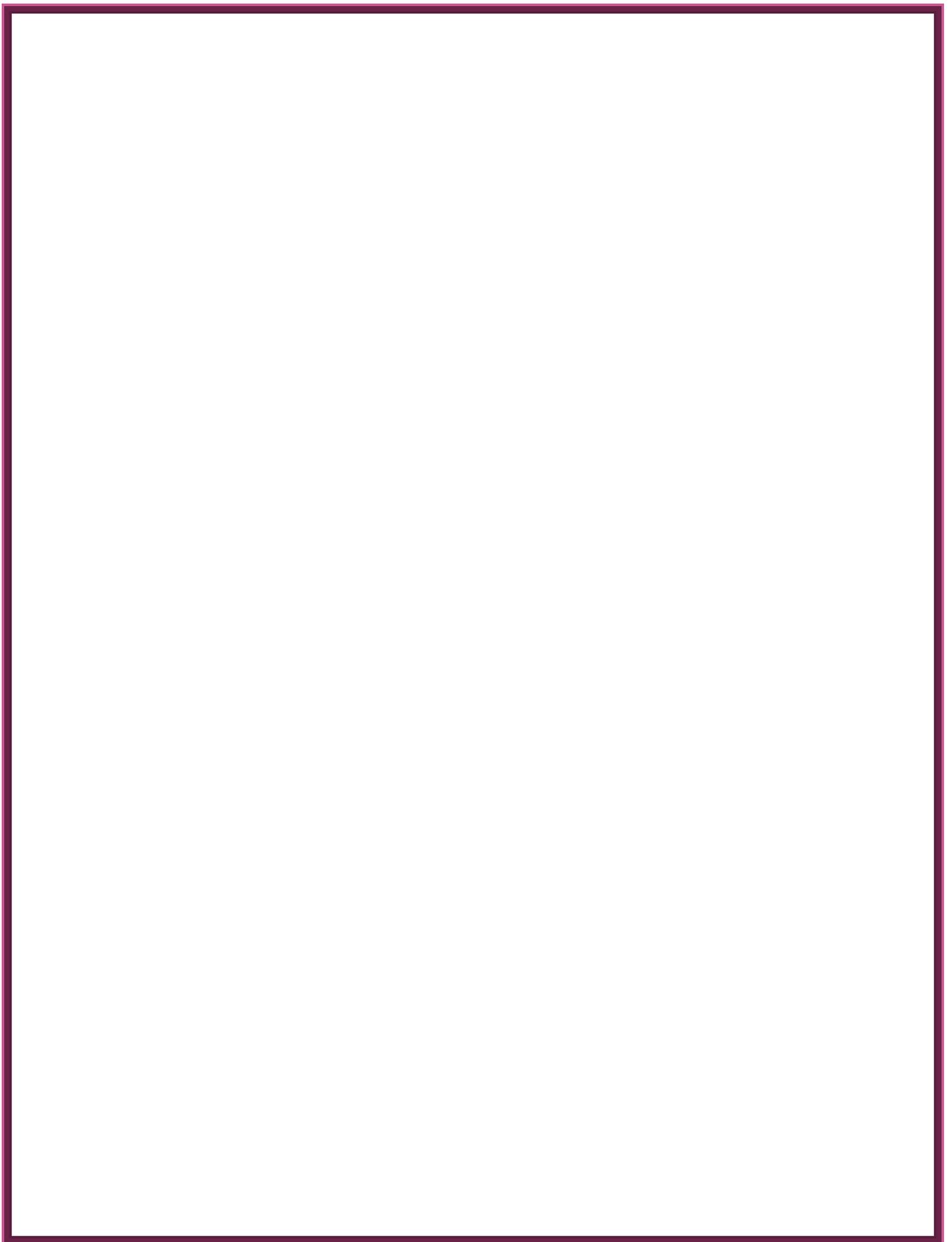


# **LEWIS & CLARK COUNTY**



**APPROVED**  
**OPERATING AND CAPITAL BUDGET**  
**FISCAL YEAR 2012-2013**





# Lewis & Clark County, Montana

**APPROVED  
OPERATING AND CAPITAL BUDGET  
Fiscal Year 2012 - 2013**

**COUNTY COMMISSION**



Andy Hunthausen [D], (Chair)



Derek Brown [R], (Member)



Mike A. Murray [D], (Member)

**CHIEF ADMINISTRATIVE OFFICER**

Eric Bryson

**COUNTY TREASURER / CLERK & RECORDER**

Paulette DeHart

**FINANCE DIRECTOR**

Nancy Everson



## Table of Contents

### Executive Summary:

Budget Message .....	1
Budget Process .....	A-1
Financial Policies .....	A-5
Financial Structure .....	A-11
Organizational Units .....	A-17
Organizational Chart .....	A-18

### Financial Summary:

Overview of Budgeted Resources .....	B-1
Mill Levy Analysis .....	B-9
Property Taxes by Jurisdiction .....	B-12
Major Revenue Sources .....	B-13
Revenue Forecast Assumptions & Methodology .....	B-15
Revenue Estimates .....	B-15

### General Government:

County Commission .....	C-1
Administrative Services .....	C-5
Treasurer/Clerk & Recorder .....	C-10
County Attorney .....	C-15
Clerk of District Court .....	C-19
Justice Court .....	C-23
Superintendent of Schools .....	C-27
Planning and Community Development .....	C-32
Information Technology .....	C-36
Miscellaneous .....	C-45
Health Insurance .....	C-48

### Public Safety:

Disaster & Emergency Services .....	D-1
Sheriff's Department .....	D-6

### Public Works:

Public Works Administration .....	E-1
Bridges .....	E-4
Roads & Signs .....	E-8
Solid Waste .....	E-14
Internal Service .....	E-19
Noxious Weed District .....	E-24
Forestvale Cemetery .....	E-30

### Public Health:

Cooney Home .....	F-1
Administration .....	F-5
Community Health Promotion .....	F-9



**LEWIS & CLARK COUNTY**

**Table of Contents**

- Continued -

Environmental Health Services ..... F-17  
 Disease Control & Prevention ..... F-23  
 Predatory Pest Control..... F-29  
 Other (Alcoholism) ..... F-31  
 Cooperative Health Center ..... F-33

**Social & Economic Services:**

Senior Citizens ..... G-1  
 Direct Assistance ..... G-3  
 Human Services..... G-5  
 Extension ..... G-7

**Culture & Recreation:**

Fair ..... H-1  
 Parks & Recreation..... H-5  
 Library ..... H-8

**Economic Development:**

Economic Development..... I-1

**Debt Service:**

Debt Service..... J-1

**Capital Improvements:**

Capital Improvement Plan & Capital Budget Overview..... K-1  
 Capital Planning ..... K-2  
 The CIP and Capital Budget Processes Described ..... K-3  
 Capital Budget ..... K-5  
 Funding Sources for CIP & Capital Budget..... K-7  
 Capital Improvement Policies ..... K-9

**Debt Information:**

Debt Management ..... L-1  
 Debt Management Policies..... L-4

**Appendix:**

Staffing Summary ..... M-1  
 Consumer Price Index ..... M-2  
 Legal Debt Margin..... M-3  
 Demographic & Statistical Information ..... M-4  
 Top Ten Taxpayers ..... M-5  
 Glossary ..... M-6



## **EXECUTIVE SUMMARY**



Eric Bryson  
 Chief Administrative Officer  
 (406) 447-8311 Office  
 (406) 447-8370 Fax



City/County Buildings Room 346  
 316 N. Park Avenue  
 Helena, Montana 59623  
 ebryson@co.lewis-clark.mt.us

# Lewis and Clark County

## Administrative Services and Financial Department

### Budget Message

September 20, 2012

Lewis & Clark County Commission & Residents of Lewis & Clark County:

This document is the Approved Operating and Capital Budget for Lewis & Clark County, Montana, for the fiscal year ending June 30, 2013 (FY 13). A summary of the Final Budget follows.

### Overview of Budgeted Resources

The following table depicts the projected beginning cash balances, estimated revenues, budgeted expenditures, and projected ending cash balances for FY 13. All county funds are included in the foregoing budget. The table reflects estimated revenues of \$67.0 million, budgeted expenditures of \$74.8 million, resulting in projected ending cash balances of \$18.3 million, for all funds. An explanation of the significant changes in fund and cash balances (those greater than 10%) is provided on the following page.

### SUMMARY OF MAJOR REVENUES, EXPENDITURES AND OTHER FINANCING SOURCES/USES July 1, 2012 through June 30, 2013 (FY 13)

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Projected Beginning Cash Balances	\$ 2,267,806	\$ 11,988,727	\$ 679,733	\$ 6,573,344	\$ 1,133,668	\$ 3,525,028	\$ 26,168,306
Total Estimated Revenues	9,808,951	30,052,687	683,996	11,467,581	5,309,086	9,733,173	67,055,474
Budgeted Expenditures	10,260,015	35,801,893	675,484	12,269,359	5,588,541	10,231,336	74,826,628
Projected Ending Cash Balances	\$ 181,742	\$ 6,239,521	\$ 688,245	\$ 5,771,566	\$ 854,213	\$ 3,026,865	\$ 18,397,152

Listed below are explanations of the significant changes in fund balance/cash for each of the major fund groups.

### **General Fund**

The financial summary on the preceding page reflects a beginning general fund cash balance of \$2.2 million, estimated revenues of \$9.8 million, budgeted expenditures of \$10.2 million, resulting in a projected ending general fund cash balance of \$1.8 million. Budgeted expenditures of \$.4 million more than estimated revenues are due to the County intentionally budgeting to spend excess cash reserves. The County has intentionally increased cash reserves over prior years due to the economic uncertainty. The County will continue to maintain a safe operating reserve.

### **Special Revenue Funds**

Special revenue funds reflect a beginning cash balance of \$11.9 million, estimated revenues of \$30.0 million, budgeted expenditures of \$35.8 million, resulting in a projected ending cash balance in the special revenue funds of \$6.2 million. Budgeted expenditures exceed estimated revenues by \$5.8 million, due largely to the County intentionally budgeting to spend cash reserves that have been allocated to specific uses. The County will continue to maintain a safe operating reserve.

### **Debt Service Funds**

Debt service funds show a beginning balance of \$679,000, estimated revenues of \$684,000, budgeted expenditures of \$675,000, and a projected ending cash balance in the debt service funds of \$688,000. Cash balances in the debt service funds are expected to increase slightly due to lower interest rates than projected.

### **Capital Project Funds**

Capital project funds reflect beginning cash balances of \$6.5 million, estimated revenues of \$11.4 million, budgeted expenditures of \$12.2 million, resulting in projected ending cash balances of \$5.7 million. Budgeted expenditures exceed estimated revenues by \$.8 million due to the purchase of capital assets from reserves established for this purpose and also due to the construction of capital projects from reserves established in prior years for these purposes.

### **Enterprise Funds**

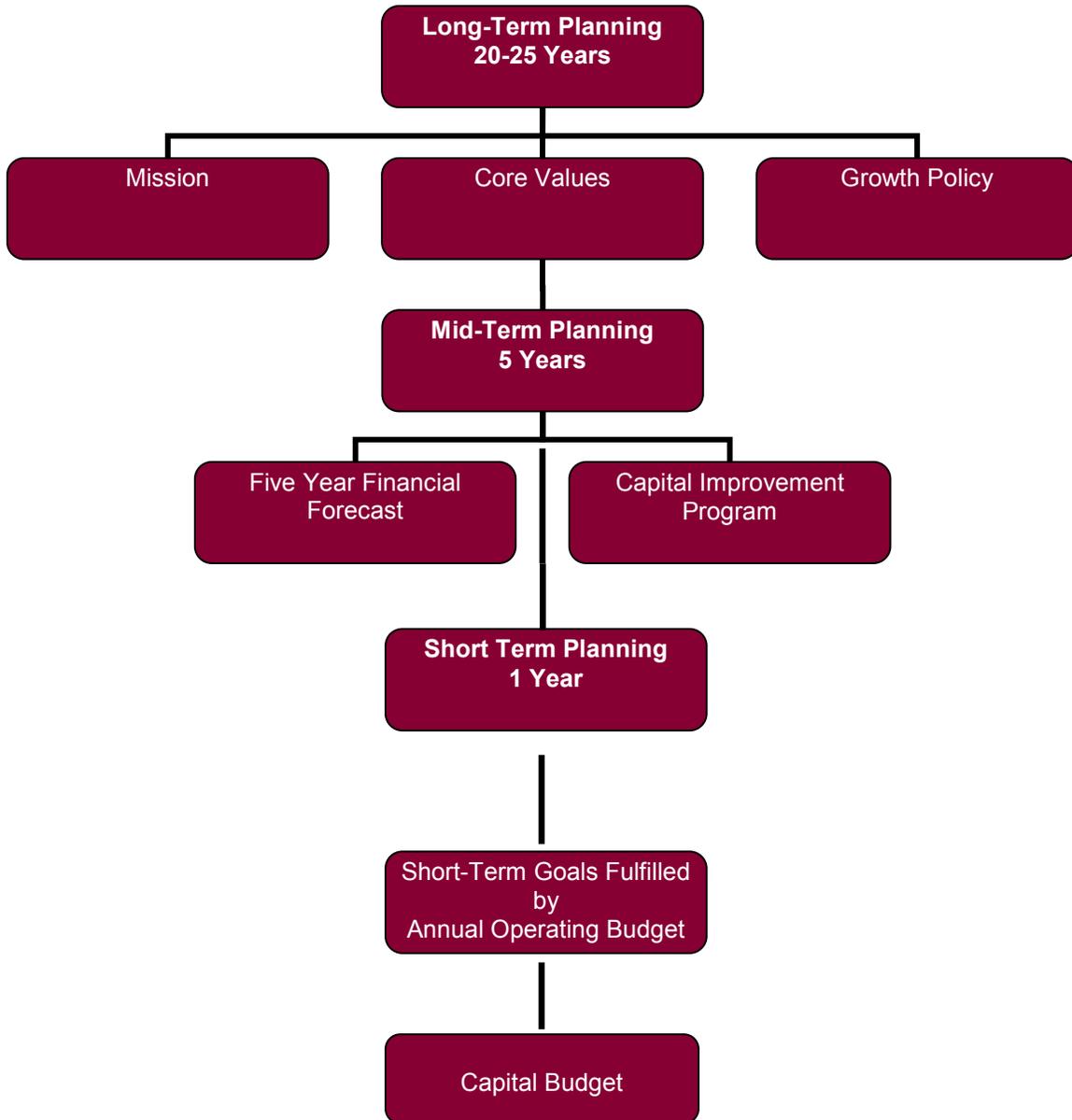
Enterprise funds reflect beginning cash balances of \$1.1 million, estimated revenues of \$5.3 million, budgeted expenditures of \$5.5 million, and projected ending cash balances of \$850,000 in the enterprise funds. The decrease in cash balances is due to budgeted expenditures of capital reserves and the payment of debt in the landfill fund. Additionally, the sale of the Cooney Nursing Home was completed in FY12, resulting in a decrease in revenues and expenses of \$6 million for FY13.

## Planning Processes

Lewis & Clark County conducts various planning processes (long-term, mid-term and short-term), to help guide the government and to insure that decisions are made in the context of the organization as a whole and with a long-term perspective. Diligent efforts are made to insure each of these component planning processes are in concert with one another. This so called “Linkage” is paramount to insure short-term decisions are consistent with the overriding values embodied in the mid-term and long-term planning processes adopted by the County Commission.

Each element of the County’s planning process has a different purpose and timeframe. The County’s Mission, Core Values Statement and Growth Policy are the most far-reaching in nature—20 to 25 years. The Capital Improvement Program and the Five-Year Financial Forecast are mid-term in nature—5 years. The Annual Budget and the Capital Budget are short-term—covering a 1-year timeframe. The most important requisite is that they are coordinated efforts.

Shown on the following page is a hierarchy of the County’s layered planning processes, all which support one another and are designed with a common goal. The chart depicts how the Annual Operating Budget and the Capital Budget fit within the County’s planning process hierarchy.



**Strategic Plan**

Strategic planning suggests ways (strategies) to identify and to move toward desired future states. It consists of the process of developing and implementing plans to reach goals and objectives. Within government, strategic planning provides guidance for organizational management similar to that for business, but also provides guidance for the evolution or modification of public policy and laws. Areas of such public policy include: funding of infrastructure and rate-setting and functional plans such as the County's Growth Policy for land use, and the Lewis & Clark County Transportation Plan.

## **Lewis & Clark County Goals – Short-Term Initiatives – Principal Issues – Proposed Action**

The County also created a set of short-term goals. The short-term goals are those that guide the development of the budget for the coming year.

Listed below are the County's goals that help guide the development of this budget.

- Create the FY2013 Budget as a “business plan,” including goals and objectives from each department/office, along with funding requests.
- Create a management system that will allow the Commissioners to measure performance in each department/office relating to the approved goals and objectives as documented as part of the annual budget process.
- Continue focus on managing and planning the growth in Lewis & Clark County, including regular updates of the growth policy and subdivision regulations.
- Continue to pursue a master plan for detention services to mitigate the effects of overcrowding in the current detention center.
- Pursue the development of water and sewer services into the Helena Valley to mitigate failing septic systems and water quality issues.
- Continue to fund the market based pay plan. The plan and related benefits allows the County to remain competitive in recruiting and retaining quality employees.
- The 5-year Capital Improvement Plan (CIP) is a top priority every year. Each department is required to fund a capital asset schedule. In addition, future asset needs and projects are identified and funded from department budgets to the extent possible.

### **Capital Improvement Plan**

The County prepares a 5-year Capital Improvement Program (CIP) which is summarized within the Annual Operating Budget. The CIP is a multi-year capital improvement plan that forecasts, but does not obligate, future spending for all anticipated capital projects. The CIP is developed and updated annually. The proposed 5-year CIP uses conservative financial forecasts and reflects only those projects with the highest priority and most realistic expectation for completion during the next five years. This approach avoids raising expectations for projects that are not well defined or that the operating budget will not support.

The Annual Budget Process includes a re-evaluation of the capital projects included in the CIP for the coming year, as well as the anticipated funding sources for the projects. If approved in the Annual Budget Process, the capital items appear in the Annual Operating Budget, which constitutes the formal spending authority. The capital items included in the Annual Operating Budget represent the “Capital Budget.”

A summary of the significant capital projects included in the FY13 Operating Budget is included in the budget on page K-5.

## STAFFING CHANGES

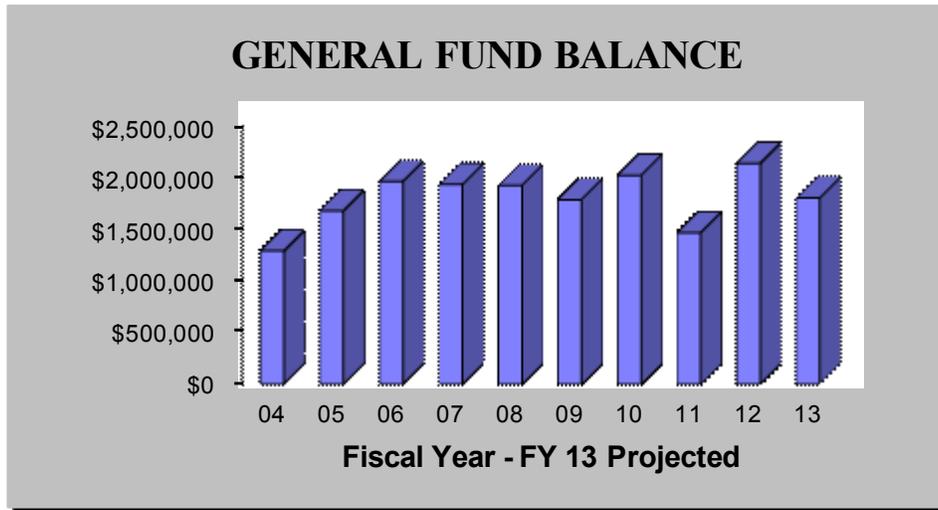
The final budget includes a net overall decrease of 69.18 full-time equivalent employees (FTE). The decrease is due to the sale of the Cooney Nursing Home in FY12. The chart below shows the change in FTE for the budget year for each department. Also included in the Appendix on page M-1 is a chart showing all of the County's FTE for all departments.

<b>Staffing Changes (FTE)</b>	
<b>DEPARTMENT/DIVISION</b>	<b>Net Increase (Decrease)</b>
County Attorney	1.00
Planning and Community Development	(1.00)
Sheriff-detention officers	2.50
Coroner	0.50
Public Works	(0.31)
Cooney Nursing Home	(71.87)
<b>TOTAL CHANGE</b>	<b>(69.18)</b>

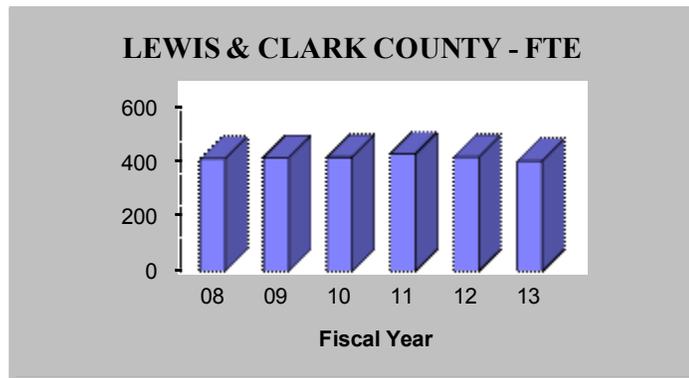
## BUDGETARY TRENDS

Shown below are a series of key financial indicators and budgetary trends that affect the ability of the County to sustain current service levels, while maintaining financial stability.

Fund balance measures the net financial resources available to finance expenditures of future periods. Rating agencies examine fund balance when considering the credit quality of the County. The general fund

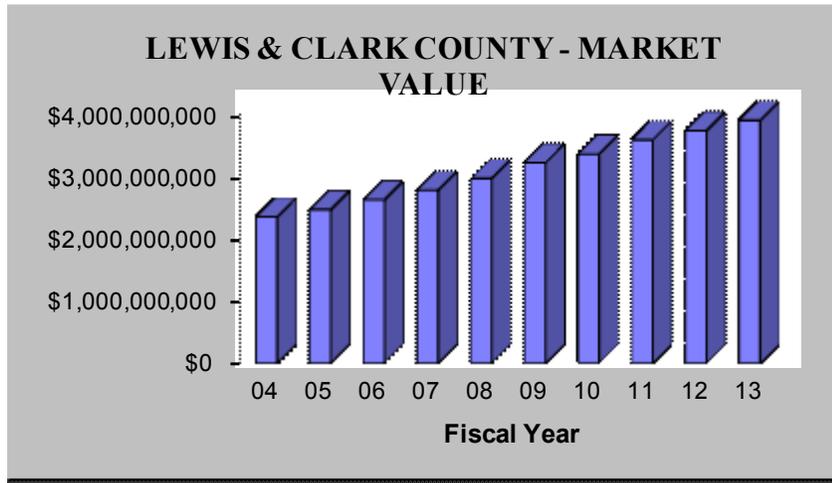


balance represents the best indicator of the County's overall financial health. Shown by the graph above is the County's actual general fund balance from FY 04 – FY 13. Fund balances for FY 13 are projected. The County's 2013 budget continues to be structurally balanced and the County will maintain a safe general fund reserve at the end of FY 13.

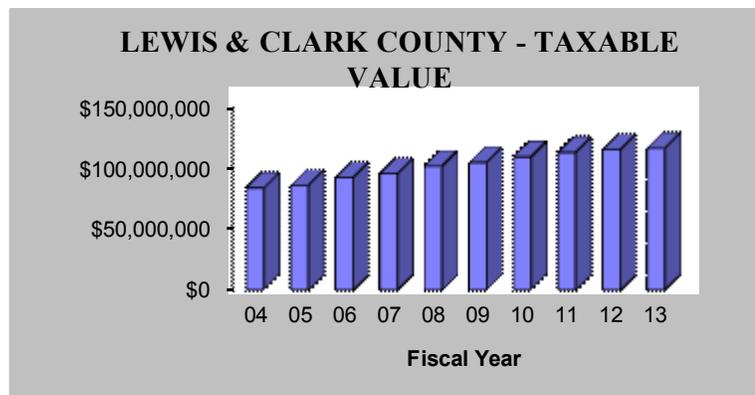


Full-time equivalent employees (FTE) are a key indicator mirroring the growth of the Lewis & Clark County. As shown by the graph above, total FTE decreased from 404.45 in fiscal year 2012 to 335.27 in 2013. The decrease was due to the sale of the Cooney Nursing Home in FY12.

As a general rule, all real and personal property in the State of Montana is subject to taxation by the State and its counties, municipalities and other political subdivisions. This rule is subject to exceptions in the case of specified classes of exempt property. Property is classified according to its use and character, and the different classes of property are taxed at different percentages of their market valuation.



Property valuations are based on comprehensive appraisals of all taxable property performed by the Department of Revenue each year. The Department of Revenue certifies market and taxable values to each county on or before the 1<sup>st</sup> Monday in August. The trend of the Lewis & Clark County market value is shown by the graph above. As shown by the graph, the County's market value has increased from \$2.35 billion in fiscal year 2004 to \$3.91 billion in fiscal year 2013, for a 66% increase over this period. The market value of property in the County reflects the rapid growth the County is experiencing. The graph of taxable values that follows reflects the County's ability to raise general tax revenue necessary to support the growing demand for government services.



The taxable value for property is determined by applying a statutorily established percentage ratio to the market value of the property, according to its property classification. The applicable ratio for most commercial and residential real properties is currently 2.63%. Shown above is a history of the County's actual taxable value since 2003. The increase in taxable values does not coincide with the increase in market values because of adjustments to the percentage ratio by the Montana Legislature and by changes in tax policy implemented through property tax amendments. The adjustments by the Legislature were designed to prevent local taxes from increasing at the same rate as property values. The taxable values (as opposed to market values) more accurately reflect the ability of the County to increase tax revenues.

## ECONOMIC FACTORS

The Bureau of Business and Economic Research (BBER) is the research and public service branch of the University of Montana's School of Business Administration. The Bureau is regularly involved in a wide variety of activities, including economic analysis and forecasting. Excerpts from the Bureau's forecasts contained in the Spring 2007 issue of the Montana Business Quarterly relating to Lewis & Clark County are restated below.

Helena is a government town, and state and federal governments combine for about two-thirds of the economic base in Lewis & Clark County. Between 2001 and 2004, both state and federal government contributed to growth. The increases in state government were mostly before and after the wage freeze enacted by the 2003 Legislature. The increases in the federal government occurred in both the civilian and military components (including Ft. Harrison and other reserve facilities), and both may be associated with homeland security activities. The Bureau projects that Lewis & Clark County's population growth will average 1% per year through 2010, as shown by the graphic below.

**Table 3  
 Population, Montana and Regions, 1990-2010**

	Thousands of Persons				Average Annual Percent Change		
	Actual		Projected		1990-2000	2000-2005	2005-2010
	1990	2000	2005	2010			
Montana	800	902	936	974	1.2%	0.7%	0.8%
West	335	400	416	445	1.8%	0.8%	1.4%
Missoula	79	95	100	106	1.9%	1.0%	1.2%
Flathead	60	75	83	90	2.3%	2.0%	1.6%
Silver Bow	34	35	33	37	0.3%	-1.2%	2.3%
Lewis and Clark	48	56	58	61	1.5%	0.7%	1.0%
Ravalli	25	36	40	43	3.7%	2.1%	1.5%
Rest of West	89	103	102	108	1.5%	-0.2%	1.1%
North-Central	181	183	183	184	0.1%	0.0%	0.1%
Cascade	78	80	80	82	0.3%	0.0%	0.5%
Hill	18	17	16	17	-0.6%	-1.2%	1.2%
Fergus	12	12	12	13	0.0%	0.0%	1.6%
Rest of North-Central	73	74	75	72	0.1%	0.3%	-0.8%
Southeast	284	319	337	345	1.2%	1.1%	0.5%
Yellowstone	114	128	137	145	1.2%	1.4%	1.1%
Gallatin	51	68	78	86	2.9%	2.8%	2.0%
Richland	11	10	9	11	-0.9%	-2.1%	4.1%
Custer	12	12	11	12	0.0%	-1.7%	1.8%
Rest of Southeast	96	101	102	91	0.5%	0.2%	-2.2%

Sources: Bureau of the Census, U.S. Department of Commerce; Bureau of Business and Economic Research, The University of Montana-Missoula.

## Closing

We had many goals in mind when we created the performance budget in FY 08—the most important of which were improved financial planning and the improvement of county services through Performance Budgeting. It takes most governments several years to develop a true Performance Budget. Thanks to the efforts of our department managers, we have created a very good Performance Budget in the past five years. Department managers did an outstanding job of describing their programs, laying out goals and objectives for their departments, establishing quantifiable performance measures and identifying quantifying workload indicators. The focus of this budget is not the traditional approach of describing how the County intends to spend taxpayer dollars, but rather the more progressive approach using a Performance Budget which describes what the county departments intend to accomplish and what services will be provided to Lewis & Clark County citizens. Furthermore, our focus will be on continual improvement and efficiency in the provision of these public services. There are obvious improvements we can make in this document and we are challenging ourselves to do just that as it continues to develop in future years.

I would like to personally thank all of the department managers who provided the excellent information for this budget document and the finance department who worked to make this budget document a reality.

Respectfully

Eric Bryson, Chief Administrative Officer

The National Advisory Commission on State and Local Budgeting (NACSLB) promulgated a set of recommended practices for governments to follow. Lewis & Clark County is striving to incorporate these recommended practices into its budget process.

The NACSLB was created to provide tools for governments to improve their budgeting processes and to promote their use. The NACSLB focuses on long-term financial planning and encourages governments to consider the longer consequences of actions to ensure that impacts of budget decisions are understood over a multi-year planning horizon and to assess whether program and service levels can be sustained. Practices encourage the development of organizational goals, establishment of policies and plans to achieve these goals, and allocation of resources through the budget process that are consistent with goals, policies and plans. There is also a focus on measuring performance to determine what has been accomplished with scarce government resources.

Following are excerpts of the NACSLB's budget practice recommendations.

## BUDGET DEFINITION

The budget process consists of activities that encompass the development, implementation, and evaluation of a plan for the provision of services and capital assets.

A good budget process is characterized by several essential features.

- Incorporates a long-term perspective
- Establishes linkages to broad goals
- Focuses budgeting decisions on results and outcomes
- Involves and promotes effective communication with stakeholders
- Provides incentives to government management and employees

These key characteristics of good budgeting make clear that the budget process is not simply an exercise in balancing revenues and expenditures one year at a time, but is strategic

in nature, encompassing a multi-year financial and operating plan that allocates resources on the basis of identified goals. A good budget process moves beyond the traditional concept of line-item expenditure control, providing incentives and flexibility to managers that can lead to improved program efficiency and effectiveness.

## MISSION OF THE BUDGET PROCESS

The mission of the budget process is to help decision makers make informed choices about the provision of services and capital assets and to promote stakeholder participation in the process. Communication and involvement with citizens and other stakeholders is stressed. Communication and involvement are essential components of every aspect of the budget process.

## PERFORMANCE BUDGETING

Lewis & Clark County is moving to a Performance Budgeting approach for the development of its annual operating budget. Performance budgets emphasize the accomplishment of program objectives as opposed to a description of what is going to be purchased by the government.

Performance budgeting involves a shift away from a debate by the County Commission of what is going to be purchased toward a debate regarding what is going to be accomplished.

Lewis & Clark County is in the early stages of its Performance Budgeting efforts. Each department is in the process of identifying performance objectives, identifying and tracking workload indicators, and establishing quantifiable performance measurers. It is anticipated that it will take 3 – 5 years to fully implement the performance budgeting system.

## FINANCIAL TREND ANALYSIS

The budget process begins in the winter with a financial trend analysis for the County's funds.

Using the latest fiscal, operational, and legislative information, the Finance Director works collaboratively with county departments to update the county's most recent financial trend analysis.

The financial trend analysis assists the County Commission and the county administration in focusing on the "Big Picture" of the county's financial operations.

## NEEDS ASSESSMENT PHASE

### Late Winter – Early Spring

Departments have an opportunity to assess current conditions, programs, and needs. Examination of current departmental programs or positions for possible trade-offs, reduction, or elimination is strongly suggested. During this phase, departments are encouraged to thoroughly review all programs and services, assessing their value and priority to the citizens. At the same time, departments are asked to submit requests for new or expanded programs. These are called modified level budget requests.

From this process, they prepare their preliminary departmental budgets.

## BUDGET DEVELOPMENT AND PRIORITIZATION PHASE

The Finance Department compiles and tabulates the budgetary information submitted by the individual departments and begins the preparation of the preliminary budget in cooperation with the Chief Administrative Officer. The needs of the county departments are weighed against projected funds available and a determination must be made as to which services will be included in the final budget. The operating budget includes proposed expenditures and the means of financing them.

Within the framework of the County's financial capacity, County Commission priorities and departmental needs assessments, budget requests are reviewed and a preliminary County operating budget takes shape. Modified budget

level requests are evaluated for possible funding.

The purpose of the preliminary budget is to enable the community, stakeholders and the County Commission to comment on a balanced budget well before it is adopted.

## CAPITAL IMPROVEMENTS PROGRAM (CIP) AND ITS RELATIONSHIP TO THE OPERATING BUDGET

Lewis & Clark County prepares a Capital Improvement Plan (CIP) document separate and apart from the Annual Operating Budget. Unlike the Annual Operating Budget, the CIP is a multi-year capital improvements plan that forecasts, but does not obligate, future spending for all anticipated capital projects.

Whenever the County commits to a CIP plan, there is an associated long-range commitment of operating funds. For this reason, it is important to evaluate capital commitments in the context of their long-range operating impact. Most capital projects affect future operating budgets either positively or negatively due to an increase or decrease in maintenance costs or by providing capacity for new programs to be offered. Such impacts vary widely from project to project and, as such, are evaluated individually during the process of assessing project feasibility.

The multi-year, long-range fiscal analysis also provides an opportunity to review the operating impact of growth-related future capital projects.

## ADOPTION/IMPLEMENTATION PHASE

Public hearings are conducted to enable citizens and other interested parties to comment on the proposed budget. Following the public hearings, the County Commission may modify the proposed budget or may adopt it without changes.

The budget and the corresponding property tax mill levy must be adopted by later of the 1<sup>st</sup> Thursday in September, or within 30 days of receipt of the Certified Taxable Valuations from

the State of Montana, Department of Revenue (DOR).

Management control of the budget is maintained by quarterly revenue and expenditure reports, whereby departments are able to compare actual results to the budget throughout the fiscal year. In addition, the Finance Director prepares mid-year and third-quarter budget reviews on a county-wide basis, with presentations to the County Commission at a work session. These budget reviews are aimed at examining expenditure patterns, and recommending corrective action to be taken during the year.

### AMENDING THE BUDGET

The county's budget may be amended during the course of the year as outlined in the Final Budget Resolution adopted by the County Commission each year at a duly noticed public meeting. The Final Budget Resolution authorizes the Chief Administrative Officer to approve budget amendments, after notifying the Commission at a work session of his intent to do so. The Resolution outlines the specific process that must be followed to amending the budget and the situations in which the budget may be amended.

The County Commission exercises budgetary control at the summary object of expenditure level (salaries, operations, and capital). Within those areas, departments can spend as needed for individual line items.

OPERATING BUDGET CALENDAR

**January**

Finance Department prepares mid year report with estimated year-end cash balances, estimates revenue for the coming year, and adjusts current year's budget to project next year's needs - information presented to County Commission.

**February**

Finance Department updates all estimates, adjusts expenses for known one time expenses and adjustments, presents updated estimates to County Commission, recommends reserve for wage adjustments, operational expense adjustment and changes to capital reserves.

**March**

Budget meeting held- Personnel numbers, budget estimates, budget timeline and forms are presented to Elected Officials and Department Heads.

**April**

Individual budget meeting with each department are held with the County Commission. Each department presents their budget with cash flows. All new budget requests are presented and discussed.

**May**

County Commission meets on requests and develops proposed budget. Finance Office prepares preliminary budget information for elected officials and department heads. Commission reviews, amends and approves preliminary budget and sets hearing dates for Public, Elected Officials and Departments to present requested changes to the Preliminary Budget. Public Hearings scheduled.

**June**

Commission holds public hearings on Preliminary Budget. Elected Officials and Department Heads prepare requested changes to budget. Requested changes presented at public meeting to provide information to the public as well as the County Commission. No decisions made by Commission until after final Public Hearing.

**July**

Final Budget Resolution is adopted by the County Commission. Per Resolution, approved budget carryovers are included in the budget after year end numbers are final.

**August**

Certified Taxable Values are received from the Department of Revenue and mill levies are calculated. Mill levy resolution is adopted by the County Commission. Estimates of new growth are reviewed and adjusted in the final budget if needed.

**September**

On-going review and monitoring of current year budget.

Preparations being made for the coming year.

**October**

On-going review and monitoring of current year budget.

Preparations being made for the coming year.

**November**

On-going review and monitoring of current year budget.

Preparations being made for the coming year.

**December**

On-going review and monitoring of current year budget.

Preparations being made for the coming year.

The overall goal of the County's fiscal policy is to establish and maintain effective management of the County's financial resources. Formal policy statements and major objectives provide the foundation for achieving this goal. Accordingly, this section outlines the policies used in guiding the preparation and management of the County's overall budget and the major objectives to be accomplished.

Financial policies are guidelines for operational and strategic decision making related to financial matters. Financial policies identify acceptable and unacceptable courses of action, establish parameters in which the government can operate, and provide a standard against which the government's fiscal performance can be judged.

The following County financial policies, endorsed by the County Commission through this budget document, establish the framework for Lewis & Clark County's overall fiscal planning and management.

These financial policies:

1. Demonstrate to the citizens of Lewis & Clark County, the investment community, and the credit rating industry that the county is committed to a strong financial management and fiscal integrity;
2. Set forth guidelines against which current budgetary performance can be measured;
3. Provide precedents for future policy makers and financial managers for financial goals and strategies;
4. Improve the County's fiscal stability by helping County officials plan fiscal strategy with a consistent approach;
5. Encourage the fair presentation and full disclosure of the financial position and results of operations of the county in conformity with Generally Accepted Accounting Principles.

The following financial policies are reviewed by the Finance Department every two years for possible modifications. The County is in compliance with the comprehensive financial policies in this budget.

### OPERATING BUDGET POLICIES

#### Links to Financial Plans.

**1) Five-Year Plan.** Lewis & Clark County's annual budget will be developed in accordance with the policies and priorities set forth in the five year strategic financial plan, Commission goals, the needs of the County, and state and federal laws. Program/project priorities and service levels will be established by the aforementioned plans.

#### Scope.

**1) Comprehensive Budget.** A comprehensive annual budget will be prepared for all funds expended by the County, with the exception of Trust & Agency funds &

Component Units. State law (7-6-4005, MCA), states that "Local government officials may not make a disbursement or an expenditure or incur an obligation in excess of the total appropriations for a fund." Since Trust & Agency funds and Component Units are not considered County funds, these have been excluded from the budget. Inclusion of all County funds in the budget enables the Commission, the administration, and the public to consider all financial aspects of County government when preparing, modifying, and monitoring the budget, rather than deal with the County's finances on a "piece meal" basis.

The County Commission has appropriation control over all departments, including other elected officials.

**2) Competing Requests.** The budget process is intended to weigh all competing requests for County resources, within expected fiscal constraints. Requests for new, ongoing programs made outside the budget process will be discouraged.

**3) Understandable.** The budget will be prepared in such a manner as to facilitate its understanding by citizens and elected officials. One of the stated purposes of the budget is to present a picture of the county government operations and intentions for the year to the citizens of Lewis & Clark County. Presenting a budget document that is understandable to the citizens furthers the goal of effectively communicating local government finance issues to both elected officials and the public.

**4) Budgetary Emphasis.** Budgetary emphasis will focus on providing those basic government services which provide the maximum level of services, to the most citizens, in the most cost-effective manner, with due consideration being given to all costs—economic, fiscal, and social. Adherence to this basic philosophy provides the citizens of Lewis & Clark County assurance that its government and elected officials are responsive to the basic needs of the citizens and that its government is operated in an economical and efficient manner.

### **Budgeting Control System.**

**1) Budgetary Control.** The County will exercise budgetary control (maximum spending authority) through County Commission approval of appropriation authority for each program. The budgetary control system enables the Commission to monitor current year operations and acts as an early warning mechanism when departments deviate in any substantive way from the original budget.

**2) Budget to Actual Reports.** Reports comparing actual revenues and expenditures to budgeted amounts will be prepared quarterly. Quarterly reports comparing actual revenues and expenditures to budget amounts provide the mechanism for the Commission and the administration to regularly monitor compliance with the adopted budget.

### **Balanced Budget Definition and Requirement.**

**1) Balanced Budget.** The County will maintain a balanced budget. This means that:

- Operating revenues must fully cover operating expenditures, including debt service.
- Ending cash balances must meet minimum policy levels.
- Under this policy, it is allowable for total expenditures to exceed revenues in a given year; however, in this situation, beginning cash balances can only be used to fund capital improvement plan projects, or other “one-time” non-recurring expenditures.

### **Performance Measurement Integration.**

**1) Program Objectives.** The annual budget will establish measurable program objectives and allow reasonable time to accomplish those objectives.

## REVENUE POLICIES

### **Diversification and Stabilization.**

**1) Diversification.** The County will seek to maintain a diversified and stable revenue base to protect it from short-term fluctuations in any one revenue source.

**2) Aggressive Collection.** The County will pursue an aggressive policy of collecting revenues. An aggressive policy of collecting revenues will help to insure the County's revenue estimates are met, all taxpayers are treated fairly and consistently, and delinquencies are kept to a minimum.

**3) Grant Opportunities.** The County will aggressively pursue opportunities for Federal or State grant funding. An aggressive policy of pursuing opportunities for Federal or State grant funding provides citizens assurance that the County is striving to obtain all state and federal funds to which it is entitled—thereby reducing dependence upon local taxpayers for the support of local public services.

**4) Current Revenues for Current Uses.** The County will make all current expenditures

with current revenues, avoiding procedures that balance current budgets by postponing needed expenditures, accruing future revenues, or rolling over short-term debt.

**5) Enterprise Funds.** The County will set fees and rates at levels which fully recover the total direct and indirect costs—including operations, capital outlay, and debt service.

**6) Earmarking.** The County recognizes that generally accepted accounting principles for state and local governments discourage the "earmarking" of General Fund revenues, and accordingly, the practice of designating General Fund revenues for specific programs should be minimized in the County's management of its fiscal affairs.

**7) Realistic and Conservative.** The County will estimate revenues in a realistic and conservative manner. Aggressive revenue estimates significantly increase the chances of budgetary shortfalls occurring during the year—resulting in either deficit spending or required spending reductions. Realistic and conservative revenue estimates, on the other hand, will serve to minimize the adverse impact of revenue shortfalls and will also reduce the need for mid-year spending reductions.

**8) One-Time Revenues.** The County will give highest priority in the use of one-time revenues to the funding of capital assets or other non-recurring expenditures. Utilizing one-time revenues to fund on-going expenditures may result in incurring annual expenditure obligations which may be unfunded in future years. Using one-time revenues to fund capital assets or other non-recurring expenditures better enables future administrations and Commissions to cope with the financial problems when these revenue sources are discontinued, since these types of expenditures can more easily be eliminated.

