

# RESOLUTIONS OF THE CITY OF HELENA, MONTANA

RESOLUTION NO. 19556

## **Resolution of Commission Intent for the FY2009 Annual Budget**

**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**, according to the City Charter, the City Manager is charged 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 Commission realizes that being aware of Commission assessments early in the process will help the City Manager and City staff produce a document that is representative of the needs of the community; and

**WHEREAS**, it is the intent of the City Commission to provide unified direction to the City Manager and City staff regarding annual budget development; and

**WHEREAS**, the City Commission reviewed current programs and community needs at a work session; and

**WHEREAS**, the City Commission is committed to consider all public input throughout the budget process and adopt a budget providing needed services to and City budget policies for the citizens of Helena in the most efficient, cost-effective and sustainable manner; and

**WHEREAS**, the City Commission offers the following direction statements 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:**

### **Section 1. Essential Services Sustainability:**

A. Recognition of Services: The City Commission fully recognizes that what are most

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important to our citizens are the reliable and quality everyday essential services the City provides including:

1. clean water;
2. public safety;
3. waste disposal;
4. storm water;
5. community parks, neighborhood parks, open space, recreation;
6. park and boulevard trees;
7. streets, alleys, non-motorized infrastructure; and
8. 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. Economical and predictable funding includes, but is not limited to:

1. Funding Comprehensive Capital Improvement Programs (CCIP) in order to minimize maintenance costs on equipment and infrastructure as replacement or rehabilitation is needed (on a timely basis).
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. ensure adequate funding of operations, maintenance, and debt;
  - b. address and consider funding up to 50% of the annual CCIP schedule of capital project priorities;
  - c. provide funding for part or all of the impact of inflation;
  - d. 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;

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- e. adjust rates for water, wastewater, solid waste and recycling services based on actual usage and costs; and
  - f. encourage and reward conservation and recycling.
7. Investigate low-income assistance options as part of the essential system fee structures.
  8. Investigate fee and tax incentives to meet the priorities established in this resolution.
  9. Consider establishing a fully funded boulevard tree watering program.

### **Section 2. Assets:**

- A. Infrastructure Investment: The City Commission also realizes that the City has a tremendous investment in infrastructure, physical holdings and equipment.
- B. 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 conservation measures and energy 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 Investment:**

- A. Employee Compensation: The Commission realizes that the City's most valuable assets are its employees. The City must remain competitive and ensure the ability

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to attract and retain qualified individuals. Therefore, the City Commission:

1. reaffirms its commitment to equitably compensate employees;
2. encourages fair cost-of-living increases to all City employees, whether represented through collective bargaining agreements or not;
3. directs staff to keep the City's compensation and classification plan current;
4. directs staff to conduct periodic market studies, in order to assure staff compensation is maintained at a competitive level
5. will develop, with the input from the employees, a Wellness Program that rewards healthy lifestyle choices by employees and their families by implementing a system of employee financial contribution to the cost of health insurance;
6. will look into merit-based pay plan options.

- B. Employee Education/Training: Promote staff quality and capability through continued professional education (CPE), accredited education opportunities, and training. Maintain employee financial assistance programs for accredited educational opportunities.
- C. Proposed Staff: In order to assure the long-term viability of City staff, the City Commission will carefully consider all requests for new positions and additional full time employees, as well as changing service/staff needs, with an emphasis on:
1. increased service demands;
  2. changing levels of service demands;
  3. new service considerations;
  4. the potential for new revenue sources; and
  5. existing and projected budget constraints.

### **Section 4. Public Safety:**

- A. Homeland Security: The City Commission recognizes that following the events of September 11, 2001 the City's public safety role has expanded to include homeland security. It is important, even with difficult financial pressures, to maintain the present level of service for police and fire if at all possible, and that the services they provide should protect both the security and basic rights of citizens.

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- B. Fire Service Review: Consider the recommendations of the December, 2007 Fire Service Report in the development of City budgets and capital improvement programs. Also, consider additional options for public safety and the protection of structures, such as incentives for sprinkler systems in new construction, high density buildings, and renovations.
- C. Urban Wildlife Plan: Implement the City's 2007 Urban Deer Management Plan. Continue to work with the Department of Fish Wildlife and Parks on authority and funding issues. Make ongoing assessments of food and water sources and other attractions for deer in areas with high concentrations of the deer.

### **Section 5. Community Participation:**

The City Commission and Staff continuously reach out into the community seeking feedback that will help the City to enhance existing services and develop new services for the community. By encouraging community participation, the City will increase citizen awareness of the need to preserve and protect city assets and foster a good neighbor ethic and high quality of life.

