

Billings City Administrator Weekly Report

August 26, 2021

- 1. FY 2021 Fourth Quarter Financial Report** – Please see attached report.
- 2. ARPA Competitive Grant Application Meeting** – Monday afternoon Debi Meling and I met with Senator Doug Kary and Representative Sue Vinton. Senator Kary and Rep. Vinton are members of the legislative committee that is meeting today to make recommendations to the Governor on ARPA Competitive Grant Applications. Therefore, the purpose of our meeting was to answer questions prior to this week's critical state meeting. They anticipate allocating ARPA resources over the next two years, with approximately half of the funds for the program being appropriated this year. (See Debi's e-mail attached for some of the key issues we discussed below.)
- 3. Downtown Ride Along** – today I spent a few hours riding and walking around downtown with officers Brad Mansur and Phil Tanis. Both officers are doing a tremendous job. I met a handful of our 93 frequent users, including our #1 chronic user of emergency services. The Community Impact Study will be discussed during your September 7th Council Work Session (the study can be easily found at BillingsMT.gov). Thanks to both officers for taking the time and for the candid conversations.
- 4. Public Safety Mill Levy Presentations**
 - Golden K Kiwanis, Monday, August 30th at 10:00 am

Have a wonderful weekend!



QUARTERLY FINANCIAL REPORT

FY 2021 Fourth Quarter

CHRIS KUKULSKI, CITY ADMINISTRATOR

Attached is the fourth quarter FY 2021 financial report for your review. The fiscal year 2021 is complete, except for payments for orders and construction completed in June.

Andy Zoeller

FY 2021 Q4 SUMMARY

TAX REVENUE

Overall, the tax revenue in FY21 increased \$4.4M compared to FY20. This was driven by successful passage of the 2020 Public Safety Mill Levy, which increased property tax collections for the Public Safety Fund by \$4.2M. Other tax supported funds experienced smaller increases around 2%.

CHARGE FOR SERVICE REVENUE

Charge for service revenue is made up from a variety of sources. These include utility charges, internal charges, parks and recreation fees, and others. For FY21, the City received about 1% more than FY20, or \$987,000. Larger increases were noticed in the General Fund (\$645,000), Wastewater (\$508,000), and Water (\$1,922,000). The City also saw decreases at the Airport (\$957,000) and Street/Traffic (\$1,747,000).

INTERGOVERNMENTAL REVENUE

Intergovernmental revenue is revenue received from other governments. At the City of Billings this is usually the Federal Government or the State of Montana. For FY21, the City received \$54,116,000 from other governments. This is an increase of \$7.2M over FY21. The majority of the increase is a result of the City receiving reimbursement for eligible expenses under the CARES Act. CARES monies were received in many funds at the City, but mainly within our Airport and Public Safety Funds.

Federal grants are not recognized as revenue until all grant requirements have been met. This usually means that the money must be spent on eligible projects before the revenue is recognized. As a result, the intergovernmental revenue number does not include grants that have been awarded, but not yet spent (BUILD Grant, ARPA Funds, unspent CARES Act Grants).

AMERICAN RESCUE PLAN ACT (ARPA)

The City of Billings is eligible for both State and Federal funds under ARPA. Due to different legislation in the State, each source of funds will have specific restrictions. The City has been awarded \$15,940,314 from the Federal ARPA Grant, and has received ½ of that amount, or \$7,970,157.

These funds are being held in a fund separate from all other funds at the City. As discussed above, these funds have not been recognized as revenue, and will not be until they are spent on an eligible project.

FY2021 BUDGETED EXPENSES

All funds at the City finished the year under their budgeted expenses. Major fund detail is provided below.

