



FY24 BUDGET

and Capital Improvement Plan

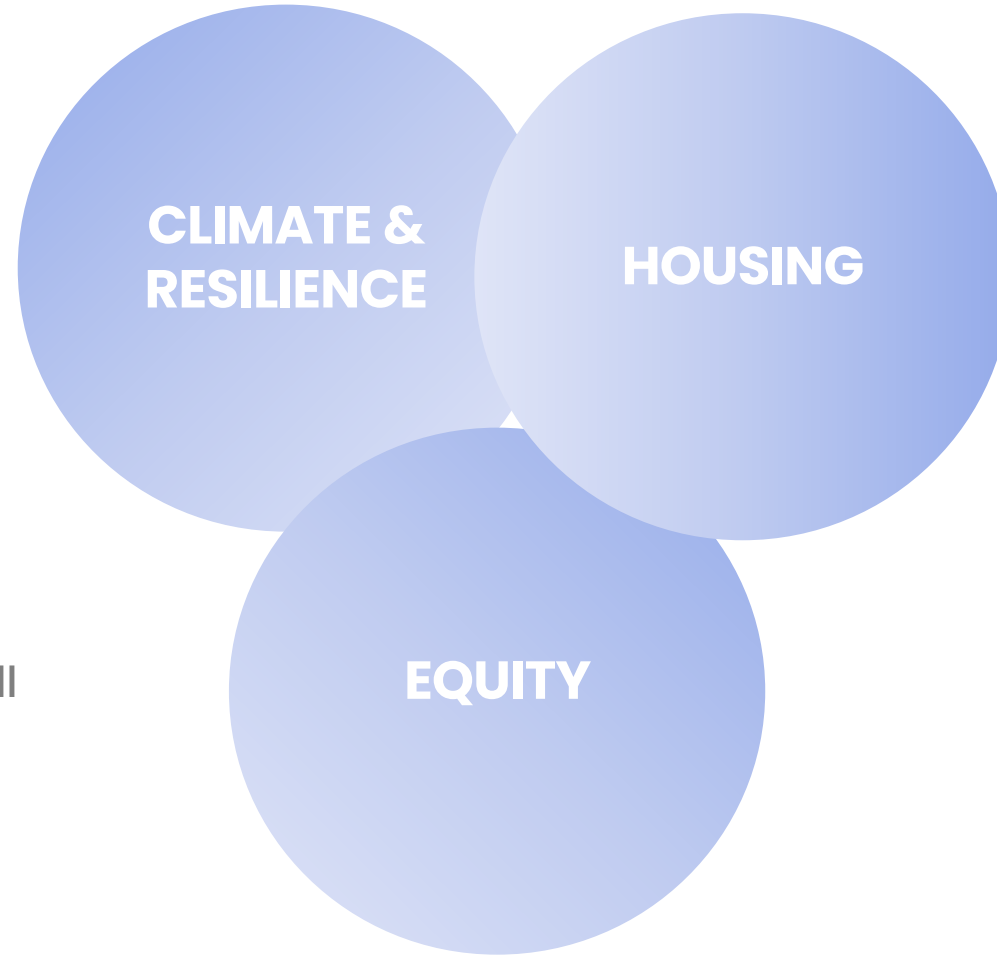
Donna Gaukler, Director
Ryan Applegate, Deputy Director, Business and Programs

CITY OF MISSOULA MISSION

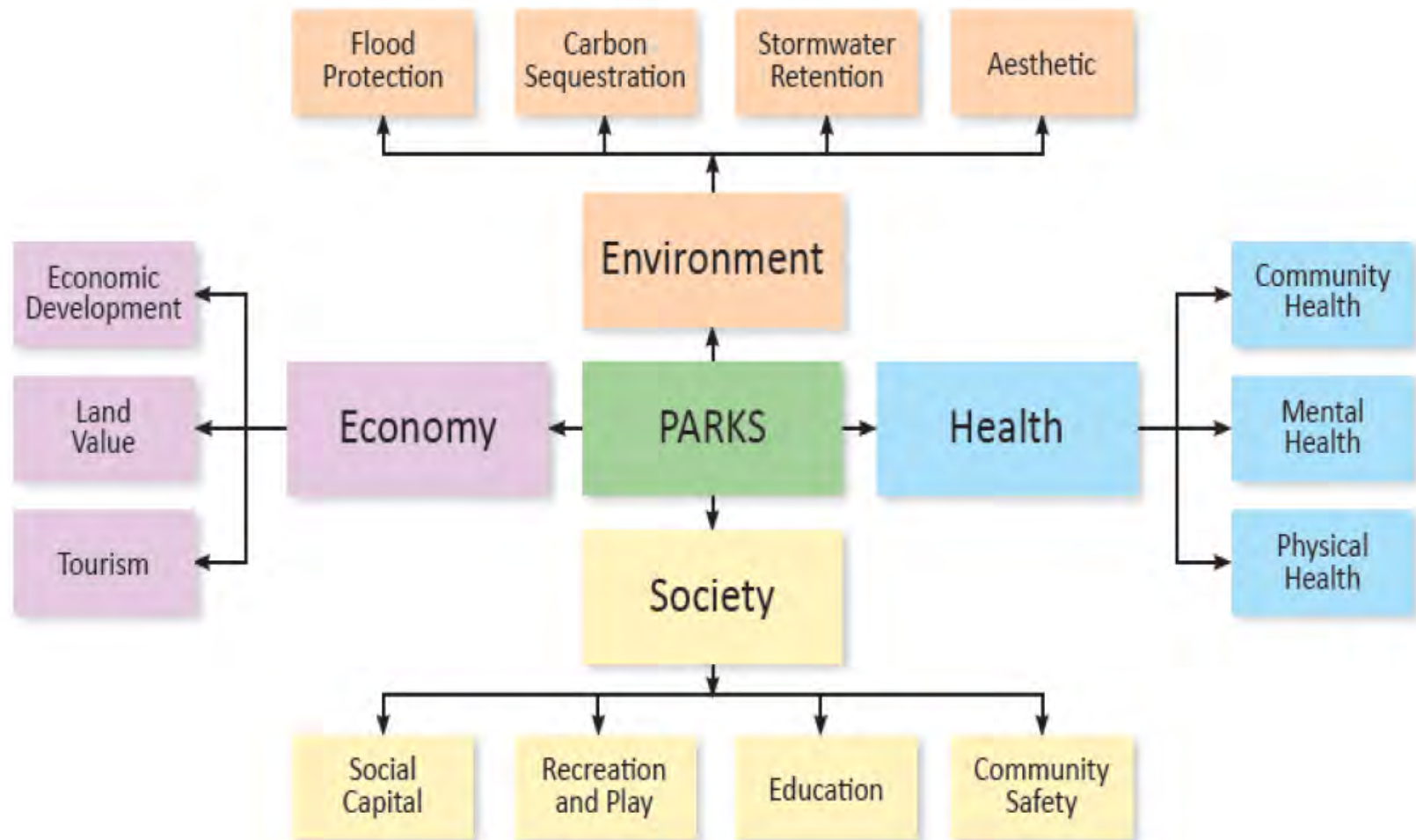
Reflecting the needs and values of our residents, the City of Missoula commits to enhancing opportunity and quality of life through effective delivery of City services and fiscal stewardship while maintaining and creating a harmonious natural and built environment.

CITY OF MISSOULA VISION

Missoula is an inclusive city where all people can live and celebrate meaningful, purposeful and fulfilling lives in a community offering unparalleled recreational, cultural and entrepreneurial opportunities.



