>

A comparison of expenditures including internal transfers out from FY18 to Budget FY22 is listed in the table below:

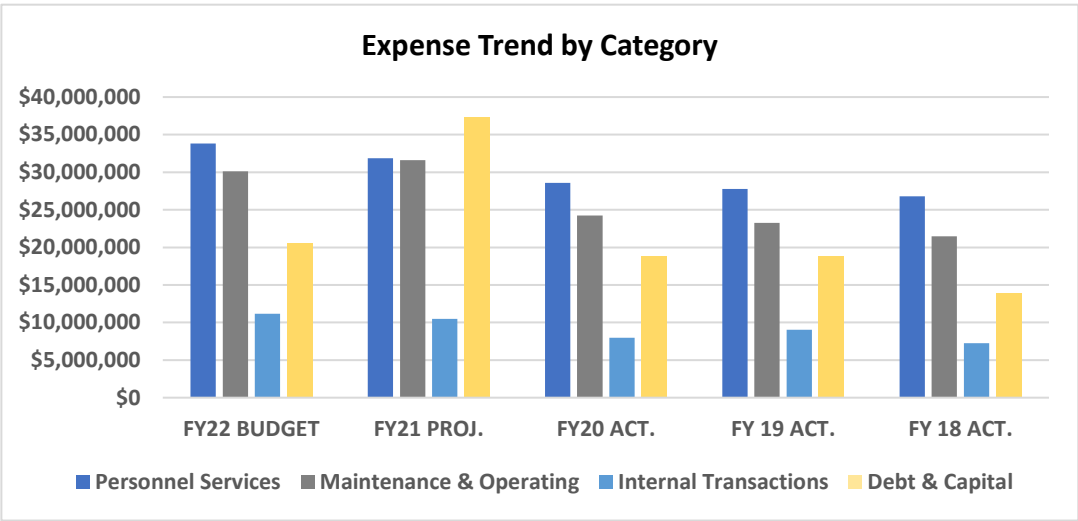
	EXPENSES	TRANSFERS OUT	TOTAL
FY22 BUDGET	90,136,111	5,554,825	95,690,936
FY21 PROJECTED	106,916,680	4,365,776	111,282,456
FY20 ACTUAL	77,186,524	2,368,947	79,555,471
FY19 ACTUAL	75,286,271	3,654,063	78,940,334
FY18 ACTUAL	66,593,241	2,748,018	69,341,259

A trend comparison of expenditures by category from FY18 to Budget FY22 is in the following table:

CATEGORY	FY22 BUDGET	FY21 PROJ.	FY20 ACT.	FY 19 ACT.	FY 18 ACT.
Personnel Services	33,805,402	31,868,906	28,597,356	27,783,455	26,779,234
Supplies & Materials	5,081,878	5,633,330	3,744,853	3,736,351	3,579,686
Purchased Services	14,451,174	15,068,480	11,741,665	10,370,987	10,118,311
Intra-City Charges	1,312,934	1,186,223	1,038,086	1,190,616	1,087,117
Fixed Charges	9,252,233	9,719,568	7,699,019	7,963,699	6,691,182
Internal Charges	5,609,285	6,121,667	5,584,214	5,368,471	4,484,016
Transfers Out	5,554,825	4,365,776	2,368,947	3,654,063	2,748,018
Debt Service	3,348,369	2,390,155	3,897,621	3,078,557	3,273,474
Capital Outlay	17,274,836	34,928,351	14,883,709	15,794,135	10,580,221
	<b>\$ 95,690,936</b>	<b>\$ 111,282,456</b>	<b>\$ 79,555,471</b>	<b>\$ 78,940,334</b>	<b>\$ 69,341,259</b>

# CITY-WIDE EXPENSES OVERVIEW

Proposed budgeted expenses (not including transfers out) of \$90,136,100 are less than the Projected FY 21 expenses of \$106,916,700 by -15.7% but 16.8% more than FY20 actual. The variance between years is largely due to investments in capital construction costs, as depicted in the following chart:



Personnel costs are proposed to increase 6.1% over FY 21 projected and 18.2% more than FY20 actuals. Proposed new staff and cost adjustments in FY22 are outlined in the staffing plan of this budget document. The jump in in cost from FY20 actuals is due to reimbursements for public safety personnel through CARES Act grants.

Maintenance and operating costs are expected to decline in FY22 by -4.8% as compared to FY21 projected costs but increase by 24.3% from FY20 actuals. The difference between FY20 and proposed Budget FY22 costs is primarily due to one-time costs such as software implementations, consulting studies, additional training, small equipment and improvements that do not meet the capital threshold of \$5,000. Specific examples are found in the Fund Detail pages of this budget document.

A more comprehensive list of the City's expenditures by fund and type is in the following schedule listed as "City Wide Expenditures by Fund and Type."



**Expenditures by Fund and Type**  
**For the Fiscal Year Ending June 30, 2022**

	Transfers Out	Total Expenditures	Personal Services	Supplies & Materials	Purchased Services	Intra-City Charges	Fixed Charges	Internal Service	Debt Service	Capital Outlay
<b>100 General Fund</b>										
011 General Government	3,831,651	3,552,727	2,225,525	148,300	616,142	5,696	505,942	51,122	-	-
012 Police & Court	-	8,378,115	6,812,187	257,450	668,315	119,005	272,136	249,022	-	-
013 Fire Department	-	5,769,070	5,044,971	154,289	251,333	43,500	2,490	272,487	-	-
014 Community Development	-	850,636	565,430	18,534	197,917	3,576	54,308	10,871	-	-
015 Finance Services	-	1,504,324	1,003,214	63,758	252,033	5,516	159,697	20,106	-	-
016 Public Works Administration	-	1,670,381	1,421,630	10,850	102,778	8,029	93,544	33,550	-	-
017 Park & Recreation	235,000	2,606,248	1,535,975	169,940	599,339	51,556	122,347	127,091	-	-
<b>Total General Fund</b>	<b>4,066,651</b>	<b>24,331,501</b>	<b>18,608,932</b>	<b>823,121</b>	<b>2,687,857</b>	<b>236,878</b>	<b>1,210,464</b>	<b>764,249</b>	<b>-</b>	<b>-</b>
<b>200 Special Revenue Funds</b>										
201 Street & Traffic	-	10,611,394	2,044,957	860,265	1,500,011	357,051	65,781	584,829	305,000	4,893,500
204 Civic Center Board	-	3,976	-	-	3,976	-	-	-	-	-
211 Civic Center	-	1,195,238	475,261	54,130	315,213	-	12,670	136,494	-	201,470
212 Facilities Management	-	728,357	247,717	4,500	425,534	2,590	-	41,016	-	7,000
213 Facilities Managemnt-HVCC	-	60,981	-	2,500	14,000	-	1,700	42,781	-	-
214 Neighborhood Center	-	24,157	-	-	5,000	-	-	19,157	-	-
215 Police Projects & Reimb	-	58,402	57,042	-	-	-	-	1,360	-	-
217 Law Enforcement Block Grant	15,000	15,000	-	-	-	-	15,000	-	-	-
218 9-1-1 Emergency Program	-	1,029,950	-	30,050	450,634	-	45,432	988	-	502,846
219 Support Services Division	-	1,842,540	1,556,223	17,250	207,103	2,330	30,534	29,100	-	-
226 CDBG/HOME	-	-	-	-	-	-	-	-	-	-
228 Community Renewal	-	-	-	-	-	-	-	-	-	-
229 Affordable Housing Trust	-	-	-	-	-	-	-	-	-	-
233 Public Art Projects	-	12,000	-	500	11,500	-	-	-	-	-
235 Open Space District Maint	-	624,319	228,629	58,150	200,504	12,974	19,135	45,427	-	59,500
237 Urban Forestry	-	461,681	330,281	28,650	54,613	12,100	200	35,837	-	-
238 Loan Repayment	-	-	-	-	-	-	-	-	-	-
240 Gas Tax	-	580,760	-	-	-	-	-	129,285	-	451,475
241 Gas Tax HB473	-	662,535	-	-	-	-	-	-	-	662,535
245 Storm Water Utility	-	2,558,243	265,042	48,400	76,193	-	23,695	253,553	-	1,891,360
246 Watershed Projects	-	22,040	19,658	2,000	-	-	-	382	-	-
260 Fire Safety Levy	911,000	276,100	-	-	-	-	-	-	85,100	191,000
290 COVID19	-	-	-	-	-	-	-	-	-	-
029 Lighting Districts - All	-	984,639	-	-	932,433	-	-	52,206	-	-
<b>Total Special Revenue Funds</b>	<b>926,000</b>	<b>21,752,312</b>	<b>5,224,810</b>	<b>1,106,395</b>	<b>4,196,714</b>	<b>387,045</b>	<b>214,147</b>	<b>1,372,415</b>	<b>390,100</b>	<b>8,860,686</b>
<b>300 Debt Service Funds</b>										
308 2017 GO Bond-08 Park Ref	-	551,300	-	-	-	-	-	-	551,300	-
310 GO Refunding Bonds 2009	-	-	-	-	-	-	-	-	-	-
340 S I D Revolving	-	4,800	-	-	-	-	-	4,800	-	-
<b>Total Debt Service Funds</b>	<b>-</b>	<b>556,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,800</b>	<b>551,300</b>	<b>-</b>

**Expenditures by Fund and Type  
For the Fiscal Year Ending June 30, 2022**

	Transfers Out	Total Expenditures	Personal Services	Supplies & Materials	Purchased Services	Intra-City Charges	Fixed Charges	Internal Service	Debt Service	Capital Outlay
<b>400 Capital Project Funds</b>										
406 TIF Railroad District	-	185,600	-	-	185,600	-	-	-	-	-
407 TIF Downtown District	-	242,300	-	-	242,300	-	-	-	-	-
440 Capital Improvements Fund	-	2,900,420	-	-	111,500	-	-	-	-	2,788,920
441 Parks Improvement	-	21,000	-	-	-	-	-	-	-	21,000
450 Sidewalk Improve/Construct	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Project Funds</b>	-	<b>3,349,320</b>	-	-	<b>539,400</b>	-	-	-	-	<b>2,809,920</b>
<b>500 Enterprise Funds</b>										
503 Building	-	1,291,801	874,457	29,691	176,433	6,900	83,176	85,144	-	36,000
521 Water	20,000	9,060,200	2,066,560	1,003,775	1,059,645	70,200	74,125	1,066,556	878,299	2,841,040
531 Wastewater	-	5,364,110	1,390,597	235,620	921,769	81,880	98,745	982,022	500,187	1,153,290
541 Solid Waste-Residential	275,000	2,505,588	576,602	41,750	1,179,042	94,880	8,800	184,274	-	420,240
542 Solid Waste-Commercial	-	1,249,092	325,897	40,895	448,230	96,150	8,800	191,000	-	138,120
543 Landfill Monitoring District	-	119,373	-	-	108,600	-	-	10,773	-	-
546 Transfer Station	27,652	2,687,971	795,817	19,430	1,148,619	149,900	43,125	217,770	-	313,310
547 Recycling	-	632,817	208,232	3,965	244,129	2,350	33,600	75,461	-	65,080
551 Parking	-	2,047,802	631,163	29,700	307,613	12,175	167,359	128,446	648,346	123,000
561 Special Charters	40,000	10,862	5,330	-	-	3,525	-	2,007	-	-
563 Golf Course	-	2,222,304	947,128	511,823	205,785	-	87,029	143,816	235,573	91,150
570 City-County Building Fund	-	1,011,933	310,461	56,080	262,031	820	12,521	38,789	85,231	246,000
571 City/Cnty Bldg Mail	-	269,360	42,860	3,000	179,200	2,660	500	1,140	-	40,000
572 City/Cnty Bldg Telephone	-	19,888	19,519	-	-	-	-	369	-	-
573 CC Law & Justice Building	-	681,604	223,722	29,400	214,166	930	20,078	33,975	59,333	100,000
580 Capital Transit	-	1,459,768	916,855	13,700	162,794	134,250	7,500	202,669	-	22,000
581 CT - East Valley	-	153,222	95,818	450	7,917	24,775	-	24,262	-	-
582 CT - Head Start	-	-	-	-	-	-	-	-	-	-
<b>Total Enterprise Funds</b>	<b>362,652</b>	<b>30,787,695</b>	<b>9,431,018</b>	<b>2,019,279</b>	<b>6,625,973</b>	<b>681,395</b>	<b>645,358</b>	<b>3,388,473</b>	<b>2,406,969</b>	<b>5,589,230</b>
<b>600 Internal Service Funds</b>										
610 Fleet Services	-	2,126,514	540,642	1,131,808	326,280	7,616	25,820	79,348	-	15,000
643 Copier Revolving	-	13,812	-	1,275	7,700	-	4,837	-	-	-
645 Property & Liab Insurance	199,522	1,039,607	-	-	-	-	1,039,607	-	-	-
650 Health & Safety Program	-	5,714,750	-	-	12,750	-	5,702,000	-	-	-
651 Dental Program	-	397,000	-	-	42,000	-	355,000	-	-	-
652 Vision Program	-	67,500	-	-	12,500	-	55,000	-	-	-
<b>Total Internal Service Funds</b>	<b>199,522</b>	<b>9,359,183</b>	<b>540,642</b>	<b>1,133,083</b>	<b>401,230</b>	<b>7,616</b>	<b>7,182,264</b>	<b>79,348</b>	-	<b>15,000</b>
<b>Total All Budgeted Funds</b>	<b>5,554,825</b>	<b>90,136,111</b>	<b>33,805,402</b>	<b>5,081,878</b>	<b>14,451,174</b>	<b>1,312,934</b>	<b>9,252,233</b>	<b>5,609,285</b>	<b>3,348,369</b>	<b>17,274,836</b>

# At-a-Glance Summary of Expenses in FY2022 Beyond Adopted FY2021

FUND	FY2021 ENDING BALANCE	FY2021 EXCESS RESERVE (ENDING BALANCE)	FY2022 Budgeted TOTAL REVENUE	FY2022 POLICY RESERVE	EXCESS RESERVE USED IN FY22	TOTAL NEW SPENDING	TOTAL ONE-TIME	TOTAL RECURRING	PERSONNEL		MAINTENANCE & OPERATIONS				CAPITAL OUTLAY				Summary
									RECURRING		ONE-TIME		RECURRING		ONE-TIME		RECURRING		
									Amount	Description	Amount	Description	Amount	Description	Amount	Description	Amount	Description	
100 - General	\$10,018,546	\$6,757,321	\$23,740,250	\$3,874,069	-\$4,657,902	\$1,680,000	\$780,000	\$900,000	\$900,000	COLA, New Personnel & Current Staff Adjustments	\$780,000	Revenue losses, Software Conversions, Consulting, Office Needs and Community Initiatives	\$0	No Significant Additional Recurring Charges	\$0	N/A	\$0	N/A	M & O One-Time charges will be covered by Fund Reserves. Recurring personnel increases are being covered by revised budgeted tax revenue after assessed values are received, resulting in an increase of about \$900,000 over FY21 adopted.Note: Not shown are the \$2,891,000 in transfers to the 440 fund for capital that accounts for the additional excess reserve spending.
201 - Streets	\$4,009,250	\$2,384,546	\$8,516,750	\$1,409,892	-\$2,094,644	\$965,000	\$0	\$965,000	\$35,000	COLA, New Personnel & Current Staff Adjustments	\$0	N/A	\$130,000	Additional Mill/Overlay operations, ADA Compliance and rising fuel costs	\$0	N/A	\$800,000	Vehicle Replacements and Infrastructure Projects	Personnel and M&O additions will come out of Reserves for the first year. Capital is supported by debt service. All categories will need to be reviewed and the assessment likely addressed for FY23
211 - Civic Center	\$283,817	\$108,889	\$1,043,750	\$245,039	-\$151,488	\$60,000	\$6,000	\$54,000	\$40,000	COLA, Personnel Proportion Increased	\$6,000	Sound System Repairs	\$14,000	Proomotions Budget	\$0	N/A	\$0	N/A	Incerases are currently coming from reserves but should over time as COVID passes and shows return come from operational revenues.
212 - Facilities	\$1,115,902	\$962,511	\$642,856	\$177,869	-\$85,501	\$77,000	\$57,000	\$20,000	\$20,000	COLA, Personnel Proportion Increased	\$50,000	Various smaller scale LED Upgrades	\$0	N/A	\$7,000	LED Upgrades	\$0	N/A	Personnel is covered by increased management fees. M&O and Capital are covered by fund reserves.
218 - 911 Operation	\$559,870	\$559,870	\$951,706	N/A	-\$78,244	\$650,000	\$600,000	\$50,000	\$0	N/A	\$100,000	CAD/RMS Project Consulting	\$50,000	Increased operational expenses	\$500,000	Equipment Purchases	\$0	N/A	Capital is supported by grant funding and M&O is coming from fund reserves.
219 - SSD	\$623,616	\$303,738	\$1,621,298	N/A	-\$221,242	\$225,000	\$125,000	\$100,000	\$100,000	COLA, New Personnel	\$125,000	CAD/RMS Project Consulting and Work Studies	\$0	N/A	\$0	N/A	\$0	N/A	Personnel is covered by increased contributions from the Public Safety Mill Levy. M&O will come from Fund reserves.
235 - Open Lands	\$405,787	\$220,533	\$556,694	\$139,270	-\$67,625	\$110,000	\$50,000	\$60,000	\$0	N/A	\$50,000	Office Equipment, Construction Materials and Repairs to Kindrick Legion	\$0	N/A	\$0	N/A	\$60,000	1 Ton Vehicle and Trailer Replacement	Although it will not be budgeted at adoption, there should be enough Grant Revenue left from FY21 to carryover into FY22 to cover these additions.
245 - Stormwater	\$409,964	\$226,190	\$2,419,290	\$164,437	-\$138,953	\$450,000	\$450,000	\$0	\$0	N/A	\$0	N/A	\$0	N/A	\$450,000	Additional Infrastructure Projects	\$0	N/A	Fund Reserves
440 - General Capital	\$1,182,139	\$1,182,139	\$2,904,340	N/A	\$0	\$1,900,000	\$1,900,000	\$0	\$0	N/A	\$0	N/A	\$0	N/A	\$1,900,000	ERP & Large Deferred Replacements	\$0	N/A	Supported by a transfer in from the General Fund, stemming mostly from COVID Savings
503 - Building	\$1,094,044	\$882,507	\$1,227,050	\$206,433	-\$64,751	\$36,000	\$0	\$36,000	\$0	N/A	\$0	N/A	\$0	N/A	\$0	N/A	\$36,000	Vehicle and Radio Replacement	Fund Reserves. Note even without Capital the fund would still be spending into Reserves, fees and or operational costs might need to be addressed in the future.