FY 2021 Q4

GENERAL FUND

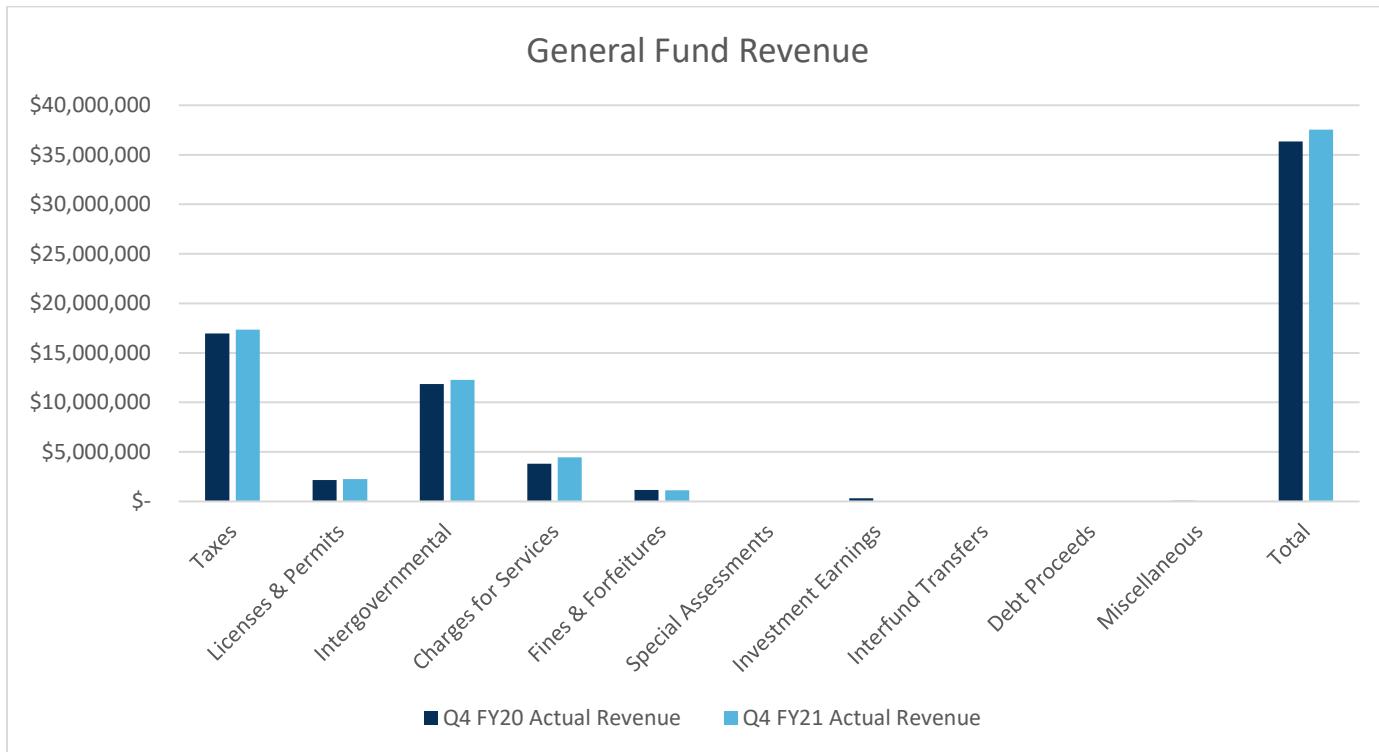
REVENUES

For FY21, the City budgeted \$37.7M, but collected \$37.5M, or 99.6% of the budgeted amount. For FY21, tax revenue in the General Fund is \$17.4M, which is an increase of 2.3% over 2020. This growth is consistent with what has been historically received at the City. Overall revenue in the General Fund increased 3.3%. The two leading revenue sources in the General Fund for FY21 were our Intergovernmental Revenue and Charges for Services, which saw a 3.6% and 17.0% increase over the prior year, totaling \$1.0M more than FY20. The major increase in Charges for Services is a result of increased revenue in the Parks and Recreation programs and swimming pool fees. Additionally, the City received increased revenue from methane gas sales at the landfill, which are deposited into the General Fund.

License and permit revenue is collected throughout the year. When compared to the prior year, there has been an increase of \$95,663. This is largely a result of the cable franchise fee which had been declining in recent years, but that trend recently changed and the City collected a franchise fee of \$1,480,204, an increase of \$180,000 over the prior year. Business license revenue is down \$27,000 over the prior year. Below is a chart showing business license activity for the year, compared to FY20.

Fiscal Year	2021	2020
New Business License	883	977
Business Lic. Renewals	5,344	5,431

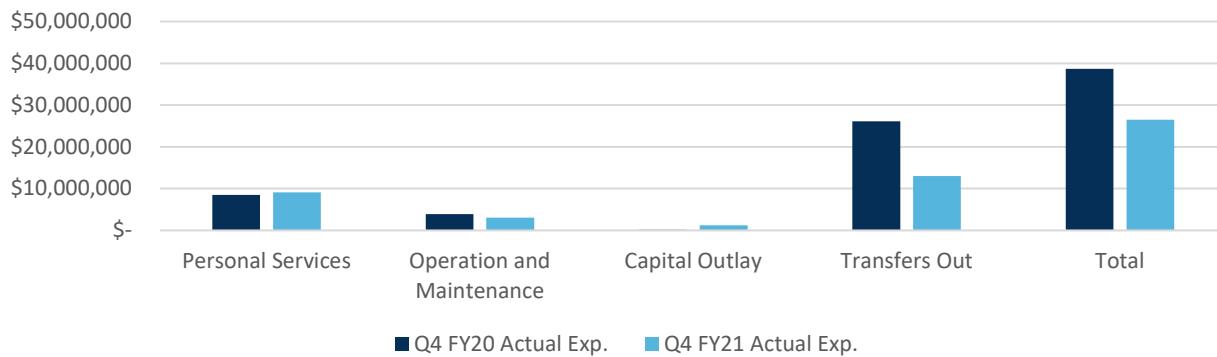
Fines and forfeiture revenue has decreased \$12,500 compared to the prior fiscal year, or 1.1%.



