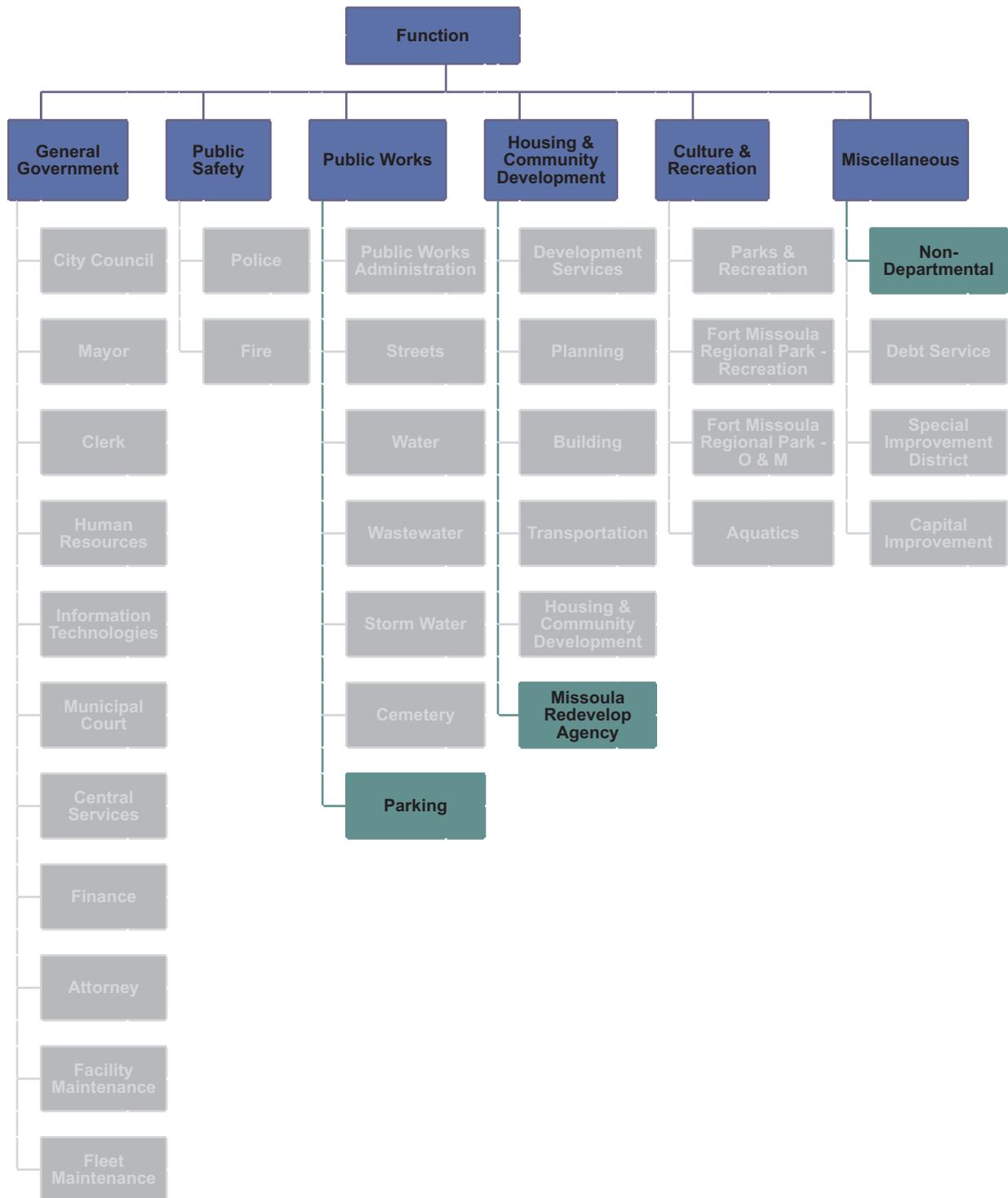