EQUITY BENEFITS OF PARKS AND RECREATION





2024-26 CITY STRATEGIC GOALS

2022-25 Parks & Recreation Board Strategic Goals

ORGANIZATIONAL EXCELLENCE AND RESILIENCE

- Employees are our greatest resource

ECONOMIC HEALTH

- Access and Inclusion, Social Equity and Wellness for all Ages
- Planning and Managing for Growth

COMMUNITY SAFETY HEALTH AND WELL-BEING

- Access and Inclusion, Social Equity and Wellness for all Ages

COMMUNITY DESIGN AND LIVABILITY

- Planning and Managing for Growth
- Supporting Climate Resiliency and Environmental Health

BIG 5

Department Priorities



BUILD CAPACITY



TRAIN STAFF: CHANGE, CLIMATE, EQUITY



PRIORITIZE ALREADY FUNDED PROJECTS AND INITIATIVES

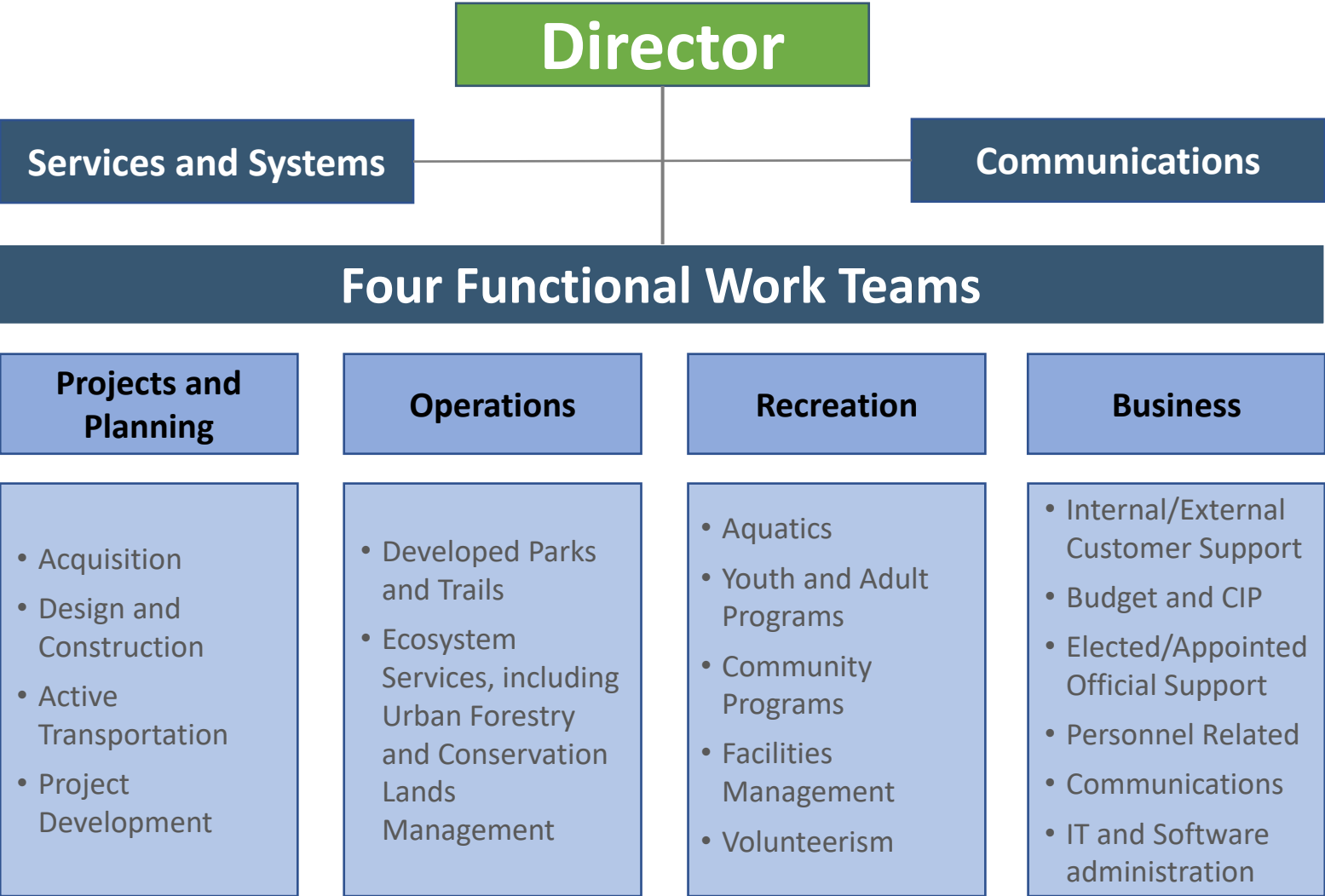


UPDATE PROST



APPLY CLIMATE & EQUITY CRITERIA TO DECISIONS

ORGANIZATIONAL STRUCTURE



**FULL TIME & UNION
SEASONAL**
Budgeted 63.88 FTE
89 positions

**TEMP/REGULAR
INTERMITTENT**
Budgeted 40.07 FTE
200 positions*
Filled by over 300 individuals
in CY 2022

**Approximately 200, varies seasonally*

PARK OPERATIONS BY THE NUMBERS



Developed Parks and Trails

55 developed parks (740 ac.)
42 playgrounds
45 bridges/docks
20 mi. commuter trails
2.4 million sq. ft. landscaped
medians and rights-of-way



Ecosystem Services

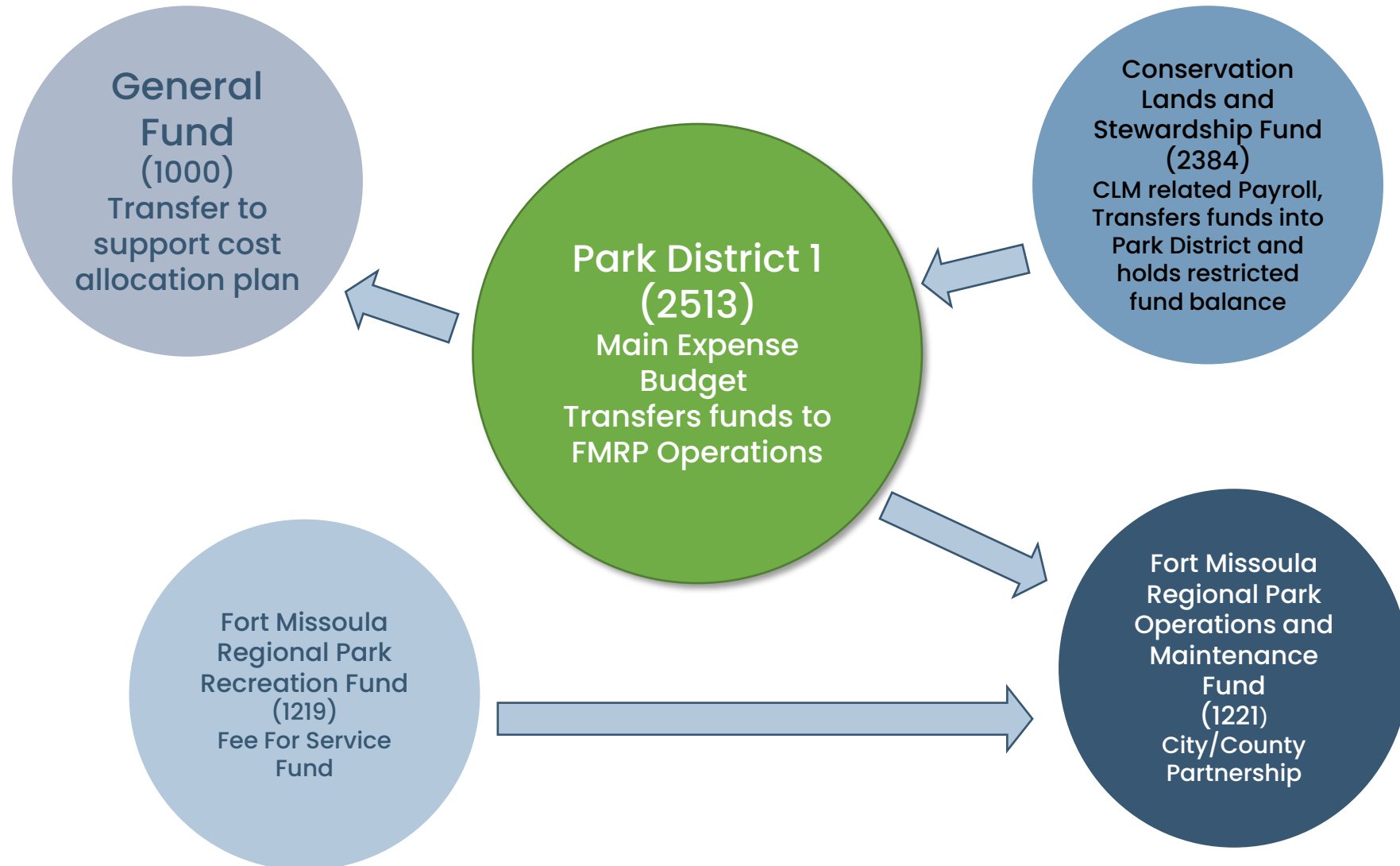
5,000 ac. Conservation Lands
75 mi. trails
63 trailheads
30,000 urban trees
50+ mi. of sidewalk/commuter
trails snow removal