EXPENDITURES

The actual expenses in the General Fund for the fourth quarter of FY21 were 63% of budget, or \$26.5 million. This is a decrease of \$12.1 million when compared to the prior fiscal year. The decrease is partially a result of a reduction in Operation and Maintenance costs, but is mostly associated with reduced transfers out. The reduction in transfers is a result of the reduced transfer to the Public Safety Fund. The Public Safety Fund received significant CARES Act Funds, which reduced the amount transferred from the General Fund.

General Fund Expenditure

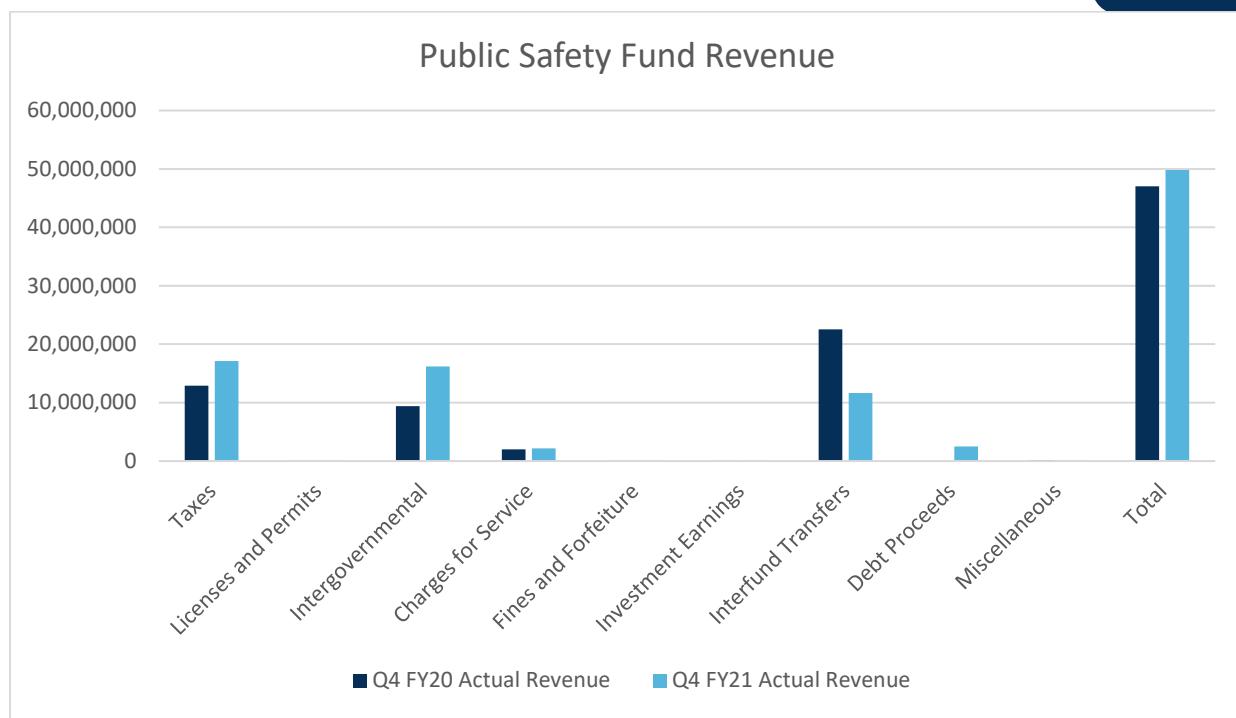


PUBLIC SAFETY FUND

REVENUE

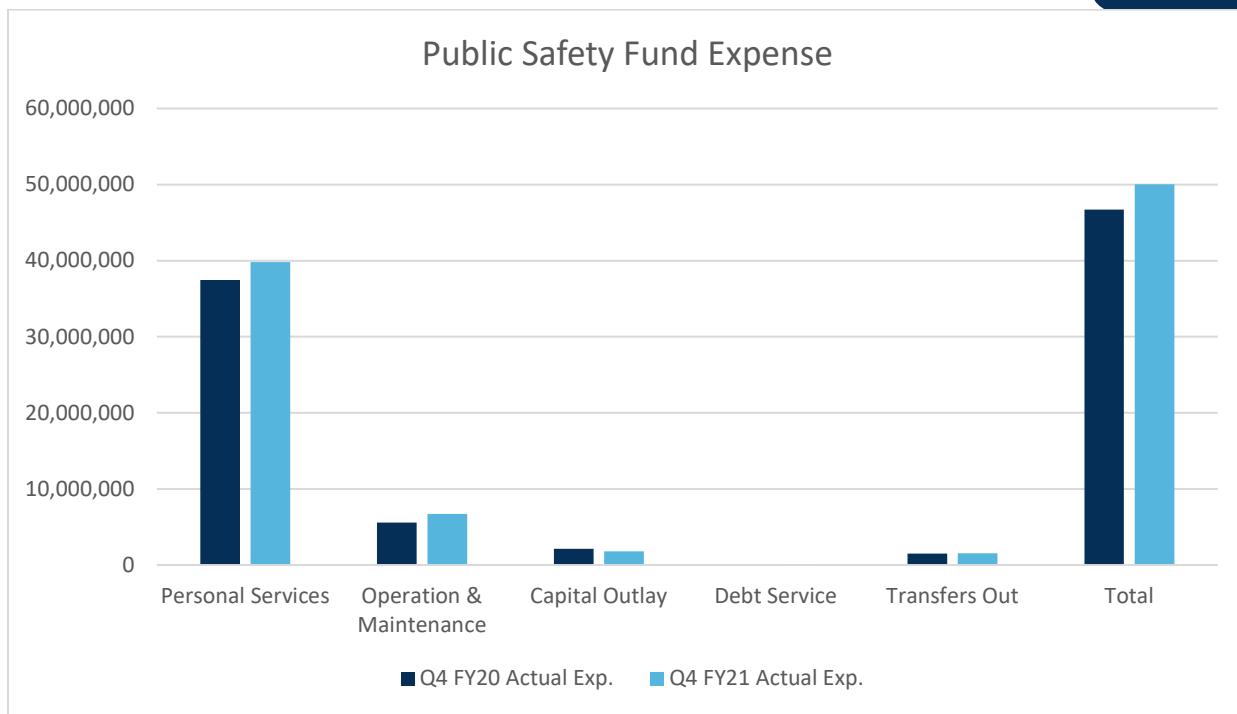
The Public Safety Fund tax revenue collected through the end of the fourth quarter is 130%, or \$17.1 million, of the total budgeted amount. Total tax revenue budgeted in the Public Safety Fund for FY21 is \$13.1 million. This did not include any amounts for the Public Safety Mill Levy that was approved by voters in September of 2020. Passage of that levy will increase tax revenue by approximately \$4.2M over what was budgeted.

Overall Public Safety Fund revenue increased by 5.9% over FY20, or \$2.8 million. The major contributing factors are the increase in tax revenue related to the new Public Safety Mill Levy, the reimbursement from the State of Montana for eligible CARES Act expenditures (\$12,785,470 in FY21), and an increase in debt proceeds related to the Police Evidence Building expansion (\$2,514,612).



EXPENDITURE

Expenditures in the Public Safety Fund were up 7.1%, or \$3,307,215, over FY20. Personal Services expenses for salaries and wages is up 6.2%, \$2.3M over the prior year and Operation and Maintenance is up \$1.1M over the prior year. Total expenditures are 100% of the total annual amount budgeted. Both departments saw increased overtime and capital expenses over the amount that was originally budgeted. COVID overtime was reimbursed by the State of Montana CARES funds through December 2020.