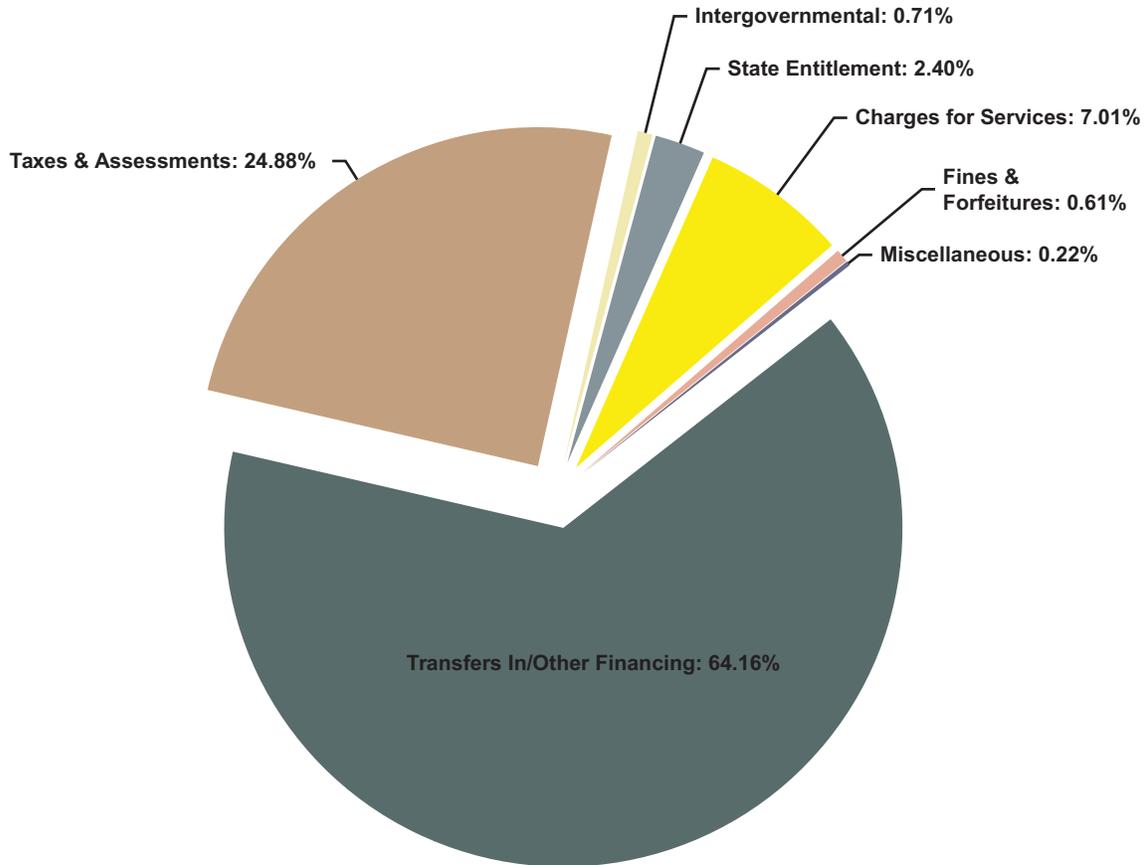


