

# LEWIS & CLARK COUNTY



Blackfoot Pathways: Sculpture in the Wild. Photo credit: Roger Dey.

## APPROVED

### OPERATING AND CAPITAL BUDGET

### FISCAL YEAR 2020-2021



# Lewis and Clark County, Montana

**APPROVED  
OPERATING AND CAPITAL BUDGET  
Fiscal Year 2020 – 2021**

**COUNTY COMMISSION**



Andy Hunthausen [D], (Member)



Susan Good Geise [R], (Chair)



Jim McCormick [R], (Member)

**CHIEF ADMINISTRATIVE OFFICER**

Roger Baltz

**COUNTY TREASURER / CLERK & RECORDER**

Paulette DeHart

**FINANCE DIRECTOR**

Nancy Everson



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## **EXECUTIVE SUMMARY**



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# Lewis and Clark County

## Administrative Services and Financial Department

### Budget Message

September 15, 2020

Lewis and Clark County Commission and Residents of Lewis and Clark County:

This document is the Approved Operating and Capital Budget for Lewis and Clark County, Montana, for the fiscal year ending June 30, 2021 (FY 21). 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 21. All county funds are included in the foregoing budget. The table reflects estimated revenues of \$75.5 million, budgeted expenditures of \$91.5 million, resulting in projected ending cash balances of \$35.1 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, 2020 through June 30, 2021 (FY 21)

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Projected Beginning Cash Balances	\$ 5,397,837	\$ 18,522,057	\$ 798,471	\$ 15,830,811	\$ 3,709,621	\$ 6,954,702	\$ 51,213,499
Total Estimated Revenues	12,669,391	36,306,882	1,582,083	7,738,583	5,222,224	11,937,790	75,456,953
Budgeted Expenditures	14,032,198	45,021,426	1,578,288	13,769,663	4,352,464	12,752,561	91,506,600
Projected Ending Cash Balances	\$ 4,035,030	\$ 9,807,513	\$ 802,266	\$ 9,799,731	\$ 4,579,381	\$ 6,139,931	\$ 35,163,852

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 \$5.4 million, estimated revenues of \$12.7 million, budgeted expenditures of \$14.0 million, resulting in a projected ending general fund cash balance of \$4.0 million. Budgeted expenditures of \$1.4 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 \$18.5 million, estimated revenues of \$36.3 million, budgeted expenditures of \$45.0 million, resulting in a projected ending cash balance in the special revenue funds of \$9.8 million. Budgeted expenditures exceed estimated revenues by \$8.7 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 \$798,000, estimated revenues of \$1.6 million, budgeted expenditures of \$1.6 million, and a projected ending cash balance in the debt service funds of \$802,000. Due to low interest rates, debt service funds have been able to pay additional principal on the loans, thus reducing cash balances.

**Capital Project Funds**

Capital project funds reflect beginning cash balances of \$15.8 million, estimated revenues of \$7.7 million, budgeted expenditures of \$13.8 million, resulting in projected ending cash balances of \$9.8 million. Budgeted expenditures exceed estimated revenues by \$6.0 million, due to planned purchases of capital equipment and capital projects that have been "saved" for in prior years. .

**Enterprise Funds**

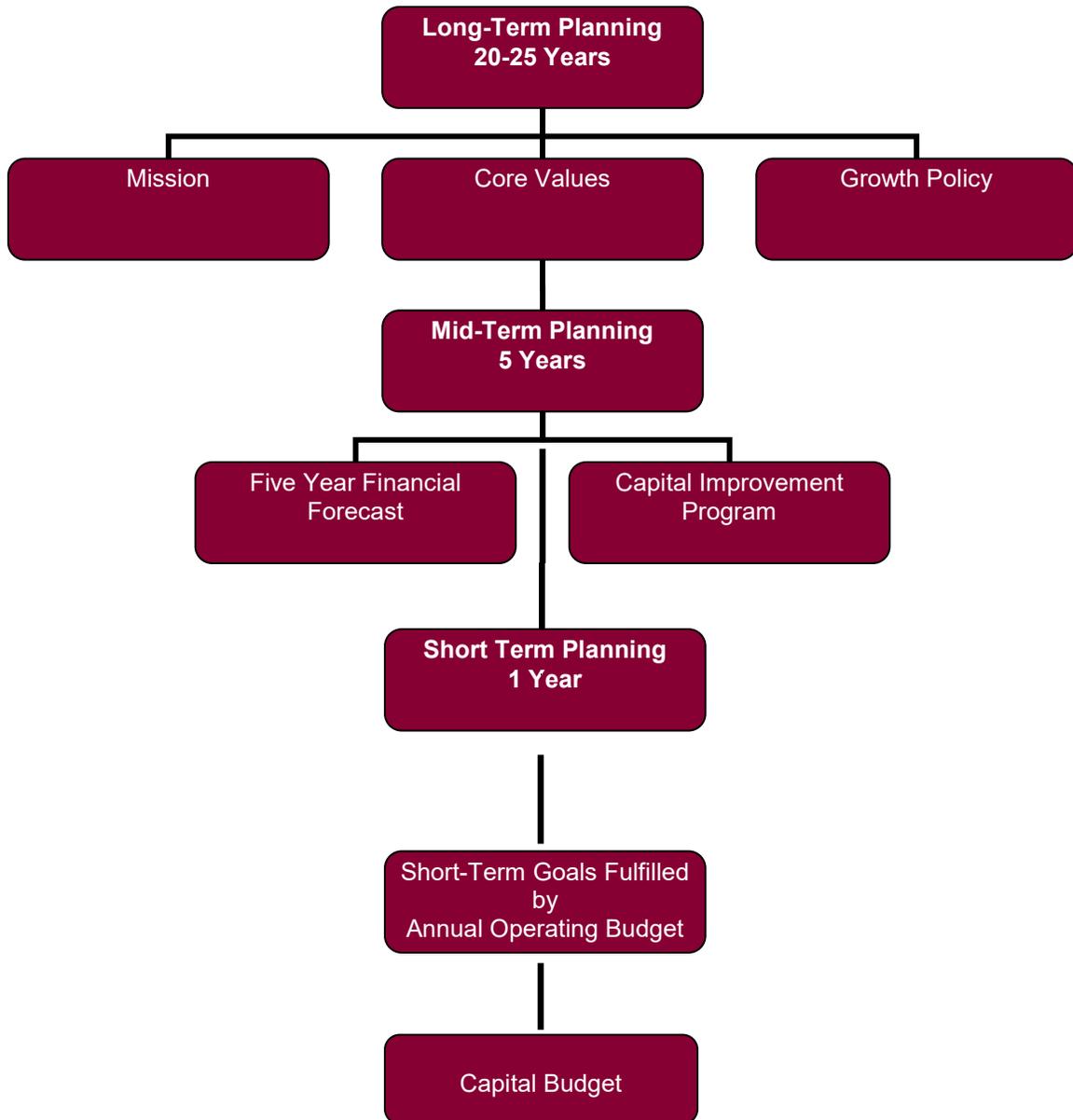
Enterprise funds reflect beginning cash balances of \$3.7 million, estimated revenues of \$5.2 million, budgeted expenditures of \$4.4 million, and projected ending cash balances of \$4.5 million in the enterprise funds.

## Planning Processes

Lewis and 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 and Clark County Transportation Plan.

## **Lewis and 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 FY2021 Budget as a “business plan,” including aligning the departments goals with the overall county goals.
- Continue focus on managing and planning the growth in Lewis and Clark County, including regular updates of the growth policy and subdivision regulations, as well as implementing county wide zoning.
- Coordinate flood mitigation efforts in the Helena Valley.
- 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.
- Continue to work toward revenue diversification. Currently, 20% of the County General Fund is payment in lieu of taxes(PILT) from the federal government. For ten years the level of funding has been in doubt. This makes long term planning difficult and is a key reason General Fund reserves have increased over the past ten years.
- FY21 is a year of great uncertainty with the COVIC-19 pandemic. Contingencies and larger reserves are included in this budget to allow the Commission flexibility to adjust to revenue changes.

### **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 FY21 Operating Budget is included in the budget on page K-5.

## STAFFING CHANGES

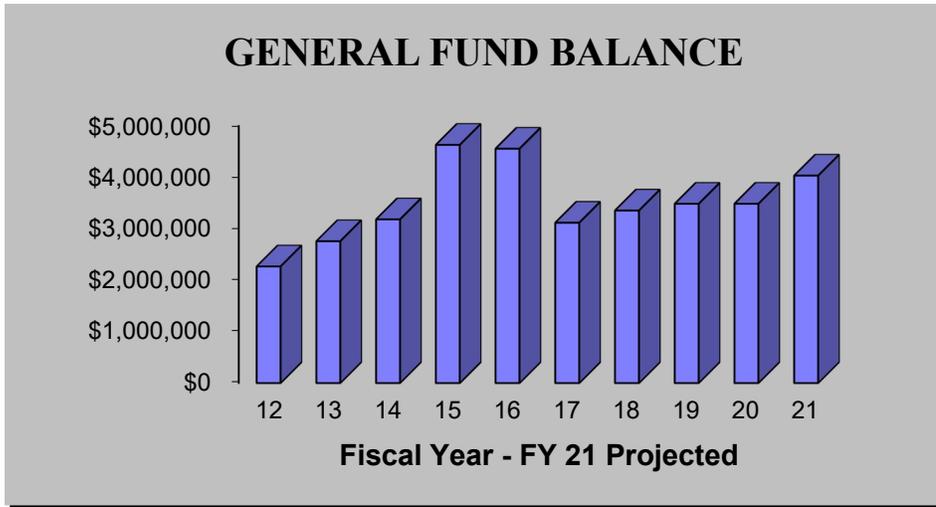
The final budget includes a net overall increase of 20.30 full-time equivalent employees (FTE). After several years of stagnant growth the County is experiencing increasing demand for services and is increasing staff to accommodate the demand. The chart below shows the change in FTE for the budget year 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>
Motor Vehicle Clerk	1.00
Deputy Attorney	1.00
Justice Court Clerk	1.00
Justice of the Peace	1.00
Security Officer	1.00
Systems Administrator	1.00
Volunteer Coordinator	0.50
Administrative Assistant-Public Works	0.50
Mechanic	1.00
Equipment Operator	1.00
Detention Officers	13.90
Pureview	(65.42)
<b>TOTAL CHANGE</b>	<b>(42.52)</b>

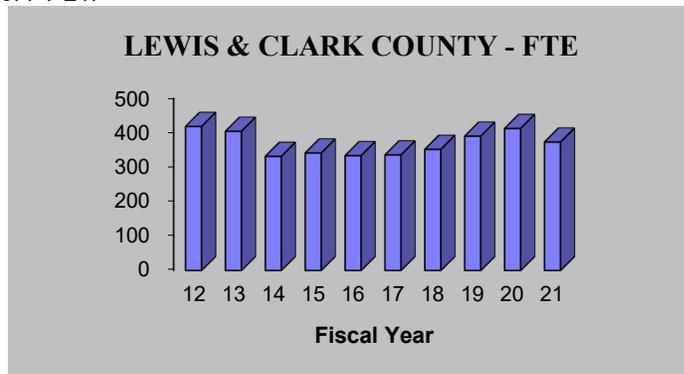
## BUDGETARY TRENDS

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

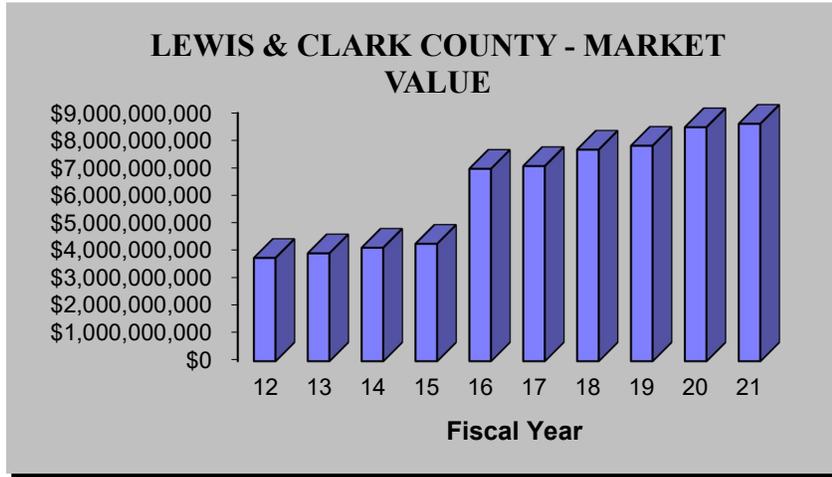


balance represents the best indicator of the County's overall financial health. Shown by the graph above is the County's actual general fund balance from FY 12 – FY 21. Fund balances for FY 21 are projected. The County's 2021 budget continues to be structurally balanced and the County will maintain a safe general fund reserve at the end of FY 21.

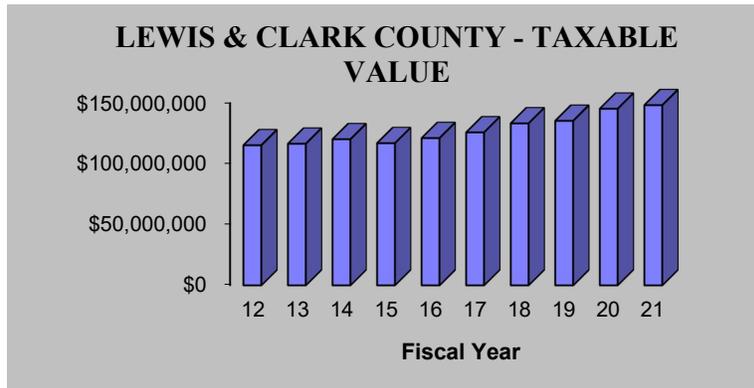


Full-time equivalent employees (FTE) are a key indicator mirroring the growth of the Lewis and Clark County. As shown by the graph above, total FTE decreased from 412.67 in fiscal year 2020 to 373.05 in 2021. The increase was due to our federally qualified health center(Pureview) separating from the County in March 2020. The voter approved detention center mill levy continues to add increased staffing and other departments continue to add staffing in response to growth in the County.

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 and Clark County market value is shown by the graph above. As shown by the graph, the County's market value has increased from \$3.7 billion in fiscal year 2012 to \$8.6 billion in fiscal year 2021, for a 177% 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 1.35%. Shown above is a history of the County's actual taxable value since 2012. 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 economic outlook report for 2020 for Lewis and Clark County are restated below.

Helena is a government town, and local, state and federal governments combine for about two-thirds of the economic base in Lewis and Clark County. State and local government drive the economy. Having the State Capital in Helena means a large concentration of State Government which can have a large impact on the economy. The 2019 legislature enacted spending reductions based on revenue projections and State government is experiencing stable revenues. However, the impacts of COVID-19 remain to be seen. It is expected that the State will see a decrease in revenue due to the economic impact of the pandemic. We will be watching economic conditions closely throughout FY21.

The Bureau has projected growth in real nonfarm earnings at approximately 1.8% from 2017 to 2020. The population growth in Lewis and Clark County remains steady at approximately 1.1%.

## **Closing**

The Commission set out four goals for the County services and asked departments to align their department budgets with those goals. The four goals are 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, and efficiently and effectively manage public resources. The County departments have done an excellent job of aligning budgets with those goals. 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

Roger Baltz, Chief Administrative Officer

The National Advisory Commission on State and Local Budgeting (NACSLB) promulgated a set of recommended practices for governments to follow. Lewis and 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 and 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 and 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 and 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.

## FINANCIAL POLICIES

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 and Clark County's overall fiscal planning and management.

These financial policies:

1. Demonstrate to the citizens of Lewis and 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 and 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.

## FINANCIAL POLICIES

**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 and 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 and 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 and 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 and 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 and 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 and Clark County Landfill.

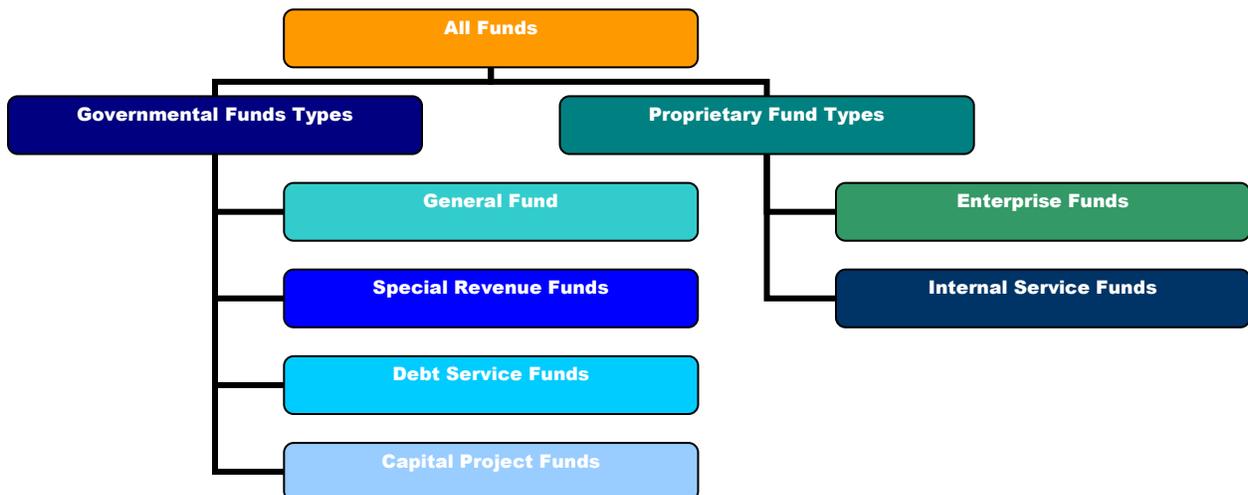
**Internal Service Funds** – account for the financing of goods or services provided by one department to other departments of the County,

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.

