

City of Missoula Debt Management

Debt in a governmental entity is an effective financial management tool. Active debt management provides fiscal advantages to the City of Missoula and its citizens. Debt can serve several different purposes. It is useful in matching costs to benefits of public assets. It is useful as an economic development tool. It allows governments to build and acquire assets that would not otherwise be able to be built or acquired. Debt eliminates the need for governments to build up large reserve balances to build or acquire assets. In other words, debt is not something that should be avoided or eliminated. Rather, debt is something that should be used and managed effectively. Debt can be mismanaged, however. Over use of debt places a burden on the financial resources of the City and its taxpayers. Thus, it is important to create policies and follow practices to insure debt is used wisely.

Debt management is a critical component of the City of Missoula's financial operations. The city takes an active role in managing its debt. This is done through a variety of means including: debt management policies, bond ratings, comprehensive planning for future bond issues, management of existing and proposed debt levels, legal debt margins, and debt service payments. This section of the budget provides an analysis of each of these factors in addition to providing a detailed schedule of future debt service obligations of the city.

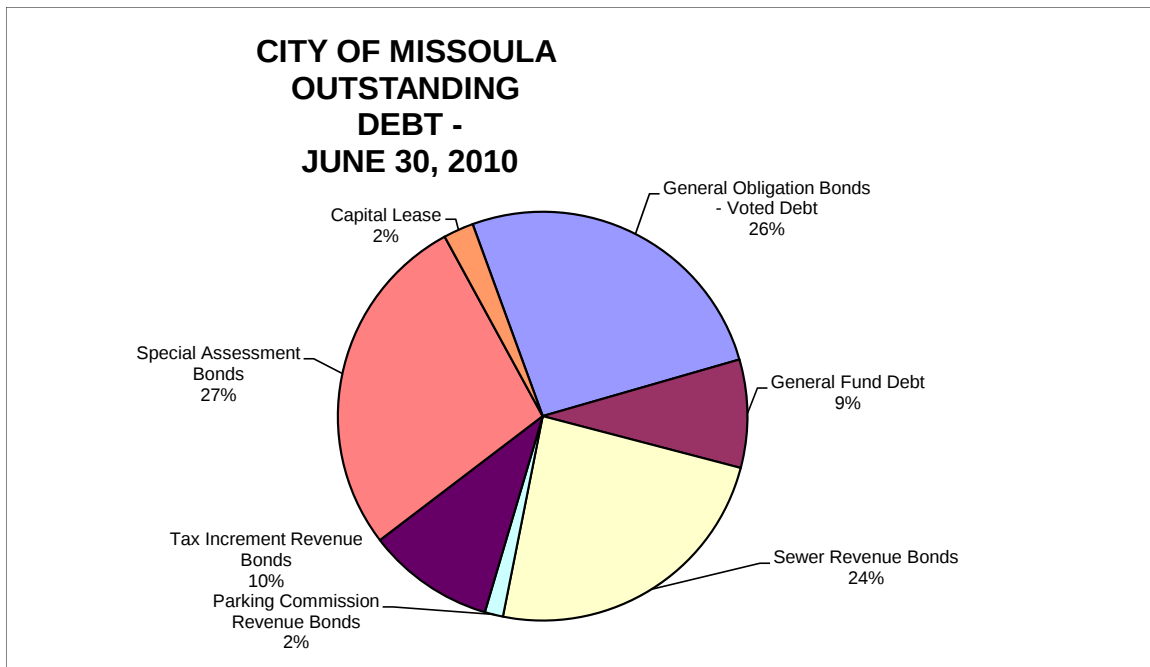
Major Bond Issues

Listed below is a brief description of the city's major outstanding bond issues, followed by a graphic overview of all outstanding debt of the city, by purpose.