COMPONENT UNIT FUNDS

Component units are legally separate organizations for which the elected officials of the agency are financially accountable. In addition, component units can be other organizations of which the nature and significance of their relationship with the agency is such that exclusion of these organizations from the agency's financial statements would be misleading. Departments highlighted in green are included in this section.

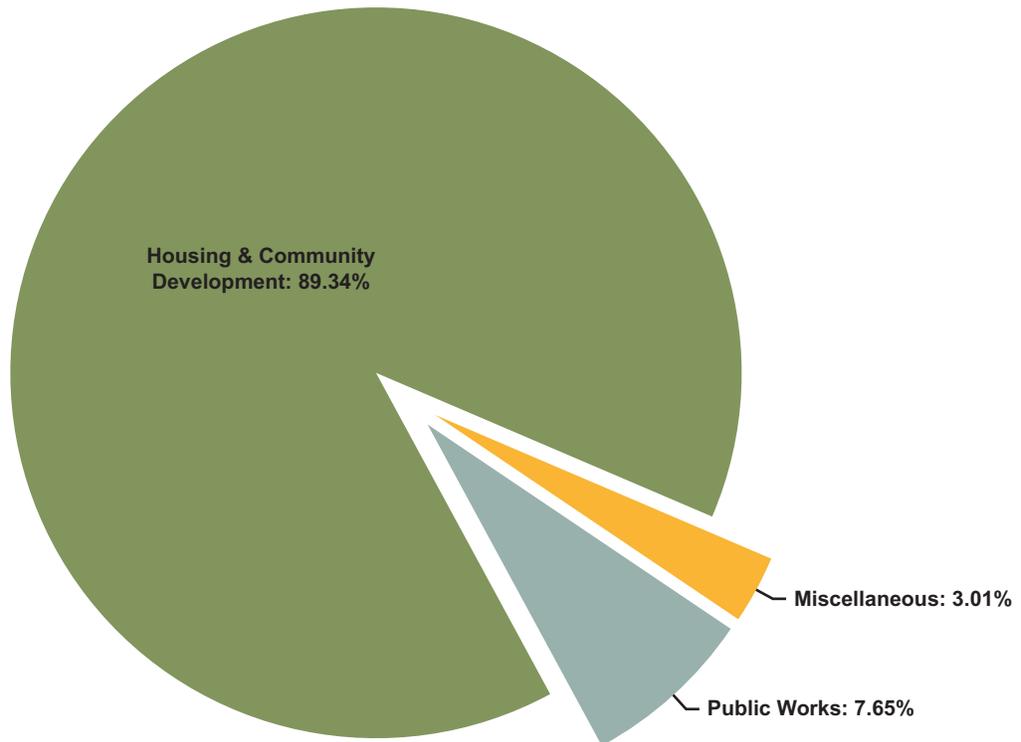


FY 2019 Budgeted Component Unit Fund Revenue by Category



	Actual FY 2017	Actual FY 2018	Adopted FY 2019	Budget Increase (Decr)
Taxes & Assessments	\$ 4,183,862	\$ 7,228,807	\$ 8,126,811	\$ 898,004
Intergovernmental	793,447	793,333	232,538	(560,795)
State Entitlement	783,731	783,732	783,732	—
Charges for Services	2,011,774	2,371,209	2,290,000	(81,209)
Fines & Forfeitures	222,438	252,410	200,000	(52,410)
Miscellaneous	50,283	1,138,756	72,405	(1,066,351)
Investment Earnings	—	134,137	—	(134,137)
Transfers In/Other Financing	14,499,772	7,209,081	20,959,074	13,749,993
Total Sources	\$ 22,545,307	\$ 19,911,465	\$ 32,664,560	\$ 12,753,095

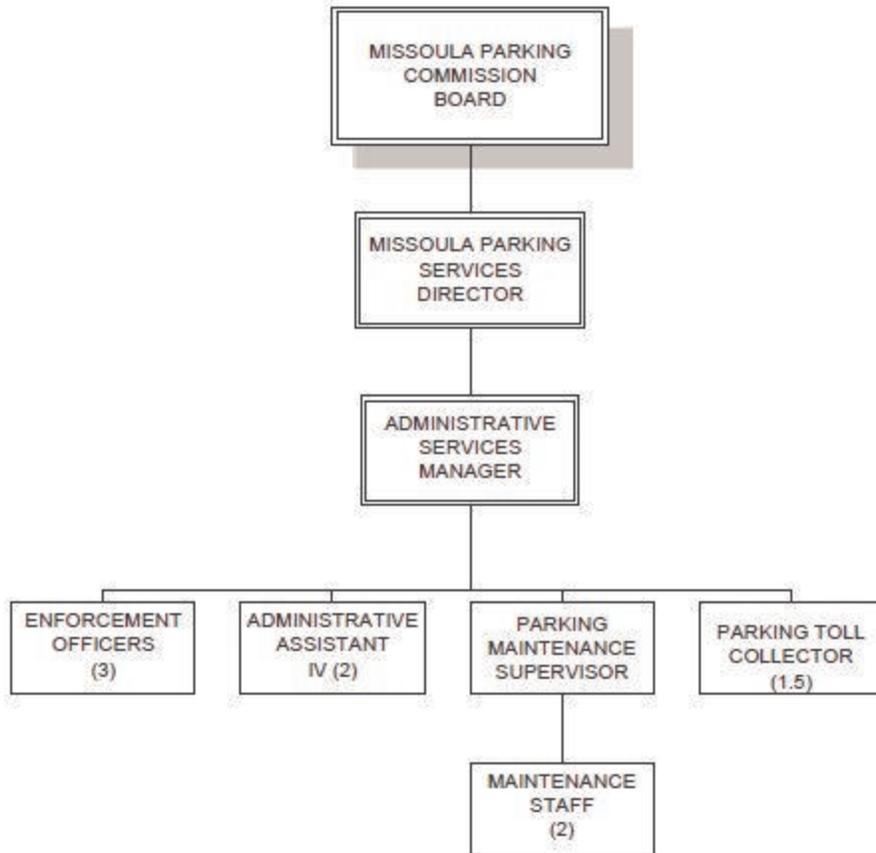
FY 2019 Budgeted Component Unit Fund Expenditures by Function



	Actual FY 2017	Actual FY 2018	Adopted FY 2019	Budget Increase (Decr)
Public Works	1,499,760	2,412,510	3,056,085	643,575
Culture & Recreation	12,639,489	4,265,464	—	(4,265,464)
Housing & Community Development	—	—	35,677,493	35,677,493
Miscellaneous	15,484,267	13,446,384	1,201,644	(12,244,740)
Total Uses	\$ 29,623,516	\$ 20,124,358	\$ 39,935,222	\$ 19,810,864



Missoula Parking Commission



Program Description

The Missoula Parking Commission (MPC) works with government, businesses and citizens to provide and manage parking and parking alternatives. MPC identifies and responds to changing parking needs in the area for which it is responsible.