At-a-Glance Summary of Expenses in FY2022 Beyond Adopted FY2021																			
FUND	FY2021 ENDING BALANCE	FY2021 EXCESS RESERVE (ENDING BALANCE)	FY2022 Budgeted TOTAL REVENUE	FY2022 POLICY RESERVE	EXCESS RESERVE USED IN FY22	TOTAL NEW SPENDING	TOTAL ONE-TIME	TOTAL RECURRING	PERSONNEL		MAINTENANCE & OPERATIONS				CAPITAL OUTLAY				Summary
									RECURRING		ONE-TIME		RECURRING		ONE-TIME		RECURRING		
									Amount	Description	Amount	Description	Amount	Description	Amount	Description	Amount	Description	
541 - Residential Waste	\$1,368,421	\$1,003,308	\$2,184,276	\$388,002	-\$596,312	\$530,000	\$360,000	\$170,000	\$30,000	COLA, New Personnel	\$0	N/A	\$140,000	Tipping Fees, Curbside Recycling Costs and Increased Vehicle Repair & Fuel Costs	\$360,000	Warm Storage, Solid Waste Master Plan and Transfer Station Entrance Improvements	\$0	N/A	Additional Personnel is covered by increased Charges. M&O and Capital costs are coming out of Reserves
542 - Commercial Waste	\$1,262,662	\$1,080,879	\$1,253,412	\$182,626	\$0	\$113,000	\$100,000	\$13,000	\$13,000	COLA, New Personnel	\$0	N/A	\$0	N/A	\$100,000	Warm Storage, Solid Waste Master Plan and Transfer Station Entrance Improvements	\$0	N/A	Estimated Increase in Charges for Services will cover.
546 - Transfer Station	\$1,471,706	\$1,086,434	\$2,762,070	\$394,901	\$0	\$340,000	\$140,000	\$200,000	\$27,000	COLA, New Personnel	\$0	N/A	\$68,000	Tipping Fees, Special Assessments and Increased Vehicle Repair & Fuel Costs	\$140,000	Warm Storage, Solid Waste Master Plan and Transfer Station Entrance Improvements	\$105,000	Vehicle Replacement	Estimated Increase in Charges for Services will cover.
547 - Recycling	\$169,998	\$81,945	\$626,346	\$93,327	-\$6,471	\$66,000	\$48,000	\$18,000	\$0	N/A	\$0	N/A	\$18,000	Composting, Household Commodities and Special Assessments	\$48,000	Solid Waste Master Plan and Transfer Station Entrance Improvements	\$0	N/A	Increase in County Contributions will more than cover the additional recurring costs and the Capital is coming out of Reserves.
581 - CT - East Valley	\$52,752	\$29,526	\$151,721	\$25,187	-\$1,501	\$12,000	\$0	\$12,000	\$12,000	Increased Health and Vision Insurance Costs	\$0	N/A	\$0	N/A	\$0	N/A	\$0	N/A	Estimates may be high, could reduce some costs but for now additionas are funded out of Reserves.
563 - Golf & Muni's	\$35,395	-\$318,486	\$2,306,220	\$350,327	\$0	\$154,000	\$0	\$154,000	\$67,000	COLA and Temporary Staff Increased Hours	\$0	N/A	\$17,000	increased Muni's Resale Budget with Corresponding Revenue & Special Assessments	\$0	N/A	\$70,000	New Mowers	Increased Charges for Services Estimates and General Fund Support
610 - Fleet	\$522,728	\$522,728	\$2,011,148	N/A	-\$115,366	\$210,000	\$0	\$210,000	\$20,000	COLA, New Personnel	\$0	N/A	\$190,000	Inventory Management and Increased Fuel Charges	\$0	N/A	\$0	N/A	Inventory management will be paid out of Bus Barn Sale Proceeds in 1st Year and Savings in other costs should cover going forward. Fuel Costs and Personnel will have to be addressed through Internal Charges going forward.

# CITY-WIDE DEBT SERVICE OVERVIEW:

## **TYPES OF DEBT INSTRUMENTS ISSUED BY THE CITY:**

### **GENERAL OBLIGATION (GO) BONDS:**

This type of debt is typically issued to finance improvements that benefit the community as whole. These obligations are backed by the full faith and credit and taxing power of the government.

### **REVENUE BONDS:**

A revenue bond is issued to finance facilities or other projects that have a definable user or revenue base. The instruments are secured by a specific source of funds, either from operations of the project being financed or a dedicated revenue stream.

### **CERTIFICATES OF PARTICIPATION (COP):**

COP's are lease purchase agreements. In a COP transaction, a government enters into an agreement with another party to lease an asset over a specified period of time at a predetermined annual cost. The lease payments are sufficient to pay for principal and interest on the leased asset.

### **LOANS:**

The City participates in the State of Montana's Board of Investments INTERCAP Loan program for a variety of projects. These loans are managed by the State and more information can be found by visiting the Montana.Gov website.

The City participates in Montana State Natural Resources and Conservation Revolving Loan programs. These loans were established by the State for water pollution control and drinking water projects. Both programs provide at or below market interest rate loans to eligible Montana entities. More information on these loans can be found by visiting the Montana.Gov website.

On occasion, the County will issue debt on behalf of the City for common occupied/owned facilities. This will count against the County's debt limits, but the City pays for the debt service.

Funds may also be authorized to borrow against each other. Interest is charged based on the market investment rate of return. The City has only one of these loans outstanding and will be paid in full on 7/1/2021.

## **DEBT MANAGEMENT LAWS FOR LOCAL GOVERNMENTS IS DEFINED IN MONTANA CODE**

### **ANNOTATED:**

7-7 MCA: Debt Management

Debt limits are a calculation of borrowing capacity for the local government and may vary depending on the type of debt issuance.

The City uses certified estimated market value provided by the State of Montana, Dept. of Revenue, to calculate its General Obligation legal debt limit. General obligation debt should not exceed 2.5% of the total assessed value.



# CITY-WIDE DEBT SERVICE OVERVIEW:

The following is a list of current outstanding debt principal as of the end of FY21:

## General Obligation (Total \$5,805,000):

- Limited Tax GO Bond, Refunding Series 2015: \$440,000 – Downtown parking
- Limited Tax GO Bond, Series 2017: \$1,835,000 – Golf Course Improvements\*
- GO Bond, Series 2017: \$3,530,000 – Parks & Recreation Improvements

*\*Effective in FY2021, this loan will be transferring the debt service payments from the Golf Course Fund (563) to the General Fund (100) as it was achieved as a result of a loan against the General Fund and not a Revenue Bond against the Golf Fund.*

## State of Montana Revolving Fund Loans (Total \$7,192,000):

- DNRC, Drinking Water Refunding Loan, 2005: \$950,000
- DNRC, Drinking Water Refunding Loan, 2007: \$641,000
- DNRC, Drinking Water Refunding Loan, 2012: \$639,000
- DNRC, Drinking Water Refunding Loan, 2016: \$540,000
- DNRC, Drinking Water Refunding Loan, 2019: \$4,085,000
- DNRC, Wastewater Refunding Loan, 1999: \$383,000
- DNRC, Wastewater Refunding Loan, 2019: \$2,754,000 (open loan – draws will carry over to FY 2022)

## Certificate of Participation:

- COP, Series 2016: \$6,860,000 – 15<sup>th</sup> Street Parking Garage

## State of Montana Board of Investments INTERCAP Loans (Total \$2,957,300):

- Irrigation Upgrades at Golf Course, 2014: \$268,500
- Parking Meters, 2020: \$512,300
- City/County Building Cooling System (County issued), 2020: \$716,500
- City/County Law & Justice Center (County issued), 2021: \$650,000
- Fire Truck, 2021: \$810,000

## INTERFUND Loans:

The Golf Course has one final interfund loan payment of \$42,175 due to Fund 440.

## PENDING Debt Service in Fiscal Year 2022:

The City has also budgeted debt issuance in FY 2022 as follows:

- State Loans: Streets & Traffic Fund: Infrastructure and Equipment: \$1,600,000





# CITY-WIDE DEBT SERVICE OVERVIEW:

The City's General Fund Debt Limit Calculation is defined by state law (7-7-4104 MCA) and is calculated below. This demonstrates that as of this publication, the City has a borrowing capacity of up to \$1,450,600 in general fund obligation debt (secured by General Fund revenues).

## Existing Debt - MCA, 7-7-4104

	Issued	Maturity	Years	Borrowed	Outstanding
LTGO Bond 2015	24-Jun-2015	15-Aug-2025	10.00	845,000	440,000
LTGO Bond 2017	30-Nov-2017	30-Jun-2037	20.00	2,100,000	1,925,000
INTERCAP - Golf Course Irrigation	5-Dec-2014	15-Feb-2030	15.00	433,099	268,462
INTERCAP - Parking Meters	1-Nov-2019	15-Feb-2030	10.00	560,243	512,259
				<u>\$ 3,938,342</u>	<u>\$ 3,145,721</u>

## Fiscal Year 2021 Borrowing Capacity

Maximum Principal Authority - (10% of FY 2020 Budgeted Expenditures)	\$ 2,260,602
General Fund obligation debt issuance in Fiscal Year 2021	<u>(810,000)</u>
<b>Remaining Borrowing Authority</b>	<b><u>\$ 1,450,602</u></b>
Maximum Annual Debt Service (2% of FY 2018 Actual Receipts)	\$ 449,556
Current Maximum Annual Debt Service in Current or Future Fiscal Year	<u>(343,972)</u>
<b>Remaining Maximum Principal &amp; Interest Authority</b>	<b><u>\$ 105,584</u></b>

The City's General Obligation legal debt margin is calculated from property assessed values. This calculation is defined in State Law. Based on the most recent assessed values in 2020, the City's legal debt margin is \$99,665,700.

The latest assessed values the city has is for 2020 and is calculated below:

Assessed Value (2020)	\$ 4,127,827,792
	<u>2.50%</u>
Debt limit (2.5% of assessed value)	\$ 103,195,695
Total Net Debt applicable to limit	<u>\$ 3,530,000</u>
Legal Debt Margin	<u><u>\$ 99,665,695</u></u>
Total Net Debt applicable to the limit as a percentage of debt limit	3.42%

Revenue obligations are secured by pledged revenue. As of the end of FY 2020, Water bonds had a 174.6% coverage ratio; wastewater bonds had a 205.9% coverage ratio; and the certificate of participation had a 12.5% coverage ratio. Parking revenues were significantly reduced in 2020 due to COVID-19 impacts which skewed the ratio for the COP. Overall, the City has been very conservative in issuing debt, (3.42% of limit) and has used cash reserves to fund many major capital projects and equipment needs. The long-term debt schedule for the City is in the following table noted: "City of Helena: Long Term Debt Schedule".



CITY OF HELENA  
LONG-TERM DEBT SCHEDULE  
30-Jun-2022

ORIGINAL ISSUANCE INFORMATION							BUDGET YEAR ACTIVITY							
		Type of Debt	Date of Issue	Final Maturity Date	Rate	Total Issue	Beginning Balance 30-Jun-21	Additional Issues	Principal Retired	Ending Balance 30-Jun-2022	Ending Balance		Interest Payment/ Expense	Paying Agent Fees
Fund	Name of Issue										Next FY Current	Long Term		
GENERAL FUND														
100	INTERCAP - Fire Truck	G.O. Loan	Pending	Pending	Variable	810,000	810,000	-	Pending	Pending	Pending	Pending	Pending	-
TOTAL GENERAL FUND						810,000	810,000	-	-	-	-	-	-	-
DEBT SERVICE FUNDS:														
GENERAL OBLIGATION														
308	General Obligation Refunding Bonds, Series 2017	G.O.	02/28/17	01/01/28	3.00%	5,180,000	3,530,000	-	445,000	3,085,000	460,000	2,625,000	92,550	400
TOTAL GENERAL OBLIGATION						5,180,000	3,530,000	-	445,000	3,085,000	460,000	2,625,000	92,550	400
TOTAL DEBT SERVICE FUNDS						5,180,000	3,530,000	-	445,000	3,085,000	460,000	2,625,000	92,550	400
ENTERPRISE FUNDS:														
521 WATER FUND														
	DNRC Drinking Water 2005 Refunding Revenue		12/05/12	07/01/25	2.25%	2,072,000	950,000	-	165,000	785,000	168,000	617,000	16,718	-
	DNRC Drinking Water 2007 Refunding Revenue		12/05/12	07/01/24	2.25%	2,242,000	641,000	-	209,000	432,000	214,000	218,000	8,528	-
	DNRC Drinking Water 2012 Refunding Revenue		12/05/12	01/10/27	2.25%	1,325,000	639,000	-	101,000	538,000	103,000	435,000	11,532	-
	DNRC Drinking Water 2016 Refunding Revenue		11/29/16	07/01/37	2.50%	660,666	540,000	-	29,000	511,000	30,000	481,000	12,588	-
	DNRC Drinking Water 2019 - TENMILE Revenue		09/05/19	07/01/39	2.50%	5,700,000	4,084,622	-	231,000	3,853,622	237,000	3,616,622	76,736	-
TOTAL WATER FUND						11,999,666	6,854,622	-	735,000	6,119,622	752,000	5,367,622	126,102	-
531 WASTEWATER FUND														
	DNRC Pollution Control - Series 1999 Refunding Revenue		12/05/12	07/01/21	2.00%	6,310,000	383,000	-	383,000	-	-	-	-	-
	DNRC Pollution Control - Series 2019 Revenue		12/15/19	01/01/40	2.50%	2,754,000	2,754,000	-	-	2,754,000	-	2,754,000	-	-
TOTAL WASTEWATER FUND						9,064,000	3,137,000	-	383,000	2,754,000	-	2,754,000	-	-



CITY OF HELENA  
LONG-TERM DEBT SCHEDULE  
30-Jun-2022

ORIGINAL ISSUANCE INFORMATION							BUDGET YEAR ACTIVITY							
		Type of Debt	Date of Issue	Final Maturity Date	Rate	Total Issue	Beginning Balance 30-Jun-21	Additional Issues	Principal Retired	Ending Balance 30-Jun-2022	Ending Balance		Interest Payment/ Expense	Paying Agent Fees
Fund	Name of Issue										Next FY Current	Long Term		
551 PARKING FUND														
	Liimited Tax General Obligation Bond, Series 2015 G.O.	06/24/15	08/15/25	2.40%		845,000	440,000	-	85,000	355,000	85,000	270,000	7,492	-
	Certificates of Participation, Series 2016 - Parking - USBank Refunding Lease Purchase	07/26/16	04/15/39	2.64%		8,200,000	6,860,000	-	310,000	6,550,000	320,000	6,230,000	171,150	2,200
	INTERCAP - Parking Meteres 2020 - USBank INTERCAP	11/01/19	02/15/30	Variable		560,243	512,259	-	49,616	462,643	51,302	411,341	15,162	-
	TOTAL PARKING FUND					9,605,243	7,812,259	-	444,616	7,367,643	456,302	6,911,341	193,804	2,200
563 GOLF COURSE FUND														
	INTERCAP - Irrigation Upgrade 2014 - USBank INTERCAP	12/5/2014	2/15/2030	Variable		433,099	268,462	-	28,634	239,828	28,928	210,900	7,904	-
	Capital Improvement Fund Loan 2017 - Advance INTERFUND	12/01/16	07/01/21	1.00%		206,739	42,175	-	42,175	-	-	-	-	-
	Limited Tax General Obligation Bond 2017 G.O.	11/30/17	06/30/37	2.75%		2,100,000	1,835,000	-	95,000	1,740,000	95,000	1,645,000	47,850	-
	TOTAL GOLF COURSE FUND					2,739,838	2,145,637	-	165,809	1,979,828	123,928	1,855,900	55,754	-
TOTAL ENTERPRISE FUNDS						33,408,747	19,949,518	-	1,728,425	18,221,093	1,332,230	16,888,863	375,660	2,200

# ORGANIZATION/ DEPARTMENT OVERVIEWS



City of  
**Helena**

PRELIMINARY  
BUDGET

FISCAL YEAR 2022

# GENERAL GOV'T – COMMISSION

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**DANNAI CLAYBORN**

CITY CLERK

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## **DEPARTMENT OVERVIEW**

The Office of the Commission/Clerk of the Commission is the staff representative to the public and internally for the Commission. It manages the day-to-day affairs of the Mayor and Commission, in addition to being the records keeper and records management department for the City.

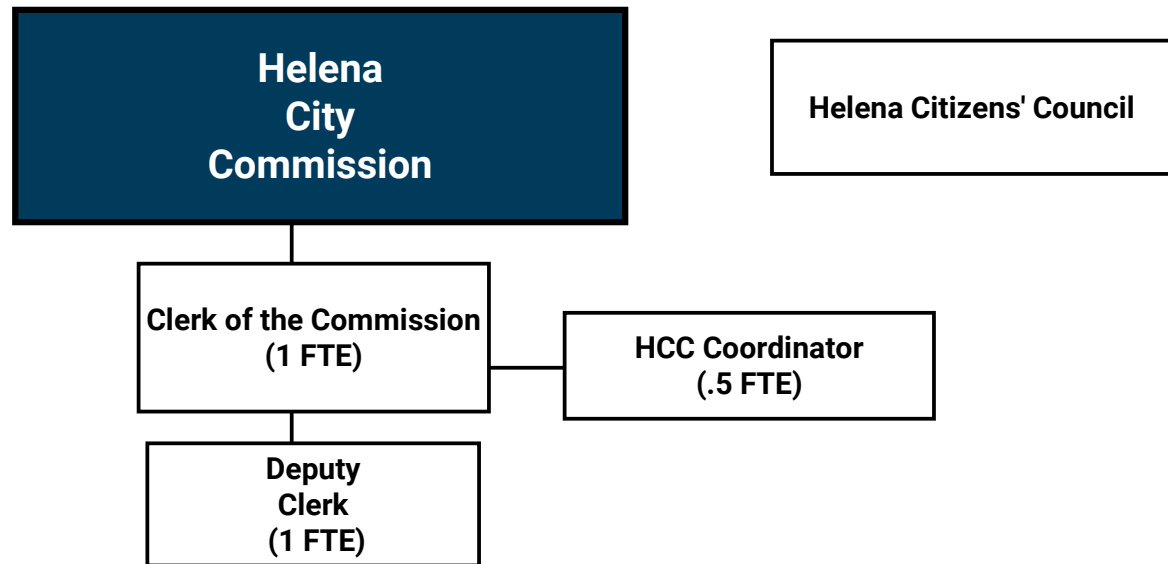
## **CITY COMMISSION**

The Helena City Commission consists of five (5) voting members, including the mayor. Members of the commission are non-partisan and are elected for terms of four (4) years; two positions being filled at each general election. The city commission is the legislative and policy determining body of the city. All powers of the city are vested in the commission, except as otherwise provided by law or the city charter, and the commission provides for the exercise thereof and for the performance of all other duties and obligations imposed on the city by law.

