

# FY25 Budget & Strategic Plan Update

## Central Administration



April 23, 2025

Eric Hallstrom, COO

# Central Administration OVERVIEW



# CITY COUNCIL

## FINANCIAL SUMMARY & PROJECTIONS

### KEY PROJECTS

- Opportunities for Chamber Improvements
- Participation at MT League of Cities and Towns

### Council's Expenditures

	BUDGET	ACTUALS (Thru Mar)	PROJECTION	ANTICIPATED SAVINGS
Personnel	400,162	319,962	393,648	6,514
Operating	18,105	12,196	14,057	4,048
Grants	6,000	6,000	6,000	0
Debt Service	0	0	0	0
Capital Outlay	0	0	0	0
Total	424,267	338,159	413,704	10,563



# MAYOR'S OFFICE

## FINANCIAL SUMMARY & PROJECTIONS

### KEY PROJECTS

- Communications: branding and social media strategy
- Tools & service enhancement

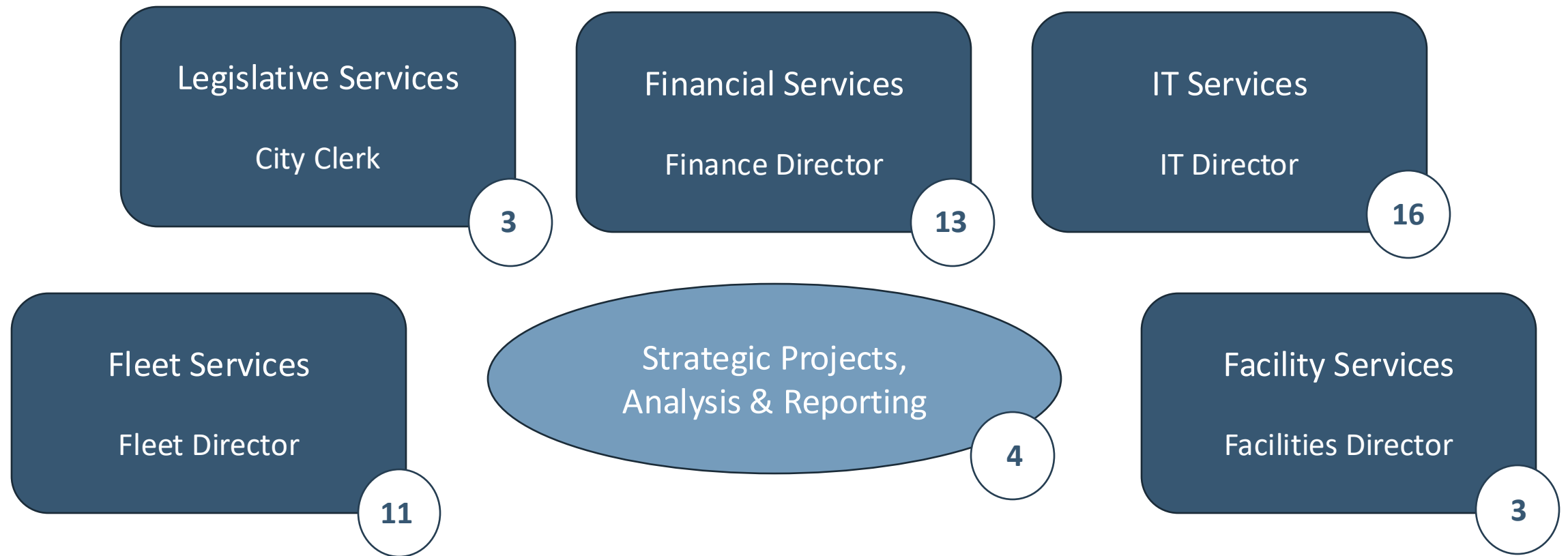
### Mayor's Expenditures

	BUDGET	ACTUALS (Thru Mar)	PROJECTION	ANTICIPATED SAVINGS
Personnel	626,737	458,269	624,047	2,690
Operating	154,091	24,058	153,349	742
Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Outlay	0	0	0	0
Total	780,828	482,327	777,397	3,431



# CENTRAL SERVICES OVERVIEW

LEADERSHIP & EMPLOYEES: ~50



# CENTRAL SERVICES OVERVIEW

## MISSION

To provide core, city-wide services that enable the City of Missoula to carry out its functions and achieve its strategic goals.