City Strategic Plan & Department's Implementation Strategy

Goal: Fiscal Sustainability

- Strategy: We will maintain or improve the level of service to citizens.
 - Implementing gating equipment in the Student Housing Project and update all existing gating equipment.
 - Evaluating the parking impacts of upcoming Downtown construction and development on current parking availability. Improve the level of service to citizens by determining and evaluating additional available parking options for any displaced lease holders during times of construction.

Goal: Harmonious Natural and Built Environment

- Strategy: We will make sure that our natural and built environments continue to represent Missoula's values of clean water and clean air.
 - Determine repairs that are needed, the costs associated with those repairs and develop a phased plan to bring the structures and lots to an acceptable state of repair.
-

Parking Commission (7370):

FINANCIAL SUMMARY

Budget by Object of Expenditure Category	Actual FY 2017	Amended FY 2018	Actual FY 2018	Adopted FY 2019	Increase (Decrease)	Percent Change
Personal Services	\$ 652,158.17	\$ 742,478	\$ 756,336	\$ 793,104	\$ 50,626	7%
Supplies	34,774.97	66,950	100,425	66,950	—	0%
Purchased Services	587,752.48	583,246	534,424	590,495	7,249	1%
Miscellaneous	1,098,122.48	631,376	553,557	637,369	5,993	1%
Debt Service	161,533.67	211,078	41,023	211,078	—	0%
Capital Outlay	47,450	—	405	—	—	
Total	\$ 2,581,791.77	\$ 2,235,128	\$ 1,986,170	\$ 2,298,996	\$ 63,868	3%

* Un-audited numbers

Parking Interest Fund (7371):**FINANCIAL SUMMARY**

Budget by Object of Expenditure Category	Actual FY 2017	Amended FY 2018	Actual FY 2018	Adopted FY 2019	Increase (Decrease)	Percent Change
Personal Services	\$ —	\$ —	\$ —	\$ —	\$ —	
Supplies	—	—	—	—	—	
Purchased Services	—	—	—	—	—	
Miscellaneous	—	350	270	350	—	0%
Debt Service	263,439.31	257,150	256,459	249,201	(7,949)	-3%
Capital Outlay	—	—	—	—	—	
Total	\$ 263,439.31	\$ 257,500	\$ 256,729	\$ 249,551	\$ (7,949)	-3%

* Un-audited numbers

Parking Sinking Fund (7372):**FINANCIAL SUMMARY**

Budget by Object of Expenditure Category	Actual FY 2017	Amended FY 2018	Actual FY 2018	Adopted FY 2019	Increase (Decrease)	Percent Change
Personal Services	\$ —	\$ —	\$ —	\$ —	\$ —	
Supplies	—	—	—	—	—	
Purchased Services	—	—	—	—	—	
Miscellaneous	—	—	—	—	—	
Debt Service	—	255,000	—	275,000	20,000	8%
Capital Outlay	—	—	—	—	—	
Total	\$ —	\$ 255,000	\$ —	\$ 275,000	\$ 20,000	8%

* Un-audited numbers

Parking Pledged Tax Increment (7375):**FINANCIAL SUMMARY**

Budget by Object of Expenditure Category	Actual FY 2017	Amended FY 2018	Actual FY 2018	Adopted FY 2019	Increase (Decrease)	Percent Change
Personal Services	\$ —	\$ —	\$ —	\$ —	\$ —	
Supplies	—	—	—	—	—	
Purchased Services	—	—	—	—	—	
Miscellaneous	—	204,860	—	232,538	27,678	14%
Debt Service	—	—	—	—	—	
Capital Outlay	—	—	—	—	—	
Total	\$ —	\$ 204,860	\$ —	\$ 232,538	\$ 27,678	14%

* Un-audited numbers

STAFFING SUMMARY

Title	Actual FY 2016	Actual FY 2017	Actual FY 2018	Adopted FY 2019
DIRECTOR	1.00	1.00	1.00	1.00
ADMINISTRATIVE SERVICES SENIOR MANAGER	1.00	1.00	1.00	1.00
ADMINISTRATIVE ASST II	2.00	2.00	2.00	2.00
ENFORCEMENT OFFICER	3.00	3.00	3.00	3.00
PARKING MAINTENANCE SUPERVISOR	1.00	1.00	1.00	1.00
MAINT. WORKER / FEE COLLECTOR	2.00	2.00	3.00	3.00
TOLL COLLECTOR	1.50	1.50	1.50	—
PARKING SERVICES ASSISTANT	—	—	1.00	1.00
Total	11.50	11.50	13.50	12.00

2018 Budget Highlights

Completed the LPR and PARCS Capital Project.