**User Fees.**

**1) Cost-Effective.** User fees will be collected only if it is cost-effective and administratively feasible to do so. User fees are often times costly to administer. Prior to establishing user fees, the costs to establish and administer the fees will be considered in order to provide assurance that the County's collection

mechanisms are being operated in an efficient manner.

**2) Beneficiary Populations.** User fees and charges will be used, as opposed to general taxes, when distinct beneficiary populations or interest groups can be identified. User fees and charges are preferable to general taxes because user charges can provide clear demand signals which assist in determining what services to offer, their quantity, and their quality. User charges are also more equitable, since only those who use the service must pay—thereby eliminating the subsidy provided by nonusers to users, which is inherent in general tax financing.

**3) Community-Wide Versus Special Benefit.** The level of user fee cost recovery should consider the community-wide versus special service nature of the program or activity. The use of general-purpose revenues is appropriate for community-wide services, while user fees are appropriate for services that are of special benefit to identified individuals or groups.

The following general concepts will be used in developing and implementing service charges and user fees:

- Revenues should not exceed the reasonable cost of providing the service.
- Cost recovery goals should be based on the total cost of delivering the service, including direct costs, departmental administration costs and organization-wide support costs such as accounting, personnel, information technology, legal services, fleet maintenance, and insurance.
- The method of assessing and collecting fees should be as simple as possible in order to reduce the administrative cost of collection.
- Rate structures should be sensitive to the "market" for similar services as well as to smaller, infrequent users of the service.
- A unified approach should be used in determining cost recovery levels for various programs based on the factors discussed above.

## EXPENDITURE POLICIES

### Maintenance of Capital Assets.

1) **Capital Assets.** The budget will provide for adequate maintenance of capital, plant, and equipment and for their orderly replacement. All governments experience prosperous times as well as periods of economic decline. In periods of economic decline, proper maintenance and replacement of capital, plant, and equipment is generally postponed or eliminated as a first means of balancing the budget. Recognition of the need for adequate maintenance and replacement of capital, plant, and equipment, regardless of the economic conditions, will assist in maintaining the government's equipment and infrastructure in good operating condition.

## RESERVE POLICIES

### Unreserved Fund Balance.

1) **General Fund.** An undesignated general fund reserve will be maintained by the County. The undesignated reserve will be used for: cash flow purposes, equipment acquisition and replacement, and to enable the county to meet unexpected expenditure demands or revenue shortfalls.

2) **Enterprise Funds.** Enterprise Fund Reserves will be maintained to meet three objectives: (1) ensure adequate funding for operations; (2) to ensure infrastructure repair and replacement; and, (3) to provide working capital to provide level rate change for customers.

3) **Insurance Funds.** Self-Insurance reserves will be maintained at a level, which, together with purchased insurance policies, will adequately indemnify the County's property, liability, and health benefit risk.

4) **Required Reserves.** Reserves will be established for funds which are not available for expenditure or are legally segregated for a specific use, in accordance with Governmental Accounting and Financial Reporting Standards (GAFR). The County's policy is to manage and account for its financial activity in accordance with Generally Accepted Accounting Principles

(GAAP), as set forth by the Governmental Accounting Standards Board (GASB). This policy is consistent with GASB requirements.

### Utilizing Unreserved Fund Balances.

1) **Spending Reserves.** On-going expenditures will be limited to levels which can be supported by current revenues. Utilization of reserves to fund on-going expenditures will produce a balanced budget; however, this practice will eventually cause severe financial problems. Once reserve levels are depleted, the county would face elimination of on-going costs in order to balance the budget. Therefore, the funding of on-going expenditures will be limited to current revenues.

## CAPITAL IMPROVEMENT POLICIES

### CIP Formulation.

1) **CIP Purpose.** The purpose of the CIP is to systematically plan, schedule, and finance capital projects to ensure cost-effectiveness, as well as conformance with established policies. The CIP is a five-year plan organized into the same functional groupings used for the operating programs. The CIP will reflect a balance between capital replacement projects that repair, replace or enhance existing facilities, equipment or infrastructure; and capital facility projects that significantly expand or add to the County's existing fixed assets.

2) **CIP Criteria.** Construction projects of \$15,000 or more and equipment of \$5,000 or more will be included in the Capital Improvement Plan (CIP); minor capital outlays will be included in the regular operating budget. The Capital Improvement Plan (CIP) differentiates the financing of high cost long-lived physical improvements from low cost "consumable" equipment items contained in the operating budget. CIP items may be funded through debt financing or current revenues while operating budget items are annual or routine in nature and should only be financed from current revenues.

3) **Deteriorating Infrastructure.** The Capital Improvement Plan will include, in addition to current operating maintenance expenditures, adequate funding to support repair and replacement of deteriorating infrastructure and avoidance of a significant unfunded liability.

## Project Financing.

**1) Minor Capital Projects.** Minor capital projects or recurring capital projects, which primarily benefit current residents, will be financed from current revenues. Minor capital projects or recurring capital projects represent relatively small costs of an on-going nature, and therefore, should be financed with current revenues rather than utilizing debt financing. This policy also reflects the view that those who benefit from a capital project should pay for the project.

**2) Major Capital Projects.** Major capital projects, which benefit future residents, will be financed with other financing sources (e.g. debt financing). Major capital projects represent large expenditures of a non-recurring nature which primarily benefit future residents. Debt financing provides a means of generating sufficient funds to pay for the costs of major projects. Debt financing also enables the costs of the project to be supported by those who benefit from the project, since debt service payments will be funded through charges to future residents.

## DEBT MANAGEMENT POLICIES

### Restrictions on Debt Issuance.

**1) Repayment of Borrowed Funds.** The County 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 County 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 County 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 County's financial position or operations.
- The County wants to reduce the principal outstanding in order to achieve future working capital to do so from other sources.

**2) Standards for Economic Savings.** In general, refinancings for economic savings will be undertaken whenever net present value savings of at least five percent (5%) of the refunded debt can be achieved.

**3) Net Present Value Savings.** Refinancings that produce net present value savings of less than five percent will be considered on a case-by-case basis, provided that the present value savings are at least three percent (3%) of the refunded debt. Refinancings with savings of less than three percent (3%), or with negative savings, will not be considered unless there is a compelling public policy objective.

## ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES

**1) GAAP.** The County will manage and account for its financial activity in accordance

with Generally Accepted Accounting Principles (GAAP), as set forth by the Governmental Accounting Standards Board (GASB). GASB is recognized as the authority with respect to governmental accounting. Managing the County's finances in accordance with GAAP and in accordance with the rules set forth by GASB, provides the citizens of Lewis & Clark County assurance that their public funds are being accounted for in a proper manner.

**2) Basis of Accounting.** The County will maintain its accounting records for general governmental operations on a modified accrual basis, with revenues recorded when available and measurable, and expenditures recorded when services or goods are received and liabilities incurred. Accounting records for proprietary fund types and similar trust funds will be maintained on an accrual basis, with all revenues recorded when earned and expenses recorded at the time liabilities are incurred, without regard to receipt or payment of cash. Adherence to this policy will enable the County to prepare its financial statements in accordance with Generally Accepted Accounting Principles as set forth by the Governmental Accounting Standards Board. The budget report is prepared on a cash basis, meaning that year end accrual adjustments made to the financial statements are not accounted for in the budget process. The County intends to work toward the establishment of the same basis of accounting for the budget and the financial statements.

**3) Financial Report.** Lewis & Clark County will prepare a Comprehensive Annual Financial Report (CAFR) in conformity with Generally Accepted Accounting Principles (GAAP). The report will be made available to the general public.

**4) Audits.** An annual audit will be performed by an independent public accounting firm, with an audit opinion to be included with the County's published Comprehensive Annual Financial Report (CAFR). Audits of the County's financial records provide the public assurance that its funds are being expended in accordance with Local, State, and Federal law and in accordance with Generally Accepted Accounting Principles. Audits also provide management and the Commission with suggestions for improvement in its financial operations from independent experts in the accounting field.

## FUND ACCOUNTING

Lewis & Clark County maintains accounts in accordance to the principle of fund accounting to ensure that limitations and restrictions on the County's available resources are observed and adhered to. Fund accounting classifies resources into funds or account groups with respect to the intended activities or objectives specified by those resources for accounting controls and financial reporting purposes. Each fund is an independent fiscal and accounting entity, and its operations are accounted for in a separate set of self-balancing accounts that are comprised of assets, liabilities, fund equity, revenues, and expenditures or expenses. Account groups are reporting mechanisms used to compile certain assets and liabilities of the governmental funds that are not directly recorded in those funds.

A **FUND** is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

The most common reason for establishing a fund is to separately account for a restricted-use revenue or to comply with state or federal law.

There is no limit to the number of funds that a government may establish and maintain for accounting and financial reporting. A generally practiced governmental accounting guideline is that a government should use the smallest number of individual funds as possible, consistent with its particular circumstances, and that individual funds are closed when its intended purpose no longer exists.

An **ACCOUNT** is an organizational or budgetary breakdown which is found within County funds. Each department serves a specific function as a distinct organizational unit of government within the given fund. Its primary purpose is organizational and budgetary accountability.

An **OBJECT OF EXPENDITURE** refers to specific, detailed expenditure classification. It relates to a specific type of item purchased or

service obtained. Examples of objects of expenditure include salaries, supplies, contracted services, travel, etc.

The County's financial operations and fund structure conform to generally accepted accounting principles. The funds are grouped under governmental funds, and proprietary funds. The County's fund structure is comprised of the following funds, all of which are budgeted.

## GOVERNMENTAL FUND TYPES

Governmental Funds are those through which most governmental functions of the County are financed. The acquisition, use, and balances of expendable financial resources and the related liabilities are accounted for through governmental funds. The following are the County's governmental fund types:

**General Fund** — accounts for all financial resources except those required to be accounted for in another fund. The General Fund is the County's primary operating fund.

**Special Revenue Funds** — account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes (other than for major capital projects). Examples include: Road, District Court, Public Safety, County Planning, and County Health.

**Capital Project Funds** — account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds.) Examples include: Capital Development Fund, Grant Funded Capital Projects, Road/Bridge Infrastructure Projects, and Fairground Improvements.

**Debt Service Funds** — account for the accumulation of resources for, and the payment of, principal and interest on general long-term debt.

## PROPRIETARY FUND TYPES

Proprietary Funds are used to account for ongoing organizations or activities which are similar to those often found in the private sector. The following proprietary funds are used by the County.

## FINANCIAL STRUCTURE

**Enterprise Funds** — account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. Funds include: Cooney Convalescent, Fair Enterprise, Augusta Landfill District, Lincoln Landfill District, Scratch Gravel Landfill, and Lewis & Clark County Landfill.

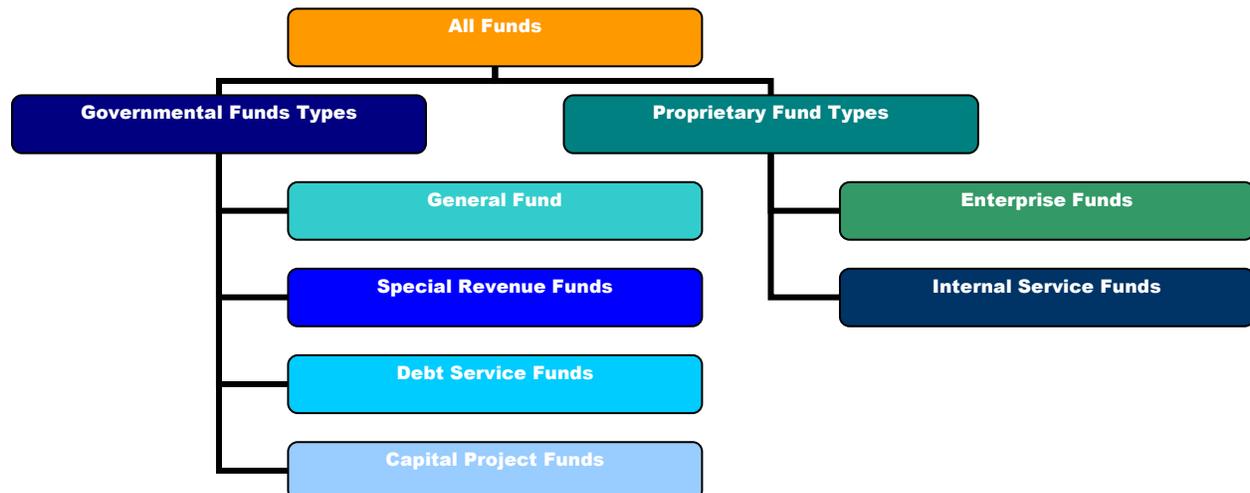
**Internal Service Funds** – account for the financing of goods or services provided by one department to other departments of the County,

or to other governmental units, on a cost-reimbursement basis. Examples include: Building Maintenance, Health Care Facilities, County Shop, Information Technology & Service, Liability Insurance, and County Health Insurance.

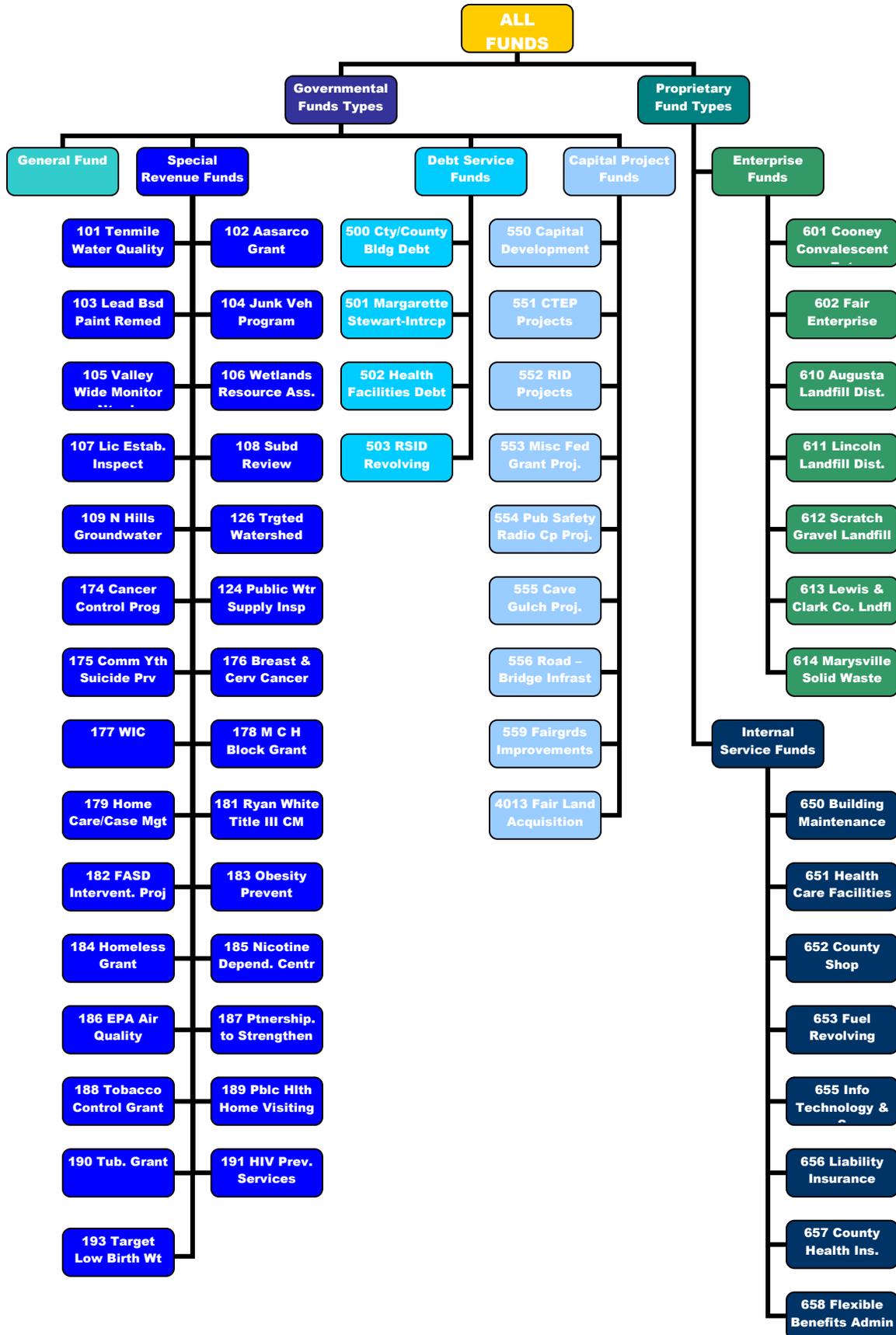
### CONSISTENCY WITH AUDITED FINANCIAL STATEMENTS

Lewis & Clark County's budgeted funds are presented on a cash basis while the County's audited financial statements are presented in accordance with Generally Accepted Accounting Principles. (GAAP)

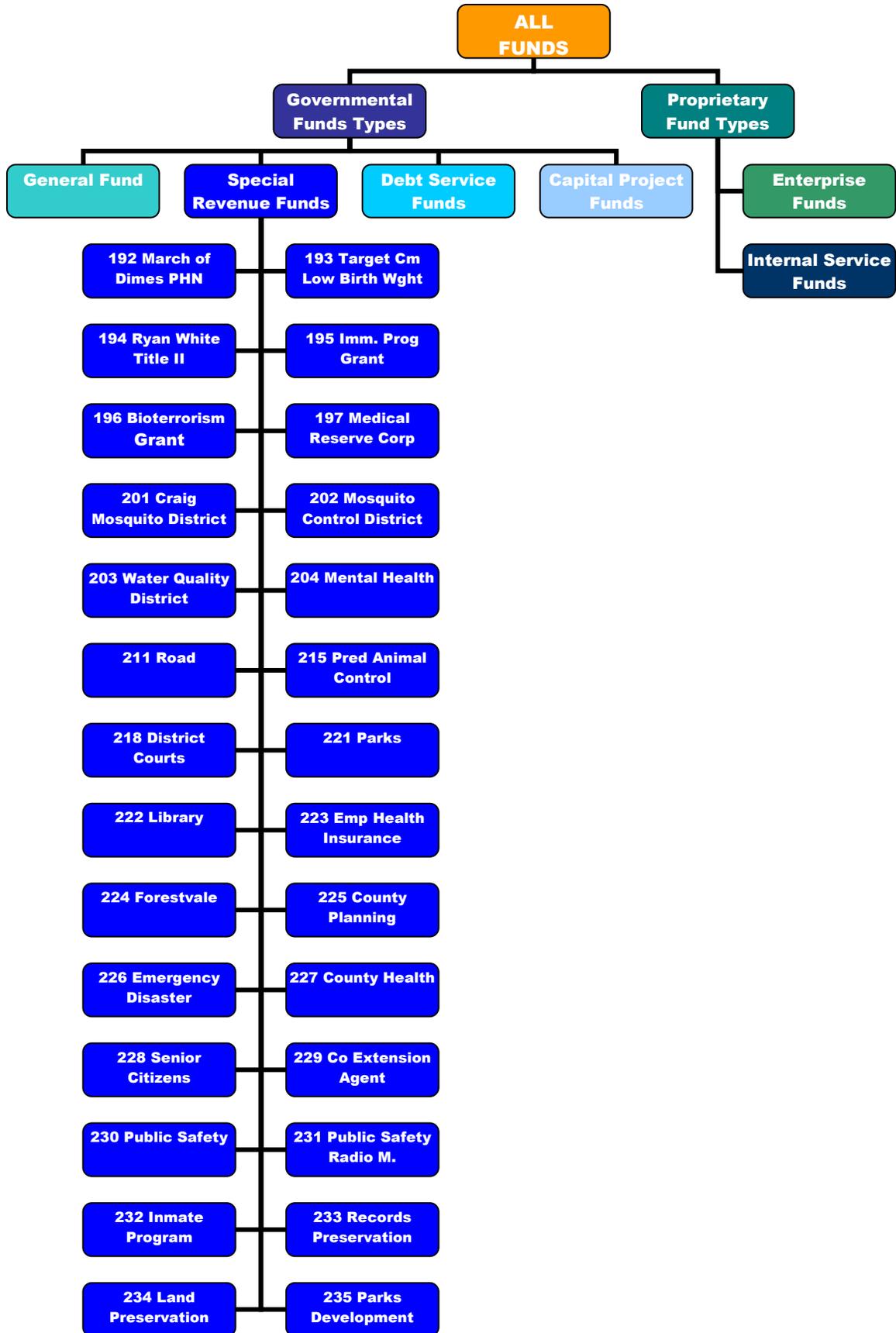
Shown below is a graphic summary of the County's Fund Structure. The following three pages provide a detailed organizational graphic presentation of each of the County's funds.



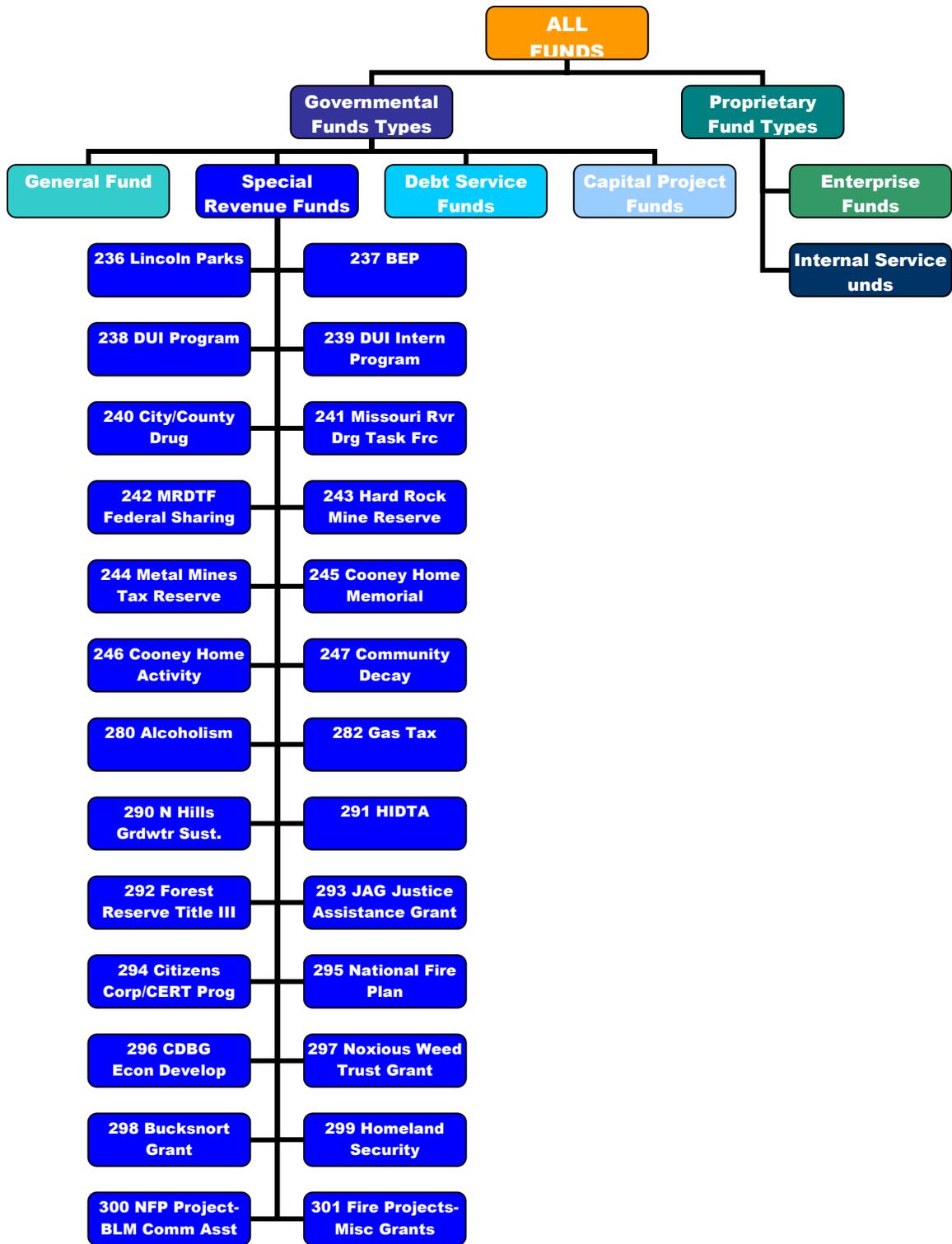
# FINANCIAL STRUCTURE



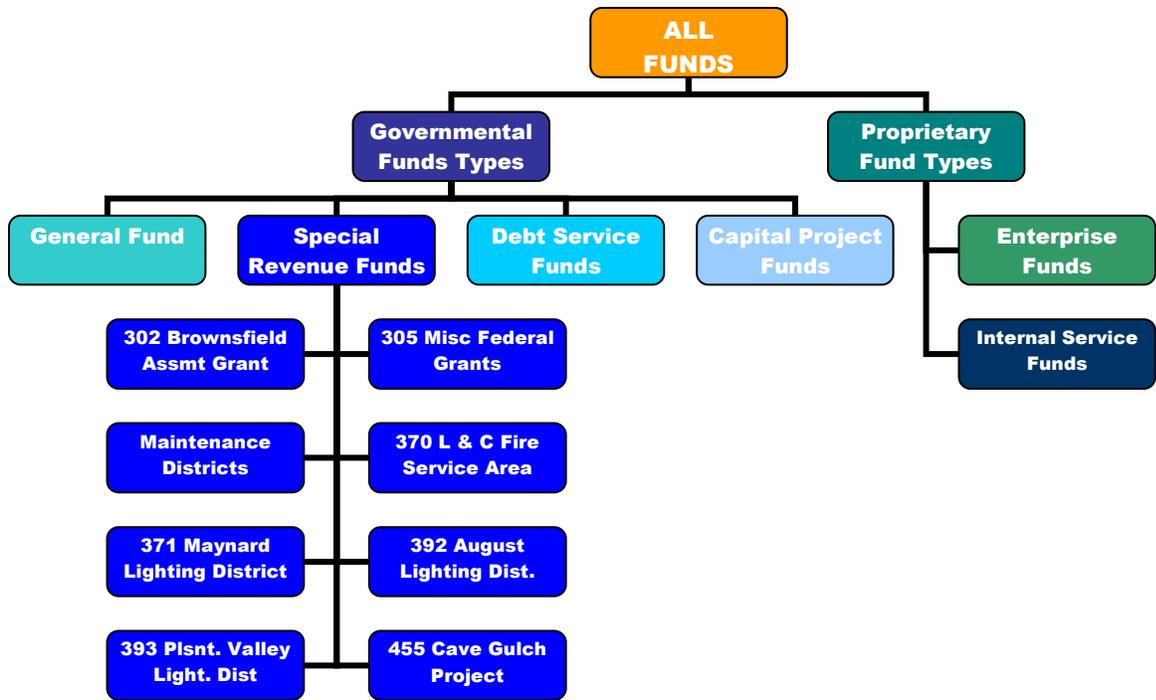
**FINANCIAL STRUCTURE**



**FINANCIAL STRUCTURE**



**FINANCIAL STRUCTURE**



## ORGANIZATIONAL UNITS

### FUNCTIONS, DEPARTMENTS, PROGRAMS/ACTIVITIES

---

#### PURPOSE

The organizational units set forth in this section of the Budget represent the county's system of delivery of services and allows the County to accomplish the following:

- Establish policies and goals that define the nature and level of services to be provided.
- Identify activities performed in delivering program services.
- Set objectives for improving delivery of services.
- Appropriate the resources required to perform activities and accomplish objectives.

#### ORGANIZATION

The County's operating expenditures are organized into the following hierarchical categories:

- Function
- Department
- Program/Activity

#### FUNCTION

Function represents the highest level of summarization used in the County's operating structure. Functions are a grouping of relating operations and programs that may cross organizational (departmental) boundaries. Functions are aimed at accomplishing a broad goal or delivering a major service. The nine functions in the County's operating structure are:

- General Government
- Public Safety
- Public Works
- Public Health

- Social and Economic Services
- Cultural and Recreation
- Economic Development
- Debt Service
- Internal Service

#### DEPARTMENTS

Departments represent a grouping of related programs within a functional area, such as Sheriff's Office within the broad function area of Public Safety.

#### PROGRAM/ACTIVITY

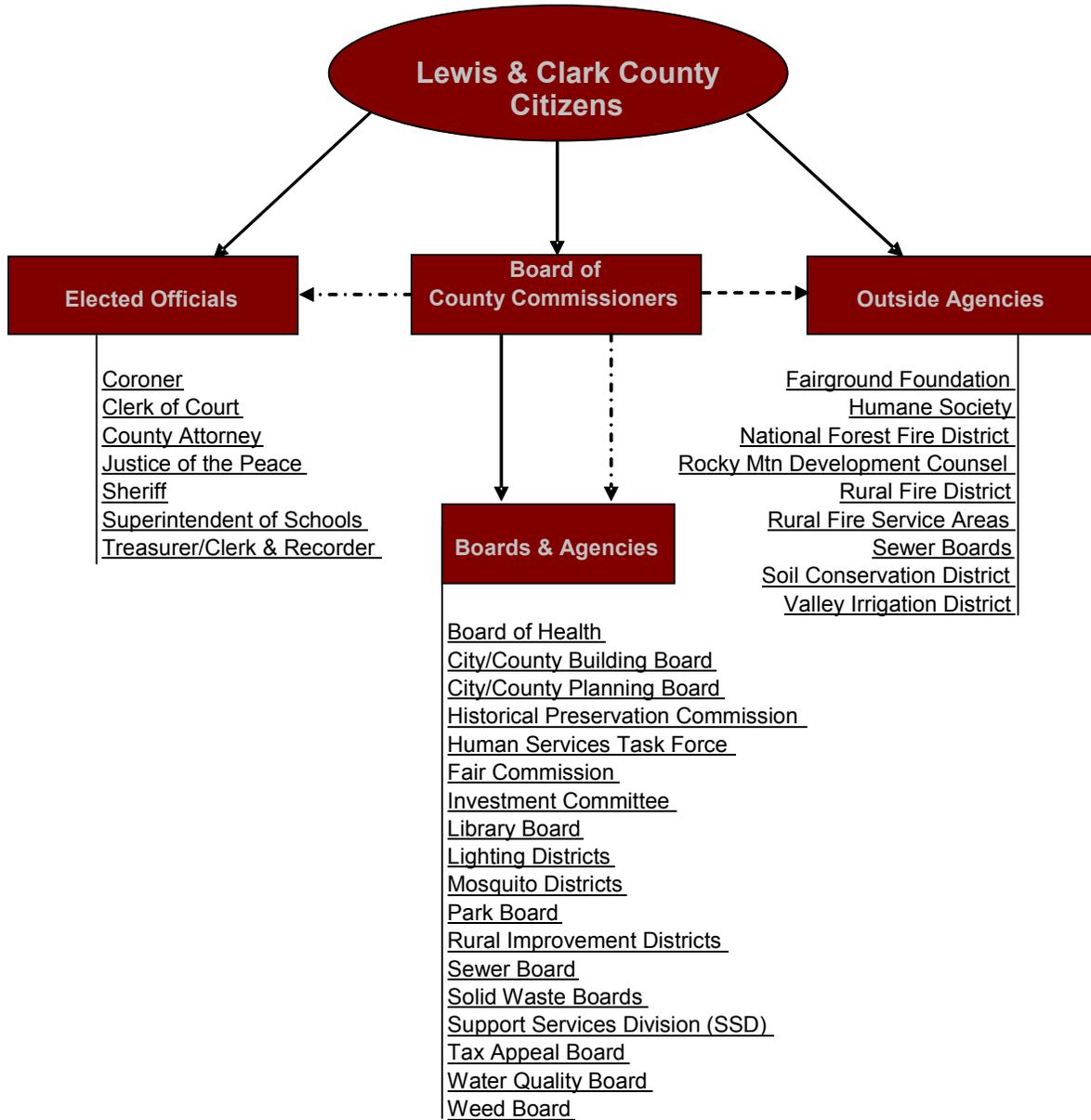
Programs/Activities of a Department are the specific services and tasks performed in the pursuit of its objectives and goals.

#### PROGRAM/ACTIVITY BUDGET DESCRIPTIONS

A separate section is included in this budget for each program/division. The following information is included for each program/activity:

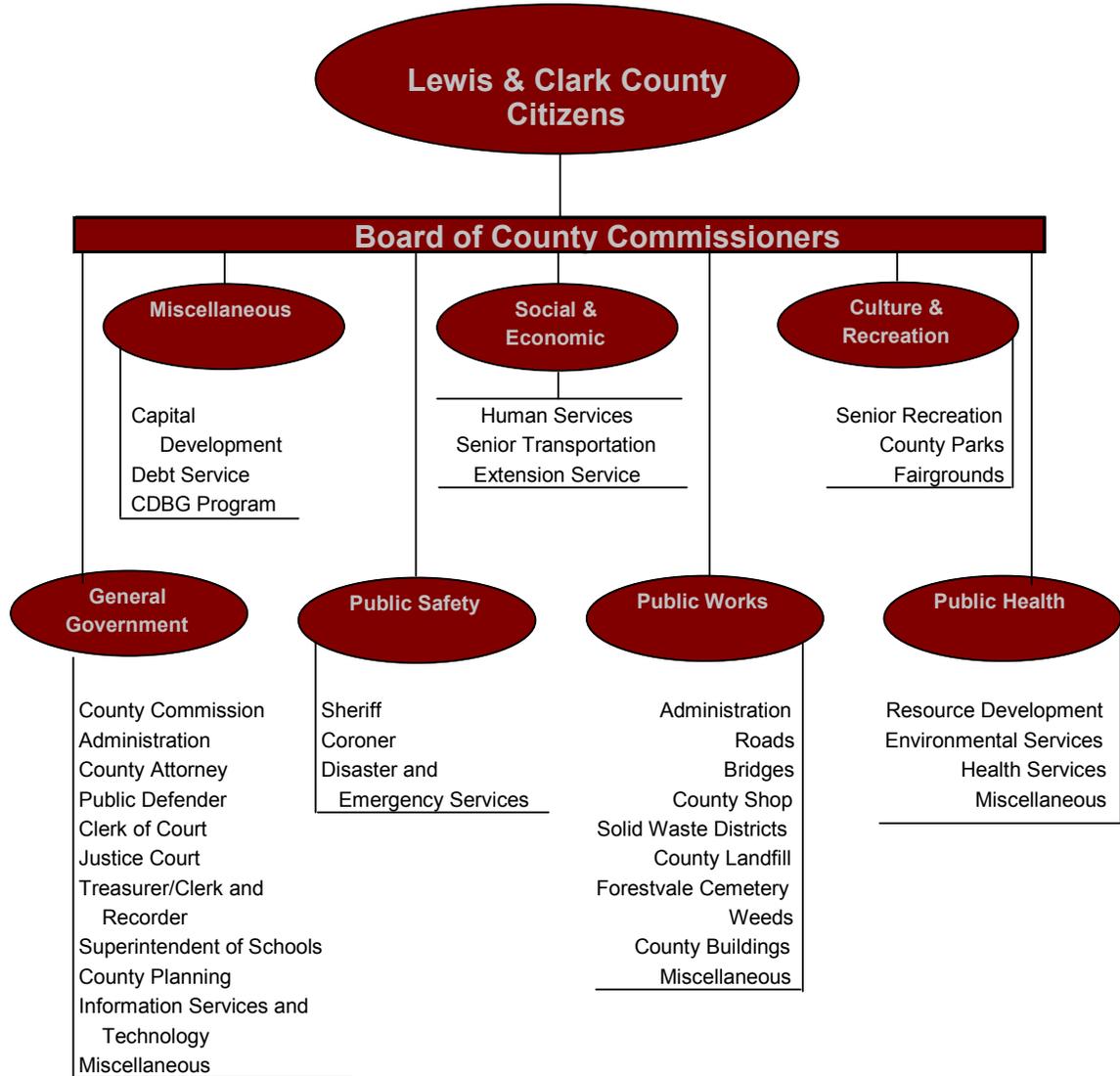
- Program Description
- Goals & Objectives
- Department Budget
- Department Personnel
- Performance Measures
- Workload Indicators

Lewis & Clark County, Montana  
ORGANIZATIONAL CHART



- ▶ Direct Authority
- ▶ Coordination
- .-.-.-.-▶ Budget Management

**Lewis & Clark County, Montana  
ORGANIZATIONAL CHART  
By Function**



**This page intentionally left blank**

---

## FINANCIAL SUMMARY

---

---

**OVERVIEW OF BUDGETED RESOURCES**

**SUMMARY OF MAJOR REVENUES, EXPENDITURES  
AND OTHER FINANCING SOURCES/USES  
July 1, 2012 through June 30, 2013 (FY 13)**

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Projected Beginning							
Cash Balances	\$ 2,267,806	\$ 11,988,727	\$ 679,733	\$ 6,573,344	\$ 1,133,668	\$ 3,525,028	\$ 26,168,306
Total Estimated Revenues	9,808,951	30,052,687	683,996	11,467,581	5,309,086	9,733,173	67,055,474
Budgeted Expenditures	10,260,015	35,801,893	675,484	12,269,359	5,588,541	10,231,336	74,826,628
Projected Ending							
Cash Balances	\$ 1816,742	\$ 6,239,521	\$ 688,245	\$ 5,771,566	\$ 854,213	\$ 3,026,865	\$ 18,397,152

# OVERVIEW OF BUDGETED RESOURCES

## SUMMARY OF MAJOR REVENUES, EXPENDITURES AND OTHER FINANCING SOURCES/USES July 1, 2012 through June 30, 2013 (FY 13)

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Projected Beginning							
Cash Balances	\$ 2,267,806	\$ 11,988,727	\$ 679,733	\$ 6,573,344	\$ 1,133,668	\$ 3,525,028	\$ 26,168,306
<u>Estimated Revenues</u>							
Taxes & Assessments	5,381,354	17,654,591	67,000	-	1,495,860		24,598,805
Licenses & Permits	235,145	1,600					236,745
Intergovernmental	2,479,988	6,654,789	-	8,285,681	-	-	17,420,458
Charges for Services	1,051,276	1,916,487	-		1,361,707	18,000	4,347,470
Fines & Forfeitures	67,450	469,400					536,850
Miscellaneous	177,000	1,699,029	613,696	1,300	2,396,309	10,000	4,897,334
Investment Earnings	30,500	25,841	3,300	68,000	5,210	9,750	142,601
Transfers/loan proceeds	386,238	1,630,950	-	3,112,600	50,000	67,490	5,247,278
Internal Service						9,627,933	9,627,933
Total Estimated Revenues	9,808,951	30,052,687	683,996	11,467,581	5,309,086	9,733,173	67,055,474
<u>Budgeted Expenditures</u>							
General Government	7,469,833	6,394,003	-	1,741,520	-	7,788,373	23,393,729
Public Safety	388,623	12,272,025	-	775,721	-	-	13,436,369
Public Works	1,698,659	8,001,339	-	9,734,118	3,086,116	2,442,963	24,963,195
Public Health	61,000	5,435,240	-	18,000	-	-	5,514,240
Social and Economic Services	641,900	445,769	-	-	-	-	1,087,669
Culture and Recreation	-	2,698,317	-	-	2,502,425	-	5,200,742
Economic Development	-	555,200	-	-	-	-	555,200
Debt Service	-	-	675,484	-	-	-	675,484
Internal Service	-	-	-	-	-	-	-
Miscellaneous Expenditures	-	-	-	-	-	-	-
Total Budgeted Expenditures	10,260,015	35,801,893	675,484	12,269,359	5,588,541	10,231,336	74,826,628
Projected Change in							
Cash Balances	(451,064)	(5,749,206)	8,512	(801,778)	(279,455)	(498,163)	(7,771,154)
Projected Ending							
Cash Balances	\$ 1,816,742	\$ 6,239,521	\$ 688,245	\$ 5,771,566	\$ 854,213	\$ 3,026,865	\$ 18,397,152

# OVERVIEW OF BUDGETED RESOURCES

## SUMMARY OF MAJOR REVENUES, EXPENDITURES AND OTHER FINANCING SOURCES/USES July 1, 2011 through June 30, 2012 (FY 12)

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
<b>Actual Revenues</b>							
Taxes & Assessments	5,033,079	16,671,518	176,622	-	1,405,317		23,286,536
Licenses & Permits	201,401	1,435					202,836
Intergovernmental	2,469,836	5,203,879	29,886	2,389,340	17,676	-	10,110,617
Charges for Services	1,182,337	1,906,632			5,304,953	17,839	8,411,761
Fines & Forfeitures	71,717	470,110					541,827
Miscellaneous	82,576	1,776,757	653,150	500	2,765,494	42,1875	5,700,352
Investment Earnings	39,046	32,512	4,425	67,970	3,347	8,907	156,207
Transfers/loan proceeds	296,291	1,612,019	464	2,556,499	1,974,923	73,849	6,514,045
Internal Service						10,057,492	10,057,492
<b>Total Revenues</b>	<b>9,376,283</b>	<b>27,674,862</b>	<b>864,547</b>	<b>5,014,309</b>	<b>11,471,710</b>	<b>10,579,962</b>	<b>64,981,673</b>
<b>Expenditures</b>							
General Government	7,160,234	4,470,893	-	701,051	-	7,913,057	20,245,235
Public Safety	319,838	11,162,758	-	507,670	-	-	11,990,266
Public Works	1,529,032	4,316,262	-	3,363,609	3,854,697	2,749,748	15,813,348
Public Health	60,999	4,579,026	-	-	6,121,112	-	10,761,137
Social and Economic Services	543,843	428,266	-	-	-	-	972,109
Culture and Recreation	-	2,437,991	-	-	2,344,849	-	4,782,840
Economic Development	-	12,192	-	-	-	-	12,192
Debt Service	-	-	848,988	-	-	-	848,988
Internal Service	-	-	-	-	-	-	-
Miscellaneous Expenditures	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>9,613,946</b>	<b>27,517,168</b>	<b>848,988</b>	<b>4,572,330</b>	<b>12,320,658</b>	<b>10,662,805</b>	<b>65,535,895</b>

# OVERVIEW OF BUDGETED RESOURCES

## SUMMARY OF MAJOR REVENUES, EXPENDITURES AND OTHER FINANCING SOURCES/USES July 1, 2010 through June 30, 2011 (FY 11)

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
<u>Revenues</u>							
Taxes & Assessments	5,106,054	16,581,736	190,456	-	1,430,239		23,308,485
Licenses & Permits	179,422	1,610					181,032
Intergovernmental	2,266,231	5,252,455	29,904	1,035,268	22,574		8,606,432
Charges for Services	1,087,469	1,580,002			6,277,161	18,259	8,962,891
Fines & Forfeitures	81,542	527,528					609,070
Miscellaneous	49,773	1,781,790	645,584	-	2,590,847	45,263	5,113,257
Investment Earnings	41,707	32,616	4,945	102,941	7,243	13,168	202,620
Transfers/loan proceeds	300,085	4,331,624	23,658	2,839,099	220,000	72,115	7,786,581
Internal Service						10,022,782	10,022,782
<b>Total Revenues</b>	<b>9,112,283</b>	<b>30,089,361</b>	<b>894,547</b>	<b>3,977,308</b>	<b>10,548,064</b>	<b>10,171,587</b>	<b>64,793,150</b>
<u>Expenditures</u>							
General Government	6,279,901	3,471,748	-	762,227	-	7,331,363	17,845,239
Public Safety	308,286	10,131,418	-	671,040	-	-	11,110,744
Public Works	1,448,381	4,689,146	-	2,503,549	2,870,734	2,437,787	13,949,597
Public Health	61,003	4,190,923	-	-	5,812,973	-	10,064,899
Social and Economic Services	544,215	428,753	-	-	-	-	972,968
Culture and Recreation	-	2,574,568	-	-	2,217,610	-	4,792,178
Economic Development	-	519,826	-	-	-	-	519,826
Debt Service	-	-	859,775	-	-	-	859,775
Internal Service	-	-	-	-	-	-	-
Miscellaneous Expenditures	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>8,641,786</b>	<b>26,006,382</b>	<b>859,775</b>	<b>3,936,816</b>	<b>10,901,317</b>	<b>9,769,150</b>	<b>60,115,226</b>