## VISION

Efficient and effective operations enable the City to meet the community's needs and provide high value to taxpayers.

## GUIDING PRINCIPLES

Partnership | Integrity | Accountability | Continuous Improvement

# Central Services in Strategic Context

Closely connected to the strategic pillar of Organizational Excellence with management and budget driven by City Strategic Priorities



Develop and enhance the capabilities of internal systems and infrastructure



Contribute to and support a culture of strong internal communication



Identify and implement strategies to address the City's budgetary pressures



Support and enhance a results-oriented management culture in all departments



Enhance internal governance

# CENTRAL SERVICES

## HIGHLIGHTED PRIORITY WORK

## Digital Modernization & Resiliency

- Data Migration: Step 1 nearing completion
  - We've deleted >10TB of data and tens of thousands of files*
- Right-sizing Microsoft licensing and deploying new MFA system
- Business process improvements: AP and Amazon
- ADP Workforce Now configuration
- ESRI Advantage Program yielding modernization of GIS system
- Fleet Maintenance Status tracking system using new Microsoft tools
- Developed partnership with UM/Accelerate MT to offer city-wide Project Management Training series.

### Looking Ahead

- Complete city-wide area network infrastructure modernization providing redundant network connectivity to internet and city data and systems at 18 disparate locations.
- Step 2 Data Migration: organizational refinements and activating our retention enabled system
- Power App governance



# CENTRAL SERVICES

## HIGHLIGHTED PRIORITY WORK

## Financial Sustainability

- Cost Allocation Plan update underway FY25
- New auditor
- Executed Debt Book software
- Met request for FY25 austerity targets and budget savings  
*Withdrew multiple new FTE requests (Fleet / IT) – canceled transcription services – Increased maintenance fees – delayed projects and purchases and more.*

### Looking ahead

- Execute approved fee recommendations
- Needs Assessment & RFP for new Financial System (to replace Edens)
- Focus on building a longer term, sustainable budget



# CENTRAL SERVICES

## HIGHLIGHTED PRIORITY WORK

### Capital Planning Projects

- City-County partnership in Engen Building planning
- Initiated Strategic Facilities Plan

### Strategy and Governance

- Successfully navigated transitions with City Clerk & City Attorney
- Support Strategic Plan Design and Implementation
- Review and documentation of policies and procedures
- Harvard-Bloomberg – Paragon- and What Works City Certification
  - [Becoming a Data Driven Organization – Tracking & Reporting Success](#)
- Generative AI



# Strategic Goals FY25-26

## Support and enhance a results-oriented management culture in all departments

Establish mechanisms to formally incorporate strategic lenses into structured decision-making.



Share best practices for integrating measurable goals and objectives into work plans.



Invest in technology systems that support the collection, dissemination, and use of relevant data to drive management decisions.



## Optimize the allocation, use, and financing of technology and space across the City to better serve the community

Acquire and implement key system upgrades, including Human Resources and Payroll, Finance and Asset Management.



In partnership with Missoula County, effectively manage the rehabilitation of the Missoula Federal Building and provide for a well-organized transition from City Hall to the Engen Building.



Develop a city-wide facilities plan to enable the coordination and prioritization of strategic short- and long-term facilities improvement projects across departments.



# Strategic Goals

## Review and realign business processes to support staff capacity, collaboration, and innovation

Utilize technology modernization projects, such as data migration, to redesign and streamline business processes, foster innovation, boost staff capacity, and support collaboration.



