

RESOLUTIONS OF THE CITY OF HELENA, MONTANA

RESOLUTION NO. 19729

A RESOLUTION PROVIDING THE COMMISSION GUIDE FOR FY 2011 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 constantly reviews current programs and community needs that are addressed by ongoing operations within legal budget constraints; and

WHEREAS, the City Commission's guidance for new programs and 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:

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Part I – General Policies

Section 1. Essential Services Sustainability:

- A. Recognition of Services: The City Commission fully recognizes that constantly 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;
 7. streets, alleys, non-motorized infrastructure; and
 8. land use planning and review.
 9. protection from and mitigation of beetle killed timber on city lands.
- 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. Providing annual funding of regularly recurring CCIP components.
 3. Pursuing grants, donations and other alternative financing sources.
 4. Constantly analyzing operational and capital project efficiencies to avoid unnecessary costs in providing essential services.
 5. 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.
 6. Annually reviewing rates to:
 - a. adequately fund operations, maintenance, and debt;
 - b. fund part or all of the impact of inflation;

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- c. make incremental rate changes that are regular and predictable for citizens, consider the total tax and fee burden, and encourage continuing efficiency improvements by City operations;
- d. address and consider funding up to 50% of the annual CCIP schedule of capital project priorities;
- e. adjust rates for water, wastewater, solid waste and recycling services based on actual usage and costs with consideration to 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:
 - 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 cost 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 remain competitive and ensure the ability to attract and retain qualified individuals.

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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 actively seek out public/private opportunities, and encourage a broad spectrum of community support. The City's efforts will continue to include, but not be limited to: support for performance venues, pursuit of rails to trails, outdoor recreation, bike and pedestrian trails connecting opportunities within and outside city limits.

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.

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.

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- 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.

Section 2. City Attorney

Section 3. City Commission

1. Monitor the integration of conservation goals of climate task force within City budgets for infrastructure, services and operations.

Section 4. City Court

1. Report the status of fines turned over to collections, to assess continuation of the collection program.
2. Review the fiscal impact of the food for fines program.

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. Address the Global Change Action Plan recommendations:
 - a. for a permanent Sustainability Coordinator position, including ongoing data collection and funding development (IMP 1, 5 & 8); and,
 - b. to develop an interdepartmental Green Team (IMP 2).

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.

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Section 8. Fire Department

1. Develop recommendations to implement and fund Fire Service Review priorities.
2. Continue preparation and training for fire in Helena's Open Spaces.

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

Section 11. Parks & Recreation Department

1. Identify additional indoor recreation facility options.
2. Develop a long term plan for funding the Open Lands Fuel Removal and Restoration Strategy.
3. Develop a long term strategy for funding or reducing swimming pool O&M costs with minimum impact to the users.
4. Establish funding for recreational facility maintenance in older parks.
5. Continue neighborhood parks development.

Section 12. Police Department

1. Consider obtaining an unmarked car for speed enforcement.

Section 13. Public Works Department

1. Expand community recycling programs.
 - a. Continue to work to increase recycling opportunities in Helena, particularly for residents in city limits, greater community through scratch gravel, and steady increase of services at transfer station.
 - b. Explore long-term investments in dual use equipment for residential/commercial route.
 - c. Continue programs such as glass program, blue bag program, and other community events such as paint exchange, community recycling events, and awareness campaigns.
 - d. Uses the 3% increase in residential solid waste to fund recycling objectives.
2. Analyze funding options for the Centennial Trail as identified in the Transportation Plan.
3. Analyze ADA Compliance requirements, and identify funding alternatives.
4. Initiate Upper Ten Mile watershed work.

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Part III – Departmental **Other Policy and Procedure Guidance**

This Part lists additional policy and program areas that the City Commission has identified for further development and discussion during the upcoming fiscal year. After such further review, additional budget needs may be identified.

Section 1. Administrative Services

1. Review asset management systems.
2. Continue working to establish energy use data collection for buildings through the Department of Environmental Quality's EnergyCAP program.
3. Follow through with the impact fee development process.

Section 2. City Attorney

1. Evaluate the merits of authorizing staff to initiate complaints under those ordinances that currently are triggered only by citizen complaints.
2. Develop a bee-keeping ordinance based on Great Falls, but with two hive maximum with input for interested residents who testified at hearing regarding eXploration Works education hive.
3. Address the NW Energy assessment model for lighting districts through the PSC or other venue, with emphasis on the lack of depreciation in capital investments and recognition of energy saving.
4. Explore better means to prevent over serving alcohol. Explore whether city could create a "no serve" list for limited number of repeat offenders of alcohol related offenses (DUI, disorderly conduct). E.g. A list of 20-30 people with photos servers could learn to recognize and refuse to serve booze.
5. Ask Chief Justice McGrath to amend his initiative idea to provide funds from alcohol taxes to fund police.