# OVERVIEW OF BUDGETED RESOURCES

## PROJECTED CHANGES IN CASH BALANCES DETAIL OF ALL FUNDS Fiscal Year 2012-2013

Fund #	Fund Name	Projected Beginning Balances 7-1-12	FY - 13		Projected Ending Balances 6-30-13
			Estimated Revenues	Budgeted Expenditures	
<b>001</b>	<b>General Fund</b>	<b>2,267,806</b>	<b>\$ 9,808,951</b>	<b>\$ 10,260,015</b>	<b>\$ 1,816,742</b>
<b>SPECIAL REVENUE FUNDS</b>					
101	Tenmile Water Quality	-	-	-	-
102	Aasarco Grant	(45,562)	238,359	238,359	(45,562)
103	Lead Based Paint Remed	-	-	-	-
104	Junk Vehicle Program	43,727	93,986	98,216	39,497
105	Valley Wide Monitor Ntw rk	-	-	-	-
106	Wetlands Resource Assess	-	-	-	-
107	Lic Establishment Inspect	-	261,454	260,705	749
108	Subdivision Review	-	-	-	-
121	Helena Valley Nonpoint Source	-	40,113	38,331	1,782
122	Sourcewater Assessmnt Prg	(10,180)	-	15,767	(25,947)
123	Watershed Grants	(5,977)	58,460	61,144	(8,661)
124	Public Water Supply Insp	-	-	-	-
125	Lake Helena Water Project	-	-	-	-
126	Targeted Watershed Grant	(14,386)	283,450	283,450	(14,386)
150	Safe Schools	50,042	163,792	161,542	52,292
160	Asthma Home Visiting	1,353	28,321	27,681	1,993
174	Comp Cancer Control Program	35,012	141,210	140,600	35,622
175	Community Yth Suicide Prv	-	-	-	-
176	Breast & Cervical Cancer	-	-	-	-
177	WIC	(39,792)	232,485	233,779	(41,086)
178	M C H Block Grant	6,235	137,759	139,324	4,670
179	Home Care/Case Management	126,239	380,473	391,778	114,934
180	Mechv Grant	41,699	102,523	100,195	44,027
181	Ryan White Title III CM	4,936	3,000	3,000	4,936
182	FASD Interventions Proj	-	-	-	-
183	MT Napa Obesity Prevention	(181)	30,000	15,759	14,060
184	Homeless Grant	-	-	-	-
185	Nicotine Dependency Centr	-	-	-	-
186	EPA Air Quality	(8,652)	127,613	133,485	(14,524)
187	Partnership to Strengthen	-	-	-	-
188	Tobacco Control Grant	13,707	104,547	104,736	13,518
189	Pblc Hlth Home Visiting	1,516	59,902	50,941	10,477
190	Tuberculosis Grant	-	-	-	-
191	HIV Prevention Services	(10,484)	27,171	27,630	(10,943)
192	March of Dimes PHN	-	-	-	-
193	Target Cm Low Birth Wght	60,166	102,054	98,309	63,911
194	Ryan White Title II	700	20,261	18,945	2,016
195	Immunization Prog Grant	2,017	25,637	24,843	2,811
196	Bioterrorism Grant	5,361	113,453	94,820	23,994
197	Medical Reserve Corp	-	-	-	-
201	Craig Mosquito District	4,239	8,712	10,630	2,321
202	Mosquito Control District	63,437	160,284	181,277	42,444
203	Water Quality District	119,848	294,201	323,983	90,066
204	Mental Health	137,431	94,128	218,226	13,333
211	Road	1,228,884	3,537,089	3,683,685	1,082,288
215	Pred Animal Control	82	1,700	1,674	108
218	District Courts	521,639	1,379,815	1,448,066	453,388
221	Parks	19,640	31,206	40,371	10,475

# OVERVIEW OF BUDGETED RESOURCES

## PROJECTED CHANGES IN CASH BALANCES DETAIL OF ALL FUNDS Fiscal Year 2012-2013

Fund #	Fund Name	Projected Beginning Balances 7-1-12	FY - 13		Projected Ending Balances 6-30-13
			Estimated Revenues	Budgeted Expenditures	
222	Library	-	2,536,205	2,536,205	-
223	Employer Health Insurance	4,886	1,431,268	1,431,268	4,886
224	Forestvale	165,319	343,191	418,862	89,648
225	County Planning	432,676	1,058,956	1,141,420	350,212
226	Emergency Disaster	133,966	150,000	150,000	133,966
227	County Health	711,103	1,657,899	1,783,399	585,603
228	Senior Citizens	35,307	144,794	135,779	44,322
229	Co Extension Agent	74,213	190,001	205,254	58,960
230	Public Safety	1,963,017	9,810,572	10,089,907	1,683,682
231	Public Sfty Radio Maint.	31,870	805,470	850,070	(12,730)
232	Inmate Programs	3,658	323,757	316,386	11,029
233	Records Preservation	95,508	122,546	113,880	104,174
234	Land Preservation	-	-	-	-
235	Parks Development	233,538	5,000	110,000	128,538
236	Lincoln Parks	5,551	10,000	11,741	3,810
237	BEP	14,156	27,523	32,496	9,183
238	DUI Program	51,483	82,512	88,026	45,969
239	DUI Intern Program	6,716	7,000	6,774	6,942
240	City/County Drug	56,109	7,000	2,000	61,109
241	Missouri Rvr Drg Task Frc	174,569	130,000	82,041	222,528
242	MRDTF Federal Sharing	3,275	8,010	8,050	3,235
243	Hard Rock Mine Reserve	33,229	10,050	5,200	38,079
244	Metal Mines Tax Reserve	14,024	5,025	-	19,049
245	Cooney Home Memorial	10	-	-	10
246	Cooney Home Activity	1	-	-	1
247	Community Decay	15,676	-	-	15,676
248	Craig Wastew ater Fac Maintenance	68,977	65,150	100,000	34,127
249	Craig Training Center Maintenance	9,254	6,500	-	15,754
250	Septic Maintenance Revolving Loan	975	-	-	975
251	Septic Maintenance	-	78,900	78,336	564
252	Open Space Project	2,348,644	5,500	2,000,083	354,061
280	Alcoholism	2	80,000	80,000	2
282	Gas Tax	294,691	267,470	530,883	31,278
290	N Hills Groundw ater Susta	-	-	-	-
291	HIDTA	(23,490)	152,466	143,401	(14,425)
292	Forest Reserve Title III	-	-	-	-
293	JAG-Justice Assist Grant	983	-	-	983
294	Citizens Corp/CERT Progr	-	-	-	-
295	National Fire Plan	(18,850)	129,431	126,242	(15,661)
296	CDBG-Economic Development	-	550,000	550,000	-
297	Noxious Weed Trust Grant	(14,818)	95,000	95,000	(14,818)
298	Bucksnot Grant	-	-	-	-
299	Homeland Security	500	-	500	-
300	NFP Project-BLM Comm Asst	(8,906)	126,858	126,106	(8,154)
301	Fire Projects-Misc Grants	-	-	-	-
302	Brow nsfield Assmt Grant	(256,663)	229,233	229,312	(256,742)
304	Other Grants	11,197	318,818	308,807	21,208
305	Misc Federal Grants	307,199	-	-	307,199
0	Maintenance Districts	2,598,292	730,824	3,172,909	156,207
370	L&C Fire Service Area	58,184	66,600	70,305	54,479
<b>Total Special Revenue Funds</b>		<b>11,988,727</b>	<b>30,052,687</b>	<b>35,801,893</b>	<b>6,239,521</b>

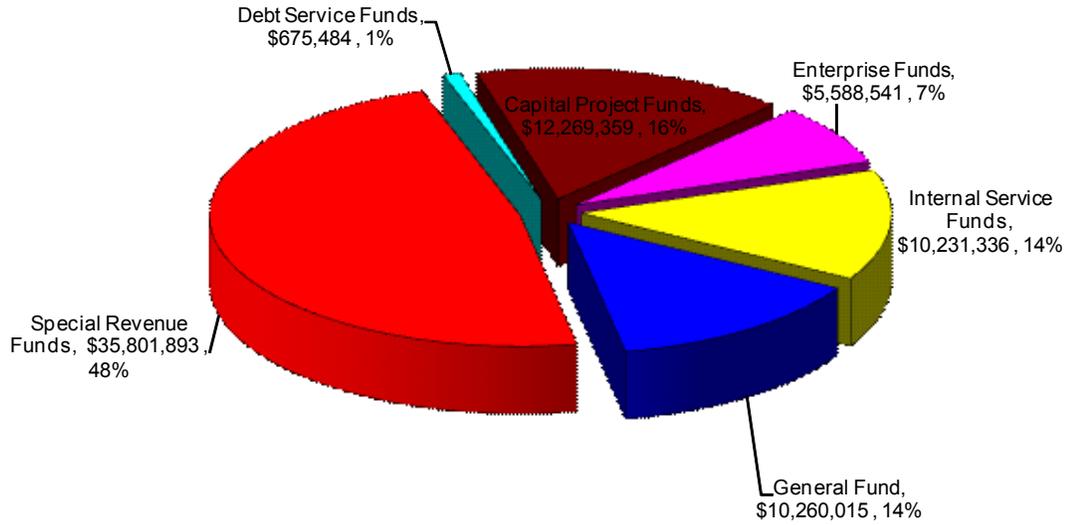
# OVERVIEW OF BUDGETED RESOURCES

## DETAIL OF ALL FUNDS Fiscal Year 2012-2013

Fund #	Fund Name	Projected	FY - 13		Projected
		Beginning Balances 7-1-12	Estimated Revenues	Budgeted Expenditures	Ending Balances 6-30-13
<b>DEBT SERVICE FUNDS:</b>					
500	City/County Bldg Debt	-	168,000	168,000	-
501	Open Space bonds	35,585	205,200	204,363	36,422
502	Health Facilities Debt	6,149	67,050	67,490	5,709
503	RSID Revolving	289,686	2,750	-	292,436
504-516	Debt Service Districts	348,313	240,996	235,631	353,678
<b>Total Debt Service Funds</b>		<b>679,733</b>	<b>683,996</b>	<b>675,484</b>	<b>688,245</b>
<b>CAPITAL PROJECT FUNDS</b>					
550	Capital Development	6,315,442	2,199,138	2,827,666	5,686,914
551	CTEP Projects	14,574	515,000	529,055	519
552	RID Projects	1	250,000	250,000	1
553	Misc Federal Grant Prjcts	6,649	300,000	306,500	149
554	Pub Safety-Radio Cap Prjt	-	-	-	-
555	Open Space Project	-	-	-	-
556	Road/Bridge Infrast Proj	236,678	8,203,443	8,356,138	83,983
559	Fairgrounds Improv	-	-	-	-
<b>Total Capital Project Funds</b>		<b>6,573,344</b>	<b>11,467,581</b>	<b>12,269,359</b>	<b>5,771,566</b>
<b>ENTERPRISE FUNDS:</b>					
601	Cooney Convalescent Ent	(2,045,631)	-	-	(2,045,631)
602	Fair Enterprise	332,050	2,460,035	2,502,425	289,660
610	Augusta Landfill Dist	85,650	75,160	129,439	31,371
611	Lincoln Landfill District	165,047	156,950	143,167	178,830
612	Scratch Gravel Landfill	730,448	1,325,854	1,309,809	746,493
613	Lewis & Clark Co Landfill	1,825,945	1,261,172	1,471,705	1,615,412
614	Marysville Solid Waste	40,159	29,915	31,996	38,078
<b>Total Enterprise Funds</b>		<b>1,133,668</b>	<b>5,309,086</b>	<b>5,588,541</b>	<b>854,213</b>
<b>INTERNAL SERVICE FUNDS</b>					
650	Building Maintenance	477,068	1,031,321	1,063,686	444,703
651	Health Care Facilities	274,712	322,469	344,793	252,388
652	County Shop	314,261	480,260	554,225	240,296
653	Fuel Revolving	54,834	485,605	480,259	60,180
655	Info Technology & Service	1,549,697	2,072,168	2,271,848	1,350,017
656	Liability Insurance	683,181	641,100	645,000	679,281
657	County Health Insurance	171,275	4,700,250	4,871,525	-
658	Flexible Benefits Admin	-	-	-	-
<b>Total Internal Service Funds</b>		<b>3,525,028</b>	<b>9,733,173</b>	<b>10,231,336</b>	<b>3,026,865</b>
<b>Total All Funds</b>		<b>\$ 26,168,306</b>	<b>\$ 67,055,474</b>	<b>\$ 74,826,628</b>	<b>\$ 18,397,152</b>

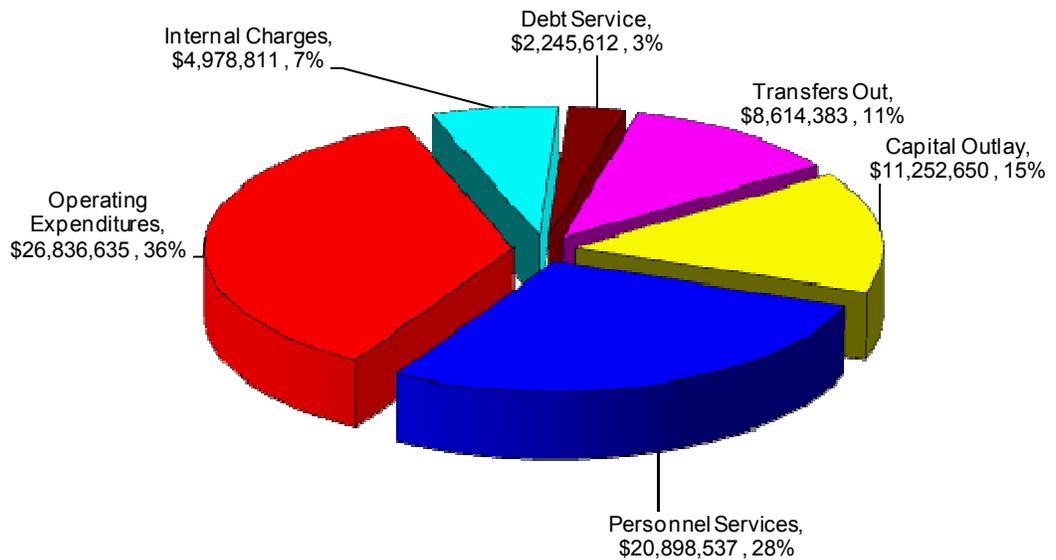
APPROPRIATED EXPENDITURES  
BY MAJOR FUND GROUP

FY 13 \_\_\_\_\_



APPROPRIATED EXPENDITURES  
BY OBJECT CATEGORY

FY 13 \_\_\_\_\_

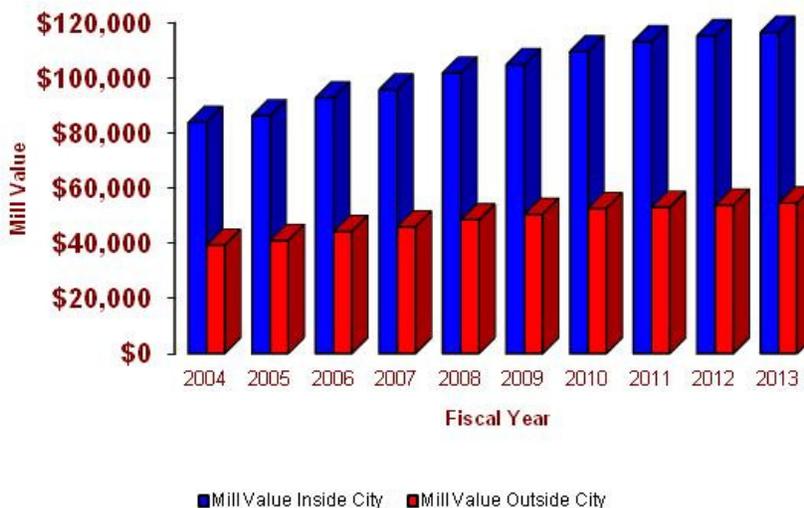


# MILL VALUE & LEVY ANALYSIS

<b>LEWIS &amp; CLARK COUNTY ANALYSIS OF COUNTY MILL VALUES &amp; LEVIES FISCAL YEARS 2004 TO 2013</b>										
<b>MILL VALUES</b>	Fiscal Year									
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Mill Value Inside City	\$ 83,917	\$ 86,296	\$ 92,867	\$ 95,719	\$ 101,888	\$ 104,921	\$ 109,542	\$ 113,195	\$ 115,380	\$ 116,642
Mill Value Outside City	39,367	41,027	44,263	46,029	48,547	50,586	52,652	53,077	53,869	54,645
<b>MILL LEVIES INSIDE INCORPORATED CITIES:</b>										
ALL-PURPOSE	30.76	31.91	33.19	34.21	34.01	34.68	35.09	37.33	37.68	38.22
CITY COUNTY HEALTH	6.44	6.67	6.93	7.13	7.08	7.22	7.30	7.54	7.61	7.74
DISTRICT COURT	2.81	2.93	3.06	3.17	3.16	3.22	3.26	3.37	3.40	3.46
PARKS	0.09	0.09	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
LIBRARY	6.00	6.22	6.46	6.65	6.60	6.73	6.81	7.04	7.11	7.23
MENTAL HEALTH	0.59	0.61	0.63	0.65	0.65	0.66	0.67	0.69	0.70	0.71
SENIOR CITIZENS	0.91	0.94	0.98	1.01	1.00	1.02	1.03	1.06	1.07	1.09
COUNTY EXTENSION	1.14	1.18	1.23	1.27	1.26	1.28	1.29	1.33	1.34	1.36
PUBLIC SAFETY	25.82	26.70	27.69	28.46	28.22	28.77	29.11	30.78	31.07	31.59
HEALTH FACILITIES	2.07	1.80	1.75	1.55	1.15	1.10	1.13	1.35	1.25	0.59
PERMISSIVE MEDICAL LEVY	8.55	8.55	7.94	7.67	8.20	7.97	6.61	9.71	10.87	12.29
ENTITLEMENT LEVY	4.80	4.96	5.14	5.28	5.23	5.33	5.39	5.57	5.62	5.76
<b>TOTAL LEVIES INSIDE CITIES NOT VOTED</b>	<b>89.98</b>	<b>92.56</b>	<b>95.10</b>	<b>97.15</b>	<b>96.66</b>	<b>98.08</b>	<b>97.79</b>	<b>105.87</b>	<b>107.82</b>	<b>110.14</b>
<b>VOTED MILL LEVIES:</b>										
PUBLIC SAFETY	23.44	24.23	25.12	25.82	25.60	26.10	26.40	27.28	27.53	27.99
LIBRARY	15.50	16.02	16.61	17.07	16.92	13.52	13.52	14.14	14.27	14.51
FAIRGROUNDS	-	11.09	11.50	11.82	11.71	11.94	12.08	12.49	12.61	12.82
<b>TOTAL VOTED LEVY</b>	<b>38.94</b>	<b>51.34</b>	<b>53.23</b>	<b>54.71</b>	<b>54.23</b>	<b>51.56</b>	<b>52.00</b>	<b>53.91</b>	<b>54.41</b>	<b>55.32</b>
<b>RECLASSIFICATION OF LEVY</b>										
ENTITLEMENT LEVY(FROM STATE)	9.93	10.26	10.64	10.94	10.85	11.06	11.19	11.56	11.67	11.82
<b>Total Inside Incorporated Cities</b>	<b>138.85</b>	<b>154.16</b>	<b>158.97</b>	<b>162.80</b>	<b>161.74</b>	<b>160.70</b>	<b>160.98</b>	<b>171.34</b>	<b>173.90</b>	<b>177.28</b>
<b>LEVIES OUTSIDE INCORPORATED CITIES</b>										
ROAD	19.05	19.60	19.96	20.44	20.14	20.43	20.92	22.00	22.52	22.99
PLANNING	2.57	2.64	2.69	2.76	2.72	2.76	2.83	2.98	3.05	3.12
EMERGENCY DISASTER	2.00	-	-	-	-	-	-	-	2.00	0.00
<b>TOTAL LEVIES OUTSIDE NOT VOTED</b>	<b>23.62</b>	<b>22.24</b>	<b>22.65</b>	<b>23.20</b>	<b>22.86</b>	<b>23.19</b>	<b>23.75</b>	<b>24.98</b>	<b>27.57</b>	<b>26.11</b>
<b>VOTED MILL LEVIES OUTSIDE CITY:</b>										
ROAD	-	-	-	-	10.30	10.45	10.70	11.25	11.52	11.85
<b>TOTAL MILL LEVIES OUTSIDE CITY</b>	<b>23.62</b>	<b>22.24</b>	<b>22.65</b>	<b>23.20</b>	<b>33.16</b>	<b>33.64</b>	<b>34.45</b>	<b>36.23</b>	<b>39.09</b>	<b>37.96</b>
<b>TOTAL COUNTY MILLS</b>	<b>162.47</b>	<b>176.40</b>	<b>181.62</b>	<b>186.00</b>	<b>194.90</b>	<b>194.34</b>	<b>195.43</b>	<b>207.57</b>	<b>212.99</b>	<b>215.24</b>

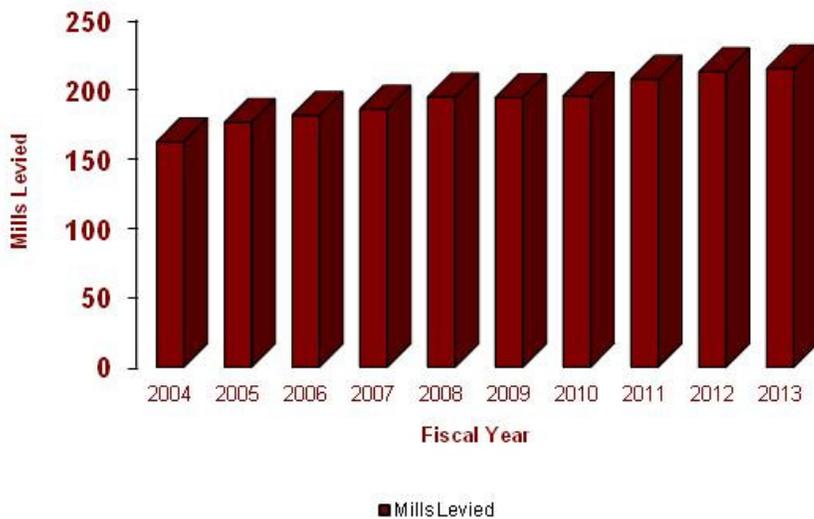
**MILL VALUE TRENDS**

Fiscal Year 2013 (FY 13) \_\_\_\_\_



**MILL LEVY TRENDS**

Fiscal Year 2013 (FY 13) \_\_\_\_\_



# MILL VALUE & LEVY ANALYSIS

## LEWIS & CLARK COUNTY, MONTANA LEVY REQUIREMENTS SCHEDULE Fiscal Year 2013

Assessed Valuation-County Wide: \$3,910,319,109  
 Tax Valuation: \$116,642,319  
 1 Mill Yields: \$116,642

Fund Number	Fund Name	Appropriation	Cash		Cash Available	Non-Tax Revenues	Levied Property Tax		Total Revenues	Total Resources	Mill Levy
			Reserves	Requirements			Revenues	Revenues			
001	All-Purpose	10,260,015	1,816,742	12,076,757	2,267,806	5,350,894	4,458,057	9,808,951	12,076,757	38.22	
218	District Court	1,448,066	453,388	1,901,454	521,639	976,234	403,581	1,379,815	1,901,454	3.46	
221	Parks	40,371	10,475	50,846	19,640	19,542	11,664	31,206	50,846	0.10	
222	Library	2,536,205	0	2,536,205	0	408	2,535,797	2,536,205	2,536,205	21.74	
227	Health	1,783,399	585,603	2,369,002	711,103	755,090	902,809	1,657,899	2,369,002	7.74	
204	Mental Health	218,226	13,333	231,559	137,431	11,312	82,816	94,128	231,559	0.71	
228	Senior Citizen Services	135,779	44,322	180,101	35,307	17,654	127,140	144,794	180,101	1.09	
229	County Extension Service	205,254	58,960	264,214	74,213	31,368	158,633	190,001	264,214	1.36	
230	Public Safety	10,089,907	1,683,682	11,773,589	1,963,017	2,861,041	6,949,531	9,810,572	11,773,589	59.58	
223	Health Insurance	1,431,268	4,886	1,436,154	4,886	0	1,433,530	1,433,530	1,438,416	12.29	
502	Health Facilities	69,259	5,709	74,968	6,149	0	68,819	68,819	74,968	0.59	
602	Fairgrounds	2,502,425	289,660	2,792,085	332,050	964,685	1,495,350	2,460,035	2,792,085	12.82	
710	Entitlement Levy	2,050,566	0	2,050,566	0	0	2,050,566	2,050,566	2,050,566	17.58	

Assessed Valuation-Outside City: \$1,859,133,679  
 Tax Valuation: \$54,644,734  
 1 Mill Yields: \$54,645

Fund Number	Fund Name	Appropriation	Cash		Cash Available	Non-Levied Revenues	Property Tax		Total Revenues	Total Resources	Mill Levy
			Reserves	Requirements			Revenues	Revenues			
211	Road	3,683,685	1,082,288	4,765,973	1,228,884	1,633,257	1,903,832	3,537,089	4,765,973	34.84	
225	Planning	1,141,420	350,212	1,491,632	432,676	888,464	170,492	1,058,956	1,491,632	3.12	

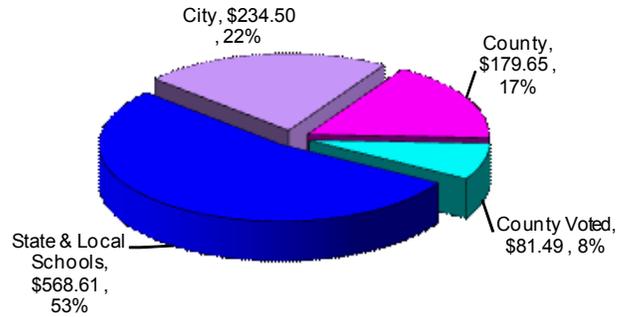
### Lewis and Clark County, Montana Fund Summary-Other district levied funds FISCAL YEAR 2013

Fund Number	Fund Name	Appropriation	Cash		Cash Available	Non-Levied Revenues	Property Tax		Total Revenues	Total Resources
			Reserves	Requirements			Revenues	Revenues		
201	Craig Mosquito	10,630	2,321	12,951	4,239	507	8,205	8,712	12,951	
202	Valley Mosquito	181,277	42,444	223,721	63,437	5,855	154,429	160,284	223,721	
224	Forestvale Cemetery	418,862	89,648	508,510	165,319	78,674	264,517	343,191	508,510	

# PROPERTY TAXES BY JURISDICTION

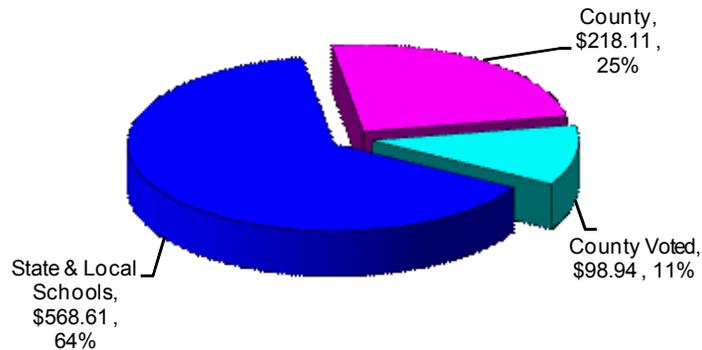
## PROPERTY TAXES BY JURISDICTION - INSIDE CITY

Tax Year 2012 (FY 13) \_\_\_\_\_  
(Example based on a residential property with a market value of \$100,000)



## PROPERTY TAXES BY JURISDICTION - OUTSIDE CITY

Tax Year 2012 (FY 13) \_\_\_\_\_  
(Example based on a residential property with a market value of \$100,000)



### Overview

Funding for services provided to Lewis & Clark County residents come from a variety of sources. The County strives to maintain a diversified and stable revenue system that will provide shelter from short-term fluctuations in any one revenue source and ensure the ability to provide ongoing services, within the confines of Montana Law. Lewis & Clark County is heavily reliant upon property tax levy for its general fund, public safety fund (Sheriff), health fund, and road & bridge funds, which is explained in greater detail on the following pages. The County will continue its policy of seeking alternative revenue sources to lower the tax burden for County services, charging users for specific services where feasible, and aggressively collecting all revenues due the county. An example is the County's enterprise fund, in which revenues are generated through direct fees for service.

County revenues are divided into eight basic categories: Taxes and Assessments; Licenses and Permits; Intergovernmental Revenue; Charges for Services; Fines and Forfeitures; Miscellaneous Revenue; Investment Earnings; and Inter-fund Transfers.

**Taxes and Assessments:** This revenue is derived from the levy of taxes on real property and personal tangible property. Examples of taxes are real property taxes, personal property taxes, and motor vehicle taxes.

**Licenses and Permits:** Revenues derived from the issuance of local licenses and permits. Licenses & permits include video gaming fees, business licenses, and liquor licenses.

**Intergovernmental Revenue:** Revenues received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes. State entitlement, grants, and PILT are examples of Intergovernmental Revenue.

**Charges for Services:** All revenues stemming from charges for current services—primarily revenues of Enterprise Funds. Examples of charges for services are refuse disposal and refuse collection fees.

**Fines and Forfeitures:** Revenues received from fines and penalties imposed for the commission of statutory offenses, violation of lawful administrative rules and regulations, and for neglect of official duty. Examples include: court fines, wedding fees, victim witness fines and forfeited bonds.

**Miscellaneous Revenue:** Revenue from sources not otherwise provided in other categories. Rents are examples of miscellaneous revenues.

**Investment Earnings:** Revenue derived from the investment of available cash balances. Interest income is allocated proportionately, based on each fund's respective cash balances.

**Interfund Transfers:** Transfers between individual funds of a governmental unit that are not repayable and are not considered charges for goods or services. An example is money transferred from a Governmental Fund to a Capital Project Funds to support the County's Capital Improvement Plan.

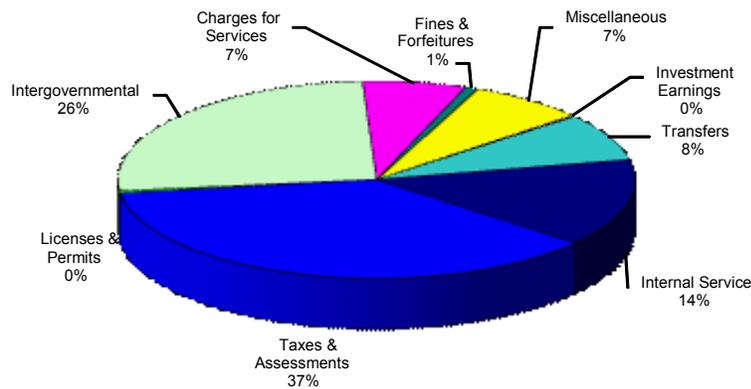
Shown on the following page are two pie charts which give a graphic overview of total county revenues—one by type described above and the other by major fund group.

# MAJOR REVENUE SOURCES

Assumptions, Estimates, & Trends

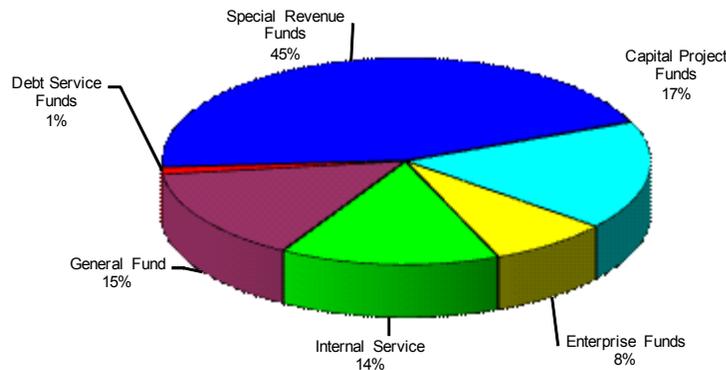
## Estimated Revenues by Type – All Funds – Fiscal year 2012-13

As depicted by the graph of revenues by type below, taxes and assessments make up the largest category of county revenues for FY 13 (37%). Intergovernmental makes up the next largest category (26%). Finally, internal charges, transfers and charges for services account for 29% of the total.



## Estimated Revenues by Fund – All Funds – Fiscal year 2012-13

Revenues by fund also help give the reader an understanding of the source of Lewis & Clark County revenues. As shown by the graph below, the general fund (15%), Internal Service (14%), Special Revenue Funds (45%), and Capital Projects (17%), make up 91% of the county's revenues.



### **Revenue Forecasts Assumptions & Methodology**

Forecasting as used in the budget refers to estimating the future changes in revenues. It provides an estimate of how much revenue will be available and the resources required to meet service levels and programs over the forecast period. The value of forecasts is in estimating whether, given assumptions about local financial policies and economic trends, the County will have sufficient resources to meet the resource requirements of ongoing, planned, or mandated programs. Forecast models have the added value of providing a planning tool for capital projects and/or whether bonded indebtedness will be required for capital funding. In short, forecasting provides an estimate of the financial flexibility of the County, as well as insight into tax, revenue, and service options the Commission must address. Our forecasting methodology reflects a combination of internal analysis and locally generated consensus forecasts covering such factors as population growth, revenue trends, and inflation. Specifically, for the revenue forecasts, we begin with models that include prior year actual collections and project the balance of the current fiscal year based on prior year patterns. In general, we seek to match revenue sources with the economic and/ or demographic variables that most directly affect year-to-year changes in those revenues.

Methods to project the revenues suggested in the budget vary depending upon the type of revenue examined. However, the most common method used is Trend Analysis and especially a year-to date approach. Examination of a variety of revenue sources on a monthly basis, have revealed consistent patterns in the monthly collections. Trends are identified, along with an analysis of whether or not the trend is likely to continue. These have been good indicators of revenue collections during the course of a year and help to set a basis for future projections. Forecasting variances are analyzed and used to improve forecasting in future periods. Expert Judgment is a projection methodology that relies upon individual department directors and financial managers to make projections for the revenues that affect their operations.

### **Revenue Estimates**

The National Advisory Council on State and Local Budgeting prepared a set of recommended practices relating to governmental revenue estimates. Stated below are some excerpts from their recommended practices, along with Lewis & Clark County's revenue estimate practices.

Projection of revenues and other resources is critical in order to understand the level of funding available for services and capital acquisition. Projections for future budget periods help determine the likelihood that services can be sustained and highlight future financial issues to be addressed. Preparing revenue projections also enhances our understanding of revenue sensitivity to changes in assumptions and to controllable factors such as changes to tax rates or fees.

One of the key analytical tools, to assist in the development of revenue estimates, is the five-year financial forecast. This forecast considered key revenue and expenditure projection factors such as population, increases in the consumer price index (CPI) and other growth factors. The trending of these key factors and their affect on revenues and expenditures for the past ten years provided a historical basis for the five year financial forecast. The forecast is updated annually during the mid-year budget review process.

## MAJOR REVENUE SOURCES

### Assumptions, Estimates, & Trends

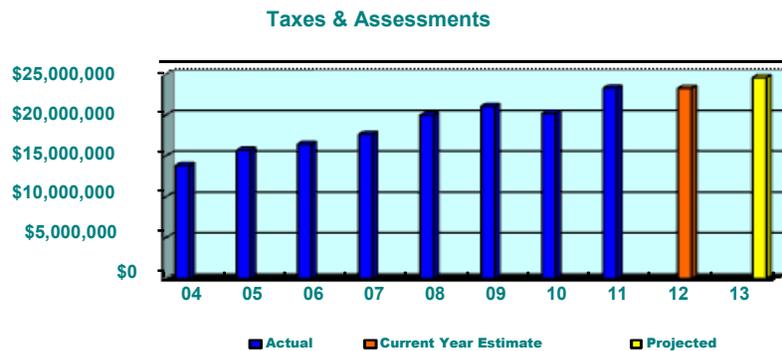
Overall, the County's practice is to budget revenues conservatively and to use as much information as possible in order to enhance the accuracy of revenue estimates. By identifying and utilizing as many revenue-related variables as possible in forecasting, we hope to minimize the risks of overstating or understating revenues that could arise from using only a few variables. Our approach to forecasting, in general, is to apply a conservative philosophy that will produce our long-term goal of not overstating revenues. Most estimates involve two projections: an estimate for the amount to be collected in current year based on year-to-date activity; and an estimate for the increase or decrease in receipts anticipated for a future budget year. As part of the mid-year budget review process, the revenue assumptions included in the forecast are comprehensively reexamined based on actual results as well as for emerging trends at the mid-point of the year.

Individual revenue categories, their trends, and estimates follow.

### Key Revenue Estimates & Trends

This section provides a 10-year trend analysis of each of the eight revenue categories described previously. The 10-year trend analysis includes 8 years of actual revenue history, the current year budgeted revenues, and next year's projected revenues—together making up the 10-year analysis. Following this presentation of the 8 major revenue categories is a similar graphic presentation of selected individual revenue sources.

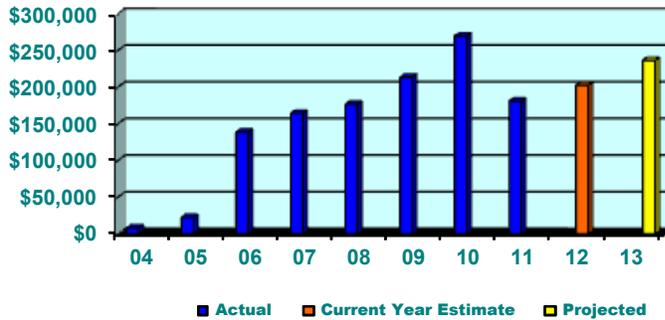
Shown by the graph on the right, are the County's Tax & Assessment revenues. This revenue is derived from the levy of taxes on real property and personal tangible property. Examples of taxes are real property taxes, personal property taxes, and motor vehicle taxes. The taxes have increased each year due to voted mill levies and also as a result of growth in the County.



# MAJOR REVENUE SOURCES

## Assumptions, Estimates, & Trends

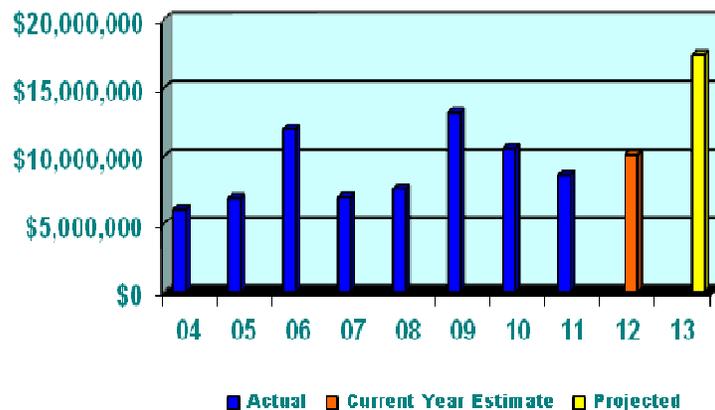
Licenses & Permits



Shown by the graph on the left are the County's License & Permit revenues. Licenses & permits include franchise fees, business licenses, and liquor licenses. Beginning in 2003 the motor vehicle license revenue no longer stayed in the County; rather it was remitted to the State and is returned in the form of Entitlement Share revenue. This accounts for the half million dollar decrease. Franchise fees started in FY05.

Shown by the graph on the right are the County's Intergovernmental Revenues. Intergovernmental revenues include entitlement money received from the state, Payment in Lieu of Tax revenue from the Federal government. Grants comprise the largest share of this revenue. The increase in FY06 was due to a very large grant for a county wide radio project. In FY09 federal monies for the reconstruction of the Marysville Road were received. In FY13, several large grants are anticipated.

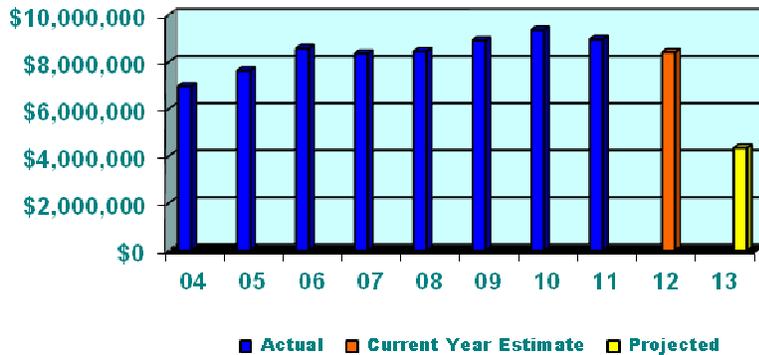
Intergovernmental Revenue



# MAJOR REVENUE SOURCES

## Assumptions, Estimates, & Trends

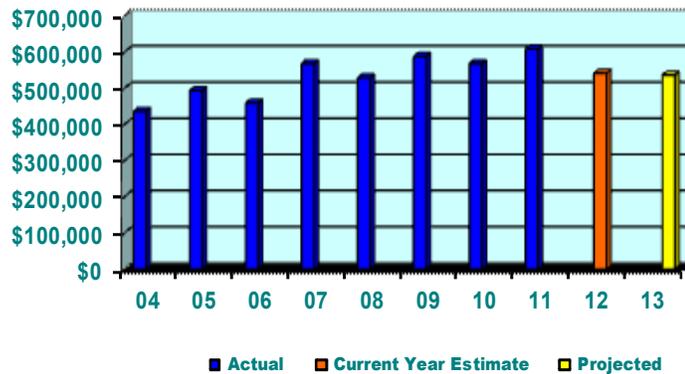
### Charges for Services



Shown by the graph on the left are the County's Charges for Service Revenues. Charges for Service revenues include Clerk and Recorder Fees, Treasurer's Collections, and Solid Waste fees to name a few. The County is seeing this revenue drop as economic conditions continue to stagnate.

### Fines & Forfeitures

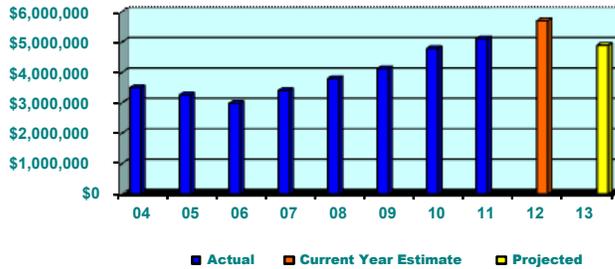
Shown by the graph on the right are the County's Fine & Forfeiture revenues. Fine & forfeiture revenues include Justice Court fines and Civil fines. Growth in this revenue reflects the growth in the County.