Seek opportunities to evaluate and revise business processes, technologies and staffing levels to achieve greater efficiency and effectiveness.



Modernize information technology systems and practices.



## Assess, enhance and strengthen internal communication and collaboration.

Deploy technologies that provide opportunities and support for collaboration and information sharing within and among departments and work teams.



Increase the use of the City's intranet to enhance employee access to current procedures, practices, guidelines, business processes, news and information.



# Strategic Goals

## Increase community engagement and understanding of City services, initiatives and resources

Complete the national community survey, share the results, and incorporate the measures into City planning and reporting.



Drive consistency, effectiveness and excellence in City messaging.



Redesign website, implement social media plan, and explore other modalities to share timely information and engage our community.



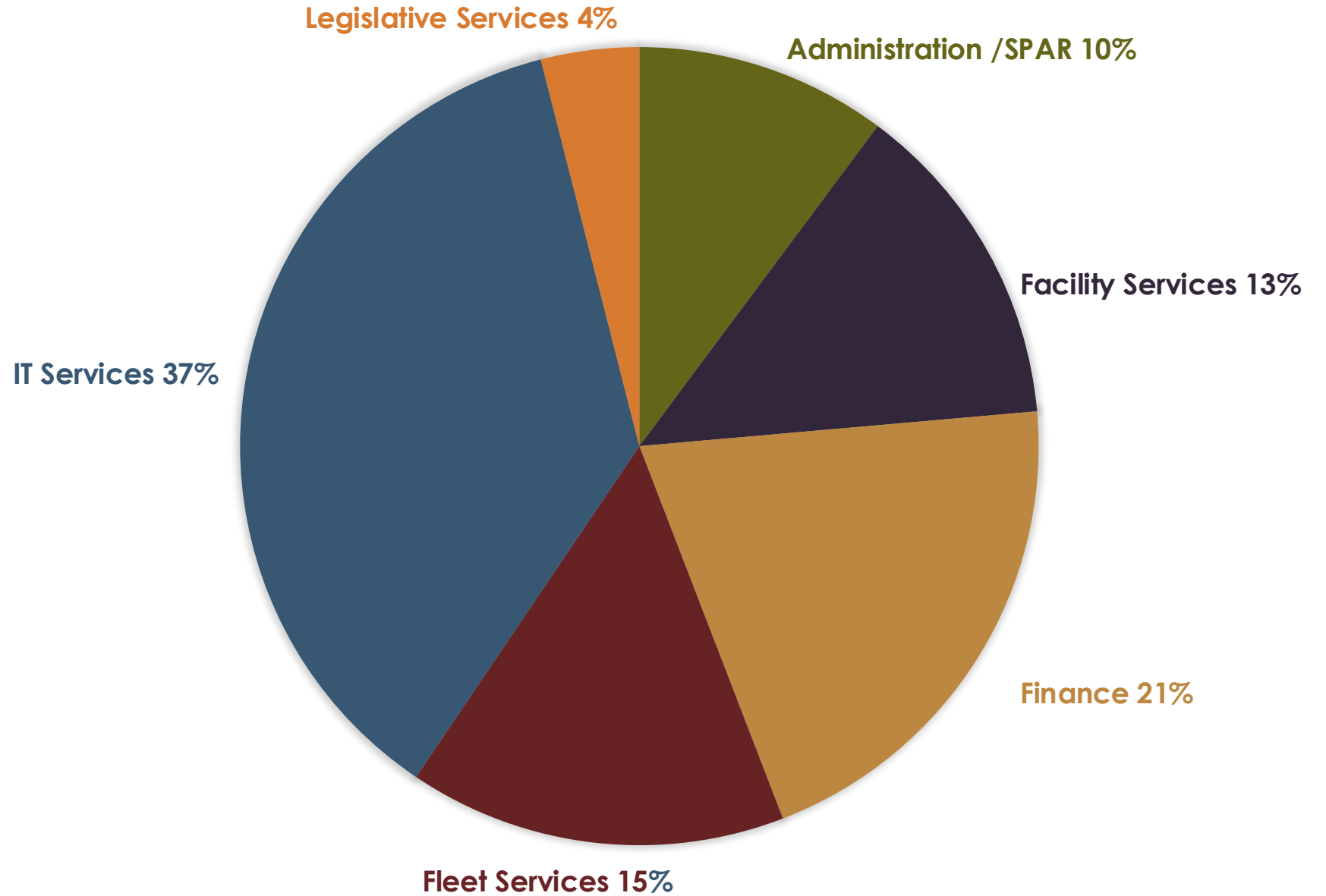
## Create short- and long-term actions and metrics and to make City operations environmentally sustainable.