Recreation Services

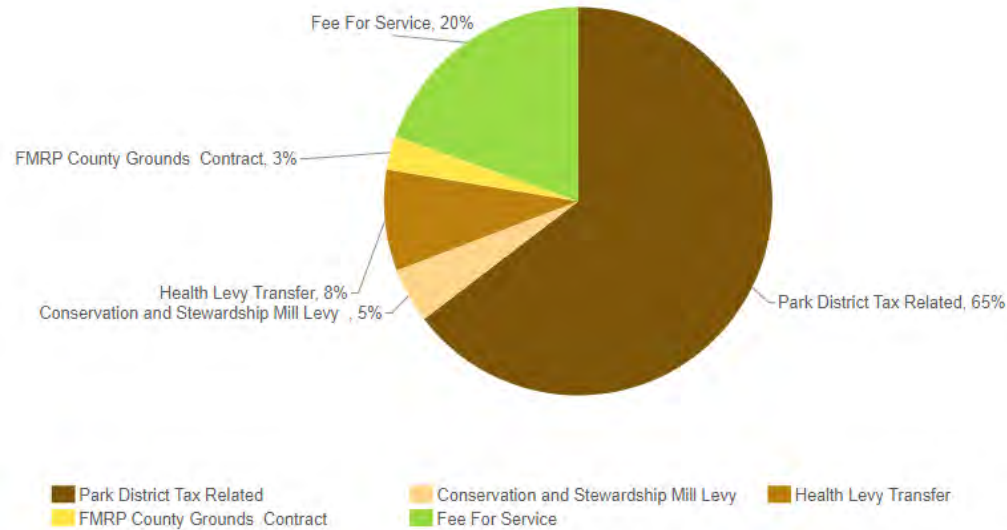
160,000 unique visits to 2
pools
55,000+ hours field rentals
7,500 participant days out-
of-school time programming
12,713 participant days
summer camps
\$130,000+ scholarships and
reduced fees

PRIMARY OPERATIONAL FUNDS



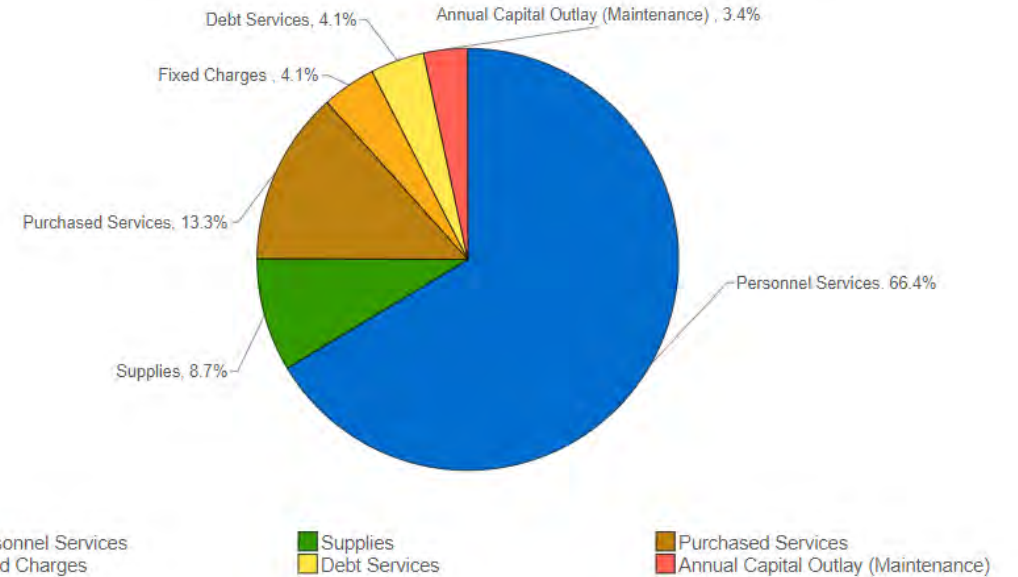
FY24 Baseline Operating REVENUE SOURCES & EXPENSE CATEGORIES

FY24 Park and Recreation Department Baseline Operating Revenues



77% City Tax Revenues
20% Fees for Service
3% County FMRP Maintenance Contract

FY23 Expense by Category



66% Personnel
34% Operating

PARK DISTRICT RESERVE FUND

Balance Estimate

	FY 2024		
	Baseline	Mayor Funded	W/ Council Changes
Park District Fund			
Assessments	8,047,262	8,492,112	8,492,112
Other Revenues	2,078,645	2,116,371	2,116,371
Transfers In	1,164,819	1,164,819	1,164,819
Total Revenues	11,290,726	11,773,302	11,773,302
Add GF Parks			
Expenditures	11,291,768	12,888,844	12,888,844
Total Expenditures	(11,291,768)	(12,888,844)	(12,888,844)
Net Income (Loss)	(1,042)	(1,115,542)	(1,115,542)
One-time Revenues in base	—	—	—
One-time Expenditures in base	—	—	—
One-time Fund Balance Funded Expenditures	—	1,114,500	1,114,500
Ongoing Fund Balance Funded Expenditures	—	—	—
Ongoing Net Income (Loss)	(1,042)	(1,042)	(1,042)
Beginning Fund Balance	2,370,465	2,370,465	2,370,465
Ending Fund Balance	2,369,424	1,254,924	1,254,924

PARK DISTRICT FUNDS TO ADVANCE PRIORITIES

FY24 Park District Fund Balance New Request \$415,000

NO TAX IMPACT • MAYOR'S BUDGET Funding Source: Park District Fund balance

Expense Authority

- Parks Recreation Open Space and Trails Plan Update : \$290K
- Transportation Alternative Grant Match: \$100K
 - Leveraging \$845K federal funds through Missoula Metropolitan Planning Organization (MPO)
- Urban Forestry Program Evaluation: \$25,000

Strategic Priorities/Outcomes: Community Design and Livability

Cyclical maintenance of existing infrastructure and planning for future

PARK DISTRICT FUNDS TO ADVANCE PRIORITIES

FY24 Park District Fund Balance New Request \$439K

NO TAX IMPACT • MAYOR'S BUDGET Funding Source: Park District Fund balance

Expense Authority - One-time allocations for:

- Prioritized Cyclical Maintenance: \$100K
- Bathroom upgrades: Sacajawea and Greenough \$184,500
- Support Additional Sport Court renovation: \$100K (Skyview sport court)
- Bridge Inspections: \$25K
- Air compressor: \$30K
- Aquatics Cyclical Maintenance needs: \$200K (proportionate to Net income from AQ in FY23)