## **HELENA CITIZENS' COUNCIL**

The Helena Citizens' Council consists of seven (7) Neighborhood Councils, collectively comprising a Helena Citizens' Council. Operating independently from the city commission or city officials, the Helena Citizens' Council reviews and recommends actions relating to the annual budget, and makes recommendations relating to future development of the city.

**CITY OF HELENA**  
**Helena City Commission**



# GOALS & OBJECTIVES

## WILDLY IMPORTANT GOALS (WIGs)

- Increase public access to the Commission meetings by continuing FY21 upgrades to technology and software for online streaming and archival of Commission meetings.
- City wide digitization project to include the implementation of digital workflows internally and externally with community partners. This also includes the digitization of the City's records management program and processes.
- Revision of City Boards/Committees system, to include recruitment, public engagement, and Commission engagement.

### DEPARTMENT WORK PLAN

#### FISCAL YEAR 2022 OBJECTIVES

##### In Support of the City Commission Strategic Outcomes and Wildly Important Goals

Continue the implementation of the online streaming and archival of the City Commission meetings. This includes the upgrade to the Commission meeting rooms within the City-County building and working with the relevant departments to continue greater access to the Commission and their meetings.

Project lead of records digitization for the City workflow. This includes heading the revision of the City's agreement workflow in conjunction with the City Attorney and City Manager. In parallel, the implementation of a digitization and prioritization of the City records will be spearheaded by the Clerk and Deputy Clerk. The records management schedule for all city departments and the corresponding processes will be revised with the assistance of the City Attorney and the records management committee.

Continue working on the revision of the City Boards and Committees system, instituting new administrative policies and governance protocols to create a more efficient and effective advisory board system. The Office of the Commission work with the City Manager and City Attorney, to identify outdated processes and inefficiencies in communication. The principles of the digitization and online meetings, previously stated, can be applied to the advisory system to meet the demands of a more inclusive, transparent, and active boards system.

# FISCAL YEAR 2022 SUMMARY OF CHANGES

## PERSONNEL

- No additional personnel requested for FY22.

## MAINTENANCE & OPERATIONS

- Supplies & Materials have increased to cover the M-Files project.
- Purchased Services have increased in relation to codifying.
- Intra-City charges have increased to cover payments to the Copier Revolving program.
- Fixed Charges have increased to cover higher rent rates.

CITY COMMISSION ALL FUNDS							
	FY 2018 Actual	FY 2019 Actual	FY 2020 Unaudited	FY 2021 Adopted	FY 2021 Amended	Projected	Proposed FY 2022 Budget
<b>Personnel Services</b>	239,026	234,633	246,597	272,834	272,834	270,720	280,722
Supplies & Materials	3,153	5,453	10,607	9,600	9,600	9,600	14,268
Purchased Services	86,230	120,622	81,776	90,241	110,241	71,830	178,636
Intra-City Charges	1,560	1,560	1,734	1,655	1,655	1,655	1,738
Fixed Charges	18,430	18,430	18,430	19,114	19,114	19,114	19,617
<b>Maintenance &amp; Operating</b>	109,373	146,065	112,547	120,610	140,610	102,199	214,259
Internal Charges	4,460	4,048	4,310	4,142	4,142	4,142	4,312
Transfers Out	-	-	-	-	-	-	-
<b>Internal Transactions</b>	4,460	4,048	4,310	4,142	4,142	4,142	4,312
Debt Service	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
<b>Debt &amp; Capital</b>	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>352,859</b>	<b>384,746</b>	<b>363,454</b>	<b>397,586</b>	<b>417,586</b>	<b>377,061</b>	<b>499,293</b>

### Funds Included in this Department:

- 011 General Government
- 1101 City Commission

# GENERAL GOV'T – CITY MANAGER

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**RACHEL HARLOW-SCHALK**

CITY MANAGER

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## **DEPARTMENT OVERVIEW & ADMINISTRATION**

The City Manager is the chief administrative officer for the City and is appointed by the Helena City Commission. The City Manager implements policy decisions of the City Commission and enforces City ordinances. In addition, the Manager appoints and directly supervises the directors of the City's operating departments and oversees the City's personnel system. The Manager is also responsible for preparing a proposed budget and submitting it to the City Commission for consideration and final approval consistent with State law, along with presenting recommendations and programs to the City Commission.

Office of the City Manager staff also administers special projects that require cross-department coordination at the behest of the City Commission.

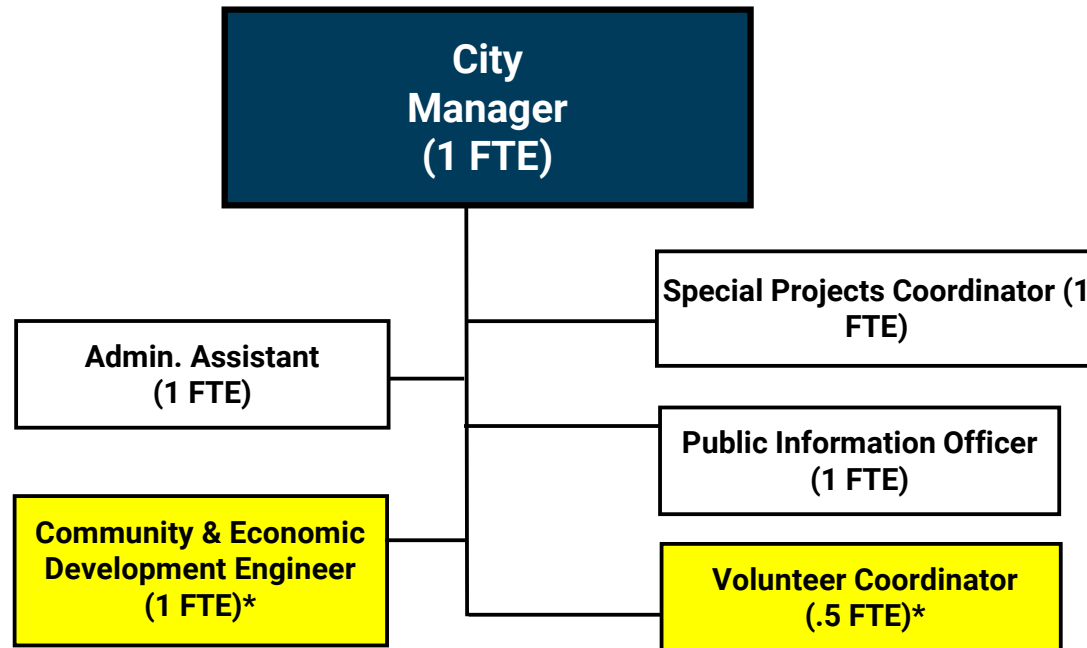
## **PUBLIC INFORMATION**

The Office of the City Manager houses public engagement and information coordination for the City, and stakeholder networking.

## **CITYWIDE PROJECTS**

The Office of the City Manager also manages projects that impact all departments. For example, the Citywide Budget, Capital Improvement Planning and Citywide Policies.

**CITY OF HELENA  
OFFICE OF THE CITY MANAGER**



\* Note: Highlighted positions indicate new FY22 staffing request.



# GOALS & OBJECTIVES

## **WILDLY IMPORTANT GOALS (WIGs)**

By July 1, 2027, the City of Helena will be the strongest state capital in the nation.

### **DEPARTMENT WORK PLAN FISCAL YEAR 2022 OBJECTIVES**

In Support of the City Commission Strategic Outcomes and Wildly Important Goals

- Adopt policies needed to be fiscally stable.
- Invest in economic development recruitment and community development navigation of City processes.
- Complete the Police Reform working groups.
- Complete Fire Department service improvement study.

# FISCAL YEAR 2022 SUMMARY OF CHANGES

## PERSONNEL

- 1.0 FTE – Community & Economic Development Engineer – May be deferred pending balance or structural balance policy
- 0.50 FTE - Volunteer Coordinator – May be deferred pending balance or structural balance policy

## MAINTENANCE & OPERATIONS

- Supplies & Materials have increased slightly for various items.
- Purchased Services have increased slightly for various items.
- Intra-City charges have increased to cover payments to the Copier Revolving program.

CITY MANAGER ALL FUNDS							
	FY 2018 Actual	FY 2019 Actual	FY 2020 Unaudited	Adopted	FY 2021 Amended	Projected	Proposed FY 2022 Budget
<b>Personnel Services</b>	267,493	264,569	462,564	531,762	531,762	427,040	596,345
Supplies & Materials	6,680	7,603	11,101	10,750	10,750	10,750	43,020
Purchased Services	37,624	29,961	149,448	210,520	210,520	207,002	254,572
Intra-City Charges	545	545	578	578	578	578	607
Fixed Charges	31,968	31,968	31,968	43,073	43,073	43,073	34,028
<b>Maintenance &amp; Operating</b>	<b>76,817</b>	<b>70,077</b>	<b>193,095</b>	<b>264,921</b>	<b>264,921</b>	<b>261,403</b>	<b>332,227</b>
Internal Charges	5,957	5,742	7,090	10,570	10,570	10,570	11,901
Transfers Out	-	-	-	-	-	-	-
<b>Internal Transactions</b>	<b>5,957</b>	<b>5,742</b>	<b>7,090</b>	<b>10,570</b>	<b>10,570</b>	<b>10,570</b>	<b>11,901</b>
Debt Service	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
<b>Debt &amp; Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>350,267</b>	<b>340,388</b>	<b>662,749</b>	<b>807,253</b>	<b>807,253</b>	<b>699,013</b>	<b>940,473</b>

### Funds Included in this Department:

- 011 General Government
  - 1201 City Manager's Office

# GENERAL GOV'T – CITY ATTORNEY

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**THOMAS JODOIN**  
CITY ATTORNEY

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## DEPARTMENT OVERVIEW

The City Attorney's Office is composed of three units: Civil, Misdemeanor and Victim Services.

### CIVIL

The City Attorney's Office serves as legal counsel to the City of Helena and as a legal adviser to the Helena City Commission, city departments, and advisory boards appointed by the City Commission.

Represents the City in litigation, arbitration, and administrative proceedings, prepares and reviews ordinances, resolutions, agreements, deeds, easements, and other legal documents; and renders legal interpretations and opinions as requested by the Helena City Commission and City Manager.

### MISDEMEANOR PROSECUTION

Prosecutes misdemeanors and City Code violations committed within the city limits including initiation of prosecutions; preparing cases for prosecution; requesting warrants; reviewing reports and conducting legal research; preparing court orders, petitions, affidavits, and briefs; trying cases; determining and recommending appropriate sentences.

Pursues civil driver's license suspension attendant to driving under the influence testing refusals.

### VICTIM SERVICES

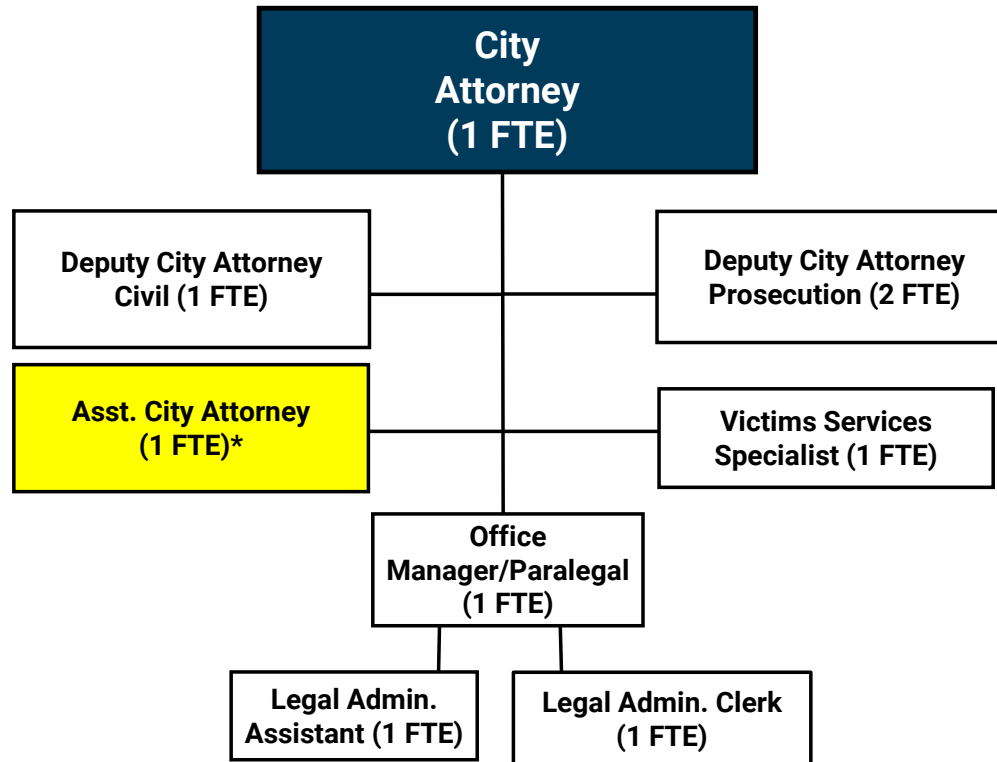
Provides outreach, support, information, and advocacy services to victims of violent crime; guides victims through the legal justice system by providing initial communication, information, support, and advocacy services to victims, family members and witnesses. Assess victims' needs and prepares victims and witnesses for court proceedings.

Provides appropriate support for victims and witnesses including community resources.

Manages Victims of Crime Act grant.



**CITY OF HELENA  
OFFICE OF THE CITY ATTORNEY**



\* Note: Highlighted positions indicate new FY22 staffing request.

# GOALS & OBJECTIVES

## WILDLY IMPORTANT GOALS (WIGs)

Provide organizational assistance and leadership with other departments to implement records retention and comprehensive digital workflows and that is organized but flexible enough to meet the needs of the City Attorney's Office, Commission, City staff, and citizens.

Key Element: **Digital Workflows and Records Storage**

Action Items:

- Evaluate needs for agreement, resolution, and ordinance workflows
- Meet with City Clerk and Transportation Services
- Identify software solution
- Identify workflow issues
- Develop template documents and properties
- Develop shell workflow and records retention property search terminology
- Test workflow between city clerk and volunteer department
- Train departments and implement city-wide

Key Element: **Records Retention**

Action Items:

- Evaluate storage and version control needs
- Identify workflow issues and file naming conventions
- Identify software solution
- Develop shell workflow, document property terminology, and version control processes
- Train staff

### DEPARTMENT WORK PLAN FISCAL YEAR 2022 OBJECTIVES

In Support of the City Commission Strategic Outcomes and Wildly Important Goals

- In Fiscal Year 2021, M-Files software was obtained to implement the wildly important goal. This process will transition over into Fiscal Year 2022 in coordination with the City Clerk's Office.
- Continue to transition criminal prosecution case management to a fully digital process including provision of discovery to defense counsel via digital means. Karpel case management software has been identified as most compatible with existing databases, municipal court, and Helena Police Department software.

# FISCAL YEAR 2022 SUMMARY OF CHANGES

## PERSONNEL

- 1.0 FTE - Assistant City Attorney – May be deferred pending balance or structural balance policy

## MAINTENANCE & OPERATIONS

- Supplies & Materials have increased to cover the Karpel Prosecutor Software and Training
- Purchased Services have increased to cover additional items for the new personnel.
- Intra-City charges have increased to cover payments to the Copier Revolving program.
- Fixed Charges are increasing to cover higher rent rates.

CITY ATTORNEY ALL FUNDS							
	FY 2018 Actual	FY 2019 Actual	FY 2020 Unaudited	Adopted	FY 2021 Amended	Projected	Proposed FY 2022 Budget
<b>Personnel Services</b>	673,491	685,872	709,572	766,369	766,369	766,776	925,843
Supplies & Materials	9,409	7,262	24,465	10,796	14,944	11,225	78,830
Purchased Services	40,201	54,100	35,871	60,245	78,771	75,115	65,292
Intra-City Charges	996	597	997	997	997	997	1,047
Fixed Charges	34,953	35,021	35,141	37,037	37,037	37,037	37,301
<b>Maintenance &amp; Operating</b>	85,559	96,980	96,474	109,075	131,749	124,374	182,470
Internal Charges	14,566	13,920	22,558	22,785	22,785	22,785	26,591
Transfers Out	-	-	-	-	-	-	-
<b>Internal Transactions</b>	14,566	13,920	22,558	22,785	22,785	22,785	26,591
Debt Service	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
<b>Debt &amp; Capital</b>	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>773,616</b>	<b>796,772</b>	<b>828,605</b>	<b>898,229</b>	<b>920,903</b>	<b>913,935</b>	<b>1,134,904</b>

### Funds Included in this Department:

- 011 General Government
  - 1301 City Attorney
  - 1302 Victim Services

# GENERAL GOV'T – HUMAN RESOURCES

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**RENEE McMAHON**

DIRECTOR

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## DEPARTMENT OVERVIEW

The City of Helena's Human Resources department is responsible for administering all employment-related functions for all City of Helena employees to include labor relations and bargaining; safety training and record keeping; recruitment and selection; onboarding and off-boarding; compliance with employment laws, contracts, and policies; employee recognition; employee relations; benefits administration; personnel records management; performance management, disciplinary actions and grievances; personnel budget process; employment-related investigations; drug testing and administration; EEO/Affirmative Action; organizational development and succession planning; and administration of the classification and salary systems.