# MAJOR REVENUE SOURCES

## Assumptions, Estimates, & Trends

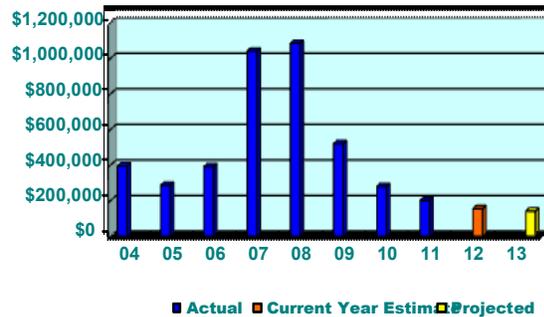
Miscellaneous Revenues



Shown by the graph on the left are the county's Miscellaneous Revenues. Miscellaneous revenues include donations, RID assessments and revenues which are typically received once or a limited number of years.

Shown by the graph on the right are the county's Investment Earnings Revenues. Investment earnings revenues decreased significantly in 2003, 2004, and 2005 as the interest rate on investments decreased nationwide. A combination of higher cash balances and increasing interest rates reflect the jump from \$600,000 plus in 2006 to \$1,100,000 in 2007 and 2008. FY09 through FY13 reflect the current low interest rates.

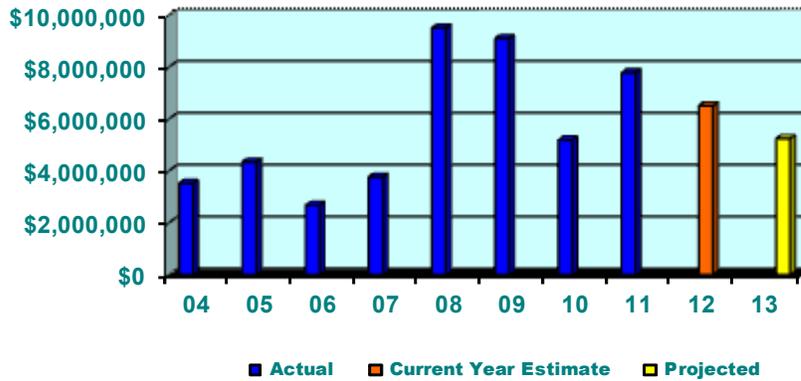
Investment Earnings



# MAJOR REVENUE SOURCES

## Assumptions, Estimates, & Trends

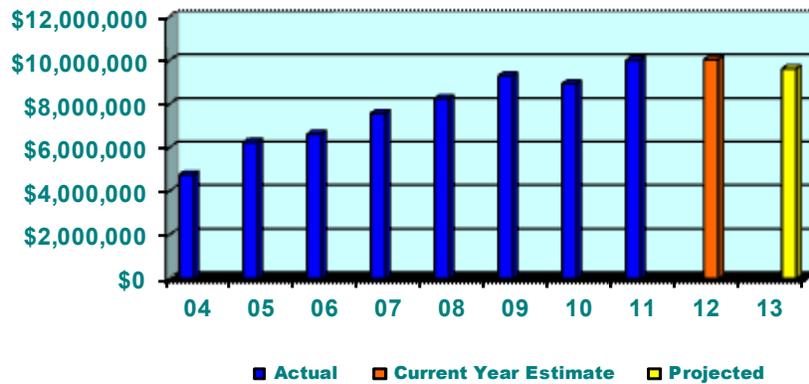
### Interfund Transfers



Shown by the graph on the left are the County's Inter-fund Transfer Revenues. Inter-fund transfers include transfers from one fund to another fund for operational costs as well as transfer to a capital projects fund. The increases are due to County making capital project funding a priority over the past seven years.

### Internal Service

Shown by the graph on the right are the County's Internal Service Revenues. The revenues account for building maintenance, IT&S, and liability and health insurance. The increases are due in large part to the rising cost of health insurance.



---

## **GENERAL GOVERNMENT**

---

---

## Program Description

The County Commission is the Executive as well as the Legislative branch for Lewis & Clark County. The Commission consists of three elected commissioners. A commissioner is required to live within a commission district, but all commissioners are elected at large. Commissioners are elected to six-year terms. In January of each year members of the County Commission elect a chairman of the board. The Chairman is responsible for conducting public meetings in compliance with state law. The County Commission is responsible for County policies, subdivision review, passing resolutions and ordinances, zoning, setting appropriations, setting levies for County funds, fire districts, setting of fees, rural improvement districts, special districts, and appointing residents to boards and commissions.

---

## Goals & Objectives

Develop and maintain a culture of customer service.

Engage in effective long-range planning.

Improve communication between departments, with community partners, and the general public.

Efficiently and effectively manage public resources.



### 2013 Budget Highlights

**Personnel Services**

- 2.5% matrix adjustment.

**Operating Expenditures**

- Inflationary increases only.

**Capital Outlay**

- Replacement of Tahoe-\$39,140
- Copier-\$8,870.

**Transfers**

- Transfers are to the Capital Improvements Fund for future capital purchases.

---

### Staffing Summary

Title	Actual FY2010	Actual FY2011	Actual FY2012	Adopted FY 2013
County Commissioners	3.00	3.00	3.00	3.00
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**Workload Indicators****Workload Indicators**

<b>Indicator</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Actual FY 2012</b>	<b>Adopted FY 2013</b>
1 . Resolutions Passed	284	264	162	175
2 . Commission Meetings Held	112	130	130	130
3 . Public Hearings Held	17	27	24	30

## Program Description

The Administrative Services Department is directed by a Chief Administrative Officer (CAO). The CAO provides overall leadership, direction, coordination, and support of the activities of the County's workforce. The CAO provides information to the Commission to support their ability to make informed policy decisions. The CAO is the supervisor of all department heads in the County, working directly for the Commission and with the management staff to ensure the efficient and effective administration of county government.

The Administrative Services Department includes the CAO, Grants Coordinator, and administrative staff assigned to the Commission. The Administrative Services Department coordinates activities related to budget, personnel, payroll, mail services, property management, and grant activities for the County.

The Grants Coordinator applies for and administers grants; assists special districts and non-profit organizations in applying for and administering grants; and provides information about grant opportunities to departments, other entities and the public. The Grants Coordinator researches funding opportunities for proposed projects.

Administrative staff provides a diverse array of clerical support to the County Commissioners maximizing the efficient use of the board's time. One of our main goals is to continue developing and maintaining a culture of customer service throughout the organization and with state, federal, and public agencies.

Our staff has vast knowledge of County policies and procedures and interprets and answers questions regarding these policies and procedures. Administrative staff maintains complex organizational and office functions. Some of these functions include management of correspondence, appointments, callers and visitors; arranges agenda material for meetings; records and transcribes minutes of public meetings; maintains vital documents and records; and prepares claims for payment. County staff also responds to inquiries related to ordinances, resolutions, minutes, and archived documents.

The Department's Mission is, 'To ensure that quality, effective, and efficient services are provided within the law, the policies of the County Commission are carried out, and the resources of the County are used in an efficient manner.' The staff has a vision to 'Organize professional expertise in a logical and fiscally responsible manner to carry out the policy directives of the Commission.'

---

## Commission Goals

- A. Develop and maintain a culture of customer service
- B. Engage in effective long range planning
- C. Improve communication between departments, with community partners, and the general public
- D. Efficiently and effectively manage public resources

## Department Objectives

### Develop and maintain a culture of customer service (A):

- To provide exceptional customer service to the general public, other government entities, and County departments
  - Initiate and focus additional attention on public participation and involvement in local government
  - Be responsive, regardless of workload or external factors that force reprioritization of daily tasks
  - Develop and implement plan(s) for staff development

### Improve communication between departments, with community partners, and the general public (C):

- To provide County staff with clear direction on implementing policies and procedures adopted by the Board of County Commissioners
  - Continue the development of a management team
  - Facilitate discussions within the organization in a productive and positive manner
  - Lead, facilitate, and participate with community partners/agencies in collaborative problem-solving processes

### Efficiently and effectively manage public resources (D):

- To provide the County Commission with timely, accurate, unbiased information to allow them to make informed decisions
  - Constantly evaluate workflow, policy and procedure review, and evaluate alternative methods to accomplish the tasks assigned by the Commission
  - Facilitation of open dialog between Commission and staff, public, outside agencies
  - Ensure that the Commission is presented with options prior to implementing a policy initiative

## Department Benchmarks

- Completion of public review process for draft Zoning document (B)
- Completion of Flood Mitigation Study (A,B,C,D)
  - Continue to address project specific mitigation strategies within budgetary constraints
- Facilitate better communication with Planning Board (B,C)
  - Establish regular update sessions with Planning Board and BOCC
  - Update and adopt Growth Policy
  - Update and adopt Subdivision Regulations
- Establish and support Local Advisory Council to improve community mental health services (B,C,D)
  - Work with LAC and local providers to improve continuum of care
  - Dedicate resources necessary to fill gaps in services determined by LAC
- Participate in long-range justice system planning
  - Create Criminal Justice Coordinating Council
  - Continue working with Jail Working Group
  - Identify and implement system improvements in the Criminal Justice System
  - Work towards solving the overcrowding situation (not intended to be completed FY 13)
- Begin the Joint Land Use Process and work towards better long-range collaboration with impacted entities relating to our military presence in the area (B,C,D)
- Leverage technology to provide information to the general public (A,C,D)
  - Update Web Site and maintain central repository for public information (boards, Commission, special even information, general information)
  - Digitize agenda and allow for electronic distribution of complete Commission packets (full implementation of NOVUS Agenda)
  - Records Retention Policy created and adopted



## 2013 Budget Highlights

### Personnel Services

- 2.5% matrix adjustment.

### Operating Expenditures

- Inflationary increases.
- Planning grants-\$75,000 - offset by grant revenue.

### Capital Outlay

- None budgeted for FY13.

### Transfers

- Transfers are from the levied health insurance fund to reimburse departments for a portion of health care premiums. The increase is due to increase in premiums from \$600 to \$650 per month.

## Staffing Summary

Title	Actual FY2010	Actual FY2011	Actual FY2012	Adopted FY 2013
Chief Administrative Officer	1.00	1.00	1.00	1.00
Director of Finance	1.00	1.00	1.00	1.00
Budget Coordinator	1.00	1.00	1.00	1.00
Director of Human Resources	1.00	0.95	0.95	0.95
Human Resource Analyst II	-	0.70	-	-
Human Resources Analyst	1.70	0.70	1.40	1.90
Human Resources-specialist	0.90	0.90	0.90	0.90
Grants Coordinator	1.00	1.00	1.00	1.00
Public Information Officer	-	-	-	-
Executive Secretary	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	0.82	0.82	0.82
Administrative Clerk	1.00	1.00	1.00	1.00
Administrative Float	2.00	0.50	-	-
<b>Total</b>	<b>12.60</b>	<b>10.57</b>	<b>10.07</b>	<b>10.57</b>

## Performance Measures

### Performance Measures

Measure	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . The Administrative Department will provide policy & procedural support for Board of County Commission decisions.	100%	100%	100%	100%
2 . Provide guidance to county departments on finance and personnel issues	98%	98%	99%	100%
3 . Develop and maintain timelines for administrative processes, such as annual budgets, CIP, classification requests, new positions, and grant deadlines.	100%	100%	100%	100%
4 . Provide information on funding opportunities for proposed projects	100%	100%	100%	100%
5 Work as liasion between departments, county commission and the public to improve communication.	98%	98%	98%	100%

## Program Description

The Treasurer-Clerk and Recorder's Office has six departments – Elections, Records, Tax, Accounting, Motor Vehicle and Records Preservation.

**Treasurer-Clerk and Recorder/Elections Department** – is responsible for the administration of federal, state, county, city and special district elections in Lewis & Clark County according to federal and state election laws. The Department also assists in elections for school districts. Additional activities include training for deputy registrars and election judges, signature verification on petition drives, processing absentee votes and registering voters. This department maintains the voter registration files for approximately 36,900 voters in 54 precincts in Lewis & Clark County. Maps of the boundaries are available in the Clerk and Recorder's Office. Approximately 350 temporary election judges are needed to work each election.

**Treasurer-Clerk and Recorder/Records Department** - is responsible for the recording and microfilming of documents including warranty deeds, mortgages, contracts, leases, military discharges, mining claim locations, annual representatives, county resolutions and minute actions. The Department also files birth and death certificates, federal tax liens, and notices of action, attachments, judgments, executions and other miscellaneous documents. In addition, the Department processes realty transfer certificates, which are used by the Department of Revenue to determine the market value of real property. This Department processes approximately 18,000 documents annually, including approximately 100 certificates of surveys.

**Treasurer-Clerk and Recorder/Tax Department** - is responsible for the collection of approximately \$87 million in real and personal property taxes. Approximately 35,260 real estate, 3,200 mobile homes, and 1,000 personal property tax bills are processed each year. Another primary function is to issue tax lien assignments, redemptions and tax deeds. In addition, they track bankruptcy filings, issue tax paid certificates, and process all tax receivable adjustments and refunds.

**Treasurer-Clerk and Recorder/Accounting Department** - acts as a bank for all county entities, including fire districts, school districts, etc. Records all transactions relating to the operations and functions of Lewis & Clark County and its component units. Provides random audits to satellite departments. They also ensure compliance with auditors and produce the comprehensive annual financial report. They track and pay school bonds, Rural Special Improvement District bonds, and investments.

**Treasurer-Clerk and Recorder/Motor Vehicle Department** - is responsible for the registration and titling of all motor vehicles including mobile homes. The department processed 82,000 transactions last year with a total amount received of approximately \$10.2 million.

**Treasurer-Clerk and Recorder/Records Preservation** – this fund was established to reflect activities resulting from House Bill 813 passed by the legislature in 1991. This bill authorized a filing fee of \$1 per page to be assessed by the Clerk and Recorder to cover costs in preserving records. This fund averages \$75,000 per year on the \$1 per page fee.

## Goals & Objectives

### Treasurer-Clerk and Recorder/Elections Department

- To successfully implement the statewide voter registration database.
- To successfully implement the Americans with Disability Act in our polling places.
- To successfully implement the Help America Vote Act.
- To provide for a Presidential General Election incorporating all state and federal requirements.

### Treasurer-Clerk and Recorder/Records Department

- To continue to process increased workloads with existing staff and today's technology.
- To make older, existing, files available electronically.
- To continue to improve customer service and providing information electronically.
- To successfully implement new federal and state requirements pertaining to vital records.
- To successfully convert and implement new software and provide for electronic recording.

### Treasurer-Clerk and Recorder/Tax Department

- To efficiently bill and receipt in taxes.
- To continue to improve customer service and provide information electronically.
- To maintain a low balance of delinquent taxes.

### Treasurer-Clerk and Recorder/Accounting Department

- To continue to meet the criteria set for receiving national awards on the comprehensive annual financial report.
- To publish our comprehensive annual financial report on our website.
- To successfully train financial personnel in satellite offices on grant accounting.
- To continue to provide random audits of satellite offices.
- To keep abreast of the ever changing technology in the banking field.

### Treasurer-Clerk and Recorder/Motor Vehicle

- To continue to work with the Dept. of Justice on the transition to the "Merlin" system.
- To successfully implement the insurance verification system.
- To continue to improve customer service.

### Treasurer-Clerk and Recorder/Records Preservation

- To continue to preserve the records of Lewis & Clark County through book refurbishing and technology.



## 2013 Budget Highlights

### Personnel Services

- 2.5% matrix adjustment.

### Operating Expenditures

- Decrease in Elections due to only one election in FY13.
- Increased training in the accounting department.
- \$2,000 for purchase of shelves in storage room.

### Capital Outlay

- Copier-\$8,440.
- Reader/printers-\$21,930.

### Transfers

- Transfers are to the Capital Development Fund to fund future purchases and replacement of capital equipment.

## Staffing Summary

Title	Actual FY2010	Actual FY2011	Actual FY2012	Adopted FY 2013
Treasurer/Clerk and Recorder/Auc	1.00	1.00	1.00	1.00
Accounting Manager	1.00	1.00	1.00	1.00
Accounting Analyst	1.00	1.00	1.00	1.00
Accounting Clerk III	1.00	1.00	1.00	1.00
Accounting Clerk	1.00	1.00	1.00	1.00
Elections Administrator	1.00	1.00	1.00	1.00
Elections Clerk	2.00	2.00	2.00	2.00
Delinquent Tax Specialist	1.00	1.00	1.00	1.00
Property Tax Specialist II	1.00	1.00	1.00	1.00
Property Tax Specialist	1.00	1.00	1.00	1.00
Records Manager	1.00	1.00	1.00	1.00
Records Clerk	3.00	3.00	3.00	3.00
Motor Vehicle Supervisor	1.00	1.00	1.00	1.00
Motor Vehicle Specialist II	2.00	2.00	2.00	2.00
Motor Vehicle Specialist	5.00	4.50	5.00	5.00
<b>Total</b>	<b>23.00</b>	<b>22.50</b>	<b>23.00</b>	<b>23.00</b>

## Performance Measures & Workload Indicators

### Performance Measures

Measure	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . Average amount of interest distributed monthly	93,705	36,479	17,649	\$ 17,500
2 . Personal Property Delinquency Figures	1,852,391	319,732	118,351	\$ 110,000
3 . Mobile Home Delinquency Figures	769,888	600,444	638,322	600,500
4 . Real Estate Delinquency Figures	3,368,053	3,706,682	3,090,119	3,000,000

Personal Property billings went out late and payment due dates crossed fiscal years in 2010 and 2011. This is due to the Dept of Revenue converting to a new assessment system.

### Workload Indicators

Indicator	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . Total amount receipted through Motor Vehicles	10,570,830	10,400,969	10,214,333	\$ 10,500,000
2 . Total number of tax bills mailed	39,099	39,127	39,523	39,550
3 . Interest Earnings (General Fund)	137,280	69,032	32,692	\$ 30,500
Interest Earnings (All Funds)	949,040	437,743	211,789	\$ 220,000
4 . Number of moving declarations issued	118	97	56	75
5 . Treasurers collection fees	4,479	8,135	29,520	\$ 22,600
6 . Average cash balance per month	52,291,434	51,844,456	66,093,894	\$ 62,000,000

Treasurers collection fees increased in FY2012 due to an increase in tax assignments taken and motor vehicle postage fees being assessed by the Dept of Justice.

## Program Description

The Office of County Attorney/Public Administrator prosecutes adult and juvenile offenders, commits the mentally ill and represents the state in child or elder abuse and neglect cases as well as guardianships for the disabled. The Office represents county government and most of its agencies and boards in civil matters. The County Attorney Office is consolidated with the Public Administrator to administer funds for some incapacitated persons and the estates of those who die without heirs or someone capable of distributing their property. The Office oversees various court service functions such as the Restitution Officer who collects and monitors financial obligations imposed upon offenders and the Court Services Officer who monitors community service and mental health counseling for misdemeanor offenders. The County Attorney is the Treasurer of the Missouri River Drug Task Force and heads the Lewis and Clark County High Intensity Drug Task Force (HIDTA), a federally funded drug interdiction and prosecution program that coordinates drug enforcement efforts by numerous state, local and federal law enforcement agencies. The Office oversees the work of the County Enforcement Officer in pursuing actions that enforce county resolutions and policies. The Office manages civil law suits filed by or against the County including coordinating some cases with MACO's JPIA. The Office jointly sponsors the County Child Advocacy Center, a Multi-Disciplinary Team with partners from the Sheriff's Office, the Lewis and Clark County Division of Child and Family Services, the Helena Police Department, The Friendship Center, two pediatricians, A.W.A.R.E., Inc., St. Peter's Hospital, and the Lewis and Clark County Health Department. The Office also works with the Rocky Mountain Development Center and the Community Mental Health Center, to coordinate the work of the Crisis Response Team (CRT) to serve the needs of the mentally ill so that they can receive treatment in the community, and, if necessary, to provide expert testimony and support during involuntary commitment proceedings.

---

## Goals & Objectives

The goal and objectives of the Office is to do justice in the criminal justice system, to humanly treat those who cannot help themselves and to provide competent representation to the state and county in civil matters. The Office strives to work hard in an atmosphere of collegiality that values the professionalism of its staff who understands the obligation to the taxpayer to operate frugally.

### Financial Summary

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ 1,166,177	\$ 1,251,839	\$ 1,400,894	\$ 149,055	12%
Operating Expenditures	155,720	180,374	195,648	15,274	8%
Internal Charges	125,208	136,085	148,534	12,449	9%
Debt Service	-	-	-	-	-
Transfers Out	39,160	194,707	79,461	(115,246)	-59%
Capital Outlay	-	-	-	-	-
<b>Total</b>	<b>\$ 1,486,265</b>	<b>\$ 1,763,005</b>	<b>\$ 1,824,537</b>	<b>\$ 61,532</b>	<b>3%</b>

### Funding Summary

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
001 General Fund	\$ 1,287,066	\$ 1,410,048	\$ 1,582,271	\$ 172,223	12%
239 DUI Intern Program	8,558	4,663	6,774	2,111	45%
240 City/County Drug	1,413	273	2,000	1,727	633%
241 Missouri Rvr Drg Task Frc	38,379	207,472	82,041	(125,431)	-60%
242 MRDTF Federal Sharing	8,266	6,343	8,050	1,707	27%
291 HIDTA	142,583	134,206	143,401	9,195	7%
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,486,265</b>	<b>\$ 1,763,005</b>	<b>\$ 1,824,537</b>	<b>\$ 61,532</b>	<b>3%</b>

## 2013 Budget Highlights

### Personnel Services

- The FY13 budget includes a 2.5% matrix adjustment, promotions and salary adjustments for the Deputy Attorneys.
- Proposed additional FTE - one deputy attorney.

### Operating Expenditures

- Inflationary increases.

### Fixed Charges

- Increase in office space-\$16,990.

### Capital Outlay

- Purchase of two copiers for a cost of \$19,000.

### Transfers

- Transfers are to the Capital Development Fund to fund future purchases and replacement of capital equipment and to other participating agencies in the Missouri River Drug Task Force.

## Staffing Summary

Title	Actual FY2010	Actual FY2011	Actual FY2012	Adopted FY 2013
County Attorney	1.00	1.00	1.00	1.00
Senior Deputy County Attorney	2.00	1.00	1.00	1.00
Deputy County Attorney II	2.00	4.00	4.00	5.00
Deputy County Attorney	4.00	4.00	4.00	4.00
Legal Assistant	0.88	0.88	0.88	0.88
Victim Assistance Coordinator	1.00	1.00	1.00	1.00
Legal Secretary II	2.00	2.00	2.00	2.00
Legal Secretary I	2.00	2.00	2.00	2.00
Administrative Assistant	2.50	2.00	2.00	2.00
Legal Secretary/Receptionist	1.00	1.00	1.00	1.00
Court Service Officer	1.00	1.00	1.00	1.00
File Clerk		0.25	0.25	0.25
<b>Total</b>	<b>19.38</b>	<b>20.13</b>	<b>20.13</b>	<b>21.13</b>

### Performance Measures & Workload Indicators

#### Performance Measures

Measure	Actual CY 2009	Actual CY 2010	Actual CY 2011	Adopted CY 2012
1 . Felony Informations	439	391	372	370
2 . Felony PTR	237	219	252	250
3 . Mental Commitments	93	108	102	100
4 . Abuse - Neglect	48	40	62	65
5 . Justice Court Formal Complaints	533	709	752	750
Citations	4,345	6,403	5286	5,300

#### Workload Indicators

Indicator	Actual CY 2009	Actual CY 2010	Actual CY 2011	Adopted CY 2012
1 . Civil Cases	210	223	200	200
2 . Youth Court Petitions	35	38	44	45
3 . Restitution Transfers	\$ 93,175	\$ 106,106	\$ 84,366	\$ 85,000

## Program Description

The primary mission of the clerk of district court's office is to provide access to district court, to maintain and preserve the records and set the schedules for the district court in Lewis & Clark County. The office keeps a record of all district court sessions, receipts and disburses child support, maintenance and other trust accounts, issues all processes and required notices, issues and records marriage licenses and serves as jury commissioner.

The clerk of court's office continues to support and explore alternative dispute resolution. The Children First Parenting Orientation is a mandatory class to help mitigate the effect of dissolution or separation on minor children. The two-hour presentation provides parents with information on establishment of a parenting plan and alternative methods of dispute resolution. Lewis & Clark County also is the only county to have a small claim division of the district court. A small claims judge presides over property disputes, which are not in excess of \$3,000.

---

## Goals & Objectives

- Maintain accurate, efficient and courteous service to the public and other agencies.
- Maintain all new documents in digital format.
- Convert old paper based documents to digital format to eliminate storage room.
- Actively advocate for internet-based access to district court records.
- Develop internet-based jury management site.
- Provide daily updates to internet court schedules.
- Develop and implement electronic record migration and disaster recovery plan.
- Plan and develop a shared resource for meeting rooms in the Courthouse.
- Participate in long-range Courthouse space planning.



## 2013 Budget Highlights

### Personnel Services

- 2.5% matrix adjustment

### Operating Expenditures

- Inflationary increases.

### Capital Outlay

- Replacement of reader/printer and copier.

### Transfers

- Transfers are to the Capital Development Fund to fund future purchases and replacement of capital equipment.

---

## Staffing Summary

Title	Actual FY2010	Actual FY2011	Actual FY2012	Adopted FY 2013
Clerk of Court	1.00	1.00	1.00	1.00
District Court Supervisor	1.00	1.00	1.00	1.00
Small Claims Judge	0.44	0.44	0.00	0.00
Legal Clerk/Bailiff	3.00	5.00	5.00	5.00
Legal Clerk II	1.00	1.00	1.00	1.00
Legal Clerk	5.00	4.50	4.50	4.50
<b>Total</b>	<b>11.44</b>	<b>12.94</b>	<b>12.50</b>	<b>12.50</b>

## Performance Measures & Workload Indicators

### Performance Measures

Measure	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . Satisfactory or Above Service - Main Office				
Promptness	95%	97%	99%	100%
Courtesy of Help	99%	99%	100%	100%
Efficiency	93%	99%	100%	100%
*Out of 100 responses				
2 . Satisfactory or Above Access to District Court				
Promptness	97%	98%	99%	100%
Courtesy of Help	98%	96%	100%	100%
Ease of Scheduling Hearings	93%	95%	99%	100%
3 . Documents filed in Digital Format/Imaged	99%	100%	100%	100%
4 . Satisfactory or Above Experience on Jury Duty	99%	98%	100%	100%

### Workload Indicators

Indicator	Actual FY 2010	Actual FY 2011	Projected FY 2012	Adopted FY 2013
1 . Number of Marriage Licenses Issued	419	405	475	490
2 . Number of All Other Cases Filed	3,792	4,146	3,900	3,943
3 . Number of Cases Reopened	961	893	361	370
4 . Number of Cases Disposed	3,556	3,350	4,325	4,350
5 . Jury Trial Information:				
Number of Jurors Serving	1,409	1,395	2,205	2,210
Number of Days of Criminal Trial	53	38	80	82
Number of Days of Civil Trials	36	53	143	144
Criminal Juror Costs	\$ 29,440	\$ 18,861	\$ 45,666	\$ 46,000
Civil Juror Costs	\$ 21,237	\$ 25,001	\$ 38,851	\$ 39,121
TOTAL DAYS	89	91	223	226
TOTAL COSTS	\$ 50,677	\$ 36,862	\$ 84,517	\$ 85,121

## Program Description

Justice Court is located on the first floor of the Lewis & Clark County Courthouse at 228 Broadway in Helena, Montana. Justice Court is an extremely busy place. As of the 2000 census there were 55,716 citizens in our county ranking us sixth in population for the state. When one considers the seven most populous counties in the state, Lewis & Clark County is the only one with only one justice of the peace.

There are currently four full-time clerks in justice court. There were nearly 9000 cases filed in 2006 in Lewis and Clark County Justice Court. The types of cases that are filed in the court range from small claims cases; a type of hopefully simple civil case that does not exceed \$3000 in amount; civil cases, those civil cases that generally are more complex and do not exceed \$7000 in amount; citations issued by the Montana Highway Patrol; citations issued by the Lewis and Clark County Sheriff's Office; citations issued by the Montana Department of Fish Wildlife and Parks; citations issued by the Montana Department of Transportation; search warrants and orders of protection. In addition the Justice Court is the court wherein nearly all felony cases brought by the Office of the Lewis & Clark County Attorney are filed and where defendant's charged with felonies make their initial appearance.

In June of 2004, Lewis & Clark County Justice Court became a court of record. As a court of record the court electronically records important pre-trial hearings and all trials. Should someone appeal a decision of the court the electronic recording is transferred to a DVD and forwarded to the district court, along with the entire case file. The district court then sits as a court of appeal and determines if any errors of law were made in the justice court. There are no longer any trials de novo on appeal from Lewis & Clark County Justice Court.

---

## Goals & Objectives

- To maintain an effective and efficient court that is easily accessible to the public.
- To strictly adhere to the rules of criminal and civil procedure governing the courts of Montana.
- To ensure that the employees of the court are well-trained, helpful, friendly and accurate in their dealings with the public.
- To maintain accurate, orderly and complete case files in all matters that come before the court.
- To ensure that all financial transactions are correctly recorded and above reproach.



### 2013 Budget Highlights

**Personnel Services**

- 2.5% matrix adjustment.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- None.

**Transfers**

- Transfers are to the Capital Development Fund to fund future purchases and replacement of capital equipment.

---

### Staffing Summary

Title	Actual FY2010	Actual FY2011	Actual FY2012	Adopted FY 2013
Justice of the Peace	1.00	1.00	1.00	1.00
Justice Court Coordinator	1.00	1.00	1.00	1.00
Justice Court Clerk	3.00	4.00	4.00	4.00
Part time Justice of the Peace				0.50
<b>Total</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.50</b>

### Performance Measures & Workload Indicators

#### Performance Measures

Measure	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . Satisfactory or Above Rating, Main Office Promptness Courtesy of Assistance Efficiency Know ledge	99%	99%	99%	
2 . Documents filed in Digital Format/Imaged	0%	0%	0%	

We have estimated the above figures as we do not assess the level of satisfaction from the citizens of Lewis and Clark County

#### Workload Indicators

Indicator	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . Complaints filed by citation	6,217	5,681	4,127	4,500
2 . Criminal Complaints filed by the County Attorney	555	711	498	550
3 . Civil Complaints	2,003	1,680	1,234	1,400
4 . Orders of Protection	91	92	118	115
5 . Small Claims	-	63	131	130
6 . Search Warrants	644			
7 . Disposed Cases	9,011	7,414	4,577	5,000
8 . Assessed Fines/Restitution/Fees	466,986	608,932	505,208	550,000

## Program Description

The Office of the Lewis & Clark County Superintendent of Schools performs administrative, financial, legal, record keeping, and transportation-supervisory services for all schools in the County. The office assists school boards, educators, students, parents, and taxpayers in general to understand and implement federal, state and local laws applicable to education. The Superintendent is a liaison between the state and local governmental units.

The office oversees the budget preparation process for schools. This includes providing estimates of district general fund budget caps and district transportation fund revenue, calculating county retirement and county transportation mills, and compiling all for inclusion on tax notices.

The Superintendent's office is a central source of information and a distribution center. Official acts are kept on record such as school census information, school district organization, classification and boundary adjustments. Records for preservation include attendance agreements, student enrollment, annual data collection, transportation contracts, election data (trustee, mill levy, bond), final budgets, trustee annual reports, school audits, home school notification, etc.

There are seven operating school districts in Lewis & Clark County with a total of 27 schools. Student population is comprised of 9,600 public school students and 674 private school and home school students.

The County Superintendent supervises and evaluates teachers in three rural schools without an administrator assisting them with curriculum, instruction and assessment. The Superintendent also completes all grant applications, program reports, student data and assessment reports and data collection requirements prescribed by the Office of Public Instruction for these schools.

The Superintendent is the hearing officer for school controversies. Oversight of school elections and administration of oaths of office for new trustees are annual responsibilities. Teacher and administrator licenses are registered and reviewed with notification sent to schools of renewal requirements. The Superintendent serves as the chairperson of the County Transportation Committee that reviews and approves all transportation contracts, sets bus routes, and monitors driver certificates and bus inspections.

## Goals & Objectives

### Administrative

- Provide support and guidance to local school boards and districts.
- Supervise curriculum and instruction in schools without administrators.
- Oversee district reporting requirements to the Office of Public Instruction.
- Attend school board meetings as requested.
- Advise, assist, and inform parents of home schooling requirements.
- Oversee home school student participation in state assessment.

### Financial

- Maintain oversight of school districts' budgets.
- Calculate mills, set county school levies, and distribute funds for elementary and high school retirement and county transportation.
- Compile and publish an annual financial report of all school district funds.

### Legal

- Serve as hearing officer in school controversies.
- Stay current on school law, case studies and OPI policies and procedures.
- Review school boundaries, classify school districts, order territory transfers and school abandonment/annexation/consolidation.

### Record Keeping/Preservation

- Record all official acts, such as distribution of funds, school controversies, teacher supervision and evaluation.
- Preserve records on timeline as prescribed by the Montana Local Government Records Committee.
- Maintain current school district legal description of boundaries and maps.
- Register educator licenses, bus driver and bus inspection certificates, trustee certificates of election, and home school notifications.

### Transportation

- Oversee safe and efficient bus routes approved by the L&C Transportation Committee.
- Distribute the county portion of funds to districts as prescribed by OPI.



### 2013 Budget Highlights

**Personnel Services**

- 2.5% matrix adjustment.

**Operating Expenditures**

- Inflationary increases.
- \$1,200 for surveyor services to update legal descriptions.

**Capital Outlay**

- None.

**Transfers**

- None.

---

### Staffing Summary

Title	Actual FY2010	Actual FY2011	Actual FY2012	Adopted FY 2013
Superintendent of Schools	1.00	1.00	1.00	1.00
<b>Total</b>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>

## Performance Measures & Workload Indicators

### Performance Measures

Measure	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . The Superintendent of Schools will perform responsibilities outlined in MCA within the mandated time frames.	100%	100%	100%	100%
2 . The Superintendent of Schools will provide support & assistance to educators, students, parents, and taxpayers.	100%	100%	100%	100%
3 . The Superintendent of Schools will oversee school district budgets and distribute county funds for retirement and transportation.	100%	100%	100%	100%
4 . The Superintendent of Schools will supervise and evaluate teachers in the county's small rural schools.	100%	100%	100%	100%
5 . The Superintendent of Schools will advise, assist and register home school students in the county.	100%	100%	100%	100%
6 . The Superintendent of Schools will oversee an efficient and safe system of bus routes.	100%	100%	100%	100%
7 . The Superintendent of Schools will maintain cooperative relationships with all schools and county offices.	100%	100%	100%	100%

### Workload Indicators

Indicator	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . Total school district budgets.	\$80,000,000	\$84,594,269	\$85,646,671	
2 . County funds distributed for retirement.	\$7,200,000	\$8,186,194	\$6,926,466	
3 . County funds distributed for transportation.	\$750,000	\$682,633	\$703,325	
4 . Home school registrations.	290	262	301	
5 . Bus routes approved.		75	75	

## Program Description

The Community Development and Planning Department is responsible for the coordination and guidance of all aspects of growth and development, including long range and current planning, zoning, subdivision review and transportation in Lewis & Clark County.

Current planning activities include administration of the interim zoning regulations, special zoning districts, subdivision review and regulation, permit coordination, survey review and historical preservation expertise. Long range planning duties include the development and implementation of the County Growth Policy, neighborhood plans and other special projects as requested by the Board of County Commissioners.

The Department also maintains socioeconomic data relating to Lewis & Clark County and its cities and unincorporated towns. The Department provides technical support to other County agencies and the public on a wide range subjects relating to land management and service provisions. It is the lead agency in the development and creation of special districts relating to roads, fire protection and other services or facilities. The Department also provides assistance to other agencies in research and development for public facilities and services.

---

## Goals & Objectives

### Provide office management, guidance and operations.

- Assure efficient office administration that meets budgetary allocations.
- Update and maintain the County website.
- Maintain efficient daily processing and fiscal accountability for permitting functions.
- Update and maintain written standard operating procedures.

### Provide high customer and governmental service standards.

- Provide prompt technical support and reporting to the County Commission.
- Maintain good working relationships with members of the public and development community.
- Provide technical support and guidance to other agencies.
- Develop and maintain professional guidance to the City/County Planning Board, the Board of Adjustment and the Planning and Zoning Commission.

### Maintain a professional staff.

- Provide constant level of training for all employees.
- Encourage membership in professional organizations pertinent to departmental responsibilities.
- Complete staff performance appraisals.
- Assure safe working conditions for all employees.

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ 795,522	\$ 826,318	\$ 768,529	\$ (57,789)	-7%
Operating Expenditures	51,102	31,665	234,468	202,803	640%
Internal Charges	115,921	117,976	118,423	447	0%
Debt Service				-	
Transfers Out	16,397	15,248	20,000	4,752	31%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 978,942</b>	<b>\$ 991,207</b>	<b>\$ 1,141,420</b>	<b>\$ 150,213</b>	<b>15%</b>

**Funding Summary**

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
225 Planning & Community Dev	978,942	991,207	1,141,420	150,213	15%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 978,942</b>	<b>\$ 991,207</b>	<b>\$ 1,141,420</b>	<b>\$ 150,213</b>	<b>15%</b>

## 2013 Budget Highlights

### Personnel Services

- 2.5% matrix adjustment.
- Reduction of one Planner II.

### Operating Expenditures

- \$8,000 for training for new software.

### Capital Outlay

- Purchase of new copier.

### Transfers

- Transfers are to the Capital Development Fund to fund future purchases and replacement of capital equipment.

---

## Staffing Summary

Title	Actual FY2010	Actual FY2011	Actual FY2012	Adopted FY 2013
Director of Planning	1.00	1.00	1.00	1.00
Associate Planner	5.00	5.00	5.00	4.00
Special Districts Coordinator	1.00	1.00	1.00	1.00
Historic Preservation Officer	1.00	0.50	0.50	0.50
Permit Coordinator	1.00	1.00	1.00	1.00
Planning Technician	1.00	1.00	-	-
Administrative Assistant	1.00	1.00	1.00	1.00
<b>Total</b>	<b>11.00</b>	<b>10.50</b>	<b>9.50</b>	<b>8.50</b>

**Performance Measures & Workload Indicators**

**Performance Measures**

Measure	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 Number of Preliminary Plat Applications Received	8	5	12	
2 Number of Zoning related Applications for Board of Adjustment and Planning and Zoning Commission Received	1	1	7	
3 Number of Pre-Application Conferences Conducted	89	74	95	
4 Number of RID Changes, Creations and Annual Evaluations; Road Abandonments and Road Establishments; Fire District and Fire Service Area Changes and Creations		18	20	

**Workload Indicators**

Indicator	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 Number of Final Plat Lots Created	75	5	260	
Number of Preliminary Plat Lots Created	11	155	88	
Number of Modification of Conditions of Approval Applications	2	6	7	
2 Preliminary Plat Applications Approved				
Majors	5	3	3	
Minors	1	1	7	
Subsequent Minors	5	1	2	
3 Number of Survey Plats Review ed and Approved	133	72	80	
4 Number of Permit Applications Approved:				
Encroachments	12	8	6	
Addresses and Address Plaques	168	171	166	
Weed Management Plans	5	5	8	
Floodplain	1	2	3	
Road Abandonments	6	2	4	
Approaches	222	91	145	
5 Number of Rural Improvement District Changes				
Creation		1	3	
Yearly District Evaluations		13	14	
6 Number of County Road Easement Changes				
Establishments		2	-	
Openings		1	-	
Abandonments		1	2	
7 Fire District/Fire Service Area Changes				
Fee Changes		1	-	
Annexaions		1	1	

## **Program Description**

The Information Technology and Services (IT&S) Department provides a broad spectrum of technology related services to both the City of Helena and Lewis & Clark County (IT Enterprise).

### **Network**

IT&S provides a reliable and secure network infrastructure to support data and telephone system. This Department maintains the IT Enterprise network equipment including file servers, switches, routers, fiber optic links, and wireless wide area network equipment throughout all City and County buildings.

### **Customer Support**

IT&S provides support for desktop computers, telephones, laptops, printers, scanners and Internet services. The staff provides technical support to all Departments including 24/7 support to critical Departments such as the Law Enforcement Dispatch Center. This Department provides system and programming services and implements technologies that allow supported Departments to function efficiently, while providing for the security and integrity of systems and data.

### **Administrative Services**

IT&S provides oversight and guidance through the use of enterprise-wide policies and procedures that are created through the governance structure. Training services are delivered to all City and County employees for common systems through the use of a full-time trainer and dedicated training facility.

### **Geographic Information Systems (GIS)**

IT&S is responsible for coordinating and managing complete, timely and accurate geographic data to support users in effective decision making within local government, other agencies and the general public. These data illustrate information graphically, revealing patterns or trends, and assist with land management and other enterprise related functions.

### **Addressing Services**

This Department provides centralized addressing services for the City and County. Address standardization, creation, maintenance, and corrections are coordinated through the addressing center.

## Goals & Objectives

### ❖ Service

Maintain a high level of service to our users and to the public through application development, reliable network infrastructure, and timely desktop support. Develop excellent working relationships with vendors, users, and other staff members through positive and timely communication.

### ❖ Security

Provide a secure environment in which to work through appropriate backups, Internet firewalls and email filtering.

### ❖ Training and Education

Develop and retain technically skilled employees that are knowledgeable and competent in current and emerging information technology and a user community that understands and can employ modern technologies to maximize business benefits.

### ❖ Enhanced County Website and E-Government Services

Provide citizens access to county government services through an improved Web interface and e-government services.

### ❖ Fiscal Responsibility

Ensure effective technical and fiscal management of the Department's operations, resources, and technology projects.

### ❖ Project Specific – Interactive Mapping Website

Provide Users with the most up-to-date, requested and useful GIS information through our web services in a manner that meets business needs without requiring data consumers to have specialized software.

### ❖ Project Specific – Voice Over Internet Protocol (VOIP)

Provide Phase I and II project participants with a stable and secure VOIP environment which provides basic telephone services while promoting efficient operations.

### ❖ Project Specific – Desktop Productivity Suite Upgrade

Provide City and County users with a stable desktop suite product that is under support and minimizes operational impact to the enterprise.