Implement climate action policies to reduce greenhouse gas emissions through energy efficiency and electrification of City-owned buildings and fleet vehicles.



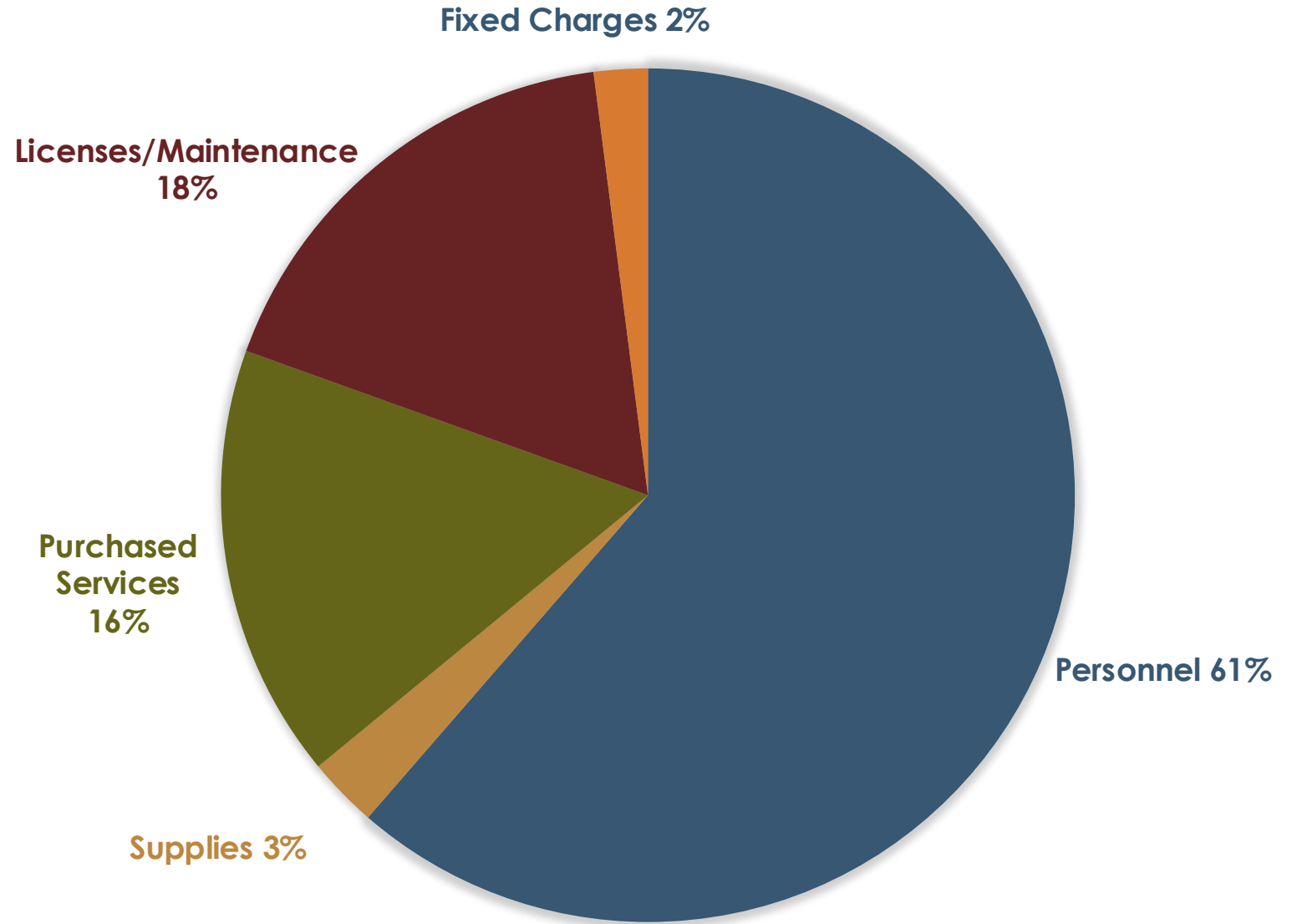
# CENTRAL SERVICES

## FY25 BUDGET BY DIVISION



# CENTRAL SERVICES

## FY25 EXPENSES BY CATEGORY



# CENTRAL SERVICES

## FINANCIAL SUMMARY & PROJECTIONS

### ALL DIVISIONS



### KEY PROJECTS

- Data Driven Decision Making: Harvard-Bloomberg and What Works City Certification
- Generative AI: guideline development and staff lunch & learns

### Central Services Total Expenditures

	BUDGET	ACTUALS (Thru Mar)	PROJECTION	ANTICIPATED SAVINGS
Personnel	5,511,012	3,947,447	5,253,628	257,384
Operating	3,442,594	2,263,974	3,251,042	191,551
Grants	55,862	147,059	174,492	(118,630)
Debt Service	0	0	0	0
Capital Outlay	0	0	0	0
Total	9,009,468	6,358,480	8,679,161	330,306

# CENTRAL SERVICES

## FINANCIAL SUMMARY & PROJECTIONS

### STRATEGIC PROJECTS, ANALYSIS & REPORTING



### KEY PROJECTS

- National Community Survey: application of data to current planning, identification of gaps and desired outreach cadence
- Engen Building: Legal, Financial and Environmental Compliance
- Modernization: Data Migration and Licensing

### CS Administration Expenditures

	BUDGET	ACTUALS (Thru Mar)	PROJECTION	ANTICIPATED SAVINGS
Personnel	554,221	405,080	540,470	13,751