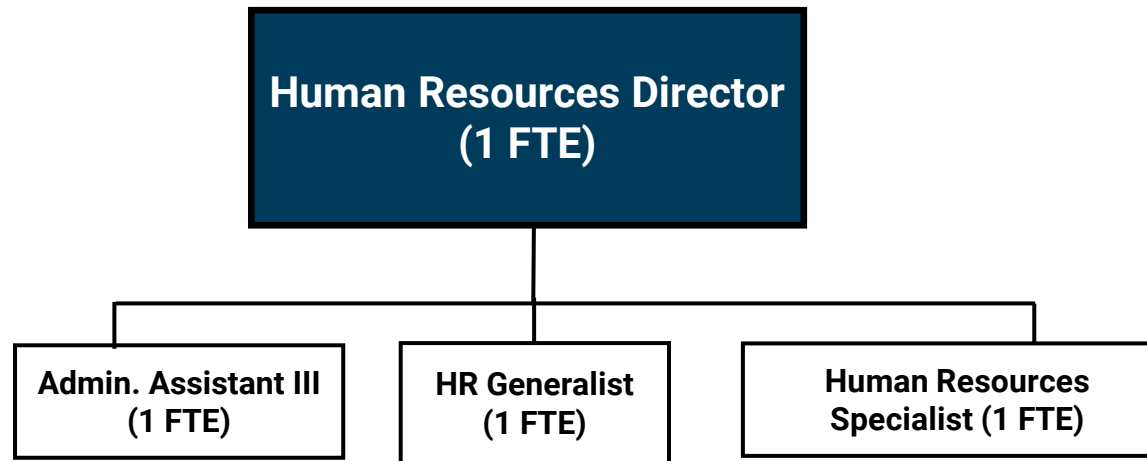
## ADMINISTRATION

- Develop processes for attracting highly qualified applicant pools
- Provide EEO compliance, implicit bias, and search procedures training to search committees
- Develop and offer competitive and cost-effective benefit package
- Develop and offer fair, competitive wages
- Assure compliance with employment-related laws to include FLSA, ADA, FMLA, Title VII
- Assure compliance with negotiated Union contracts
- Assure compliant personnel policies and Union contract provisions
- Assure accurate and compliant personnel records management
- Continuously evaluate and improve service HR delivery methods and procedures

## PERSONNEL MANAGEMENT

- Administer employee incentive and performance improvement plans;
- Manage employee relations, disciplinary and grievance procedures;
- Lead labor relations and union contract bargaining;
- Develop, implement, and administer personnel policies;
- Develop succession, promotion, and service continuity plans;
- Implement employee recognition and awards programs;
- Implement Drug Testing and Safety protocols;
- Provide leadership of City and workers' compensation programs;
- Administer and manage employee leave (sick, vacation, comp, FMLA) policies.

**CITY OF HELENA  
HUMAN RESOURCES DEPARTMENT**





# GOALS & OBJECTIVES

## WILDLY IMPORTANT GOALS (WIGs)

Become the #1 Employer of all cities in the State of Montana by 2026. This will occur through:

- Attracting excellent prospective employees
- Assuring uninterrupted, continuous service to the citizens of Helena
- Supporting a common vision and purpose for all City employees
- Cultivating positive employee morale
- Supporting employees to be the most efficient and effective as possible in their work
- Promoting a culture to encourage employees to safely offer and contribute ideas and develop solutions.
- Offering career pathways for emerging leaders

### DEPARTMENT WORK PLAN

#### FISCAL YEAR 2022 OBJECTIVES

In Support of the City Commission Strategic Outcomes and Wildly Important Goals

- Hire, train, and develop human resources staff
- Analyze classification and compensation systems
- Evaluate employee benefits and insurance
- Develop compensation philosophy
- Reinstate safety programs
- Develop employee recognition/awards programs

# FISCAL YEAR 2022 SUMMARY OF CHANGES

## PERSONNEL

- No additional personnel requested for FY22.

## MAINTENANCE & OPERATIONS

- Supplies & Materials have increased to cover M-files
- Intra-City charges have increased to cover payments to the Copier Revolving program.

HUMAN RESOURCES DEPARTMENT ALL FUNDS							
	FY 2018 Actual	FY 2019 Actual	FY 2020 Unaudited	Adopted	FY 2021 Amended	Projected	Proposed FY 2022 Budget
<b>Personnel Services</b>	371,345	386,766	326,377	385,663	385,663	335,532	395,721
Supplies & Materials	4,895	9,779	9,244	10,872	10,872	10,872	11,532
Purchased Services	28,771	30,970	37,084	90,019	90,019	143,885	113,977
Intra-City Charges	1,838	2,265	2,115	2,115	2,115	2,250	2,221
Fixed Charges	30,438	31,365	30,445	32,455	32,455	32,455	28,178
<b>Maintenance &amp; Operating</b>	65,942	74,379	78,887	135,461	135,461	189,462	155,908
Internal Charges	8,024	7,815	7,895	7,558	7,558	7,558	7,781
Transfers Out	-	-	-	-	-	-	-
<b>Internal Transactions</b>	8,024	7,815	7,895	7,558	7,558	7,558	7,781
Debt Service	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
<b>Debt &amp; Capital</b>	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>445,311</b>	<b>468,960</b>	<b>413,159</b>	<b>528,682</b>	<b>528,682</b>	<b>532,552</b>	<b>559,410</b>

### Funds Included in this Department:

- 011 General Government
  - 1801 Human Resources
  - 1802 Public Service Consortium

# PUBLIC SAFETY - POLICE

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**STEVE HAGEN**

CHIEF

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## DEPARTMENT OVERVIEW

The Helena Police Department is composed of two major units Police and Support Services Division (SSD).

For budget purposes Police side is made up of several subunits, Animal Control, Violence Against Women (VAWA), Urban Wildlife Program (UWP) and Drug Enforcement (MRDTF). VAWA and MRDTF are partially funded through annual grants. The UWP is an urban deer management program that has not been funded since FY19.

The Support Services Division is made up of two separate units-Records and the 9-1-1 Center. The funding for records, as well as the funding for the 9-1-1 Center personnel costs are funded through the public safety mill levy. The 9-1-1 equipment costs are funded through the fee placed on most phones in the county.

## POLICE

The Helena Police Department is dedicated to providing our community with professional law enforcement services through equitable enforcement of the law, continued professional development, and respect for the needs of our citizens. We remain committed to the protection of human rights and focused upon making Helena a safe community in which to live and work.

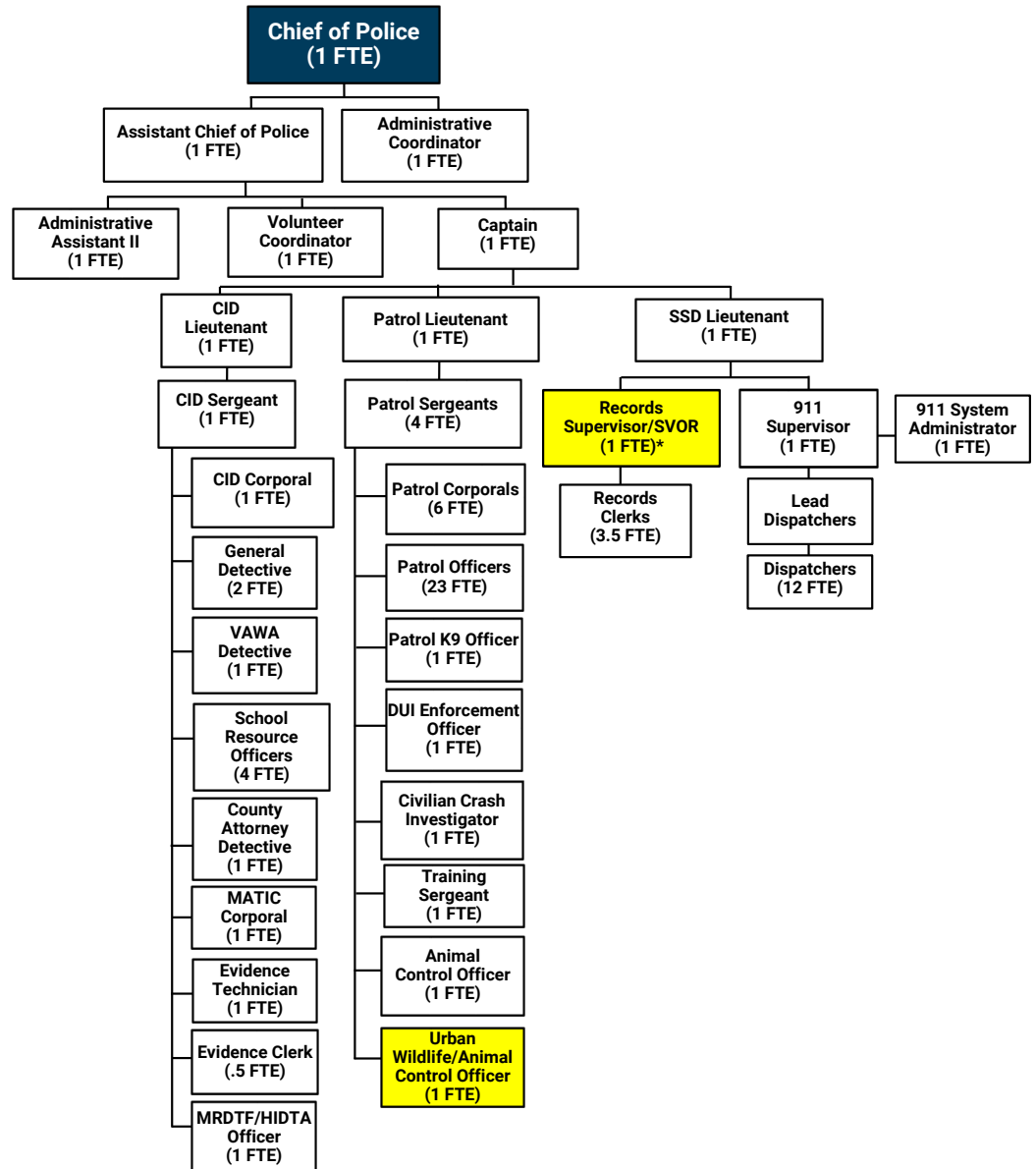
## SUPPORT SERVICES DIVISION

The Support Services Division is made up of two separate units-Records and the 9-1-1 Center. The funding for records, as well as the funding for the 9-1-1 Center personnel costs are funded through the public safety mill levy. The 9-1-1 equipment costs are funded through the fee placed on most phones in the county.

The 911 Center provides emergency communications to three (3) local law enforcement agencies, three (3) ambulance services, fifteen (15) rural fire departments, one (1) city fire department and a half dozen state / federal agencies on an infrequent basis. The records section provides record keeping for the Helena Police Department and Sheriff's office. It is also responsible for entering court documents for four (4) district court, (2) Justice of Peace, and Municipal Court. Also, it is tasked with sexual and violent offender registry for Lewis and Clark County and all alarms permits for Helena.



**CITY OF HELENA  
POLICE DEPARTMENT**



\* Note: Highlighted positions indicate new FY22 staffing request.

# GOALS & OBJECTIVES

## WILDLY IMPORTANT GOALS (WIGs)

The Police Department had identified the following WIG to implement over the next 5 years. Change Helena's rating from one of top 10% most dangerous cities in Montana and in the United States to one of the to 10% safest cities. This will occur in the next 5 years through innovation, partnerships and becoming the national model in community policing.

### Key Element #1 Innovation

- Complete RFP and select a project manager Records Management/Computer Aided Dispatch Software
- Work with project manager to evaluate the need and ability to implement an on-line reporting system for minor crimes
  - Study reporting methodology and requirements used by other LE Agencies
- Work with Police Data working group to determine community and stakeholders needs from new system
- Design a system that will accurately reflect the crime stats, reduce officer report writing time, and increase searchable and usable data
- Select new RMS/CAD vendor through RFP process developed in conjunction with the Project Manager.

### Key Element #2 Partnerships

- Work with local non-profits, NGOs, and government organizations to redirect calls for police service that are served by other professionals.
- Work with Community partners to determine and address root causes of crime in Helena.

### Key Element #3 Community Policing

- Develop Volunteer Program to work with community on minor crime issues to free up police resources to work with community to solve crime problems.
- Determine what community wants and expects from its police department and deploy resources accordingly.

## **DEPARTMENT WORK PLAN**

### **FISCAL YEAR 2022 OBJECTIVES**

#### **In Support of the City Commission Strategic Outcomes and Wildly Important Goals**

In FY21, an RFP was completed and posted to hire a project manager to guide us through selecting a new records management/computer aided dispatch center vendor and software. The Project manager will be hired in the early part of FY22. The development of the RFP for the vendor and software will continue throughout FY22.

By the end of FY21, the police department hopes to have a new civilian volunteer coordinator hired. The person hired will be developing our volunteer program and organizing volunteer to work with the community on crime issues that do not require a police response (abandoned vehicles, graffiti, walk in reports, etc.).

In FY21 MMIA started a police policies and procedures pilot project and Helena was selected as one of the departments. The department will continue working with the policy and procedure company (Lexipol) in updating policies. The department will also work with the commission established working group on policies and procedures to implement suggested changes.

# FISCAL YEAR 2022 SUMMARY OF CHANGES

## PERSONNEL

- 1.0 FTE – Urban Wildlife/Animal Control Officer – May be deferred depending on balanced budget policy decision.
- 1.0 FTE – Records Supervisor/SVOR Coordinator

## MAINTENANCE & OPERATIONS

- Supplies & Materials have increased in the areas of training supplies, replacement and installation of Watchguard products, and asphaltting the impound yard.
- Purchased Services have increased in relation to officer training, Watchguard, M-Files, speech recognition software and a staff workload study.
- Intra-City charges have been increased to cover the rising cost of fuel.
- Fixed Charges have increased to cover higher rent rates in the Law & Justice Building.

POLICE DEPARTMENT ALL FUNDS							
	FY 2018 Actual	FY 2019 Actual	FY 2020 Unaudited	Adopted	FY 2021 Amended	Projected	Proposed FY 2022 Budget
<b>Personnel Services</b>	6,984,025	7,182,593	5,696,207	7,729,684	6,809,684	6,024,010	7,895,761
Supplies & Materials	150,865	163,698	143,843	203,950	302,857	205,100	298,250
Purchased Services	642,206	747,693	696,006	799,679	798,240	805,040	1,257,326
Intra-City Charges	104,010	108,369	84,676	98,000	98,000	96,595	121,335
Fixed Charges	268,936	269,601	313,069	303,001	317,645	317,645	314,141
<b>Maintenance &amp; Operating</b>	1,166,017	1,289,361	1,237,594	1,404,629	1,516,741	1,424,380	1,991,052
Internal Charges	264,643	259,696	256,919	260,612	260,612	260,612	270,137
Transfers Out	135,735	27,172	284,989	15,000	15,000	15,000	15,000
<b>Internal Transactions</b>	400,378	286,868	541,908	275,612	275,612	275,612	285,137
Debt Service	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	470,000	470,000	502,846
<b>Debt &amp; Capital</b>	-	-	-	-	470,000	470,000	502,846
<b>Total Expenditures</b>	<b>8,550,420</b>	<b>8,758,822</b>	<b>7,475,709</b>	<b>9,409,925</b>	<b>9,072,037</b>	<b>8,194,002</b>	<b>10,674,796</b>

### Funds Included in this Department:

<b>012 Police</b>	<b>215 Police Projects &amp; Reimb</b>
2201 Police Operations	217 Law Enforcement Block Grant
2203 Animal Control	218 9-1-1 Emergency Program
2207 Drug Enforcement	219 Support Services Division
2209 Violence Against Women	
2211 Urban Wildlife	
2212 Intrnt Crimes Agnst Child	

# GENERAL GOV'T – MUNICIPAL COURT

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## THE HONORABLE ANNE PETERSON

JUDGE

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### DEPARTMENT OVERVIEW

Helena Municipal Court is part of the state judicial system and enforces laws for the City of Helena over which the Honorable Anne Peterson presides. Helena Municipal Court processes all misdemeanor traffic, criminal and animal control offenses, city ordinances, orders of protection and civil cases that occur within Helena City limits.

### ADMINISTRATION

Court "customers" are people who have been cited with a misdemeanor offense. The defendants in Helena Municipal Court have the right to contest the charges. They can call witnesses, testify, and introduce evidence. At conclusion of a Judge trial, the city judge rules by stating whether she finds the accused guilty or innocent of charges. The Judge assigns fines based on the Montana Supreme Court statutes. City judges also have the authority to require guilty parties to participate in community service or educational programs designed to reinforce in them positive values and to deter them from committing subsequent illegal acts.

The Clerks of the court are responsible for educating the defendant on their charge, fines, restitution, educational programs, jail time and community service requirements depending on the charge and sentence.

### PROCEEDINGS

Municipal courts have jurisdiction over cases involving municipal ordinances and all offenses that occur within the municipality if the offenses are not subject to a fine of more than \$500 and/or imprisonment of more than 30 days.