DESCRIPTION: 81 Administration

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ 254,406	\$ 255,554	\$ 273,457	\$ 17,903	7%
Operating Expenditures	13,709	19,703	36,350	16,647	84%
Internal Charges	26,708	28,328	28,106	(222)	-1%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 294,823</b>	<b>\$ 303,585</b>	<b>\$ 337,913</b>	<b>\$ 34,328</b>	<b>11%</b>

**Funding Summary**

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
655 Info Technology & Service	294,823	303,585	337,913	34,328	11%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 294,823</b>	<b>\$ 303,585</b>	<b>\$ 337,913</b>	<b>\$ 34,328</b>	<b>11%</b>



DESCRIPTION: 84 Infrastructure Network

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ 157,058	\$ 142,083	\$ 149,781	\$ 7,698	5%
Operating Expenditures	449,883	525,203	422,856	(102,347)	-19%
Internal Charges	15,628	16,612	16,450	(162)	-1%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	140,403	40,998	56,030	15,032	37%
<b>Total</b>	<b>\$ 762,972</b>	<b>\$ 724,896</b>	<b>\$ 645,117</b>	<b>\$ (79,779)</b>	<b>-11%</b>

**Funding Summary**

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
655 Info Technology & Service	762,972	724,896	645,117	(79,779)	-11%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 762,972</b>	<b>\$ 724,896</b>	<b>\$ 645,117</b>	<b>\$ (79,779)</b>	<b>-11%</b>

DESCRIPTION: 86 GIS Center

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ 138,764	\$ 143,302	\$ 149,656	\$ 6,354	4%
Operating Expenditures	53,175	33,321	137,298	103,977	312%
Internal Charges	12,824	13,664	27,736	14,072	103%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 204,763</b>	<b>\$ 190,287</b>	<b>\$ 314,690</b>	<b>\$ 124,403</b>	<b>65%</b>

**Funding Summary**

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
655 Info Technology & Service	204,763	190,287	314,690	124,403	65%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 204,763</b>	<b>\$ 190,287</b>	<b>\$ 314,690</b>	<b>\$ 124,403</b>	<b>65%</b>



## 2013 Budget Highlights

### Personnel Services

- 2.5% matrix adjustment.

### Operating Expenditures

- Inflationary increases.

### Capital Outlay

- Replacement of routers/switches.
- Capital savings for future replacement of capital assets.

### Transfers

- None.

---

## Staffing Summary

Title	Actual FY2011	Actual FY2012	Adopted FY2013
Director of Information Services	1.00	1.00	1.00
Operations Manager/Deputy Direct	1.00	1.00	1.00
Addressing Coordinator	1.00	1.00	1.00
Procurement Specialist	1.00	1.00	1.00
Programmer/Analyst	1.00	1.00	1.00
AS/400 Systems Administrator	1.00	1.00	1.00
Web Developer	1.00	1.00	1.00
Software Specialist/Trainer	1.00	1.00	1.00
Information Systems Administrator	3.00	3.00	3.00
Network Manager	2.00	2.00	2.00
GIS Center Manager	1.00	1.00	1.00
GIS Programmer	1.00	1.00	1.00
Telecom Administrator	1.00	1.00	1.00
<b>Total</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . Overall customer satisfaction rating based on customer Survey. Percent rating of good to excellent.	Biennial Jan-Dec 2009		Jan-Dec 2011	
1a. Administrative Systems - iSeries Support	NA		69%	
1b. Helpdesk Services - Computers/Telephones	70%		81%	
1c. GIS Services	75%		92%	
1d. Addressing Services	58%		80%	
1e. Web / Internet Services	58%		77%	
1f. Training Services	85%		88%	
2 . Helpdesk response time 3 hours or less - percent of calls responded to in 3 hours or less	95%		90%	
3 First call resolution percentage - percent of calls resolved on first call	80%		70%	
4 . Enterprise Communications Network availability based on unscheduled outage hours compared to total hours in fiscal year available	100%		99%	
5 . Percentage of IT&S projects within 10% of estimated schedule and budget.	100%		95%	
6 . GIS Map Requests processed within 1 week that have no custom development requirements	80%	95%	95%	
7 . Addressing requests processed within 1 week	95%	98%	98%	
8 . Percentage of website customer visits completed per quarter based on total customer departments	100%	100%	100%	

## Workload Indicators

Indicator	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . Users supported	748		655	
2 . Computers and servers supported	465		543	
3 . Printers, scanners and other peripherals supported	229		240	
4 . Other network equipment supported	115		169	
5 . Phones supported	430		661	
6 . Email accounts supported	581		614	
7 . Number of Helpdesk tickets created	1,650	1,780	2,199	
8 . Average number of Helpdesk requests per month	542	404	443	
10 . Average number of Website hits per month	1,222,320		2,514,725	
11 . Number of unique Website visitors per month	16,180		26,100	
12 . Number of users trained	161	277	106	
13 . Number of classes provided to employees	86	111	69	
14 . New addresses assigned	370	571	766	
15 . Reassignment of address	111	106	64	
16 . Map and map products created	90	89	90	
17 . Number of pieces of spam blocked (in millions)	6		3	
18 . New published ArcGIS Server services	1	6	6	

### **Program Description**

The Miscellaneous function includes the miscellaneous department in the General Fund, miscellaneous capital expenditures in the Capital Improvement Fund, Miscellaneous Federal Grant projects and the County-wide Liability Insurance expenditures and internal cost allocation of insurance to individual funds. These departments/funds are for County-wide expenditures and not easily allocated to specific functions.

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	928,551	1,993,323	3,949,431	1,956,108	98%
Internal Charges	603,112	521,921	598,128	76,207	15%
Debt Service	68,859	174,526	-	(174,526)	-100%
Transfers Out	929,772	551,294	477,000	(74,294)	-13%
Capital Outlay	303,946	636,719	1,074,640	437,921	69%
<b>Total</b>	<b>\$ 2,834,240</b>	<b>\$ 3,877,783</b>	<b>\$ 6,099,199</b>	<b>\$ 2,221,416</b>	<b>57%</b>

**Funding Summary**

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
001 General Fund	\$ 1,450,162	\$ 1,961,841	\$ 1,712,596	\$ (249,245)	-13%
550 Capital Development	513,922	700,401	1,441,520	741,119	106%
553 Misc Federal Grant Prjcts	248,305	650	300,000	299,350	46054%
252 Open Space Project	40,060	602,599	2,000,083	1,397,484	232%
656 Liability Insurance	581,791	612,292	645,000	32,708	5%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 2,834,240</b>	<b>\$ 3,877,783</b>	<b>\$ 6,099,199</b>	<b>\$ 2,221,416</b>	<b>57%</b>

## 2013 Budget Highlights

### Personnel Services

- None.

### Operating Expenditures

- Inflationary increases in misc. contracts and in the county-wide liability insurance premium.
- Open space bond project expenditures.

### Capital Outlay

- Planned equipment purchases through the capital replacement program.
- Wastewater funding for Pleasant Valley/Ten Mile wastewater project.

### Transfers

- Transfers are to the Capital Development Fund to fund future purchases and replacement of capital equipment.

### **Program Description**

The Health Insurance Fund accounts for the County's self-insured health insurance plan. Each employee receives a health insurance benefit. The benefit amount is transferred from individual funds to the Health Insurance Fund. The County contracts with a third-party claims payer to process claims for health, dental and vision for County employees.

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ 48,428	\$ 50,707	\$ 53,667	\$ 2,960	6%
Operating Expenditures	4,121,292	4,791,203	4,388,500	(402,703)	-8%
Internal Charges	436,991	369,743	429,358	59,615	16%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 4,606,711</b>	<b>\$ 5,211,653</b>	<b>\$ 4,871,525</b>	<b>\$ (340,128)</b>	<b>-7%</b>

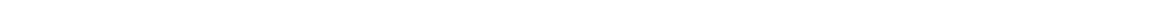
**Funding Summary**

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
657 County Health Insurance	4,606,711	5,211,653	4,871,525	(340,128)	-7%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 4,606,711</b>	<b>\$ 5,211,653</b>	<b>\$ 4,871,525</b>	<b>\$ (340,128)</b>	<b>-7%</b>

**This page intentionally left blank**



## **PUBLIC SAFETY**



## Program Description

The mission of the Disaster and Emergency Services Department is to protect lives, property and the environment through the four phases of emergency management: preparedness, response, recovery and mitigation.

The department manages four programs:

1. Emergency management
2. Wildfire mitigation
3. Floodplain administration
4. Safety

The department director is the Disaster and Emergency Services Coordinator, who serves the Emergency Operations Center (EOC) Manager; chairman of the Local Emergency Planning Committee, which coordinates all-hazards planning and public information between local and state government agencies, and the public and private sectors. The coordinator also serves on the St. Peter's Hospital Emergency Planning Committee.

The Citizen Corps and Community Emergency Response Team (CERT) programs are coordinated by an unpaid volunteer. Both programs assist citizens to prepare for disasters and to assist them to become self-sufficient in times of emergency. The DES Coordinator relies heavily on volunteers to staff the EOC when it is activated, perform Citizen Corps and CERT duties, such as teaching CERT classes.

The DES Coordinator also serves as the county floodplain administrator and manages development in the nine mapped flood plains in the county through a permit system and an education program to alert the public about flood hazards. The county enjoys a FEMA Community Rating system of 8, which means the floodplain program exceeds FEMA's program standards, which translates into a ten per cent discount for flood insurance premiums for county residents.

The wildfire mitigation program is managed by an FTE who is funded through DNRC and BLM grants. The program provides grants to the public to mitigate fuels around homes to develop survivable space. The program manager also serves as a board member of Montana Fire Safe, which is a statewide coalition of the public and private sector to promote Fire Safe programs across Montana.

The safety program seeks to make the workplace safer for employees and the public through training, accident investigations and safety inspections. The DES Coordinator serves as the county safety coordinator and works closely with Western States Insurance to make the county a safer workplace for its employees.

---

## Goals & Objectives

### DISASTER & EMERGENCY SERVICES

1. Continue to promote compliance with the National Incident Management System (NIMS) through training classes offered to the appropriate personnel.

2. Organize and host the annual Preparedness Fair during September, National Preparedness Month. The fair usually gets about 27 public and private agencies to participate to promote public preparedness.
3. Continue to hold monthly classes for CERT graduates to reinforce what they learned in class or to teach new skills.

#### **WILDFIRE MITIGATION**

1. Develop a strategic plan that crosses jurisdiction boundaries; i.e., between city, county, state and federal lands.
2. Propose and implement mitigation projects that protect communities from wildfire.
3. Develop and propose protection measures for municipal watersheds.
4. Ensure that escape routes are made defensible through fuel modification.
5. Educate the public about defensible space, fire wise building and landscaping design.
6. Give the first priority to communities in the Wildland Urban Interface (WUI).
7. Treat a minimum of 20 per cent of the general forested areas outside of the WUI by using fire modeling to locate the best places to disperse fuel treatments.

#### **FLOODPLAIN MANAGEMENT**

1. Assist FEMA and PBS&J Engineering, Inc. with the Digitized Flood Insurance Map (DFIRM) project, which is scheduled to be adopted by June 2012. This would digitize all county flood plain maps to facilitate electronic access by the public and government agencies.
2. Maintain the CRS 8 rating for the county, which means a ten percent insurance premium discount for properties within the flood plain.
3. Continue to educate the public and realtors through the media and public presentations about the flood plain program.

#### **SAFETY**

1. Facilitate implementation of the Montana Safety Culture Act by working with department safety committees, safety training, safety inspections and accident investigations to prevent recurrence of accidents.
2. Work closely with department heads and elected officials to assist them to develop their department safety committees to promote safety standards throughout the workplace.



### 2013 Budget Highlights

**Personnel Services**

- 2.5% matrix adjustment

**Operating Expenditures**

- Inflationary increases.
- \$2,025 for chairs and tables for EOC- 50% reimbursed by City of Helena

**Capital Outlay**

- None.

**Transfers**

- Transfers to Capital Development Fund for future replacement of capital assets.

---

### Staffing Summary

Title	Actual FY2010	Actual FY2011	Actual FY2012	Adopted FY 2013
DES Coordinator	1.00	1.00	1.00	1.00
Project Coordinator	1.00	1.00	1.00	1.00
<b>Total</b>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>

## Performance Measures & Workload Indicators

### Performance Measures

Measure	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . Implement Vigilant Guard After Action Report recommendations to improve the EOC and Incident CP coordination.	100%	100%	100%	100%
2 . Continue to hold monthly two hour refresher classes for CERT volunteers.	100%	100%	100%	100%
3 . Assist FEMA with the digitized flood plain map process.		100%	100%	
4 . Revise the Pre-Disaster Mitigation Plan by 11/30/11.			100%	
5 . Revise the Emergency Operations Plan.			100%	
6 . Participate in the airport full scale exercise.	100%		80%	100%

### Workload Indicators

Indicator	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . Maintain National Incident Management System compliance	100%	100%	100%	100%
2 . Revise the Community Wildfire Protection Plan.			75%	100%
3 . Revise the PDM & EOP.		100%		
4 . Provide ID cards to CERT volunteers.			60%	100%
5 . Inform the public about local hazards and provide tips to promote personal preparedness.	100%	100%	100%	100%

## Program Description

The Sheriff's Office is dedicated to providing professional law enforcement services in partnership with the community, and to enhance the quality of life in Lewis & Clark County through progressive law enforcement, quality personnel, innovative training and incorporation of the latest technology.

The Sheriff's Office has distinct activities that are divided into departments within each fund of the Sheriff's Budget.

### Fund 230

**Administration** (Department 2510) is the executive arm of the Sheriff's Office, providing leadership, direction, public relations, and administrative support to the functional areas of the Sheriff's Office and to the community.

**Fleet Management** (Department 2520) is managed by a committee of Sheriff's Office staff members who are trained in vehicle maintenance and who are familiar with the use of law enforcement vehicles. The goal of the vehicle department is to *"keep repair costs down, replace vehicles before they become a maintenance burden, and maximize the monetary return on used cars through a resale program, all with the overall objective of officer safety always in mind."* A three-year planning cycle is utilized in developing vehicle replacement needs, which is funded through the Sheriff's Office Capital Improvement Plan-Fund 550.

**Detention Center** (Department 2530) is required by law for the temporary detention of adults and is operated in accordance with Montana Jail Standards, National Jail Standards, and State and Federal law.

**Sheriff Investigations** (Department 2541) is the investigative arm of the Sheriff's Office and is charged with conducting comprehensive investigation of felony crimes including all homicides and questionable deaths. Other types of cases investigated involve arson/explosives, forgery/fraud, burglary, vehicle theft and other major felony, conspiracy and white-collar crimes.

**Missouri River Drug Task Force (MRDTF)** (Department 2545) was formed to disrupt illicit drug trafficking within the participating jurisdictions through the use of undercover operations and other traditional methods of investigation.

**Patrol Division** (Department 2550) is responsible for the protection of citizens and their property; patrolling 24 hours per day, 7 days per week; with substations in Lincoln, Augusta and Wolf Creek; responding to citizen complaints and emergencies, initial investigation of crimes, court testimony, warrant service, and assisting with civil process services and prisoner transports.

**Canyon Ferry Contract** (Department 2556) is highly successful, jointly funded law enforcement effort between the Bureau of Reclamation and Lewis and Clark County, designed to provide the Canyon Ferry Lake area with one full time deputy to patrol year round, and one part time deputy to help with patrols from Memorial Day weekend through Labor Day weekend.

**Search and Rescue** (Department 2580) operates under the command and authority of the Sheriff as specified in the Montana Codes Annotated. Services are provided to the County primarily through the use of Lewis and Clark Search and Rescue, Inc. Under the voted Public Safety Levy, Search and Rescue receives annual earmarked funding of \$50,000. \$25,000 of this is transferred to the capital improvement fund, and \$25,000 is used for operating costs.

**Drug Abuse Resistance Education (DARE)** (Department 2590) is a consolidated, established prevention program designed to prepare elementary and high school age students with the life skills necessary to combat the peer

pressure, stress, and self-esteem problems associated with the use of drugs and violent behavior. The DARE curriculum is taught as a joint program between Lewis & Clark County Sheriff's Office and the Helena Police Department.

#### **Fund 231**

**Communication Management** (Departments 2510-2599) is a high priority for the Sheriff's Office. The voted public safety mill levy provides a total of \$250,000 annually, of which \$125,000 was dedicated to upgrade the public safety computer system and \$125,000 was dedicated to upgrading the radio communications system. A full-time communications system administrator is responsible for ensuring the system is well operated and maintained.

#### **Fund 232**

**Inmate Fund** (Departments 2530-2537) provides services for prisoners and utilizes revenue received from the Inmate Phone System, sale of prepaid phone cards, and the sale of commissary. The mission of inmate programs is to provide for the additional needs of the inmate population, as required by law, and national and state jail standards. This includes health care, religious services, library services, recreational activities, and indigent inmate postage. Indigent inmates are provided with personal necessities, and necessary medical needs. The county, by Supreme Court decision, is responsible for inmate medical costs including catastrophic care for heart attacks, injuries received during the commission of crimes or arrest, pre-existing conditions, and so forth.

#### **Fund 238**

**DUI Fund** (Departments 4440-4445) consists of the Lewis & Clark County DUI Task force, and the Enforcing Underage Drinking Laws grant. The taskforce consists of community volunteers as well as law enforcement representatives from the Sheriff's Office and Montana Highway Patrol. Revenues from reinstatement fees are used for local awareness projects and responsible alcohol server trainings. The Sheriff's Office also receives a grant through the Board of Crime Control for the Enforcement of Underage Drinking Laws. A part time grant coordinator works with city and county officers to schedule party patrols, compliance checks and bar checks throughout the year.

#### **Fund 370**

**Fire Service Area** (Department 2560) is the Lewis & Clark County Volunteer Fire Services. A fee-based funding mechanism was created to support the costs of equipment and clothing needed for the volunteer fire fighters. This fire protection is for buildings and wild land areas not protected by a rural fire district or under state/federal fire protection.

#### **Fund 550**

**Capital Improvement Plan** (Department 2510) The Sheriff's Office strongly supports the use of a county capital improvements plan as an important and useful goal-oriented planning and budgeting tool. Money is set aside annually for the ongoing costs of vehicle purchases, radio costs, and high dollar equipment necessary for the operation of the Sheriff's Office.

#### **Cash Flow-Fund 230**

Approximately 1.8 million dollars must be transferred from the Public Safety fund in FY12 to other funds and /or agencies-i.e. S.S.D., Search and Rescue, City of Helena, Building Rent, Information Technology Charges, Administrative Fees, Loan Payments, and Insurance. An ending fund balance of at least 1.7 million is required to operate in the black, as the bulk of tax revenue is received in November and May each year.

---

### **Goals & Objectives**

- Provide professional law enforcement services in partnership with the community.
- Increase our sworn deputy positions from 41 to 44.
- Increase our detention officer staff by 1 FTE.
- Maintain revenue needs.
- Control expenditures.

Sheriff

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ 5,560,617	\$ 5,760,811	\$ 6,141,306	\$ 380,495	7%
Operating Expenditures	2,183,661	2,605,649	2,808,801	203,152	8%
Internal Charges	636,958	668,511	682,800	14,289	2%
Debt Service	117,153	119,225	120,481	1,256	1%
Transfers Out	641,727	854,700	745,113	(109,587)	-13%
Capital Outlay	669,697	560,091	683,513	123,422	22%
<b>Total</b>	<b>\$ 9,809,813</b>	<b>\$ 10,568,987</b>	<b>\$ 11,182,014</b>	<b>\$ 613,027</b>	<b>6%</b>

**Funding Summary**

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
230 Public Safety	9,001,345	9,697,626	10,089,907	392,281	4%
232 Inmate Programs	110,929	351,214	316,386	(34,828)	-10%
293 JAG-Justice Assist Grant	26,499	12,476	-	(12,476)	-100%
550 Capital Development	671,040	507,670	775,721	268,051	53%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 9,809,813</b>	<b>\$ 10,568,986</b>	<b>\$ 11,182,014</b>	<b>\$ 613,028</b>	<b>6%</b>

## **Sheriff 2013 Budget Highlights**

### **Personnel Services**

- 2.5% matrix adjustment.
- Radio technician-grant funded.

### **Operating Expenditures**

- Inflationary increases.

### **Capital Outlay**

- Replacement of patrol vehicles.
- Mobile data transmitters, security monitor.

### **Transfers**

- Transfers to Capital Development Fund for future replacement of capital assets. Transfers to City of Helena for SSD services.

Youth Services

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ 122,084	\$ 121,964	\$ 134,712	\$ 12,748	10%
Operating Expenditures	59,811	62,127	94,274	32,147	52%
Internal Charges	27,411	28,627	95,297	66,670	233%
Debt Service	-	-	-	-	
Transfers Out	4,800	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 214,106</b>	<b>\$ 212,718</b>	<b>\$ 324,283</b>	<b>\$ 111,565</b>	<b>52%</b>

**Funding Summary**

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
218 District Courts	184,915	182,176	291,787	109,611	60%
237 BEP	29,191	30,541	32,496	1,955	6%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 214,106</b>	<b>\$ 212,717</b>	<b>\$ 324,283</b>	<b>\$ 111,566</b>	<b>52%</b>

## **Youth Services 2013 Budget Highlights**

### **Personnel Services**

- 2.5% matrix adjustment.

### **Operating Expenditures**

- Increase in Juvenile detention costs.
- Increase in facilities maintenance due to completion of 222 building.

### **Capital Outlay**

- None.

### **Transfers**

- None.



## **Coroner 2013 Budget Highlights**

### **Personnel Services**

- 2.5% matrix adjustment.
- .50 Deputy Coroner.

### **Operating Expenditures**

- Inflationary increases.

### **Capital Outlay**

- None.

### **Transfers**

- Transfers to the Capital Development Fund to fund future replacement of capital assets.

**Mental Health Evaluations**

**Financial Summary**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2011</b>	<b>Actual FY2012</b>	<b>Budget FY2013</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	-	-	-	
Internal Charges	1,533	1,513	3,226	1,713	113%
Debt Service				-	
Transfers Out	55,716	63,395	215,000	151,605	239%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 57,249</b>	<b>\$ 64,908</b>	<b>\$ 218,226</b>	<b>\$ 153,318</b>	<b>236%</b>

**Funding Summary**

<b>Funding Sources</b>	<b>Actual FY2011</b>	<b>Actual FY2012</b>	<b>Budget FY2013</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ -	\$ -	\$ -	\$ -	
204 Mental Health	57,249	64,908	218,226	153,318	236%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 57,249</b>	<b>\$ 64,908</b>	<b>\$ 218,226</b>	<b>\$ 153,318</b>	<b>236%</b>

**Radio Project**

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ 91,272	\$ 196,427	\$ 221,822	\$ 25,395	13%
Operating Expenditures	69,232	138,565	381,579	243,014	175%
Internal Charges	5,513	5,260	9,220	3,960	75%
Debt Service	-	-	-	-	
Transfers Out	30,925	-	-	-	
Capital Outlay	-	-	237,449	237,449	
<b>Total</b>	<b>\$ 196,942</b>	<b>\$ 340,252</b>	<b>\$ 850,070</b>	<b>\$ 509,818</b>	<b>150%</b>

**Funding Summary**

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
231 Public Sfty Radio Maint.	196,942	340,252	850,070	509,818	150%
554 Pub Safety-Radio Cap Prjt	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 196,942</b>	<b>\$ 340,252</b>	<b>\$ 850,070</b>	<b>\$ 509,818</b>	<b>150%</b>

## **Radio Project 2013 Budget Highlights**

### **Personnel Services**

- 2.5% matrix adjustment.
- .50 radio technician - grant funded.

### **Operating Expenditures**

- Equipment upgrades.

### **Capital Outlay**

- Completion of County wide integrated radio communication system.

### **Transfers**

- None.



**Sheriff****Staffing Summary**

<b>Title</b>	<b>Actual FY2011</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>
Sheriff	1.00	1.00	1.00
Undersheriff	1.00	1.00	1.00
Finance Coordinator	1.00	1.00	1.00
Communications System Manager	1.00	1.00	1.00
Administrative Assistant	1.50	1.50	1.50
Accounting Technician	1.00	1.00	1.00
Secretary/Receptionist	-	-	-
Training Sergeant	1.00	1.00	1.00
Captain	2.00	2.00	3.00
Sworn Sergeants	5.00	4.00	5.00
Investigator	3.00	3.00	2.00
Civil Office Manager	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00
Evidence Tech/Dui Program Manager	1.00	1.00	1.00
Microwave Network Manager			1.00
Radio Technician			0.50
Non Sworn Sergeants	4.00	4.00	4.00
Non Sworn Corporals	4.00	4.00	4.00
Detention Officer	14.00	15.00	17.00
Registered Nurse	1.00	1.00	-
Licensed Practical Nurse	-		
Animal Control Officer	1.00	1.00	1.00
Seasonal Patrolman	0.19		
Probationary Patrolman	3.00	5.00	2.00
Patrolman III	14.00	11.00	14.00
Patrolman II	7.00	8.00	9.00
Patrolman I	8.00	8.00	6.00
<b>Total</b>	<b>76.69</b>	<b>76.50</b>	<b>79.00</b>

**Coroner**

**Staffing Summary**

Title	Actual FY2011	Actual FY2012	Adopted FY2013
Coroner	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50
Assistant Coroner			0.50
<b>Total</b>	<u>1.50</u>	<u>1.50</u>	<u>2.00</u>

**Performance Measures & Workload Indicators**

**Performance Measures**

Measure	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . To provide fair and impartial law enforcement services to the citizens of Lewis and Clark County.	100%	100%	100%	100%
2 . To continue to maintain a well run, clean, and efficient detention center.	100%	100%	100%	100%
3 . To maintain current civil process needs for the citizens of the county and continuously improve on training, utilizing the latest modern technology to ensure efficiency.	100%	100%	100%	100%
4 . To continue to work with the Lewis and Clark County Search and Rescue team to ensure operations are efficiently carried out in the county.	100%	100%	100%	100%

## Performance Measures & Workload Indicators

### FLEET MANAGEMENT

#### Workload Indicators

Indicator	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . Number of Vehicles in Fleet	58	58	60	60
2 . Annual Fleet Miles Traveled	609,399	609,377		
3 . Annual Fuel Consumption (gallons)	45,329	48,058	47,617	50,000

### DETENTION CENTER

#### Workload Indicators

Indicator	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . Average Daily Population	80	90	87	90
2 . Average Federal Population	-	-	-	-
3 . Average State Population	8	7	6	7
4 . Number of Meals Served	75,503	72,606	81,070	82,000
5 . Total Bookings	4,007	4,185	4,260	4,350

### SHERIFF INVESTIGATIONS

#### Workload Indicators

Indicator	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . Homicide & Attempted	-	1		
2 . Rape & Sex Crimes	39	50		
3 . Burglary	76	94		
4 . Assault	223	237		
5 . Other	2,792	2,606		

## Performance Measures & Workload Indicators

### MISSOURI RIVER DRUG TASK FORCE

#### Workload Indicators

Indicator	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . New Cases Opened in FY	232	216	221	225
2 . Old Cases Worked in FY	108	142	59	75
3 . New Criminal Subjects Identified in FY	531	704	534	600
4 . Cases Closed in FY	118	141	145	140
6 . Non-drug Cases Worked in FY	27	50	24	45
7 . Non-drug Arrests Made in FY	15	9	5	10
8 . Talks/Classes Given in FY	49	35	36	40
9 . Total Arrests in FY	207	156	151	160

### PATROL DIVISION

#### Workload Indicators

Indicator	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . Call for Service (Incidents) *(Changed reporting software)	14,580	14,113		
2 . Case Reports	3,130	2,988		
3 . Arrests	908	817		
4 . Sheriff's Reserve Program				
5 . Training Hours				
6 . Total Hours (Volunteer)	6,602			
7 . Total Hours (Paid)				

### CIVIL DIVISION

#### Workload Indicators

FY

Indicator	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . Civil Process Received	2,371	2,063	1,707	1,900
2 . Criminal Subpoenas, etc.	771	746	1,055	950
3 . Tax Collection	124	206	104	150
4 . Prisoner Transports	451	547	527	500
5 . Warrants (Served)				
6 . Warrants on File	276	233		250
7 . Jury Summons	740		700	720

## Performance Measures & Workload Indicators

### SEARCH & RESCUE

#### Workload Indicators

Indicator	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . Number of Searches		23	38	33
2 . Meetings/trainings		163	317	250
3 . Members		67	61	65

### Drug Abuse Resistance Education (DARE)

#### Workload Indicators

Indicator	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . Schools Receiving DARE	16	16	16	16
2 . Number of K-4 Classes	151	33		
3 . Number of K-4 Students	2,946	773		
4 . Number of 5th Grade Classes	28	35		
5 . Number of 5th Grade Students	692	734		
6 . Number of 6th-8th Grade Classes			-	-
7 . Number of 6th-8th Grade Students			-	-
8 . Number of 9th-12th Grade Classes			-	-
9 . Number of 9th - 12th Grade Students			-	-
10 . Number of 9th Grade Students (2)			-	-
11 . School Functions/Adult Programs Taught	9		-	-
12 . Number of 7th-8th Grade Classes (3)			-	-
13 . Number of 7th-8th Grade Students (3)			-	-
14 . Number of 10th Grade Students (4)			-	-

FY 10 numbers reflect all the students in the schools regardless of being taught DARE or not.

FY 11 reflects only those students being taught DARE

## Performance Measures & Workload Indicators

### INMATE MEDICAL SERVICES

#### Workload Indicators

Indicator	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . Annual Inmate Medical Expense	67,096	61,536	282,692	192,510

\* increase due to contract w ith Spectrum Medical 14 months \$185,619

\* FY 13 Spectrum contract is for 12 months at \$167,057

### FIRE SERVICE AREA

#### Workload Indicators

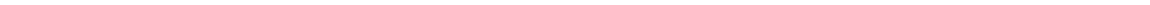
Indicator	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . Number of Volunteers				
2 . Volunteer Hours	1,534	1,451	1,591	1,500
3 . Mission	832	609	853	700
4 . Training	512	624	557	550
5 . Maintenance				
6 . Other (Meetings, etc.)	191	218	181	200
7 . Fire Incidents				
8 . Wild land Fire	49			
9 . Structure Fire	25			
10 . Vehicle Fire	4			
11 . Fire Misc.	66			
15 . Suspicious Fires	12			
17 . False Alarms				
18 . Chimney Fires				
19 . Haz/Mat Incidents				
20 . Medical Calls	319			
21 . Total Fire Calls:	475			

\*\* Training hours include hours for Maintenance and Meetings.

**This page intentionally left blank**



## **PUBLIC WORKS**



## **Program Description**

Public Works Administration oversees the administration and financial operations of all programs, services, and projects of the Lewis & Clark County Public Works Department. Administrative staff support is provided for the following programs: 1) Bridge; 2) Road, Sign, Shop and Fuel Revolving; 3) the Scratch Gravel Solid Waste District and County landfill; and 4) Building Maintenance. Administrative duties performed by the Public Works Administration Office include: 1) processing of accounts payable invoices; 2) billing and collections for accounts receivable; 3) issuing permits; 4) establishment of department standards, policies, and procedures; 5) budget preparation and monitoring; 6) contract negotiations and administration; 7) development of capital improvement plans and new funding sources; 8) the design, bid, award, and construction of capital improvements; 9) risk management; 10) public relations and assistance; and 11) legislative lobbying.

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ 334,912	\$ 353,667	\$ 364,337	\$ 10,670	3%
Operating Expenditures	26,482	23,203	45,995	22,792	98%
Internal Charges	16,589	18,332	16,453	(1,879)	-10%
Debt Service				-	
Transfers Out	5,000	29,000	29,000	-	0%
Capital Outlay				-	
<b>Total</b>	<b>\$ 382,983</b>	<b>\$ 424,202</b>	<b>\$ 455,785</b>	<b>\$ 31,583</b>	<b>7%</b>

**Funding Summary**

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
001 General Fund	\$ 382,983	\$ 424,202	\$ 455,785	\$ 31,583	7%
292 Forest Reserve Title III	-	-	-	-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
<b>Total</b>	<b>\$ 382,983</b>	<b>\$ 424,202</b>	<b>\$ 455,785</b>	<b>\$ 31,583</b>	<b>7%</b>

### 2013 Budget Highlights

**Personnel Services**

- 2.5% matrix adjustment..

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- None.

**Transfers**

- To capital development fund for future replacement of assets.

---

### Staffing Summary

Title	Actual FY2011	Actual FY2012	Adopted FY2013
Director of Public Works	1.00	1.00	1.00
Assistant Director of Public Works	1.00	1.00	1.00
Senior Finance Coordinator	1.00	1.00	1.00
Construction Project Coordinator	0.50	0.50	0.50
Accounting Technician	0.50	0.50	0.50
Maintenance Worker	0.04	0.04	0.04
<b>Total</b>	<b>4.04</b>	<b>4.04</b>	<b>4.04</b>

## Program Description

The Lewis & Clark County Bridge Department is responsible for the construction, repair and maintenance of approximately 110 bridges, numerous culverts, guardrails, and helps the Road Department with plowing and sanding during winter months. The Bridge Department operates primarily out of Helena, where resources are dispatched to different job locations throughout the county.

Bridge activities and services are funded with an All-Purpose mill levy. The County has received three Treasure State Endowment Program Grants, which were used to replace 12 bridges. The Montana Department of Transportation, United States Forest Service, Federal Highway Administration, and Trout Unlimited also have been funding partners for the replacement of county bridges.

---

## Goals & Objectives

- To ensure safety of the motoring public by providing the best quality roads possible with available funding.
- Bridge preservation and longevity through routine maintenance and inspection.
- Continue to remove old bridges and replace with new-engineered bridges.
- Continue to improve drainage by reshaping ditches and installing culverts.
- Continue to maintain signs and install new ones as required by state guidelines.
- Provide training opportunities for staff development including LTAP safety and certification in forklift, equipment training, 1st Aid, flagging, BMP storm water mitigation, and software programs.
- Attend professional conferences, workshops, and trainings to network and learn more about how other agencies approach similar projects and issues.

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ 311,148	\$ 296,847	\$ 344,518	\$ 47,671	16%
Operating Expenditures	134,795	203,196	203,641	445	0%
Internal Charges	21,480	21,102	23,353	2,251	11%
Debt Service	50,056	-	-	-	
Transfers Out	193,004	222,490	269,809	47,319	21%
Capital Outlay	597,527	70,953	342,000	271,047	382%
<b>Total</b>	<b>\$ 1,308,010</b>	<b>\$ 814,588</b>	<b>\$ 1,183,321</b>	<b>\$ 368,733</b>	<b>45%</b>

**Funding Summary**

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
001 General Fund	\$ 710,482	\$ 743,635	\$ 841,321	\$ 97,686	13%
556 Road/Bridge Infrast Proj	597,527	3,590	172,000	168,410	4691%
550 Capital Improvements	-	67,363	170,000	102,637	152%
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
<b>Total</b>	<b>\$ 1,308,009</b>	<b>\$ 814,588</b>	<b>\$ 1,183,321</b>	<b>\$ 368,733</b>	<b>45%</b>

### 2013 Budget Highlights

**Personnel Services**

- 2.5% Matrix adjustment.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- TSEP bridge project.

**Transfers**

- Transfers to Capital Development Fund to fund future replacement of capital assets. Transfer to infrastructure capital fund to fund bridge replacement program- match for TSEP funding.

---

### Staffing Summary

Title	Actual FY2011	Actual FY2012	Adopted FY2013
Road/Bridge Supervisor	0.50	0.50	0.50
Lead Equipment Operator	1.00	1.00	1.00
Equipment Operator	3.00	3.00	3.00
<b>Total</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>

### Performance Measures & Workload Indicators

#### Performance Measures

Measure	Actual FY 2009	Actual FY 2010	Actual FY 2011	Actual FY2012
1 . New Bridge Installation (Hours)	-	-	1,066	49
2 . Bridge Maintenance & Repair (Hours)	1,088	7	79	567
3 . New Culvert Installation (Hours)	250	342	106	370
4 . Culvert Maintenance & Repair (Hours)	656	458	359	1,303
5 . Drainage Work (Hours)	399	426	267	930

#### Workload Indicators

Indicator	Actual FY 2009	Actual FY 2010	Actual FY 2011	Actual FY2012
1 . Number of Bridges	110	110	110	110
2 . Number of Bridges Replaced	0	0	3	1
3 . Number of New Culverts Installed/No Feet of Culvert	57	62	1349'	2307'
4 . Number of BMP Devices Used	65	71	107	87

Note: In FY2011 the measurement was changed from number of new culverts to number of feet of culvert.

## Program Description

The Lewis & Clark County Road Department maintains approximately 539 miles of paved, chip sealed, and gravel roads. The geographical range of the county-maintained road system is as follows: South of Helena to the border of Jefferson County, north of Augusta to Flathead County, east of Canyon Ferry Lake to Broadwater County, and west of Lincoln to Powell County.

Equipment is strategically located in Augusta, Helena, Lincoln and Wolf Creek in order to more efficiently accomplish road maintenance tasks. The county is divided into 10 maintenance districts. Augusta, Lincoln and Wolf Creek have one road grader in each district. Helena has a total of four graders for the seven remaining maintenance districts. Other equipment used to perform road maintenance activities includes snowplows with sanders, dump trucks, pup trailers, loaders, a dozer, patch truck, and tractor mower. During peak maintenance seasons or for large projects, employees and equipment may be dispatched and mobilized to one particular district to complete a large amount of work in a short period of time.

Maintenance activities include, but are not limited to: sign installations, guardrail repairs, road damage repairs, clearing obstructions in roads and rights-of-way, striping of roads, improving drainage, removal of trees, sweeping, and approval of new approaches onto county roads. In addition, the Road Department deals with load limits, reviews proposed roads for new subdivisions, maintains existing or secures new gravel sources, supervises the collection of data for traffic counts and accident clusters, develops the road maintenance management plan, and provides the initial support personnel and equipment for natural disasters.

The primary funding sources for the Road Department are the road mill levy, the state entitlement tax levy and shared revenues, timber receipts, gas tax revenues, and payments in lieu of taxes.

---

## Goals & Objectives

- To ensure safety of the motoring public by providing the best quality roads possible with available funding.
- Roadway preservation and longevity through grading, hand patching, blade patching, overlay, and chip sealing.
- Participating in dust abatement applications in partnership with other agencies and residents to ensure air and water quality.
- Continue to maintain signs and install new ones as required by state guidelines, continue to implement the 911 Emergency Services Signage in cooperation with GIS, Clerk and Recorder, Planning and Zoning, Sheriff, and any other County, City, State or Federal agencies involved.
- Clearing right-of-ways of brush, trees, rockslides, and any other safety hazards.
- Continue to maintain and keep up buildings at the Road and Bridge Department Complex and outlying areas in compliance with DEQ and Department of Labor to ensure a safe working environment for all Road and Bridge personnel.
- Provide training opportunities for staff development including LTAP safety and certification in forklift, equipment training, 1st Aid, flagging, software programs, conferences, workshops, and trainings to network and learn about how other agencies approach similar projects and issues.
- Assist with preparation of road standards and their implementation with the public.
- Add statistical data to annual reports and the web for public awareness.
- Review and comment on Major and Minor Subdivision applications.

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ 996,318	\$ 1,038,918	\$ 1,098,606	\$ 59,688	6%
Operating Expenditures	1,320,643	1,374,812	4,514,614	3,139,802	228%
Internal Charges	174,137	181,708	191,692	9,984	5%
Debt Service	49,744	50,759	51,021	262	1%
Transfers Out	1,539,192	1,075,771	1,385,594	309,823	29%
Capital Outlay	1,440,792	3,117,986	8,698,018	5,580,032	179%
<b>Total</b>	<b>\$ 5,520,826</b>	<b>\$ 6,839,954</b>	<b>\$ 15,939,545</b>	<b>\$ 9,099,591</b>	<b>133%</b>

**Funding Summary**

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
211 Road	3,434,658	3,034,589	3,531,242	\$ 496,653	16%
282 Gas Tax	361,269	296,199	530,883	234,684	79%
RID Funds	302,402	384,693	3,172,909	2,788,216	725%
550 Capital Development	902,536	699,094	263,880	(435,214)	-62%
552 RID Projects	3,554	8,815	250,000	241,185	2736%
553 Misc Federal Grant Prjcts	-	-	6,500	6,500	
556 Road/Bridge Infrast Proj	516,407	2,416,563	8,184,138	5,767,575	239%
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
<b>Total</b>	<b>\$ 5,520,826</b>	<b>\$ 6,839,953</b>	<b>\$ 15,939,552</b>	<b>\$ 9,099,599</b>	<b>133%</b>

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ 77,246	\$ 86,245	\$ 76,272	\$ (9,973)	-12%
Operating Expenditures	33,205	46,814	47,257	443	1%
Internal Charges	15,978	17,963	20,414	2,451	14%
Debt Service	-	-	-	-	
Transfers Out	7,979	7,500	8,500	1,000	13%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 134,408</b>	<b>\$ 158,522</b>	<b>\$ 152,443</b>	<b>\$ (6,079)</b>	<b>-4%</b>

**Funding Summary**

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
211 Road	134,408	158,522	152,443	\$ (6,079)	-4%
550 Capital Improvements	-	-	-	-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
<b>Total</b>	<b>\$ 134,408</b>	<b>\$ 158,522</b>	<b>\$ 152,443</b>	<b>\$ (6,079)</b>	<b>-4%</b>

### 2013 Budget Highlights

**Personnel Services**

- 2.5% matrix adjustment.
- .50 administrative assistant

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- Replacement of equipment. Road construction projects using voted mill levy funding and federal highway grant funding.

**Transfers**

- Transfers to Capital Development Fund to fund future replacement of capital assets. Transfer to infrastructure capital fund to fund Road reconstruction program.

---

### Staffing Summary

Title	Actual FY2011	Actual FY2012	Adopted FY2013
Road/Bridge Supervisor	0.50	0.50	0.50
Assistant Road/Bridge Supervisor	1.00	1.00	1.00
Lead Equipment Operator	3.00	3.00	3.00
Equipment Operator	8.00	8.00	8.00
Construction Project Coordinator	0.50	0.50	0.50
Mechanic	0.50	0.50	0.50
Maintenance Cleaner	0.10	0.10	0.09
Seasonal Workers	0.75	0.75	2.00
Administrative Assistant			0.50
<b>Total</b>	<b>14.35</b>	<b>14.35</b>	<b>16.09</b>

**Staffing Summary**

Title	Actual FY2011	Actual FY2012	Adopted FY2013
Lead Equipment Operator	1.00	1.00	1.00
<b>Total</b>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>

### Performance Measures & Workload Indicators

#### Performance Measures

Measure	Actual FY 2009	Actual FY 2010	Actual FY 2011	Actual FY 2012
1 . General Road Grading (Hours)	2,826	3,937	4,161	3,563
2 . Blade Patching (Hours)	484	1,231	545	1,162
3 . Pot Hole Patching (Hours)	816	523	1,098	1,061
4 . Snow /Ice Removal & Sanding (Hours)	3,503	1,928	4,434	2,937
5 . Gravel Hauling (Hours)	2,436	3,218	3,065	2,009

#### Workload Indicators

Indicator	Actual FY 2009	Actual FY 2010	Actual FY 2011	Actual FY 2012
1 . Paved Roads Maintained (Miles)	45.19	52.64	52.64	52.64
2 . Chip Sealed Roads Maintained (Miles)	65.98	64.53	64.53	64.03
3 . Gravel Roads Maintained (Miles)	430.54	424.54	424.54	425.04

## Program Description

The Solid Waste Department is responsible for the management of the Lewis & Clark County Landfill, the Marysville Container Site, and the closed Scratch Gravel Landfill. The Lewis & Clark County Commission governs these programs through the Scratch Gravel Solid Waste District. The County Commission appoints the Scratch Gravel Solid Waste Board, which serves in an advisory capacity. The County Commission and the Lewis & Clark County Board of Health each have one member, and there are three residents of the District. The Board is responsible for recommending operational practices and the policies governing the District. The County Commissioners retain control over policy, budget approval, personnel and land use decisions.