Section 3. City Commission

1. Set direction for HATS/public transit in Helena area with County Commission.
2. Address the Global Change Action Plan recommendation (IMP 3 & 4) to develop a Citizen Conservation Board.
3. Work within timeline set forth by MOU with County.

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4. Conduct the annual review of citizen boards to ensure they are relevant and have the necessary support to function productively.
5. Post Commission agendas, with links to packet materials (at least the staff cover memo), before each Commission meeting.
6. Enact bidding policy in which acquisition of city or joint city-co buildings major restorations to include green alternatives in bid process that would meet or exceed Energy Star or LEED rating. Adopt similar policy for other procurement, such as fleet or office equipment in regards to energy use and costs.

Section 4. City Court

1. Evaluate the implementation of a municipal court and suggest any adjustments in staffing or funding that might be necessary. *Converted in FY 2010*

Section 5. City Manager

1. Work with city staff to integrate recommendations or actions consistent with goals of climate change task force and green leadership within city operations.
2. Provide leadership in the implementation of the Ten Mile watershed agreement.
3. Represent city of Helena in water issues related to city planning and resource protection such as TMDLs, nutrient standards, non-point source, exemptions directly and with partnerships through working group, League of Cities, etc.
4. Advance goals of dark skies ordinance and work with Helena Citizens Council to identify lighting districts that may elect to change to dark skies by vote.

Section 6. Community Development Department

1. Complete draft revisions of the sign, parking and landscaping ordinances.
2. Accelerate implementation of city-county MOU, with products such as joint infrastructure standards and urban services boundary.
3. Continue working on growth policy update.
4. Work with Airport Board on planning for the airport area, including attracting new commercial and manufacturing operations in and around the airport.

Section 7. Community Facilities Department

1. Continue recycling program with State General Services "Recycle Montana".
2. Explore partnership with Sheridan Hall for potential use of facilities for City/County needs, indoor recreation, recycling center, et cetera in exchange for upkeep of some portions of facility.

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Section 8. Fire Department

1. Recommend additional code changes, such as those made regarding asphalt shingles and vents, that may be required or incentivized in new zoning.

Section 9. Human Resources Department

1. Report on transition to MMIA and overall solvency of city liabilities related to pensions and medical.

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

1. Advise the Commission on what needs to be done (and how) to further improve the city website and remote access through Groupwise.
2. Create a comment page for residents to send comments to commission and clerk, and report to the city regarding pot-holes, neglected walks, or other frequently reported items.
3. Update city web site to include easy to find and user friendly public safety alerts, time/location changes for city meetings, and schedule updates, changes, cancellations for boards and committees.

Section 11. Parks & Recreation Department

1. Develop enforceable noxious weed ordinance. Explore use of open land funds for addressing weeds on city properties. Increase public awareness of existing weed management on open lands through campaign and postings.
2. Review policy for watering trees on city property and determine how planting should be changed or curtailed in light of the continuing drought.
3. Explore opportunities to increase ice quality with temperature fluctuations.
4. Continue development of a strategy for dealing with aging boulevard trees.
5. Finish "Centennial" in 2010.

Section 12. Police Department

1. Continue assistance with neighborhood decay ordinance and sidewalk shoveling enforcement.
2. Continue donation of bikes to charity, animal control projects, and recognition of Patriot Act Resolution
3. Explore better enforcement of speed limits.
4. Explore better enforcement of noise ordinances, especially unnecessarily loud vehicles: motorcycle pipes, "boom, boom cars."

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Section 13. Public Works Department

1. Transportation / HATS
 - a. Continue supporting summer youth transit programs.
 - b. Increase business partnerships based on state program as model by \$200,000 over next two years, including buy in from Hoteliers, Airport, major employers, schools, colleges, and the state).
 - c. Explore opportunity to partner with cab service for emergency medical or other regular dial a ride needs that may affect route times
 - d. Explore an option for a laminated transit service punch card by request.
 - e. Engage Yellowstone Business Partnership and any other regional transit that may tie into system.
 - f. Explore transit service between the airport and downtown, with transit schedules coordinated with flight schedules.
2. Pursue implementation of an urban transit district if approved by voters.
3. Initiate work on Centennial Trail as called for in the Transportation Plan.
4. Improve non-motorized program.

**PASSED AND EFFECTIVE BY THE COMMISSION OF THE CITY OF HELENA,
MONTANA, THIS 19th DAY OF APRIL, 2010.**

/S/ James E. Smith

MAYOR

ATTEST:

/S/ Debbie Havens

CLERK OF THE COMMISSION