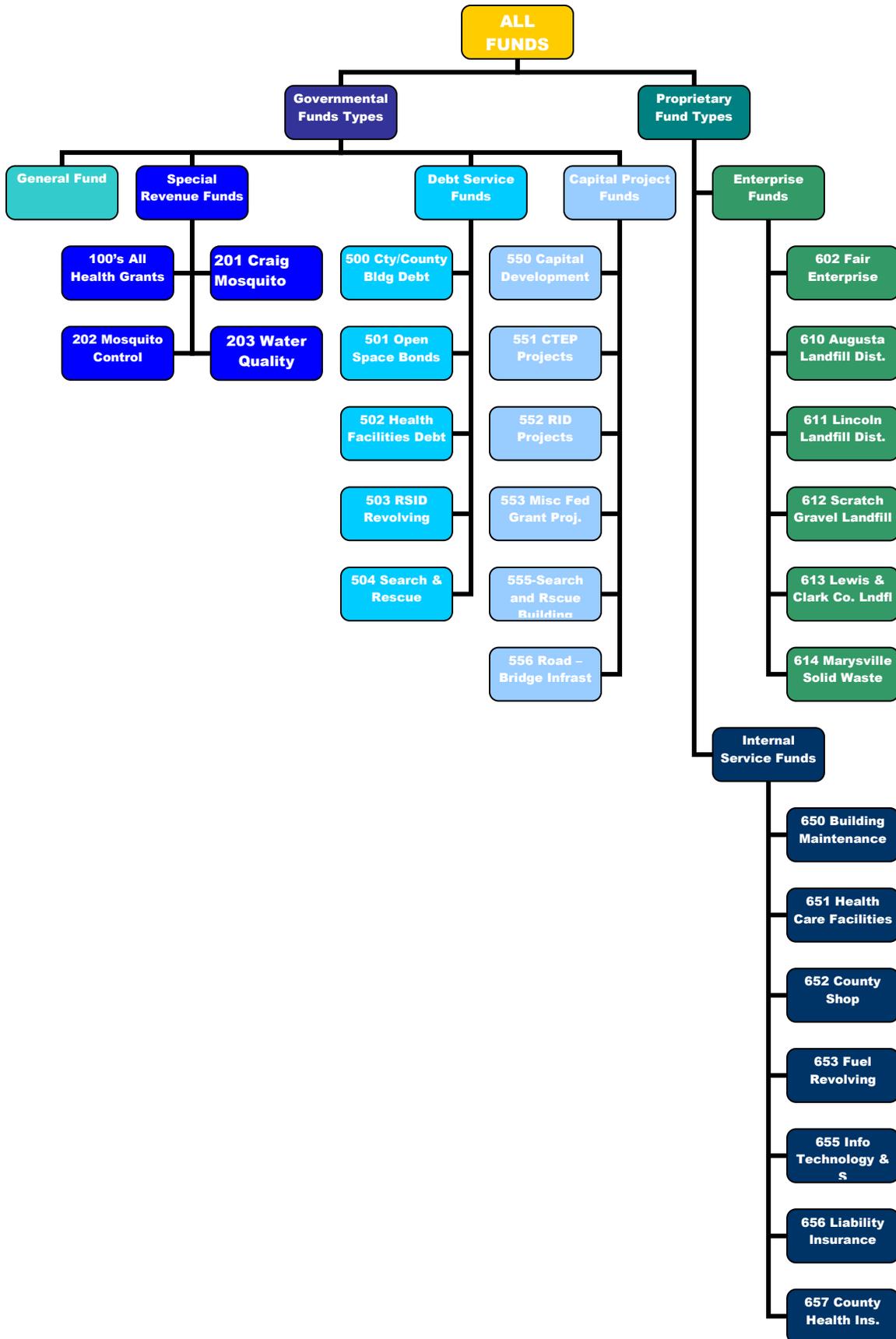
### CONSISTENCY WITH AUDITED FINANCIAL STATEMENTS

Lewis and 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)

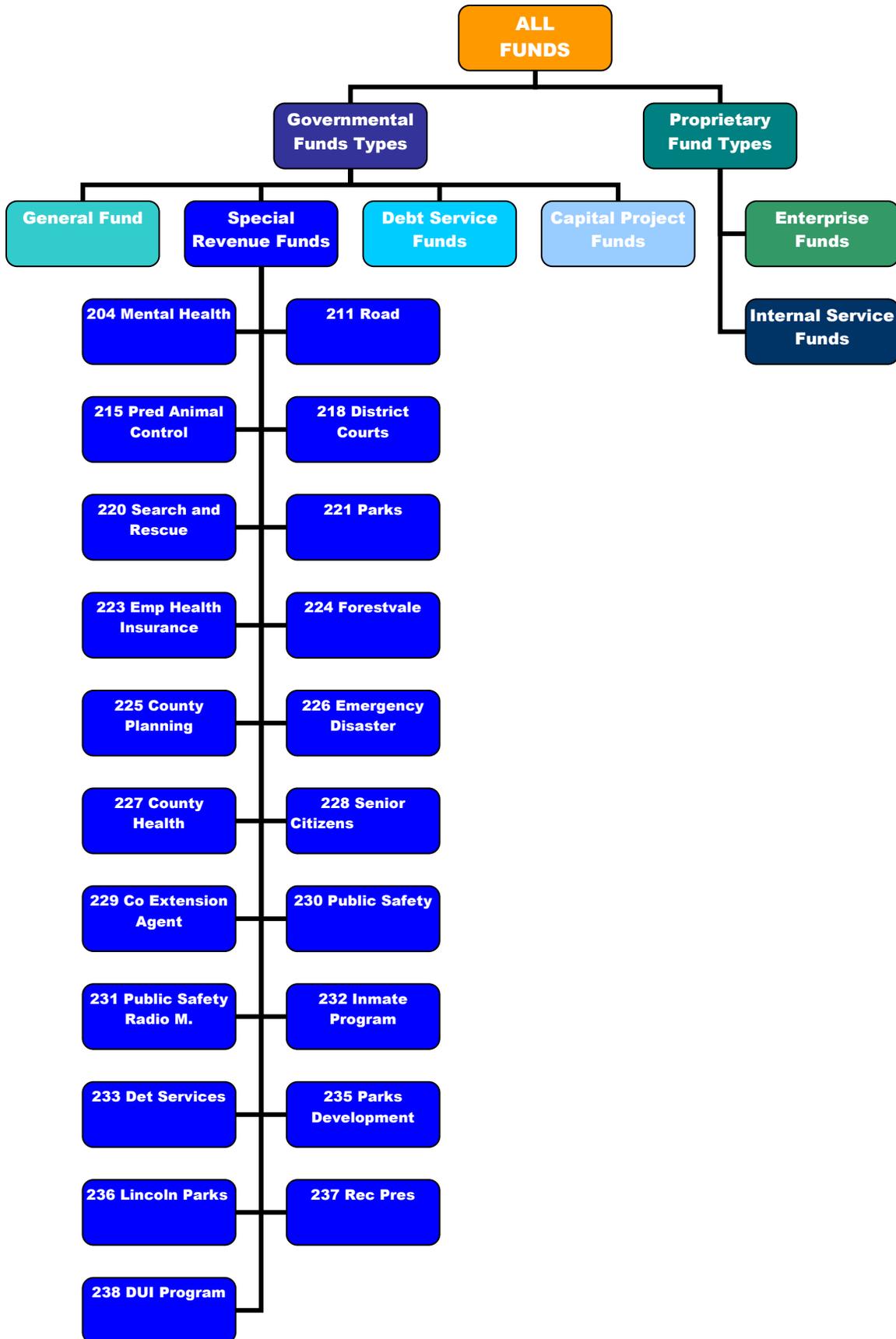
Shown below is a graphic summary of the County's Fund Structure. The following three pages provide a detailed organizational graphic presentation of each of the County's funds.



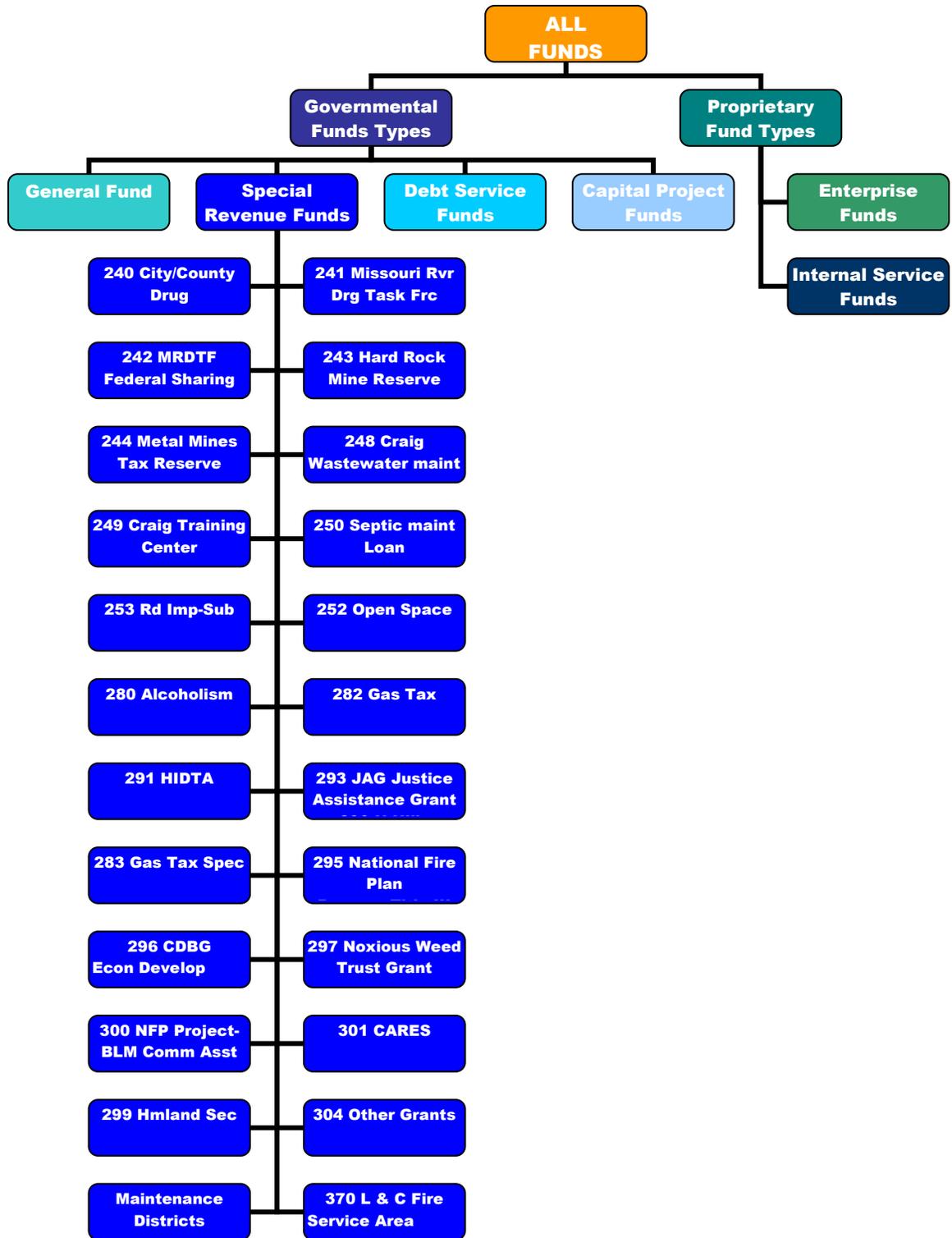
# FINANCIAL STRUCTURE



FINANCIAL STRUCTURE



**FINANCIAL STRUCTURE**



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# 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

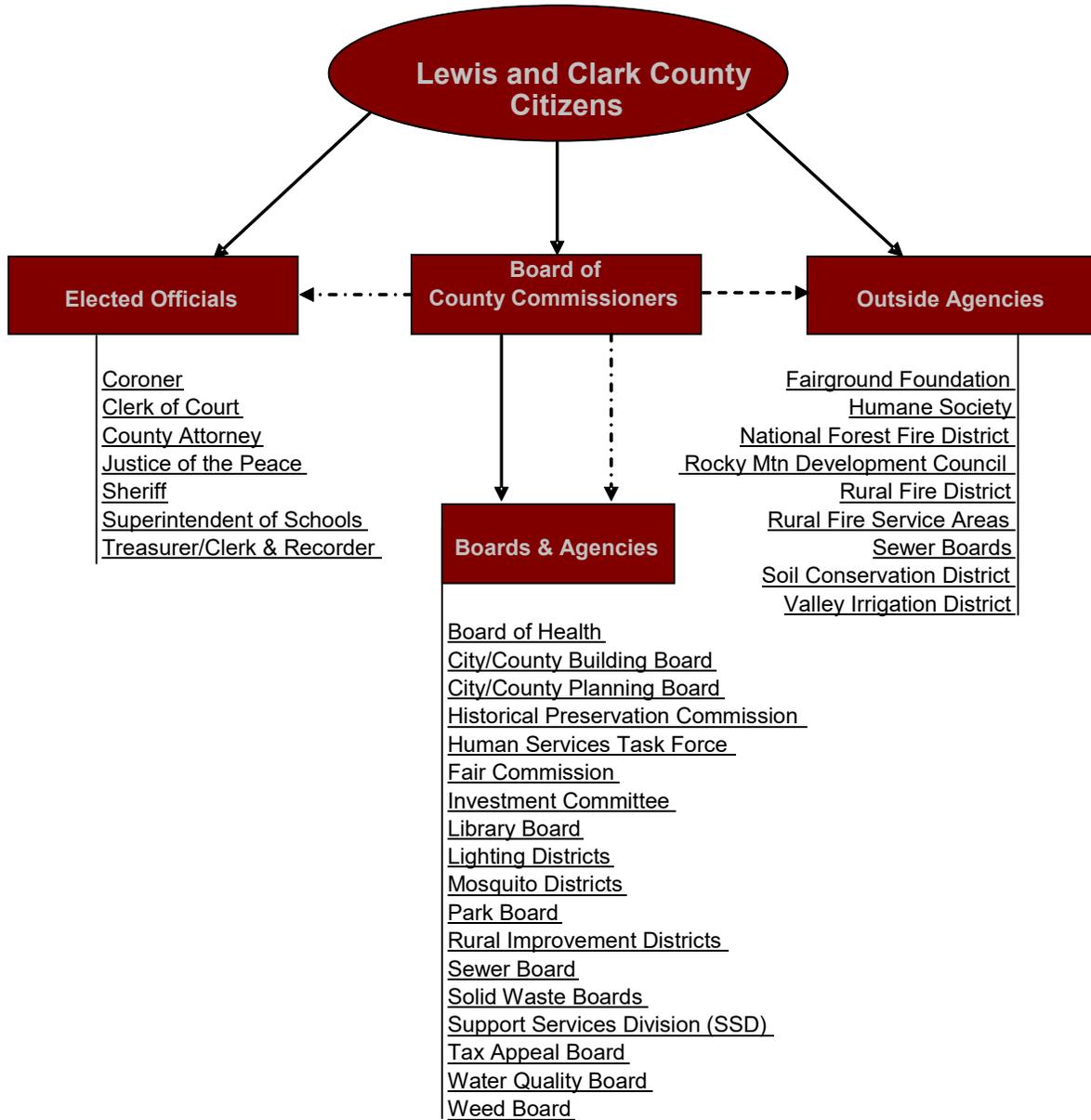
Programs/Activities of a Department are the specific services and tasks performed in the pursuit of its objectives and goals.