Operating	361,303	206,183	361,303	0
Grants	0	118,630	118,630	(118,630)
Debt Service	0	0	0	0
Capital Outlay	0	0	0	0
Total	915,524	729,893	1,020,402	(104,878)

# CENTRAL SERVICES

## FINANCIAL SUMMARY & PROJECTIONS

### FACILITY MAINTENANCE



### KEY PROJECTS

- Shop Roof Repair & make-up air unity replacement + CPDI chiller replacement
- Catlin parking lot repairs and MAM heating repairs
- Preventative maintenance and contingency planning
- Facility Management Inventory

### Facility Maintenance Expenditures

	BUDGET	ACTUALS (Thru Mar)	PROJECTION	ANTICIPATED SAVINGS
Personnel	351,124	233,257	311,215	39,909
Operating	809,515	450,540	686,761	122,754
Grants	45,862	28,429	45,862	0
Debt Service	0	0	0	0
Capital Outlay	0	0	0	0
Total	1,206,501	712,226	1,043,838	162,663

# CENTRAL SERVICES

## FINANCIAL SUMMARY & PROJECTIONS

### FINANCE



### KEY PROJECTS

- Fee Study & Cost Allocation Plan update
- Software Enhancements: Debt Book & ADP Workforce Now
- AP process improvements as part of modernization efforts
- Building a sustainable budget

### Finance Expenditures

	BUDGET	ACTUALS (Thru Mar)	PROJECTION	ANTICIPATED SAVINGS
Personnel	1,364,619	980,654	1,275,703	88,916
Operating	481,292	317,416	440,753	40,539
Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Outlay	0	0	0	0
Total	1,845,911	1,298,070	1,716,456	129,455