- A. Helena Citizens Council: The City Commission is committed to civic engagement, neighborhood self-determination and continuous improvement through the ongoing role of our Helena Citizens Council in City government.
- B. Public Notification:
  - 1. Investigate improved notification to citizens of proposed developments, zoning changes, CUPs, ordinance and regulation reviews, and other action items that might affect their neighborhood.
  - 2. Improve the functionality and content of the city web site.
- C. Citizen Advisory Boards and Committees: Conduct an annual review of the roster of citizen advisory boards and committees that provide essential advice and support for city services in order to identify both continuing and emerging needs for these citizen bodies as well as optimal membership and commission representation, including:
  - 1. Creating a Public Works Advisory Board that would, among other duties, make recommendations for improving city operations to reduce emissions, increase recycling, and otherwise mitigate impacts upon our environment

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- related to reducing pollution and green house gas emissions.
2. Continue negotiations and implementation, through an inter-local agreement, of a Joint Consolidated Planning Board with Jefferson County that would maximize land-use planning along our common border areas. The memorandum of understanding should reflect a relationship consistent with similar city-county land use authorities in the State of Montana.
  3. Working with the Non-Motorized Travel Advisory Council, and Transportation Coordinating Committee (TCC), to
    - expand development of Helena's neighborhood transportation program,
    - implement the Greater Helena Area Comprehensive Transportation Plan, and
    - coordinate non-motorized travel projects with the Helena Valley Public Transit Plan.
  4. In an effort to increase youth engagement with local government, the Helena City Commission will work with youth and school groups to invite participation of students as citizen members of all our boards and commissions that support the work of city government.
  5. Create a training program for those boards and commissions that consider quasi-judicial matters.

### **Section 6. Transportation:**

The City Commission understands the importance of improving and modernizing the City's transportation infrastructure to ensure an efficient transportation system for Helena citizens. The City will:

- A. continue to work with the Montana Department of Transportation (MDT) and Lewis & Clark County to plan for and complete all possible upgrades needed for our transportation network;
- B. work for the earliest possible construction of the Custer Interchange and other Interstate system improvements authorized in the I-15 EIS and planned for the City of Helena and adjacent areas;
- C. work to implement the recommendations contained in the updated City of Helena

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- area Transportation Plan, and the Helena Valley Public Transit Plan;
- D. support growth and expansion of our public transit system, including a new transit center, new buses, expanded hours (including for events), and new bus routes;
  - E. connection of that public transportation program to bike use, walking, and recreation;
  - F. support the recreational opportunity and preservation of rail corridors for future use with “rails to trails”;
  - G. support easing of congestion downtown and other areas that are central to city residents;
  - H. pursue, under the leadership of the Neighborhood Transportation Program, neighborhood traffic studies, where recommended, and work to improve traffic and pedestrian safety and encourage non-motorized transportation across Helena, including;
    - 1. improving the City’s bicycle-pedestrian transportation network;
    - 2. working with the school district to build and promote Safe Routes to schools;
    - 3. working with developers and landowners seeking to be annexed to ensure that new bike-ped routes are adequate and connect well with the existing and planned non-motorized network ; and
    - 4. enhancing city programs to build or support the building of sidewalks.
  - I. ensure compatibility and enhancement of an efficient transportation system when working with annexations and developers;
  - J. encourage the timely refurbishment and reconstruction of the existing street system through system-wide funding sources;
  - K. implement Commission-approved priorities; and
  - L. develop a new management structure to integrate neighborhood transportation, transit and street design for disabled citizens.

### **Section 7. Energy, Resource Conservation, Climate Change:**

The City Commission recognizes the need to plan and implement sustainable policies to support the monitoring and control of rising residential, commercial and governmental energy costs for our energy future, and climate change mitigation

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activities.

- A. The City of Helena will establish and maintain an energy conservation program to reduce its consumption of natural gas, electricity, and gasoline/diesel fuel in its daily operations summarizing these efforts in an annual report.
- B. The City will seek and develop realistic and cost effective renewable energy resources to replace part of its existing fuel and electrical supply.
- C. The City will take full advantage of state and private utility energy efficiency programs for which it is eligible.
- D. The City will review opportunities and set goals for expanding recycling programs that would reduce solid waste disposal in the city-county landfill.
- E. The City will pursue sustainable water and air quality through the City/County Board of Health, to address vehicle emissions, atmospheric particles, dust and wood smoke.
- F. The City will encourage public education and investments in conservation and renewable energy, and will seek to lead by example in reducing energy and resource use.

### **Section 8. Land Uses:**

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

- A. Continuing to implement the recommendations adopted in the open lands management plan.
- B. Continue the review and revision of zoning and subdivision ordinances, including:
  - 1. landscaping, signs and parking ordinances;
  - 2. streamside protection standards;
  - 3. requirements for block and sidewalk designs; and
  - 4. subdivision standards.
- C. Working with the county to establish joint infrastructure standards, and building and zoning codes in areas near the city, including growth policy provisions as outlined in MCA 76-1-601(4) and 76-1-410.
- D. Reviewing the concept of impact fees and adopting those that support the

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development and the quality of life of Helena.