Strategic Priorities/Outcomes: Community Design and Livability

Cyclical maintenance of existing infrastructure and planning for future



Developed Parks & Trails: Bread and Butter of Parks System

- Maintenance of Park Land and Facilities, Athletic Turf Medians and Right of Ways
- Connected Commuter Trail system
- Aging infrastructure
- Five years of 30% vacancies in labor positions

STAFFING SEASON EXTENSIONS

Developed Parks and Trails Maintenance Worker Extensions (15)

FY24 NEW REQUEST • NOT IN MAYORS BUDGET

Funding sources

- \$113K: Park District ongoing assessment
- \$108K Reduction of Park Attendant intermittent budget

Expense Authority: Season extensions for 15 Maintenance Worker extensions in Developed Parks and Trails

Strategic Priorities/Outcomes: Organizational Excellence - Increase in retention and decreased recruitment and onboarding efforts

Developed Parks/Trails Maintenance Tech Assistants Extensions (5)

FY24 NEW REQUEST • NOT IN MAYORS BUDGET

Funding sources

- \$64,230K: Park District ongoing assessment

Expense Authority

- Season extensions for 5 Maintenance Technician extensions in Developed Parks and Trails

Strategic Priorities/Outcomes:

- Organizational Excellence: Increase in retention and decreased recruitment and onboarding efforts

CERTIFICATION AND PERSONAL PROTECTIVE EQUIPMENT

Safety and Training: Certifications and Personal Protective Equipment Inflationary Increase

FY24 NEW REQUEST PARTIAL FUNDING IN MAYORS BUDGET

Funding Sources:

- One time Park District Fund balance: \$10,000 (In Mayors budget)
- Park District # 1 Assessment \$32,193 (not in Mayors Budget)

Expense Authority:

- One time class A CDL training courses for two staff (Funded)
- Increase in safety and training personal protective equipment and training budget line items to keep up with inflationary increases (Not Funded)
- Increase in professional services to add additional trainings (Not Funded)

Strategic Priorities/Outcomes

- Organizational excellence and Community Safety and wellness

INCREASED FUNDING IN SUPPLIES & CONTRACTED SERVICES

Operations Supplies and Contracted Services 8% Inflationary Increase

FY24 NEW REQUEST • NOT IN MAYORS BUDGET

Funding Sources:

- Park District # 1 Assessment \$44,890 (not in Mayors Budget)

Expense Authority:

- 8% Increase in supplies and contracted services to maintain purchasing power of budgeted line items
 - Developed parks and Trails
 - Conservation Lands Management
 - Urban Forestry

Strategic Priorities/Outcomes

- Community Design and Livability Invest in Public infrastructure that supports safe, vibrant and walkable neighborhoods.

STAFFING AND ADDITIONAL EQUIPMENT NECESSARY TO MAINTAIN NEW LANDS

Developed Parks & Trails Prioritized Staffing

FY24 NEW REQUEST NOT IN MAYORS BUDGET

- **Funding sources:**

- Park District Assessment: Ongoing \$239,012
- Equipment (Capital Lease): \$254K

- **Expense Authority**

- Addition of four labor staff in and associated expenses
- Related equipment in capital lease

- **Strategic priorities/Outcomes**

- Community Design and livability: ability to better achieve level of service standards in land and facilities maintained by Parks and Recreation

Underfunded assets: No FTE increase for the following facilities and lands:

Missoula Development Park Properties

Commuter Trail extensions

- RUX
- Bitterroot Trail Clark St. to Backhouse Bridge
- South Reserve Ped Crossing Milwaukee Trail Extension to Canyon River
- Grant Creek Trail

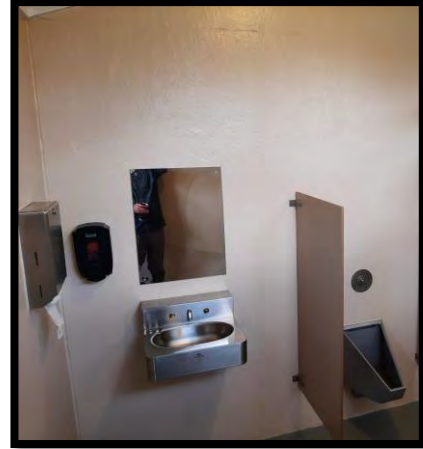
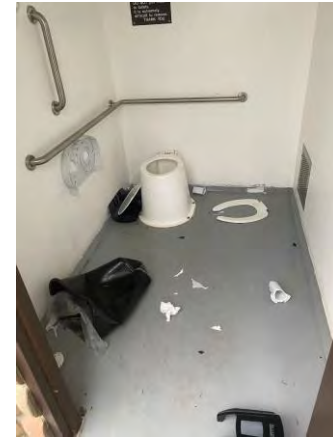
MDT-related

- Russell Street, Van Buren Orange Street

Added and Annexed Parks

- Jeffery Park
- MRL Park
- Redfern Park

MEETING LEVEL OF SERVICE GOALS



DEVELOPED PARKS AND TRAILS FY24 REQUESTS

FY24 NEW REQUEST NOT IN MAYORS BUDGET

Maintenance of Missoula Development Properties

- \$98,650 ongoing
- \$130K one-time contracted services and equipment purchase

Maintenance Tech Assistant (irrigation)