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Actual FY 2018	Adopted FY 2019
To perform a condition evaluation of all the parking facilities and make repairs where necessary.	50%	40%	50%	50%
To implement on-street License Plate Recognition software to improve enforcement measures within our jurisdiction.	0%	15%	90%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Actual FY 2018	Adopted FY 2019
Number of tickets issued	32,062	37,758	36,855	37,000
Revenue from tickets	\$ 146,475	\$ 208,388	\$ 241,726	\$ 200,000
Number of special permits issued	491	359	434	425
Revenue from special permits	\$ 21,542	\$ 15,208	\$ 25,487	\$ 24,060
Number of RPPP permits issued	821	1,007	979	915
Revenue from RPPP permits issued	\$ 13,488	\$ 13,203	\$ 12,855	\$ 13,345
Number of RPPP tickets	2,294	2,633	1,915	2,400
Revenue from RPPP tickets	\$ 11,485	\$ 14,050	\$ 8,750	\$ 10,560
Meter Revenue	\$ 713,017	\$ 1,012,262	\$ 1,207,803	\$ 1,000,000
Lease Parking Revenue	\$ 803,900	\$ 878,129	\$ 963,905	\$ 1,118,000

Program Description/ Work-plan

The Downtown Business Improvement District (BID) was created in 2005 through the efforts of the Missoula Downtown Association to address the challenges created by the termination of the Downtown Urban Renewal District (URD I). With 75% of the property owners supporting the BID, it was renewed in 2010 for a 10-year period. The BID serves as an advocate and service provider for property owners in the district and works to improve Downtown safety, cleanliness, marketing, business retention and recruitment, and both public and private investment in buildings and infrastructure. The BID's obligation is to ratepayers but the board members recognize the importance of working with business owners, employees and potential investors in Downtown.

City Strategic Plan & Department's Implementation Strategy

The BID continues to work on the following programs recognizing its needs may change as additional input and knowledge is available. These objectives are subject to change as the Board and ratepayers further define the priorities for the district: 1. Maintain an accurate database of ratepayers within the BID; 2. Maintain a formal system for communicating with ratepayers within the BID; 3. Oversee the activities of the Clean Team and Ambassador programs and refine them as appropriate; 4. Identify new programs and priorities for the BID based on input from the ratepayers; 5. Increase focus on economic development, including recruitment and retention of business downtown.

Maintaining a comprehensive marketing effort with the Missoula parking Commission and Missoula Downtown Association remains a priority. It is important to reinforce the BID's identity and mission throughout the community as well as downtown. The BID will continue to perform research and data acquisition as needed to fulfill the following objectives: 1. Communicate the assets of Downtown and identify the programs that will achieve that purpose; 2. Refine the BID communication tools to best serve the needs of the ratepayers and serve as a forum for dialogue and dissemination of ideas; 3. Distribution of educational materials to ratepayers, developers, investors, elected officials, and the general public; 4. Work with business and property owners to identify marketing needs and develop programs and activities to address those needs; 5. Identify ways in which the BID can enhance the uniqueness of the downtown district through branding, graphics, signage, or other means; 6. Work with the MDA and the MDF to identify areas where the organizations can enhance each other's activities and efforts; 7. Refine and enhance the recruitment and retention of new and existing businesses.

The BID maintenance staff maintains a total of 65 trash and 15 recycling receptacles in Downtown Missoula. The City of Missoula contracts with the BID to maintain the city's original 24 garbage cans and to pick-up and dispose of that garbage. Since 2009 the BID has provided graffiti removal, sidewalk cleaning, snow & ice removal and other services. The BID's streetscape and maintenance objectives are: 1. Work with business and property owners, the MDA, MPC, and MRA to further identify areas in which the BID can assist in achieving the goal of improving the cleanliness and appearance of downtown; 2. Refine the operation of the Clean Team to best serve the needs of the downtown property owners and businesses 3. Coordinate with the MDA, the City, property owners and business owners to improve the street environment through the use of place-making - planters, flower baskets, boulevard trees, banners, flags, holiday decorations, benches,, trash receptacles, public art and pianos; 4. Continue the program of phasing in streetscape improvements, as is being done with new trash receptacles on an annual basis; 5. Continue to evaluate expansion and improvements to Downtown recycling; 6. Continue to work with individual property owners to enhance the level of building facade maintenance; 7. Provide snow removal services for all Downtown alleys, the protected bike lanes on North Higgins, and for Downtown property owners as a contracted service.