Scratch Gravel residents are charged for waste based on a modified Pay As You Throw Program (PAYT). Residents of the District pay an annual assessment fee on their tax bill for each residential unit they own. The annual assessment does not include any collection service. Residents must self-haul their solid waste or contract with a private hauler to take it to a transfer station operated by the City of Helena. The annual assessment allows a resident to dispose of 1.5 tons of waste for each residential unit per year. If a resident exceeds the 1.5-ton limit, they are billed separately for disposal of the additional solid waste. PAYT programs provide waste management solutions that make economic sense, are fair to residents, and are good for the environment. Composting and recycling opportunities for District residents are provided through an Interlocal Agreement with the City of Helena.

The mission of the Lewis & Clark County Landfill is to dispose of Class II and Class IV solid waste in a manner which uses reasonable science at the lowest possible per capita cost while maintaining a strong stewardship of the earth through recycling, reduction and reuse.

Our operations are a major part of the environmental infrastructure of Lewis & Clark County. Long-range planning and fiscal integrity ensures decades of capacity without financial burdens in the future.

---

## Goals & Objectives

### Fiscal

- Maintain balanced budget by controlling expenses and through affordable solid waste assessments, PAYT fees, and landfill tipping fees
- Continue funding level for post closure liability of the existing landfill and the closed Scratch Gravel Landfill
- Continue funding level for capital improvements and equipment replacement
- Achieve a landfill waste density goal of 1,300 pounds per cubic yard
- Achieve a landfill waste to soil ratio of 4:1
- Achieve a landfill volume per ton ratio of 1.93 cubic yards per ton

**Service**

- Work with the City of Helena to provide solid waste management services to Scratch Gravel District residents
- Work with the City of Helena on expanding the existing transfer station facility or locating an additional site
- Continue effective communication with property owners surrounding the landfill site
- Work with customers disposing of construction and demolition waste on proper use of the scale facility
- Protecting human health and the environment through environmental controls designed to prevent contamination of ground and surface waters, as well as the control of landfill gas.

**Education**

- Educate Scratch Gravel residents on the importance of consolidating loads or trips to the City Transfer Station
- Work with the City of Helena to continue or expand education about reuse, reduction, and recycling opportunities
- Continued employee development and safety training
- Maintain MOLO certification for the Solid Waste Manager

**Future**

- Plan for expected population growth in the County
- Meet or exceed the projected life of the landfill
- Continue to work closely with the City of Helena to coordinate solid waste management activities

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ 410,120	\$ 411,572	\$ 430,384	\$ 18,812	5%
Operating Expenditures	1,590,532	1,617,751	1,760,555	142,804	9%
Internal Charges	161,313	177,517	181,133	3,616	2%
Debt Service	600,250	326,727	626,534	299,807	92%
Transfers Out	8,820	5,655	6,500	845	15%
Capital Outlay	99,700	1,315,475	81,010	(1,234,465)	-94%
<b>Total</b>	<b>\$ 2,870,735</b>	<b>\$ 3,854,697</b>	<b>\$ 3,086,116</b>	<b>\$ (768,581)</b>	<b>-20%</b>

**Funding Summary**

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
610 Augusta Landfill Dist	86,060	69,260	129,439	\$ 60,179	87%
611 Lincoln Landfill District	138,177	132,479	143,167	10,688	8%
612 Scratch Gravel Landfill	1,223,172	1,288,910	1,309,809	20,899	2%
613 Lewis & Clark Co Landfill	1,396,711	2,336,575	1,471,705	(864,870)	-37%
614 Marysville Solid Waste	26,614	27,473	31,996	4,523	16%
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
<b>Total</b>	<b>\$ 2,870,734</b>	<b>\$ 3,854,697</b>	<b>\$ 3,086,116</b>	<b>\$ (768,581)</b>	<b>-20%</b>

### 2013 Budget Highlights

**Personnel Services**

- 2.5% matrix adjustment.
- Decrease of .50 seasonal equipment operator.

**Operating Expenditures**

- Inflationary increases. Payoff of Scraper intercap loan.

**Capital Outlay**

- Replacement of equipment.

**Transfers**

- Transfers to Health Department for community decay projects.

---

### Staffing Summary

Title	Actual FY2011	Actual FY2012	Adopted FY2013
Solid Waste Manager	1.00	1.00	1.00
Landfill Mechanic	1.00	1.00	1.00
Equipment Operator	2.75	2.75	2.75
Landfill Attendant	1.60	1.61	1.67
Accounting Technician	0.50	0.50	0.50
Seasonal Equipment Operator	0.50	0.50	-
Administrative Assistant	0.18	0.18	0.18
<b>Total</b>	<b>7.53</b>	<b>7.54</b>	<b>7.10</b>

**Performance Measures & Workload Indicators**

**Performance Measures**

Measure	09/10/2008	01/12/2010	08/26/2010	03/04/2011	Goal
	05/20/2009	08/25/2010	03/04/2011		
1 . Landfill Waste Density (LB/CY)	1,325 1,470	1,082 1,221	1,254		1,300
2 . Landfill Waste-to-Soil Ratio	2.66:1	4.4:1	3.96:1		4:1
3 . Landfill Volume-Per-Ton Ratio (CY/Ton)	1.87	2.00	2.00		1.93

**Workload Indicators**

Indicator	Actual FY 2009	Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013
1 . Waste Quantity Deposited (Tons) - Class II	44,898	60,768	39,495		
Waste Quantity Deposited (Tons) - Class IV	1,525	1,932	1,920		
2 . Junk Vehicles Retrieved	230	140	64		
3 . Scratch Gravel Permits Issued	13,672	12,344	14,000		

## Program Description

The Lewis & Clark County Public Works Internal Service Funds include the building maintenance, county shop and fuel revolving funds. Lewis & Clark County's Building Maintenance Department is responsible for buildings and grounds related to the County Courthouse, Law Enforcement Center offices and detention centers in Helena, Lincoln, and Augusta, the Lewis & Clark Library, Cooney Convalescent Home, and the Cooperative Health Center. The Cooney Convalescent Home is a long-term care facility with 90 licensed beds. The primary revenue source is building rental fees. Building Maintenance activities include cleaning, repairs, building security, heating and cooling systems, fire alarm and suppression systems, elevator repairs, landscape maintenance, and development of the capital replacement program.

The following components are necessary for the operation of the Building Maintenance department:

- **Regular Inspections of all Buildings** – Important to prevent malfunctions or safety mishaps.
- **Regularly Scheduled Preventative Maintenance** – Fire suppression systems and alarm systems; boilers and climate control systems; water systems; building structures and electrical and lighting.
- **Provide Service to Building's Occupants** – Provide occupants the normal activities of operation, such as snow removal, pest control, general yard work, custodial duties, and other routine building maintenance requirements plus furniture repair and moving services, office remodels and other projects.
- **Maintain Boiler Licenses** – Building Maintenance has 6 employees who are properly licensed for boiler maintenance. This is designed to make the department more efficient and eliminate excessive contracted services in this area.
- **Locate and Obtain Proper Professionals When Needed** – Many large projects require contracting with an outside agency. Proper liability insurance and proof of workers compensation is required.
- **Provide Training for Staff** – Important to lessen the need for contracted services.

The County Shop is responsible for the repair and maintenance of 109 vehicles owned by Lewis & Clark County. The department does not maintain vehicles for the Sheriff's Department, Rural Fire Districts, or the County Solid Waste Department. Work orders for vehicle repairs are charged back to other county departments. Shop charges support personnel, operations, maintenance and capital costs.

The Shop also operates a fueling site for all county-owned vehicles. Dyed diesel and unleaded fuel are available at the fuel facility. Fuel cards are issued to each vehicle and track the amount and type of fuel used. Departments using the fuel site are billed monthly for the fuel they pump. Fuel charges are used for operations and maintenance of the fuel site, capital costs, and for debt service payments on the Intercap Loan used to build the site.

## Goals & Objectives

- Provide a safe and efficient working environment for county employees within budget guidelines and authorized funding
- Provide optimum quantity and quality of maintenance service, safely, on time and within approved budget.
- Work with departments and finance, capital improvement and budget committees to maintain functional, efficient and safe county buildings, county equipment and vehicles.
- Provide a preventative maintenance program for the county fleet designed to reduce unscheduled repairs, downtime, costly repairs and extend useful lives of equipment.
- Increase employee training and certifications within budget guidelines and authorized funding.
- Comply with all insurance and safety requirements.
- Ensure that requests for maintenance are completed in a timely fashion.
- Facilitate building upgrades.
- Maintain a vehicle and equipment replacement program that will make the most efficient use of limited funds.
- Become Montana Safety Culture Act compliant.
- Educate building occupants on department responsibilities and abilities.

### Financial Summary

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ 847,432	\$ 865,559	\$ 827,649	\$ (37,910)	-4%
Operating Expenditures	1,244,949	1,277,212	1,266,520	(10,692)	-1%
Internal Charges	216,351	261,855	309,458	47,603	18%
Debt Service	70,205	71,885	70,490	(1,395)	-2%
Transfers Out	53,915	2,000	2,000	-	0%
Capital Outlay	47,540	317,191	17,510	(299,681)	-94%
<b>Total</b>	<b>\$ 2,480,392</b>	<b>\$ 2,795,702</b>	<b>\$ 2,493,627</b>	<b>\$ (302,075)</b>	<b>-11%</b>

### Funding Summary

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
001 General Fund	\$ 42,606	\$ 45,956	\$ 50,664	\$ 4,708	10%
650 Building Maintenance	1,182,829	1,177,093	1,063,686	(113,407)	-10%
651 Health Care Facilities	326,439	619,548	344,793	(274,755)	-44%
652 County Shop	486,542	478,462	554,225	75,763	16%
653 Fuel Revolving	441,977	474,645	480,259	5,614	1%
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
<b>Total</b>	<b>\$ 2,480,393</b>	<b>\$ 2,795,704</b>	<b>\$ 2,493,627</b>	<b>\$ (302,077)</b>	<b>-11%</b>

### 2013 Budget Highlights

**Personnel Services**

- 2.5 % matrix adjustment.
- Decrease of 1.5 FTE due to sale of Cooney Home.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- Equipment purchases.

**Transfers**

- None.

---

### Staffing Summary

Title	Actual FY2011	Actual FY2012	Adopted FY2013
Buildings Manager	1.00	1.00	1.00
Maintenance Technician	5.00	5.00	4.00
Maintenance Worker	1.00	1.00	1.00
Maintenance Worker/laborer	4.60	4.60	3.92
Shop Manager	1.00	1.00	1.00
Mechanic	2.50	2.50	2.50
Maintenance Cleaner	0.10	0.10	-
Seasonal Worker	0.75	0.75	0.06
<b>Total</b>	<b>15.95</b>	<b>15.95</b>	<b>13.48</b>

### Performance Measures & Workload Indicators

#### Performance Measures

Measure	Actual FY 2009	Actual FY 2010	Actual FY 2011	Actual FY 2012
1 . Dollar Amounts for Contracted Services Used	46,439	62,409	49,496	53,712
2 . Square Footage Maintained Per Full-time Maintenance Worker	12,433	12,433	12,433	14,840
3 . Liability Claims Filed	2	2	1	-
4 . Worker's Compensation Claims Filed	4	2	2	1

#### Workload Indicators

Indicator	Actual FY 2009	Actual FY 2010	Actual FY 2011	Actual FY 2012
1 . Number of Work Orders Received				
Cooney Convalescent Home	734	620	475	
Courthouse	57	132	172	243
Law Enforcement Center/Jail	312	394	375	450
Health Clinic	177	490	452	605
2 . Number of After-hours Emergency Calls	45	59	36	24
3 . Number of Remodels	21	2	6	28
4 . Square Footage Maintained	144,218	144,218	144,218	147,362
Cooney Convalescent Home	35,092	35,092	35,092	35,092
Courthouse	41,030	41,030	41,030	41,030
Law Enforcement Center/Jail	42,290	42,290	42,290	42,290
Health Clinic	24,545	24,545	24,545	24,545
222 Building	-	-	-	3,144
Other/Miscellaneous County Buildings Net	1,261	1,261	1,261	1,261

### Performance Measures & Workload Indicators

#### Performance Measures

Measure	Actual FY 2009	Actual FY 2010	Actual FY2011	Actual FY2012
1 . Number of Repair Orders Processed	904	810	763	732
2 . Average Number of Repair Orders Processed Per Mechanic	361.6	270	254.33	249
3 . Number of Vehicles/Equipment Per Mechanic	35.6	35.3	29.66	30.6
4 . Average Number of Mechanic-Hours Per Repair	0.32	0.34	2.18	2.06

#### Workload Indicators

Indicator	Actual FY 2009	Actual FY 2010	Actual FY2011	Actual FY2012
1 . Total Vehicle and Equipment	107	106	89	92
2 . Average Age of Fleet	11.23	9.27	12.91	10.21
3 . Total Gallons of Diesel Fuel Used	54,459.120	66,159.360	74,112.920	66,666.870
4 . Total Gallons of Unleaded Fuel Used	69,105.090	72,208.620	73,090.090	76,325.120

## Program Description

The Noxious Weed District operates under an 8-person Board of Directors who is appointed by the County Commission. The Board hires a Noxious Weed Coordinator, under the direction of the Public Works Department, who is responsible for the implementation of the Lewis & Clark County's Weed Management Plan to manage weeds that have been identified and designated as Noxious Weeds within Lewis & Clark County. Activities of department include roadside spraying, revegetation, biocontrol releases, contracts and agreements with County, State, Federal and private landowners, as well as education and compliance programs for complaints, subdivisions, timber harvest and open pit mines.

The Board and its Coordinator/Department Head have identified essential components of a successful county noxious weed management department. These components are:

- **Annual Treatment** - A management program of annual noxious weed treatment on County properties and rights-of-way.
- **Complete Contracts** - Performs management methods for county, state, federal and private agencies unable to handle projects internally, i.e., DSL, MRL, BNSF, US FW&P, MT FW&P, US FS, US BOR, US BLM, public works, aeronautics, landfills, open space, etc.
- **An Educational Program** - An educational program to provide information and assistance to county residents regarding noxious weed management on their property.
- **A Compliance/Enforcement Program** - An enforcement program to contact private and public landowners regarding uncontrolled noxious weed infestations on their property and their compliance to the state and county noxious weed laws.
- **Coordinate** – Noxious weed management projects with county, state, federal and private parties.
- **A Rental Program** - To ensure safe and properly maintained spray rental equipment is available to the residents of Lewis and Clark County for noxious weed management.
- **Properly Trained Staff** - Limiting exposure and liability to the county.
- **Leader in Safety** - Ensuring safe, well maintained equipment and workplace for employees and public.
- **Prevention** - Saving the taxpayer potential expense in the future by early detection of new noxious weed invaders and infestations.

## Goals & Objectives

- Act as a coordinating agency for noxious weed management in Lewis & Clark County with Federal, State, County, City, towns local agencies and the public.
- Provide quality education/compliance and assistance to the residents of Lewis & Clark County.
- Manage noxious weeds on all county property by completing all spray or biological applications and mowing.
- Follow state and county noxious weed laws.
- Implement PROACTIVE program to increase public awareness and on the ground management of noxious weeds with large and small acreage landowners, subdivision developers, compliance/non-compliance landowners and timber harvest landowners.
- Implement PROACTIVE program to increase developer's awareness of soil disturbance, its role in creating noxious weed infestations and the need for weed management action.
- Implement PROACTIVE program to increase public compliance with noxious weed law.
- Establish processing and funding mechanism for effective, cost efficient subdivision reviews and follow-up.
- Complete all contracts with local agencies, county, state, federal and private individuals.
- Enhance revegetation program to reduce noxious weed infestations or introduction of such.
- Release any available biocontrol agents, evaluate and monitor existing sites.
- Provide quality customer service.
- Provide noxious weed education for staff and public.
- Operate all functions within the budget.
- Promote and inspect for noxious weed seed free forages, subdivision, timber harvests and open pit mines.
- Promote grant and community project efforts to manage noxious weeds.
- Comply with statewide management plan by updating County's management plan every two years.



### 2013 Budget Highlights

**Personnel Services**

- Increase in seasonal weed sprayers.
- 2.5% matrix adjustment.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- Purchase of Mule.

**Transfers**

- Transfers to Capital Development Fund for future replacement of capital assets.

### Staffing Summary

Title	Actual FY2011	Actual FY2012	Adopted FY2013
Weed Coordinator	1.00	1.00	1.00
Administrative Clerk	0.50	0.50	0.50
Maintenance Worker	0.00	0.00	0.04
Seasonal Administrative Clerk	0.28	0.28	0.28
Seasonal Weed Planner	0.00	0.00	0.41
Seasonal Weed Sprayers	2.11	2.11	2.52
<b>Total</b>	<b>3.89</b>	<b>3.89</b>	<b>4.75</b>

## Performance Measures

## Performance Measures

Measure	Actual FY 2009	Actual FY 2010	Actual FY 2011	Adopted FY 2012
1 . Subdivisions on file - Completed	39	22	5	6
2 . Percentage of complaints processed w ithin 1 month after receipt.	100%	100%	100%	100%
3 . Acres of weed control	5431	4722	5040	4026
4 . Percentage of complaints closed w ithin 3 months.	100%	100%	100%	80%
5 . Respond to onsite visit requests/management	100%	100%	100%	100%
6 . Develop weed management plans w ith county residents				
Subdivisions	39	22	5	6
Timber Harvest	8	9	2	2
Open Pft	3	5	5	1
Compliance	19	29	9	13
7 . Contracts - Supplement Income	60,000		150,486	44,431
Federal	27,000		139,600	20,000
State	12,000		2,484	7,021
County	21,000		8,402	15,378
Private	2,500		465	2,032
8 . County Rights of Way Sprayed/Managed - Miles	40,000	1,558	1,664	1,240
9 . Phone Contacts/Office Contacts	500	600	400	500
10 . NWSFF Producers	17	17	0	1
11 . State land producers on file - Completed Plans	2		2	15
12 . Educational Programs attendance	15		45	35
13 . Rental Equipment Use/Days	94	154	135	146
14 . Onsite visits on noxious weed management	25	45	35	30
15 . Grants				
Weed Trust Funds	65,000	46,571	23,941	38,208
RAC	13,500	29,648	5,423	28,358

**Workload Indicators****Workload Indicators**

<b>Indicator</b>	<b>Actual FY 2009</b>	<b>Actual FY 2010</b>	<b>Actual FY 2011</b>	<b>Adopted FY 2012</b>
1 . Subdivisions Inspected		22	5	7
2 . Compliance Inspections	303	308	300	463
3 . Non-Compliance Inspections	303	308	300	463
4 . Enforcement Letters Sent Out	303	308	300	463
5 . Number of On Site Visits	25	45	35	45
6 . Inspection of Weed Management Plans				
Subdivision	23	11	5	7
Timber Harvest	8	13	2	2
Open Pit	3	5	6	1
Compliance	19	31	218	16
7 . Contracts Managed/Sprayed				
Federal	10	10	14	5
State	11	13	17	12
County (Special)	19	13	14	10
Private	7	7	5	3
8 . County Acres Contracted Sprayed/Managed	5,431	4,722	5,219	3757
9 . Timber Harvests Inspected	8	13	2	2
10 . NWSFF Acres Inspected	520	427		25
11 . State land Leases Inspected	10	8	2	0
12 . Compliance Inspections	303	308	300	356
13 . Producers Managed	25	24	20	20
14 . Facilitation of Educational programs Staff	2		2	4

## Program Description

The Forestvale Cemetery District provides cemetery services. Property owners in School District Number 1, outside the City limits of Helena, contribute to the maintenance and operations of the cemetery through a mill levy. The cemetery consists of 148.14 acres. The district is governed by a Board of Trustees appointed by the Lewis & Clark County Commissioners. The district provides for the maintenance and operation of the cemetery and for the care of its buildings and equipment. Lot sales and burial fees are also contributed to the operation of the cemetery.

---

## Goals & Objectives

- To maintain and operate a cemetery that the residents of Lewis and Clark County can be proud of.
- To continue to plan for and implement improvements.
- To maintain the historical nature of the cemetery.
- To provide professional, courteous assistance to customers of the cemetery.
- To continue to utilize resources in the most efficient manner possible.
- To provide alternative means for burials, such as above ground columbariums.

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ 165,890	\$ 155,930	\$ 176,311	\$ 20,381	13%
Operating Expenditures	106,529	64,468	212,565	148,097	230%
Internal Charges	17,132	21,752	24,051	2,299	11%
Debt Service	-	-	-	-	
Transfers Out	105,000	105,000	165,000	60,000	57%
Capital Outlay	-	10,790	-	(10,790)	-100%
<b>Total</b>	<b>\$ 394,551</b>	<b>\$ 357,940</b>	<b>\$ 577,927</b>	<b>\$ 219,987</b>	<b>61%</b>

**Funding Summary**

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
224 Forestvale	323,271	330,825	418,862	88,037	27%
550 Capital Development	71,280	27,114	159,065	131,951	487%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 394,551</b>	<b>\$ 357,939</b>	<b>\$ 577,927</b>	<b>\$ 219,988</b>	<b>61%</b>

### 2013 Budget Highlights

**Personnel Services**

- 2.5% matrix adjustment.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- Replacement Mower.
- Chip seal.
- Entrance -3<sup>rd</sup> phase and completion.
- Columbarium.

**Transfers**

- Transfers to Capital Development Fund for future replacement of capital assets.

---

### Staffing Summary

Title	Actual FY2010	Actual FY2011	Actual FY2012	Adopted FY 2013
Cemetery Sexton	1.00	1.00	1.00	1.00
Groundskeeper	1.00	1.00	1.00	1.00
Laborer	0.88	0.88	0.88	0.88
Seasonal Maintenance		1.74	1.74	1.74
<b>Total</b>	<b>2.88</b>	<b>4.62</b>	<b>4.62</b>	<b>4.62</b>

### Performance Measures & Workload Indicators

#### Performance Measures

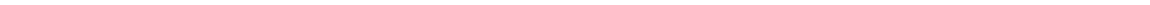
Measure	Actual FY 2010	Actual FY 2011	Actual FY 2012	Budgeted FY 2013
1 . Burial request processed in efficient and professional manner	100%	100%	100%	100%
2 . Accurate burial records maintained.	100%	100%	100%	100%
3 . Allocate limited resources in an efficient manner.	100%	100%	100%	100%
4 . Maintain and improve the cemetery appearance.	100%	100%	100%	100%

#### Workload Indicators

Indicator	Actual FY 2010	Actual FY 2011	Actual FY 2012	Budgeted FY 2013
1 . Number of burials per year.	70	75	70	80
2 . Number of sites available in the cemetery.	730	996	952	900
3 . Number of spots sold in above ground mausoleum	10	7	9	10
4 . Number of sites open in Mausoleum	123	116	107	97



## **PUBLIC HEALTH**



## **Program Description**

Cooney Home is responsible for providing a safe, nurturing, home-like environment to the elderly in the community, when they are no longer able to stay in their home. It is the goal of the facility to provide the highest quality of health care to area residents who need special care outside of the hospital setting.

On June 1, 2012, The County sold the Cooney Home to Apple Rehab Inc. Apple Rehab is a national company specializing in the operation of nursing homes.



### 2013 Budget Highlights

**Personnel Services**

- 

**Operating Expenditures**

- 

**Capital Outlay**

- 

**Transfers**

- 

### Staffing Summary

Title	Actual FY2011	Actual FY2012	Adopted FY2013
Administrator	1.00	1.00	
Finance Coordinator	1.00	1.00	
Billing Coordinator	1.00	1.00	
Administrative Assistant	1.00	1.00	
Admin clerk IV	1.00	1.00	
Driver	0.50	0.50	
Certified Nursing Assistants	46.75	27.90	
Registered Nurse	6.80	9.00	
Licensed Practical Nurse	8.30	6.20	
Director of Nursing	1.00	1.00	
Dietary Manager	1.00	1.00	
Dietary Aid	7.55	6.50	
Cook	3.00	3.00	
Laundry/Housekeeping Supervisor	1.00	1.00	
Laundry Aide	4.00	2.50	
Housekeeping Aide	3.00	3.00	
Laundry/Housekeeping Aide	2.00	1.50	
Social Services Director	1.00	1.00	
Activities Supervisor	1.00	1.00	
Activities Aide	2.50	2.00	
<b>Total</b>	<b>94.40</b>	<b>72.10</b>	<b>-</b>

**Performance Measures & Workload Indicators**

**Performance Measures**

Measure	Actual FY 2009	Actual FY 2010	Actual FY 2011	Adopted FY 2012
1 . Income equal to or greater than 110% of bond payment	16%	85%		
2 . Census equal to or greater than 81 for fiscal year.	93%	87%		
3 . Fund 5% of capital needs.	0%	0%		
4 . CNA staffing ratio adequate to care for facility census and acuity level.	100%	100%		

**Workload Indicators**

Indicator	Actual FY 2009	Actual FY 2010	Actual FY 2011	Adopted FY 2012
1 . Resident admits	165	188		
2 . Resident discharges	167	197		

## Program Description

Health Mill funds are levied through tax bills to promote public health in our community. Currently the Health Mill is used to support overall public health infrastructure for the operations of the Public Health Department. Specific uses include support of communicable disease control, community nursing services to underserved and rural populations, environmental health concerns related to air and water quality, and education and data collection that support the ten essential public health services. Mill Funds are essential to support administrative staffing of the Health Department.

The ten essential public health services are:

1. Monitor health status to identify community health problems.
2. Diagnose and investigate health problems and health hazards in the community.
3. Inform, educate, and empower people about health issues.
4. Mobilize community partnerships to identify and solve health problems.
5. Develop policies and plans that support individual and community health efforts.
6. Enforce laws and regulations that protect health and ensure safety.
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. Assure a competent public health and personal health care workforce.
9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
10. Research for new insights and innovative solutions to health problems.

---

## Goals & Objectives

**Strengthen the organizational capacity of the health department to address public health issues in our communities throughout Lewis & Clark County.**

- Enhance the Health Department's visibility and image in the community.
- Develop, reward and retain a highly effective, well-trained staff at the Health Department.
- Develop a multi-year community health plan.

**Prevent and reduce the prevalence of chronic and infectious diseases and injuries.**

- Address the key risk factors of chronic diseases through development and promotion of local policies and programs.
- Identify and monitor known and emerging infectious disease threats and barriers in and around Lewis & Clark County.

**Assure a healthy and safe built and natural environment for all.**

- Identify, monitor, and prevent potential routes of human exposure to toxic and/or hazardous chemicals and substances that may be found in water, air, or soils or in human-built environments, and work within existing systems/programs to remediate the problem.

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ 349,662	\$ 290,852	\$ 318,770	\$ 27,918	10%
Operating Expenditures	29,256	32,900	116,546	83,646	254%
Internal Charges	32,818	33,975	79,119	45,144	133%
Debt Service	-	-	-	-	
Transfers Out	5,270	121,712	-	(121,712)	-100%
Capital Outlay				-	
<b>Total</b>	<b>\$ 417,006</b>	<b>\$ 479,439</b>	<b>\$ 514,435</b>	<b>\$ 34,996</b>	<b>7%</b>

**Funding Summary**

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
County Health 227	\$ 417,006	\$ 479,439	\$ 514,435	\$ 34,996	7%
238 DUI Program	-	-	-	-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
<b>Total</b>	<b>\$ 417,006</b>	<b>\$ 479,439</b>	<b>\$ 514,435</b>	<b>\$ 34,996</b>	<b>7%</b>

## 2013 Budget Highlights

### Personnel Services

- 2.5% matrix adjustment.

### Operating Expenditures

- Inflationary expenses, \$100,000 in contingency for unanticipated loss of grant funding.

### Capital Outlay

- None.

### Transfers

- None.

---

## Staffing Summary

Title	Actual FY2011	Actual FY2012	Adopted FY2013
Accounting Technician	0.63	0.73	0.75
Comm/Special Projects Coordinator	1.00	1.00	1.00
Community Health Specialist	0.00	0.00	0.00
Finance Coordinator	0.41	0.43	0.47
Front Desk Coordinator	0.10	0.10	0.10
Health Officer	0.98	0.97	1.00
Secretary/Receptionist	0.35	0.35	0.35
Temporary Administrative Clerk	0.00	0.00	0.00
Senior Administrative Assistant	0.95	0.95	0.95
<b>Total</b>	<b>4.42</b>	<b>4.53</b>	<b>4.62</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY2009	Actual FY2010	Actual FY2011	Actual FY2012	Proposed FY2013
1 Complete performance appraisals on 100% of health department employees.	Yes	Yes	High	High	Yes
2 Develop a Friends of Public Health Organization to promote and enhance public health services in Lewis & Clark County.	N/A	N/A	Partial Low	Partial No	Yes
3 Complete the Community Health Improvement Plan	N/A	N/A	Partial Low	No	Yes
4 Develop a Friends of Public Health Organization to promote and enhance public health services in Lewis & Clark County.	N/A	N/A	Partial Low	No	Yes
5 The Health Department website will be maintained to be more customer focused, with ease of navigation & in plain language.	N/A	N/A	High Partial	High Partial	Yes
6 Implement a customer service training for all Health Department employees.	N/A	N/A	N/A	No	Yes
7 100% of WI/PM data is collected and reported to the Board of Health and the County Commissioners quarterly.	Yes	Yes	High Partial	Low Partial	Yes
8 The Board of Health will complete a strategic plan.	N/A	N/A	N/A	N/A	Yes
9 Work with County Planning to develop coordinated procedures and guidelines.	N/A	N/A	N/A	Low Partial	Yes
10 Board of Health will complete a review and revision of On-Site Wastewater Treatment regulations.	Yes	Yes	Yes	No	Yes
11 Complete onsite and subdivision applications within the allotted time frame.	Yes	Yes	Yes	Yes	Yes
12 Investigate all reported non-emergency violations of the onsite wastewater regulations within two weeks.	Yes	Yes	Yes	Yes	Yes
13 Investigate all reported emergency violations of the onsite wastewater regulations within one business day.	Yes	Yes	Yes	Yes	Yes
14 Average length of time taken to review individual subdivision submittals is within 30 days.	Yes	Yes	Yes	Yes	Yes
15 Maintain a DEQ subdivision acceptance rate of greater than 90%.	Yes	No	Yes	Yes	Yes
16 Percent of identified community decay sites that are cleaned up.	High Partial	High Partial	High Partial	High Partial	100%
17 Percent of enforcement actions taken that are resolved.	High Partial	High Partial	High Partial	High Partial	100%
18 Accurate & timely accounting of activities and budget to Landfill boards.	Yes	Yes	Yes	Yes	Yes
19 Review and revise community decay ordinance.	N/A	N/A	N/A	N/A	Yes
20 Send monthly communicable disease reports to area medical providers, schools, and other community partners.	Yes	Yes	Yes	Yes	Yes
21 Ensure completion of treatment for all active cases of Tuberculosis (TB).	Yes	Yes	Yes	Yes	Yes
22 Ensure medical evaluation of all individuals with positive TB skin tests.	Yes	Yes	Yes	Yes	Yes
23 Respond to animal bites within 3 calendar days.	Yes	Yes	Yes	Yes	Yes
24 Provide one Animal Control media submission annually.	Yes	Yes	Yes	Yes	Yes

These measures are evaluated based on the following scale:  
 Yes: Greater than 75% of the activity described within the question is met.  
 High Partially: Greater than 50% but no more than 75% of the activity described within the question is met.  
 Low Partially: Greater than 25% but no more than 50% of the activity described within the question is met.  
 No: No more than 25% of the activity described within the question is met.

Workload Indicators

Indicator	Actual FY2009	Actual FY2010	Actual FY2011	Actual FY2012	Proposed FY2013
1 Media hits.	537	983	366	287	400
2 Performance appraisals completed.	50	27	20	25	45
3 Site evaluation requests received.	241	289	108	184	150
4 Permits issued.	233	349	149	249	200
5 Variances requested.	19	9	10	8	10
6 Notices of violation to the ordinance.	13	28	36	38	0
7 Court cases.	2	1	0	3	0
8 Sites requiring groundwater monitoring.	13	6	8	13	5
9 Groundwater monitoring wells.	23	24	22	35	20
10 Number of subdivisions submittals received.	38	19	16	35	15
11 Number of subdivision lots reviewed.	25	31	56	74	40
12 Number of subdivision applications submitted to DEQ.	13	12	12	15	15
13 Number of subdivision applications accepted to DEQ.	30	12	12	15	15
14 Average number of days to review individual subdivision submittals.	0	90	30	30	30
15 Number of subdivision reviews completed within statutory time frames.	N/A	N/A	9	16	15
16 Number of identified community decay sites.	31	32	32	16	15
17 Number of community decay enforcement actions	20	44	32	27	5
18 Number of communicable disease investigations.	536	3,343	535	497	600
19 Number of Tuberculosis (TB) screening tests administered.	886	601	545	717	650
20 Number of clients with TB infection of disease.	8	4	0	3	0
21 Number of animal bites investigated in the County.	60	45	52	30	40
22 Number of bat-human interactions investigated.	0	3	2	5	5
23 Number of Animal Control media hits.	2	0	3	1	2

## Program Description

### Tobacco Use Prevention

The Lewis & Clark County Tobacco Use Prevention Program is funded through grants from the Montana Department of Public Health and Human Services and the Centers for Disease Control (CDC). The program provides services to both Lewis & Clark and Broadwater Counties. The primary goals of the program are to reduce tobacco use by youth, promote cessation among adults and youth, and reduce exposure to environmental tobacco smoke. The program also works with the Youth Connections Coalition to provide media literacy education in the schools and in after school venues as part of a comprehensive prevention strategy for youth.

### Breast & Cervical Health Program

The Breast and Cervical Health Program is funded by the Centers for Disease Control and Prevention and administered by the State Department of Public Health and Human Services. The program's purpose is to make screening and education available for breast and cervical cancer to low-income women who lack health insurance.

### Women, Infants, & Children (WIC) Program

The Special Supplemental Nutrition program for Women, Infants, and Children (WIC) presently serves about 1,100 women and children up to age five each month. WIC provides nutrition and breast feeding assessment and counseling, primary prevention of nutrition related health problems, referrals to community services, and basic supplemental foods.

### Home Visiting Program

The Home Visiting Program has five funding sources that are all aimed at providing support services through home visits for pregnant women, children and families. Program goals include: improved pregnancy health outcomes for both mother and child; prevention of child abuse; family preservation and reunification; education and advocacy for parents of children 0-5 years, and promotion of optimal child development. The program also houses the Fetal, Infant, Child Mortality Review (FICMR), and the Fetal Alcohol Spectrum Disorder (FASD) prevention program which specifically targets women at risk of abusing alcohol during pregnancy.

### Home & Community Based Services

Case Management is a component of the State Home and Community Based Services Medicaid Waiver Program, which is designed to offer an option to nursing home placement for elderly and disabled people. A registered nurse/social worker team coordinates the care in order to maximize the independence of the recipient. The team can serve a maximum of 99 clients at a time. Each client must be eligible for Medicaid and need a level of care equal to that provided by a nursing facility. The Case Management Team assesses, plans, implements, and monitors an array of home care services for its clients while staying within an annual budget less than or equal to the cost of a nursing facility. There is currently a waiting list of 46.

Ryan White Title III is provided through a contract with the Partnership Health Center in Missoula for the purpose of assuring that individuals living with HIV/AIDS are receiving quality primary care regardless of ability to pay. Seven cases are currently open.

Ryan White Title II is provided through a contract with the Montana Department of Public Health and Human Services for the purpose of assuring that individuals living with HIV/AIDS are receiving comprehensive outpatient and support services regardless of their ability to pay.

## Goals & Objectives

### Tobacco Use Prevention

- Fulfill requirements of contracted workplan from state program.
- Work with community groups to expand media literacy education integration to elementary schools and the public library. Program integration has already occurred in middle and high schools.
- Create a strategic plan to implement smoke-free/tobacco-free parks in Lewis & Clark County.
- Seek funding to expand media literacy and prevention work.

### Breast & Cervical Health Program

- Increase the number of at-risk women served by the Breast and Cervical Health Program.
- Increase outreach to rural communities in the four-county service area.
- Continue to seek funding opportunities to expand the capacity of the Breast & Cervical Health Program.

### Women, Infants, & Children (WIC) Program

- Maintain current participant numbers and continue to add new participants to the WIC program.
- Provide quality nutrition education and client services efficiently.
- Conduct a strategic planning process to review flow and functions of WIC process and staff.
- Implement process to bill separately for additional nutritional counseling services.

### Home Visiting Program

- Integrate new database system to track services and outcomes
- Based on evaluation data, complete strategic planning process and implement program changes
- Increase billable time for Targeted Case Management and Partnership clients.
- Increase numbers of pregnant women served.

### Home & Community Based Services

- Assist eligible recipients to live as independently as possible in a community setting
- Follow the principles of practice for HIV/AIDS care.
- Assist recipients in obtaining outpatient and support services utilizing a variety of funding sources.



## 2013 Budget Highlights

### Personnel Services

- 2.5% matrix adjustment. Increase due to addition of MIECHV Grant.

### Operating Expenditures

- Inflationary increases.

### Capital Outlay

- None.

## Staffing Summary

Title	Actual FY2011	Actual FY2012	Adopted FY2013
Administrative Assistant	0.30	0.43	0.43
Administrative Clerk			
Health Educator	1.00	1.00	1.00
Community Health Promotion Division Manager	0.98	1.00	1.00
WIC Clinic Coordinator			
Public Health Nurse	0.20	0.20	0.20
Cancer Control Program Coordinator	0.50	0.50	0.50
Environmental health specialist	0.10	0.15	0.15
Case Manager-Nurse		1.65	2.15
Case Manager-Social work		0.20	0.20
Home Visiting Manager		0.20	0.20
Home Visiting Case Manager		0.05	0.05
<b>Total</b>	<b>3.08</b>	<b>5.38</b>	<b>5.88</b>

## Performance Measures

## Performance Measures

Measure	Actual FY2009	Actual FY2010	Actual FY2011	Actual FY2012	Proposed FY2013
<b>Comprehensive Cancer Control</b>					
1 Maintain the Comprehensive Cancer Control Coalition with Tobacco Prevention and Obesity Prevention programs to serve a 4-county area.	Yes	Yes	Yes	Yes	Yes
2 Provide outreach visits, public, and professional education programs aimed at improving cancer screening in all population in the 4-county area.	Yes	HP	Yes	HP	Yes
3 Proactively feed stories/articles to the local media (TV, print, & radio).	N/A	N/A	Yes	HP	Yes
4 Identify 2 organizations or systems to partner with to achieve increased screening rates in the general population; focusing on people aged 50-75, with insurance.	N/A	N/A	Yes	Yes	Yes
5 Provide reminder letters and follow-up calls to all people enrolled in the program to ensure access to screening services.	N/A	N/A	N/A	LP	Yes
<b>Tobacco Use Prevention</b>					
1 With Youth Connections, track district level data on youth tobacco use.	Yes	Yes	Yes	Yes	Yes
2 Increase calls to the Montana Quit Line in our service area.	Yes	No	Yes	HP	Yes
3 Develop educational and policy-based interventions to be implemented at the community level.	Yes	Yes	Yes	Yes	Yes
4 Work with community partners to decrease use of tobacco during pregnancy.	N/A	N/A	N/A	Yes	Yes
<b>Nutrition and Physical Activity</b>					
1 Develop and implement a community-based workplan/projects to increase opportunities for physical activity. (e.g. newsletters)	Yes	No	Yes	Yes	Yes
2 Through Achieve Grant, conduct community assessment on policies that relate to physical activity and/or nutrition.	N/A	N/A	N/A	Yes	Yes
<b>Home Visiting Program</b>					
1 All staff keep records current on a weekly basis in compliance with requirements for each funding source.	Yes	Yes	Yes	Yes	Yes
2 Asthma Home Visiting Program, serving a caseload of 10-15 families.	N/A	N/A	N/A	N/A	Yes
3 Increase the number of healthy weight, full term births to clients on the current caseload.	Yes	Yes	Yes	Yes	Yes
4 Decrease the number of low birth weight/premature babies born to clients on current case load.	Yes	Yes	Yes	Yes	Yes
5 Meet set productivity rate goals for billable time.	HP	LP	Yes	Yes	Yes
6 Increase number of referrals from other programs and agencies acted on by Home Visiting.	Yes	Yes	Yes	HP	Yes

**FICMR (Fetal, Infant, Child Mortality Review)**

1 100% of infant and child deaths are reviewed for preventability.	Yes	Yes	Yes	Yes	Yes
--	-----	-----	-----	-----	-----

**Women, Infants, and Children (WIC) Program**

1 Meet contract goals for services provided and program accountability to maintain funding.	Yes	Yes	Yes	Yes	Yes
2 Maintain or increase the number of participants served.	Yes	Yes	Yes	Yes	Yes
3 Maintain an efficiency rate of at least 300 participants per month per FTE.	Yes	Yes	Yes	Yes	Yes
4 Maintain nutritional services program & refer all high-risk WIC clients to this service.	N/A	N/A	N/A	Yes	Yes
5 Facilitate development of Helena Breastfeeding Coalition to increase collaboration & communication between health providers & community and increase education & outreach about breastfeeding & health.	N/A	N/A	N/A	Yes	Yes
6 See all clients new to WIC within one week of first contact.	N/A	N/A	N/A	Yes	Yes

**Medicaid Waiver Case Management**

1 Contact referred participants within 5 days of referral.	Yes	Yes	Yes	Yes	Yes
2 Perform a home assessment within 60 days of placement on the waiting list and provide updates every three months to all individuals on the waiting list.	Yes	Yes	Yes	Yes	Yes
3 The Case Management Team will have a face-to-face meeting with 100% of individuals to review the individual's plan of care a minimum of two times per year.	Yes	Yes	Yes	Yes	Yes
4 Increase clients served to maximum caseload allotment.	Yes	Yes	Yes	Yes	Yes
5 Successfully implement new electronic data base system.	N/A	N/A	N/A	N/A	Yes

**Ryan White Part C**

1 Assure the availability of primary medical and dental care to 100% of clients.	Yes	Yes	Yes	Yes	Yes
--	-----	-----	-----	-----	-----

**Ryan White Part B**

1 Provide case management to maintain client health and participation in treatment plan as funds are available.	Yes	Yes	Yes	Yes	Yes
---	-----	-----	-----	-----	-----

## Workload Indicators

## Workload Indicators

Indicator	Actual FY2009	Actual FY2010	Actual FY2011	Actual FY2012	Proposed FY2013
<b>Comprehensive Cancer Control</b>					
1 Number of outreach visits to outlying communities in the four-county service area.	14	15	8	11	16
2 Number of media hits (articles,tv,radio)	8	14	8	4	4
3 Number of educational/policy partnerships formed with organizations or systems.	N/A	N/A	3	11	2
4 Number of people screened for breast and /or cervical cancer through the program.	365	424	402	287	430
5 Number of people screened for colorectal cancer through the program.	N/A	16	50	29	40
6 Number of people served through community funding.	30	40	49	36	40
<b>Tobacco Use Prevention</b>					
1 Number of youth media literacy/activism events held.					
Lewis & Clark County	20	27	16	4	4
Broadwater County	6	8	6	3	4
2 Number of calls to Quit Line for					
Lewis & Clark County	774	458	736	384	500
Broadwater County	88	45	43	31	40
3 Number of community education events.					
Lewis & Clark County	20	23	21	10	8
Broadwater County	8	9	6	5	8
4 Number of media hits.					
Lewis & Clark County	52	106	51	34	24
Broadwater County	34	115	49	25	24
5 Number of complaints about lack of compliance with Montana Clean Indoor Air Act.					
Lewis & Clark County	12	7	9	5	0
Broadwater County	0	0	0	0	0
6 Number of contacts/educational visits with health providers to decrease tobacco use during pregnancy	N/A	N/A	N/A	14	12
<b>Nutrition and Physical Activity</b>					
1 Number of meetings with stakeholders to develop and implement a work plan to address public health/physical activity through built environment policies.	N/A	11	56	25	6
2 Number of media hits on public health and physical activity.	N/A	9	32	5	10
3 Number of community-wide events related to promotion of physical activity/active transportation.	N/A	N/A	N/A	6	4
<b>Home Visiting Program</b>					
1 Average caseload per FTE.	36	70	51	51	50
2 Number of clients served by programs.	389	674	986	964	580
3 Average billable time rates.	34%	22%	32%	32%	32.5%
4 Number of referrals from other programs and agencies.	593	613	682	581	600
5 Number of visits counted.	0	3,008	3,144	2,684	27,000

## Workload Indicators

Indicator	Actual FY2009	Actual FY2010	Actual FY2011	Actual FY2012	Proposed FY2013	
<b>FICMR (Fetal, Infant, Child Mortality Review)</b>						
1 Number of meetings with FICMR team to review preventability of reported infant and child deaths.		1	2	1	2	2
2 Number of deaths						
Fetal		1	0	2	0	0
Infant		7	1	5	1	0
Child		4	2	2	1	0
<b>Women, Infants, &amp; Children (WIC) Program</b>						
1 Average monthly number of participants.		1,081	1,137	1,172	1,118	1,200
2 Number of participants per FTE per month.		453	382	318	329	300
3 Number of hours/week of billable Nutrition Services appointments scheduled for high-risk participants.		2	4	4	9	6
4 Percentage of WIC clients initiating breastfeeding at birth and continuing at 6 months.		N/A	N/A	N/A	N/A	70%
<b>Medicaid Waiver Case Management</b>						
1 Average monthly number of clients.		102	105	107	110	110
2 Number of referrals.		71	65	95	102	30
3 Average monthly number on the waiting list.		25	23	24	9	0
<b>Ryan White Part C</b>						
1 Number of HIV+ clients receiving case management services.		6	14	20	87	20
<b>Ryan White Part B</b>						
1 Number of HIV+ clients on the program.		12	16	20	87	20
3 Number of hours of case management.		131	123	150	87	20

## Program Description

### Junk Vehicle Program

The Montana Department of Environmental Quality has an agreement with Lewis & Clark City-County Health Department for the administration of the Junk Vehicle Program. Sanitarians enforce the state law, which requires vehicles that are unlicensed, substantially wrecked and inoperable to be removed, shielded from public view, or licensed. Approximately 240 vehicles are hauled to the junk vehicle graveyard each year as a free service under this program. This program is also responsible for the annual inspections of the licensed vehicle wrecking facilities, as well as complaints regarding unlicensed facilities.