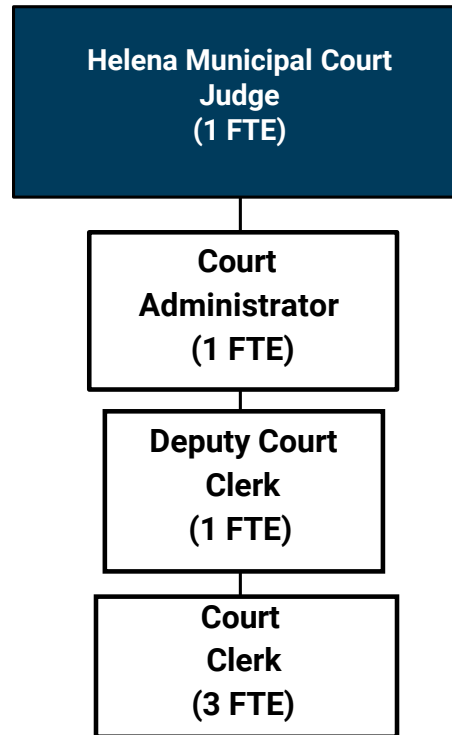
The Judge and court clerks are responsible for:

- Due Process – Protection of individual rights.
- Crime Control – Punishment and removal of criminals
- Rehabilitation – Treatment for offenders
- Bureaucratic Function – Speed and efficiency





**CITY OF HELENA  
MUNICIPAL COURT**



# GOALS & OBJECTIVES

## WILDLY IMPORTANT GOALS (WIGs)

Helena Municipal Court has established the following goals:

- Submit request for increase in pay for court staff, including updating job descriptions for all court staff. Due to changing environment of the court, staff salaries have not kept up with the requirement of their difficult and technical positions.
- Incorporate a paperless system by implementing the M-files system and offering electronic filing
- Scan archived documents to date by implementing a scanning schedule
- Clear outstanding warrants by auditing warrant files and working with HPD on a warrant roundup
- Achieve 100% compliance from defendants by providing the tools, resources, and support to assist them in process of paying fine, completing sentencing requirements and work towards a healthy productive life

### DEPARTMENT WORK PLAN

#### FISCAL YEAR 2022 OBJECTIVES

In Support of the City Commission Strategic Outcomes and Wildly Important Goals

- Work with HR on updating our court staff positions and pay matrix
- Work with all outside and interior entities to get on board with a paperless system using M-files and electronic filing
- Implement a daily, weekly, and monthly scanning schedule which incorporates all clerks working on scanning and having goals set for dates we wish to complete scanning
- Work on auditing all warrant files for accuracy, posting a current warrant list, and work with HPD for a warrant roundup
- Continue to educate defendants on their options for completing sentencing

# FISCAL YEAR 2022 SUMMARY OF CHANGES

## PERSONNEL

- No additional personnel requested for FY22.

## MAINTENANCE & OPERATIONS

- Supplies & Materials have increased for the purchase of a new shredder.
- Purchased Services have increased in relation to M-Files.
- Fixed Charges have increased to cover higher rent rates and additional rented space.

MUNICIPAL COURT ALL FUNDS							
	FY 2018 Actual	FY 2019 Actual	FY 2020 Unaudited	Adopted	FY 2021 Amended	Projected	Proposed FY 2022 Budget
<b>Personnel Services</b>	427,663	461,422	463,084	487,520	487,520	487,520	529,691
Supplies & Materials	5,375	5,940	3,965	6,300	6,300	6,300	6,500
Purchased Services	33,399	36,092	36,206	64,674	64,674	63,669	68,726
Intra-City Charges	-	-	-	-	-	-	-
Fixed Charges	32,764	33,464	34,596	41,910	41,910	41,910	48,961
<b>Maintenance &amp; Operating</b>	71,538	75,496	74,767	112,884	112,884	111,879	124,187
Internal Charges	9,296	9,084	9,187	9,374	9,374	9,374	10,333
Transfers Out	-	-	-	-	-	-	-
<b>Internal Transactions</b>	9,296	9,084	9,187	9,374	9,374	9,374	10,333
Debt Service	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
<b>Debt &amp; Capital</b>	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>508,497</b>	<b>546,002</b>	<b>547,038</b>	<b>609,778</b>	<b>609,778</b>	<b>608,773</b>	<b>664,211</b>

### Funds Included in this Department:

- 012 Municipal Court
- 1401 Court

# PUBLIC SAFETY - FIRE

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**KEN WOOD**

CHIEF

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## **DEPARTMENT OVERVIEW**

The Helena Fire Department is an all-hazards response fire department. The mission of the Helena Fire Department is to preserve life and property within the city limits of Helena.

## **ADMINISTRATION**

The Fire Department consists of the offices of Administration, Operations, Training and the Fire Marshal. We have two primary divisions: Suppression and Fire Prevention, Investigation and Education.

### **Fire Suppression main functions are:**

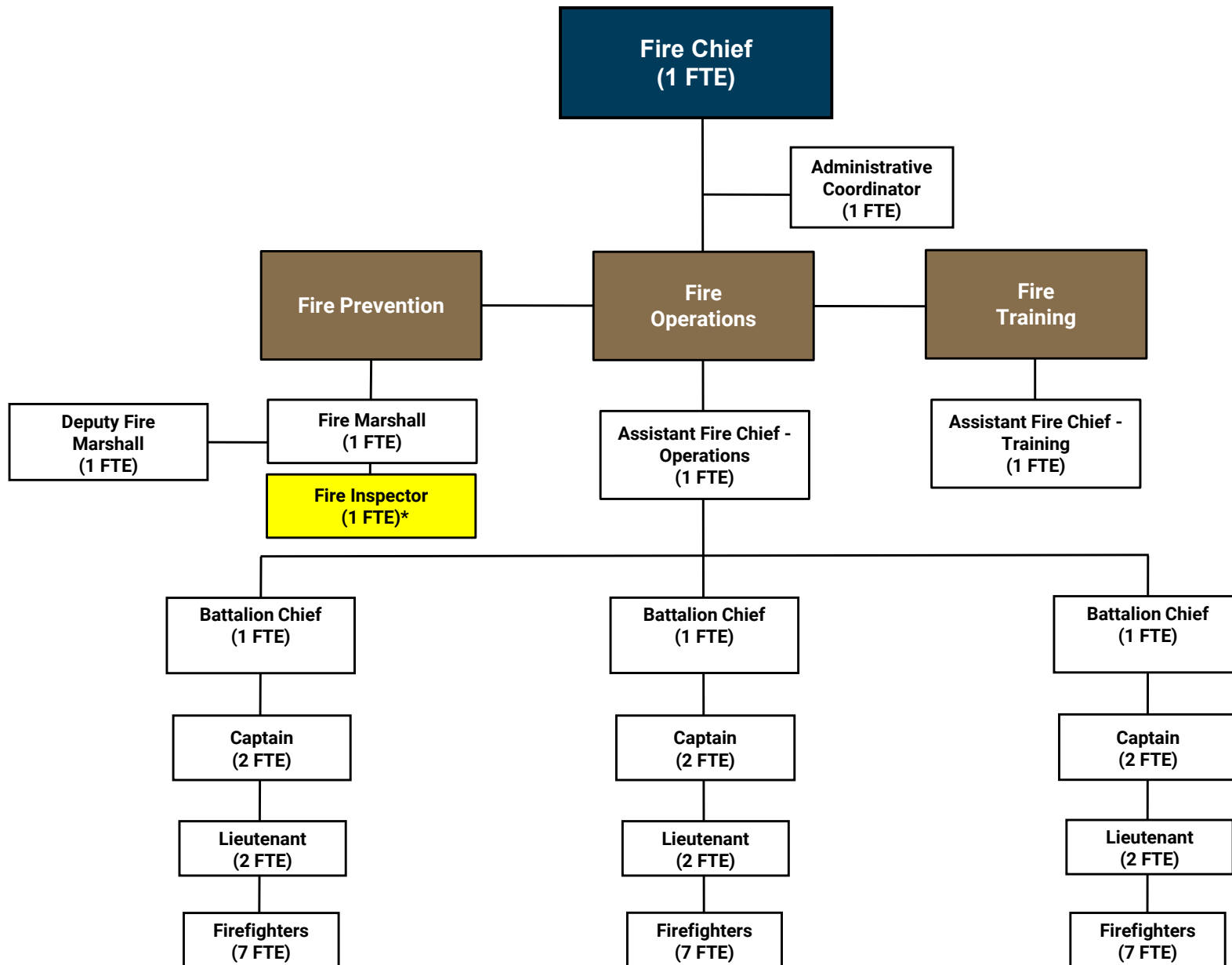
- Preserve life and property by quickly and effectively deploying resources to extinguish fires in a way that minimizes the risk of injury or death and reduces property loss
- Wildland firefighting
- Emergency medical services Paramedic response (non-transport)
- Hazardous materials emergency management (Regional Hazmat Team)
- Vehicle rescue and extrication
- Ice rescue
- Specialty Rescues: confined space, technical rope, over the side and high/low angle
- Public assistance through fire prevention, investigation, and education activities

### **Fire Prevention, Investigation and Education main functions are:**

- Fire code enforcement
- Licensing inspections
- Public education
- Juvenile fire setter program
- Building inspections
- Plans review for new construction and subdivision development
- Inspection of fire protection systems
- HIFIT Helena interagency fire investigation team



**CITY OF HELENA  
FIRE DEPARTMENT**



\* Note: Highlighted positions indicate new FY22 staffing request.

# GOALS & OBJECTIVES

## **WILDLY IMPORTANT GOALS (WIGs)**

### **WIG #1 - Helena Fire Department Suppression Division**

Provide quick, professional, well-trained staff response to 911 calls for service. Attain WIG by meeting NFPA Standard 1710, 'Travel Time' standard of 4 mins, 90% of the time to all City of Helena emergency response areas by 2025. If we are to meet the ever-growing communities need for emergency services, a third fire station and new training facility in the northeast area of Helena will be necessary in the next two to five years.

### **WIG #2 - Fire Prevention Investigation and Education Bureau**

Expand the capabilities of the Fire Prevention, Investigation and Education Bureau to include the Wildland-Urban Interface (WUI) to provide excellent and professional customer service. This will be carried out through a professional and well-trained staff, capable of taking a proactive approach to addressing the needs of the community. If we are to meet the ever-growing communities need for a proactive approach to life safety, education, property conservation and protection, a new position is necessary in the budget year 2022.

**DEPARTMENT WORK PLAN**  
**FISCAL YEAR 2022 OBJECTIVES**

In Support of the City Commission Strategic Outcomes and Wildly Important Goals

**WIG #1**

- Request that Emergency Services Consulting Inc. (ESCI) work with stakeholders to complete another fire service review by 10/21.
- Explore ways to reduce the risk associated with the WUI to include recommendations made by the ESCI review by 6/22.
- Build a team of fire department personnel and City Manager to complete a work plan, to implement the ESCI report recommended changes by 1/23.
- Create a strategic plan to address the ESCI report recommendations by 1/23.

**WIG #2**

- Expand the capabilities of the Fire Prevention Investigation and Education Bureau, to include the Wildland-Urban Interface (WUI), by hiring a Fire Inspector by 9/21.
- Provide necessary training supporting current Deputy Fire Marshal's need to support the Fire Marshal.
- Continue working with FireSafe Helena to develop a COH FPIB FireSafe Helena program.

# FISCAL YEAR 2022 SUMMARY OF CHANGES

## PERSONNEL

- 1.0 FTE – Fire Dept - Fire Inspector– May be deferred depending on balanced budget policy decision.

## MAINTENANCE & OPERATIONS

- Purchased Services have increased in relation to the M-Files program.
- Intra-City charges have been increased to cover the rising cost of fuel.
- Fixed Charges have increased to cover the correct amount for Special Assessment payments, incorrectly budgeted in FY21

FIRE DEPARTMENT ALL FUNDS							Proposed FY 2022 Budget
	FY 2018 Actual	FY 2019 Actual	FY 2020 Unaudited	Adopted	FY 2021 Amended	Projected	
<b>Personnel Services</b>	3,734,563	4,150,669	3,455,400	4,806,203	4,080,313	3,770,070	5,044,971
Supplies & Materials	113,211	134,146	97,339	129,576	129,576	145,920	154,289
Purchased Services	130,336	181,293	200,674	218,310	318,310	437,840	251,333
Intra-City Charges	26,685	35,128	35,195	38,775	38,775	36,775	43,500
Fixed Charges	1,064	1,536	2,220	1,620	1,620	2,371	2,490
<b>Maintenance &amp; Operating</b>	271,296	352,103	335,429	388,281	488,281	622,906	451,612
Internal Charges	262,672	260,464	257,648	264,675	264,675	264,675	272,487
Transfers Out	-	245,849	601,039	884,700	884,700	884,700	911,000
<b>Internal Transactions</b>	262,672	506,313	858,687	1,149,375	1,149,375	1,149,375	1,183,487
Debt Service	-	-	-	100,000	100,000	-	85,100
Capital Outlay	-	131,960	460,779	1,457,000	1,537,000	1,461,000	191,000
<b>Debt &amp; Capital</b>	-	131,960	460,779	1,557,000	1,637,000	1,461,000	276,100
<b>Total Expenditures</b>	<b>4,268,531</b>	<b>5,141,045</b>	<b>5,110,295</b>	<b>7,900,859</b>	<b>7,354,969</b>	<b>7,003,351</b>	<b>6,956,170</b>

### Funds Included in this Department:

- 013 Fire Department
  - 2301 Fire
  - 2305 Fire Grants
- 260 Fire Safety Levy



# COMMUNITY DEVELOPMENT

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**SHARON HAUGEN**

DIRECTOR

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## **DEPARTMENT OVERVIEW**

Working in partnership with Helena's citizens, businesses and organizations, the city of Helena Community Development Department provides professional staff assistance in planning, development, and construction to maintain public health, safety, and welfare and create an attractive and sustainable community for all to live, work, and play.

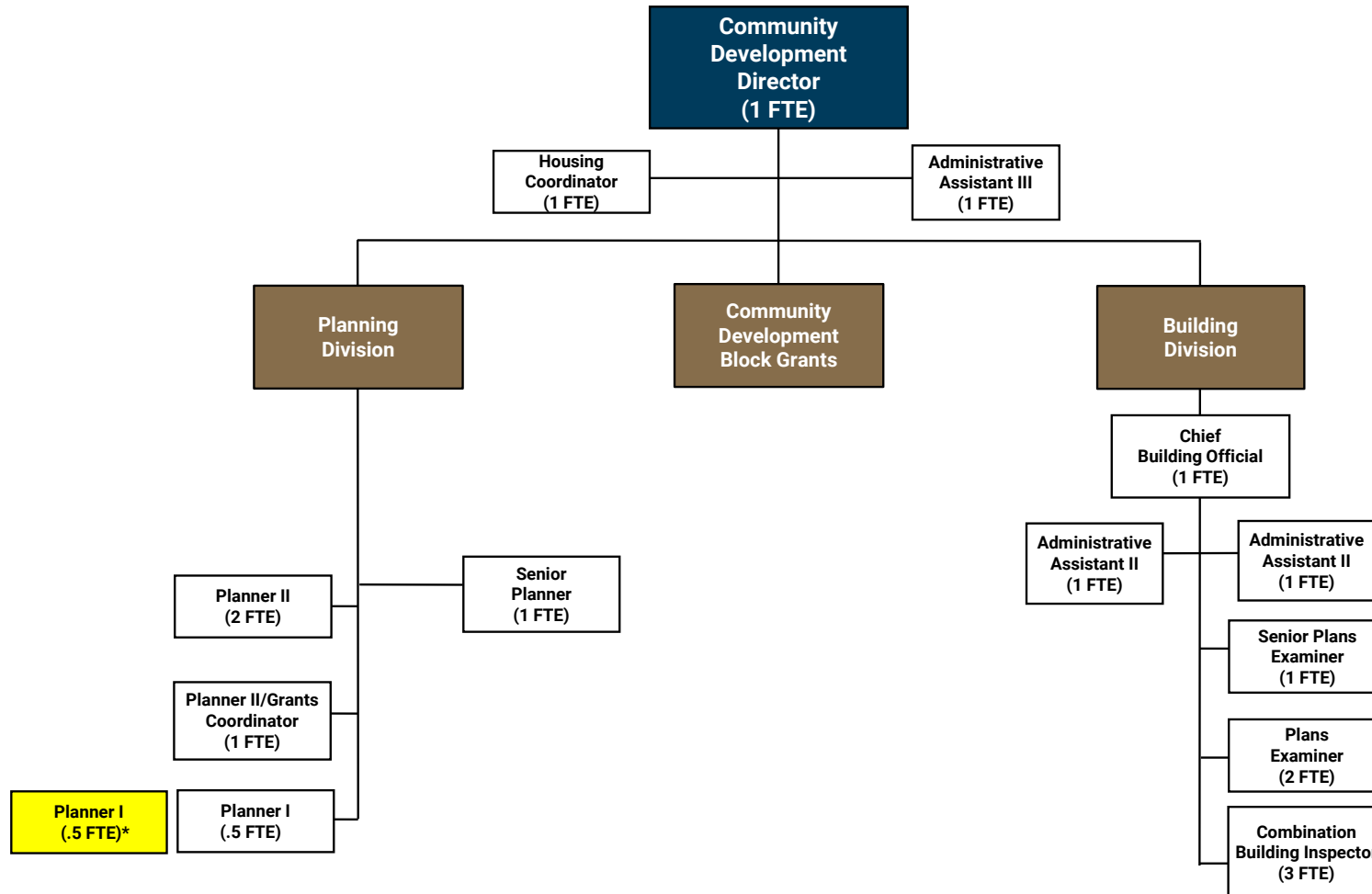
## **ADMINISTRATION/PLANNING**

The Planning Division assists members of the community with zoning, land use and development questions. Staff also provides information and assistance to developers, the business community and the public relating to any planning, zoning, land use, or development matter.

## **BUILDING**

The Building Division conducts building and site plan reviews, issues building permits, and provides inspection services at construction sites within the city limits to insure the public's health, safety, and welfare.

**CITY OF HELENA  
COMMUNITY DEVELOPMENT DEPARTMENT**



\* Note: Highlighted positions indicate new FY22 staffing request.

# GOALS & OBJECTIVES

## WILDLY IMPORTANT GOALS (WIGs)

**Building Division:** Create and fully implement an electronic permitting system that provides complete access to our staff, other Departments, contractors, licensed professionals, and the public.

**Planning Division:** Implement the 2019 Growth Policy and related activities.

- Create 3 Neighborhood Plans in the next 4 years
  - Create a method to choose the neighborhood plan locations.
  - Create the Neighborhood Plan
  - Implement Goals and Objectives from the Neighborhood Plan
- Coordinate land use development issues with East Helena, Lewis and Clark County and other adjacent jurisdictions as beneficial to the long- term quality of life in Helena and its region
  - Identify funding and other mechanisms for implementing infrastructure plans and extension of infrastructure.
  - Work with Lewis and Clark County and East Helena to create joint standards for a consistent regulatory structure in the city and the surrounding area.
- Review all regulations and ordinances to identify any barriers for development while ensuring the City residents' health, safety, and welfare.
- Fully implement the Cruse Vision in 10 years
- Fully fund Housing Trust
- Form a Redevelopment Agency and implement RDA strategy.