- A. Aquatics Bond 2004A – Voted.** This bond issue was approved by the voters on November 4, 2003 in the original principal amount of \$8,100,000 for the purpose of replacing existing aquatic facilities and spray decks around located throughout the City of Missoula. The bonds were issued on May 24, 2004 with a true interest cost of 4.2339%. The bonds were financed over 20 years. The bonds will be repaid with property tax revenue, specifically dedicated for that purpose. When the bonds have been repaid, the property tax levy will be discontinued. The City received an A rating on these bonds from Standard & Poors. The purchaser of the bonds chose to have the bonds insured with a AAA rating from Standard and Poors.
- B. Refunding Bond 2004B – Voted.** This bond issue was refinanced on June 29, 2004 for the purpose of reducing interest costs associated with bonds issued in 1993 and 1994 resulting from bond elections in 1992 and 1988, both of which were for fire station construction projects while the 1992 referendum also included funds for the expansion of City Hall. The bonds were issued on June 29, 2004 with a true interest cost of 3.5427%. The bonds were financed over the remaining term of the original 20 years for each series refunded. The bonds will be repaid with property tax revenue, specifically dedicated for that purpose. When the bonds have been repaid, the property tax levy will be discontinued. The City received an A rating on these bonds from Standard & Poors. The purchaser of the bonds chose to have the bonds insured with an AAA rating from Standard and Poors.
- C. 2006 Fire Station GO Bond – Voted.** Issued in 2006 to provide funds for construction and equipping of new fire station #5 and remodel fire stations #2 and #3. The bonds were issued on September 13, 2006 with a true interest cost of 4.4169%. The bonds will be repaid with property tax revenue, specifically dedicated for that purpose. When the bonds have been repaid, the property tax levy will be discontinued.
- D. Refunding Bond Series 2007A GO Bond Open - Voted.** This bond issue was refinanced on February 1, 2007 for the purpose of reducing interest costs associated with bonds issued in 1996, 1997 and 1998 resulting from bond elections in 1995 and 1997, of which the 1995 bond election was for the purchase of open space and the 1997 bond election was for fire and police equipment purchases. The bonds were issued on February 1, 2007 with a true interest cost of 3.7527%. The bonds were financed over the remaining term of the original 20 years for each series refunded. The bonds will be repaid with property tax revenue, specifically dedicated for that purpose. When the bonds have been repaid, the property tax levy will be discontinued.

Outstanding Debt

Shown on the following page is a pie chart which presents the city's current outstanding indebtedness by purpose. As shown by the graph, voted General Obligation indebtedness (for open space acquisition, public safety and recreation facilities) represents a substantial component of the city's debt and this reflects the priorities of the public and the City Council. Despite the several categories of outstanding debt reflected below, City of Missoula actually has a relatively low level of outstanding debt, which is more fully described below.



At the end of the current fiscal year, the City of Missoula had a total of \$60,113,728 of long term debt outstanding of which \$54,936,044 was bonded debt. Of this amount, \$15,065,000 comprises debt backed by the full faith and credit of the government and \$14,249,571 is special assessment debt for which the government is liable in the event of default by the property owners subject to the assessment, although this debt is collateralized with liens on the properties against which the debt is assessed. The majority of the remainder of the City of Missoula's bonded debt represents bonds secured solely by specified revenue sources (i.e., revenue bonds).

CITY OF MISSOULA'S OUTSTANDING DEBT

	Governmental Activities		Business-type Activities		Total	
	2009	2010	2009	2010	2009	2010
General Obligation Bonds	\$ 16,235,000	\$ 15,065,000	\$ -	\$ -	\$ 16,235,000	\$ 15,065,000
Tax Anticipation Note	-	-	-	-	-	-
Limited Obligation Bonds	5,130,000	4,935,000	-	-	5,130,000	4,935,000
Revenue Bonds	-	-	21,775,023	20,721,494	21,775,023	20,721,494
Spec. Assessment Bonds	14,030,295	14,350,241	-	-	14,030,295	14,350,241
Sidewalk & Curb Warrants	100,248	-	-	-	100,248	-
State Board of Investment Loans	191,309	159,063	-	-	191,309	159,063
Compensated Absences	3,474,814	3,586,736	245,104	238,364	3,719,918	3,825,100
Capital Lease	-	1,378,125	-	-	-	1,378,125
Total Outstanding Debt	\$ 39,161,666	\$ 39,474,165	\$ 22,020,127	\$ 20,959,858	\$ 61,181,793	\$ 60,434,023