# CENTRAL SERVICES

## FINANCIAL SUMMARY & PROJECTIONS

### FLEET MAINTENANCE



### KEY PROJECTS

- Technology adoption
- Data & Workflow Improvements: Fleet Maintenance Tracker
- Mitigating performance issues due to lack of capacity

### Fleet Maintenance Expenditures

	BUDGET	ACTUALS (Thru Mar)	PROJECTION	ANTICIPATED SAVINGS
Personnel	1,232,501	897,191	1,197,005	35,496
Operating	142,747	80,651	142,450	297
Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Outlay	0	0	0	0
Total	1,375,248	977,842	1,339,456	35,792

# CENTRAL SERVICES

## FINANCIAL SUMMARY & PROJECTIONS

### INFORMATION TECHNOLOGY SERVICES



#### KEY PROJECTS

- Network infrastructure modernization (SD-WAN)
- Updating and right-sizing Microsoft licensing / MFA
- Updating/enhancing internal systems to provide better data and improve workflows
- Executing RES 8830: Disposal of Obsolete Property including e-waste

#### Information Technology Service Expenditures

	BUDGET	ACTUALS (Thru Mar)	PROJECTION	ANTICIPATED SAVINGS
Personnel	1,685,972	1,234,731	1,673,536	12,436
Operating	1,602,419	1,170,995	1,552,419	50,000
Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Outlay	0	0	0	0
Total	3,288,391	2,405,726	3,225,955	62,436

# CENTRAL SERVICES

## FINANCIAL SUMMARY & PROJECTIONS

### LEGISLATIVE SERVICES



### KEY PROJECTS

- Staffing enhancements
- Increased role in information management in Step 2 of Data Migration project
- Fall 2026 Elections

### City Clerk's Office – Legislative Services Expenditures

	BUDGET	ACTUALS (Thru Mar)	PROJECTION	ANTICIPATED SAVINGS
Personnel	322,575	196,534	255,699	66,876
Operating	24,443	38,188	46,481	(22,038)
Grants	10,000	0	10,000	0
Debt Service	0	0	0	0
Capital Outlay	0	0	0	0
Total	357,018	234,722	312,180	44,838

# CITY ATTORNEY'S OFFICE - CIVIL

- Ryan Sudbury – City Attorney for Civil Services
- Susan Aaberg – Chief Civil/Administrative City Attorney
- Tim DeFors – Deputy City Attorney
- Aislinn Airhart – Senior Legal Assistant



# CAO-CIVIL

## HIGHLIGHTED

## PRIORITY

## WORK

### Ongoing Litigation Defense

- 16 Open Cases Involving the City in FY25
  - Victory in the Western Montana Landlords case
  - Initial Success in East Missoula Litigation

### Priority Project In-House Legal Support

- Riverfront Triangle Development
- Water Rights – Miller Creek Rights and Clark Fork Basin Adjudication
- RCA Park Acquisition
- Ravara and Southgate Mall Projects
- Land Use Plan and Code Reform Project

### City-Affiliated Agency Support

- Missoula Housing Authority – Continued Expansion
- MUTD – CAO-Supported Arbitration Victories



# CAO-Civil

## Current Baseline Budget Overview

- Salary & Benefits FY25 \$602,573
- Supplies FY25 \$ 2,350
- Services, Dues & Training FY25 \$ 16,800

### BUDGET STATUS

#### City Attorney – Civil Services Expenditures

	BUDGET	ACTUALS (As of April 8)	PROJECTION	ANTICIPATED SAVINGS
Personnel	602,573	516,558	602,573	0
Supplies	2,350	528	1,000	1,350
Other Operating	16,800	6,093	10,000	6,800
Debt Service	0	0	0	0
Capital Outlay	0	0	0	0
Total	621,723	523,180	613,573	8,150