FY 2021 Q4 Unaudited Major Fund Financial Reports

City of Billings

GENERAL FUND OPERATING

For fiscal year 2021, Periods 1 - 12

	Total 2021		YTD 2021 Actual	2021		%	YTD 2020	
	Amended Budget	YTD 2021 Actual		Encumbrance	Variance		Actual	
Revenues:								
TAXES	\$ 17,644,369	\$ 17,352,076	\$	-	\$ (292,293)	98	\$ 16,959,084	
LICENSES & PERMITS	2,088,038	2,261,849		-	173,811	108	2,166,186	
INTER-GOVERNMENTAL	12,065,752	12,259,902		-	194,150	102	11,838,745	
CHARGES FOR SERVICES	4,133,225	4,453,803		-	320,578	108	3,808,157	
FINES & FORFEITS	1,511,877	1,132,756		-	(379,121)	75	1,145,294	
SPECIAL ASSESSMENTS	-	26,267		-	26,267		4,157	
INVESTMENT EARNINGS	233,000	33,905		-	(199,095)	15	314,773	
INTERFUND TRANSFERS	9,600	-		-	(9,600)	-	42,257	
MISCELLANEOUS	-	5,253		-	5,253		54,848	
Total Revenues	\$ 37,685,861	\$ 37,525,811	\$	-	\$ (160,050)	100	\$ 36,333,501	
Expenditures:								
By Category								
PERSONAL SERVICES	\$ 9,290,762	\$ 9,126,949	\$	-	\$ 163,813	98	\$ 8,478,105	
OPERATIONS & MAINT	3,412,557	3,091,721		58,223	262,613	92	3,918,122	
CAPITAL	97,266	1,262,817		336,773	(1,502,324)	1,645	132,568	
INTERFUND TRANSFERS	29,805,165	13,050,055		-	16,755,110	44	26,147,990	
Total Expenditures	\$ 42,605,750	\$ 26,531,543	\$	394,996	\$ 15,679,212	63	\$ 38,676,785	

City of Billings**GENERAL FUND-BY DEPT DIVISION**

For fiscal year 2021, Periods 1 - 12

	Total 2021		2021 Encumbrance	Variance	YTD 2020	
	Amended Budget	YTD 2021 Actual			%	YTD 2020 Actual
	Expenditures:	By Department/Division				
MAYOR & COUNCIL	\$ 267,019	\$ 223,868	\$ -	\$ 43,151	84	\$ 222,787
CITY ADMINISTRATOR	1,068,302	1,048,374	46,867	(26,939)	103	861,052
HUMAN RESOURCES	842,729	823,157	1,483	18,089	98	791,672
CITY ATTORNEY	2,184,330	2,123,860	1,626	58,844	97	2,058,944
MUNICIPAL COURT	1,494,995	1,400,740	-	94,255	94	1,369,689
FINANCE	1,567,532	1,524,419	-	43,114	97	1,553,637
CODE ENFORCEMENT	578,202	556,350	1,425	20,426	96	507,961
PARKS & RECREATION	4,534,945	4,552,604	342,145	(359,804)	108	5,160,445
NON-DEPARTMENTAL	30,067,696	14,278,172	1,450	15,788,074	47	26,150,597
Total Expenditures	<u>\$ 42,605,750</u>	<u>\$ 26,531,543</u>	<u>\$ 394,996</u>	<u>\$ 15,679,212</u>	<u>63</u>	<u>\$ 38,676,785</u>

City of Billings**PUBLIC SAFETY FUND**

For fiscal year 2021, Periods 1 - 12

	Total 2021		2021			YTD 2020	
	Amended	YTD 2021	2021	Variance	%	YTD 2020	
	Budget	Actual	Encumbrance			Actual	
Revenues:							
TAXES	\$ 13,143,856	\$ 17,122,225	\$	-	\$ 3,978,369	130	\$ 12,923,063
LICENSES & PERMITS	35,450	33,743		-	(1,707)	95	40,535
INTER-GOVERNMENTAL	3,263,382	16,180,093		-	12,916,711	496	9,386,915
CHARGES FOR SERVICES	2,301,727	2,191,837		-	(109,890)	95	1,980,077
FINES & FORFEITS	2,400	3,506		-	1,106	146	2,503
INVESTMENT EARNINGS	12,800	2,574		-	(10,226)	20	15,475
INTERFUND TRANSFERS	28,418,949	11,660,471		-	(16,758,478)	41	22,554,927
DEBT PROCEEDS	-	2,514,612		-	2,514,612	-	-
MISCELLANEOUS	50,700	113,641		-	62,941	224	122,872
Total Revenues	\$ 47,229,264	\$ 49,822,702	\$	-	\$ 2,593,438	105	\$ 47,026,367
Expenditures:							
By Category							
PERSONAL SERVICES	\$ 39,337,092	\$ 39,787,703	\$	-	\$ (450,611)	101	\$ 37,479,886
OPERATIONS & MAINT	7,358,494	6,725,649	258,499		374,346	95	5,580,350
CAPITAL	1,508,491	1,810,419	58,307	(360,235)	124		2,144,237
DEBT SERVICE	250,000	127,985		-	122,015	51	1,871
INTERFUND TRANSFERS	1,555,621	1,555,621		-	-	100	1,509,103
Total Expenditures	\$ 50,009,698	\$ 50,007,377	\$	316,805	\$ (314,485)	101	\$ 46,715,447
By Department/Division							
POLICE	\$ 28,058,477	\$ 28,043,735	\$	76,274	\$ (61,533)	100	\$ 26,078,339
FIRE	21,951,221	21,963,642	240,531	(252,952)	101		20,637,108
Total Expenditures	\$ 50,009,698	\$ 50,007,377	\$	316,805	\$ (314,485)	101	\$ 46,715,447