The City of Missoula's total debt was decreased by \$967,147 (1.6 percent) during the 2010 fiscal year, because 4,354,117 of new debt was issued this last year, mainly in the special assessment debt category.

State statutes limit the amount of general obligation debt a governmental entity may issue to 2.5 percent of its total assessed valuation. The current debt limitation for the City of Missoula is \$99,128,651, which is significantly in excess of the City of Missoula's outstanding general obligation debt. As of fiscal year end, the City of Missoula was only utilizing 15.4% of its legal, voted general obligation bond limit. In addition, the City was utilizing 58% of its legal debt limit for non-voted General Fund (limited obligation) debt.

Proposed Debt in the Next Five Years

Listed below is a brief description of the city's proposed debt issuances over the course of the next five year period. Following this narrative description, is a graphic depiction of the relative effects of these proposed debt issuances in relation to the city's current debt and its remaining debt capacity.

- A. **New Police Station - voted.** Due to the growth of the City of Missoula, the current police facility is in need of expansion. This issue is proposed to be put in front of the voters sometime over the next two years when the economic climate warrants the effort to get this approved as general obligation debt. The estimated cost, including land acquisition, would be \$15,000,000.
- B. **New Headworks – Wastewater Treatment Plant.** Due to the growth of the City of Missoula, the current headworks at the sewer plant is inadequate for the future and undersized in relation to the capacity of the rest of the plant. This issue is proposed to be financed as sewer revenue bonds in the fall of 2010. The estimated cost would be \$10,345,000.
- C. **New Parking Ramp – Near First Interstate Bank – Missoula Parking Commission.** Due to the growth of the City of Missoula, the current parking facilities in the downtown core of the City of Missoula are inadequate for the present and future parking needs of the downtown business district within the city. This issue is proposed to be financed as Parking Commission revenue bonds in the fall of 2010. The estimated cost for the project is \$9,600,000 with \$7,500,000 of new revenue bond debt to be issued by the parking commission.

Debt Capacity – Legal Debt Margin

The schedule below shows a graphic presentation of the city's projected debt capacity (legal debt margin) with any proposed new debt included. This reflects the philosophy of the City Council in holding down the level of debt on the taxpayers, despite the city's rapid development and growing population.

VOTED GENERAL OBLIGATION BOND

Maximum Allowable Debt - City of Missoula, Montana

Assessed Valuation: FY 11 Certified Market Value 3,965,146,053

Factor Allowed for Indebtedness 2.50%

Total Indebtedness Allowed	\$	99,128,651
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Less Current Indebtedness:

2004A Aquatics G.O. Bond	6,205,000
2004B Refunding - Fire - G.O.Bond	725,000
2006 Fire Station	4,930,000
2007 Refunding	3,205,000
Intercap Equipment Loans	165,619

Total Current Indebtedness		\$	15,230,619
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Maximum Indebtedness Available (7-1-2010)	\$	83,898,032
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Proposed Debt FY 11:

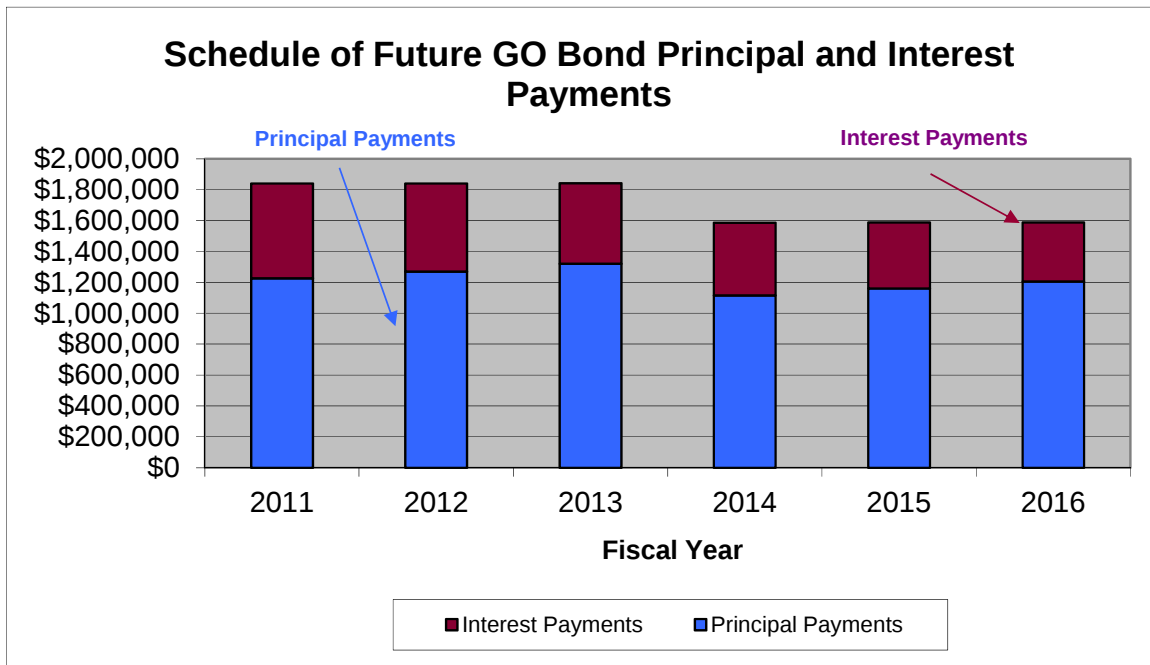
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Total Proposed Debt		\$	-
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Net Amount of Debt Available	\$	83,898,032
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Debt Service

The graph below shows the City's principal and interest payments in the current budget year and five years beyond. As shown by the graph, principal payments are increasing, while interest payments are decreasing. This reflects the declining debt level as the result of the scheduled payments the city will be making.



