

RESOLUTIONS OF THE CITY OF HELENA, MONTANA

RESOLUTION NO. 19819

A RESOLUTION PROVIDING THE COMMISSION GUIDE FOR FY 2012 ANNUAL BUDGET DEVELOPMENT

WHEREAS, § 7-6-4030, MCA, requires the City Commission to adopt the final operating budget for the City of Helena; and

WHEREAS, §7-6-4034 and 4036, MCA requires the City Commission to determine and fix the appropriate tax levies; and

WHEREAS, the City Charter charges the City Manager with developing the preliminary budget for presentation to the Commission; and

WHEREAS, the City Commission has the authority and obligation, with the advice of the Helena Citizen's Council, to review that preliminary budget and make any and all changes it sees as being in the best interest of the community before final adoption; and

WHEREAS, the City Commission reviews current programs and community needs that are addressed by ongoing operations within legal budget constraints; and

WHEREAS, the City Commission's guidance for program changes will be most effective when provided at the beginning of the budget development process; and

WHEREAS, the City Commission offers the following guidance to the City Manager to assist in the preparation of the annual preliminary budget.

NOW, THEREFORE, BE IT RESOLVED BY THE COMMISSION OF THE CITY OF HELENA, MONTANA:

Part I – General Policies

Section 1. Essential Services Sustainability:

- A. Recognition of Services: The City Commission fully recognizes that providing high quality and reliable essential services to our citizens is the primary City purpose, including:
1. clean water;
 2. public safety;
 3. waste disposal and recycling;
 4. storm water;
 5. parks and recreation;
 6. park and boulevard trees;

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7. open space, forest health and wildfire readiness;
 8. streets, alleys, non-motorized infrastructure; and
 9. land use planning and review.
- B. Funding of Essential Services: It is important that, within budget constraints, economical and predictable funding for these essential services be provided in the annual budget. Such funding includes, but is not limited to:
1. Timely funding of Comprehensive Capital Improvement Programs (CCIP) in order to minimize maintenance costs on equipment and infrastructure as replacement or rehabilitation is needed.
 2. Pursuing grants, donations and other alternative financing sources.
 3. Analyzing operational and capital project efficiencies to avoid unnecessary costs in providing essential services.
 4. Issuing debt to pay for “big ticket” projects, allowing the city to:
 - a. spread the cost over the useful life of the asset, and
 - b. keep fees and rates as affordable and uniform as possible from year to year.
 5. Annually reviewing rates to:
 - a. adequately fund operations, maintenance, and debt;
 - b. consider the impact of inflation;
 - c. make incremental rate changes that are regular and predictable for citizens while considering the total tax and fee burden;
 - d. address the annual CCIP schedule of capital project priorities;
 - e. consider long-term policy goals; and
 - f. incorporate energy efficiency and recycling.

Section 2. Assets:

Asset Management: Sound management, planning and economical funding is necessary to ensure that our infrastructure, physical holdings and equipment are maintained and not allowed to deteriorate. It is essential that the City:

1. inventory and assess the condition of the infrastructure and facilities;
2. identify necessary infrastructure and facility repairs and improvements;
3. track and minimize energy and water needs for city owned structures;
4. establish and maintain sound plans supported by good cost estimates for:

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- a. capital improvements;
 - b. facility management and improvement; and
 - c. fleet management and replacement.
5. establish and implement long-term and short-term infrastructure, facility and fleet capital financing plans tied to viable cash flows;
 6. establish reserves, methodology and technology for effective asset management; and
 7. maintain a comprehensive inventory of all real property owned by the City which includes a description of the ongoing purpose for the property.

Section 3. Employee Compensation:

The Commission realizes that the City's most valuable assets are its employees. The City must provide competitive pay for comparable performance to ensure the ability to attract and retain qualified individuals. In order to position the City at median compensation levels, the City will use objective, market-appropriate compensation comparisons including wages, longevity, retirement, insurance, compensated absences, and other appropriate benefits, as well as, internal comparisons to determine fair benefit packages for all City employees.