**DEPARTMENT WORK PLAN**  
**FISCAL YEAR 2022 OBJECTIVES**

In Support of the City Commission Strategic Outcomes and Wildly Important Goals

Building Division will participate in E-Trakit training when provided by the provided and provide training for contractors on how to use the system.

Planning Division will be finalizing the process for selecting the neighborhoods that will be the focus of the Neighborhood Center process and will complete one of the Neighborhood Center plans.

Planning Division will finalize the policies and procedures for implementing the Housing Trust Fund and funding one project.

Planning Division assist Public Works and Transportation Services in the development of the Cruse Infrastructure study

# FISCAL YEAR 2022 SUMMARY OF CHANGES

## PERSONNEL

- 0.50 FTE – Part-time Planner to a full-time position – May be deferred depending on balanced budget policy decision.

## MAINTENANCE & OPERATIONS

- Purchased Services have increased relative to consultative resources for Neighborhood planning and a joint standards study with L&C County.

COMMUNITY DEVELOPMENT DEPARTMENT ALL FUNDS							
	FY 2018 Actual	FY 2019 Actual	FY 2020 Unaudited	Adopted	FY 2021 Amended	Projected	Proposed FY 2022 Budget
<b>Personnel Services</b>	1,183,447	1,176,457	1,189,335	1,354,266	1,354,266	1,354,266	1,439,887
Supplies & Materials	28,468	53,530	55,460	68,196	68,196	68,196	48,225
Purchased Services	155,855	221,291	259,532	325,328	397,822	585,878	374,350
Intra-City Charges	7,214	7,846	7,126	10,407	10,407	10,407	10,476
Fixed Charges	358,731	1,178,534	165,002	591,201	791,201	842,376	137,484
<b>Maintenance &amp; Operating</b>	550,268	1,461,201	487,120	995,132	1,267,626	1,506,857	570,535
Internal Charges	89,575	92,308	91,442	107,088	107,088	107,088	96,015
Transfers Out	-	-	-	-	-	-	-
<b>Internal Transactions</b>	89,575	92,308	91,442	107,088	107,088	107,088	96,015
Debt Service	-	-	-	-	-	-	-
Capital Outlay	24,622	-	43,174	-	-	-	36,000
<b>Debt &amp; Capital</b>	24,622	-	43,174	-	-	-	36,000
<b>Total Expenditures</b>	<b>1,847,912</b>	<b>2,729,966</b>	<b>1,811,071</b>	<b>2,456,486</b>	<b>2,728,980</b>	<b>2,968,211</b>	<b>2,142,437</b>

### Funds Included in this Department:

- 014 Community Development
  - 1601 Community Development
- 226 CDBG/HOME
- 228 Community Renewal
- 229 Affordable Housing Trust
- 503 Building

# GENERAL GOV'T – FINANCE

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**SHEILA DANIELSON**

DIRECTOR

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## DEPARTMENT OVERVIEW

The Finance Department is composed of three different units: Administration and Budget, Accounting, and Utility Customer Service. Each division works together to provide customer service to external stakeholders, internal staff, the City Manager, and the City Commission.

The division strives to improve efficiencies, challenge the status quo and seek improvements in the way we do business in order to meet our customer demands for accurate and timely financial information, accountability and transparency.

## ADMINISTRATION & BUDGET

This division is responsible for the administration of all financial affairs for the City in accordance with applicable laws and regulations and focuses on policy development, establishment of goals and monitoring compliance and performance, respectively.

The division is responsible for the preparation, strategic planning, multi-level review, adoption and execution of the City of Helena's annual budget. This includes revenue projections (such as taxes, assessments, and charges for services), personnel cost reviews, operating cost planning, capital planning, cash flow projections and fiscal analysis for strategic debt planning, culminating in the completion of the annual budget document. Post-adoption responsibilities include monitoring budget vs. actual performance throughout the fiscal year to address any adjustments needed and updating accounting systems to include amendments approved by the City Commission mid-year.

Additional attention is given to revenue and service rate analysis and policies, long term forecasting, and the administration of the procurement of goods and services and the disposition of surplus assets in compliance with state laws and other regulations.

## ACCOUNTING

The Accounting Division coordinates, processes, and reports the City's daily, monthly, quarterly and annual accounting and financial reporting responsibilities that uphold to professional accounting standards in accordance with Generally Accepted Accounting Principles, Government Accounting Standards Board and State legislative requirements.

Accounting staff administers banking, payments, receivables, payroll, fixed assets, tax assessments, debt service and liability insurance activities.

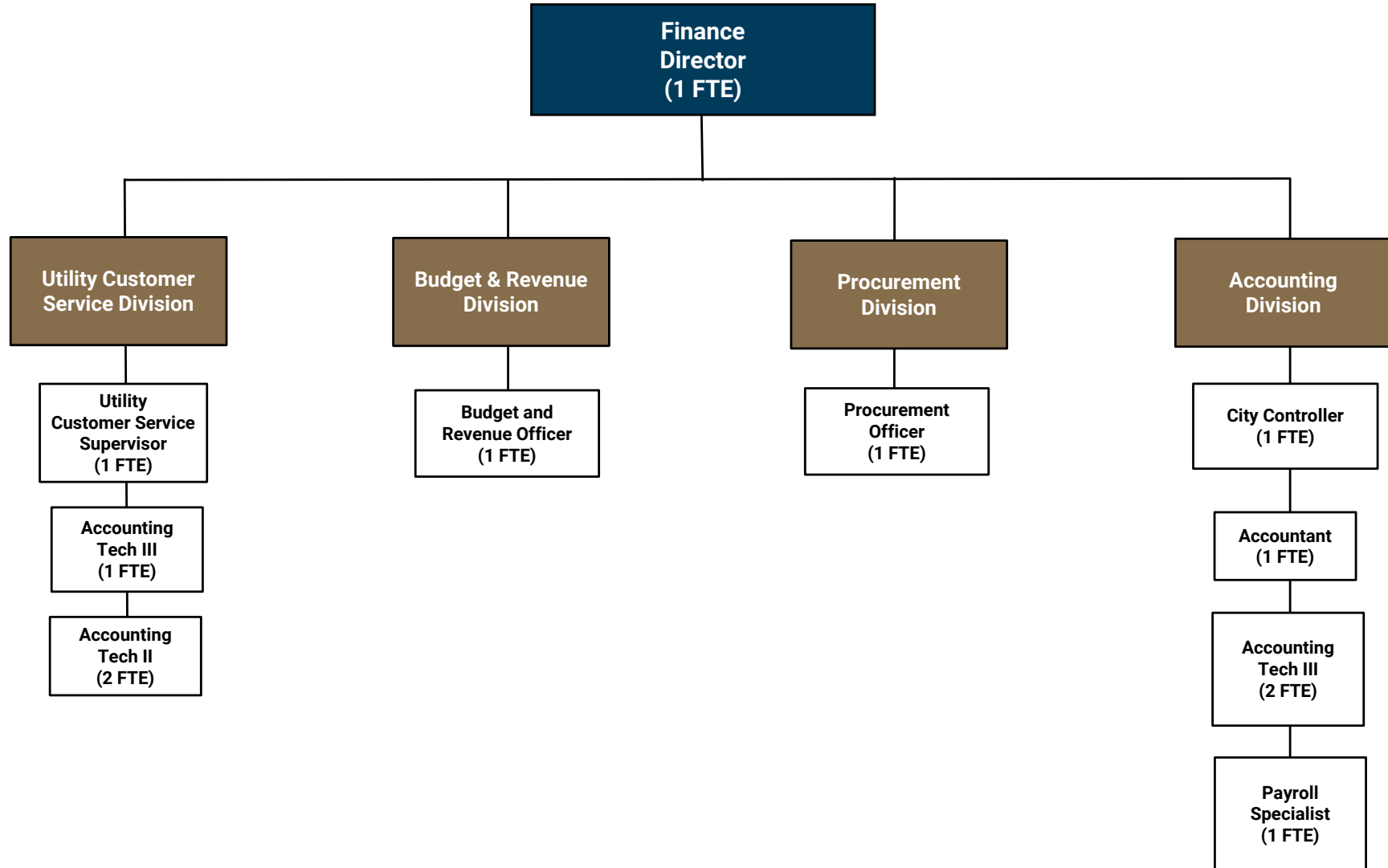
This division recommends and monitors fiscal controls, policies and procedures to ensure accurate records and financial reporting.



## **UTILITY CUSTOMER SERVICE**

The utility services division provides one central area for customer service dedicated to city services including water, wastewater, commercial solid waste, curbside recycling, fire line, intrusion alarms and various loan programs. This division is responsible for accurately collecting and applying payments, scheduling monthly meter reads for over 12,000 meters in the city and processing monthly billing statements. This division is also responsible for preparing and collecting City of Helena business, animal, and liquor licenses.

**CITY OF HELENA  
FINANCE DEPARTMENT**





# GOALS & OBJECTIVES

## WILDLY IMPORTANT GOALS (WIGs)

The Finance Department has identified two primary “Wildly Important Goals” that will be implemented over the next three years. These are outlined below: These are outlined below:

**WIG #1** – Be a leader to implement innovative technological financial tools that promote timely customer service and transparent financial information to our stakeholders.

Key Element: Be a leader to implement innovative technological financial tools

Action Items:

- Evaluate our current system capabilities
- Training in query writing
- Perform city wide needs assessment and process mapping
- Identify scope of services
- Send out an RFP for Enterprise Resource Planning (ERP) software
- Assign a Project Manager
- Evaluate RFP responses and choose and vendor
- Implement software

Key Element: Promote timely customer service

Action Items:

- Develop accurate, relevant financial reports
- Post timely financial information for easy access

Key Element: Promote transparent financial information to stakeholders

Action Items:

- Research State BARS guidance on a uniform chart of accounts structure
- Map out new chart of accounts and incorporate all accounting data into the accounting software
- Conduct a needs assessment of stakeholders for relevant financial information used to make decisions and promote understanding of fiscal health

**WIG #2** – Update and develop financial policies and procedures that align with government best practices to institutionalize good financial management practices that provide guidelines for decision making and strategic planning and promote a long-term approach to financial planning.

Key Element: Update and develop financial policies that align with government best practices

Action Items:

- Identify current financial policies
- Determine which financial policies need to be updated or developed
- Research government financial policy best practices
- Prioritize and update or develop financial policies

Key Element: Institutionalize financial management practices that instill guidelines for decision making & strategic planning

Action Items:

- Present financial policies to City Manager and Commission
- Commission adopts financial policies
- Communicate adopted financial policies to stakeholders

Key Element: Promote a long-term approach to financial management

Action Items:

- Design a budget process to be in line with adopted financial policies
- Establish and distribute timely financial reports that monitor fiscal health in accordance with financial policy benchmarks
- Prepare long-term forecasts and capital improvement plans that are in line with financial policies and government best practices
- Tie decisions to established financial policies
- Monitor and update financial policies.

## **DEPARTMENT WORK PLAN FISCAL YEAR 2022 OBJECTIVES**

### **In Support of the City Commission Strategic Outcomes and Wildly Important Goals**

In Fiscal Year 2021, a software evaluation and implementation consultant will be procured to lead the City to perform a needs assessment and coordinate process mapping. This process will transition over into the first quarter of FY 2022. In the second quarter of FY 22, the consultant will lead the City in narrowing down a scope of services, send out an RFP for Enterprise Resource Planning (ERP) software, assist in selecting a vendor and identify an internal project manager and implementation team. In the third and fourth quarter of FY 22, the city will establish a project timeline and begin to implement a new ERP software.

By the end of FY21, financial policy development will be assigned to accounting, budget, utility and procurement staff. Each team member will begin researching best practices and policy examples in the first and second quarter of FY 22. By the end of FY 22, the Finance Department will strive to have draft policies for Budget Development, Cash Management, Investment Management, Debt Management and Procurement.

# FISCAL YEAR 2022 SUMMARY OF CHANGES

## PERSONNEL

- No additional personnel requested for FY22
- The Procurement Officer position was transferred from the City Manager's office
- The Payroll Specialist position was transferred from Human Resources

## MAINTENANCE & OPERATIONS

- Supplies & Materials have increased for supplies for the Procurement Officer.
- Intra-City charges have increased to cover payments to the Copier Revolving program.
- Fixed Charges have increased to cover higher rent rates and additional rented space.

FINANCE DEPARTMENT ALL FUNDS							
	FY 2018 Actual	FY 2019 Actual	FY 2020 Unaudited	Adopted	FY 2021 Amended	Projected	Proposed FY 2022 Budget
<b>Personnel Services</b>	815,520	788,531	779,924	978,725	978,725	875,117	1,003,214
Supplies & Materials	20,049	42,849	48,930	50,947	50,947	50,031	63,758
Purchased Services	196,557	183,226	214,687	251,392	251,392	247,865	252,033
Intra-City Charges	5,054	5,086	5,254	5,254	5,254	5,254	5,516
Fixed Charges	106,139	118,631	117,020	143,243	143,243	143,303	159,697
<b>Maintenance &amp; Operating</b>	327,799	349,792	385,890	450,836	450,836	446,453	481,004
Internal Charges	18,914	18,270	18,136	19,660	19,660	19,660	20,106
Transfers Out	-	-	-	-	-	-	-
<b>Internal Transactions</b>	18,914	18,270	18,136	19,660	19,660	19,660	20,106
Debt Service	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
<b>Debt &amp; Capital</b>	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>1,162,233</b>	<b>1,156,593</b>	<b>1,183,950</b>	<b>1,449,221</b>	<b>1,449,221</b>	<b>1,341,231</b>	<b>1,504,324</b>

### Funds Included in this Department:

- 015 Finance Services
  - 1501 Finance & Budget
  - 1506 Accounting
  - 1507 Utility Customer Service

# PARKS & RECREATION

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**KRISTI PONOZZO**

DIRECTOR

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## **DEPARTMENT OVERVIEW**

The Helena Parks, Recreation and Open Lands Department is a growing system that includes more than 2,140 acres of developed and undeveloped parkland, 30 parks including bike and pedestrian trails, a 50-meter outdoor swimming pool with a splash pad, lazy river and waterslides, a public golf course, the community Civic Center, three tennis and pickleball sites, a skateboard park, a bike park and four outdoor skating rinks. All our parks and trails are beautifully maintained by Parks Maintenance staff and our Urban Forestry Division. These features are designed and developed so that people of all ages, abilities and incomes can participate in the recreational activities.

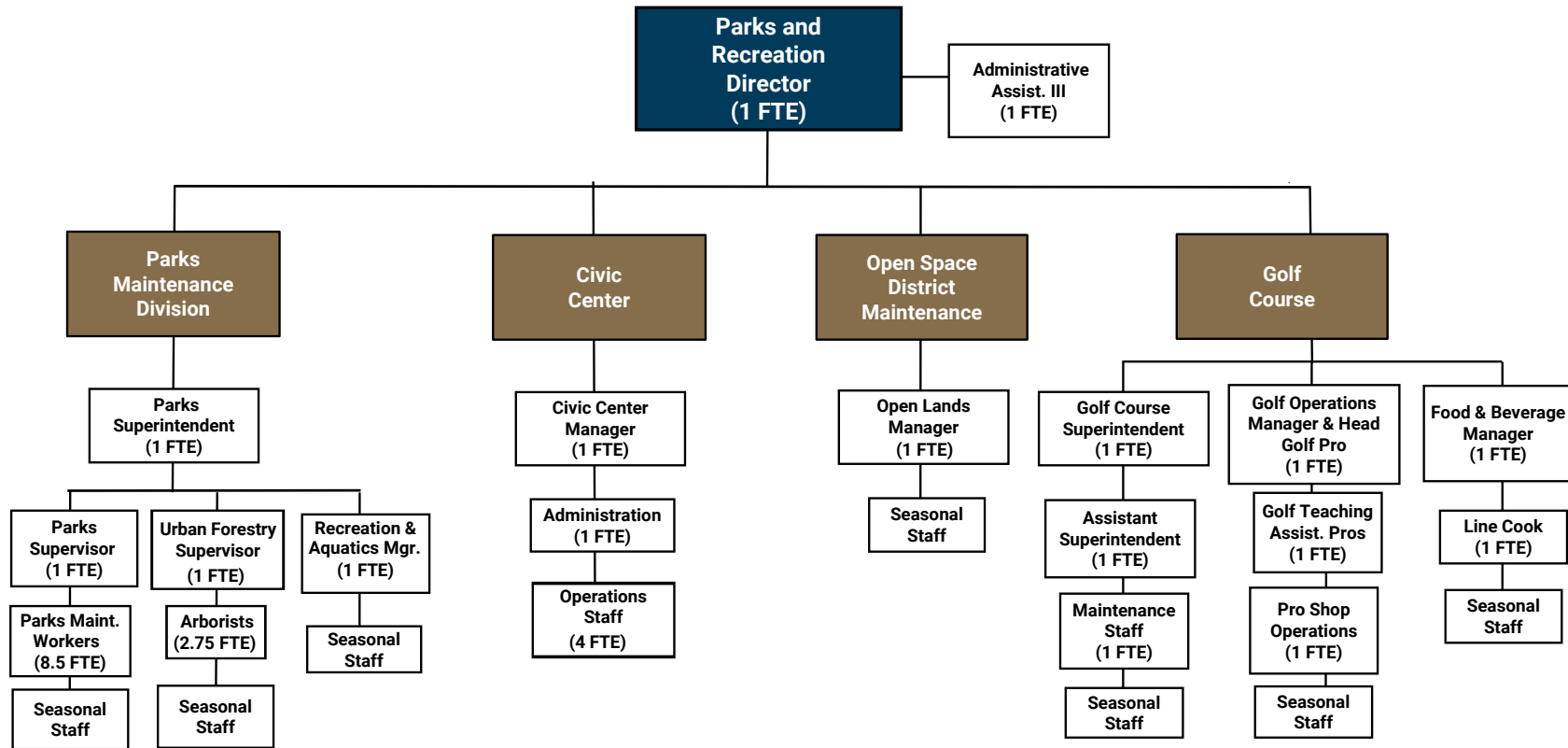
## **ADMINISTRATION/PLANNING**

Parks administers permitting and reservations for all parks and open lands special events and uses including special events on the walking mall and all sports field permitting. Parks administration also books events and promotions for the Civic Center and handles billing, fiscal and contract management for our many constructions and use contracts and agreements.