### 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:

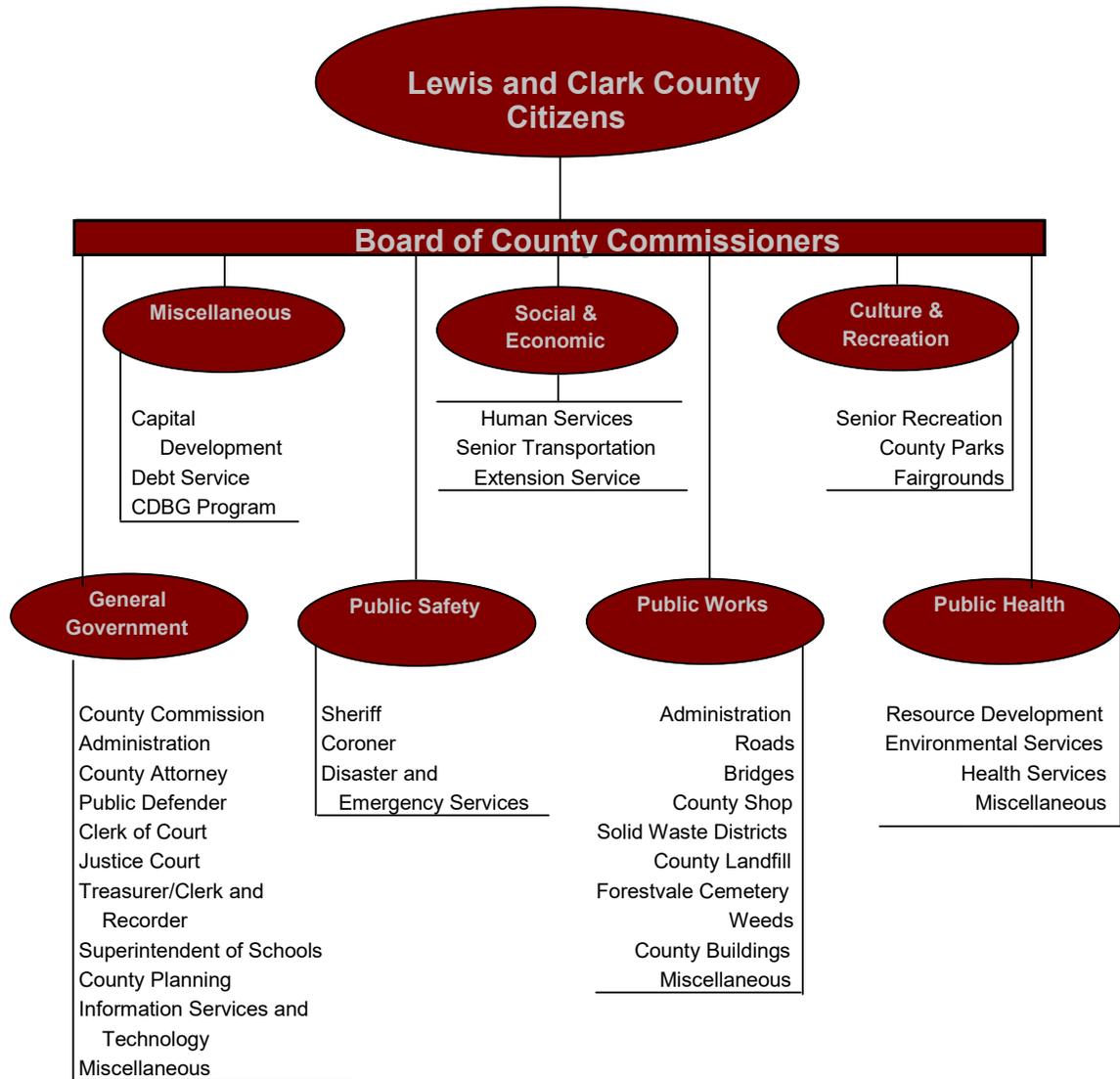
- Program Description
- Goals & Objectives
- Department Budget
- Department Personnel
- Performance Measures
- Workload Indicators

Lewis and Clark County, Montana  
ORGANIZATIONAL CHART



- > Direct Authority
- > Coordination
- .....> Budget Management

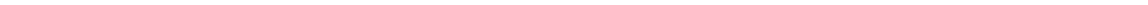
**Lewis and Clark County, Montana  
ORGANIZATIONAL CHART  
By Function**



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## **FINANCIAL SUMMARY**



**OVERVIEW OF BUDGETED RESOURCES**

**SUMMARY OF MAJOR REVENUES, EXPENDITURES  
AND OTHER FINANCING SOURCES/USES  
July 1, 2020 through June 30, 2021 (FY 21)**

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Projected Beginning							
Cash Balances	\$ 5,397,837	\$ 18,522,057	\$ 798,471	\$ 15,830,811	\$ 3,709,621	\$ 6,954,702	\$ 51,213,499
Total Estimated Revenues	12,669,391	36,306,882	1,582,083	7,738,583	5,222,224	11,937,790	75,456,953
Budgeted Expenditures	14,032,198	45,021,426	1,578,288	13,769,663	4,352,464	12,752,561	91,506,600
Projected Ending							
Cash Balances	\$ 4,035,030	\$ 9,807,513	\$ 802,266	\$ 9,799,731	\$ 4,579,381	\$ 6,139,931	\$ 35,163,852

**OVERVIEW OF BUDGETED RESOURCES**

**SUMMARY OF MAJOR REVENUES, EXPENDITURES  
AND OTHER FINANCING SOURCES/USES  
July 1, 2020 through June 30, 2021 (FY 21)**

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Projected Beginning							
Cash Balances	\$ 5,397,837	\$ 18,522,057	\$ 798,471	\$ 15,830,811	\$ 3,709,621	\$ 6,954,702	\$ 51,213,499
<u>Estimated Revenues</u>							
Taxes & Assessments	7,426,164	25,610,785	736,000		497,749		34,270,698
Licenses & Permits	259,500	4,432					263,932
Intergovernmental	2,935,741	5,960,234		2,114,231	19,350		11,029,556
Charges for Services	1,221,368	1,877,326			1,752,591	18,000	4,869,285
Fines & Forfeitures	28,800	471,704					500,504
Miscellaneous	25,000	2,898,500	836,603		2,840,834	1,696,479	8,297,416
Investment Earnings	250,000	131,840	8,980	163,000	61,700	67,000	682,520
Transfers/loan proceeds	522,818	2,639,863	500	5,461,352	50,000	100,000	8,774,533
Internal Service						10,056,311	10,056,311
Total Estimated Revenues	12,669,391	39,594,684	1,582,083	7,738,583	5,222,224	11,937,790	78,744,755
<u>Budgeted Expenditures</u>							
General Government	10,947,771	6,809,447	-	1,406,739	-	9,555,789	28,719,746
Public Safety	551,907	19,512,846	-	3,097,923	-	-	23,162,676
Public Works	1,872,605	12,486,353	-	9,146,101	2,700,251	3,196,772	29,402,082
Public Health	69,500	5,482,154	-	118,900	-	-	5,670,554
Social and Economic Services	590,415	529,200	-	-	-	-	1,119,615
Culture and Recreation	-	181,426	-	-	1,652,213	-	1,833,639
Economic Development	-	20,000	-	-	-	-	20,000
Debt Service	-	-	1,578,288	-	-	-	1,578,288
Internal Service	-	-	-	-	-	-	-
Miscellaneous Expenditures	-	-	-	-	-	-	-
Total Budgeted Expenditures	14,032,198	45,021,426	1,578,288	13,769,663	4,352,464	12,752,561	91,506,600
Projected Change in							
Cash Balances	(1,362,807)	(5,426,742)	3,795	(6,031,080)	869,760	(814,771)	(12,761,845)
Projected Ending							
Cash Balances	\$ 4,035,030	\$ 13,095,315	\$ 802,266	\$ 9,799,731	\$ 4,579,381	\$ 6,139,931	\$ 38,451,654

# OVERVIEW OF BUDGETED RESOURCES

## SUMMARY OF MAJOR REVENUES, EXPENDITURES AND OTHER FINANCING SOURCES/USES July 1, 2019 through June 30, 2020 (FY 20)

	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	7,191,840	21,442,056	731,578		477,749		29,843,223
Licenses & Permits	279,632	4,230					283,862
Intergovernmental	3,330,676	7,298,391		2,390,855	19,420		13,039,342
Charges for Services	1,403,470	2,052,478			1,422,134	21,141	4,899,223
Fines & Forfeitures	34,296	471,449					505,745
Miscellaneous	118,265	2,701,548	876,635	8,801	2,415,367	1,807,497	7,928,113
Investment Earnings	367,568	177,671	11,417	251,317	55,713	87,533	951,219
Transfers/loan proceeds	390,952	2,382,027	754,036	5,138,263	50,000	229,812	8,945,090
Internal Service						9,425,820	9,425,820
<b>Total Revenues</b>	<b>13,116,699</b>	<b>36,529,850</b>	<b>2,373,666</b>	<b>7,789,236</b>	<b>4,440,383</b>	<b>11,571,803</b>	<b>75,821,637</b>
<b>Expenditures</b>							
General Government	9,115,332	6,420,754	-	2,918,197	-	8,604,680	27,058,963
Public Safety	506,108	16,966,739	-	5,962,136	-	-	23,434,983
Public Works	1,764,751	6,831,749	-	2,391,963	3,563,282	2,092,515	16,644,260
Public Health	67,950	5,360,263	-	125,634	-	-	5,553,847
Social and Economic Services	563,165	366,653	-	-	-	-	929,818
Culture and Recreation	-	76,397	-	-	1,297,162	-	1,373,559
Economic Development	-	15,000	-	-	-	-	15,000
Debt Service	-	-	2,399,980	-	-	-	2,399,980
Internal Service	-	-	-	-	-	-	-
Miscellaneous Expenditures	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>12,017,306</b>	<b>36,037,555</b>	<b>2,399,980</b>	<b>11,397,930</b>	<b>4,860,444</b>	<b>10,697,195</b>	<b>77,410,410</b>

# OVERVIEW OF BUDGETED RESOURCES

## SUMMARY OF MAJOR REVENUES, EXPENDITURES AND OTHER FINANCING SOURCES/USES July 1, 2018 through June 30, 2019 (FY 19)

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
<b>Revenues</b>							
Taxes & Assessments	6,878,128	23,234,146	100,563		464,871		30,677,708
Licenses & Permits	297,144	5,920					303,064
Intergovernmental	3,212,139	5,403,110		367,802	19,131		9,002,182
Charges for Services	1,320,738	1,886,058			1,334,053	14,057	4,554,906
Fines & Forfeitures	38,357	446,881					485,238
Miscellaneous	86,968	2,908,766	930,443	326,832	2,745,610	1,546,341	8,544,960
Investment Earnings	388,686	253,022	15,450	316,631	70,840	110,396	1,155,025
Transfers/loan proceeds	446,256	2,262,864	614	11,678,923	53,050	165,598	14,607,305
Internal Service						9,795,169	9,795,169
<b>Total Revenues</b>	<b>12,668,416</b>	<b>36,400,767</b>	<b>1,047,070</b>	<b>12,690,188</b>	<b>4,687,555</b>	<b>11,631,561</b>	<b>79,125,557</b>
<b>Expenditures</b>							
General Government	8,867,127	4,850,195	-	2,077,135	-	9,170,040	24,964,497
Public Safety	639,941	15,809,685	-	1,792,586	-	-	18,242,212
Public Works	1,718,503	5,725,834	-	1,935,123	2,799,491	2,236,562	14,415,513
Public Health	66,365	5,663,949	-	53,882	-	-	5,784,196
Social and Economic Services	582,515	358,115	-	-	-	-	940,630
Culture and Recreation	-	3,121,012	-	-	1,724,163	-	4,845,175
Economic Development	-	15,000	-	-	-	-	15,000
Debt Service	-	-	1,064,764	-	-	-	1,064,764
Internal Service	-	-	-	-	-	-	-
Miscellaneous Expenditures	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>11,874,451</b>	<b>35,543,790</b>	<b>1,064,764</b>	<b>5,858,726</b>	<b>4,523,654</b>	<b>11,406,602</b>	<b>70,271,987</b>

# OVERVIEW OF BUDGETED RESOURCES

## PROJECTED CHANGES IN CASH BALANCES DETAIL OF ALL FUNDS Fiscal Year 2020-2021

Fund #	Fund Name	Projected	FY - 21		Projected
		Beginning Balances 7-1-20	Estimated Revenues	Budgeted Expenditures	Ending Balances 6-30-21
<b>001</b>	<b>General Fund</b>	<b>5,397,837</b>	<b>\$ 12,669,391</b>	<b>\$ 14,032,198</b>	<b>\$ 4,035,030</b>
<b><u>SPECIAL REVENUE FUNDS</u></b>					
101	Tenmile Water Quality	-	-	-	-
102	Asarco Grant	(34,047)	183,684	152,090	(2,453)
103	Lead Based Paint Remed	-	-	-	-
104	Junk Vehicle Program	5,529	127,602	127,602	5,529
105	Valley Wide Monitor Ntw rk	-	-	-	-
106	Wetlands Resource Assess	-	-	-	-
107	Lic Establishment Inspect	(1)	362,109	362,109	(1)
108	Subdivision Review	-	-	-	-
121	Helena Valley Nonpoint Source	-	-	-	-
123	Watershed Grants	-	-	-	-
124	Lake Helena WRP	(161,277)	165,276	4,000	(1)
127	Upper TenMile Mining	(1,108)	14,029	12,920	1
140	Water QPD Donation Program	49,120	9,500	23,245	35,375
149	Health Non performance grants	(1)	-	-	(1)
150	Safe Schools	-	-	-	-
160	Asthma Home Visiting	(1,674)	31,000	41,873	(12,547)
161	Chronic Disease	101,199	246,009	296,776	50,432
174	Comp Cancer Control Program	-	-	-	-
165	Consented Referral System	34,227	40,000	68,987	5,240
176	Breast & Cervical Cancer	(559)	45,560	-	45,001
177	WIC	(55,379)	282,505	232,457	(5,331)
178	M C H Block Grant	(11,321)	136,755	114,801	10,633
179	Home Care/Case Management	1	-	-	1
180	Miechv Grant	(7,240)	52,537	45,611	(314)
181	Ryan White Title III CM	-	-	-	-
182	WIC Peer Breastfeeding	(757)	13,499	12,971	(229)
183	MT Napa Obesity Prevention	-	-	-	-
184	Homeless Grant	-	-	-	-
185	Community Transformation Grant	-	-	-	-
186	EPA Air Quality	1	50,852	49,880	973
187	SDMI Waiver	-	-	-	-
188	Tobacco Control Grant	3,242	-	-	3,242
189	Pblc Hlth Home Visiting	(28,663)	195,965	170,380	(3,078)
190	Tuberculosis Grant	-	-	-	-
191	HIV Prevention Services	(3,364)	39,662	31,604	4,694
192	March of Dimes PHN	-	-	-	-
193	Target Cm Low Birth Wght	(2,551)	103,598	89,698	11,349
194	Ryan White Title II	(91)	-	-	(91)
195	Immunization Prog Grant	-	-	-	-
196	Bioterrorism Grant	34,727	151,466	151,465	34,728
197	Safe Care	(1)	-	-	(1)
201	Craig Mosquito District	20,488	10,000	26,205	4,283
202	Mosquito Control District	134,289	150,000	232,400	51,889
203	Water Quality District	219,118	397,003	426,285	189,836
204	Mental Health	3,058	530,049	442,640	90,467
211	Road	1,436,293	4,195,419	4,710,774	920,938
215	Pred Animal Control	(1,751)	1,500	1,416	(1,667)
216	Cattle Predatory Control	12,087	25,000	38,766	(1,679)
218	District Courts	829,159	1,882,387	2,144,023	567,523



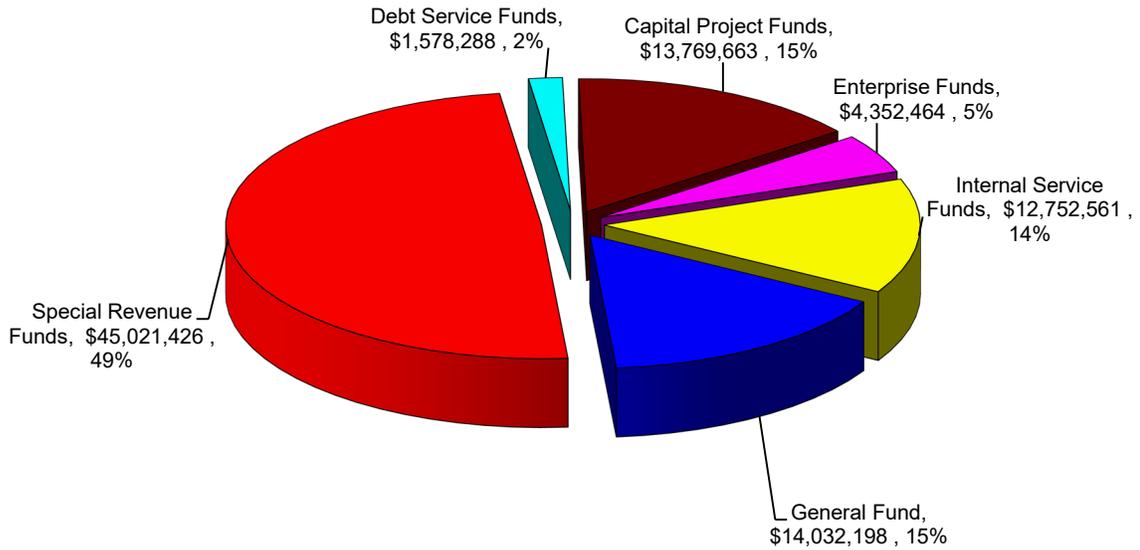
# OVERVIEW OF BUDGETED RESOURCES

## PROJECTED CHANGES IN CASH BALANCES DETAIL OF ALL FUNDS Fiscal Year 2020-2021

Fund #	Fund Name	Projected Beginning Balances 7-1-20	FY - 21		Projected Ending Balances 6-30-21
			Estimated Revenues	Budgeted Expenditures	
			39,594,684	3,287,802	
<b><u>DEBT SERVICE FUNDS:</u></b>					
500	City/County Bldg Debt	-	65,000	65,000	-
501	Open Space bonds	26,724	671,800	670,064	28,460
502	Health Facilities Debt	-	-	-	-
503	RSID Revolving	336,881	6,000	-	342,881
504	Search and Rescue Debt	50,859	100,400	97,540	53,719
505	Detention Center Remodel	(9,089)	636,500	635,950	(8,539)
506-529	Debt Service Districts	393,096	102,383	109,734	385,745
<b>Total Debt Service Funds</b>		<b>798,471</b>	<b>1,582,083</b>	<b>1,578,288</b>	<b>802,266</b>
<b><u>CAPITAL PROJECT FUNDS</u></b>					
550	Capital Development	12,914,135	2,948,031	6,846,882	9,015,284
551	CTEP Projects	-	-	-	-
552	RID Projects	(136,789)	436,789	300,000	-
553	Misc Federal Grant Prjcts	1	85,000	85,000	1
554	Pub Safety-Radio Cap Prjt	-	-	-	-
555	Detention Center Remodel	1,122,446	1,110,000	1,448,000	784,446
556	Road/Bridge Infrast Proj	1,931,018	3,158,763	5,089,781	-
559	Fairgrounds Improv	-	-	-	-
<b>Total Capital Project Funds</b>		<b>15,830,811</b>	<b>7,738,583</b>	<b>13,769,663</b>	<b>9,799,731</b>
<b><u>ENTERPRISE FUNDS:</u></b>					
601	Cooney Convalescent Ent	-	-	-	-
602	Fair Enterprise	189,751	1,921,444	1,652,213	458,982
610	Augusta Landfill Dist	45,015	90,700	105,978	29,737
611	Lincoln Landfill District	241,515	143,850	194,912	190,453
612	Scratch Gravel Landfill	1,331,673	1,258,105	1,392,567	1,197,211
613	Lewis & Clark Co Landfill	1,832,420	1,767,400	971,357	2,628,463
614	Marysville Solid Waste	69,247	40,725	35,437	74,535
<b>Total Enterprise Funds</b>		<b>3,709,621</b>	<b>5,222,224</b>	<b>4,352,464</b>	<b>4,579,381</b>
<b><u>INTERNAL SERVICE FUNDS</u></b>					
650	Building Maintenance	1,538,088	1,282,579	1,677,794	1,142,873
651	Health Care Facilities	460,715	413,000	446,966	426,749
652	County Shop	434,948	827,400	880,905	381,443
653	Fuel Revolving	79,331	201,000	191,107	89,224
655	Info Technology & Service	1,331,023	2,594,311	2,830,850	1,094,484
656	Liability Insurance	1,476,424	765,000	1,071,000	1,170,424
657	County Health Insurance	1,634,173	5,854,500	5,653,939	1,834,734
658	Flexible Benefits Admin	-	-	-	-
<b>Total Internal Service Funds</b>		<b>6,954,702</b>	<b>11,937,790</b>	<b>12,752,561</b>	<b>6,139,931</b>
<b>Total All Funds</b>		<b>\$ 51,213,499</b>	<b>\$ 75,456,953</b>	<b>\$ 91,506,600</b>	<b>\$ 35,163,852</b>