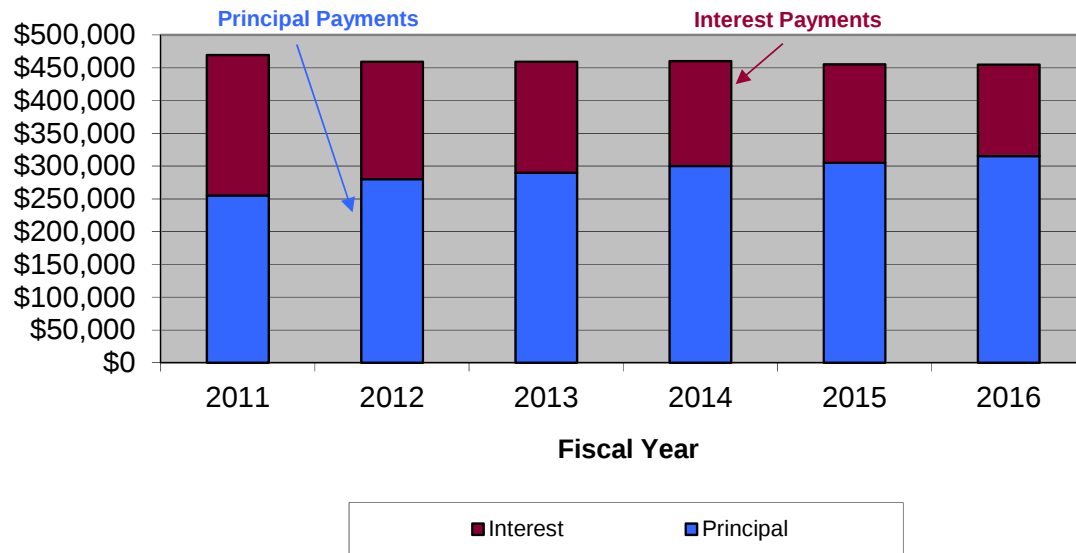
General Obligation Debt

Year	2011	2012	2013	2014	2015	2016
Principal	\$ 1,225,000	\$ 1,270,000	\$ 1,320,000	\$ 1,115,000	\$ 1,160,000	\$ 1,205,000
Interest	614,833	569,748	521,133	470,433	427,753	382,470
Total	\$ 1,839,833	\$ 1,839,748	\$ 1,841,133	\$ 1,585,433	\$ 1,587,753	\$ 1,587,470

Most major debt obligations for the City are typically structured with declining interest payments and increasing principal payments—thereby resulting in relatively level debt service payments over the life of the bonds.

As can be seen from the graph above, the voted GO debt service requirements will decline by approximately \$255,000 per year (2.4 mills) after FY 2013 due to the final maturity of the 2004 Refunding Bonds, which will be paid off at that point. This will result in a 1% reduction in property tax requirements starting in FY 2014 due to a reduced GO bond debt service levy in that year.

Schedule of Future Limited Obligation Bond Principal and Interest Payments

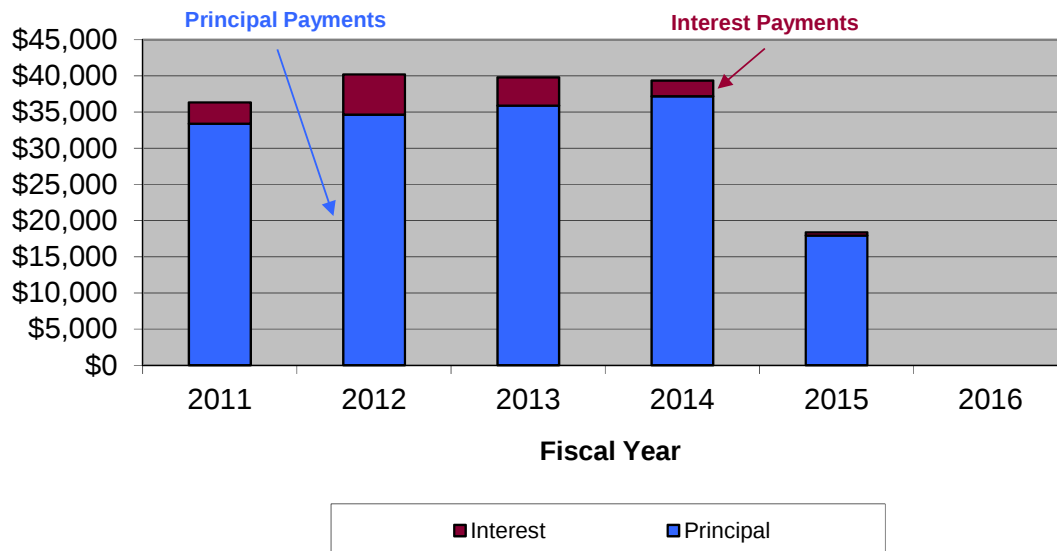


Limited Obligation Debt

Year	2011	2012	2013	2014	2015	2016
Principal	\$ 255,000	\$ 280,000	\$ 290,000	\$ 300,000	\$ 305,000	\$ 315,000
Interest	214,265	179,091	169,270	160,010	150,158	139,844
Total	469,265	459,091	459,270	460,010	455,158	454,844

As can be seen in the table above, the General Fund's limited obligation debt service requirements will remain fairly constant over the next five years.