- \$66,316 ongoing personnel related
- \$40K equipment

Ongoing underfunded

- \$140,513 ongoing personnel related
- \$65K equipment

Contracted Mowing

- \$25,600 contracted Services

FY24 REQUESTS CONTINUED

FY24 NEW REQUEST NOT IN MAYORS BUDGET

Turf Management

- \$60,950 ongoing personnel and supplies related
- \$40K equipment

Herbicide-Free McCormick Park Pilot Program

- \$37,090 ongoing supply related

Rights-of-Way and Medians Trail Crew

- \$336,049 Personnel related (four staff)
- \$200K equipment

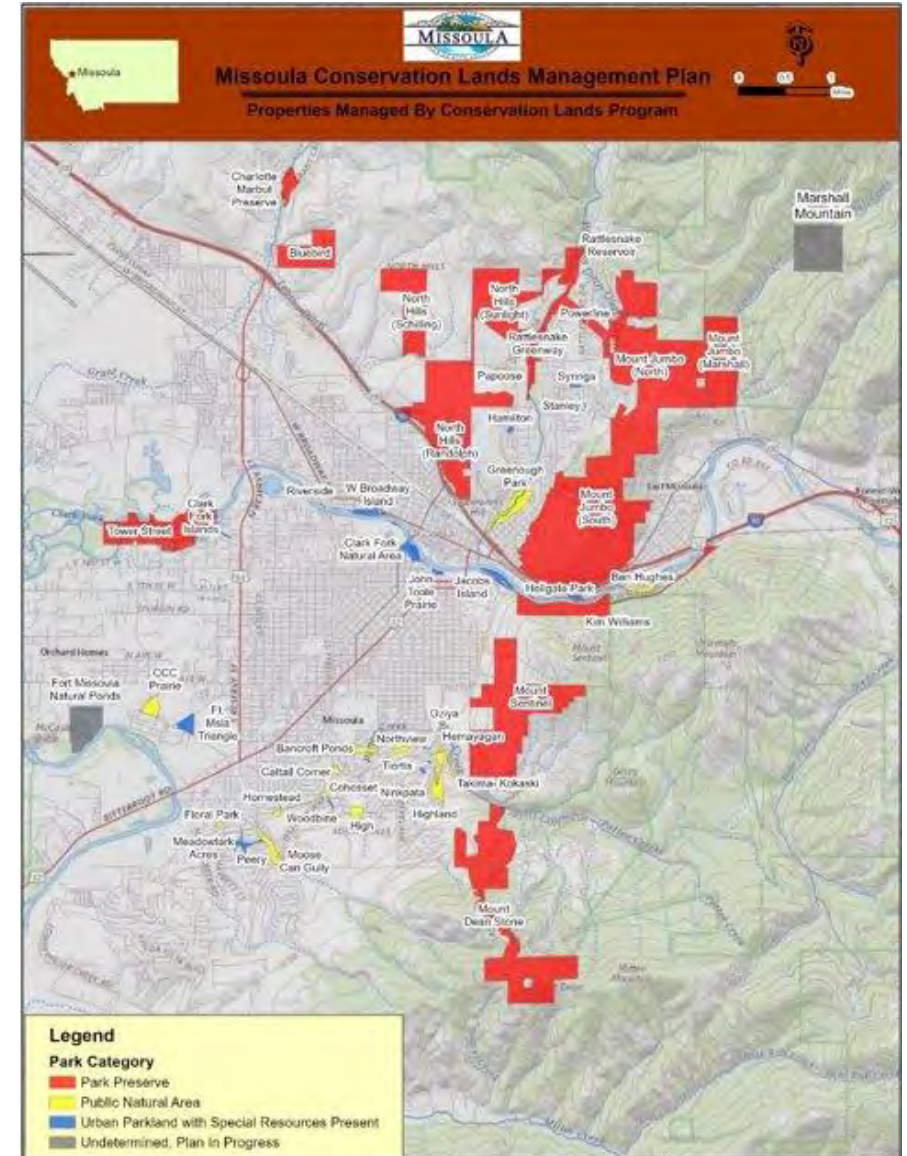
ECOSYSTEM SERVICES: C&SML FUND

Research Program Supervisor extension and Outreach and Stewardship Coordinator

FY24 NEW REQUEST • IN MAYOR'S BUDGET

Funding sources

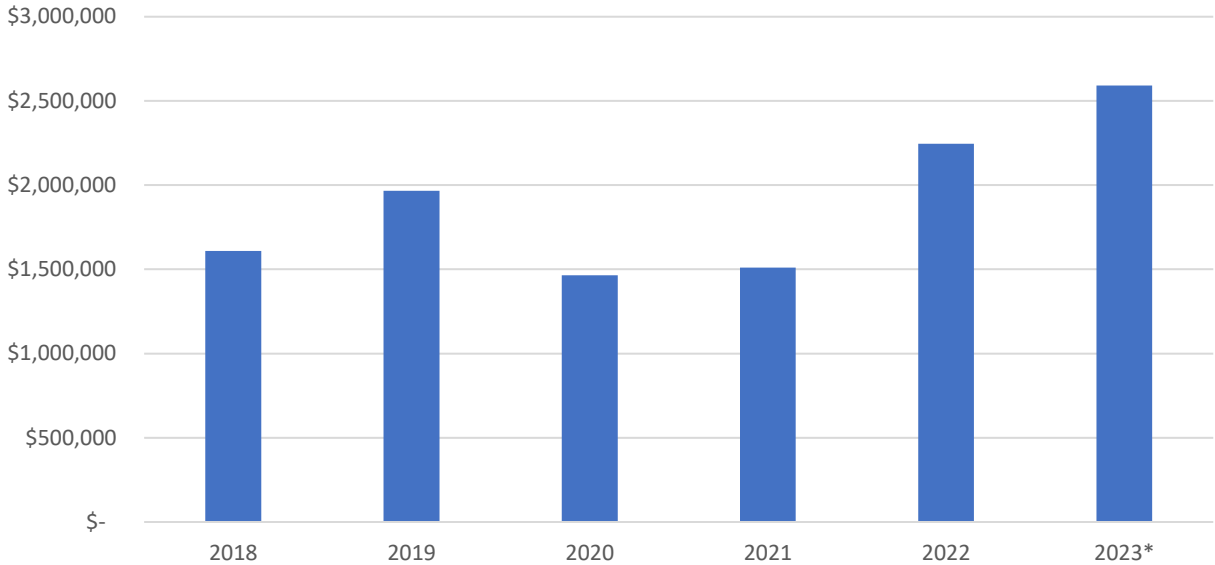
- C&SML Fund \$80,761
- **Expense Authority**
 - 0.25 FTE Program Supervisor Position to increase from 0.75 FTE to 1.0 FTE
 - 0.75FTE Outreach and Stewardship Coordinator
- **Strategic Priorities/Outcomes:**
 - Community Design and Livability: Build a system to effectively engage residents in community design and livability issues that matter to them and empower residents to have ownership in shared outcomes



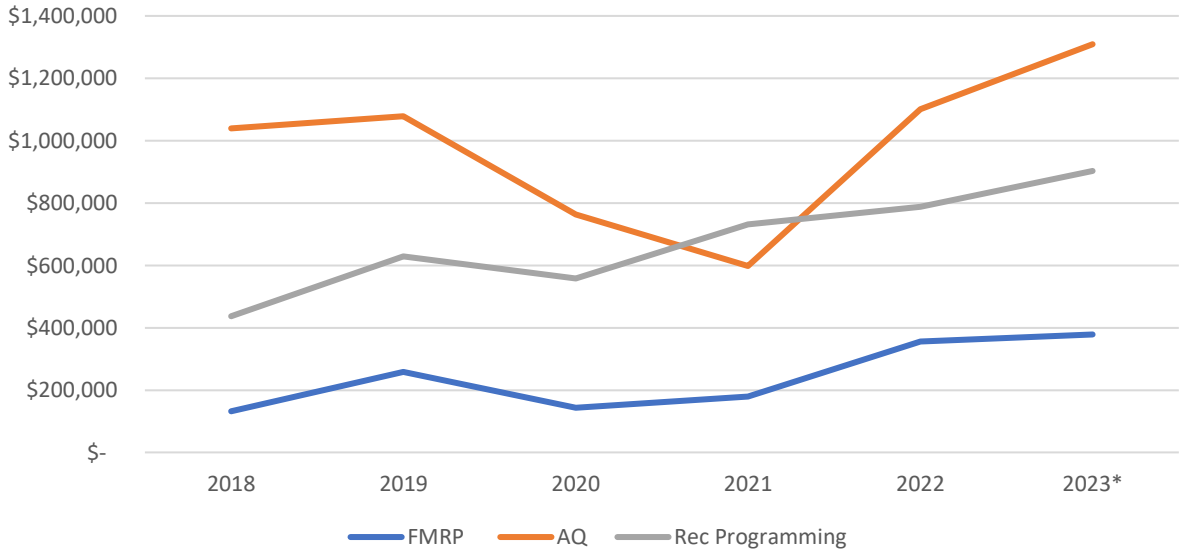
RECREATION PROGRAM REVENUE Since 2018

Participation numbers up
across all programs

Total Recreation Fee for Service Program Revenue Aquatics, Rec Programs, Fort Missoula



Program Revenue by Recreation Team



FEE INCREASE SUMMARY

(Upcoming Hearing)



Most fees proposed to increase 3-6% to keep pace with inflation and wage pressures



Tennis and Pickleball Courts base increase 25% to bring closer to market rate



Utilities at FMRP Bella Vista Championship Synthetic Turf Field increase proportional to utility increase: 19%

FY24 RECREATION PRIORITIES

- Support employees and building capacity
- Increase access to programs
- Cyclical maintenance of facilities

Rec Program Assistants X 2 (Support all programming)

FY24 NEW REQUEST • IN MAYOR'S BUDGET

Multiple Funding Sources: \$162,301

- Youth Program Fees: \$93,603
- FMRP Fees: \$34,305
- Aquatics Fees: \$11,483
- Increase to PD#1 Assessment Revenue: \$22,910

Expending authority:

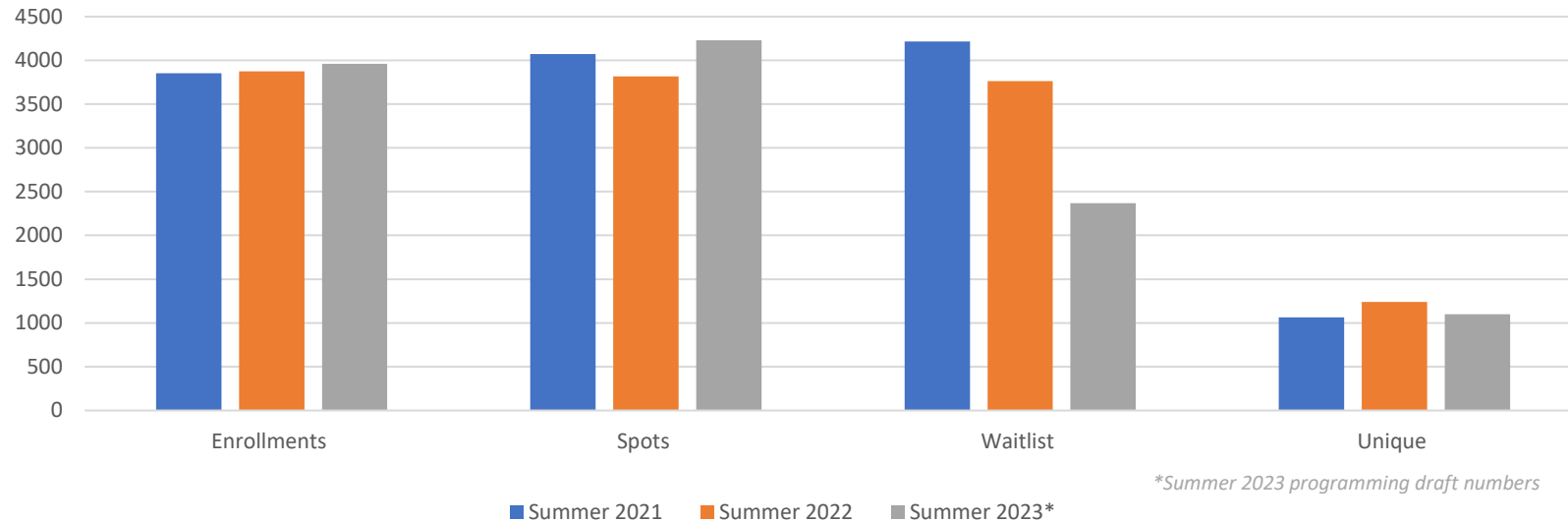
- 2.0 FTE Rec Assistant support all program areas
- 1 FTE level V intermittent position for Rec Programming

Priorities addressed/Outcomes

- **Organizational Excellence and Resilience:** paying living wage and staffing efficiency, risk management and stewardship

RECREATION PROGRAM SUMMARY

Summer Camp enrollments and availability Summer 2021 – 2023*



Parks summer camp programming reaches **29%** of K-5 population, about 1200 amazing kids.

Growing programs through out the school year:

- Afterschool and School's Out programs
- Zootown Derailleurs cycling program
- Super and Tiny Sprouts preschool programs

BUDGET AND FEE PROCESS

Recreation Programs

A	B		C	D	E		F	G	H
Item	FY23 Budget		FY23 Actual	Delta (Actual - Budget)	FY24 Baseline Budget		FY24 Mayors Approved	FY24 Projection	Delta (Actual - Budget)
Rec Programs Revenue	\$	696,593	\$ 884,467	\$ 187,874	\$ 781,093	\$ 878,696	\$ 937,535	\$ 58,839	
Rec Programs Expense	\$	969,902	\$ 1,120,508	\$ 150,606	\$ 1,058,144	\$ 1,167,202	\$ 1,222,452	\$ 55,250	
Net	\$	(273,309)	\$ (236,041)	\$ 37,268	\$ (277,051)	\$ (288,506)	\$ (284,917)	\$ 3,589	
Cost Recovery		72%	79%	7%	74%	75%	77%	1%	

FY24 SUPPORTED REQUESTS

Rec Program Assistants X 2 (Recreation Programs Portion)

**FY24 NEW REQUEST
IN MAYOR'S BUDGET**

21st Century Grant (Rec Fee Portion)

FY24 NEW REQUEST • NO TAX IMPACT • IN MAYOR'S BUDGET

Employee training request

FY24 NEW REQUEST • NO TAX IMPACT • IN MAYOR'S BUDGET

Funding sources:

- \$7K Rec Program and Cancellation Fees

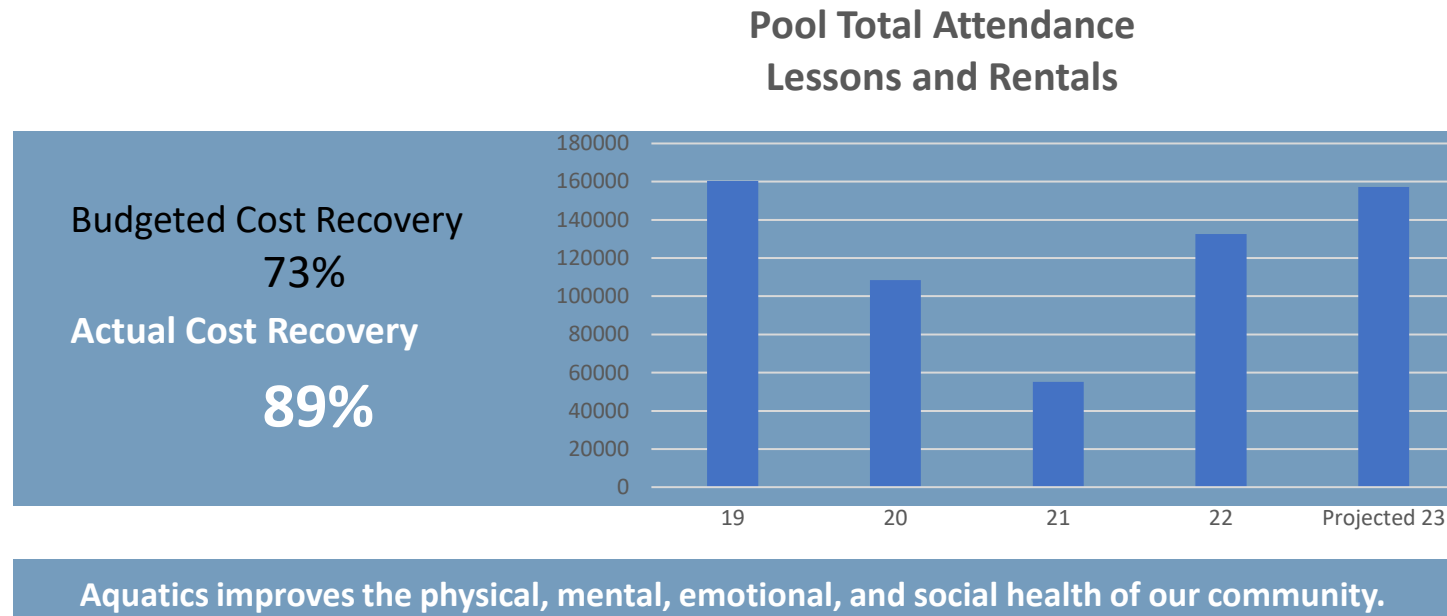
Expending Authority

- Training budget increases

Priorities Addressed/Outcomes

- Organizational Excellence and Resilience

AQUATICS SUMMARY



- Brings people together
- Adds to Missoula's recreational and property values
- Encourages fitness for the whole family
- Increases public safety
- Increases access to fitness classes
- Combats childhood obesity
- Creates jobs
- An important introduction to lifetime of wellness