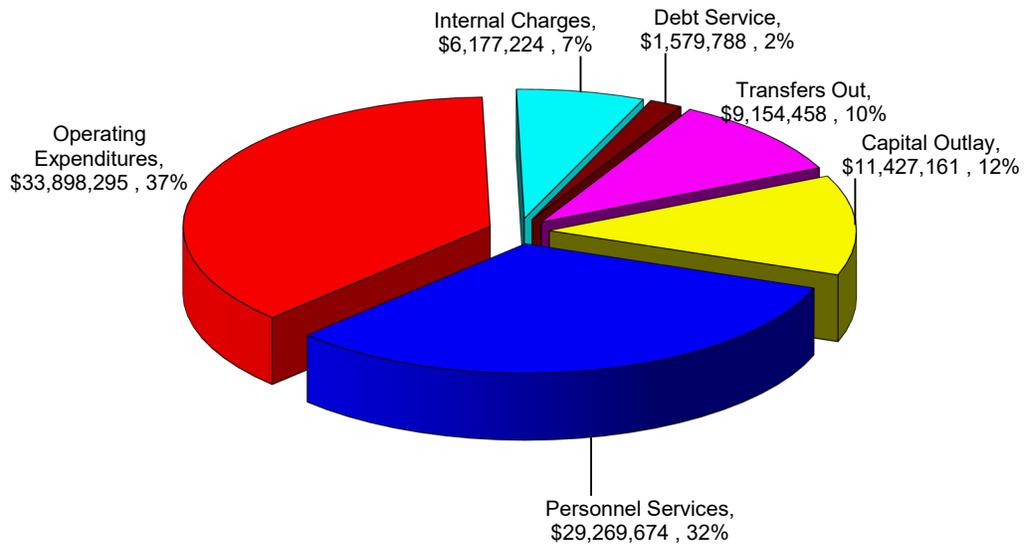
APPROPRIATED EXPENDITURES  
BY MAJOR FUND GROUP

FY 21 \_\_\_\_\_



APPROPRIATED EXPENDITURES  
BY OBJECT CATEGORY

FY 21 \_\_\_\_\_



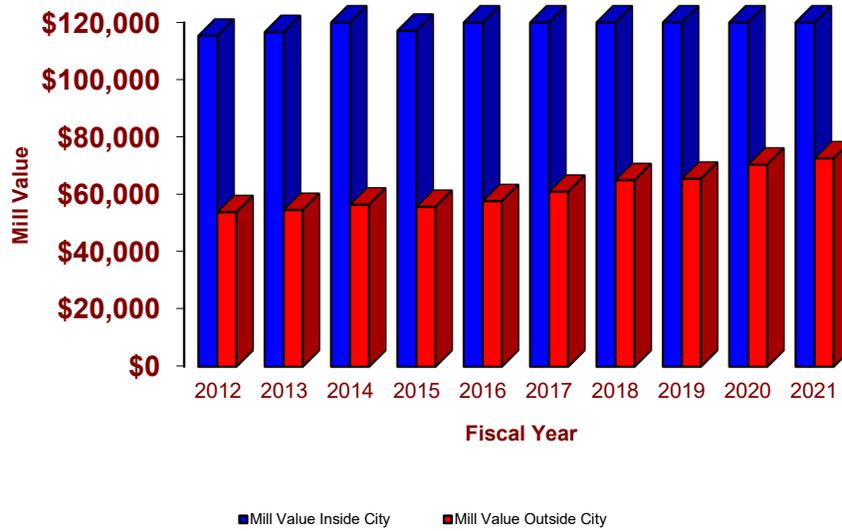
# MILL VALUE & LEVY ANALYSIS

## LEWIS & CLARK COUNTY ANALYSIS OF COUNTY MILL VALUES & LEVIES FISCAL YEARS 2012 TO 2021

MILL VALUES	Fiscal Year									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Mill Value Inside City	\$ 115,380	\$ 116,642	\$ 120,346	\$ 117,108	\$ 121,276	\$ 125,989	\$ 133,444	\$ 135,534	\$ 145,256	\$ 148,423
Mill Value Outside City	53,869	54,645	56,497	55,727	57,706	60,973	65,013	65,514	70,422	72,630
<b>MILL LEVIES INSIDE INCORPORATED CITIES:</b>										
ALL-PURPOSE	37.33	37.68	38.22	38.67	39.30	39.15	39.76	39.42	37.95	38.42
CITY COUNTY HEALTH	7.54	7.61	7.74	7.83	8.07	8.04	8.16	8.10	7.80	7.90
DISTRICT COURT	3.37	3.40	3.46	3.50	3.61	3.60	3.66	3.63	3.49	3.53
PARKS	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
LIBRARY	7.04	7.11	7.23	7.31	7.33	7.30	7.41	7.34	7.07	7.16
MENTAL HEALTH	0.69	0.70	0.71	0.72	0.74	0.74	0.75	0.74	0.71	0.72
SENIOR CITIZENS	1.06	1.07	1.09	1.10	1.13	1.13	1.15	1.14	1.10	1.11
COUNTY EXTENSION	1.33	1.34	1.36	1.38	1.42	1.41	1.43	1.42	1.37	1.39
PUBLIC SAFETY	30.78	31.07	31.59	31.96	32.54	32.41	32.91	32.63	31.41	31.80
HEALTH FACILITIES	1.35	1.25	0.59	0.58	0.50	0.58	0.43	0.00	0.00	0.00
PERMISSIVE MEDICAL LEVY	9.71	10.87	12.29	11.20	10.25	10.85	10.98	10.80	10.80	9.73
Permissive SRS Levy								1.05	1.01	1.01
ENTITLEMENT LEVY	5.57	5.62	5.76	5.83	6.09	6.07	6.16	6.11	5.88	5.95
<b>TOTAL LEVIES INSIDE CITIES NOT VOTED</b>	<b>105.87</b>	<b>107.82</b>	<b>110.14</b>	<b>110.18</b>	<b>111.08</b>	<b>111.38</b>	<b>112.90</b>	<b>112.48</b>	<b>108.69</b>	<b>108.82</b>
<b>VOTED MILL LEVIES:</b>										
PUBLIC SAFETY	27.28	27.53	27.99	28.32	29.56	29.45	29.91	29.66	28.55	28.90
LIBRARY	14.14	14.27	14.51	14.68	15.32	15.26	15.50	15.37	14.80	14.98
FAIRGROUNDS	12.49	12.61	12.82	12.97	3.43	3.42	3.47	3.44	3.31	3.35
SEARCH AND RESCUE	-	-	-	1.80	1.88	1.85	1.84	1.77	1.72	1.68
DIVERSION SERVICES								5.72	5.51	5.58
DETENTION SERVICES								3.69	10.00	13.50
DETENTION DEBT SERVICE								0.00	4.43	4.35
<b>TOTAL VOTED LEVY</b>	<b>53.91</b>	<b>54.41</b>	<b>55.32</b>	<b>57.77</b>	<b>50.19</b>	<b>49.98</b>	<b>50.72</b>	<b>59.65</b>	<b>68.32</b>	<b>72.34</b>
<b>RECLASSIFICATION OF LEVY</b>										
ENTITLEMENT LEVY(FROM STATE)	11.56	11.67	11.82	11.96	12.48	12.43	12.62	12.52	12.05	12.20
<b>Total Inside Incorporated Cities</b>	<b>171.34</b>	<b>173.90</b>	<b>177.28</b>	<b>179.91</b>	<b>173.75</b>	<b>173.79</b>	<b>176.24</b>	<b>184.65</b>	<b>189.06</b>	<b>193.36</b>
<b>LEVIES OUTSIDE INCORPORATED CITIES</b>										
ROAD	22.00	22.52	22.99	23.46	23.65	23.64	23.94	23.60	22.59	22.92
PLANNING	2.98	3.05	3.12	3.18	3.22	3.22	3.26	3.22	3.08	3.13
EMERGENCY DISASTER	-	2.00	0.00	0.00				2.00		
<b>TOTAL LEVIES OUTSIDE NOT VOTED</b>	<b>24.98</b>	<b>27.57</b>	<b>26.11</b>	<b>26.64</b>	<b>26.87</b>	<b>26.86</b>	<b>27.20</b>	<b>28.82</b>	<b>25.67</b>	<b>26.05</b>
<b>VOTED MILL LEVIES OUTSIDE CITY:</b>										
ROAD	11.25	11.52	11.85	12.09	12.37	12.36	12.52	12.34	11.81	11.98
<b>TOTAL MILL LEVIES OUTSIDE CITY</b>	<b>36.23</b>	<b>39.09</b>	<b>37.96</b>	<b>38.73</b>	<b>39.24</b>	<b>39.22</b>	<b>39.72</b>	<b>41.16</b>	<b>37.48</b>	<b>38.03</b>
<b>TOTAL COUNTY MILLS</b>	<b>207.57</b>	<b>212.99</b>	<b>215.24</b>	<b>218.64</b>	<b>212.99</b>	<b>213.01</b>	<b>215.96</b>	<b>225.81</b>	<b>226.54</b>	<b>231.39</b>

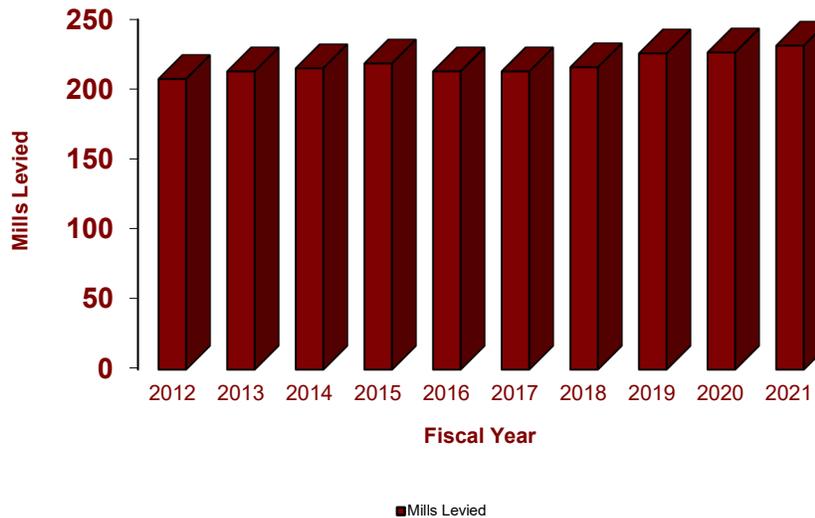
**MILL VALUE TRENDS**

Fiscal Year 2021 (FY 21) \_\_\_\_\_



**MILL LEVY TRENDS**

Fiscal Year 2021 (FY 21) \_\_\_\_\_



# MILL VALUE & LEVY ANALYSIS

## Lewis and Clark County, Montana LEVY REQUIREMENTS SCHEDULE Fiscal Year 2021

Assessed Valuation-County Wide: **\$8,608,158,474**  
 Tax Valuation: **\$148,422,660**  
 1 Mill Yields: **\$148,423**

Fund Number	Fund Name	Appropriation	Levied								Mill Levy
			Cash Reserves	Total Requirements	Cash Available	Non-Tax Revenues	Property Tax Revenues	Total Revenues	Total Resources		
001	All-Purpose	14,032,198	4,029,926	18,062,124	5,392,733	6,966,979	5,702,412	12,669,391	18,062,124	38.42	
218	District Court	2,144,023	567,523	2,711,546	829,159	1,358,454	523,933	1,882,387	2,711,546	3.53	
221	Parks	70,561	17,643	88,204	30,112	43,250	14,842	58,092	88,204	0.10	
222	Library	3,183,003	0	3,183,003	0	0	3,286,085	3,286,085	3,286,085	22.14	
227	Health	2,623,352	743,868	3,367,220	986,847	1,207,831	1,172,542	2,380,373	3,367,220	7.90	
204	Mental Health	442,640	90,467	533,107	3,058	423,184	106,865	530,049	533,107	0.72	
220	Search and Rescue	182,645	21,092	203,737	49,143	6,171	148,423	154,594	203,737	1.00	
228	Senior Citizen Services	194,565	28,100	222,665	57,241	674	164,750	165,424	222,665	1.11	
229	County Extension Service	334,635	84,251	418,886	203,393	9,185	206,308	215,493	418,886	1.39	
230	Public Safety	13,493,155	2,621,808	16,114,963	3,238,913	3,866,774	9,009,276	12,876,050	16,114,963	60.70	
233	Detention Services	2,527,394	56,064	2,583,458	433,458	146,289	2,003,711	2,150,000	2,583,458	13.50	
234	Diversion Services	1,349,507	413,427	1,762,934	360,661	574,073	828,200	1,402,273	1,762,934	5.58	
505	Detention Debt Service	635,950	(8,539)	627,411	(9,089)	(21,014)	657,514	636,500	627,411	4.43	
223	Health Insurance	1,522,000	180,424	1,702,424	180,355	77,913	1,444,156	1,522,069	1,702,424	9.73	
230	SRS Retirement	146,709	0	146,709	0	0	149,907	149,907	149,907	1.01	
504	Search and Rescue Debt	97,540	53,719	151,259	50,859	(528)	100,928	100,400	151,259	0.68	
602	Fairgrounds	1,652,213	458,962	2,111,175	189,751	1,424,227	497,217	1,921,444	2,111,195	3.35	
710	Entitlement Levy	2,604,440	0	2,604,440	0	0	2,693,877	2,693,877	2,693,877	18.15	

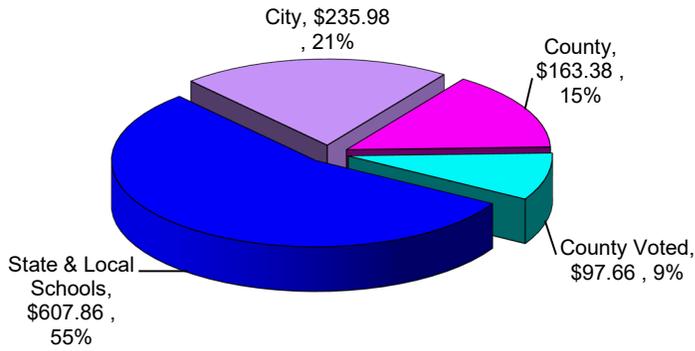
Assessed Valuation-Outside City: **\$4,315,665,414**  
 Tax Valuation: **\$72,629,660**  
 1 Mill Yields: **\$72,630**

Fund Number	Fund Name	Appropriation	Property							Mill Levy
			Cash Reserves	Total Requirements	Cash Available	Non-Levied Revenues	Property Tax Revenues	Total Revenues	Total Resources	
211	Road	4,710,774	920,938	5,631,712	1,436,293	1,660,632	2,534,787	4,195,419	5,631,712	34.90
225	Planning	1,539,921	467,952	2,007,873	936,994	843,547	227,332	1,070,879	2,007,873	3.13

# PROPERTY TAXES BY JURISDICTION

## PROPERTY TAXES BY JURISDICTION - INSIDE CITY

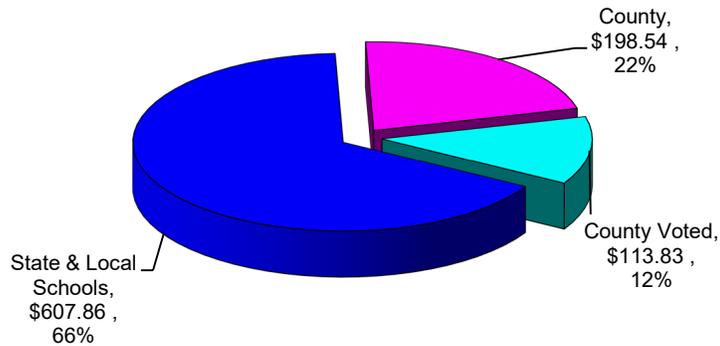
Tax Year 2020 (FY 21) \_\_\_\_\_  
(Example based on a residential property with a market value of \$100,000)



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## PROPERTY TAXES BY JURISDICTION - OUTSIDE CITY

Tax Year 2020 (FY 21) \_\_\_\_\_  
(Example based on a residential property with a market value of \$100,000)



### Overview

Funding for services provided to Lewis and 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 and Clark County is heavily reliant upon property tax levy for its general fund, public safety fund (Sheriff), health fund, and road and 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 and 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.

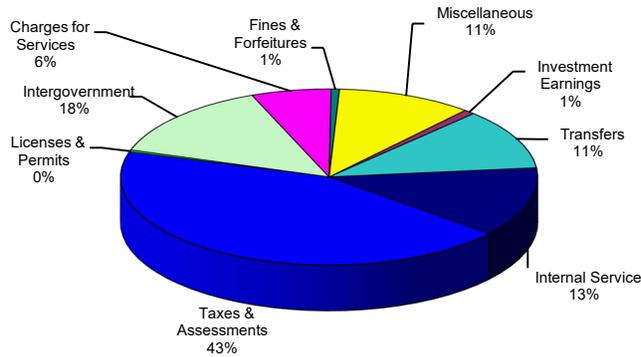
Shown on the following page are two pie charts which give a graphic overview of total county revenues—one by type described above and the other by major fund group.