City of Billings**AIRPORT OPERATING FUND**

For fiscal year 2021, Periods 1 - 12

	Total 2021		2021	Variance	%	YTD 2020	
	Amended Budget	YTD 2021 Actual	Encumbrance	Actual			
Revenues:							
INTER-GOVERNMENTAL	\$ 5,925,400	\$ 12,646,996	\$ -	\$ 6,721,596	213	\$ 9,175,700	
CHARGES FOR SERVICES	10,678,938	9,207,154	-	(1,471,784)	86	11,037,266	
INVESTMENT EARNINGS	216,152	31,555	-	(184,597)	15	253,108	
DEBT PROCEEDS	25,000,000	898,955	-	(24,101,045)	4	-	
MISCELLANEOUS	36,128	70,691	-	34,563	196	72,853	
Total Revenues	\$ 41,856,618	\$ 22,855,350	\$ -	\$ (19,001,268)	55	\$ 20,538,927	
Expenditures:							
By Category							
PERSONAL SERVICES	\$ 4,659,668	\$ 4,513,352	\$ -	\$ 146,316	97	\$ 4,440,799	
OPERATIONS & MAINT	3,605,950	2,387,569	110,739	1,107,642	69	2,877,832	
CAPITAL	35,505,684	15,850,099	8,265,951	11,389,633	68	10,627,990	
DEBT SERVICE	1,048,234	473,654	-	574,580	45	250,243	
Total Expenditures	\$ 44,819,536	\$ 23,224,674	\$ 8,376,690	\$ 13,218,171	71	\$ 18,196,864	

City of Billings**PUBLIC WORKS-SOLID WASTE FUND**

For fiscal year 2021, Periods 1 - 12

	Total 2021		2021	Variance	%	YTD 2020	
	Amended Budget	YTD 2021 Actual	Encumbrance	Actual			
Revenues:							
INTER-GOVERNMENTAL	\$ -	\$ 1,329	\$ -	\$ 1,329	-	\$ -	-
CHARGES FOR SERVICES	16,498,000	17,236,452	-	738,452	104	16,470,068	
INVESTMENT EARNINGS	225,000	67,025	-	(157,975)	30	591,616	
MISCELLANEOUS	-	14,770	-	14,770	-	-	1,705
Total Revenues	\$ 16,723,000	\$ 17,319,576	\$ -	\$ 596,576	104	\$ 17,063,388	
Expenditures:							
By Category							
PERSONAL SERVICES	\$ 5,843,090	\$ 5,670,177	\$ -	\$ 172,913	97	\$ 5,511,740	
OPERATIONS & MAINT	6,017,784	5,422,870	396,301	198,613	97	5,368,233	
CAPITAL	15,572,358	11,295,629	2,040,845	2,235,884	86	17,980,196	
DEBT SERVICE	1,561,775	413,738	-	1,148,038	26	432,738	
Total Expenditures	\$ 28,995,007	\$ 22,802,414	\$ 2,437,146	\$ 3,755,447	87	\$ 29,292,907	

City of Billings**PUBLIC WORKS-WATER FUND**

For fiscal year 2021, Periods 1 - 12

	Total 2021		2021	Variance	%	YTD 2020	
	Amended	YTD 2021				Actual	
	Budget		Actual	Encumbrance	%		
Revenues:							
INTER-GOVERNMENTAL	\$ -	\$ 1,714	\$ -	\$ 1,714		\$ 369	
CHARGES FOR SERVICES	\$ 29,289,200	\$ 28,396,226	\$ -	\$ (892,974)	97	\$ 24,961,120	
INVESTMENT EARNINGS	\$ 534,500	\$ 731,054	\$ -	\$ 196,554	137	\$ 1,161,913	
MISCELLANEOUS	\$ 7,200	\$ 314,173	\$ -	\$ 306,973	4,364	\$ 236,918	
Total Revenues	\$ 29,830,900	\$ 29,443,167	\$ -	\$ (387,733)	99	\$ 26,360,320	
Expenditures:							
By Category							
PERSONAL SERVICES	\$ 5,010,787	\$ 4,688,065	\$ -	\$ 322,722	94	\$ 4,618,350	
OPERATIONS & MAINT	\$ 8,531,893	\$ 7,924,763	\$ 769,476	\$ (162,347)	102	\$ 8,282,137	
CAPITAL	\$ 21,653,658	\$ 10,049,804	\$ 10,655,300	\$ 948,554	96	\$ 16,776,686	
DEBT SERVICE	\$ 2,770,000	\$ 287,476	\$ -	\$ 2,482,524	10	\$ 315,390	
Total Expenditures	\$ 37,966,338	\$ 22,950,108	\$ 11,424,776	\$ 3,591,454	91	\$ 29,992,563	