- E. Create incentive for energy efficiency in new construction and renovations.
- F. Create incentives for transportation corridors and hubs in new developments.

### **Section 9. Essential Human Services:**

- A. Assist Local Organizations: The City Commission is interested in assisting local organizations to provide essential human services to Helena's needy citizens as much as possible by sponsoring grant applications, sitting on boards and committees of the providing agencies and educating the public and state and federal officials on the importance of these needed services and the critical need for funding.
- B. Public Awareness: The City Commission will support public service efforts to raise awareness and identify solutions to problems such as domestic abuse, drug and alcohol abuse by our youth, homelessness, and other community concerns.

### **Section 10. Business Development Programs:**

- A. Development Organizations: The City Commission recognizes the need to develop and promote plans that encourage and assist business development in the City of Helena. The City supports the Montana Business Assistance Connections Corporation, Chamber of Commerce, Business Improvement District, the Helena Parking Commission, and Downtown Helena Inc. in their efforts to expand and promote businesses. The City Commission encourages Helena's International Affairs Council to work with these organizations to facilitate trade missions from Helena's businesses and efforts to recruit foreign investment.
- B. Advantage Helena: Continue support for the community branding, wayfinding, and strategic planning efforts that support downtown Helena and strengthen the relationships between our downtown and the entire Helena community.
- C. Development Review Process: The City Commission recognizes the need for an improved development review process to meet the needs of a rapidly growing community. The City:
  - 1. has identified the multi-departmental scope of this process;
  - 2. must take an active role in development of fringe areas as integral parts of

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the City;

3. will annually discuss with the City Commission any potential fee and charge adjustments that might be needed to meet the related costs of providing the services; and
4. will consider incentives to reduce long term service and utility costs such as fire sprinklers in mixed use areas, transportation nodes or centers, water conservation landscape or systems.

### **Section 11. Annexation:**

A. Work Plan for Annexation: Under the Work Plan for Annexation adopted by the City Commission, our program of annexation will continue with careful review of infrastructure needs and costs in the City-County interface.

1. The City will carefully monitor the development of service area boundaries to complement annexation policies. The Commission will address how and where to respond to requests for extension of city services.
2. The City Commission is aware of the pressures and effects growth and development place on existing established neighborhoods.
3. The City will balance the needs of a growing city with those of established neighborhoods in order to preserve "community".
4. Transportation areas and corridors are a City priority.

### **Section 12. Culture and Recreation:**

A. Promote Arts, History & Culture: 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:

1. maintenance and operation of the Civic Center as an arts and entertainment venue for a wide variety of uses such as symphony concerts, entertainment events, arts and craft shows, conventions and other public or private events;
2. providing the Grand Street Theatre building as an arts and entertainment

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venue;

3. promoting and assisting the Montana Historical Society in obtaining funding to build a new and expanded Montana Historical Museum in Helena;
  4. making available the Chamber of Commerce and Neighborhood Center buildings;
  5. providing recreation and promotion of lifetime sports with less traditional recreation facilities such as BMX Park, Skate Park, Climbing Facilities, etc;
  6. making Kindrick-Legion Field available as a high quality facility for American Legion and professional baseball;
  7. promoting the HCTV (Helena Community Television) public channel as a means to communicate and promote local arts, history, civic activities, and cultural activities, including continued coverage of the City's planning and zoning boards;
  8. promoting renovation and rehabilitation of historical, business and cultural vitality;
  9. funding half of the Historical Preservation Officer, and related expenses, which are administered through Lewis and Clark County;
  10. promoting and assisting the 6th Ward District's efforts to revitalize their historical neighborhood, as well as encourage and support similar neighborhood improvement efforts; and
  11. promoting international cultural and academic exchanges.
- B. Centennial Park: Reclamation and development of Centennial Park is important to the City Commission. City staff will work with the City-County Park Board to facilitate the development and implementation of the Centennial Park Master Plan.
- C. Water Supply for Parks: Water conservation and alternative sources of water will be sought in order to achieve affordable irrigation water for the City's parks and golf course.
- D. Youth Recreation: Support youth recreation opportunities, such as the Memorial Park swim pool, Centennial Park, enhancement of disk golf, possible expansion of the skate park, and consider options for a bouldering/rock climbing wall.
- E. Neighborhood Parks Development: Establish a neighborhood parks development program.

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PASSED AND EFFECTIVE BY THE COMMISSION OF THE CITY OF HELENA,  
MONTANA, THIS 5<sup>th</sup> DAY OF May, 2008.

*James E. Smith*

MAYOR

ATTEST:

*Debbie Havens*

CLERK OF THE COMMISSION