### Subdivision Review

The Montana Department of Environmental Quality has a contract with the City-County Health Department for review of all minor subdivisions proposed in the county. This review is coordinated with the on-site wastewater treatment program. The state reimburses the county for this review.

### Outdoor Air Quality/Air Pollution Control

The Montana Department of Environmental Quality has a contract with Lewis & Clark City-County Health Department to monitor and control air quality. Air quality monitors are located at Lincoln and Rossiter schools in Helena. Monitors run every third day through out the year. Sanitarians also enforce the Outdoor Clean Air Ordinance with this contract. This ordinance controls the types of fuels that can be burned, the opacity or density of the smoke emanating from chimneys and the restriction of burning on poor air quality days between November 1 and March 1.

### Animal Control

The Animal Control Program includes an Animal Control Officer who enforces the Lewis & Clark County Dog Control Ordinance and investigates animal bites for the prevention of rabies. The county also contributes to the operation of the Humane Society shelter with this fund. Some reimbursement for this program is received from the sale of dog licenses and the payment of fines for violations of the ordinance.

### Lead Education and Abatement Program

The East Helena Lead Education and Abatement Program is funded by an ASARCO grant. The goal of the program is to provide lead education to the community, to provide blood lead screening and to act as an advocate for local residents regarding lead related issues. ASARCO will continue to fund this program.

### Community Decay

The Community Decay program identifies and investigates written complaints about public nuisances created by the accumulation of debris, junk, rubble or refuse that result in conditions that are injurious to health, or obstruct the free use of property, or interfere with the comfortable enjoyment of life or property.

### Water Quality Protection District

The Water Quality Protection District was created in July 1992 to preserve, protect and improve water quality within district boundaries. The district includes all of Lewis & Clark County; however, the fee-assessed area includes the areas that recharge the Helena Valley alluvial aquifer, including Helena, East Helena, and the surrounding drainages within County borders.

### Prickly Pear-Lake Helena Project

The Project goal is to begin the implementation of the Water Quality Restoration Plan and TMDLs for the Lake Helena Watershed. The grant funding of this project will support several tasks and objectives including funding a 1/4 FTE for two years to assist the watershed groups with their activities and continue to provide coordination and project development services by the Water Quality District. The project incorporates education and outreach activities to the community including assistance with transportation costs for busing the kids for field trips to the streams for our Water

Watchers Program. Also funded are efforts to begin planning and outreach necessary to implement a septic system maintenance program within the watershed.

## Goals & Objectives

### Junk Vehicle Program

- Maintain a fiscally responsible budget.
- Continue to fund Capital Savings for future improvements.
- Increase the number of vehicles removed.
- Reduce the number of open active complaints.
- Continue to inform the public of free pickup and removal of junk vehicles through advertising in local media.
- Continued employee development and training.

### Subdivision Review

- Provide timely and accurate review of all subdivision applications.
- Verify information submitted in proposals to ensure accurate placement of wells and wastewater systems.

### Outdoor Air Quality/Air Pollution Control

- Maintain Class II airshed status by avoiding exceedances of EPA air quality standards.
- Protect public health through an updated and effective air quality ordinance.
- Provide public education of outdoor air quality.
- Provide public education on living with wildfire smoke.
- Provide continuous monitoring of air quality within the airshed.

### Animal Control

- Reduce the number of at-large dogs.
- Reduce the number of negative human-animal encounters and animal bites.
- Reduce the incidence of rabies exposure by encouraging consistent vaccination of all household pets.

### Lead Education and Abatement Program

- Provide lead education to the community.
- Provide blood lead screening.
- Act as an advocate for local residents regarding lead related issues.

### Community Decay

- Reduce visible solid waste in the County.
- Reduce potential habitat for vermin and vectors.

### Water Quality Protection District

- To protect, preserve and improve water quality within District boundaries.

### Prickly Pear-Lake Helena Project

- Facilitate the implementation of the Water Quality Restoration Plan and TMDL in the Lake Helena Watershed.

### Financial Summary

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ 855,634	\$ 910,473	\$ 994,417	\$ 83,944	9%
Operating Expenditures	216,779	429,781	833,036	403,255	94%
Internal Charges	172,811	178,081	171,444	(6,637)	-4%
Debt Service	-	-	-	-	
Transfers Out	41,632	33,626	22,614	(11,012)	-33%
Capital Outlay	13,575	-	-	-	
<b>Total</b>	<b>\$ 1,300,431</b>	<b>\$ 1,551,961</b>	<b>\$ 2,021,511</b>	<b>\$ 469,550</b>	<b>30%</b>

### Funding Summary

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
101 Tenmile Water Quality	3,514	-	-	\$ -	
102 Aasarco Grant	211,502	254,277	238,359	(15,918)	-6%
103 Lead Based Paint Remed	-	-	-	-	
104 Junk Vehicle Program	92,773	58,601	98,216	39,615	68%
107 Lic Establishment Inspect	199,889	237,398	260,705	23,307	10%
108 Subdivision Review	10,890	-	-	-	
121 Helena valley nonpoint sour	-	-	38,331	38,331	
122 Helena area groundw ater	27,382	53,728	15,767	(37,961)	-71%
123 EPHTP Comm Needs Assmt	-	23,035	61,144	38,109	165%
124 Public Water Supply Insp	9,516	-	-	-	
125 Lake Helena Water	16,553	-	-	-	
126 Targeted Watershed Grant	136,636	106,863	283,450	176,587	165%
186 EPA Air Quality	33,835	41,239	133,485	92,246	224%
203 Water Quality District	290,618	288,902	323,983	35,081	12%
227 County Health	224,574	241,336	260,423	19,087	8%
247 Community Decay	8,750	8,183	-	(8,183)	-100%
251-Septic Maintenance	-	92,258	78,336	(13,922)	-15%
302 Brownsfield Assmt Grant	33,998	146,141	229,312	83,171	57%
				-	
				-	
				-	
				-	
<b>Total</b>	<b>\$ 1,300,430</b>	<b>\$ 1,551,961</b>	<b>\$ 2,021,511</b>	<b>\$ 469,550</b>	<b>30%</b>

## 2013 Budget Highlights

### Personnel Services

- 2.5% matrix adjustment.

### Operating Expenditures

- Additional grants for environmental cleanup- Asarco cleanup and a Brownfields grant.

### Capital Outlay

- None.

## Staffing Summary

Title	Actual FY2011	Actual FY2012	Adopted FY2013
Administrative Assistant	0.19	0.14	0.19
Senior Administrative Assistant		0.05	0.00
Administrative Secretary	0.75	1.00	1.00
Community Health Specialist	-		
Environmental Health Specialist	6.24	5.87	5.86
Environmental Health Supervisor	1.51	1.50	1.75
Finance Coordinator	0.07	0.07	0.04
Equipment Operator	0.25	0.25	0.25
Water Quality District Coordinator	1.00	1.00	1.00
Water Quality Manager	0.89	1.00	1.00
Water Quality Outreach Coordinatc	0.35	0.35	0.60
Water Quality Outreach/Watershec	1.00	1.00	0.75
Environmental technician	-		
Hydrologist	0.75	1.00	1.00
Health Officer		0.03	0.00
<b>Total</b>	<b>13.00</b>	<b>13.26</b>	<b>13.44</b>

## Performance Measures

## Performance Measures

Measure	Actual FY2009	Actual FY2010	Actual FY2011	Actual FY2012	Proposed FY2013
<b>Junk Vehicle</b>					
1 Accurate and timely fiscal report approved by DEQ.	Yes	Yes	Yes	High Partial	Yes
2 Percentage of requested junk vehicle removals completed.	100%	100%	100%	100%	100%
3 Percentage of complaints resolved.	80%	85%	High Partial	75%	100%
4 Attend daylong annual employee training sessions annually.	100%	Yes	Low Partial	Low Partial	Yes
<b>Outdoor Air Quality/Air Pollution Control</b>					
1 Maintain a DEQ acceptance rate of greater than 90% on air monitoring activities and filters submitted.	100%	Yes	Yes	Yes	Yes
2 Increase the percentage of air quality cases resolved administratively. Resolve complaints within 72 hours	n/a	Yes	Yes	Yes	Yes
3 Develop and education campaign to increase understanding of outdoor air quality issues.	N/A	N/A	N/A	N/A	Yes
<b>Lake Helena Water Shed Project</b>					
1 Water projects completed.	N/A	N/A	N/A	N/A	Yes
2 Four watershed group meetings conducted.	N/A	N/A	N/A	High Partial	Yes
3 Conduct one seminar/workshop/festival per year.	N/A	N/A	N/A	N/A	Yes
<b>Lead Education &amp; Abatement Program</b>					
1 Meet goals set for public education: 5 articles about living around lead printed in community publications.	Yes	Yes	Yes	Yes	Yes
presentations to school children, daycares, and realtors.	Yes	High Partial	Yes	High Partial	Yes
distribute new baby packets to families of all babies born in East Helena.	Yes	Yes	Yes	Yes	Yes
2 Conduct 10 lead advisory group meetings annually.	Yes	Yes	Yes	Yes	Yes
3 Attend 2 city council meetings per month.	100%	Yes	Yes	Yes	Yes
4 Perform 25 environmental assessments per year.	100%	Yes	Yes	Yes	Yes
5 Develop and implement institutional control measures of the East Helena Superfund site.	N/A	N/A	N/A	N/A	Yes
<b>Water Quality Protection District</b>					
1 Give at least three public presentations to community groups.	Yes	Yes	Yes	Yes	Yes
2 Submit groundwater data to the Montana Groundwater Information Center within 10 days of receipt of results.	Yes	Yes	Yes	Yes	Yes
3 Successfully complete all contract requirements.	Yes	Yes	Yes	Yes	Yes
4 Coordinate one watershed group.	Yes	Yes	Yes	Yes	Yes
5 Update Water Quality District website bimonthly.	Yes	Yes	Yes	Yes	Yes
<b>Septic Maintenance Program</b>					
1 Maintain Certified Inspector program	N/A	N/A	N/A	N/A	Yes
2 Meet goals for public education.	N/A	N/A	Yes	Yes	Yes

## Workload Indicators

## Workload Indicators

Measure	Actual FY2009	Actual FY2010	Actual FY2011	Actual FY2012	Proposed FY2013
<b>Junk Vehicle</b>					
1 Number of complaints received	67	43	52	20	15
2 Number of cases referred to county attorney for enforcement.	8	8	0	0	7
3 Number of junk vehicles transported	78	140	64	14	20
4 Number of media hits.	2	0	4	5	3
5 Number of employee training sessions attended	0	1	1	3	1
6 Number of releases signed	105	145	76	13	20
7 Number of complaints resolved	0	18	33	16	15
<b>Outdoor Air Quality/Air Pollution Control</b>					
1 Number of air quality complaints received	3	14	6	14	5
2 Number of air quality complaints resolved administratively.	3	14	5	14	5
3 Number of air quality presentations & news articles.	0	2	4	17	6
4 Number of air quality days.					
Good Days	361	330	347	354	365
Watch Days	4	24	13	9	0
Poor Days	0	11	5	3	0
5 DEQ acceptance rate (available annually).	0	0	0	0	1
<b>Lead Education &amp; Abatement Program</b>					
1 Number of individuals screened	219	0	3	100	30
2 Number of articles submitted to community publications.	8	13	8	13	10
3 Number of presentations to schoolchildren, daycares, and realtors.	4	2	7	3	5
4 Number of baby packets distributed.	52	34	21	27	27
5 Number of lead advisory group meetings conducted.	9	8	10	9	10
6 Number of city council meetings attended.	19	21	18	19	20
7 Number of environmental assessments conducted.	42	27	18	20	25
<b>Lake Helena Water Shed Project</b>					
1 Number of newsletters distributed.	N/A	N/A	N/A	4	2
2 Number of watershed group meetings.	N/A	N/A	N/A	10	4
3 Number of sites monitored	N/A	N/A	N/A	N/A	7
<b>Water Quality Protection District</b>					
1 Number of comments provided to other agencies on proposals affecting water quality.	6	10	4	5	5
2 Number of grant reports generated.	7	12	15	20	12
3 Number of complaints received.	62	14	11	9	20
4 Number of Water Watchers educated.	1,328	1,476	1,435	1,470	1,400
5 Number of wells sampled.	19	106	115	102	50
6 Number of subdivision comments written.	3	4	4	1	5
7 Number of public presentations.	18	17	23	23	5
8 Number of water level measurements taken.	1,089	1,226	1,646	1,215	800
9 Number of public meetings attended.	105	53	49	53	40
10 Number of outreach mailings distributed.	3	2	7	2	4
11 Number of watershed meetings held.	4	4	3	4	4
12 Number of watershed newsletters distributed.	4	4	2	3	4
13 Number of community outreach events.	N/A	N/A	N/A	N/A	2
<b>Septic Maintenance Program</b>					
1 Hold public meetings or presentations.	N/A	3	6	0	5
2 Distribute educational information.	N/A	9,912	174	1,450	2,000
3 Review and approve inspection and assessment reports.	N/A	N/A	N/A	N/A	1,800
4 Refer non-compliance cases to the county attorney.	N/A	N/A	N/A	N/A	200

## Program Descriptions

### Tuberculosis Program

Health department nurses manage follow-up of TB cases in the county. Nurses administer TB screening tests, refer clients with positive skin tests for medical workup, and manage preventive/curative medications for clients with infection or disease. Department nurses provide education about TB for clients, their families, and community groups.

### HIV Prevention Services

The department provides HIV/AIDS prevention services. Services include anonymous testing and counseling, primary prevention activities such as peer education and outreach to high risk, hard to reach target populations, an early intervention program for newly positive persons, and education presentations for organizations. Public health nurses do partner notification work for all HIV positive individuals. We work with the Lewis and Clark AIDS Project, a community based organization, to increase HIV/AIDS prevention efforts.

### Immunization Program

This program implements Montana's Immunization Action Plan to improve immunization levels of children less than two years of age. We promote increased levels of public immunization, maintain a tracking and recall system, perform immunization assessments for families, schools and day cares, educate the public about immunizations, ensure that the Standards for Pediatric Immunization Practice are carefully followed, and conduct events to promote immunization of children 0-2 years of age.

### Public Health Emergency Preparedness

The Public Health Emergency Preparedness Project funds are for Lewis & Clark County to enhance its ability to respond to threats to public health, including bioterrorism and potential communicable disease outbreaks.

### Licensed Establishment Inspections

State law mandates routine inspections on licensed establishments. These include food service establishments, motels, hotels, trailer courts, campgrounds, swimming pools and spas. In addition, day care centers and licensed group homes are inspected for sanitation standards.

### Public Water Supply Inspections

The County Sanitarians inspect seventy-six small PWS associated with licensed establishments every 3 years. These include facilities such as bars, restaurants, and trailer courts that have their own water source.

### Youth Suicide Prevention

The purpose of the program is to prevent suicide in the population aged 18 years and younger. The program funds are used to increase screening for potential suicides and depression in Helena-area high schools, increase community awareness of suicide, and improve local access to treatment for suicidal individuals.

## Goals & Objectives

### Tuberculosis Program

- Prevent outbreaks of Tuberculosis.
- Administer TB screening tests.
- Assure clients with positive skin tests receive medical evaluation.
- Manage preventive/curative medications for clients with infection or disease.
- Provide Tuberculosis education.

### HIV Prevention Services

- Prevent outbreaks of HIV infection.
- Provide anonymous testing and counseling for HIV.
- Provide peer education and outreach to high risk, hard to reach populations.
- Provide the early intervention program for newly positive persons.
- Provide an education and information program about HIV for organizations.
- Complete partner notification of all newly identified HIV positive individuals.

### Immunization Program

- Improve immunization levels of children less than two years of age.
- Maintain a tracking and recall system for families, schools, and daycares.
- Perform immunization assessments at schools and daycares.
- Educate the public about immunizations.
- Promote immunization to the public at health fairs, clinics, and through the media.

### Public Health Emergency Preparedness

- Enhance the ability of the health department to respond to threats to public health.
- Update the health department's Emergency Response Plans.
- Improve our ability to disseminate health information quickly to St. Peter's hospital, VA hospital, physicians, and the public.
- Improve our ability to respond quickly to control an outbreak of disease by being able to accept reports of communicable disease at all hours, and by performing active surveillance.
- Train staff to be able to respond to a public health emergency.
- Exercise our Emergency Response Plan both internally and with our community partners.

### Licensed Establishment Inspections

- Prevent disease outbreaks associated with licensed establishments.
- Inspect all licensed establishments in Lewis & Clark County as mandated by state law.
- Train food service and childcare workers in food safety.
- Promote excellent food safety practice in the restaurant business community.

### Public Water Supply Inspections

- Ensure safe water for bars, restaurants, and trailer courts that have their own water source.
- Conduct inspections on a three year schedule.

### Youth Suicide Prevention

- Reduce the incidence of suicide in the population aged 18 years and younger.
- Increase screening for potential suicides and depression in Helena high schools.
- Increase community education and awareness about suicide.
- Improve local access to treatment for suicidal individuals.

### Financial Summary

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ 1,184,802	\$ 1,208,098	\$ 1,280,184	\$ 72,086	6%
Operating Expenditures	324,101	322,363	362,705	40,342	13%
Internal Charges	210,659	203,698	157,434	(46,264)	-23%
Debt Service				-	
Transfers Out	153,483	91,001	248,154	157,153	173%
Capital Outlay				-	
<b>Total</b>	<b>\$ 1,873,045</b>	<b>\$ 1,825,160</b>	<b>\$ 2,048,477</b>	<b>\$ 223,317</b>	<b>12%</b>

### Funding Summary

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
001 General Fund	\$ 61,000	\$ 61,000	\$ 61,000	\$ -	0%
175 Community Yth Suicide Prv	5,696	-	-	-	
177 WIC	229,648	231,509	233,779	2,270	1%
178 M C H Block Grant	121,308	130,367	139,324	8,957	7%
179 Home Care/Case Manageme	368,679	388,976	391,778	2,802	1%
181 Ryan White Title III CM	11,694	6,102	3,000	(3,102)	-51%
182 FASD Interventions Proj	-	-	-	-	
185 Nicotine Dependency	-	-	-	-	
189 Pblc Hlth Home Visiting	52,934	48,190	50,941	2,751	6%
190 Tuberculosis Grant	6,029	-	-	-	
191 HIV Prevention Services	38,520	45,020	27,630	(17,390)	-39%
193 Target Cm Low Birth Wght	52,501	51,384	98,309	46,925	91%
194 Ryan White Title II	5,221	16,256	18,945	2,689	17%
195 Immunization Prog Grant	23,307	25,144	24,843	(301)	-1%
196 Bioterrorism Grant	128,762	100,301	94,820	(5,481)	-5%
197 Intensive Case Management	-	-	-	-	
227 County Health	709,933	663,282	816,082	152,800	23%
238 DUI Program	57,813	57,630	88,026	30,396	53%
				-	
				-	
<b>Total</b>	<b>\$ 1,873,045</b>	<b>\$ 1,825,161</b>	<b>\$ 2,048,477</b>	<b>\$ 223,316</b>	<b>12%</b>

## 2013 Budget Highlights

### Personnel Services

- 25% matrix adjustment.

### Operating Expenditures

- Inflationary Expenses.

## Staffing Summary

Title	Actual FY2011	Actual FY2012	Adopted FY2013
Accounting Technician	0.12	0.02	-
Administrative Assistant	0.75	1.18	1.21
Administrative Clerk	0.16	-	-
Administrative Secretary	1.25	1.00	1.00
Animal Control Officer	1.00	-	-
Community Health Promotion Divisi	0.02	-	-
Community Health Specialist		-	-
Director of Nursing	1.00	1.00	1.00
Environmental Health Specialist	0.10	0.10	0.10
Environmental Health Supervisor	0.50	0.50	0.25
Finance Coordinator	0.02	-	-
Health Officer	0.02	-	-
Licensed Practical Nurse	1.60	1.50	1.50
Medical Reserve Corps Volunteer Coordinator			
Outreach Worker	0.40	0.40	0.40
Paraprofessional Home Visitor			
PHN Team Leader			
Preparedness Planning Specialist	0.50	0.50	0.50
Public Health Nurse	4.23	4.19	4.29
Public Health Supervisor	1.92	1.92	1.93
Water Quality Manager	0.12	-	-
WIC CPA	1.75	1.50	1.50
WIC Aide	0.50	0.50	0.50
WIC Clinic Coordinator	1.00	1.00	1.00
WIC Peer Counsel	0.25	0.13	0.13
Home Visiting Case Manager	4.00	2.50	2.65
Home Visiting Program Manager	1.00	0.90	0.75
<b>Total</b>	<b>22.21</b>	<b>18.84</b>	<b>18.71</b>

## Performance Measures

## Performance Measures

Measure	Actual FY2009	Actual FY2010	Actual FY2011	Actual FY2012	Proposed FY2013
<b>Communicable Disease (Mill Funded)</b>					
1 Investigate communicable disease within 24 hours of receipt of reported case.	Yes	Yes	Yes	Yes	Yes
<b>HIV Prevention</b>					
1 Complete partner notification of all newly identified HIV positive individuals.	Yes	Yes	Yes	Yes	Yes
<b>Immunizations</b>					
1 Achieve and maintain a 90% immunization coverage rate for children 19-35 months of age.	HP	Yes	HP	Yes	Yes
<b>Public Health Emergency Preparedness</b>					
1 Emergency response plans are updated as needed.	Yes	Yes	HP	Yes	Yes
2 100% of Health Department staff have received NIMS/ICS training.	LP	Yes	HP	Yes	Yes
<b>Licensed Establishment Inspections</b>					
1 100% of food facilities in the County will be inspected.	LP	Yes	HP	Yes	Yes
2 Complete one customer satisfaction survey of licensed establishment owner/operators.	N/A	N/A	N/A	HP	Yes
3 Convene an advisory board of representatives of the licensed establishments in Lewis & Clark County for input on the local rule for licensed establishments.	N/A	N/A	N/A	No	Yes
4 Investigate options for an on-line food inspection reporting system so that the public can review inspection records for licensed establishments.	N/A	N/A	N/A	Yes	Yes

## Workload Indicators

## Workload Indicators

Measure	Actual FY2009	Actual FY2010	Actual FY2011	Actual FY2012	Proposed FY2013
<b>Communicable Disease (Mill Funded)</b>					
1 Number of communicable disease investigations related to person to person transmission	271	3,262	448	377	600
<b>HIV Prevention</b>					
1 Number of HIV tests performed.	104	89	49	104	105
2 Number of new HIV infections identified.	1	3	0	0	0
<b>Immunizations</b>					
1 Number of immunizations except influenza.	6,826	11,514	6,531	5,995	7,000
2 Number of influenza vaccines administered.	N/A	N/A	N/A	N/A	1,800
3 Number of immunization records assessed at schools and daycares.	1,750	1,388	1,212	1,632	1,500
4 Number of people receiving immunization clinic services.	5,785	8,436	5,207	4,532	5,400
5 Number of immunization promotion activities.	22	35	56	73	48
<b>Public Health Emergency Preparedness</b>					
1 Number of Health Alert Messages sent.	24	28	31	36	40
2 Number of emergency response exercises conducted.	1	11	1	3	3
3 Number of Health Department staff trained in NIMS-700 and ICS-100	24	7	16	27	30
4 Number of emergency response plans updated.	4	6	5	6	4
<b>Licensed Establishment Inspections</b>					
1 Number of inspections completed	715	410	585	757	714
food facilities	497	301	366	503	440
pools	88	51	108	100	100
public accommodations	24	15	31	21	40
trailer courts	82	11	63	80	84
day care centers	26	32	25	33	30
group homes	15	17	22	19	20
2 Number of plans reviewed.	63	54	49	62	55
3 Number of people trained.	152	306	178	263	200
4 Number of food, water or vector borne communicable disease investigations.	128	88	87	120	0

### **Program Description**

The Predatory Pest fund is funded through an assessment on the number of sheep in the County. The amount collected each year is remitted to the Department of Agriculture and used to eliminate predatory animals, namely coyotes.

The Mosquito Districts are funded by a mill levy on property owners in the districts. The County contracts with a business to aerial spray for mosquitoes on a yearly basis.

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services				\$ -	
Operating Expenditures	178,329	190,978	192,048	1,070	1%
Internal Charges	335	328	1,533	1,205	367%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 178,664</b>	<b>\$ 191,306</b>	<b>\$ 193,581</b>	<b>\$ 2,275</b>	<b>1%</b>

**Funding Summary**

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
201 Craig Mosquito District	\$ 7,583	\$ 8,446	\$ 10,630	\$ 2,184	26%
202 Mosquito Control District	167,384	181,026	181,277	251	0%
215 Pred Animal Control	3,697	1,834	1,674	(160)	-9%
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
<b>Total</b>	<b>\$ 178,664</b>	<b>\$ 191,306</b>	<b>\$ 193,581</b>	<b>\$ 2,275</b>	<b>1%</b>

### **Program Description**

Public Health – Other includes alcoholism funds received from the State.



## Program Description

The mission of the Cooperative Health Center is to work in partnership to foster personal responsibility and provide quality primary care (medical, dental, mental health, and social services) to residents of Lewis & Clark County, regardless of their ability to pay. In addition to receiving federal (42%) and county (14%) funds and revenues from billing (42%), the Health Center has established relationships with community partners who contribute time, money (2%), services, expertise, and often resources in an effort to help the Center in its mission.

---

## Goals & Objectives

- Improve access for uninsured or underinsured individuals to medical, dental, and mental health services in the entire County.
- Work in partnership to reduce the burden of mental illness in the community.
- Expand oral health care services.
- Expand mental health care services.
- Improve the image of the cooperative health center in the community.

## Performance Measures & Workload Indicators

### Performance Measures

Measure	Actual CY2009	Actual CY2010	Actual CY2011	Proposed CY2012	Proposed CY2013
1 Improve patient compliance of monthly testing to 90% using Coumadin Therapy Process.	100%	Yes	100%	100%	100%
2 Maintain or increase the number of dental patients seen over last year.	Yes	No	Yes	Yes	Yes
3 Increase the number of unduplicated individuals seen in the Healthcare for the Homeless program.	No	Yes	Yes	Yes	Yes
4 Increase the percent of total patients who fill out the QPD measurement tool.	Yes	Yes	Yes	Yes	Yes
5 Increase the number of encounters in Lincoln.	Yes	Yes	Yes	Yes	Yes

These measures are evaluated based on the following scale:

Yes: Greater than 75% of the activity described within the question is met.

High Partially: Greater than 50% but no more than 75% of the activity described within the question is met.

Low Partially: Greater than 25% but no more than 50% of the activity described within the question is met.

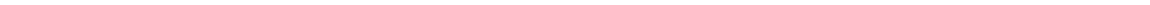
No: No more than 25% of the activity described within the question is met.

### Workload Indicators

Indicator	Actual CY2009	Actual CY2010	Actual CY2011	Proposed CY2012	Proposed CY2013
1 Medical encounters	19,338	15,739	16,513	20,000	1,800
2 Dental encounters	4,513	3,231	3,581	5,000	4,000
3 Mental Health/Substance Abuse encounters	752	940	886	800	900
5 Enabling encounters	1,528	2,609	973	1,550	1,100
6 Individual patients.	5,885	12,757	7,018	6,000	7,150



## **SOCIAL & ECONOMIC SERVICES**



### **Program Description**

The Senior Citizens function accounts for recreation and transportation monies levied by the County for senior citizen services. The money is transferred to the Rocky Mountain Development Corporation who operates the local senior citizens center and provides senior citizen services.



### **Program Description**

The County allocates General Fund monies each year to fund indigent programs. The funding is allocated by a volunteer Human Services Task Force. Agencies submit budget requests to the Task Force annually for consideration for funding.



## **Program Description**

The Homeless grant provides health care to indigent homeless persons. A clinic is located at the County's homeless shelter.

The Tobacco Control Grant is state funding used to reduce tobacco use by youths and adults and to provide tobacco education in the schools.

The partnership to strength grant focuses on family preservation and reunification after child abuse has occurred.

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ 81,734	\$ 69,318	\$ 80,980	\$ 11,662	17%
Operating Expenditures	14,884	11,420	11,117	(303)	-3%
Internal Charges	14,430	14,673	12,639	(2,034)	-14%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 111,048</b>	<b>\$ 95,411</b>	<b>\$ 104,736</b>	<b>\$ 9,325</b>	<b>10%</b>

**Funding Summary**

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
184 Homeless Grant	-	-	-	-	
187 Partnership to Strengthen	-	-	-	-	
188 Tobacco Control Grant	111,048	95,411	104,736	9,325	10%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 111,048</b>	<b>\$ 95,411</b>	<b>\$ 104,736</b>	<b>\$ 9,325</b>	<b>10%</b>

## Program Description

The Lewis & Clark County Extension Office brings the resources of Montana State University in the form of educational outreach that applies unbiased, research-based university resources to the practical needs identified by the people of Lewis & Clark County. Fifty-six MSU Extension Offices throughout the state illustrate the effectiveness of a voluntary cooperative partnership between local governments, MSU and the USDA. The result is a dynamic cycle of timely and relevant knowledge, resources and support to help Montanans meet new challenges, make informed decisions and take action to improve their own quality of life.

The Lewis & Clark County Extension Office consists of two full-time Extension Agents and 1 FTE Administrative Assistant. The primary work focus of the two Extension Agents is: 4-H/Youth Development, Agriculture, Community Development, Horticulture, Agro-Emergency and Natural Resources.

---

## Goals & Objectives

- 4-H and other Youth Development – provides and cultivates important life skills in youth that build character and assist them in making appropriate life and career choices. An inclusive program that is open to all youth ages 6 thru 19 years of age.
- Adult 4-H Volunteer Leadership Development – offering training to 4-H volunteers to be Club Organizational and Project Leaders. Recruitment and retention of active volunteers through training and recognition.
- Agriculture – research and educational programs assist the residents of Lewis & Clark County with crops, livestock and agro-emergencies (county, state and federal). Work with city, county, state and federal committees (Conservation District, Forest Service, Department of Natural Resources, APHIS, Open Space LEPC).
- Natural Resources – teaching landowners and homeowners how to use natural resources wisely and protect the environment with Extension outreach programs.
- Horticulture – lawn, garden and landscape questions by phone, home visit and/or programs.
- Community Development on environment and agricultural issues.

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ 50,691	\$ 51,447	\$ 54,995	\$ 3,548	7%
Operating Expenditures	89,118	92,934	110,900	17,966	19%
Internal Charges	27,496	36,529	30,859	(5,670)	-16%
Debt Service	-	-	-	-	
Transfers Out	8,040	16,625	8,500	(8,125)	-49%
Capital Outlay	10,000	-	-	-	
<b>Total</b>	<b>\$ 185,345</b>	<b>\$ 197,535</b>	<b>\$ 205,254</b>	<b>\$ 7,719</b>	<b>4%</b>

**Funding Summary**

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
229 Co Extension Agent	185,345	197,535	205,254	7,719	4%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 185,345</b>	<b>\$ 197,535</b>	<b>\$ 205,254</b>	<b>\$ 7,719</b>	<b>4%</b>

### 2013 Budget Highlights

**Personnel Services**

- 2.5% matrix adjustment.

**Operating Expenditures**

- Inflationary increases.
- \$9,000 for completion of 2<sup>nd</sup> floor room for a classroom. Cost shared with the Fairgrounds.

**Capital Outlay**

- None.

**Transfers**

- Transfers for capital replacement of assets.

---

### Staffing Summary

Title	Actual FY2011	Actual FY2012	Adopted FY2013
Administrative Assistant	1.00	1.00	1.00
<b>Total</b>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>

**Performance Measures & Workload Indicators**

**Performance Measures**

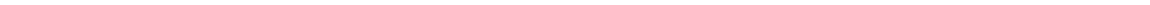
Measure	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . Shelterbelt Participation	20	34		
2 . Community Horticulture Programming	24	26		
3 . Agro-Emergency Participation at Local, State and Regional Levels	1	1		
4 . Farm and Ranch Programs Total County producers - 250+ Crop, Livestock and alternatives	3	6		
5 . Biological Site Contact and Promotion for Management	2	2		

**Workload Indicators**

Indicator	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . Youth involved in group programs including school enrichment, day camping, overnight camping, special interest and school aged child education (no 4-H duplicates)	400	506		
2 . Youth mission mandate program areas (includes agriculture)				
Youth Science Programs	229	719		
Healthy Living Programs	89	107		
Youth Citizenship Programs	89	71		
3 . Adult 4-H volunteer leaders	110	117		
4 . County 4-H project enrollments (ES-237)	1,421	1,670		
5 . PAT Training attendance and licensing	50	90		
6 . Horticulture - Home visits, one-on-one, phone calls	400	500		
7 . Attendance at Gardening Horticulture programs	150	125		
8 . Shelterbelt planting numbers	10,000	14,572		
9 . Farm and Ranch management efforts	10	30		
10 . Community Development projects	2	3		
11 . Community Committee participaton (not including 4-H committees)	5	6		
12 . Biological Promotion w ith adults and youth	3	4		
13 . Weed Research w ith producers/youth	1	2		



## **CULTURE & RECREATION**



## Program Description

To operate and manage a facility that provides and promotes a safe, clean, enjoyable and a comfortable environment for public use and participation. Develop an environment for individuals, families and the community that enhances partnerships and creates quality agricultural, business, recreational and educational events and activities.

---

## Goals & Objectives

- Maintain a high level of service to our users and safety to the public.
- To maintain a clean and safe working environment for the public and employees.
- Provide and maintain an informative and quality web site.
- Continue to upgrade Fairgrounds Facilities.
- Become a more user friendly facility.
- Plan and implement a business plan for the new 40,000 square foot Exhibition Hall and Covered Grandstands.

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ 365,990	\$ 382,756	\$ 409,473	\$ 26,717	7%
Operating Expenditures	600,470	631,464	671,640	40,176	6%
Internal Charges	62,229	68,799	84,716	15,917	23%
Debt Service	1,156,990	996,027	1,309,596	313,569	31%
Transfers Out	-	-	-	-	
Capital Outlay	31,931	265,803	27,000	(238,803)	-90%
<b>Total</b>	<b>\$ 2,217,610</b>	<b>\$ 2,344,849</b>	<b>\$ 2,502,425</b>	<b>\$ 157,576</b>	<b>7%</b>

**Funding Summary**

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
599 Fairgrounds Improv	-	-	-	-	
602 Fair Enterprise	2,217,610	2,344,849	2,502,425	157,576	7%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 2,217,610</b>	<b>\$ 2,344,849</b>	<b>\$ 2,502,425</b>	<b>\$ 157,576</b>	<b>7%</b>

### 2013 Budget Highlights

**Personnel Services**

- 2.5% matrix adjustment

**Operating Expenditures**

- Inflationary increases. Debt Service increase for repayment of internal loans.

**Capital Outlay**

- None.

**Transfers**

- None.

---

### Staffing Summary

Title	Actual FY2010	Actual FY2011	Actual FY2012	Adopted FY 2013
Fairgrounds Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.25	1.26	1.26
Events Coordinator	1.00	1.00	1.00	1.00
Maintenance Worker II	1.00	1.00	1.00	1.00
Maintenance Worker	2.00	3.00	3.00	3.00
<b>Total</b>	<b>6.00</b>	<b>7.25</b>	<b>7.26</b>	<b>7.26</b>

**Performance Measures & Workload Indicators**

**Performance Measures**

Measure	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . Fair Grounds administration will perform the duties of being watchful of tax payers money and resources.	100%	100%		
2 . Building a steady customer base of repeat customers	100%	100%		
3 . Take care of complaints quickly and professionally	100%	100%		
4 . Treat every customer-taxpayer- like they have a voice in what we do and charge for their fair grounds	100%	100%		

**Workload Indicators**

Indicator	Actual FY 2010	Actual FY 2011	Actual FY 2012	Adopted FY 2013
1 . Number of Fairgrounds Users	170,000	175,000		
2 . Number of Public Events Held	34	138		
3 . Number of Private Events Held	50+	500+		
4 . Total Number of Event Days	100+	561		
5 . Revenues Generated	\$ 704,267	\$ 812,977		

### **Program Description**

The Parks and Recreation Department receives money from a small mill levy and from “payment in lieu of parks” from developers of subdivisions. The money is used to improve regional parks as outlined in the Parks master plan and to maintain County parks.

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ 1,756	\$ 2,167	\$ 3,000	\$ 833	38%
Operating Expenditures	56,800	43,961	51,498	7,537	17%
Internal Charges	1,220	1,671	4,614	2,943	176%
Debt Service				-	
Transfers Out	8,726	3,000	103,000	100,000	3333%
Capital Outlay	76,891	-	-	-	
<b>Total</b>	<b>\$ 145,393</b>	<b>\$ 50,799</b>	<b>\$ 162,112</b>	<b>\$ 111,313</b>	219%

**Funding Summary**

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
221 Parks	34,031	36,524	40,371	3,847	11%
235 Parks Development	102,751	-	110,000	110,000	
236 Lincoln Parks	8,612	14,275	11,741	(2,534)	-18%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 145,394</b>	<b>\$ 50,799</b>	<b>\$ 162,112</b>	<b>\$ 111,313</b>	219%

## **2013 Budget Highlights**

### **Personnel Services**

- Funding of seasonal mower for county owned parks.

### **Operating Expenditures**

- Normal expenditures.

### **Capital Outlay**

- None.

### **Transfers**

- Transfers budgeted for improvements in County parks.

### **Program Description**

The County receives money from a mill levy to fund the County-wide library system. Monies collected are remitted to the Lewis & Clark County Library.

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	-	-	-	
Internal Charges	-	-	-	-	
Debt Service	-	-	-	-	
Transfers Out	2,429,174	2,387,192	2,536,205	149,013	6%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 2,429,174</b>	<b>\$ 2,387,192</b>	<b>\$ 2,536,205</b>	<b>\$ 149,013</b>	<b>6%</b>

**Funding Summary**

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
222 Library	2,429,174	2,387,192	2,536,205	149,013	6%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 2,429,174</b>	<b>\$ 2,387,192</b>	<b>\$ 2,536,205</b>	<b>\$ 149,013</b>	<b>6%</b>

**This page intentionally left blank**

---

## **ECONOMIC DEVELOPMENT**

---

---

## **Program Description**

Economic Development accounts for CDBG Grants administered by the County to fund various development projects such as a domestic violence shelter and low-income housing.

**Financial Summary**

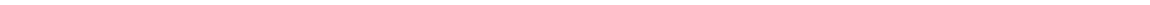
Budget by Object of Expenditure Category	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	519,826	113,972	550,000	436,028	383%
Internal Charges	-	-	-	-	
Debt Service	-	-	-	-	
Transfers Out	-	8,000	5,200	(2,800)	-35%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 519,826</b>	<b>\$ 121,972</b>	<b>\$ 555,200</b>	<b>\$ 433,228</b>	<b>355%</b>

**Funding Summary**

Funding Sources	Actual FY2011	Actual FY2012	Budget FY2013	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
243-Hard Rock Reserve		\$ 3,732	\$ 5,200	1,468	39%
244-Metal Mines Reserve		\$ 4,268	\$ -	(4,268)	-100%
296 CDBG-Economic Developme	519,826	113,972	550,000	436,028	383%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 519,826</b>	<b>\$ 121,972</b>	<b>\$ 555,200</b>	<b>\$ 433,228</b>	<b>355%</b>



## **DEBT SERVICE**



### **Program Description**

Debt Service Funds service the debt repayment on monies borrowed to remodel/purchase County buildings and finance road improvements in Rural Improvement Districts.