City of Billings**PUBLIC WORKS-WASTEWATER FUND**

For fiscal year 2021, Periods 1 - 12

	Total 2021		2021	Variance	%	YTD 2020	
	Amended	YTD 2021				Actual	
	Budget		Actual	Encumbrance	%		
Revenues:							
INTER-GOVERNMENTAL	\$ -	\$ 5,268	\$ -	\$ 5,268	-	\$ -	
CHARGES FOR SERVICES	\$ 21,770,290	\$ 21,584,152	\$ -	\$ (186,138)	99	\$ 20,278,411	
INVESTMENT EARNINGS	\$ 425,000	\$ 106,924	\$ -	\$ (318,076)	25	\$ 746,345	
MISCELLANEOUS	\$ -	\$ 110,586	\$ -	\$ 110,586	-	\$ 179,539	
Total Revenues	\$ 22,195,290	\$ 21,806,929	\$ -	\$ (388,361)	98	\$ 21,204,295	
Expenditures:							
By Category							
PERSONAL SERVICES	\$ 4,123,310	\$ 3,889,861	\$ -	\$ 233,449	94	\$ 3,876,163	
OPERATIONS & MAINT	\$ 7,188,387	\$ 5,459,669	\$ 1,151,916	\$ 576,802	92	\$ 5,274,587	
CAPITAL	\$ 25,023,526	\$ 7,800,351	\$ 8,294,868	\$ 8,928,307	64	\$ 17,835,756	
DEBT SERVICE	\$ 5,329,100	\$ 1,301,179	\$ -	\$ 4,027,921	24	\$ 1,347,300	
Total Expenditures	\$ 41,664,323	\$ 18,451,060	\$ 9,446,784	\$ 13,766,479	67	\$ 28,333,806	

Fund Name	FY21 Amended Budget	FY21 Expenses Thru 6-30-21	Percent of Budget Utilized
Governmental			
2015 Ballpark G.O. Refunding	763,033	759,742	100%
Amend Park	60,214	10,222	17%
Arterial Streets	7,305,575	1,998,267	27%
Ballpark Donations	118,385	20,509	17%
Ballpark Repair Fund	30,292	3,144	10%
Building Inspection	2,469,626	2,003,143	81%
Capital Replacement	2,930,660	2,143,937	73%
CDBG	2,816,552	1,656,233	59%
Cemetery Improvements	48,000	0	0%
Cemetery Perpetual Trust	5,600	0	0%
City Attorney Grants	315,285	341,133	108%
City County Planning	2,126,426	1,825,152	86%
Dog Park Construction	45,000	44,085	98%
Downtown Revolving Loan	226,247	25,451	11%
EOC 911	1,186,996	848,268	71%
Fire Grants	340,950	44,154	13%
Gas Tax	9,274,901	4,157,783	45%
Library Fund	4,173,765	3,734,851	89%
Library GO Debt	1,295,772	1,295,417	100%
Light Maintenance	3,009,639	2,179,790	72%
Municipal Court Grants	684,410	293,255	43%
Park District 1	3,847,931	2,692,609	70%
Parks Maintenance	979,408	951,633	97%
Parks Programs	191,212	156,384	82%
Parks Series 2000 GO Debt	123,826	123,757	100%
Police Programs	1,711,776	1,482,924	87%
Road Maintenance Dist.	365	360	99%
Rose Park Pool	112,952	22,947	20%
Series 2004A Street Imp	351,807	348,622	99%
SID Construction	5,504,819	2,063,311	37%
SID Fund	861,500	858,378	100%
Sidewalk Construction	2,927,718	791,694	27%
Sidewalk Debt Svc	501,500	496,958	99%
Sidewalk Hazard Repair	236,258	36,923	16%
Storm Sewer	6,462,777	3,668,302	57%
Storm Sewer Debt Svc	1,013,595	1,008,635	100%
Street Maintenance Dist	9,355,498	7,345,330	79%
Street/Traffic Oper	11,221,162	8,973,746	80%
Tax Increment East	870,827	808,296	93%
Tax Increment N 27th	6,407,757	5,241,550	82%
Tax Increment South	7,483,718	3,905,146	52%
Urban Renewal Prop	62,809	11,423	18%