## **BUILDING**

The Parks Department maintains our developed parks and sports fields including playgrounds and all structures; urban and open lands trails and trailheads; parks facilities like bandshells and Kindrick Baseball Field; Ten-mile watershed fuels management; urban forestry including all parks and boulevard trees; open lands fuels reduction and forestry management; and maintenance of the walking mall, the Helena Civic Center, and the Golf Course.

**CITY OF HELENA  
PARKS AND RECREATION DEPARTMENT**



# GOALS & OBJECTIVES

## **WILDLY IMPORTANT GOALS (WIGs)**

Create a Regional Parks District in Partnership with Lewis and Clark and Jefferson Counties, that includes an indoor regional sports complex (in partnership with Helena Regional Sports Association) by 2025.

### **DEPARTMENT WORK PLAN FISCAL YEAR 2022 OBJECTIVES**

In Support of the City Commission Strategic Outcomes and Wildly Important Goals

- Work with HRSA/YMCA on support and partnership
- City Commission involvement and strategic planning
- County support
- Contract with consultant
- Determine specific mechanism
- Begin public involvement campaign
- Adopt and implement master plan determining boundaries
- Steering Committee/working group with City/Country Parks Board and involvement of School District, FT. Harrison, Counties, Cities, Sports and User-Groups

# FISCAL YEAR 2022 SUMMARY OF CHANGES

## PERSONNEL

- While no additional FTE's were requested, the increase in Personnel budgets stems from increased Seasonal/Temporary hours for areas such as Parks Maintenance and Muni's Restaurant. - May be deferred pending balance or structural balance policy.

## MAINTENANCE & OPERATIONS

- Supplies and Materials increase can be attributed to additional tools & construction materials for Open Lands.
- Purchased Services have increased relative to consultative resources for the Parks District as well as programming support for the Civic Center.
- Intra-City charges have been increased to cover the rising cost of fuel and repairs.
- Fixed Charges have increased to cover the correct amount for Special Assessment payments, incorrectly budgeted in FY21.

PARKS & RECREATION DEPARTMENT ALL FUNDS							
	FY 2018 Actual	FY 2019 Actual	FY 2020 Unaudited	Adopted	FY 2021 Amended	Projected	Proposed FY 2022 Budget
<b>Personnel Services</b>	2,666,553	2,866,818	2,901,220	3,320,278	3,360,278	3,228,935	3,536,932
Supplies & Materials	589,965	773,028	700,213	771,951	788,451	787,171	824,693
Purchased Services	991,374	1,445,995	1,438,766	1,307,029	1,885,248	1,458,701	1,379,430
Intra-City Charges	106,708	119,741	103,665	72,583	72,583	72,583	76,630
Fixed Charges	161,740	188,980	229,263	200,546	200,546	242,521	241,381
<b>Maintenance &amp; Operating</b>	<b>1,849,787</b>	<b>2,527,744</b>	<b>2,471,908</b>	<b>2,352,109</b>	<b>2,946,828</b>	<b>2,560,976</b>	<b>2,522,134</b>
Internal Charges	488,906	496,108	512,213	532,395	532,395	532,395	489,047
Transfers Out	-	-	280,000	-	40,000	240,000	235,000
<b>Internal Transactions</b>	<b>488,906</b>	<b>496,108</b>	<b>792,213</b>	<b>532,395</b>	<b>572,395</b>	<b>772,395</b>	<b>724,047</b>
Debt Service	187,571	248,388	237,955	224,020	224,020	224,020	235,573
Capital Outlay	1,431,037	896,278	198,129	163,137	337,645	332,540	373,120
<b>Debt &amp; Capital</b>	<b>1,618,608</b>	<b>1,144,666</b>	<b>436,085</b>	<b>387,157</b>	<b>561,665</b>	<b>556,560</b>	<b>608,693</b>
<b>Total Expenditures</b>	<b>6,623,854</b>	<b>7,035,336</b>	<b>6,601,426</b>	<b>6,591,939</b>	<b>7,441,166</b>	<b>7,118,866</b>	<b>7,391,806</b>

### Funds Included in this Department:

017 Park & Recreation	235 Open Space District Maint
4101 Parks Administration	237 Urban Forestry
4102 Parks Maintenance	246 Watershed Projects
4103 Swimming Pool	441 Parks Improvement
4104 Recreation	563 Golf Course
4106 Kay's Kids	4111 Golf Operations
4107 Urban Trails	4113 Golf Concessions
204 Civic Center Board	4115 Golf Maintenance
211 Civic Center	4119 Golf Capital/Debt Service



# COMMUNITY FACILITIES

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**TROY SAMPSON**  
SUPERINTENDENT

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## **DIVISION OVERVIEW**

The Community Facilities Department is responsible for the maintenance and repair of city facilities and the jointly owned city-county facilities and the project management of facility related construction projects.

## **FACILITIES MANAGEMENT**

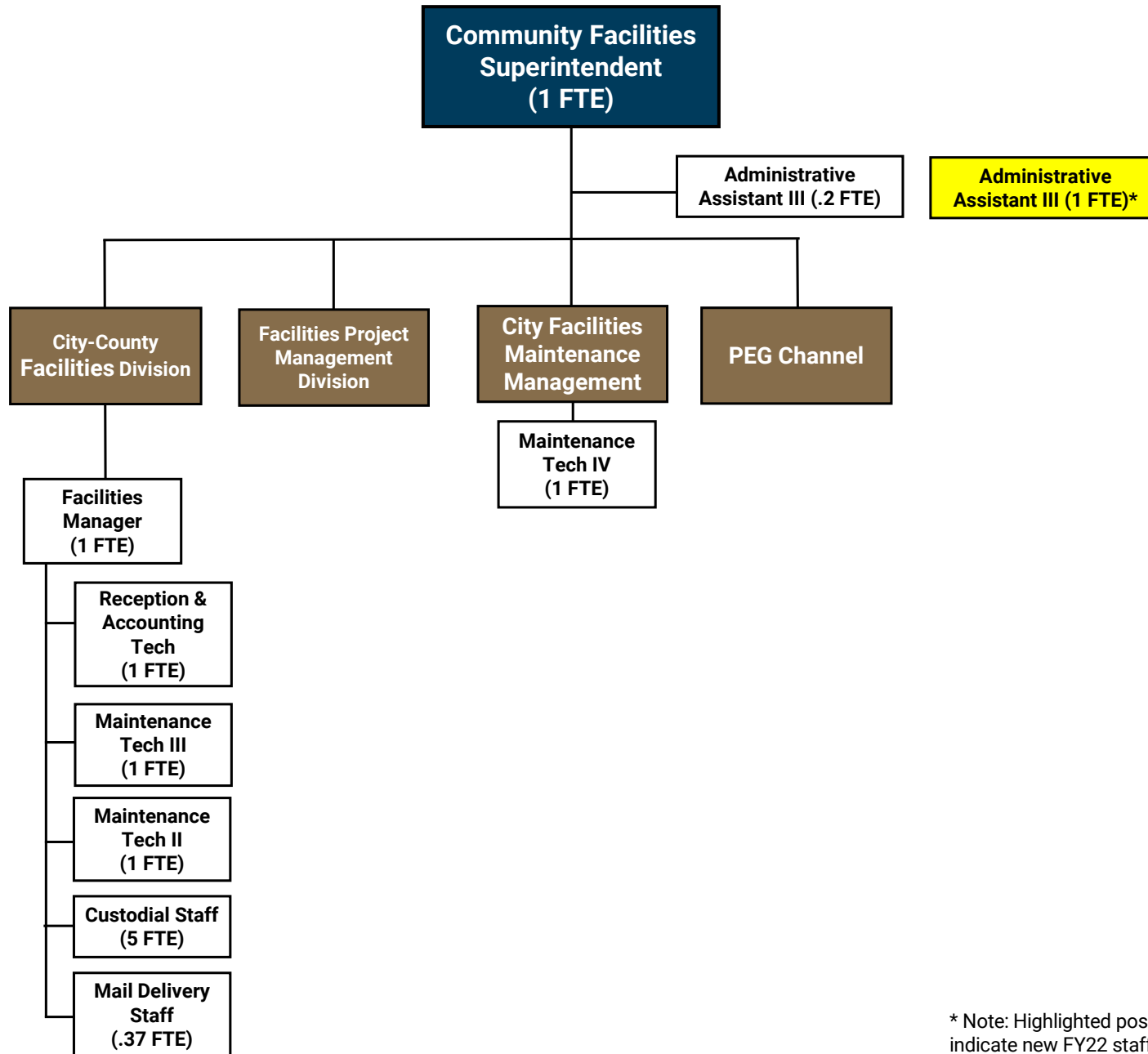
The facilities management division's main function is to perform periodic preventative maintenance and inspection of all buildings and the equipment associated with those buildings that is necessary to operate the facility. In addition, this division also provides and contracts custodial services to maintain a clean and safe working environment for all of our tenants.

## **PROJECT MANAGEMENT**

The project management division's main function is to plan and execute construction projects related to facilities.



**CITY OF HELENA  
COMMUNITY FACILITIES DEPARTMENT**



\* Note: Highlighted positions indicate new FY22 staffing request.

# GOALS & OBJECTIVES

## WILDLY IMPORTANT GOALS (WIGs)

**WIG#1** - Minimize surprise failures of equipment or facility infrastructure which are costly and typically not budgeted.

Key Element: Establish an automated operation and maintenance system for every city facility utilizing Computerized Maintenance Management Software (CMMS) by 2024.

Action Items:

- Identify a reliable facilities management software provider
- Train staff on the software

Key Element: Perform a comprehensive inventory of facility infrastructure and environmental systems

Action Items:

- Identify all facilities and their associated equipment
- Determine appropriate schedule for facility/equipment maintenance
- Integrate inventory into new software program.

**WIG#2** – Lead the way to identify activities and strategies supporting successful accomplishment of making all facilities 50% energy efficient by 2026.

Key Element: Assessment and identification of energy needs and usage of all facilities

Action Items:

- Tour facilities with engineering firm to identify deficiencies
- Complete a study on the current efficiency
- Prepare a prioritized list of projects

Key Element: Funding

Action Items:

- Identify funding sources
- Determine the appropriate fund source
- Budget for those projects

Key Element: Project Implementation Plan

Action Items:

- Discuss the Return on Investment (ROI) with the project team
- Identify the process to complete the projects

**DEPARTMENT WORK PLAN**  
**FISCAL YEAR 2022 OBJECTIVES**

In Support of the City Commission Strategic Outcomes and Wildly Important Goals

In fiscal year 2021, various Computerized Maintenance Management Software companies have been evaluated and staff is determining which company will meet all of our criteria. In first quarter of FY2022, we will select the software provider and begin staff training on the software. Once training is complete we will identify all facilities and associated equipment and begin entering that information into the new software.

By the end of FY2021 we will engage with consulting engineers to tour all facilities and identify energy deficiencies. In FY2022 we will complete a study of the current efficiency and prepare a prioritized list of projects. By the end of FY22 we will have identified the costs associated with the projects and can identify funding sources.

# FISCAL YEAR 2022 SUMMARY OF CHANGES

## PERSONNEL

- 0.88 FTE – Facilities Mgmt. – Administrative Assistant III – May be deferred depending on balanced budget policy decision.

## MAINTENANCE & OPERATIONS

- Intra-City charges have been increased to cover the rising cost of fuel.
- Fixed Charges have increased to cover the correct amount for Special Assessment payments, incorrectly budgeted in FY21

COMMUNITY FACILITIES DEPARTMENT ALL FUNDS							
	FY 2018 Actual	FY 2019 Actual	FY 2020 Unaudited	Adopted	FY 2021 Amended	Projected	Proposed FY 2022 Budget
<b>Personnel Services</b>	563,900	587,409	681,414	767,056	767,056	767,056	844,279
Supplies & Materials	31,839	70,280	57,555	120,465	120,465	120,165	95,980
Purchased Services	718,911	738,942	864,607	1,149,370	1,125,398	1,125,298	1,111,431
Intra-City Charges	1,329	1,466	2,553	6,099	6,099	6,099	7,000
Fixed Charges	212,289	51,276	24,379	21,900	21,900	33,159	34,799
<b>Maintenance &amp; Operating</b>	964,368	861,965	949,093	1,297,834	1,273,862	1,284,721	1,249,210
Internal Charges	110,692	112,775	130,267	168,237	168,237	168,238	177,227
Transfers Out	-	-	-	-	-	-	-
<b>Internal Transactions</b>	110,692	112,775	130,267	168,237	168,237	168,238	177,227
Debt Service	179,474	57,276	56,778	276,079	276,079	70,374	144,564
Capital Outlay	54,162	1,747,943	525,097	1,327,500	1,667,212	1,667,212	393,000
<b>Debt &amp; Capital</b>	233,636	1,805,219	581,875	1,603,579	1,943,291	1,737,586	537,564
<b>Total Expenditures</b>	<b>1,872,596</b>	<b>3,367,368</b>	<b>2,342,650</b>	<b>3,836,705</b>	<b>4,152,445</b>	<b>3,957,600</b>	<b>2,808,280</b>

### Funds Included in this Department:

212 Facilities Management	570 City-County Building Fund
4505	571 City/Cnty Bldg Mail
4506 Project Management	4510 Operations
4507 Public Ed & Govt Acc Chnl	4511 B Delivery
213 Facilities Managemnt-HVCC	572 City/Cnty Bldg Telephone
214 Neighborhood Center	573 CC Law & Justice Building
233 Public Art Projects	

# PUBLIC WORKS

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**RYAN LELAND**

DIRECTOR

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## DEPARTMENT OVERVIEW

The Public Works Department is responsible for providing administration and coordination for all Public Works activities for the following divisions: Engineering, Water Treatment, Wastewater Treatment, Utility Maintenance and Solid Waste.

## ADMINISTRATION

Public Works Administration is responsible for providing administrative direction and coordination of all public works activities for the following divisions: Engineering, Stormwater Utility Maintenance, Water Treatment, Water Utility Maintenance, Wastewater Treatment, Wastewater Utility Maintenance, Residential Solid Waste, Commercial Solid Waste, Transfer Station, Landfill Monitoring District, and Recycling. The Engineering Division is responsible for implementing approved capital projects either internally or by managing consultants. Engineering also participates in the development review process, assists other divisions with environmental permits/regulations, maintains the historical infrastructure archives, and assists the public with a multitude of inquiries.

## WASTEWATER TREATMENT

The Water Treatment Division is responsible for producing quality water in an adequate amount that meets all Federal and State water quality standards. Water Treatment manages two Water Plants (Ten Mile and Missouri River), the Ten Mile watershed, and nine reservoirs to meet these goals.

## WASTEWATER SERVICES

The Wastewater Treatment Division is responsible for treating wastewater and ensuring that effluent meets all Federal and State wastewater quality standards. Wastewater Treatment manages one Plant that serves customers within the City of Helena wastewater service area.

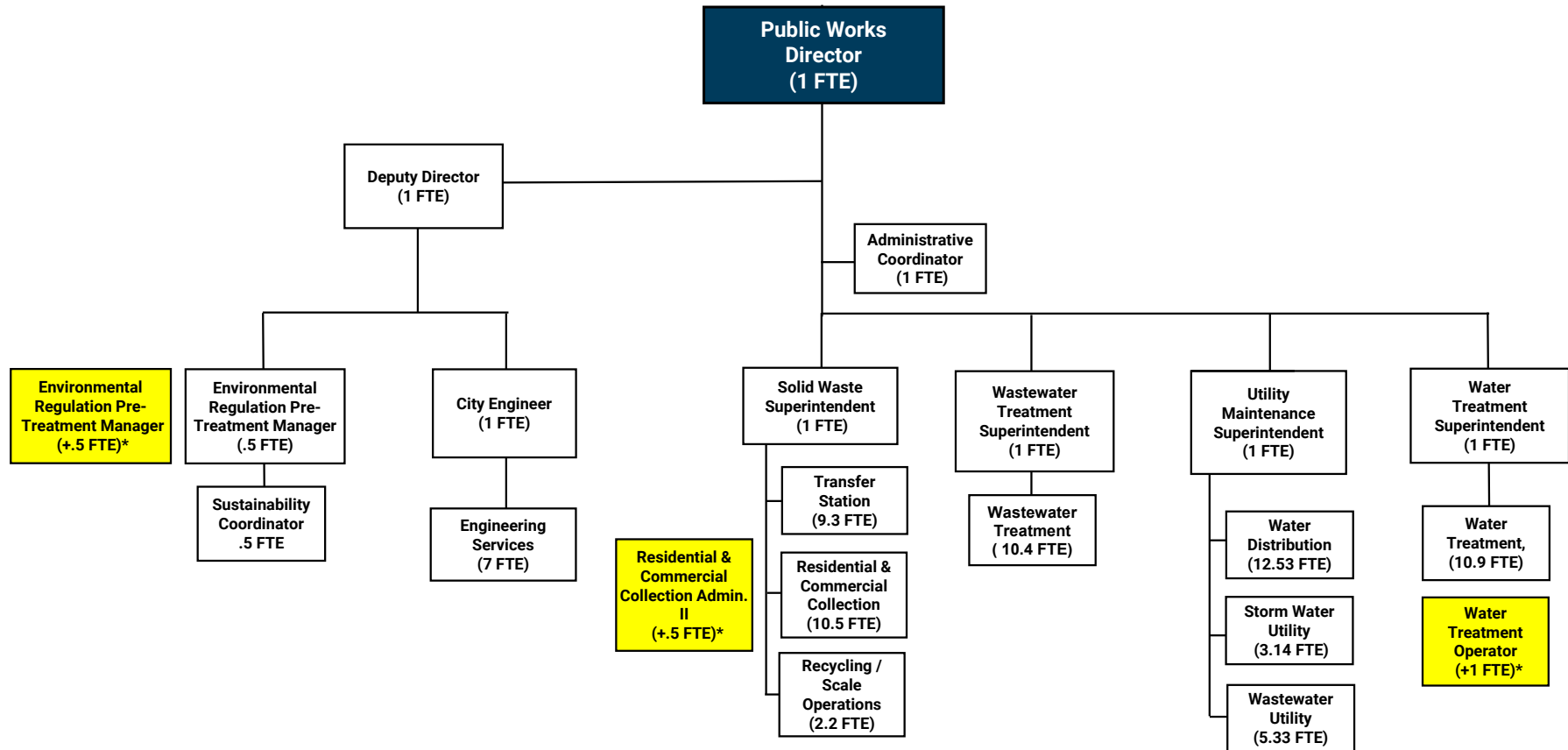
## UTILITY MAINTENANCE

Water Utility Maintenance is responsible for maintaining the distribution system that delivers the water to customers within the City of Helena service area. The distribution system includes approximately 246 miles of mains, 1,787 fire hydrants, 6 pump stations, 5,211 valves and 12,155 meters. Wastewater Utility Maintenance is responsible for maintaining the collection system. The collection system includes approximately 182 miles of mains, 3,800 manholes, and 9 lift stations. Stormwater Utility Maintenance division is responsible for the City's stormwater infrastructure which consists of approximately 71 miles of pipe, 33 miles of open channel ditches, 2500 manholes and inlets, and nearly 100 BMP (Best Management Practices)