**Financial Summary**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2011</b>	<b>Actual FY2012</b>	<b>Budget FY2013</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	139,740	134,990	-	(134,990)	-100%
Internal Charges	-	-	-	-	
Debt Service	627,047	639,756	607,994	(31,762)	-5%
Transfers Out	92,987	74,241	67,490	(6,751)	-9%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 859,774</b>	<b>\$ 848,987</b>	<b>\$ 675,484</b>	<b>\$ (173,503)</b>	<b>-20%</b>

**Funding Summary**

<b>Funding Sources</b>	<b>Actual FY2011</b>	<b>Actual FY2012</b>	<b>Budget FY2013</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ -	\$ -	\$ -	\$ -	
500 City/County Bldg Debt	159,880	168,674	168,000	(674)	0%
501-Open Space	183,028	202,763	204,363	1,600	1%
502 Health Facilities Debt	206,980	204,980	67,490	(137,490)	-67%
503 RSID Revolving	-	-	-	-	
505 Debt Service Districts	4,547	-	-	-	
506 Debt Service Districts	-	-	-	-	
507 Debt Service Districts	3,121	72	-	(72)	-100%
508 Debt Service Districts	-	-	-	-	
509 Debt Service Districts	-	-	-	-	
510 Debt Service Districts	452	350	325	(25)	-7%
511 Debt Service Districts	39,256	36,474	43,235	6,761	19%
512 Debt Service Districts	1,406	2,134	-	(2,134)	-100%
513 Debt Service Districts	1,737	2,476	-	(2,476)	-100%
514 Debt Service Districts	47,644	47,764	56,089	8,325	17%
515 Debt Service Districts	952	968	960	(8)	-1%
516 Debt Service Districts	31,106	36,583	-	(36,583)	-100%
517 Debt Service Districts	76,110	46,140	41,700	(4,440)	-10%
518 Debt Service Districts	9,479	9,314	9,350	36	0%
519 Debt Service Districts	29,055	32,391	24,846	(7,545)	-23%
520 Debt Service Districts	2,224	1,220	2,348	1,128	92%
521 Debt Service Districts	5,172	6,766	5,809	(957)	-14%
522 Debt Service Districts	1,537	2,917	-	(2,917)	-100%
523 Debt Service Districts	3,510	3,485	4,287	802	23%
524 Debt Service Districts	20,113	20,783	21,000	217	1%
525 Debt Service Districts	2,107	1,831	2,100	269	15%
526 Debt Service Districts	9,368	7,027	8,184	1,157	16%
527 Debt Service Districts	15,609	8,672	11,205	2,533	29%
528 Debt Service Districts	5,382	5,204	2,693	(2,511)	-48%
529 Debt Service Districts	-	-	1,500	1,500	
	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 859,775</b>	<b>\$ 848,988</b>	<b>\$ 675,484</b>	<b>\$ (173,504)</b>	<b>-20%</b>

---

## **CAPITAL IMPROVEMENTS**

---

---

## Overview

The **Capital Improvement Plan (CIP)** is a plan which projects the County's capital projects and capital equipment over the course of the next five years. The **Capital Budget** represents one year of the five-year CIP and it is a component of the Annual Operating Budget. Unlike the CIP, the Capital Budget represents the appropriated capital items contained in the current year Annual Operating Budget

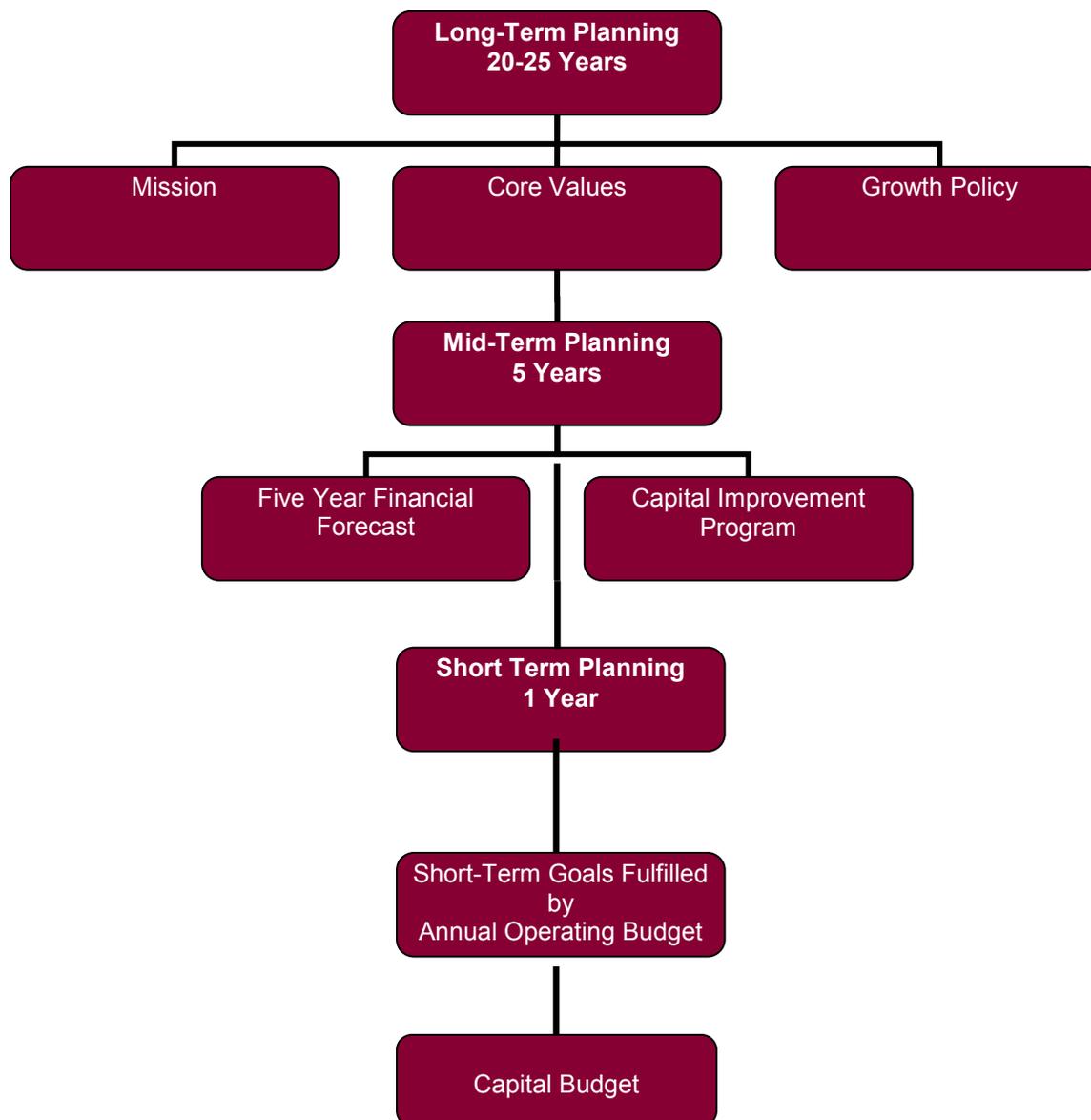
The capital budget is separate and distinct from the County's operating budget for several reasons. First, capital outlays reflect non-recurring capital improvements rather than ongoing expenses. Where possible, capital projects are funded from nonrecurring funding sources such as debt proceeds and grants; these one-time revenue sources are not appropriate funding sources for recurring operating expenses. Second, capital projects tend to be of high cost in nature, requiring more stringent control and accountability. To provide direction for the capital program, the County Commission has adopted policies relating to the Capital Improvement Plan and the Capital Budget, which are discussed later in this section.

## Linkage

Lewis & Clark County conducts various planning processes (long-term, mid-term and short-term), to help guide the government and to insure that decisions are made in the context of the organization as a whole and with a long-term perspective. Diligent efforts are made to insure each of these component planning processes are in concert with one another. This so called "Linkage" is paramount to insure short-term decisions are consistent with the overriding values embodied in the mid-term and long-term planning processes adopted by the County Commission. This required linkage dictates that the CIP be developed within the context of, and consistent with, the County's long-term and mid-term plans.

Each element of the County's planning process has a different purpose and timeframe. The Strategic Plan, Vision, Mission, Long-term Goals and Growth Policy are the most far-reaching in nature—20 to 25 years. The Capital Improvement Plan and the Five-Year Financial Forecast are mid-term in nature—5 years. The Annual Budget and the Capital Budget are short-term—covering a 1-year timeframe. The most important requisite is that they are coordinated and are in concert with one another.

Shown on the following page is a hierarchy of the County's layered planning processes, all which support one another and are designed with a common goal. The chart depicts how the Capital Improvement Plan, the Annual Operating Budget, and the Capital Budget fit within the County's planning process hierarchy.



**Capital Planning**

Capital Planning refers to the process of identifying and prioritizing County capital needs for determining which capital projects should be funded in the capital budget as resources become available. Countywide planning is guided by the Lewis & Clark County Strategic Plan and the Growth Policy. These plans provide long-term direction for the growth and development of the County.

Proposed capital projects are reviewed for compliance to the adopted Strategic Plan and Growth Policy as part of the budget adoption process.

## The CIP and Capital Budget Processes Described

Lewis & Clark County updates its CIP each year. The Capital Budget is adopted annually. The County prepares its CIP only after significant efforts to insure the public has had ample opportunity to review and comment on the proposed capital acquisition plan. Linkage with the County's long-term and mid-term plans is of utmost importance to the County Commission in their deliberations and decision-making process.

The CIP is prepared under the direction of the Chief Administrative Officer and Finance Director. The CIP update begins in late Fall. Meetings are held with the County's management team to explain the overall process and to provide pertinent information regarding funding and expenditure issues, budget process changes and general instructions. At this meeting the goals and direction for the new budget are outlined. As part of this training, those involved in the capital budget process are given a calendar of key budget cycle dates and written documentation including forms, instructions, and definitions to be used in preparing their capital project budgets, including revising current project estimates and submitting requests to add new capital projects.

The Capital Budget is finalized as part of the Annual Operating Budget in early June of each year. Final budget documents reflecting the adopted budget and CIP are then prepared and distributed, both via hardcopy and electronic format.

Positive results of the Capital Improvement Program and Capital Budget include:

- Translation of the County's Strategic Plan, Growth Policy, individual Department's functional plans, and other programs and policies into tangible projects.
- The coordination of the capital projects of all County Departments so that they will further the implementation of the long-term plans.
- The possibility of guiding private development so that it occurs in a way that is in conformity with the County's long-term plans.
- Enabling the County Commission and the Chief Administrative Officer to better plan the financing for both capital and operating activities.
- Protection of the County's investment in existing facilities, where appropriate, to avoid the higher cost of rehabilitation and/or replacement associated with deferment.
- Fostering economies of scale through inter-jurisdictional cooperation.
- Promotion of economic development and its inherent contributions.

## Capital Budget and Its Impact on Future Operating Budgets

Whenever the County commits to a CIP plan, there is an associated long-range commitment of operating funds. For this reason, it is important to evaluate capital commitments in the context of their long-range operating impact. Most capital projects affect future operating budgets either positively or negatively due to an increase or decrease in maintenance costs or by providing capacity for new programs to be offered. Such impacts vary widely from project to project and, as such, are evaluated individually during the process of assessing project feasibility. The five-year financial forecast also provides an opportunity to review the operating impact of growth-related future capital projects.

The operating impact of capital projects is analyzed and taken into consideration during the extensive CIP prioritization process. Estimated new revenues and/or operational efficiency savings associated with projects are also taken into consideration (net operating costs). Department staff plan and budget for significant start-up costs, as well as operation and maintenance of new facilities. The cost of operating new or expanded facilities or infrastructure is included in the operating budget in the fiscal year the asset becomes operational. Debt service payments on any debt issued for capital projects is also included in the operating budget.

Listed on the following page are the capital items included in this year's Annual Budget, together with projected impacts on future operating budgets resulting from significant non-routine capital expenditures.

# CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

## FY 2013 Capital Budget & Operating Budget Impacts Projects by Department/Project Name

FY 2013 Capital Budget		Annual Operating Budget Impacts			
Department/Project Title	Appropriation	Personal Services Costs	Other Operating Costs	Debt Service Costs	Total
<b>County Commission</b>					
Senior Citizen Bus	\$ 18,500			\$	-
Vehicle	\$ 39,140				
Copier	\$ 8,870				
<b>Treasurer/Clerk and Recorder</b>					
Copier	\$ 8,440			\$	-
Scanner	\$ 6,720				-
Reader printer(2)	15,210				
<b>Myra Loy</b>					
Digital Projectors	15,000				-
<b>District Clerk of Court</b>					
Reader/printer	8,110				-
Copier	6,380				
<b>Information Technology</b>					
					-
<b>County Attorney</b>					
Copiers(2)	19,000				
<b>Miscellaneous-General</b>					
Flood Projects	150,000				-
Valley Sewer Infrastructure	100,000				-
Energy Performance Contract	1,000,000				
<b>Public Works</b>					
					-
<b>Road Fund</b>					
Excavator(25%)	40,000				-
Lowboy Trailer	52,000				-
Roller	125,000				-
Sander boxes(2)	30,000				-
Trailer Air Compressor	16,880				
Road Projects	8,168,450				
<b>Bridge Fund</b>					
Excavator(75%)	120,000				-
Flatbed	50,000				
Bridge Projects	172,000				
<b>Other Capital Projects</b>					
RID Road Projects	250,000				-
Wastewater Project	300,000				
CTEP Projects	515,055				
<b>Weed Fund</b>					
Mule	17,480				-
<b>County Fair Fund</b>					
<b>Planning</b>					
Copier	6,000				-
Software-land management	10,000				
<b>Health</b>					
Copier(2)	18,000				-
<b>Parks</b>					
Mower	17,000				

**CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET**

**FY 2013 Capital Budget & Operating Budget Impacts  
Projects by Department/Project Name**

FY 2013 Capital Budget		Annual Operating Budget Impacts			
Department/Project Title	Appropriation	Personal Services Costs	Other Operating Costs	Debt Service Costs	Total
<b>Sheriff</b>					
Patrol Car Replacement/Accessories	136,796				-
Vehicles	130,950				-
Lincoln Jail Upgrades	50,000				-
Dishwasher-detention	6,888				-
ATV	29,087				-
Fire Station	300,000				-
Search and Rescue-building	50,000				-
<b>Radio-Public Safety</b>					
Microwave	12,000				
Voice Channel	60,000				
<b>Coroner</b>					
Copier	8,000				-
Radio	5,150				
<b>Buildings Maintenance</b>					
					-
<b>County Shop</b>					
Milling Machine	17,510				-
<b>Forestvale Cemetery</b>					
Well Pump	8,360				-
Grounds improvements	130,010				-
4-Wheeler	9,000				
Mower	11,690				
<b>Cooney Home</b>					
					-
<b>Solid Waste</b>					
Phase II Closure	\$ 59,010			\$	-
<b>GRAND TOTAL</b>	<b>\$ 12,327,686</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Funding Sources for CIP and Capital Budget

A variety of funding sources are available to finance the Capital Improvement Plan and Capital Budget. As noted above, capital projects, unlike operating expenses which recur annually, only require one-time allocations for a given project. This funding flexibility allows the County to use financing and one-time revenue sources to accelerate completion of critical projects.

All potential capital funding resources are evaluated to ensure equity of funding for the CIP. Equity is achieved if the beneficiaries of a project or service pay for it. For example, general tax revenues and/or General Obligation Bonds appropriately pay for projects that benefit the general public as a whole. User fees, development fees, and/or contributions pay for projects that benefit specific users. The following summarizes the funding sources for the CIP.

<b>General Fund:</b>	The County's general fund is available for use for any expenditure deemed to be in the public interest by the Lewis & Clark County Commission.
<b>State Revenues:</b>	The County receives various payments from the State of Montana for different purposes. Gas Tax revenue received by the state is one example.
<b>Grants/Donations:</b>	This fund source consists of Federal grants, State grants, and donations by citizens and businesses where the money is passed through the County.
<b>CTEP:</b>	These are Federal grants primarily directed towards improving or expanding non-motorized transportation.
<b>G.O. Bonds:</b>	These are bonds for which the full faith and credit of the County is pledged. G.O. Bonds require voter approval.
<b>Special Assessments &amp; Other Debt:</b>	Special Assessments are charges against certain properties to defray the cost of infrastructure improvements deemed primarily to benefit those properties. Also included are Revenue bonds where the debt service payments are paid for exclusively from the project earnings and assessments.
<b>User Fees:</b>	User fees are charges for County services where the benefits received from such services can be directly and efficiently applied to those who receive the benefits.
<b>Parks Cash in Lieu Fund:</b>	This fund is set up to account for funding that developer's pay to the County instead of donating park land when they are subdividing bare land.
<b>Other &amp; Private:</b>	This fund source represents other miscellaneous categories.

### Capital Expenditures Contrasted with Total County Operating Expenditures

The investment by the County in its capital and infrastructure is of primary importance to insure the long-term viability of service levels. The amount of capital expenditures in relation to the total County budget is a reflection of the County's commitment to this goal.

Lewis & Clark County strives to provide for adequate maintenance of capital, plant, and equipment and for their orderly replacement. All governments experience prosperous times as well as periods of economic decline. In periods of economic decline, proper maintenance and replacement of capital, plant, and equipment is generally postponed or eliminated as a first means of balancing the budget. Recognition of the need for adequate maintenance and replacement of capital, plant, and equipment, regardless of the economic conditions, will assist in maintaining the government's equipment and infrastructure in good operating condition.

The graph below illustrates Lewis & Clark County's projected investment in capital in relation to projected operating expenditures.

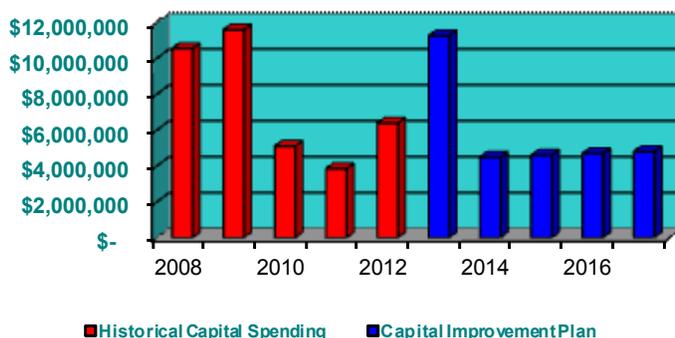
#### CAPITAL EXPENDITURES CONTRASTED WITH OPERATING EXPENDITURES



### Capital Improvement Program (Next Five Years) Contrasted with Historical Capital Spending (Previous Five Years)

Another indicator of Lewis & Clark County's commitment to providing for the adequate maintenance of capital, plant, and equipment and for their orderly replacement, is the level of projected capital spending over the course of the next five years as compared to the previous five-year period. This information is useful to the County Commission in their deliberations when determining which items will be included in the Capital Budget. This information also helps the County Commission make decisions with a long-term perspective. Shown on the next page is a graph which contrasts historical capital spending (last five years) with the capital spending identified in the Capital Improvement Program (the next five years).

HISTORICAL CAPITAL SPENDING CONTRASTED WITH CAPITAL IMPROVEMENT PLAN



Capital Improvement Policies

Lewis & Clark County has developed a set of financial management policies that cover all aspects of its financial operations. These and other policies are reviewed periodically by the Chief Administrative Officer, the Finance Director and the County Commissioners and are detailed in the Executive Summary section of this document. Policies on capital improvements are one component of those financial policies. Listed below are excerpts from those policies, which relate specifically to capital improvements.

CIP Formulation

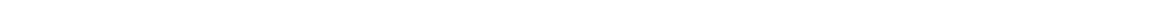
- 1) CIP Purpose.** The purpose of the CIP is to systematically plan, schedule, and finance capital projects to ensure cost-effectiveness as well as conformance with established policies. The CIP is a five-year plan organized into the same functional groupings used for the operating programs. The CIP will reflect a balance between capital replacement projects that repair, replace or enhance existing facilities, equipment or infrastructure; and capital facility projects that significantly expand or add to the County's existing fixed assets.
- 2) CIP Criteria.** Construction projects of \$15,000 or more and equipment of \$5,000 or more will be included in the Capital Improvement Plan (CIP); minor capital outlays will be included in the regular operating budget. The Capital Improvement Plan (CIP) differentiates the financing of high cost long-lived physical improvements from low cost "consumable" equipment items contained in the operating budget. CIP items may be funded through debt financing or current revenues while operating budget items are annual or routine in nature and should only be financed from current revenues.
- 3) Deteriorating Infrastructure.** The capital improvement plan will include, in addition to current operating maintenance expenditures, adequate funding to support repair and replacement of deteriorating infrastructure and avoidance of a significant unfunded liability.

**Project Financing**

- 1) **Minor Capital Projects.** Minor capital projects or recurring capital projects, which primarily benefit current residents, will be financed from current revenues. Minor capital projects or recurring capital projects represent relatively small costs of an on-going nature, and therefore, should be financed with current revenues rather than utilizing debt financing. This policy also reflects the view that those who benefit from a capital project should pay for the project.
- 2) **Major Capital Projects.** Major capital projects, which benefit future residents, will be financed with other financing sources (e.g. debt financing). Major capital projects represent large expenditures of a non-recurring nature which primarily benefit future residents. Debt financing provides a means of generating sufficient funds to pay for the costs of major projects. Debt financing also enables the costs of the project to be supported by those who benefit from the project, since debt service payments will be funded through charges to future residents.



## **DEBT INFORMATION**



## Lewis & Clark County Debt Management

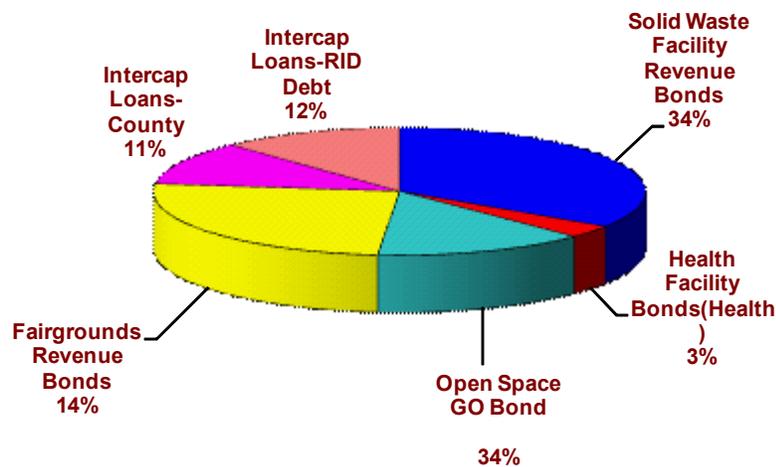
Debt in a governmental entity is an effective financial management tool. Active debt management provides fiscal advantages to county and its citizens. Debt can serve several different purposes. It is useful in matching costs to benefits of public assets. It is useful as an economic development tool. 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 County 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 Lewis & Clark County's financial operations. The County 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 county.

### Outstanding Debt

Listed below is a brief description of the County's major outstanding bond/debt issues.

- Solid Waste Facility Revenue Bonds-\$3,715,744.
- Health Facilities Revenue Bonds(Health)-\$345,000
- Fairgrounds Revenue Bond-\$1,506,242
- Open Space GO Bond-\$2,755,000
- County Loans \$1,203,624
- RID Debt-\$1,302,021



### Possible Debt in the Next Five Years

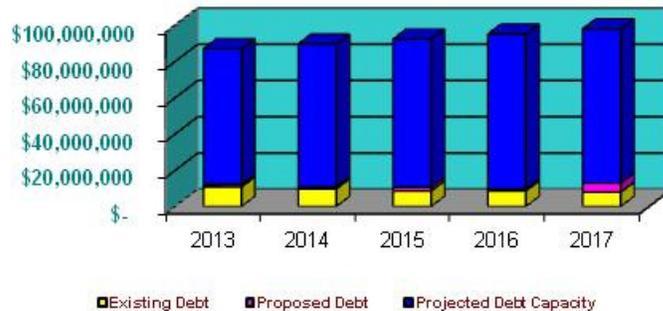
Listed below is a brief description of the County's possible debt issuances over the course of the next five-year period. Following this narrative description is a graphic depiction of the relative effects of these possible debt issuances in relation to the County's current debt and its remaining debt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

- A. **Detention Center-\$25,000,000 million.** The current detention center is overcrowded. A new facility will be needed based on significant growth in the County.
- B. **Open Space Bond Issue.** A bond issue approved by voters in November 2008 to issue \$10,000,000 million in debt to acquire conservation easements in the County.

### Debt Capacity

The bar chart below shows a graphic presentation of the county's existing debt, proposed debt, and a projection of the county's projected debt capacity (legal debt margin) for the next five years. As shown by the graph, even if all of the possible bond issues materialize, the county will still have a substantial amount of debt capacity remaining. This reflects the philosophy of the County Commission in holding down the level of debt on the taxpayers, despite the County's rapid development and growing population.

### EXISTING DEBT, PROPOSED DEBT, & PROJECTED DEBT CAPACITY



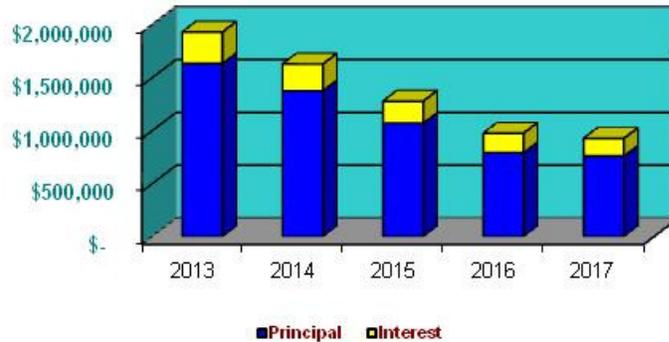
### Debt Service

The graph below shows the County'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 County will be making.

## DEBT MANAGEMENT

### SCHEDULE OF FUTURE PRINCIPAL AND INTEREST PAYMENTS

---



Most major debt obligations for the County 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.

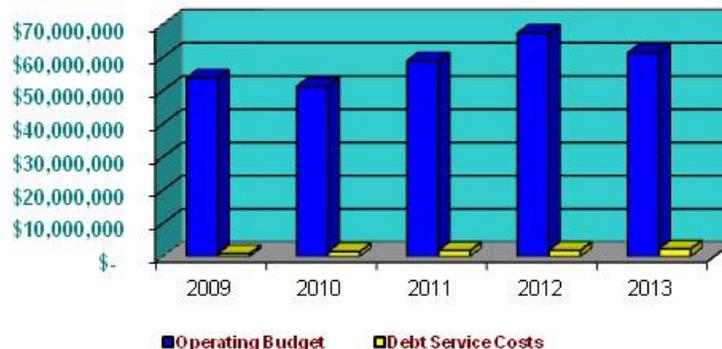
### Debt Service Costs Contrasted with the County's Operating Budget

The graph below illustrates the County's debt in relation to its operating budget. The amount of required debt service relative to the size of the annual budget is an important indicator of fiscal obligations. Since debt service expenditures restrict the amount of funds available for other operating or capital uses, it is important that the ratio of debt service to the total operating budget remain low and at a prudent level.

As shown on the following page, debt payments by the County are a small fraction of its operating budget. This reflects the County's efforts to keep debt service payments at a manageable level.

### DEBT SERVICE COSTS CONTRASTED WITH ANNUAL OPERATING BUDGET

---



## Bond Rating

Bond ratings reflect the relative strength of the county'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 County residents. High-grade ratings reduce the cost of raising capital for County projects and a substantial savings for the County taxpayers.

Lewis & Clark County 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 County's "high-grade" ratings for its general obligation bonds through innovations in financial and debt administration.

Lewis & Clark County issued Open Space General Obligation Bonds in December 2010 and obtained a Standard and Poor's bond rating of AA.

## Management of Debt and Equity Funding of Capital Needs

An integral part of the County'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 millage rates.

## Debt Management Policies

Lewis & Clark County 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 County's financial management policies on 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 Borrow Funds.** The County 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 County 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 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 County 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. Refinancing 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 County's financial position or operations.
  - The County wants to reduce the principal outstanding in order to achieve future working capital to do so from other sources.
- 2) **Standards for Economic Savings.** In general, refinancing for economic savings will be undertaken whenever net present value savings of at least five percent (5%) of the refunded debt can be achieved.
- 3) **Net Present Value Savings.** Refinancing that produce net present value savings of less than five percent will be considered on a case-by-case basis, provided that the present value savings are at least three percent (3%) of the refunded debt. Refinancing with savings of less than three percent (3%), or with negative savings, will not be considered unless there is a compelling public policy objective.

**This page intentionally left blank**



## **APPENDIX**



**FULL-TIME EQUIVALENT EMPLOYEES (FTE)**

**Staffing Summary**

<b>Title</b>	<b>Actual FY2011</b>	<b>Actual FY2012</b>	<b>Adopted FY2013</b>
<b>General Government</b>			
Legislative Services	3.00	3.00	3.00
Administrative Services	10.57	10.07	10.07
Treasurer - Clerk & Recorder	22.50	23.00	23.00
County Attorney	20.13	20.13	21.13
District Court	12.94	12.50	12.50
Justice Court	6.00	6.00	6.00
Superintendent of Schools	1.00	1.00	1.00
Planning & Community Development	10.50	9.50	8.50
Health Insurance	0.75	0.75	0.75
Information Technology	16.00	16.00	16.00
<b>Sub-Total General Government</b>	<b>103.39</b>	<b>101.95</b>	<b>101.95</b>
<b>Public Safety</b>			
Disaster & Emergency Services	2.00	2.00	2.00
Sheriff	76.69	76.50	79.00
Probation & Parole	-	-	-
Fire	-	-	-
Mental Health	-	-	-
Youth	-	-	-
Coroner	1.50	1.50	2.00
Radio Project	-	-	-
<b>Sub-Total Public Safety</b>	<b>80.19</b>	<b>80.00</b>	<b>83.00</b>
<b>Public Works</b>			
Administration	4.04	4.04	4.04
Bridge Maintenance	4.50	4.50	4.50
Road	14.35	14.35	16.09
Road Signs	1.00	1.00	1.00
Solid Waste Services	7.53	7.54	7.10
Facilities Administration	15.95	15.95	13.48
Weed Spraying	3.89	3.89	4.75
Forestvale Cemetery	4.62	4.62	4.62
<b>Sub-total Public Works</b>	<b>55.88</b>	<b>55.89</b>	<b>55.58</b>
<b>Public Health</b>			
Cooney Nursing Home	94.40	72.10	-
Public Health Administration	4.42	4.53	4.62
Community Health Promotion	3.08	5.38	5.88
Environmental Health	13.00	13.26	13.44
Disease Control & Prevention	22.21	18.84	18.71
Human Services	5.80	1.25	1.35
CHC Helena and Lincoln	33.92	42.99	42.48
<b>Sub-total Public Health</b>	<b>176.83</b>	<b>158.35</b>	<b>86.48</b>
<b>Social &amp; Economic Services</b>			
Human Services	-	-	-
Senior Citizens	-	-	-
Extension Services	1.00	1.00	1.00
<b>Sub-Total Social &amp; Economic Ser</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Culture &amp; Recreation</b>			
Fair	7.25	7.26	7.26
<b>Sub-total Culture &amp; Recreation</b>	<b>7.25</b>	<b>7.26</b>	<b>7.26</b>
<b>GRAND TOTAL</b>	<b>424.54</b>	<b>404.45</b>	<b>335.27</b>

**U.S. CONSUMER PRICE INDEX**

Calendar Year	U.S. Consumer Price Index	Percent Change
1971	40.5	
1972	41.8	3.2
1973	44.4	6.2
1974	49.3	11.0
1975	53.8	9.1
1976	56.9	5.8
1977	60.6	6.5
1978	65.2	7.6
1979	72.6	11.3
1980	82.4	13.5
1981	90.9	10.3
1982	96.5	6.2
1983	99.6	3.2
1984	103.9	4.3
1985	107.6	3.6
1986	109.6	1.9
1987	113.6	3.6
1988	118.3	4.1
1989	124.0	4.8
1990	130.7	5.4
1991	136.2	4.2
1992	140.3	3.0
1993	144.5	3.0
1994	148.2	2.6
1995	152.4	2.8
1996	156.9	3.0
1997	160.5	2.3
1998	163.0	1.6
1999	166.6	2.2
2000	172.2	3.4
2001	177.1	2.8
2002	179.9	1.6
2003	184.0	2.3
2004	188.9	2.7
2005	195.3	3.4
2006	201.6	3.2
2007	207.3	2.8
2008	215.2	3.8
2009	214.5	-0.4
2010	218.0	1.6
2011	224.9	3.2

### GENERAL OBLIGATION BOND

Maximum Allowable Debt - Lewis & Clark County, Montana

Assessed Valuation: FY 13 Certified Market Value \$ 3,910,319,109

Factor Allowed for Indebtedness 2.5%

---

Total Indebtedness Allowed \$ 97,757,978

---

Less Current Indebtedness:

Intercap Loans	\$	1,203,624	
RSID Debt	\$	1,302,021	
GO Debt	\$	2,755,000	
Revenue Bonds		5,566,986	
Total Current Indebtedness	\$		\$ 10,827,631

---

Maximum Indebtedness Available \$ 86,930,347

---

**GENERAL STATISTICAL INFORMATION**

Class of County.....	First
County Seat.....	Helena
Year Organized .....	March 1, 1868
Registered Voters (includes active and inactive voters).....	36,109
Area (square miles).....	3,461
Courthouse Elevation (City of Helena).....	4,100
Incorporated Cities.....	2
Population of County (2010 estimate).....	63,395
Form of Government.....	Commission

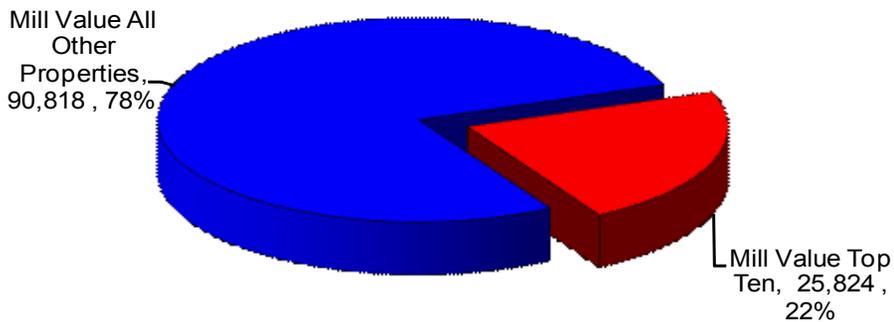
**TOP TEN TAXPAYERS**

**LEWIS & CLARK COUNTY  
TEN HIGHEST TAXPAYERS IN LEWIS & CLARK COUNTY  
2011**

Taxpayer	Taxable Value
NORTHWESTERN CORPORATION	\$ 10,877,346
VERIZON WIRELESS	5,749,654
PPL MONTANA LLC	2,448,117
QWEST	2,117,044
BRESNAN COMMUNICATIONS	1,681,474
BNSF RAILWAY COMPANY	1,123,814
MONTANA RAIL LINK INC	642,149
HELENA FEDERAL OFFICE COMPLEX LLC	458,294
WAL MART STORES INC	397,297
HELENA SAND & GRAVEL	329,050
	<u>\$ 25,824,239</u>

**TOP TEN TAXPAYERS AS COMPARED TO  
REMAINING TAXPAYERS**

**Tax Year 2011 (FY 12)** \_\_\_\_\_



**Accrual Basis** - A basis of accounting in which transactions are recognized at the time they are incurred, as apposed to when cash is received or spent.

**Appropriation** – An authorization made by the County Commission which permits the County to incur obligations to make expenditures for specific purposes.

**Assessed Valuation** - A value that is established for real and personal property for use as a basis to levy property taxes.

**Asset** - Resources owned or held by a government which have monetary value.

**Available (Undesignated) Fund Balance** - Refers to the funds remaining from the prior years which are available for appropriation and expenditure in the current year.

**Base Budget Allowances** – Funding for ongoing expenditures for personnel, commodities, contractual services and replacement of existing equipment previously authorized. The base budget allowance provides funding to continue previously authorized services and programs.

**Bonds** – A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation, revenue bonds, and special improvement district bonds. These are most frequently used to finance capital projects.

**Bond Rating** – An evaluation of a bond issuer's credit quality and perceived ability to pay the principal and interest on time and in full.

**Bond Refinancing** - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**Budget** – A plan of financial operation for a specific time period (Lewis & Clark County's budget is for a fiscal year July 1 - June 30). The budget contains the estimated expenditures needed to continue the county's operations for the fiscal year and revenues anticipated to finance them.

**Budget Calendar** - The schedule of key dates or milestones which the County follows in the preparation, adoption, and administration of the budget.

**Budget Message** - The opening section of the budget which provides the County Commission and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations regarding the financial policy for the upcoming period.

**Budgetary Basis** - This refers to the form of accounting utilized throughout the budget process. These generally take one of three forms: GAAP, Cash, and Modified Accrual.

**Budgetary Control** - The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.

**Capital Budget** – See Capital Improvement Program

**Capital Expenditures** – The item has a unit cost over \$5,000, it benefits future periods, it has a normal useful life of 1 year or more, it has an identity that does not change with use (i.e., retains its identity throughout its useful life), and it is identifiable and can be separately accounted for. Improvements to existing assets must add value and life to be included in the value of any Capital item.

**Capital Improvements** - Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

**Capital Improvement Program (CIP)** – A plan for capital expenditures needed to maintain and expand the public infrastructure (for example, roads, parks, buildings, etc). The CIP projects these infrastructure needs for a set number of years (normally 5) and is updated annually to reflect the latest priorities, cost estimates or changing financial strategies. The first year of the adopted Capital Improvement Program becomes the Annual Capital Budget.

## GLOSSARY

**Capital Outlay** – Items that cost more than \$5,000 and have a useful life of more than one year.

**Capital Project** – New facility, technology system, land acquisition or equipment acquisition, or improvements to existing facilities beyond routine maintenance. Capital projects are included in the Capital Improvement Program and become fixed assets.

**Cash Basis** - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

**CDBG** – Community Development Block Grant.

**CIP** – See Capital Improvement Program

**Contingency** - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contractual Services** – Expenditures for services performed by firms, individuals or other city departments.

**Debt Ratios** - Ratios which provide measure of assessing debt load and ability to repay debt which play a part in the determination of credit ratings. They are also used to evaluate the County's debt position over time and against its own standards and policies.

**Debt Service** – Payment of principal and interest on an obligation resulting from the issuance of bonds.

**Debt Service Fund** - Debt Service Funds are set up to receive dedicated revenues used to make principal and interest payments on County debt. They are used to account for the accumulation of resources for, and the payment of, general obligation and special assessment debt principal, interest and related costs.

**Debt Service Fund Requirements** - The amounts of revenue which must be provided for a Debt Service Fund so that all principal and interest payments can be made in full on schedule.

**Deficit** -The excess of an entity's liabilities over its assets or the excess of expenditures over revenues during a single accounting period.

**Department** - A major administrative division of the County which indicates overall management responsibility for an operation or a group of related operations within a functional area.

**Depreciation** - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence.

**Distinguished Budget Presentation Awards Program** - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**Division** - A group of homogeneous cost centers within a department, i.e. roads, bridges, gas tax, junk vehicle, maintenance and administration make up the Transportation Division within the Public Works Department.

**Enterprise Funds** – Funds that are accounted for in a manner similar to a private business. Enterprise funds usually recover their costs (including depreciation) through user fees.

**Estimate** – The most recent prediction of current year revenue and expenditures. Estimates are based upon several months of actual expenditure and revenue information and are prepared to consider the impact of unanticipated costs or other economic changes.

**Estimated Revenue** - The amount of projected revenue to be collected during the fiscal year.

**Fixed Assets** - Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

**FTE** – See Full-Time Equivalent

**Full Faith and Credit** - A pledge of a government's taxing power to repay debt obligations.

**Full-Time Equivalent (FTE)** – A position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time clerk working for 20 hours per week would be equivalent to one-half of a full-time position or 0.5 FTE.

## GLOSSARY

**Fund** – An independent governmental accounting entity with a self-balancing group of accounts including assets, liabilities and fund balance, which record all financial transactions for specific activities of government functions.

**Fund Balance** – As used in the budget, the excess of resources over expenditures. The beginning fund balance is the residual funds brought forward from the previous fiscal year.

**GAAP** – See Generally Accepted Accounting Principles

**General Obligation Bonds (G.O. Bonds)** – Bonds that require voter approval and finance a variety of public capital projects such as roads, buildings, parks and improvements. The bonds are backed by the “full faith and credit” of the issuing government.

**Goal** – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a given time period.

**G. O. Bonds** – See General Obligation Bonds

**Grant** – A contribution by one government unit or funding source to another. The contribution is usually made to aid in the support of a specified function (e.g., public safety or drug enforcement, but it is sometimes for general purposes).

**Infrastructure** – Facilities that support the daily life and growth of the county, for example, roads, public buildings, and parks.

**Improvement Districts** – Special assessment districts formed by property owners who desire and are willing to pay for mutually enjoyed improvements such as roads or maintenance districts.

**Intergovernmental Revenue** - Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

**Levy** – See Tax Levy

**Line-Item Budget** - A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along

with the dollar amount budgeted for each specified category.

**Mandate** – Legislation passed by the state or federal government requiring action or provision of services and/or programs. Examples include the Americans with Disabilities Act, which requires actions such as physical facility improvements and provision of specialized transportation services.

**Objective** – A desired output-oriented accomplishment that can be measured and achieved within a given time frame, and advances the activity and organization toward a corresponding goal.

**Operating Budget** - The portion of the budget that pertains to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personnel; supplies, utilities, materials, travel, and fuel.

**Operating Funds** – Resources derived from continuing revenue sources used to finance ongoing operating expenditures and “pay-as-you-go” capital projects.

**Ordinance** – A formal legislative enactment by the County Commission. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the county.

**Outstanding Bonds** – Bonds not yet retired through principal and interest payments.

**Overlapping Debt** - The County’s proportionate share of the debt of other local governmental units which either overlap it or underlie it. The debt is generally apportioned based on relative assessed value.

**Pay-As-You-Go Capital Projects** – Capital projects whose funding comes from day-to-day county operating revenue sources.

**Performance Budget** - A budget that focuses upon departmental goals and objectives rather than line items, programs, or funds. Workload and unit cost data are collected in order to assess the effectiveness and efficiency of services.

## GLOSSARY

**Personal Services** – All costs related to compensating county employees including employee benefits costs such as contributions for retirement, social security, and health and workers' compensation insurance. It also includes fees paid to elected officials, jurors, and election judges and clerks. It does not include fees for professional or other services.

**PILT** - Payment in Lieu of Taxes from the Federal Government based on acreage within each county.

**Program Budget** - A budget that focuses upon broad functions or activities of an agency or jurisdiction rather than upon its organizational budget units or object classes of expenditure.

**Property Tax** – A levy upon each \$100 of assessed valuation of property within Lewis & Clark County.

**Resolution** - A special or temporary order of a legislative body (County Commission) requiring less legal formality than an ordinance or statute.

**Resources** – Total amounts available for appropriation including estimated revenues, fund transfers and beginning fund balances.

**Restricted Funds** – See Special Revenue Fund.

**Revenue** - Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

**Revenue Bonds** – Bonds usually sold for constructing a project that will produce revenue for the government. That revenue is pledged to pay the principal and interest of the bond.

**Risk Management** - An organized attempt to protect a government's assets against accidental loss in the most economical method.

**Salary Savings** – Budget savings realized through normal employee turnover.

**Special Revenue Fund** – A fund used to account for receipts from revenue sources that have been earmarked for specific activities and related expenditures. Examples include road, public assistance, bridge, fair, and public safety.

**State-Shared Revenues** – Revenues levied and collected by the state but shared with local governments as determined by state government each year. Entitlement funds received by the County from the state are the largest of such shared revenues.

**Taxes** - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**Tax Levy** - The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

**Transfers In/Out** - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**Unreserved Fund Balance** - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**User Fees or User Charges** – A fee paid for a public service or use of a public facility by the individual or organization benefiting from the service.

**Workload Indicator** - A unit of work to be done (e.g., number of permit applications received or the number of burglaries to be investigated).