Another high priority for property and business owners is safety and security Downtown. The BID's Ambassador Program improves the safety of the area through foot patrols, employee escorts, and hospitality services for visitors. The BID also contracts with the City of Missoula for a dedicated Downtown Beat Patrol Officer for full-time, year-round patrol of Downtown Missoula. Safety objectives are to: 1. monitor and refine the Downtown Ambassador Program to best address the needs of the downtown stakeholders and community members; 2. Continue to work with the City Police Department to enhance efforts to improve safety in Downtown Missoula 3. Work with community leaders to reduce homelessness, loitering, and panhandling in Downtown Missoula.

The Downtown Master Plan was approved by the Missoula City Council in 2009. This 20-year community vision has been a key instrument for guiding Downtown growth in the areas of land use, circulation, employment, housing, parking, retail and tourism. In partnership with several other organizations, the BID is responsible for implementation of the Downtown Master Plan and began the effort to update the plan in 2018.

FINANCIAL SUMMARY

Budget by Object of Expenditure Category	Actual FY 2017	Amended FY 2018	Actual FY 2018	Adopted FY 2019	Increase (Decrease)	Percent Change
Personal Services	\$ —	\$ —	\$ —	\$ —	\$ —	
Supplies	—	—	—	—	—	
Purchased Services	360,000	457,737	315,000	62,000	(395,737)	-86%
Miscellaneous	—	—	—	302,000	302,000	
Debt Service	—	—	—	—	—	
Capital Outlay	—	—	—	—	—	
Total	\$ 360,000	\$ 457,737	\$ 315,000	\$ 364,000	\$ (93,737)	-20%

* Un-audited numbers

Program Description/Work-plan

The Tourism Business Improvement District (TBID) was created through the efforts of the Missoula Area Convention and Visitor's Bureau to aid tourism, promotion, and marketing within the District and allowing Hotels/Motels outside the City limits in the Missoula Urban area to donate funds to the Tourism Business Improvement District.

TBID Strategic Plan

Goal: The goal of the TBID is to increase four season revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors. This goal is achieved through the following: 1. Continue to work in partner ship with the Missoula International Airport to bring key new service to Missoula and to work with the community to keep and strengthen our present service through partnership marketing campaigns with the Missoula International Airport to raise awareness of available air service and Missoula as a destination in our direct flight cities, as well as potential markets; work in partnership with the Missoula International Airport to pitch new air service to key target markets; work in partnership with the Missoula International Airport, Missoula Economic Partnership, city and county government, key organizations, private businesses and individuals to create a fund to be used for flight guarantees for new air service and as matching funds for grant applications b the airport; 2. Destination Missoula and the TBID will partner to provide public relations services; 3. Destination Missoula and the TBID will increase overnight visitation to Missoula with emphasis on the months of November through April by concentrating marketing funds on the the areas of meetings and conventions, sports and events, tour and group travel, leisure travel, and culinary travel.