BUDGET AND FEE PROCESS

Aquatics

A	B	C	D	E	F	G	H
Item	FY23 Budget	FY23 Actual	Delta (Actual - Budget)	FY24 Baseline Budget	FY24 Mayors Approved	FY24 Projection	Delta (Actual - Budget)
Aquatics Revenue	\$ 1,206,800	\$ 1,360,981	\$ 154,181	\$ 1,246,800	\$ 1,284,009	\$ 1,375,000	\$ 90,991
Aquatics Expense	\$ 1,655,274	\$ 1,529,991	\$ (125,283)	\$ 1,864,340	\$ 1,901,549	\$ 1,747,012	\$ (154,537)
Net	\$ (448,474)	\$ (169,010)	\$ 279,464	\$ (617,540)	\$ (617,540)	\$ (372,012)	\$ 245,528
Cost Recovery	73%	89%	16%	67%	68%	79%	11%

FY24 SUPPORTED REQUESTS

FY24 New request: Rec Program Assistants X 2 (Aquatics Portion)

**FY24 NEW REQUEST
IN MAYOR'S BUDGET**

Aquatics Cyclical Maintenance \$200K

FY24 NEW REQUEST • NO TAX IMPACT • IN MAYOR'S BUDGET

Funding Source

- Park District Fund Balance proportional to AQ operational net revenue from FY23

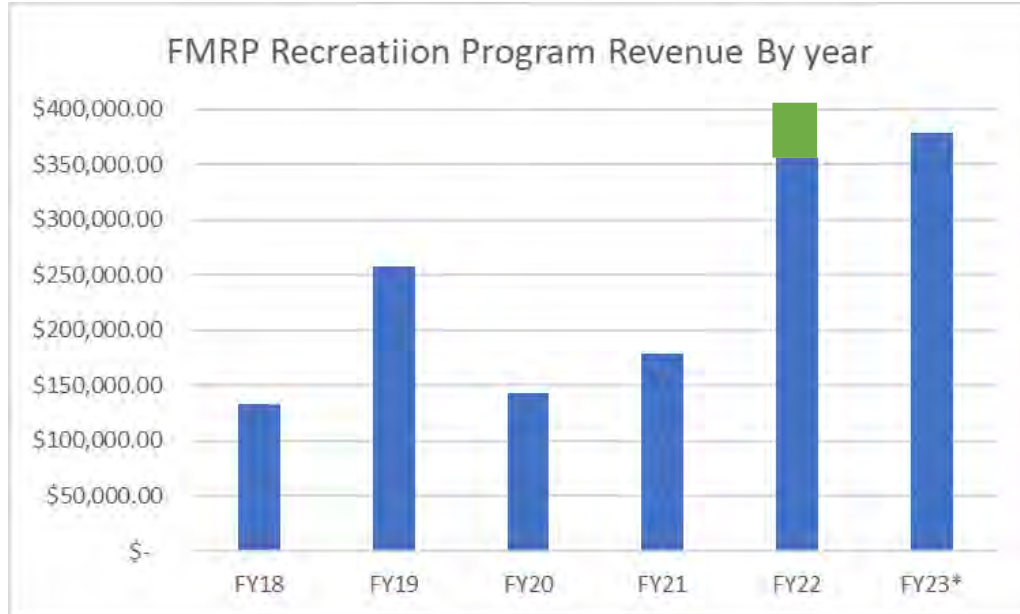
Expending Authority

- \$200K for onetime cyclical maintenance
- IT ventilation and building Re-roof
- Tile work and slide refinishing, pool blanket for pond

Strategic Priorities/Outcomes

- Community Design and Livability

FMRP RECREATION SUMMARY



CY23 continued growth

2022 Highlights

- Rectangular field rentals increased 48% to 1,513
- 140% increase softball field rentals up 259 rentals over CY21
- Hosted 3 MPR pickleball tournaments which had 250+ participants.



BUDGET AND FEE PROCESS

Fort Missoula Regional Park Programming Fund

A	B	C	D	E	F	G	H
Item	FY23 Budget	FY23 Actual	Delta (Actual - Budget)	FY24 Baseline Budget	FY24 Mayors Approved	FY24 Projection	Delta (Actual - Budget)
FMRP Program Revenue	\$ 310,000	\$ 421,821	\$ 111,821	\$ 333,000	\$ 370,391	\$ 435,000.00	\$ 64,609.00
FMRP PProgram Expense	\$ 291,191	\$ 250,699	\$ (40,492)	\$ 327,779	\$ 365,170	\$ 406,911.50	\$ 41,741.50
Net	\$ 18,809	\$ 171,122	\$ 152,313	\$ 5,221	\$ 5,221	\$ 28,089	\$ 22,867.50
Cost Recovery	106%	168%	62%	102%	101%	107%	5%

FY24 SUPPORTED REQUESTS

Rec Program Assistants X 2 (FMRP Portion)

FY24 NEW REQUEST • IN MAYOR'S BUDGET

SHELTER FEE SUPPORTED REQUEST

User group rentals contracted services

FY24 NEW REQUEST

NO TAX IMPACT • IN MAYOR'S BUDGET

Funding Sources: \$5K Shelter reservation fees

Expense Authority:

- Garbage and Porta john services to support shelter rentals

Request outcomes

- Community Design and Livability facilitating user group experience



COMMUNITY SAFETY AND WELLBEING

“Share the Fun” scholarships continue to increase:

Awards increased by **41% over FY22**.

- Current balance in Scholarship fund \$86K
- Ongoing revenue \$40K per year

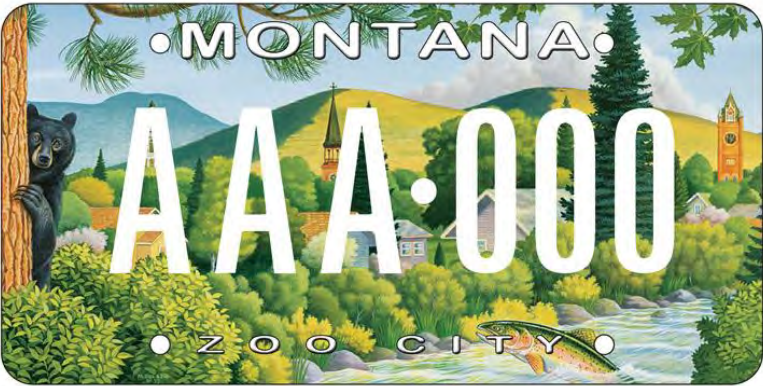
FY24 New request:

Funding Sources: **Ongoing:** Not funded in Mayor budget

- \$50,000 annual increase to support Share the Fun Grants
- \$40,000 for Sliding fee scale program for out-of-school time programs

One time: In Mayors budget

- One time Park District #1 fund balance: \$50K
- **Strategic Priorities/Outcomes:**
 - Increased access to Parks and Recreation Programming



Years	Scholarship Funds	Total AQ \$	Total AQ Lesson \$	Total Program \$	# AQ Passes	# AQ Lessons	# Recreation Programs
2015 - 2016	\$ 35,407.00				434	130	137.5
2016 - 2017	\$ 21,751.50				237	76	117
2017 - 2018	\$ 23,564.55				281	115.5	88
2018 - 2019	\$ 33,666.60				333	160	174.5
2019 - 2020	\$ 19,573.10				175	94	106
2020 - 2021	\$ 28,495.50	\$ 16,418.75	\$ 1,232.00	\$ 10,862.00	197	41	224
2021 - 2022	\$ 64,973.94	\$ 37,030.46	\$ 3,583.40	\$ 24,360.08	420	118	392
2022 - 2023	\$ 91,567.32	\$ 52,245.50	\$ 7,680.32	\$ 31,641.50	506	218	389

COMMUNITY SAFETY AND WELLBEING

FY24 New request: 21st Century Funding

NO TAX IMPACT • IN MAYOR'S BUDGET

Multiple Funding Sources: \$167,518

- Missoula County School District 21st Century grant funding: \$140,431
- Increased Fee for Service Revenue in Youth Programming: \$27,087

Expending Authority:

- 1.0 FTE Program Supervisor,
- 1.9 FTE Level V intermittent

Strategic Priorities/Outcomes:

- Community Safety and Wellbeing: Maintain Public Health Services in areas of both prevention and response

COMMUNITY SAFETY AND WELLBEING

Missoula Childcare Advantage support (non-departmental)

FY24 NEW REQUEST • NO TAX IMPACT • IN MAYOR'S BUDGET

Funding Sources: \$30K General fund

- Other funding sources Missoula County, United Way of Missoula

Strategic Priorities/Outcomes

Community Design and Livability and Economic Health: Support of Missoula's network of independent childcare and enhance the economic health of the Missoula community by providing the childcare sector a more equitable opportunity to thrive.