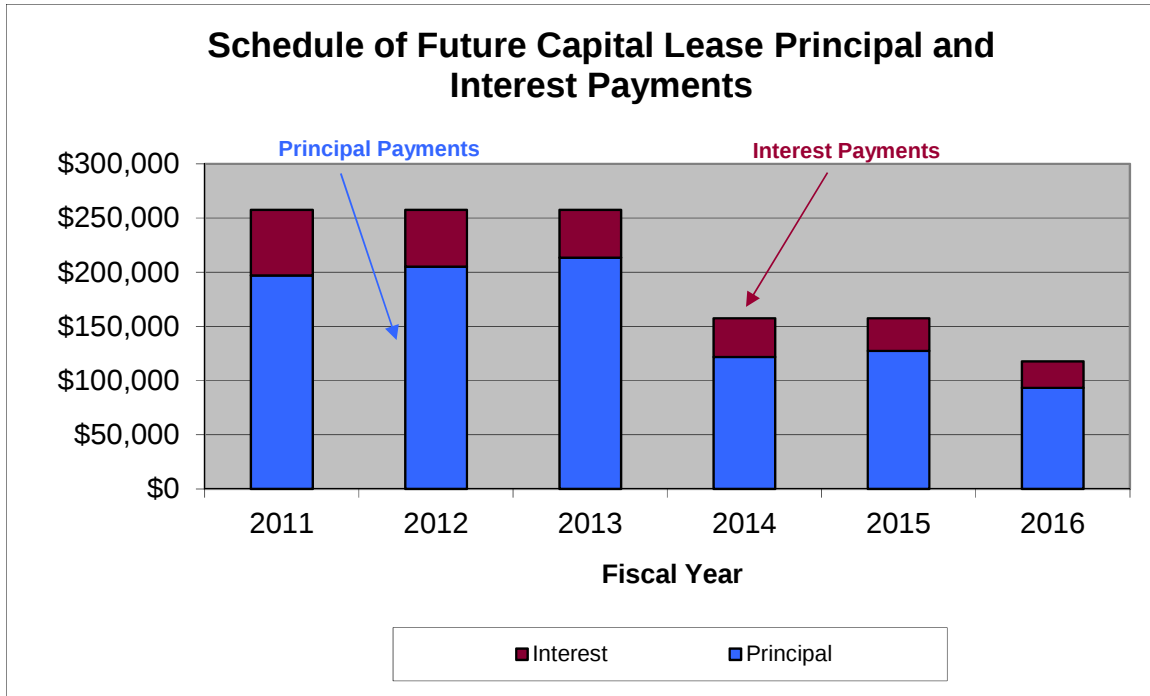
Schedule of Future Inter Cap Bond Principal and Interest Payments



Inter Cap Debt

Year	2011	2012	2013	2014	2015	2016
Principal	33,417	34,631	35,888	37,194	17,933	Paid Off
Interest	2,939	5,560	3,901	2,180	426	Paid Off
Total	36,356	40,191	39,789	39,374	18,359	Paid Off

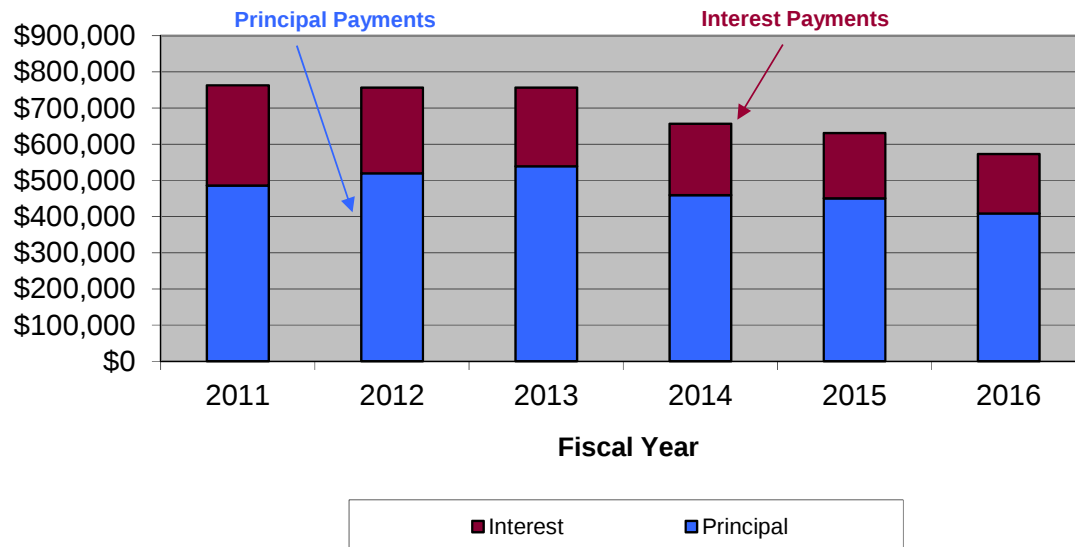
The General Fund has 4.5 years left of modest debt service payments for the a fire engine financed through the State of Montana's Inter-cap lending program.