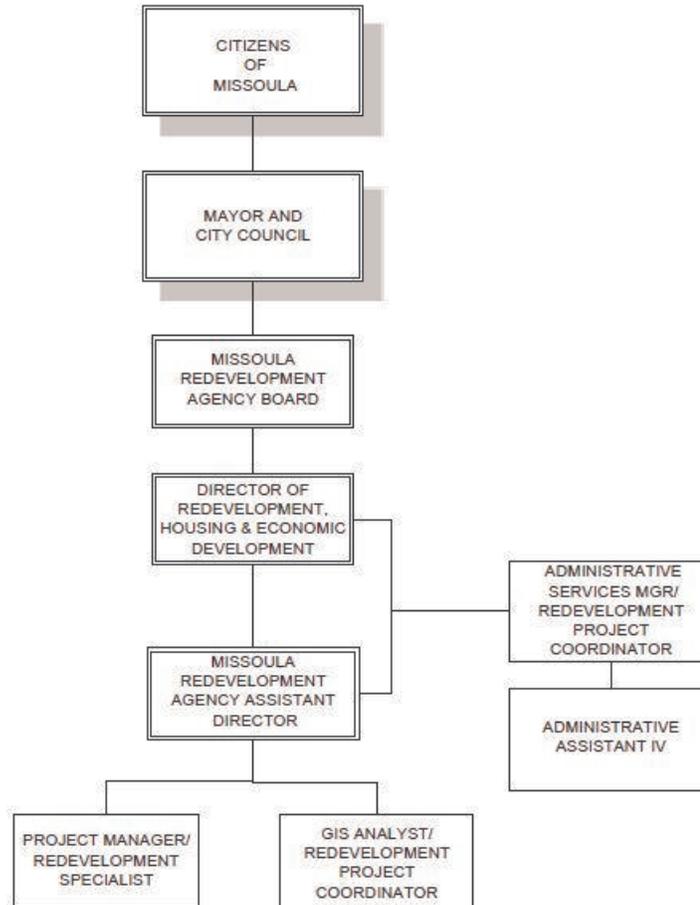
FINANCIAL SUMMARY

Budget by Object of Expenditure Category	Actual FY 2017	Amended FY 2018	Actual FY 2018	Adopted FY 2019	Increase (Decrease)	Percent Change
Personal Services	\$ —	\$ —	\$ —	\$ —	—	
Supplies	—	—	—	—	—	
Purchased Services	—	837,644	—	837,644	—	0%
Miscellaneous	—	—	—	—	—	
Debt Service	—	—	—	—	—	
Capital Outlay	—	—	—	—	—	
Total	\$ —	\$ 837,644	\$ —	\$ 837,644	\$ —	0%

* Un-audited numbers



Missoula Redevelopment Agency



NOTE: MRA BOARD MEMBERS ARE APPOINTED BY THE MAYOR AND ARE APPROVED BY THE CITY COUNCIL

Program Description

The Missoula Redevelopment Agency (MRA) was created by the City Council to encourage new development and redevelopment pursuant to the adopted Urban Renewal Plans. Preserving existing public investment, enhancing the tax base, generating employment, and stimulating private investment are the means MRA uses to reclaim urban renewal areas. The MRA encourages infill development, provides for the adaptive reuse of the built environment, and reclaims blighted properties. MRA is empowered by State law and local ordinance to respond aggressively and with flexibility to redevelopment problems and opportunities. Through these activities, MRA also provides alternatives to urban sprawl outside existing municipal service boundaries.

City Strategic Plan & Department's Implementation Strategy

Goal: Fiscal Sustainability

- Strategy: We will maintain or improve the level of service to citizens.
 - MRA has initiated programs to build sidewalks in URD II and URD III where they do not exist or are deficient. Over 14 miles of sidewalks have already been constructed with the goal of completing the sidewalk network in both districts within the life of those districts. The Agency has also built major street and trail connections in URD II and III which are catalysts for significant private investment in new buildings and renovation of older buildings. This creates new tax base for the City with predictable revenue streams.

Goal: Harmonious Natural and Built Environment

- Strategy: We will make sure that our natural and built environments continue to represent Missoula's values of clean water and clean air.
 - MRA has funded the construction/reconstruction of Mary Avenue between Reserve and Brooks Streets providing a heavily landscaped, essential east/west connector that is safe and comfortable for pedestrian, bicycle and vehicular use. In addition to connecting the neighborhoods to employment and shopping, the new street provides a new connection to the Bitterroot Trail. MRA has funded the construction of a pedestrian/bicycle bridge over S. Reserve St. which completes the Bitterroot Trail between Missoula and Lolo and provides large, underserved neighborhoods safe access to Fort Missoula Regional Park. MRA has just completed construction of the last major gap in the Bitterroot Branch Trail between North and Livingston Avenues in URD III. This trail section creates the eastern edge of a new 4 acre neighborhood park, creating a green oasis in the midst of one of the city's denser neighborhoods.

Goal: Quality of Life for All People in All Places

- Strategy: We will work to provide affordable housing for the work force of Missoula.
 - MRA is an active participant in the effort to create meaningful housing policy for the city that will meet the needs of all groups. This policy will help guide where MRA makes investment in infrastructure, including parks to support denser housing. Housing shortages exist for most sectors in Missoula and it is critical that our labor force be able to live close to employment and shopping rather than having to commute into Missoula from less expensive outlying areas.
-

MRA Front St URD (7385,7400,7401,7402)**FINANCIAL SUMMARY**

Budget by Object of Expenditure Category	Actual FY 2017	Amended FY 2018	Actual FY 2018	Adopted FY 2019	Increase (Decrease)	Percent Change
Personal Services	\$ —	\$ —	\$ —	\$ —	\$ —	
Supplies	—	—	—	—	—	
Purchased Services	70,207	—	26,500	—	—	
Miscellaneous	1,890,647	1,220,397	594,363	4,849,613	3,629,216	297 %
Debt Service	330,858	330,577	317,513	494,691	164,114	50 %
Capital Outlay	842	3,256,115	34,500	3,200,012	(56,103)	-2 %
Total	\$ 2,292,554	\$ 4,807,089	\$ 972,876	\$ 8,544,316	\$ 3,737,227	78 %

* Un-audited numbers

Hellgate URD (7398)**FINANCIAL SUMMARY**

Budget by Object of Expenditure Category	Actual FY 2017	Amended FY 2018	Actual FY 2018	Adopted FY 2019	Increase (Decrease)	Percent Change
Personal Services	\$ —	\$ —	\$ —	\$ —	\$ —	
Supplies	—	—	—	—	—	
Purchased Services	—	—	—	—	—	
Miscellaneous	—	—	—	256,750	256,750	
Debt Service	—	—	—	—	—	
Capital Outlay	—	—	—	—	—	
Total	\$ —	\$ —	\$ —	\$ 256,750	\$ 256,750	