- **Child Care Provider applications are open now**



BUSINESS ADMINISTRATION

Administrative Specialist II

FY24 NEW REQUEST

NOT IN MAYORS BUDGET

Funding sources

- PD#1 Ongoing assessment \$69,509

Expense Authority

- 1 FTE administrative Specialist

Strategic Priorities/Outcomes:

- Organizational Excellence: Plan for growth, seek alternative funding, Maintain Level of Service

Marketing and Communications Coordinator

FY24 NEW REQUEST

NOT IN MAYORS BUDGET

Funding sources:

- PD#1 Ongoing assessment \$61,952

Expense Authority

- 0.75 FTE Marketing Coordinator

Strategic Priorities/Outcomes

- Organizational Excellence

PROJECTS AND PLANNING

Program Specialist II

FY24 NEW REQUEST

NOT IN MAYORS BUDGET

Funding source

- PD#1 ongoing assessment: \$96,282

Expense Authority

- 1 FTE Program Specialist II

Strategic Priorities/Outcomes:

- Organizational Excellence and Community Design and Livability



CIP - COMMUNITY PARKS

- **FY24 Priorities:**

- East Caras Restoration
- Beartracks Bridge Park
- Clark Fork River Restoration and Access
- Caras Park River Access

- **Out year Workplan**

- Playfair Park Master Planning
- West End Farms
- Currents Center for Recreation and Creativity



CIP-NEIGHBORHOOD PARKS

FY24 Priorities

- Syringa Park Phase II: In Partnership with Mountain Bike Missoula
- Bonner Band shell: Parks District #1 Limited Revenue bonds
- Red Fern Park: In partnership with Neighborhood HOA and use of Park Impact Fees
- Downtown Lions: Depending on securing funding
- Kiwanis Park Entry from Front St

Out-Year Workplan

- Multiple Neighborhood Parks as funding is secured including:
 - Northside Parks
 - Ninkpata
 - Pleasant view
 - Bellevue



CIP – OPEN SPACE AND CONSERVATION LANDS

FY24 Priorities

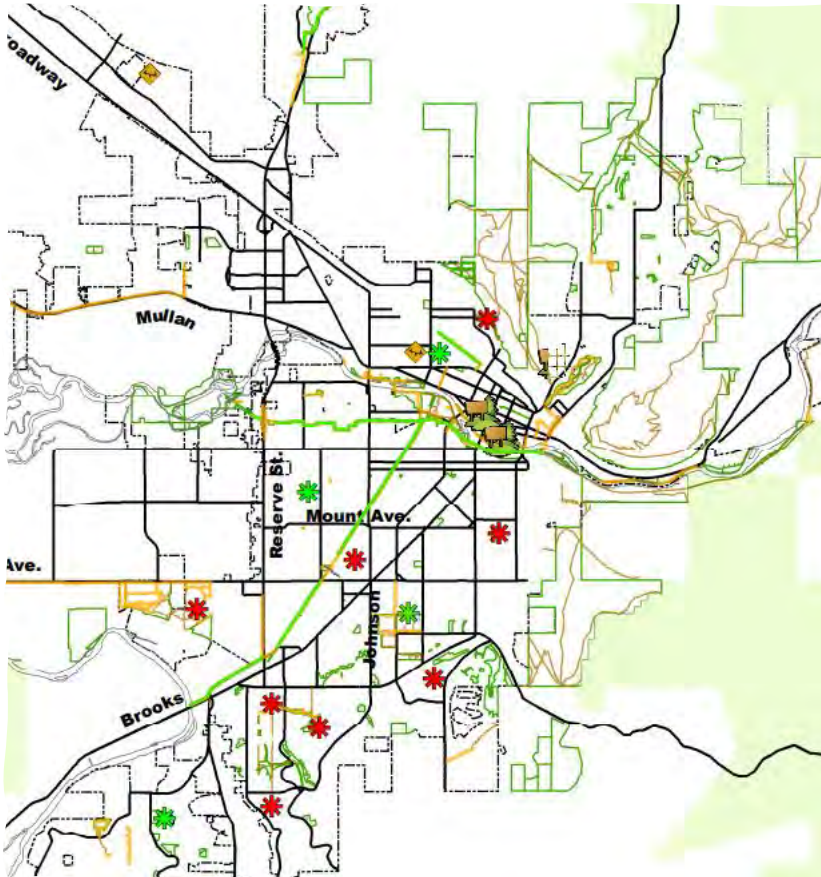
- Close out Rattlesnake Dam Phase 1 project
- South Hills Spur
- Trail and Wayfinding interpretation plan
- Marshall Mountain

Out-Year Work Plan

- West Broadway River Corridor
- Duncan Trailhead
- Fort Ponds Master Planning
- Urban Forest



CIP – PARK ASSET MANAGEMENT



FY24 Priorities

- Restroom repairs and Sacajawea Park
- Complete Sport Court renovations at Marilyn and Franklin and add Skyview for renovation.
- Construction Contract at Northside Ped Bridge:
- Transportation Alternative Grants (TA): leveraging \$845K of Federal funds through Missoula Metropolitan Planning Organization
- Aquatics Cyclical Maintenance

Out-year Workplan

- Operations Facility Relocation
- Greenough Restroom Replacement
- Aquatics Cyclical Maintenance and New Feature Development
- California Street Bridge Renovations
- Additional Sport Courts
- Developed Parks and Trails Deferred Maintenance
 - Playgrounds, commuter paths, shelters

PARKS DISTRICT # 1 LIMITED REVENUE BONDING PROJECTS



Issued Bonds supporting Community Investments at:

- Caras Park Phase 1: \$700K
- West Side Park: \$250K
- 50 M pool liner replacement: \$250K
- Bonner Band shell ADA access: \$105K under contract
- North side Ped Bridge: \$1.58M Under Contract

Current Annual Debt Service for two Limited Revenue Bonds totaling \$4.2M= \$318K/year

FY24 Additional Parks District #1 Limited Revenue Bond

- North Side Ped Bridge = \$2M (Total \$3.585M) investment with debt Service coming due in beginning FY25
- **Does not address significant needs in aging Park system**
- Ex. Parking lots, playgrounds, shelters, sports courts, bathrooms

SUMMARY: CONSIDERATION FOR ADDITIONAL FUNDING

1) Season extensions for labor staff

- **Maintenance Worker Extensions (15): \$113,465**
- Maintenance Technician Extensions (5): \$64,230
- Recruitment and Retention

2) Supply and Purchased Service Inflationary Increase: \$44,890

- Keep purchasing power in inflationary environment

3) Safety and training increases: \$32,193

- Ability to provide proper training and support to employees

4) Prioritized Additional Staffing and Equipment

- Staffing: \$239,012
- Equipment: \$254,000
- Keep pace with growing lands and needs



QUESTIONS AND
THANK YOU