# MAJOR REVENUE SOURCES

Assumptions, Estimates, & Trends

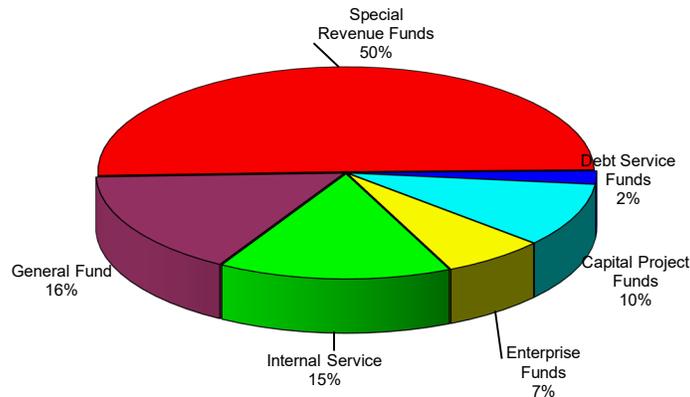
## Estimated Revenues by Type – All Funds – Fiscal year 2020-21

As depicted by the graph of revenues by type below, taxes and assessments make up the largest category of county revenues for FY 21 (43%). Intergovernmental makes up the next largest category (18%). Finally, internal charges, transfers and charges for services account for 30% of the total.



## Estimated Revenues by Fund – All Funds – Fiscal year 2019-20

Revenues by fund also help give the reader an understanding of the source of Lewis and Clark County revenues. As shown by the graph below, the general fund (16%), Internal Service (15%), Special Revenue Funds (50%), and Capital Projects (10%), make up 91% of the county's revenues.



## Revenue Forecasts

### **Assumptions and 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 and 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.

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

# MAJOR REVENUE SOURCES

## Assumptions, Estimates, & Trends

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.

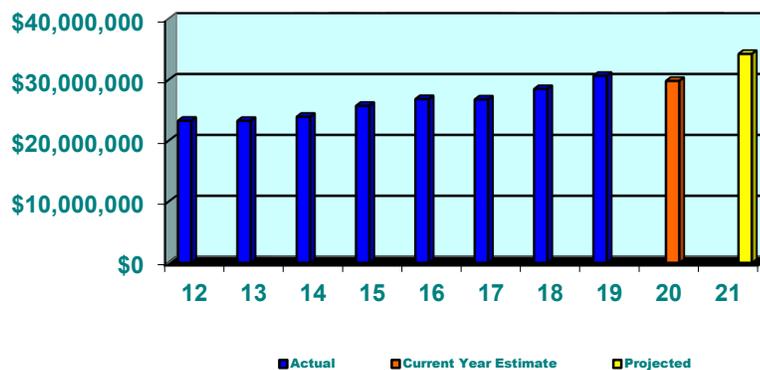
Individual revenue categories, their trends, and estimates follow.

### Key Revenue Estimates and Trends

This section provides a 10-year trend analysis of each of the eight revenue categories described previously. The 10-year trend analysis includes 9 years of actual revenue history and next year's projected revenues—together making up the 10-year analysis.

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. For FY21, taxes increased slightly due to inflationary increases and newly taxable property. In addition, voter approved levies for the operations of the detention center were increased. We are watching closely to see the effect of COVID on tax revenue.

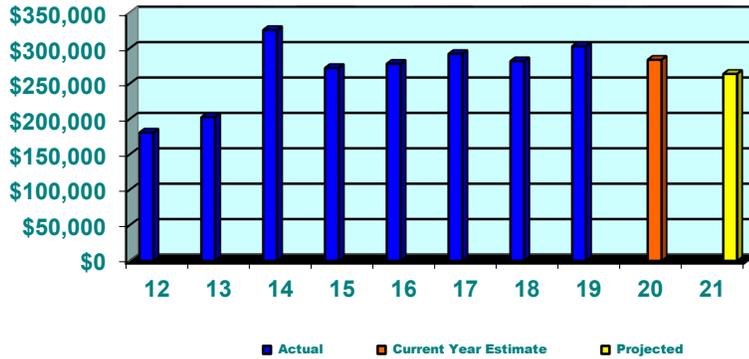
Taxes & Assessments



# MAJOR REVENUE SOURCES

## Assumptions, Estimates, & Trends

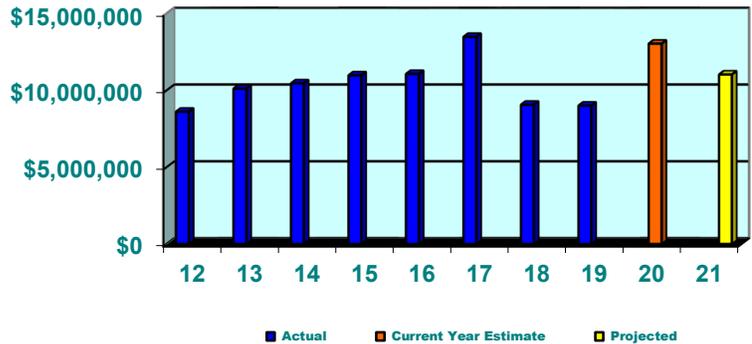
### Licenses & Permits



Shown by the graph on the left are the County's License & Permit revenues. Licenses & permits include franchise fees, business licenses, and liquor licenses. The majority of this revenue is received from Charter Communications for franchise fees.

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. In FY21, several large grants are anticipated.

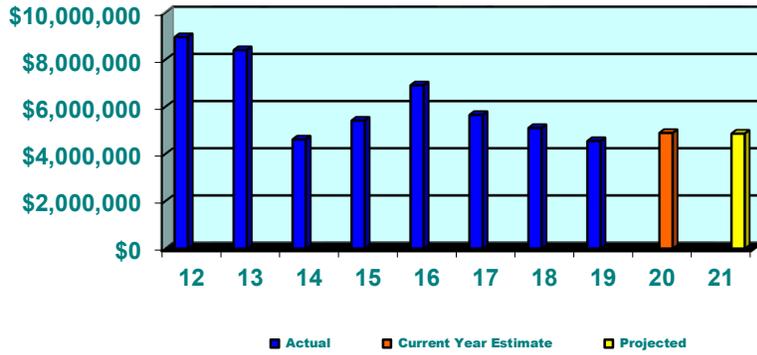
### Intergovernmental Revenue



# MAJOR REVENUE SOURCES

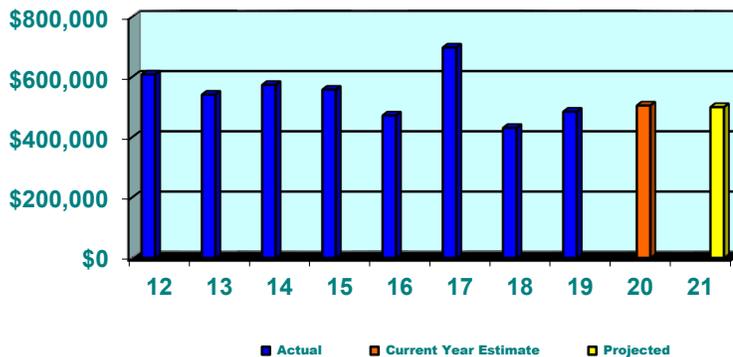
## Assumptions, Estimates, & Trends

### 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

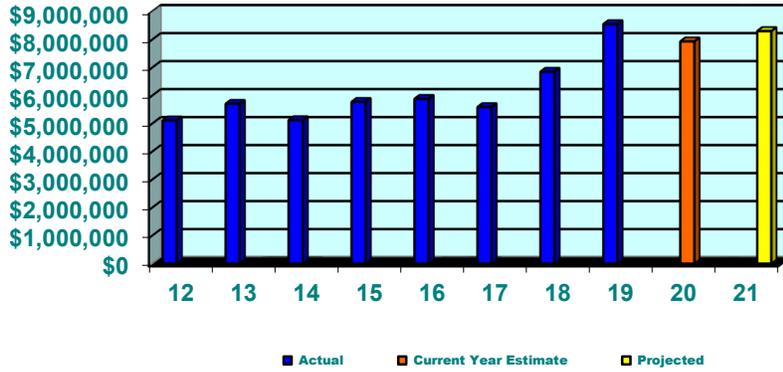


Shown by the graph on the left are the County's Fine & Forfeiture revenues. Fine & forfeiture revenues include Justice Court fines and Civil fines.

# MAJOR REVENUE SOURCES

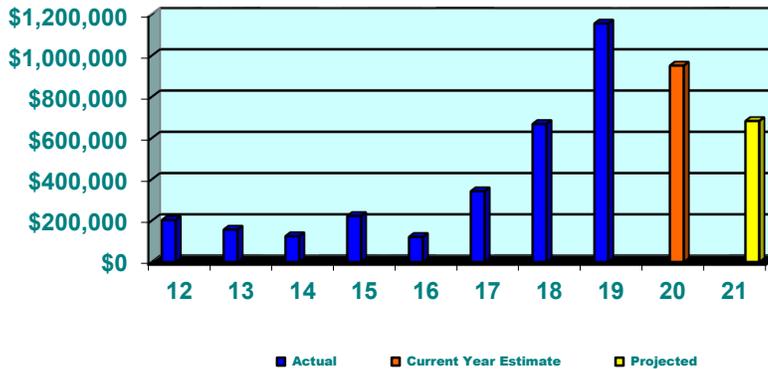
## Assumptions, Estimates, & Trends

### 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.

### Investment Earnings

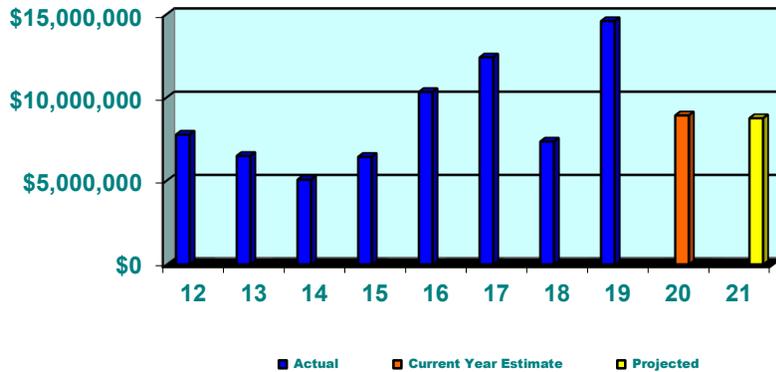


Shown by the graph on the left are the county's Investment Earnings Revenues. Investment earnings revenues was increasing after the recession that started in 09. Economic conditions due to COVID have dropped earnings significantly.

# MAJOR REVENUE SOURCES

## Assumptions, Estimates, & Trends

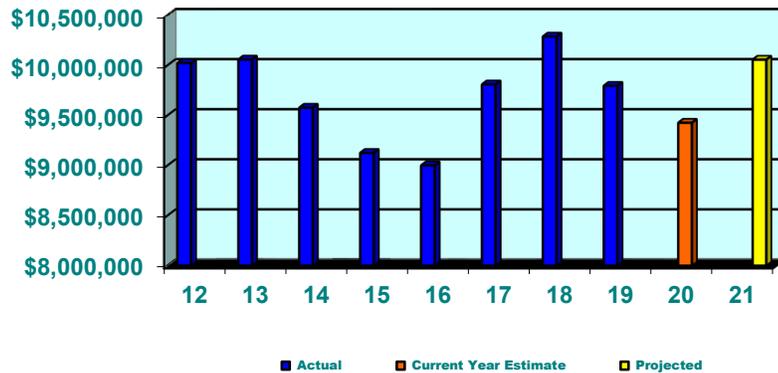
### Interfund Transfers



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 County has made capital project funding a priority over the past fifteen 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.



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## **GENERAL GOVERNMENT**

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## **Program Description**

The County Commission is the Executive as well as the Legislative branch for Lewis and 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.

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## **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.



**2021 Budget Highlights**

**Personnel Services**

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions.

**Operating Expenditures**

- Inflationary increases only.

**Capital Outlay**

- none

**Transfers**

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

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**Staffing Summary**

<b>Title</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Adopted FY2021</b>
County Commissioners	3.00	3.00	3.00
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

## 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, Public Information Officer, and administrative staff assigned to the Commission. The Administrative Services Department coordinates activities related to budget, personnel, payroll, mail services, and property management for the County.

The Communications and Community Outreach Coordinator works closely with County departments to ensure consistent messaging to the media and the public and seeks opportunities for appropriate community outreach. The position works with the media, including writing press releases and coordinating and conducting interviews, and manages social media content. It also provides input on the website and makes decisions regarding the Home Page. The Communications Coordinator assists other elected officials as requested, such as the Sheriff in emergencies or the Treasurer/Clerk and Recorder for Elections and Motor Vehicle outreach.

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.'

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## 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 training and 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

- Implementation of the Flood Mitigation Study (A,B,C,D)
  - Continue to address project specific mitigation strategies within budgetary constraints
  - Implement flood mitigation project in the Helena Valley with FEMA Grant funding
- 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
  - Implement valley wide zoning
- Support Local Advisory Council to improve community mental health services (B,C,D)
  - Work with LAC and local providers to improve continuum of care
  - Secure stable funding for priority services as determined by LAC
- Participate in long-range justice system planning
  - Participate in Criminal Justice Coordinating Council
  - Continue working with Jail Working Group
  - Identify and implement system improvements in the Criminal Justice System
  - Complete remodel of the voter approved Detention Center
- 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)
  - Continue implementation of the changes outlined in the IT assessment.
  - Implement wireless connectivity in County facilities
  - Continue to implement COVID technology to allow remote working and meetings.

**Financial Summary**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 870,322	\$ 904,212	\$ 1,223,091	\$ 318,879	35%
Operating Expenditures	221,871	768,912	315,203	(453,709)	-59%
Internal Charges	94,946	98,313	101,266	2,953	3%
Debt Service	-	-	-	-	
Transfers Out	1,502,866	1,485,809	1,522,000	36,191	2%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 2,690,005</b>	<b>\$ 3,257,246</b>	<b>\$ 3,161,560</b>	<b>\$ (95,686)</b>	<b>-3%</b>

<b>Funding Sources</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ 1,114,918	\$ 1,116,390	\$ 1,639,560	\$ 523,170	47%
223 Employer Health Insurance	1,502,789	1,485,809	1,522,000	36,191	2%
304 Other Grants	72,296	655,048	-	(655,048)	-100%
305 Energy Conservation	-	-	-	-	
	-	-	-	-	
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	-	-	-	-	
<b>Total</b>	<b>\$ 2,690,003</b>	<b>\$ 3,257,247</b>	<b>\$ 3,161,560</b>	<b>\$ (95,687)</b>	<b>-3%</b>

## 2021 Budget Highlights

### Personnel Services

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions.

### Operating Expenditures

- Inflationary increases.
- Increase in health insurance expenses
- Decrease in grant funding-westmont project completed

### Capital Outlay

- None

### Transfers

- Transfers are from the levied health insurance fund to reimburse departments for a portion of health care premiums.
-

**Staffing Summary**

<b>Title</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Adopted FY2021</b>
Chief Administrative Officer	1.00	1.00	1.00
Director of Finance	1.00	1.00	1.00
Budget Coordinator	1.00	1.00	1.00
Director of Human Resources	0.95	0.95	0.95
Human Resource Analyst II	-	-	-
Human Resources Analyst	1.40	1.40	1.75
Human Resources-specialist	0.90	0.90	0.90
Grants Coordinator	-	-	-
Executive Secretary	-	-	-
Finance Coordinator	0.82	0.82	0.82
Administrative Clerk	1.00	1.00	1.00
Sustainability Technician	-	-	-
Planning Ombudsperson	1.00	-	-
Director of Communications	-	1.00	1.00
<b>Total</b>	<b>9.07</b>	<b>9.07</b>	<b>9.42</b>

## 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 and 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 and 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 and 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 improving 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 and Clark County through book refurbishing and technology.

**Financial Summary**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 1,685,900	\$ 1,734,206	\$ 1,897,120	\$ 162,914	9%
Operating Expenditures	436,387	604,408	755,486	151,078	25%
Internal Charges	267,339	265,152	284,486	19,334	7%
Debt Service	-	-	-	-	
Transfers Out	91,098	92,384	108,712	16,328	18%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 2,480,724</b>	<b>\$ 2,696,150</b>	<b>\$ 3,045,804</b>	<b>\$ 349,654</b>	<b>13%</b>

<b>Funding Sources</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ 2,358,134	\$ 2,565,965	\$ 2,910,283	\$ 344,318	13%
237 Record Preservation	122,590	130,185	135,521	5,336	4%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
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<b>Total</b>	<b>\$ 2,480,724</b>	<b>\$ 2,696,150</b>	<b>\$ 3,045,804</b>	<b>\$ 349,654</b>	<b>13%</b>

## 2021 Budget Highlights

### Personnel Services

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions.

### Operating Expenditures

- Inflationary increases. Presidential election

### Capital Outlay

- Scanners, printers and servers.

### Transfers

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

## Staffing Summary

Title	Actual FY2019	Actual FY2020	Adopted FY2021
Treasurer/Clerk and Recorder/Auc	1.00	1.00	1.00
Accounting Manager	1.00	1.00	1.00
Accounting Analyst	1.00	1.46	1.46
Accounting Clerk III	1.00	1.00	1.00
Accounting Clerk	1.00	1.00	1.00
Elections Supervisor	1.00	1.00	1.00
Elections Clerk	2.00	2.00	2.00
Delinquent Tax Specialist	1.00	1.00	1.00
Property Tax Clerk II	2.00	2.00	2.00
Records Manager	1.00	1.00	1.00
Records Clerk	3.00	3.00	3.00
Motor Vehicle Supervisor	1.00	1.00	1.00
Motor Vehicle Clerk II	2.00	2.00	2.00
Motor Vehicle Clerk	6.00	6.50	7.00
Motor Vehicle Receptionist	1.00	1.00	1.00
Accountant	1.00	-	-
Grants accountant		1.00	1.00
<b>Total</b>	<b>26.00</b>	<b>26.96</b>	<b>27.46</b>

## 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.

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## 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**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 2,048,605	\$ 2,028,983	\$ 2,196,417	\$ 167,434	8%
Operating Expenditures	309,168	365,753	504,184	138,431	38%
Internal Charges	280,583	273,052	395,678	122,626	45%
Debt Service				-	
Transfers Out	137,444	102,594	126,048	23,454	23%
Capital Outlay		-	-	-	
<b>Total</b>	<b>\$ 2,775,800</b>	<b>\$ 2,770,382</b>	<b>\$ 3,222,327</b>	<b>\$ 451,945</b>	<b>16%</b>

<b>Funding Sources</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ 2,395,560	\$ 2,406,803	\$ 2,766,047	\$ 359,244	15%
239 DUI Intern Program	12,536	-	-	-	
240 City/County Drug	3,938	-	7,000	7,000	
241 Missouri Rvr Drg Task Frc	133,322	93,556	152,051	58,495	63%
242 MRDTF Federal Sharing		64,938	57,301	(7,637)	-12%
291 HIDTA	230,444	205,086	239,928	34,842	17%
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<b>Total</b>	<b>\$ 2,775,800</b>	<b>\$ 2,770,383</b>	<b>\$ 3,222,327</b>	<b>\$ 451,944</b>	<b>16%</b>

## 2021 Budget Highlights

### Personnel Services

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions.
- Add deputy county attorney.