Section 4. Land Uses:

The City should manage land and land use decisions under its legal purview in ways that maintain and enhance our quality of life while minimizing costs to future generations.

Section 5. Transportation:

The City Commission understands the importance of improving and modernizing the City and regional transportation infrastructure to ensure an efficient, multi-modal transportation system.

Section 6. Culture and Recreation:

The City Commission recognizes the need for vibrant arts, history and culture as keys to quality of life in a community. To this end, the City will continue to pursue partnerships, collaborations and regional approaches to provide recreation services and opportunities. The City's efforts will include, but not be limited to: support and expansion of cultural assets, performance venues, pursuit of rails-to-trails, outdoor recreation, bike and pedestrian trails connecting opportunities within and outside city limits.

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Section 7. Budget Guidance:

In addition to the essential functions listed above, the following guidance, organized by Department, is provided for annual budget development for the City of Helena. The City will pursue traditional and non-traditional options, developing both typical schedules and "Plan B" alternatives, in order to achieve the most effective results.

Part II – Departmental

Budget Development Guidance

This section lists the City Commission's policy and program changes on which City Staff are directed to develop budget impact reviews. Each budget impact review shall address:

a. All costs, including:

- ❖ start up and first year costs which would need to be included in the next annual budget; and
- ❖ on-going annual costs, maintenance schedules, and capital replacement schedules.

b. Funding sources for all costs, including:

- ❖ requests for FTE or partial FTE additions;
- ❖ grant matching; and
- ❖ other cost components.

Section 1. Administrative Services

1. Pursue online billing opportunities for municipal services and assessments.
2. Create resident access to their historical water use data.
3. Work with Public Works to find operational efficiencies and more descriptive billing information in utility billing.

Section 2. City Attorney

Section 3. City Commission

1. Call for the review of Commission established committees for purpose and possible consolidation.

Section 4. City Court

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Section 5. City Manager

1. Advise the Commission early in the budget cycle whether COLA will be feasible and whether personnel cuts will be necessary.
2. Establish and implement plan to fund capital improvements using the CCIP as the basis and schedule for asset depreciation and replacement.

Section 6. Community Development Department

1. Explore cost abatement for building fees related to alternative energy, such as fee based solely on structural improvements without the system, e.g. include the labor and joists, but do not assess the value of the photo voltaic panels in a new system.

Section 7. Community Facilities Department

1. Increase energy and water efficiency in city facilities.
2. Pursue investments in demand management, alternative energy, and conservation to reduce long-term operating cost of city structures.

Section 8. Fire Department

Section 9. Human Resources Department

1. Study the potential for new hire limitations in event of further revenue declines to city.

Section 10. Information Technology & Services (City/Co.) Department

1. Begin upgrade/transition from obsolescent central systems hardware and software.

Section 11. Parks & Recreation Department

1. Create and maintain strategic partnerships to ensure a strong and diverse recreation program is offered including the potential for indoor recreation facility options.
2. Develop a long term plan for funding the Open Lands Fuel Removal and Restoration Strategy.
3. Maintain reasonable prices for the use of all city recreational facilities and services while developing a revenue stream that promotes "cost-recovery" of management expenses.
4. Establish funding for recreational facility maintenance in older parks.

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5. Begin implementation of the Urban Forest Management Plan to move from reactionary management of individual trees to a proactive, systematic and strategic focus on an urban forest system as a whole.

Section 12. Police Department

Section 13. Public Works Department

1. Expand community recycling programs.
2. Analyze funding options for the Centennial Trail as identified in the Transportation Plan and initiate next phase.
3. Analyze ADA Compliance requirements, and identify funding alternatives.
4. Work with Administrative Services to find operational efficiencies and more descriptive billing information in utility billing.
5. Initiate Upper Ten Mile watershed work.

**PASSED AND EFFECTIVE BY THE COMMISSION OF THE CITY OF HELENA,
MONTANA, THIS 28th DAY OF March, 2011.**

/S/ James E. Smith

MAYOR

ATTEST:

/S/ Debbie Havens

CLERK OF THE COMMISSION