# CAO-Civil

## BUDGET STATUS

### FY25 Austerity Measures

- Voluntarily reduced FY25 Non-Salary Allocation by 9%
- Limited FY25 Spending to Mission-Critical Expenditures for Additional Savings

### FY26 Potential Additional Savings

- Reclassifying Civil Chief Attorney to Deputy City Attorney
- Hold Retiring Attorney Position Vacant Short-Term



# CAO-Civil

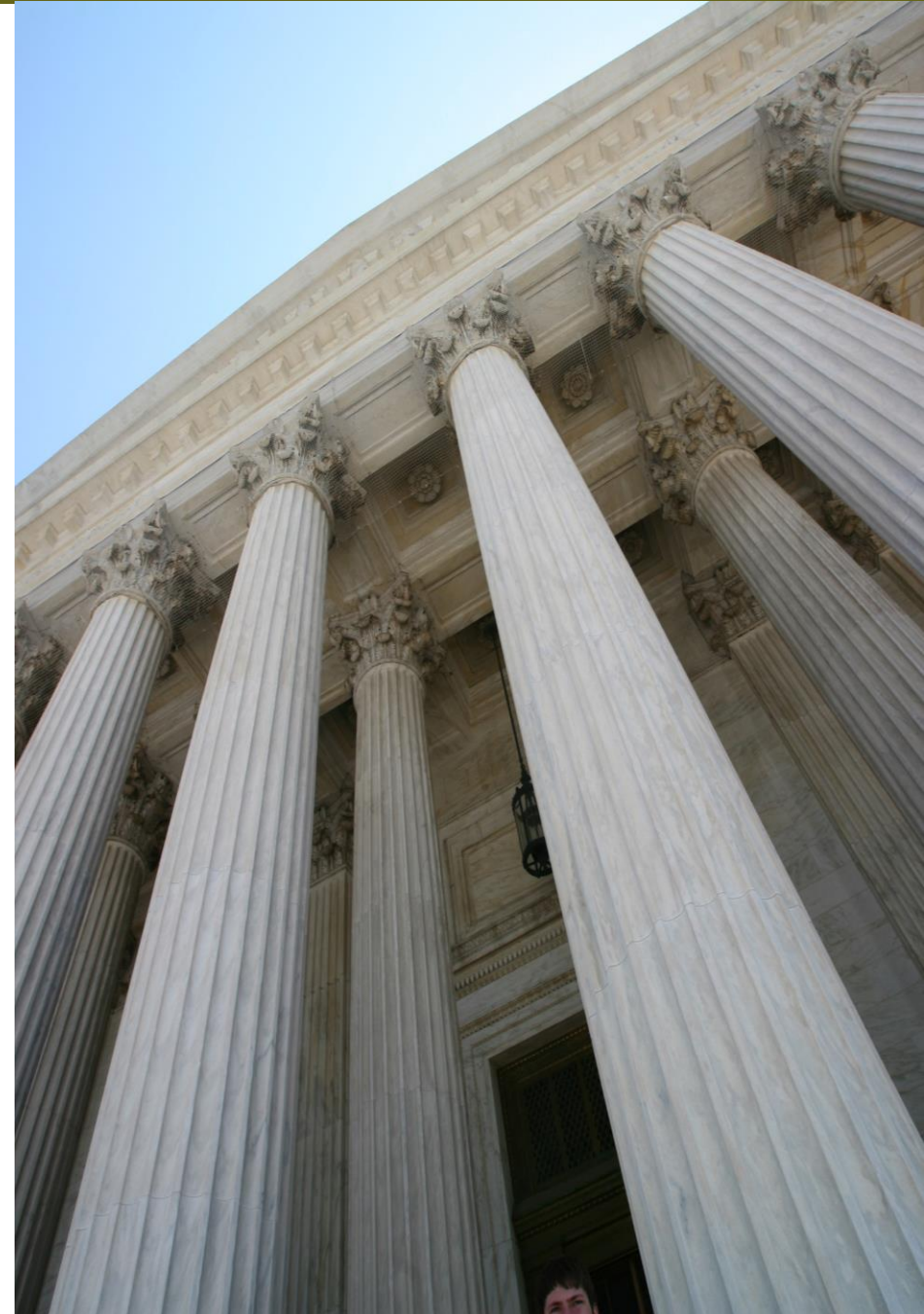
ON THE HORIZON  
FOR FY26

- Retirement and Recruitment
- Reclassification of Legal Support Position
- Increased litigation and Water Rights Load
  - Record number of Open Civil Cases
  - Historic Preservation Commission Litigation
  - Clark Fork Basin Adjudication and Final Decree
- Case Management Software
- Employment and Collective Bargaining Training
- Managing Increased Workload from New MHA-Managed Units



# CITY ATTORNEY'S OFFICE – PROSECUTION

- Keithi Worthington – City Attorney for Prosecution
- 3 Senior Deputy City Attorneys
- 3 Deputy City Attorneys
  - One vacancy as of 5/2
- Adam Veitenheimer, Business Manager
- Amanda Lavoie, Legal Services Specialist
- Brittany Simanton, Victim Services Manager
- 2 Victim/Witness Coordinators
- 3 Legal Assistants
- 2 Legal Support Specialist
  - One vacancy as of 4/9
- Administrative Support Specialist



# CAO PROSECUTION

## CASE WORK

## PROSECUTORS

### Caseload

- Active case average = 292
- Open case average = 799

### Hearings

- 15,890 scheduled
- 11,883 held

## SUPPORT STAFF

- Legal Assistant average case load = 467
- Victim / Witness Coordinators average case load = 116



# CAO PROSECUTION

HIGHLIGHTED  
PRIORITY  
WORK

## VICTIM SERVICES

### DV and Violent Crimes

January to March 2025

- 849 contacts with victims
- 369 of those DV cases
- 85 victim meetings