* Un-audited numbers

^Fund Created in FY17

North Reserve/ Scott Street URD (7397, 7384, 7396)**FINANCIAL SUMMARY**

Budget by Object of Expenditure Category	Actual FY 2017	Amended FY 2018	Actual FY 2018	Adopted FY 2019	Increase (Decrease)	Percent Change
Personal Services	\$ —	\$ —	\$ —	\$ —	\$ —	
Supplies	—	—	—	—	—	
Purchased Services	1,343.15	47,000	34,917	—	(47,000)	-100 %
Miscellaneous	479,403.61	1,014,785	545,812	2,836,466	1,821,681	180 %
Debt Service	118,956.18	87,824	89,421	164,275	76,451	87 %
Capital Outlay	—	—	—	—	—	
Total	\$ 599,702.94	\$ 1,149,609	\$ 670,150	\$ 3,000,741	\$ 1,851,132	161 %

* Un-audited numbers

MRA Riverfront Triangle URD (7383)**FINANCIAL SUMMARY**

Budget by Object of Expenditure Category	Actual FY 2017	Amended FY 2018	Actual FY 2018	Adopted FY 2019	Increase (Decrease)	Percent Change
Personal Services	\$ —	\$ —	\$ —	\$ —	\$ —	—
Supplies	—	—	—	—	—	—
Purchased Services	—	—	500	—	—	—
Miscellaneous	—	1,558,382	25,500	1,859,273	300,891	19 %
Debt Service	—	—	—	—	—	—
Capital Outlay	—	—	16,681	—	—	—
Total	\$ —	\$ 1,558,382	\$ 42,681	\$ 1,859,273	\$ 300,891	19 %

* Un-audited numbers

MRA URD II (7392, 7390,7386,7387,7388,7389,7399)**FINANCIAL SUMMARY**

Budget by Object of Expenditure Category	Actual FY 2017	Amended FY 2018	Actual FY 2018	Adopted FY 2019	Increase (Decrease)	Percent Change
Personal Services	\$ —	\$ —	\$ —	\$ —	\$ —	—
Supplies	—	—	—	—	—	—
Purchased Services	2,650	32,551	149,005	278,226	245,675	755 %
Miscellaneous	2,680,234.34	5,217,799	3,233,413	7,590,043	2,372,244	45 %
Debt Service	858,211.75	994,635	1,014,106	1,005,975	11,340	1 %
Capital Outlay	17,754.25	77,750	—	757,750	680,000	875 %
Total	\$ 3,558,850.34	\$ 6,322,735	\$ 4,396,524	\$ 9,631,994	\$ 3,309,259	52 %

* Un-audited numbers

MRA URD III (7393, 7394, 7395)**FINANCIAL SUMMARY**

Budget by Object of Expenditure Category	Actual FY 2017	Amended FY 2018	Actual FY 2018	Adopted FY 2019	Increase (Decrease)	Percent Change
Personal Services	\$ 533,261.21	\$ 562,039	\$ 562,408	\$ 606,990	\$ 44,951	8 %
Supplies	3,681.84	9,126	11,953	11,126	2,000	22 %
Purchased Services	857,442.7	1,100,662	632,720	385,228	(715,434)	-65 %
Miscellaneous	6,439,452.21	8,656,639	6,157,703	8,619,374	(37,265)	0 %
Debt Service	473,952.5	1,184,513	951,293	947,761	(236,752)	-20 %
Capital Outlay	4,648,497.75	6,157,517	2,295,681	1,813,940	(4,343,577)	-71 %
Total	\$ 12,956,288.21	\$ 17,670,496	\$ 10,611,758	\$ 12,384,419	\$ (5,286,077)	-30 %

* Un-audited numbers

STAFFING SUMMARY				
Title	Actual FY 2016	Actual FY 2017	Actual FY 2018	Adopted FY 2019
DIRECTOR	1.00	1.00	1.00	1.00
ASSISTANT DIRECTOR	1.00	1.00	1.00	1.00
REDEVELOPMENT SPECIALIST / PROJECT MANAGER	1.00	1.00	1.00	1.00
GIS ANALYST / REDEV. PROJECT COOR.	1.00	1.00	1.00	1.00
REDEVELOPMENT FINANCE / PROJECT MGR	1.00	1.00	1.00	1.00
ADMINISTRATIVE ASSISTANT II	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

2018 Budget Highlights

None