Capital Lease						
Year	2011	2012	2013	2014	2015	2016
Principal	197,124	205,031	213,263	121,871	127,293	93,385
Interest	60,242	52,333	44,101	35,533	30,111	24,445
Total	257,366	257,364	257,364	157,404	157,404	117,830

The graph and table above illustrate the declining impact of future capital lease payment on the General Fund after FY 2013.

Schedule of Future General Fund Debt - All Types - Principal and Interest Payments



Total General Fund Debt - All Types

Year	2011	2012	2013	2014	2015	2016
Principal	485,541	519,662	539,151	459,065	450,226	408,385
Interest	277,446	236,984	217,272	197,723	180,695	164,289
Total	\$ 762,987	\$ 756,646	\$ 756,423	\$ 656,788	\$ 630,921	\$ 572,674

When all of the various types of General Fund indebtedness are combined into one graph and table, as seen above, it is apparent that after FY 2013, each future year has a smaller debt service requirement than the preceding year. This fact, combined with reduced GO bond debt requirements after FY 2013, will eventually free up \$350,000 to \$440,000 per year of tax supported projects. This information will be utilized as future budgets and capital financing needs must be addressed. All of these various financing mechanisms are used to pay for the cost of city infrastructure over time, as the benefit provided by maintaining our infrastructure is realized over time. This approach matches future costs with future benefits to be received.

Bond Rating

Bond ratings reflect the relative strength of the city's financial management and planning capabilities and the quality of its elected and administrative leadership, as well as its wealth and social characteristics. Bond ratings serve as a statement of a locality's economic, financial and managerial condition and represent the business community's assessment of the investment quality of a local government. Highly rated bonds are more attractive and are more competitive in the market and thereby help lower interest costs paid by City residents. High-grade ratings reduce the cost of raising capital for City projects and a substantial savings for the City taxpayers.

The City of Missoula continues to seek ways to improve and maintain these ratings so as to provide the finest quality services and lowest cost. Concentrated efforts have been made to maintain and improve the City's "high-grade" ratings for its general obligation bonds through innovations in financial and debt administration. In April 2008, Standard and Poor's of New York assigned an AA- rating to all of the city's outstanding voted GO debt, which formerly had an A rating. This rating upgrade was based on the city's continued economic expansion and management's maintenance of good reserve levels.



AA-

The City of Missoula's " AA-" Bond Rating saves city residents thousands of dollars annually.

Quoted below are excerpts from the Standard & Poor's April 2008 rating upgrade.

Standard & Poor's Ratings Services assigned its 'AA-' standard long-term rating, and stable outlook, to all of the City of Missoula's outstanding voted GO debt.