### Victims of Other Crimes (Theft, DUI, Accidents)

January to March 2025

- 215 contacts

## FY 2025 HIGHLIGHTS

- Hired and trained 2 positions
- Victim Services cell phone
- Implemented process to track compliance for conditions of sentence (non DV/Violent cases)
- Created Management Team
- Began data conversion for case management software



# CAO PROSECUTION

## BUDGET STATUS

### Current Baseline Budget Overview

- Salary & Benefits                      FY25 \$2,017,389
- Supplies                                      FY25 \$     6,547
- Services, Dues & Training            FY25 \$    58,840

#### City Attorney – Prosecution Services Expenditures

	BUDGET	ACTUALS (As of April 22)	PROJECTION	ANTICIPATED SAVINGS
Personnel	2,017,389	1,284,942	1,936,389	81,000
Supplies	6,547	3,068	6,047	500
Other Operating	58,840	42,384	54,340	4,500
Debt Service	0	0	0	0
Capital Outlay	0	0	0	0
<b>Total</b>	<b>2,082,776</b>	<b>1,330,394</b>	<b>1,996,776</b>	<b>86,000</b>



# CAO PROSECUTION

## BUDGET STATUS

### FY25 Austerity Measures

- 96% Personnel Costs
- Will exceed \$4,536 proposed
  - Travel Reduced by 5%
  - Office Supplies Reduced by 10%
  - Operating Supplies Reduced by 10%
  - Printing Reduced by \$100
  - Professional Services Reduced by \$200

### FY25 Potential Additional Savings

- Vacancy Savings – Deputy City Prosecutor & Legal Support Specialist
  - Estimated \$81,000 (originally estimated at \$32,500)



# CAO PROSECUTION

ON THE HORIZON  
FOR FY26

- Case Management Software Transition
- DCA Recruitment
- Reclassification for Assistant City Attorney Position
- Specialized Prosecution Teams
  - DV and Thefts/DUIs
- Case Diversion



# Questions?



Central Administration – Central Services – Attorneys Office

April 23, 2025