Fund Name	FY21 Amended Budget	FY21 Expenses Thru 6-30-21	Percent of Budget Utilized
Proprietary			
Central Svcs	95,149	85,064	89.4%
City Health Ins Fund	14,543,439	12,483,954	85.8%
Engineering	3,175,554	2,967,574	93.5%
Facilities Management	2,087,356	1,678,765	80.4%
Information Resources	2,782,304	2,584,067	92.9%
Motor pool	2,158,204	2,017,857	93.5%
P.W. Admin	2,934,041	2,673,649	91.1%
Parking	1,980,278	1,654,796	83.6%
Property Ins	2,580,827	2,569,834	99.6%
Radio	279,534	209,721	75.0%
Telephone System	553,888	503,426	90.9%
Transit	13,592,157	7,673,965	56.5%

From: Meling, Debi <melingd@billingsmt.gov>
Sent: Thursday, August 26, 2021 8:16 AM
To: sue.vinton@mtleg.gov; doug.kary@mtleg.gov
Cc: Kukulski, Chris <kukulskic@billingsmt.gov>
Subject: Input on ARPA Competitive Grant Criteria

Representative Vinton and Senator Kary,

Chris and I very much appreciate the time you spent with us earlier this week. Senator Kary, in response to your concern that we are not using the ARPA allocation for water/wastewater, please know that we definitely are planning to use the funds that are earmarked for infrastructure for that purpose. The funds will go directly to projects on our Capital Improvement Plan (CIP) which is where the projects we applied for came from as well. Our understanding of the "Match 50 points" was that it needed a 1:1 match or a percentage of ARPA, we did not understand that allocating ARPA would be more beneficial.

I had mentioned that the point system really did not benefit communities who had been managing their water/wastewater systems responsibly. I've shown the point system below and highlighted the sections that are hard for communities to get that manage their systems responsibly.

Starting with the categories common to both water and wastewater, good planning and responsible stewardship of the systems was not looked on favorably under the affordability category.

Ranking Categories	Points Available
DWSRF or CWSRF	420
Readiness	80
Affordability	50
Match	50
Total	600

As for water, the documented health risks made up 180 points of the 600 total. In addition, there is another 25 points for addressing a formal enforcement action which if systems are operated well, would not be a problem. And, 80 points are possible from the health risks but again, in a well operated system, there should not be a lot of health risks. So, taking into account the affordability, that is 335 points of the possible 600 that benefit systems that have not been proactively managed.

Water Project Ranking	Points
Documented health risks	180

Acute health risks	120
Non-acute health risks	60
Potential health risks	80
Microbiological & nitrate health risks	50
Chemical contaminant health risks	30
Compliance	50
Proactive Compliance Measures	50
Project addresses a formal enforcement action	25
Consolidation or creation of a new system	30
Conservation	80
Water use efficiency	30
Water meters	20
Energy efficiency	30
Total Points in DWSRF	420

As for wastewater, the highlighted criteria make up 175 points that generally will not benefit communities that are treating their wastewater responsibly. Again, taking into account rates, that is 225 out of 600 points that benefit systems that have not been proactively managed.

Sewer Project Ranking	Points
Public health and water quality	250
Project protects public health	75
Project reduces toxic effects	25
Project reduces sediment	25
Project reduces nutrients	25
Project complies with secondary standards	25
Project helps meet a TMDL	50
Project addresses formal enforcement action	25
Effectiveness in improving water quality or public health	100
Eliminate health hazards or restore beneficial uses	100
Improve but not fully restore	50
May or may not improve water quality	25
Point source projects OR	70
Capacity	10
Reliability or obsolescence	20
Beneficial use	20
Water conservation	10

Total Points in CWSRF	420
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I offer this information just so you can see the challenges that we had when trying to submit projects. We truly understand and appreciate the fact that the committee is trying to assist many communities. Any funding that we can get for these projects will help our citizens and us as we try to continue to operate responsibly and proactively. Again, we really appreciate your time and willingness to share information about the process. Both Chris and I are available to assist if we can be of any help.

Debi



Debi Meling, P.E.
Public Works Director
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EXCELLENCE INNOVATION INTEGRITY

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