### Operating Expenditures

- Inflationary increases.

### Fixed Charges

- Inflationary increases.

### Capital Outlay

- Replacement of three copiers and server. Upgrade case management software

### 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**

<b>Title</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Adopted FY2021</b>
County Attorney	1.00	1.00	1.00
Senior Deputy County Attorney	0.00	0.00	0.00
Deputy County Attorney II	8.00	8.00	8.00
Deputy County Attorney	4.00	4.00	5.00
Legal Assistant	1.00	1.00	1.00
Victim Assistance Coordinator	1.00	1.00	1.00
Legal Secretary II	3.00	3.00	3.00
Legal Secretary I	2.00	2.00	2.00
Administrative Assistant II	1.00	1.00	1.00
Administrative Assistant III	1.00	1.00	1.00
Legal Secretary/Receptionist	1.00	1.00	1.00
Court Service Officer	1.00	1.00	1.00
File Clerk	0.50	0.50	0.50
<b>Total</b>	<b>24.50</b>	<b>24.50</b>	<b>25.50</b>

## Program Description

The primary mission of the clerk of district court's office is to provide access to district court, and to maintain and preserve the records of the district court in Lewis and Clark County. The clerk of district court serves as the jury commissioner and provides a pool of jurors for local governments within Lewis and Clark County, including East Helena City Court, Helena Municipal Court, Justice Court and coroner juries for inquests.

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 and issues and records marriage licenses in Lewis and Clark County.

In the last fiscal year, the clerk of court's office completed four goals established at the beginning of the fiscal year. A comprehensive instruction manual and training procedure was completed. Two years of closed court files were converted to microfilm and a year of civil files were scanned, reducing the time to retrieve and provide copies by 50%. The department web page was expanded to include information on filing by email, a Frequently Asked Questions section and links to additional resources and a form was developed making it easier for staff to request educational leave and reimbursement. Many of the other goals established last year were achieved and are on-going and will continue as goals.

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## 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.
- Increase juror service and education through the webpage.
- Distribute brochures about jury service to other public offices, Educate future jurors through presentations at local high schools and provide community education on the importance of jury service.
- Develop a comprehensive security plan for each of the courtrooms.
- Participate in long-range Courthouse space planning.



## 2021 Budget Highlights

### Personnel Services

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions.

### Operating Expenditures

- Inflationary increases.
- Security guards contract for the courthouse

### Capital Outlay

- None

### Transfers

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

**Staffing Summary**

<b>Title</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Adopted FY2021</b>
Clerk of Court	1.00	1.00	1.00
District Court Supervisor	1.00	1.00	1.00
Small Claims Judge	0.00	0.00	0.00
Legal Clerk/Bailiff	5.00	5.00	5.00
Legal Clerk II	1.00	1.00	1.00
Legal Clerk	7.00	7.00	7.00
<b>Total</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>

## Program Description

Justice Court is located on the first floor of the Lewis and 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 and 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 and Clark County Attorney are filed and where defendant's charged with felonies make their initial appearance.

In June of 2004, Lewis and 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 and Clark County Justice Court.

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## 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.



**2021 Budget Highlights**

**Personnel Services**

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions.
- 1.0 Justice of the Peace and 1.0 Justice Clerk

**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**

<b>Title</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Adopted FY2021</b>
Justice of the Peace	1.00	1.00	2.00
Justice Court Coordinator	1.00	1.00	1.00
Justice Court Clerk	4.00	4.00	5.00
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>8.00</b>

## Program Description

The Office of the Lewis and 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 and 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 Lewis and Clark Transportation Committee.
- Distribute the county portion of funds to districts as prescribed by OPI.



### 2021 Budget Highlights

**Personnel Services**

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- None.

**Transfers**

- None.

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### Staffing Summary

Title	Actual FY2019	Actual FY2020	Adopted FY2021
Superintendent of Schools	1.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

## 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 and 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 and 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.

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## 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**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 751,824	\$ 787,923	\$ 921,458	\$ 133,535	17%
Operating Expenditures	123,877	99,655	459,227	359,572	361%
Internal Charges	116,303	117,531	132,236	14,705	13%
Debt Service				-	
Transfers Out	19,598	15,904	27,000	11,096	70%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 1,011,602</b>	<b>\$ 1,021,013</b>	<b>\$ 1,539,921</b>	<b>\$ 518,908</b>	<b>51%</b>

<b>Funding Sources</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
225 Planning & Community Dev	1,011,602	1,021,013	1,539,921	518,908	51%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
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	-	-	-	-	
<b>Total</b>	<b>\$ 1,011,602</b>	<b>\$ 1,021,013</b>	<b>\$ 1,539,921</b>	<b>\$ 518,908</b>	<b>51%</b>

**2021 Budget Highlights**

**Personnel Services**

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions.

**Operating Expenditures**

- Inflationary increases

**Capital Outlay**

- None

**Transfers**

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

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**Staffing Summary**

<b>Title</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Adopted FY2021</b>
Director of Planning	1.00	1.00	1.00
Planner III	2.00	2.00	2.00
Planner II	1.00	1.00	1.00
Planner I	2.00	2.00	2.00
Planner I/district coordinator	-	-	-
Grants Coordinator	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00
Historic Preservation Officer	0.75	0.75	0.75
Office Worker- Historic Preservation	0.30	0.30	0.30
Development Services Supervisor	1.00	1.00	1.00
<b>Total</b>	<b>11.05</b>	<b>11.05</b>	<b>11.05</b>

## **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 and 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.

## 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 FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
Personal Services	\$ 295,182	\$ 261,215	\$ 381,570	\$ 120,355	46%
Operating Expenditures	60,606	65,669	34,707	(30,962)	-47%
Internal Charges	29,741	28,649	36,790	8,141	28%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 385,529</b>	<b>\$ 355,533</b>	<b>\$ 453,067</b>	<b>\$ 97,534</b>	<b>27%</b>

Funding Sources	Actual FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
655 Info Technology & Service	385,529	355,533	453,067	97,534	27%
-	-	-	-	-	
-	-	-	-	-	
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<b>Total</b>	<b>\$ 385,529</b>	<b>\$ 355,533</b>	<b>\$ 453,067</b>	<b>\$ 97,534</b>	<b>27%</b>

**DESCRIPTION: 83 Customer Services**

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
Personal Services	\$ 559,500	\$ 579,321	\$ 600,576	\$ 21,255	4%
Operating Expenditures	336,424	382,896	332,114	(50,782)	-13%
Internal Charges	41,170	29,015	25,318	(3,697)	-13%
Debt Service	-	-	-	-	
Transfers Out	20,000	20,000	20,000	-	0%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 957,094</b>	<b>\$ 1,011,232</b>	<b>\$ 978,008</b>	<b>\$ (33,224)</b>	<b>-3%</b>

Funding Sources	Actual FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
655 Info Technology & Service	957,094	1,011,232	978,008	(33,224)	-3%
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<b>Total</b>	<b>\$ 957,094</b>	<b>\$ 1,011,232</b>	<b>\$ 978,008</b>	<b>\$ (33,224)</b>	<b>-3%</b>

**DESCRIPTION: 84 Infrastructure Network**

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
Personal Services	\$ 269,607	\$ 279,574	\$ 297,470	\$ 17,896	6%
Operating Expenditures	782,944	987,850	833,619	(154,231)	-16%
Internal Charges	20,841	20,802	20,235	(567)	-3%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 1,073,392</b>	<b>\$ 1,288,226</b>	<b>\$ 1,151,324</b>	<b>\$ (136,902)</b>	<b>-11%</b>

Funding Sources	Actual FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
655 Info Technology & Service	1,073,392	1,288,226	1,151,324	(136,902)	-11%
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<b>Total</b>	<b>\$ 1,073,392</b>	<b>\$ 1,288,226</b>	<b>\$ 1,151,324</b>	<b>\$ (136,902)</b>	<b>-11%</b>

DESCRIPTION: 86 GIS Center

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
Personal Services	\$ 176,099	\$ 180,651	\$ 185,717	\$ 5,066	3%
Operating Expenditures	80,719	42,676	46,280	3,604	8%
Internal Charges	5,182	17,018	16,454	(564)	-3%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 262,000</b>	<b>\$ 240,345</b>	<b>\$ 248,451</b>	<b>\$ 8,106</b>	<b>3%</b>

Funding Sources	Actual FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
655 Info Technology & Service	262,000	240,345	248,451	8,106	3%
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<b>Total</b>	<b>\$ 262,000</b>	<b>\$ 240,345</b>	<b>\$ 248,451</b>	<b>\$ 8,106</b>	<b>3%</b>

## 2021 Budget Highlights

### Personnel Services

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions
- 1.0 Systems Administrator, 1.0 Security Officer. Deputy Director held open.

### Operating Expenditures

- Inflationary increases.

### Capital Outlay

- Replacement of routers/switches, printers, servers.
- Virtual computer system
- Capital savings for future replacement of capital assets.

### Transfers

- None.

## Staffing Summary

Title	Actual FY2019	Actual FY2020	Adopted FY2021
Director of Information Services	1.00	1.00	1.00
Operations Manager/Deputy Direct	1.00	1.00	-
Addressing Coordinator	-	-	-
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
System Administrator			1.00
Security Officer			1.00
<b>Total</b>	<b>15.00</b>	<b>15.00</b>	<b>16.00</b>

### **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**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ (3,067)	\$ 6,152	\$ 5,000	\$ (1,152)	-19%
Operating Expenditures	1,139,305	4,171,413	3,842,896	(328,517)	-8%
Internal Charges	674,514	735,873	918,688	182,815	25%
Debt Service	-	-	-	-	
Transfers Out	1,569,229	1,749,415	1,415,000	(334,415)	-19%
Capital Outlay	1,744,152	439,782	75,000	(364,782)	-83%
<b>Total</b>	<b>\$ 5,124,133</b>	<b>\$ 7,102,635</b>	<b>\$ 6,256,584</b>	<b>\$ (846,051)</b>	<b>-12%</b>

<b>Funding Sources</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ 2,024,702	\$ 2,071,336	\$ 2,378,728	\$ 307,392	15%
550 Capital Development	1,939,391	854,129	1,321,739	467,610	55%
553 Misc Federal Grant Prjcts	137,744	2,064,068	85,000	(1,979,068)	-96%
252 Open Space Project	340,072	1,400,104	1,400,117	13	0%
656 Liability Insurance	682,224	712,998	1,071,000	358,002	50%
-	-	-	-	-	
-	-	-	-	-	
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-	-	-	-	-	
<b>Total</b>	<b>\$ 5,124,133</b>	<b>\$ 7,102,635</b>	<b>\$ 6,256,584</b>	<b>\$ (846,051)</b>	<b>-12%</b>

## 2021 Budget Highlights

### Personnel Services

- None.

### Operating Expenditures

- Decrease due to Federal Grant Projects completed.

### Capital Outlay

- Planned equipment purchases through the capital replacement program.

### Transfers

- Transfers are to the Capital Development Fund to fund future purchases and replacement of capital equipment.
- Transfer to Liability insurance fund to establish liability contingency account.

### **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**

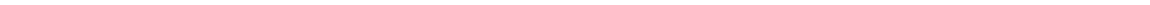
<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 59,374	\$ 59,367	\$ 33,591	\$ (25,776)	-43%
Operating Expenditures	5,337,136	4,317,027	5,119,550	802,523	19%
Internal Charges	413,291	619,952	500,798	(119,154)	-19%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 5,809,801</b>	<b>\$ 4,996,346</b>	<b>\$ 5,653,939</b>	<b>\$ 657,593</b>	<b>13%</b>

<b>Funding Sources</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ -	\$ -	\$ -	\$ -	
657 County Health Insurance	5,809,801	4,996,346	5,653,939	657,593	13%
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	-	-	-	-	
<b>Total</b>	<b>\$ 5,809,801</b>	<b>\$ 4,996,346</b>	<b>\$ 5,653,939</b>	<b>\$ 657,593</b>	<b>13%</b>

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## **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. Whole Community/all-hazard preparedness
2. EOC Management during incident response
3. All-Hazard mitigation
4. Resource Coordination

The department director is the Disaster and Emergency Services Coordinator, who serves in the capacity as 1) the Emergency Operations Center (EOC) Manager, 2) chairman of the Local Emergency Planning Committee, 3) Member at large on the Tri-County Fire Safe Working Group and, 4) advisory board member of the ELKHORN C.O.A.D.

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## 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. Bring instructors to Lewis and Clark County to provide training for both DES personnel from around the state but appropriate county personnel as well.
3. Continue to review and update the Emergency Operations Plan as needed.
4. Continue to promote public awareness as well as educate the community as to the threats that we face.
5. Continue to promote community preparedness in order to develop a more resilient community.
6. Continue to work with and boost the membership and performance of the Elkhorn C.O.A.D.

### ALL-HAZARDS MITIGATION

1. Develop a strategic plan that crosses jurisdiction boundaries; i.e., between cities, county, state and federal entities.
2. Propose and implement mitigation projects that lessen the loss of life and damages to communities from various hazards.
3. Educate public employees and first responders in proper usage of NIMS and ICS.

Educate the public about preparedness and response to various threats facing the community



## 2021 Budget Highlights

### Personnel Services

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions

### Operating Expenditures

- Inflationary increases.
- Relocation of office from detention center to the Airport
- Decrease due to emergency disaster declaration in prior year and decrease in grant funding.

### Capital Outlay

- Vehicle.

### Transfers

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

**Staffing Summary**

<b>Title</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Adopted FY2021</b>
DES Coordinator	1.00	1.00	1.00
<b>Total</b>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>

## 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 and 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 and 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 233**

**Detention Services-** To account for the voted levy for operations and staffing for 15 years for the remodeled detention center. FY 19 includes staffing for approximately 15 new detention officers in anticipation of the completion of the remodel project.

#### **Fund 234**

**Diversion Services-** To account for the voted levy for restorative justice programs. This levy will run for 15 years and will be used on programs designed to rehabilitate and keep persons from being incarcerated.

#### **Fund 238**

**DUI Fund** (Departments 4440-4445) consists of the Lewis and 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 and 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 & 555**

**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. Fund 555 will account for the expenses associated with the remodel of the detention center.

**Cash Flow-Fund 230**

Approximately 2.5 million dollars must be transferred from the Public Safety fund in FY20 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 2.5 million is required to operate in the black, as the bulk of tax revenue is received in November and May each year.

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**Goals & Objectives**

- Provide professional law enforcement services in partnership with the community.
- Educate taxpayers on the need for a new public safety facility and expanded programs to relieve the pressure on overcrowding in the detention facility.
- Maintain revenue needs.
- Control expenditures.

## **Sheriff 2021 Budget Highlights**

### **Personnel Services**

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions
- Continue hiring of detention officers needed to staff the newly remodeled detention center

### **Operating Expenditures**

- Inflationary increases.
- Addition of voter approved operating levy for detention and debt service for remodel

### **Capital Outlay**

- Replacement of patrol vehicles.
- Remodel of detention center

### **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 FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
Personal Services	\$ 131,816	\$ 134,502	\$ 135,996	\$ 1,494	1%
Operating Expenditures	134,526	146,130	150,676	4,546	3%
Internal Charges	92,004	118,670	101,743	(16,927)	-14%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 358,346</b>	<b>\$ 399,302</b>	<b>\$ 388,415</b>	<b>\$ (10,887)</b>	<b>-3%</b>

Funding Sources	Actual FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
218 District Courts	358,346	399,302	388,415	(10,887)	-3%
237 BEP	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
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<b>Total</b>	<b>\$ 358,346</b>	<b>\$ 399,302</b>	<b>\$ 388,415</b>	<b>\$ (10,887)</b>	<b>-3%</b>

## **Youth Services 2021 Budget Highlights**

### **Personnel Services**

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions

### **Operating Expenditures**

- Increase in Juvenile detention costs.

### **Capital Outlay**

- None.

### **Transfers**

- None.



## **Coroner 2021 Budget Highlights**

### **Personnel Services**

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions

### **Operating Expenditures**

- Inflationary increases. Adjustments due to consolidation with Sheriff's office.