The ratings reflect the city's:

The 'AA-' rating on Missoula, Mont.'s outstanding voted GO bonds reflects the city's:

- *Diverse local economy, which is anchored by the University of Montana and serves as a regional services, health care, and retail hub for the surrounding rural communities;*
- *Expanding property tax and economic bases due to a low cost of living and an educated labor force compared with the rest of the region;*
- *Historically low and stable unemployment levels; and*
- *Low overall debt burden with manageable future capital needs and limited debt issuance.*

Outlook

The stable outlook reflects the expectation of the local economy's continued diversity and steady economic growth. The city's low reserves levels preclude a higher rating at this time. The city's ability to benefit from new retail development and its current sizable base in the future due to changes in state legislation could lead to rating improvement if additional revenue flexibility allows the city to build reserves levels.

The City's high ratings are an objective indication of sound financial management, recognition that its overall debt profile is characterized by good debt service coverage from pledged revenues and by sound legal provisions ensuring full and timely payment of its debt service obligations. Overall net debt is very low at \$906 per capita, or 1.9% of estimated true property value.

Investment Policy

The investment of capital funds is incorporated into the City's cash management program. All unexpended bond proceeds are deposited into a consolidated treasurer's account and invested with other funds in order to obtain maximum earnings. The segregation of each project's equity is preserved and reported separately.

Interest earned on capital funds during the construction period is credited to the respective project's fund or enterprise fund wherein the debt service is paid.

Management of Debt and Equity Funding of Capital Needs

An integral part of the City's financial strength has been to aggressively take advantage of the marketplace and refund outstanding debt, thereby reducing interest expense while using excess surpluses wisely to equity fund (pay with cash) capital project expenses and to fund depreciation of capital assets. This actively managed debt program allow us to pass along savings from the refunding of outstanding debt along to the taxpayers through reductions in the tax rates.

Debt Management Policies

The City of Missoula has developed a set of financial management policies that cover all aspects of its financial operations. Policies on debt management are one component of those financial policies. All of the City's financial management policies are included in the Executive Summary. Listed below are excerpts from those policies, which relate specifically to debt management.

Restrictions on Debt Issuance.

- 1) Repayment of Borrowed Funds.** The city will repay borrowed funds, used for capital projects, within a period not to exceed the expected useful life of the project. This policy reflects the view that those residents who benefit from a project should pay for the project. Adherence to this policy will also help prevent the government from over-extending itself with regard to the incurrence of future debt.

Limitations on Outstanding Debt

- 1) Reliance on Long-Term Debt.** The City will limit long-term debt to capital improvements which cannot be financed from current revenues. Incurring long-term debt serves to obligate future taxpayers. Excess reliance on long-term debt can cause debt levels to reach or exceed the government's ability to pay. Therefore, conscientious use of long-term debt will provide assurance that future residents will be able service the debt obligations left by former residents.
- 2) Debt Not Used for Current Operations.** The city will not use long-term debt for financing current operations. This policy reflects the view that those residents who benefit from a service should pay for the service. Utilization of long-term debt to support current operations would result in future residents supporting services provided to current residents.

Debt Refinancing

- 1) General Refinancing Guidelines.** Periodic reviews of all outstanding debt will be undertaken to determine refinancing opportunities. Refinancings will be considered (within federal tax law constraints) under the following conditions:
 - There is a net economic benefit.
 - It is needed to modernize covenants that are adversely affecting the City's financial position or operations.
 - The City wants to reduce the principal outstanding in order to achieve future working capital to do so from other sources.
- 2) Standards for Economic Savings.** The federal government has placed significant conditions on the tax-exempt refunding of outstanding issues. Refundings have two general categories:
 - Current refundings, where the refunding bonds are settled within 90 days of an optional prepayment date; and
 - Advance refundings, where refundings are settled more than 90 days in advance of an optional prepayment date. The federal restrictions are that any issue can only be advance refunded once on a tax-exempt basis.

On advance refundings the City will seek to obtain a minimum present value savings level of 3% of the present value of refunded debt service. State law requires a demonstration of savings of 0.5% reduction in the average coupon interest rate between the refunding and refunded bonds.

The complete debt management policy for the City of Missoula can be found in the appendix to this budget document.