## SOLID WASTE

The Residential Solid Waste Division is responsible for the weekly collection and proper disposal of all residential generated waste within the City of Helena. The Commercial Solid Waste Division is responsible for the weekly collection and proper disposal of their commercial customers within the City of Helena. Commercial Solid Waste also provides roll off service when requested and services all Transfer Station and remote recycling containers. The Landfill Monitoring District was created in FY15 and is responsible for the on-going monitoring requirements of a closed landfill and for ensuring that all environmental requirements are met. The Transfer Station Division is responsible for the proper disposal of solid waste and for hosting a recycling site for all customers within the City of Helena and Lewis and Clark County. Customers of the Transfer Station include: City of Helena Residential and Commercial Solid Waste Divisions, Scratchgravel Landfill District customers, direct haul commercial Accounts, roll-off customers, and out-of-area cash customers. Since 1992, the Recycling Division has provided a recycling site at the Transfer Station and has provided remote sites (currently six) for all Helena area customers. Commodities currently diverted, recycled or re-used include Cardboard, Plastic, Scrap Metal, Newspaper, Aluminum Cans, Tin Cans, Glass, Tires, Anti-Freeze, Automotive Batteries, Oil, Grass, Wood Chips, Christmas trees, and E-waste.

**CITY OF HELENA  
PUBLIC WORKS DEPARTMENT**



\* Note: Highlighted positions indicate new FY22 staffing request.

# GOALS & OBJECTIVES

## WILDLY IMPORTANT GOALS (WIGs)

### WIG #1

To effectively coordinate, manage, secure, and communicate infrastructure improvements, operational and maintenance activities to build a resilient, strong, and healthy community that includes the Helena valley

- Develop a master plans for water, sewer, and storm water systems for needed improvements to the existing system and expansion into valley
- Focus on developing all of the City's water rights and evaluate the possibility of using the water rights to provide service in the surrounding area
- Continue capital projects that secures and upgrade the existing water system in order to be able to expand the system

### WIG #2

Provide an inaugurated solid waste system that cost effectively, safely, and environmentally responsibly collects and disposes of the City and County solid waste with a goal recycling 40% of all waste from the landfill for reuse or recycled goods.

- Develop a master plan with a fair and balanced steering committee with focus on the best fiscally responsible options for increasing recycling
- Look at how the transfer station operates and evaluate possibly moving the recycle to a new facility to provide better recycling options, customer service and processing.
- Evaluate the curbside mandatory recycling and single stream vs. source separated
- Develop a community outreach program in order to better provide services to the customers



## **DEPARTMENT WORK PLAN**

### **FISCAL YEAR 2022 OBJECTIVES**

In Support of the City Commission Strategic Outcomes and Wildly Important Goals

Fiscal Year 2022 will be the year of the Master Plans, the plans will evaluate and assess the various water, sewer, storm and solid waste infrastructure and operations.

- Water and Sewer Rate and System Development Fee Study
- Wastewater Master Plan
- Inaugurated Solid Waste Master Plan
- Water Facility Master Plan
- Continue to develop the City's ground water rights
- Major Projects
  - Engineering of the Malben/Hale Tank and pressure zones
  - Upgrade the Pressure Reducing Valves
  - Transfer Station Entrance Upgrades
  - Transfer Station Warm Storage Building
  - Rodney Phase II Water

# FISCAL YEAR 2022 SUMMARY OF CHANGES

## PERSONNEL

- 1.0 FTE – Water Treatment Plant Operator
- .50 FTE – Environmental Pre-Treatment Coordinator (Part-time to Full-time)
- 1.0 FTE – Transfer Station Permitting Clerk (reduce temporary employees split with SW Comm and Transfer Station)

## MAINTENANCE & OPERATIONS

- Purchased Services increases are due to \$300,000 toward rates & fees impact studies for Water & Wastewater
- Intra-City charges have been increased to cover the rising cost of fuel and repairs.
- Fixed Charges have increased to cover the correct amount for Special Assessment payments, incorrectly budgeted in FY21

PUBLIC WORKS DEPARTMENT ALL FUNDS							
	FY 2018 Actual	FY 2019 Actual	FY 2020 Unaudited	Adopted	FY 2021 Amended	Projected	Proposed FY 2022 Budget
<b>Personnel Services</b>	5,687,603	5,827,629	5,969,865	6,793,953	6,793,953	6,779,026	7,050,377
Supplies & Materials	1,091,083	886,599	1,140,456	1,590,657	2,007,544	2,003,044	1,404,685
Purchased Services	4,220,678	4,181,780	4,679,562	4,895,875	5,057,304	4,945,175	5,289,005
Intra-City Charges	358,791	446,161	410,419	424,112	424,112	423,853	503,389
Fixed Charges	237,471	296,644	380,859	339,711	339,711	375,792	384,434
<b>Maintenance &amp; Operating</b>	5,908,023	5,811,184	6,611,296	7,250,355	7,828,671	7,747,864	7,581,513
Internal Charges	2,258,859	2,881,491	3,027,436	3,438,735	3,438,735	3,438,735	3,014,959
Transfers Out	230,000	246,618	269,045	299,045	299,045	299,045	322,652
<b>Internal Transactions</b>	2,488,859	3,128,109	3,296,481	3,737,780	3,737,780	3,737,780	3,337,611
Debt Service	1,333,636	1,332,910	2,406,122	1,837,733	1,837,733	904,250	1,378,486
Capital Outlay	6,493,239	10,183,990	9,004,208	9,455,000	25,848,483	25,244,725	6,822,440
<b>Debt &amp; Capital</b>	7,826,875	11,516,900	11,410,330	11,292,733	27,686,216	26,148,975	8,200,926
<b>Total Expenditures</b>	<b>21,911,360</b>	<b>26,283,822</b>	<b>27,287,972</b>	<b>29,074,821</b>	<b>46,046,620</b>	<b>44,413,645</b>	<b>26,170,427</b>

### Funds Included in this Department:

016 Public Works Administration	541 Solid Waste-Residential
3101 Public Works Admin	542 Solid Waste-Commercial
3102 Engineering	543 Landfill Monitoring District
245 Storm Water Utility	546 Transfer Station
521 Water	547 Recycling
3125 Water Treatment	
3126 Water Utility Maintenance	
531 Wastewater	
3135 Wastewater Treatment	
3136 Wastewater Util. Maint.	
3137 Wastewater Pretreatment	

# TRANSPORTATION SYSTEMS

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**DAVID KNOEPKE**

DIRECTOR

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## **DEPARTMENT OVERVIEW**

The primary responsibility for these Divisions is to operate and maintain streets and associated infrastructure for the public health & safety, commerce, and transportation within Helena. The Divisions are staffed with 54.1 full time employees who are responsible for city infrastructure, transportation operations and maintenance within the City Rights-of-Way for streets and summer alley maintenance to include curb, gutter, or sidewalks.

## **STREET MAINTENANCE**

Primary functions include street maintenance including pothole and street repairs, chip sealing, paving, street sweeping and winter storm response

## **TRAFFIC & SIGNAL MAINTENANCE**

Fabrication and installation of street signs, regulatory signs, and all other sign concerns, as per MUTCD. Painted and thermoplastic pavement marking installation and maintenance. Maintenance of City owned signals and related infrastructure.

## **ROADWAY CODE ENFORCEMENT**

Respond, investigate and follow-up to service requests. Typically, sidewalk concerns, snow removal and others.

## **SIDEWALK IMPROVEMENT & CONSTRUCTION**

Respond, investigate and follow-up to service requests regarding sidewalk replacement & construction of sidewalks in established neighborhoods.

## **PUBLIC TRANSIT**

Fund 561- This fund accounts for the Trolley and Special Charter operations, including Trolley rental, the Trolley-to-Trails, State Shuttle and other special charter programs.

Fund 580- Capital Transit- This fund accounts for the City's public transportation system which provides bus service for area residents within the city limits.

Fund 581 – East Valley- This fund accounts for the East Valley public transportation system which provides bus service for area residents between the city and East Helena.

## **PARKING**

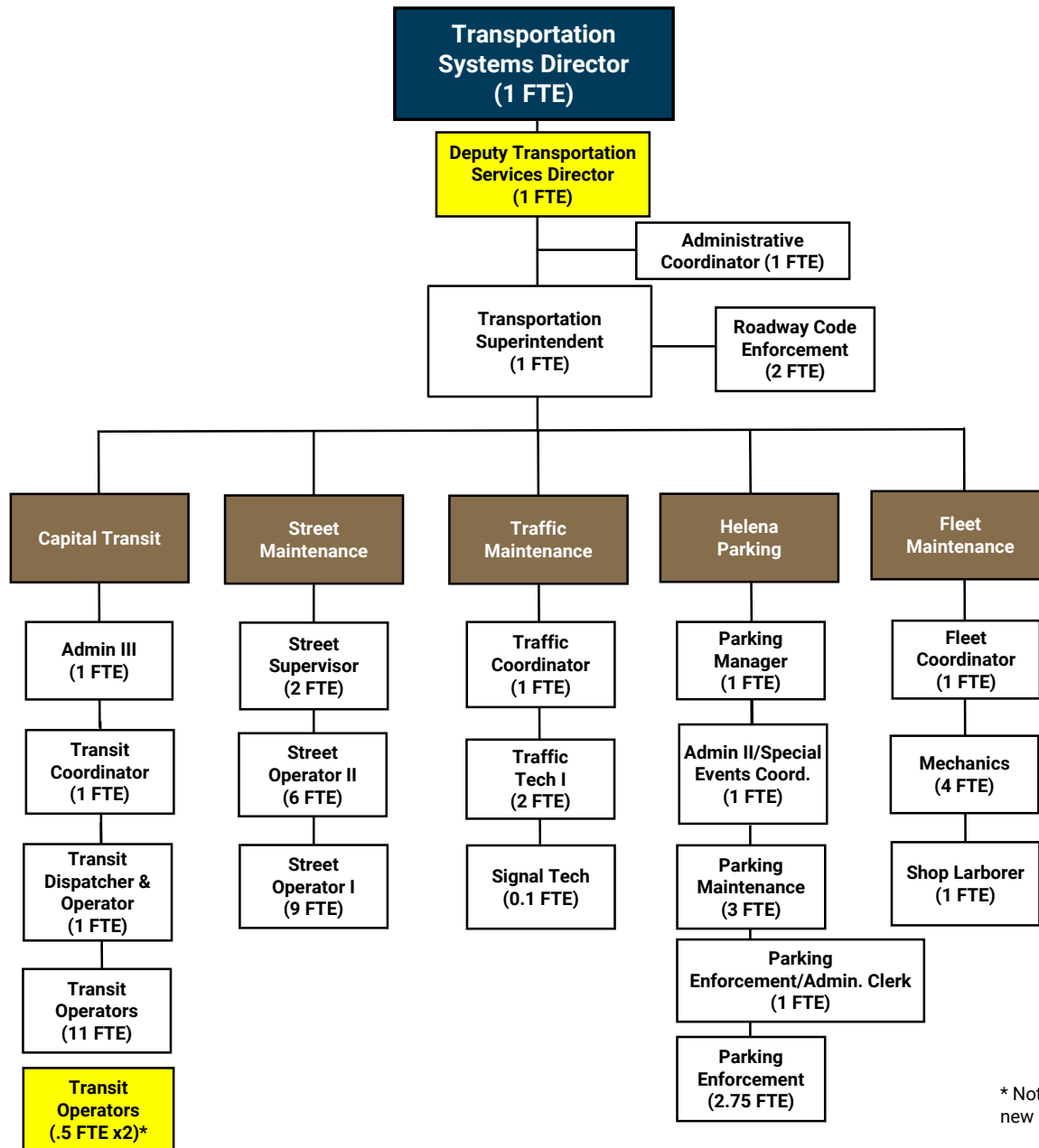
Parking provides parking services to the citizens of Helena and to those who visit our City. These services include maintenance and operations of the parking garages, surface lots, permit and on street parking.

## **FLEET SERVICES**

Support and maintain City owned vehicles and equipment which is mission critical for delivering essential services to the citizens of the Helena community.



**CITY OF HELENA  
TRANSPORTATION SYSTEMS DEPARTMENT**



\* Note: Highlighted positions indicate new FY22 staffing request.

# GOALS & OBJECTIVES

## WILDLY IMPORTANT GOALS (WIGs)

Providing a transportation network for all modes of transportation that leverages taxpayer dollars to secure grant and loan funding. Prioritize programs and projects by incorporating an open transparent dialog with businesses and citizens. Providing effective and efficient transit and parking facilities to our citizens and those who visit the Capital City. Ensuring safe routes of travel and promptly responding to most service requests within 48 hours. Providing quick, well-organized, and up-to-date servicing and repair of vehicles and equipment to the divisions and departments that serve the citizenry. Create and implement this program within the next three or five years.

- **Transparent Public Communications**
  - Develop Public Outreach/Process
  - New communication efforts
- **Timely Customer Service**
  - Modernization of Fleet Services
  - Respond to Most Service Requests within 48 hours
- **Effective and Efficient Transportation System**
  - Prioritize Transportation Projects and Identify Funding Program
  - Transit – Demand Response Hybrid Model

### DEPARTMENT WORK PLAN FISCAL YEAR 2022 OBJECTIVES

In Support of the City Commission Strategic Outcomes and Wildly Important Goals

- The Transportation Systems Department is piloting the IBS purchasing program in the Fleet Division, creating an in-house parts room for the Fleet purchasing of parts and other consumables. Using this a singular source, all departments should realize savings and helping budget dollars to stretch further.
- Implement Transparent Public interactions.
- Evaluate Parking needs and operations.
- Discuss expanded services efficiencies for Helena Transit services and implement changes in FY23.
- Implement any sidewalk program changes.
- Projects
  - Rodney Street Reconstruction Phase II
  - Lawrence/Warren Sidewalks
  - Street Reconstruction Mill and Overlay on a portion of 11<sup>th</sup> Avenue
  - Benton Turn Lanes

# FISCAL YEAR 2022 SUMMARY OF CHANGES

## PERSONNEL

- 1.0 FTE – Deputy Transportation Director, split amongst all Transportation funds.
- .50 FTE (x2) – Transit Operators (replace temporary substitute driver pool hours)

## MAINTENANCE & OPERATIONS

- Supplies & Materials budget for Mill & Overlay is increasing by \$50,000 and Fuel budgets for Fleet are increasing by \$90,000 over FY21 adopted.
- Purchased Services are increasing to cover the pilot inventory control program.
- Intra-City charges have been increased to cover the rising cost of fuel.
- Fixed Charges have increased to cover the correct amount for Special Assessment payments, incorrectly budgeted in FY21

TRANSPORTATION DEPARTMENT ALL FUNDS							
	FY 2018 Actual	FY 2019 Actual	FY 2020 Unaudited	Adopted	FY 2021 Amended	Projected	Proposed FY 2022 Budget
<b>Personnel Services</b>	3,150,299	3,159,190	3,395,730	4,081,628	4,081,628	3,930,022	4,234,765
Supplies & Materials	1,522,696	1,570,488	1,433,577	1,900,351	2,194,691	2,154,770	2,035,923
Purchased Services	1,821,334	1,456,956	2,023,663	2,511,185	3,584,066	3,640,201	2,304,615
Intra-City Charges	472,312	461,777	383,774	529,098	529,098	529,098	539,392
Fixed Charges	116,705	132,823	183,898	213,790	213,790	253,729	266,460
<b>Maintenance &amp; Operating</b>	3,933,047	3,622,044	4,024,912	5,154,424	6,521,645	6,577,798	5,146,390
Internal Charges	894,846	1,151,330	1,184,095	1,202,411	1,202,411	1,202,411	1,150,846
Transfers Out	50,000	75,000	50,000	50,000	50,000	-	40,000
<b>Internal Transactions</b>	944,846	1,226,330	1,234,095	1,252,411	1,252,411	1,202,411	1,190,846
Debt Service	586,817	589,753	590,990	938,336	938,336	646,461	953,346
Capital Outlay	1,931,953	2,179,235	3,836,177	6,196,000	8,056,186	4,397,310	6,167,510
<b>Debt &amp; Capital</b>	2,518,770	2,768,988	4,427,167	7,134,336	8,994,522	5,043,771	7,120,856
<b>Total Expenditures</b>	<b>10,546,962</b>	<b>10,776,552</b>	<b>13,081,904</b>	<b>17,622,799</b>	<b>20,850,206</b>	<b>16,754,002</b>	<b>17,692,857</b>

### Funds Included in this Department:

201 Street & Traffic	450 Sidewalk Improve/Constrct	580 Capital Transit
240 Gas Tax	551 Parking	581 CT - East Valley
241 Gas Tax HB473	561 Special Charters	610 Fleet Services