### **Capital Outlay**

- None

### **Transfers**

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

**Mental Health Evaluations**

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	275,611	383,386	350,200	(33,186)	-9%
Internal Charges	4,055	4,079	-	(4,079)	-100%
Debt Service				-	
Transfers Out	132,112	99,075	92,440	(6,635)	-7%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 411,778</b>	<b>\$ 486,540</b>	<b>\$ 442,640</b>	<b>\$ (43,900)</b>	<b>-9%</b>

Funding Sources	Actual FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
204 Mental Health	411,778	486,540	442,640	(43,900)	-9%
	-	-	-	-	
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	-	-	-	-	
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	-	-	-	-	
<b>Total</b>	<b>\$ 411,778</b>	<b>\$ 486,540</b>	<b>\$ 442,640</b>	<b>\$ (43,900)</b>	<b>-9%</b>

**Radio Project**

**Financial Summary**

Budget by Object of Expenditure Category	Actual FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
Personal Services	\$ 258,933	\$ 253,345	\$ 158,546	\$ (94,799)	-37%
Operating Expenditures	73,959	350,064	68,499	(281,565)	-80%
Internal Charges	24,348	31,109	33,266	2,157	7%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 357,240</b>	<b>\$ 634,518</b>	<b>\$ 260,311</b>	<b>\$ (374,207)</b>	<b>-59%</b>

Funding Sources	Actual FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
231 Public Sfty Radio Maint.	357,240	634,518	260,311	(374,207)	-59%
554 Pub Safety-Radio Cap Prjt	-	-	-	-	
	-	-	-	-	
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<b>Total</b>	<b>\$ 357,240</b>	<b>\$ 634,518</b>	<b>\$ 260,311</b>	<b>\$ (374,207)</b>	<b>-59%</b>

## **Radio Project 2021 Budget Highlights**

### **Personnel Services**

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions

### **Operating Expenditures**

- Equipment upgrades.

### **Capital Outlay**

- None.

### **Transfers**

- None.



**Sheriff****Staffing Summary**

<b>Title</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Adopted FY2021</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	3.00	3.00	3.00
Sw orn Sergeants	8.00	8.00	8.00
Sw orn Corporals	6.00	6.00	6.00
Civil Office Manager	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00
Evidence Tech/Dui Program Manag	1.00	1.00	1.00
Microw ave Netw ork Manager	1.00	1.00	1.00
Radio Technician	0.50	0.50	0.50
Non Sw orn Sergeants	5.00	5.00	5.00
Non Sw orn Corporals	5.00	5.00	5.00
Detention Officer	20.00	20.00	20.00
Detention Officers-new levy	8.70	22.40	35.00
Sobriety Compliance Technicians	1.50	1.50	1.50
Animal Control Officer	1.00	1.00	1.00
Senior Deputy	7.00	7.00	7.00
Deputy	13.00	13.00	13.00
Probationary Patrolman	7.00	8.00	8.00
Physician		0.40	0.40
Nurses		1.70	2.00
Nurse Supervisor			1.00
<b>Total</b>	<b>97.20</b>	<b>114.00</b>	<b>127.90</b>

**Coroner**

**Staffing Summary**

<b>Title</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Adopted FY2021</b>
Deputy Coroners	1.00	1.00	2.00
Administrative Assistant	1.00	1.00	1.00
Assistant Coroner	0.50	1.00	
Deputy Coroner-fill in	0.00	0.24	0.10
<b>Total</b>	<b>2.50</b>	<b>3.24</b>	<b>3.10</b>

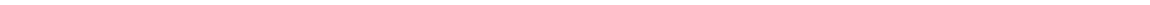
**Restorative Justice**

**Staffing Summary**

Title	Actual FY2019	Actual FY2020	Adopted FY2021
Restorative Justice and Court Services Director	1.00	1.00	1.00
Pretrial Services	3.00	4.00	4.00
Pretrial Program Assistant	1.00	2.00	2.00
Volunteer Coordinator		0.00	0.50
Administrative Assistant	1.00	0.00	0.00
Behavioral Health Coordinator	1.00	1.00	1.00
Pretrial/MH Misd Officer		0.00	0.00
Jail Therapist		2.00	2.00
Case Manager		1.00	1.00
<b>Total</b>	<b>7.00</b>	<b>11.00</b>	<b>11.50</b>



## **PUBLIC WORKS**



## **Program Description**

Public Works Administration oversees the administration and financial operations of all programs, services, and projects of the Lewis and 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; 4) Building Maintenance; and 5) Weed. 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**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 451,683	\$ 479,416	\$ 429,921	\$ (49,495)	-10%
Operating Expenditures	36,980	41,100	46,580	5,480	13%
Internal Charges	17,897	20,407	17,288	(3,119)	-15%
Debt Service				-	
Transfers Out	30,000	30,000	30,000	-	0%
Capital Outlay				-	
<b>Total</b>	<b>\$ 536,560</b>	<b>\$ 570,923</b>	<b>\$ 523,789</b>	<b>\$ (47,134)</b>	<b>-8%</b>

<b>Funding Sources</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ 536,560	\$ 570,923	\$ 523,789	\$ (47,134)	-8%
292 Forest Reserve Title III	-	-	-	-	
				-	
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<b>Total</b>	<b>\$ 536,560</b>	<b>\$ 570,923</b>	<b>\$ 523,789</b>	<b>\$ (47,134)</b>	<b>-8%</b>

### 2021 Budget Highlights

**Personnel Services**

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions
- .50 administrative assistant for the RID department

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- None.

**Transfers**

- To capital development fund for future replacement of assets.

### Staffing Summary

Title	Actual FY2019	Actual FY2020	Adopted FY2021
Director of Public Works	1.00	1.00	1.00
Assistant Director of Public Works	1.00	1.00	1.00
Engineer	1.00	1.00	1.00
Senior Finance Coordinator	0.00	0.00	0.00
Construction Project Coordinator	0.50	0.50	0.50
Accounting Technician	0.85	0.85	0.85
Maintenance Worker	0.05	0.04	0.04
RID Coordinator		1.00	1.00
Rid Projects Coordinator		1.00	1.00
Administrative Assistant			0.50
<b>Total</b>	<b>4.40</b>	<b>6.39</b>	<b>6.89</b>

## Program Description

The Lewis and 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.

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## 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**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 356,525	\$ 343,166	\$ 359,484	\$ 16,318	5%
Operating Expenditures	192,653	188,843	247,598	58,755	31%
Internal Charges	17,372	16,092	17,793	1,701	11%
Debt Service	-	-	-	-	
Transfers Out	214,456	214,795	222,121	7,326	3%
Capital Outlay	157,704	34,743	1,091,589	1,056,846	3042%
<b>Total</b>	<b>\$ 938,710</b>	<b>\$ 797,639</b>	<b>\$ 1,938,585</b>	<b>\$ 1,140,946</b>	<b>143%</b>

<b>Funding Sources</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ 740,636	\$ 762,896	\$ 846,996	\$ 84,100	11%
283-Gas tax-special road prog					
556 Road/Bridge Infrast Proj	157,704	34,743	999,399	964,656	2777%
550 Capital Improvements	40,370	-	92,190	92,190	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
<b>Total</b>	<b>\$ 938,710</b>	<b>\$ 797,639</b>	<b>\$ 1,938,585</b>	<b>\$ 1,140,946</b>	<b>143%</b>

### 2021 Budget Highlights

**Personnel Services**

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions

**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.

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### Staffing Summary

Title	Actual FY2019	Actual FY2020	Budget FY2021
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>

## Program Description

The Lewis and 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.

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## 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**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 1,222,461	\$ 1,243,730	\$ 1,372,076	\$ 128,346	10%
Operating Expenditures	2,106,918	2,116,037	7,924,745	5,808,708	275%
Internal Charges	221,206	228,799	228,510	(289)	0%
Debt Service	39	19	-	(19)	-100%
Transfers Out	1,637,113	2,444,919	1,925,958	(518,961)	-21%
Capital Outlay	1,294,441	1,849,793	7,999,552	9,290,576	502%
<b>Total</b>	<b>\$ 6,482,178</b>	<b>\$ 7,883,297</b>	<b>\$ 19,450,841</b>	<b>\$ 14,708,361</b>	<b>187%</b>

<b>Funding Sources</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
211 Road	3,901,076	4,479,892	4,534,094	\$ 54,202	1%
253 Road improvements	44	126,339			
282 Gas Tax	255,921	227,631	297,848	70,217	31%
283-Gas tax-special road prog	38,155	289,161	215,000	(74,161)	-26%
RID Funds	765,010	974,382	6,453,787	5,479,405	562%
550 Capital Development	1,151,607	283,668	3,559,730	3,276,062	1155%
552 RID Projects	28,651	120,426	300,000	179,574	149%
553 Misc Federal Grant Prjcts	-	-	-	-	
556 Road/Bridge Infrast Proj	341,714	1,381,798	4,090,382	2,708,584	196%
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
<b>Total</b>	<b>\$ 6,482,178</b>	<b>\$ 7,883,297</b>	<b>\$ 19,450,841</b>	<b>\$ 11,693,883</b>	<b>148%</b>



## 2021 Budget Highlights

### Personnel Services

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions
- 1.0 FTE Equipment Operator

### 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.
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**Staffing Summary**

<b>Title</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>
RoadBridge 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	9.00	10.00
Construction Project Coordinator	0.50	0.50	0.50
Mechanic	0.50	0.50	
Maintenance Cleaner	0.09	0.10	0.05
Seasonal Workers	2.00	2.01	2.01
Administrative Assistant	0.50	0.50	0.75
<b>Total</b>	<b>16.09</b>	<b>17.11</b>	<b>17.81</b>

**Staffing Summary**

<b>Title</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>
Lead Equipment Operator	1.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

## Program Description

The Solid Waste Department is responsible for the management of the Lewis and Clark County Landfill, the Marysville Container Site, and the closed Scratch Gravel Landfill. The Lewis and 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 and 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 and 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 and Clark County. Long-range planning and fiscal integrity ensures decades of capacity without financial burdens in the future.

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## 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**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 310,317	\$ 365,530	\$ 391,259	\$ 25,729	7%
Operating Expenditures	1,945,526	1,774,683	1,990,715	216,032	12%
Internal Charges	183,450	178,339	179,277	938	1%
Debt Service	198,943	1,045,028	-	(1,045,028)	-100%
Transfers Out	-	-	-	-	
Capital Outlay	161,256	199,702	139,000	(60,702)	-30%
<b>Total</b>	<b>\$ 2,799,492</b>	<b>\$ 3,563,282</b>	<b>\$ 2,700,251</b>	<b>\$ (863,031)</b>	<b>-24%</b>

<b>Funding Sources</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
610 Augusta Landfill Dist	96,887	94,301	105,978	\$ 11,677	12%
611 Lincoln Landfill District	151,836	192,651	194,912	2,261	1%
612 Scratch Gravel Landfill	1,483,964	1,333,241	1,392,567	59,326	4%
613 Lewis & Clark Co Landfill	1,039,450	1,912,706	971,357	(941,349)	-49%
614 Marysville Solid Waste	27,354	30,383	35,437	5,054	17%
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
<b>Total</b>	<b>\$ 2,799,491</b>	<b>\$ 3,563,282</b>	<b>\$ 2,700,251</b>	<b>\$ (863,031)</b>	<b>-24%</b>

### 2021 Budget Highlights

**Personnel Services**

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- Replacement of equipment.

**Transfers**

- None.

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### Staffing Summary

Title	Actual FY2019	Actual FY2020	Budget FY2021
Solid Waste Manager	-	-	-
Landfill Mechanic	1.00	1.00	1.00
Equipment Operator	2.00	2.00	2.00
Landfill Attendant	1.67	1.67	1.90
Accounting Technician	0.75	0.15	0.15
Seasonal Equipment Operator	0.50	0.50	0.67
Administrative Assistant	0.18	0.18	0.18
Maintenance worker			0.04
<b>Total</b>	<b>6.10</b>	<b>5.50</b>	<b>5.94</b>

## Program Description

The Lewis and Clark County Public Works Internal Service Funds include the building maintenance, county shop and fuel revolving funds. Lewis and 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 and 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 and 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**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 772,100	\$ 825,855	\$ 1,106,365	\$ 280,510	34%
Operating Expenditures	952,545	943,752	1,138,096	194,344	21%
Internal Charges	364,101	384,238	391,221	6,983	2%
Debt Service	-	-	-	-	
Transfers Out	43,716	23,170	2,000	(21,170)	-91%
Capital Outlay	174,099	-	643,590	643,590	
<b>Total</b>	<b>\$ 2,306,561</b>	<b>\$ 2,177,015</b>	<b>\$ 3,281,272</b>	<b>\$ 1,104,257</b>	<b>51%</b>

<b>Funding Sources</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ 70,000	\$ 84,500	\$ 84,500	\$ -	0%
650 Building Maintenance	944,255	911,279	1,677,794	766,515	84%
651 Health Care Facilities	325,307	362,541	446,966	84,425	23%
652 County Shop	697,044	655,696	880,905	225,209	34%
653 Fuel Revolving	269,956	162,999	191,107	28,108	17%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 2,306,562</b>	<b>\$ 2,177,015</b>	<b>\$ 3,281,272</b>	<b>\$ 1,104,257</b>	<b>51%</b>

### 2021 Budget Highlights

**Personnel Services**

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- Equipment purchases.

**Transfers**

- None.

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### Staffing Summary

Title	Actual FY2019	Actual FY2020	Budget FY2021
Buildings Manager	1.00	1.00	1.00
Maintenance Technician	3.00	3.00	3.00
Maintenance Worker	1.00	1.00	1.00
Maintenance Worker/Laborer	4.00	4.50	5.50
Shop Manager	1.00	1.00	1.00
Mechanic	2.50	2.50	4.00
Maintenance Cleaner	-	-	-
Seasonal Worker	0.06	0.06	0.07
<b>Total</b>	<b>12.56</b>	<b>13.06</b>	<b>15.57</b>

## 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 and Clark County's Weed Management Plan to manage weeds that have been identified and designated as Noxious Weeds within Lewis and 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 and Clark County with Federal, State, County, City, towns local agencies and the public.
- Provide quality education/compliance and assistance to the residents of Lewis and 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.



### 2021 Budget Highlights

**Personnel Services**

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- Replace truck.

**Transfers**

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

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### Staffing Summary

Title	Actual FY2019	Actual FY2020	Budget FY2021
Weed Coordinator	1.00	1.00	1.00
Administrative Clerk	0.50	0.50	0.50
Maintenance Worker	0.04	0.04	0.04
Seasonal Administrative Clerk	0.28	0.28	0.28
Seasonal Weed Planner	0.41	0.41	0.60
Seasonal Weed Sprayers	2.52	2.54	2.26
<b>Total</b>	<b>4.75</b>	<b>4.77</b>	<b>4.68</b>

## 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 and 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.

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## 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**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 198,690	\$ 231,951	\$ 223,634	\$ (8,317)	-4%
Operating Expenditures	191,903	100,213	348,790	248,577	248%
Internal Charges	31,262	27,355	30,920	3,565	13%
Debt Service	-	-	-	-	
Transfers Out	100,000	100,039	100,000	(39)	0%
Capital Outlay	47,252	501,088	-	(501,088)	-100%
<b>Total</b>	<b>\$ 569,107</b>	<b>\$ 960,646</b>	<b>\$ 703,344</b>	<b>\$ (257,302)</b>	<b>-27%</b>

<b>Funding Sources</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ -	\$ -	\$ -	\$ -	
224 Forestvale	399,993	432,284	602,944	170,660	39%
550 Capital Development	169,115	528,362	100,400	(427,962)	-81%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 569,108</b>	<b>\$ 960,646</b>	<b>\$ 703,344</b>	<b>\$ (257,302)</b>	<b>-27%</b>

### 2021 Budget Highlights

**Personnel Services**

2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- Replacement Mower.
- Dump Truck

**Transfers**

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

### Staffing Summary

Title	Actual FY2019	Actual FY2020	Adopted FY2021
Cemetery Sexton	1.00	1.00	1.00
Groundskeeper	1.00	1.00	1.00
Laborer	1.00	1.00	1.00
Seasonal Maintenance	1.74	1.74	1.66
<b>Total</b>	<b>4.74</b>	<b>4.74</b>	<b>4.66</b>



## **PUBLIC HEALTH**



## 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.

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## Goals & Objectives

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



## 2021 Budget Highlights

### Personnel Services

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions.
- 1.0 Behavioral Health Coordinator

### Operating Expenditures

- Inflationary expenses.

### Capital Outlay

- None.

### Transfers

- Transfers to capital fund for equipment and vehicles.

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## Staffing Summary

Title	Actual FY2019	Actual FY2020	Adopted FY2021
Accounting Technician	0.98	0.98	0.98
Comm/Special Projects Coordinator	0.85	0.85	0.85
Community Health Specialist			
Finance Coordinator			
Front Desk Coordinator			
Health Officer	0.99	0.99	0.99
Secretary/Receptionist			
Administrative Assistant			1.00
Senior Administrative Assistant	0.97	0.97	0.97
<b>Total</b>	<b>3.79</b>	<b>3.79</b>	<b>4.79</b>

## Program Description

### Tobacco Use Prevention

The Lewis and 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 and 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 and 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.

### Financial Summary

Budget by Object of Expenditure Category	Actual FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
Personal Services	\$ 434,327	\$ 519,121	\$ 540,522	\$ 21,401	4%
Operating Expenditures	160,627	314,734	296,476	(18,258)	-6%
Internal Charges	55,091	55,553	53,082	(2,471)	-4%
Debt Service				-	
Transfers Out	131,644	56,226	53,335	(2,891)	-5%
Capital Outlay		-		-	
<b>Total</b>	<b>\$ 781,689</b>	<b>\$ 945,634</b>	<b>\$ 943,415</b>	<b>\$ (2,219)</b>	<b>0%</b>

Funding Sources	Actual FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
149 Non performance grants	-	-	-	\$ -	
150 Safe Schools	-	-	-	\$ -	
160-Asthma Home Visiting	40,972	41,375	41,873	\$ 498	1%
161-Chronic Disease	338,740	290,643	296,776	\$ 6,133	2%
165 Consented referral system	58,535	59,732	68,987	\$ 9,255	15%
174 Comp Cancer Control Prog	-	1,543	-	\$ (1,543)	-100%
176 Early Childhood Intervention		559			
185 Community Transformation	-	-	-	\$ -	
180 MIECHV Grant	41,178	37,304	45,611	\$ 8,307	22%
183 MT Napa Obesity Prev	-	-	-	\$ -	
197 Safe Care	1,551	-	-	\$ -	
204 Mental Health	-	4,545			
227 County Health	246,832	384,299	371,268	(13,031)	-3%
550 Capital Development	53,882	125,634	118,900	(6,734)	-5%
				-	
				-	
				-	
				-	
				-	
				-	
<b>Total</b>	<b>\$ 781,690</b>	<b>\$ 945,634</b>	<b>\$ 943,415</b>	<b>\$ 2,885</b>	<b>0%</b>

## 2021 Budget Highlights

### Personnel Services

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions

### Operating Expenditures

- Inflationary increases

### Capital Outlay

- None.

## Staffing Summary

Title	Actual FY2019	Actual FY2020	Adopted FY2021
Administrative Assistant	0.20	0.25	
Administrative Clerk			
Health Educator	1.90	2.90	2.90
Community Health Promotion Division Manager	1.00	0.90	1.00
Referral Coordinator	1.00	1.00	1.00
Public Health Nurse			
Prevention Program Manager	1.00	1.00	1.10
Environmental health specialist			
Case Manager-Nurse	1.50	1.10	1.30
Case Manager-Social work			
Home Visiting Manager			0.95
Home Visiting Case Manager		0.05	
Behavior Health Specialist			1.00
<b>Total</b>	<b>6.60</b>	<b>7.20</b>	<b>9.25</b>

## Program Description

### Junk Vehicle Program

The Montana Department of Environmental Quality has an agreement with Lewis and 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 and 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 and 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 and 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 FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
Personal Services	\$ 1,069,387	\$ 1,053,827	\$ 1,186,856	\$ 133,029	13%
Operating Expenditures	444,888	272,788	237,087	(35,701)	-13%
Internal Charges	136,779	119,928	137,085	17,157	14%
Debt Service	-	-	-	-	-
Transfers Out	68,745	68,599	36,907	(31,692)	-46%
Capital Outlay	-	-	-	-	-
<b>Total</b>	<b>\$ 1,719,799</b>	<b>\$ 1,515,142</b>	<b>\$ 1,597,935</b>	<b>\$ 82,793</b>	<b>5%</b>

Funding Sources	Actual FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
101 Tenmile Water Quality	-	-	-	\$ -	-
102 Asarco Grant	127,615	136,083	152,090	16,007	12%
104 Junk Vehicle Program	129,318	122,073	127,602	5,529	5%
107 Lic Establishment Inspect	316,610	306,974	362,109	55,135	18%
108 Subdivision Review	-	-	-	-	-
121 Helena valley nonpoint source	-	-	-	-	-
122 Helena area groundw ater	-	-	-	-	-
123 EPHTP Comm Needs Assmt	-	-	-	-	-
124 Public Water Supply Insp	213,283	4,616	4,000	(616)	-13%
125 Lake Helena Water	-	-	-	-	-
127-Upper TenMile Mining	1,176	1,107	12,920	11,813	1067%
140-Water QPD donation Progra	27,270	15,220	23,245	8,025	53%
149-Health Non performance	-	-	-	-	-
186 EPA Air Quality	45,472	43,444	49,880	6,436	15%
203 Water Quality District	428,717	409,584	426,285	16,701	4%
227 County Health	322,367	335,230	409,543	74,313	22%
250 Septic Maint Loan Fund	48,788	73,247	30,000	(43,247)	-59%
251-Septic Maintenance	59,183	67,564	261	(67,303)	-100%
302 Brownsfield Assmt Grant	-	-	-	-	-
<b>Total</b>	<b>\$ 1,719,799</b>	<b>\$ 1,515,142</b>	<b>\$ 1,597,935</b>	<b>\$ 82,793</b>	<b>5%</b>

## 2021 Budget Highlights

### Personnel Services

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions

### Operating Expenditures

- Inflationary Increases. Increased grant funding

### Capital Outlay

- None.

## Staffing Summary

Title	Actual FY2019	Actual FY2020	Adopted FY2021
Administrative Assistant	0.47	0.37	0.22
Senior Administrative Assistant	0.03	0.03	0.03
Administrative Secretary	0.78	0.78	0.78
Community Health Specialist			
Environmental Health Specialist	5.60	5.65	5.65
Environmental Health Supervisor	1.85	1.99	1.9
Finance Coordinator	0.02	0.02	0.02
Equipment Operator	0.10	0.05	0
Water Quality District Coordinator	0.00	0	0
Water Quality Manager	0.98	0.98	0.98
Water Quality Outreach Coordinatc	0.35	0.35	0.35
Water Quality Outreach/Watershec	1.00	1	1
Administrative Clerk	0.50	0	0
Hydrologist	1.00	1	1
Health Officer	0.01	0.01	0.01
Water quality Specialist	1.00	1.00	1.00
Environmental Technician		1.00	1.00
<b>Total</b>	<b>13.69</b>	<b>14.23</b>	<b>13.94</b>

## 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 and 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 and 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 FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
Personal Services	\$ 1,087,388	\$ 1,296,884	\$ 1,188,090	\$ (108,794)	-8%
Operating Expenditures	485,866	475,588	369,249	(106,339)	-22%
Internal Charges	108,546	94,975	93,551	(1,424)	-1%
Debt Service				-	
Transfers Out	551,534	215,579	274,514	58,935	27%
Capital Outlay				-	
<b>Total</b>	<b>\$ 2,233,334</b>	<b>\$ 2,083,026</b>	<b>\$ 1,925,404</b>	<b>\$ (157,622)</b>	<b>-8%</b>

Funding Sources	Actual FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
001 General Fund	\$ 66,365	\$ 67,950	\$ 69,500	\$ 1,550	2%
175 Community Yth Suicide Prv	-	-	-	-	
177 WIC	202,277	280,554	232,457	(48,097)	-17%
178 M C H Block Grant	104,053	114,003	114,801	798	1%
179 Home Care/Case Manageme	238,421	-	-	-	
181 Ryan White Title III CM	-	-	-	-	
182 WIC peer breastfeeding	9,588	13,153	12,971	(182)	-1%
187 SDMI Waiver	114,398	-	-	-	
189 Pblc Hlth Home Visiting	176,492	162,130	170,380	8,250	5%
190 Tuberculosis Grant	-	-	-	-	
191 HIV Prevention Services	21,461	27,410	31,604	4,194	15%
193 Target Cm Low Birth Wght	115,012	75,775	89,698	13,923	18%
194 Ryan White Title II	6,351	3,210	-	(3,210)	-100%
195 Immunization Prog Grant	-	-	-	-	
196 Bioterrorism Grant	132,468	366,823	151,465	(215,358)	-59%
197 Intensive Case Management	-	-	-	-	
227 County Health	1,000,310	972,018	1,052,528	80,510	8%
238 DUI Program	46,138	-	-	-	
				-	
				-	
<b>Total</b>	<b>\$ 2,233,334</b>	<b>\$ 2,083,026</b>	<b>\$ 1,925,404</b>	<b>\$ (157,622)</b>	<b>-8%</b>

## 2021 Budget Highlights

### Personnel Services

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions.

### Operating Expenditures

- Inflationary expenses.

## Staffing Summary

Title	Actual FY2019	Actual FY2020	Adopted FY2021
	-		
Administrative Assistant	0.35	0.3	0.2
Administrative Clerk			
Administrative Secretary	2.6	2.6	2.6
Community Health Promotion Division Manager		0.45	0.35
Community \$ Special projects coordinator	0.05	0.05	0.05
Disease Control and Prevention Manager	0.83	0.86	1
Environmental Health Specialist	0.15	0.43	0.15
Environmental Health Supervisor	0.15	0.125	0.1
Registered Dietician	1.5	1.6	1.55
Health Educator			
Licensed Practical Nurse	0.9		
Preparedness Planning Specialist	0.5		0.5
HIV prevention coordinator	0.18		
Paraprofessional Home Visitor			
Breastfeeding Peer Coordinator	0.18	0.15	0.15
Preparedness Planning Specialist		0.5	
Public Health Nurse	3.25	3.505	3.355
Public Health Supervisor	1	1.03	1
Water Quality Manager		0.025	0.025
WIC CPA			
WIC Aide	1	1	1
WIC Clinic Coordinator			
Medical Director	0.12	0.012	0.012
Home Visiting Case Manager	2	2.5	2.5
Home Visiting Program Manager	0.15	0.15	0.15
<b>Total</b>	<b>14.91</b>	<b>15.29</b>	<b>14.69</b>

### **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**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services				\$ -	
Operating Expenditures	204,542	250,345	295,754	45,409	18%
Internal Charges	2,637	2,673	3,033	360	13%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 207,179</b>	<b>\$ 253,018</b>	<b>\$ 298,787</b>	<b>\$ 45,769</b>	<b>18%</b>

<b>Funding Sources</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
201 Craig Mosquito District	\$ 16,354	\$ 16,419	\$ 26,205	\$ 9,786	60%
202 Mosquito Control District	168,146	212,631	232,400	19,769	9%
215 Pred Animal Control	1,589	1,385	1,416	31	2%
216 Cattle protection	21,090	22,583	38,766	16,183	72%
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
<b>Total</b>	<b>\$ 207,179</b>	<b>\$ 253,018</b>	<b>\$ 298,787</b>	<b>\$ 45,769</b>	<b>18%</b>

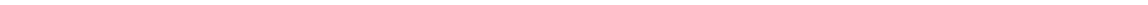
**Program Description**

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





## **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 FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
Personal Services	\$ 8,900	\$ 4,363	\$ -	\$ (4,363)	-100%
Operating Expenditures	1,493	8	-	(8)	-100%
Internal Charges	-	-	-	-	
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 10,393</b>	<b>\$ 4,371</b>	<b>\$ -</b>	<b>\$ (4,371)</b>	<b>-100%</b>

Funding Sources	Actual FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
184 Homeless Grant	-	-	-	-	
187 Partnership to Strengthen	-	-	-	-	
188 Tobacco Control Grant	10,393	4,371	-	(4,371)	-100%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 10,393</b>	<b>\$ 4,371</b>	<b>\$ -</b>	<b>\$ (4,371)</b>	<b>-100%</b>

**Staffing Summary**

Title	Actual FY2019	Actual FY2020	Adopted FY2021
Administrative Assistant			
Billing Coordinator			
HCB Prevention Coordinator			
Clinic Programs Director			
Environmental Health Specialist			
Family Nurse Practitioner			
Finance Coordinator			
CaseManager	0.15	0.1	
Prevention Program Manager			
Licensed Practical Nurse			
Medical Director			
Program Coordinator			
Outreach Worker			
Public Health Nurse			
Tobacco Use Prevention Health Educator			
Accounts Receivable Clerk			
Health Educator			
<b>Total</b>	<u>0.15</u>	<u>0.10</u>	<u>-</u>

## Program Description

The Lewis and 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 and 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 and 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.

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## 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 and 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 FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
Personal Services	\$ 53,453	\$ 54,056	\$ 56,860	\$ 2,804	5%
Operating Expenditures	80,882	91,108	233,286	142,178	156%
Internal Charges	32,621	32,409	33,400	991	3%
Debt Service	-	-	-	-	
Transfers Out	11,089	11,089	11,089	-	0%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 178,045</b>	<b>\$ 188,662</b>	<b>\$ 334,635</b>	<b>\$ 145,973</b>	<b>77%</b>

Funding Sources	Actual FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
229 Co Extension Agent	178,045	188,662	334,635	145,973	77%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
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-	-	-	-	-	
<b>Total</b>	<b>\$ 178,045</b>	<b>\$ 188,662</b>	<b>\$ 334,635</b>	<b>\$ 145,973</b>	<b>77%</b>

## 2021 Budget Highlights

### Personnel Services

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions

### Operating Expenditures

- Inflationary increases. Increase from prior year due to contract employees vacant most of FY19.

### Capital Outlay

- None.

### Transfers

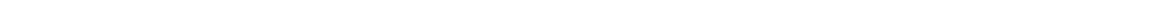
- Transfers for capital replacement of assets.
-

**Staffing Summary**

Title	Actual FY2019	Actual FY2020	Adopted FY2021
Administrative Assistant	1.00	1.00	1.00
<b>Total</b>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>



## **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.

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## 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**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 426,329	\$ 399,848	\$ 458,059	\$ 58,211	15%
Operating Expenditures	1,129,556	803,786	995,553	191,767	24%
Internal Charges	92,672	90,583	93,651	3,068	3%
Debt Service	3,086	2,945	-	(2,945)	-100%
Transfers Out	9,020	-	78,520	78,520	
Capital Outlay	63,500	-	26,430	26,430	
<b>Total</b>	<b>\$ 1,724,163</b>	<b>\$ 1,297,162</b>	<b>\$ 1,652,213</b>	<b>\$ 355,051</b>	<b>27%</b>

<b>Funding Sources</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ -	\$ -	\$ -	\$ -	
599 Fairgrounds Improv	-	-	-	-	
602 Fair Enterprise	1,724,163	1,297,162	1,652,213	355,051	27%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
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-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 1,724,163</b>	<b>\$ 1,297,162</b>	<b>\$ 1,652,213</b>	<b>\$ 355,051</b>	<b>27%</b>

### 2021 Budget Highlights

**Personnel Services**

- 2.2% matrix adjustment included in budget. Commission deferred implementation until January due to COVID. Decision will be made in December after evaluating economic conditions

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- Equipment replacement
- Grounds improvements

**Transfers**

- None.

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### Staffing Summary

Title	Actual FY2019	Actual FY2020	Adopted FY2021
Fairgrounds Manager	1.00	1.00	1.00
Administrative Assistant	2.00	0.50	0.50
Events Coordinator/acct technician	-	1.00	1.00
Maintenance Worker II	1.00	1.00	1.00
Maintenance Worker	3.50	3.50	3.50
<b>Total</b>	<b>7.50</b>	<b>7.00</b>	<b>7.00</b>

### **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**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 1,888	\$ 1,353	\$ -	\$ (1,353)	-100%
Operating Expenditures	38,928	65,923	72,127	6,204	9%
Internal Charges	5,811	6,121	6,299	178	3%
Debt Service				-	
Transfers Out	6,116	3,000	103,000	100,000	3333%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 52,743</b>	<b>\$ 76,397</b>	<b>\$ 181,426</b>	<b>\$ 105,029</b>	<b>137%</b>

<b>Funding Sources</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ -	\$ -	\$ -	\$ -	
221 Parks	42,664	58,005	70,561	12,556	22%
235 Parks Development	-	-	100,000	100,000	
236 Lincoln Parks	10,079	18,392	10,865	(7,527)	-41%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 52,743</b>	<b>\$ 76,397</b>	<b>\$ 181,426</b>	<b>\$ 105,029</b>	<b>137%</b>

## **2021 Budget Highlights**

### **Personnel Services**

- Seasonal mower continued for Lincoln 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 and Clark County Library.

**Financial Summary**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ -	\$ -	\$ -	\$ -	-
Operating Expenditures	-	-	-	-	-
Internal Charges	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers Out	3,068,269	-	-	-	-
Capital Outlay	-	-	-	-	-
<b>Total</b>	<b>\$ 3,068,269</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

<b>Funding Sources</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Budget FY2021</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ -	\$ -	\$ -	\$ -	-
222 Library	3,068,269	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
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	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
<b>Total</b>	<b>\$ 3,068,269</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

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## **ECONOMIC DEVELOPMENT**

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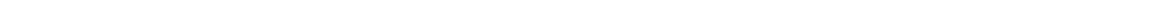
## **Program Description**

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.





## **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.

# DEBT SERVICE

## Financial Summary

Budget by Object of Expenditure Category	Actual FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	-	-	-	
Internal Charges	-	-	-	-	
Debt Service	1,048,974	1,636,040	1,578,288	154,275	9%
Transfers Out	15,789	763,941	-	156,869	21%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 1,064,763</b>	<b>\$ 2,399,981</b>	<b>\$ 1,578,288</b>	<b>\$ 311,144</b>	<b>13%</b>

Sources	Actual FY2019	Actual FY2020	Budget FY2021	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
500 City/County Bldg Debt	57,276	806,778	65,000	(741,778)	-92%
501-Open Space	670,795	669,585	670,064	479	0%
502 Health Facilities Debt	-	-	-	-	
503 RSID Revolving	-	-	-	-	
504 Search and Rescue	105,427	104,582	97,540	(7,042)	-7%
505 Detention Center	-	635,616	635,950	334	0%
507 Debt Service Districts	5,222	9,472	-	(9,472)	-100%
510 Debt Service Districts	-	-	-	-	
511 Debt Service Districts	-	-	-	-	
513 Debt Service Districts	4,205	9,450	-	(9,450)	-100%
514 Debt Service Districts	16,247	-	-	-	
515 Debt Service Districts	-	-	-	-	
517 Debt Service Districts	28,650	56,586	-	(56,586)	-100%
518 Debt Service Districts	19,939	7,609	12,000	4,391	58%
519 Debt Service Districts	-	-	-	-	
520 Debt Service Districts	-	-	-	-	
521 Debt Service Districts	-	-	-	-	
523 Debt Service Districts	-	-	-	-	
524 Debt Service Districts	64,400	15,410	29,700	14,290	93%
525 Debt Service Districts	5,246	-	-	-	
526 Debt Service Districts	-	-	-	-	
527 Debt Service Districts	-	-	-	-	
528 Debt Service Districts	3,928	4,369	1,361	(3,008)	-69%
530 Debt Service Districts	10,686	22,783	21,513	(1,270)	-6%
531 Debt Service Districts	28,786	7,829	-	(7,829)	-100%
532 Debt Service Districts	7,437	12,908	10,788	(2,120)	-16%
533 Debt Service Districts	1,749	1,607	1,972	365	23%
534 Debt Service Districts	7,133	6,705	6,794	89	1%
535 Debt Service Districts	7,296	13,124	10,742	(2,382)	-18%
536 Debt Service Districts	5,626	10,484	11,487	1,003	10%
537 Debt Service Districts	14,716	-	-	-	
538 Debt Service Districts	-	5,083	3,377	(1,706)	-34%
539 Debt Service Districts	-	-	-	-	
<b>Total</b>	<b>\$ 1,064,764</b>	<b>\$ 2,399,980</b>	<b>\$ 1,578,288</b>	<b>\$ (821,692)</b>	<b>-34%</b>

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## **CAPITAL IMPROVEMENTS**

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## 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

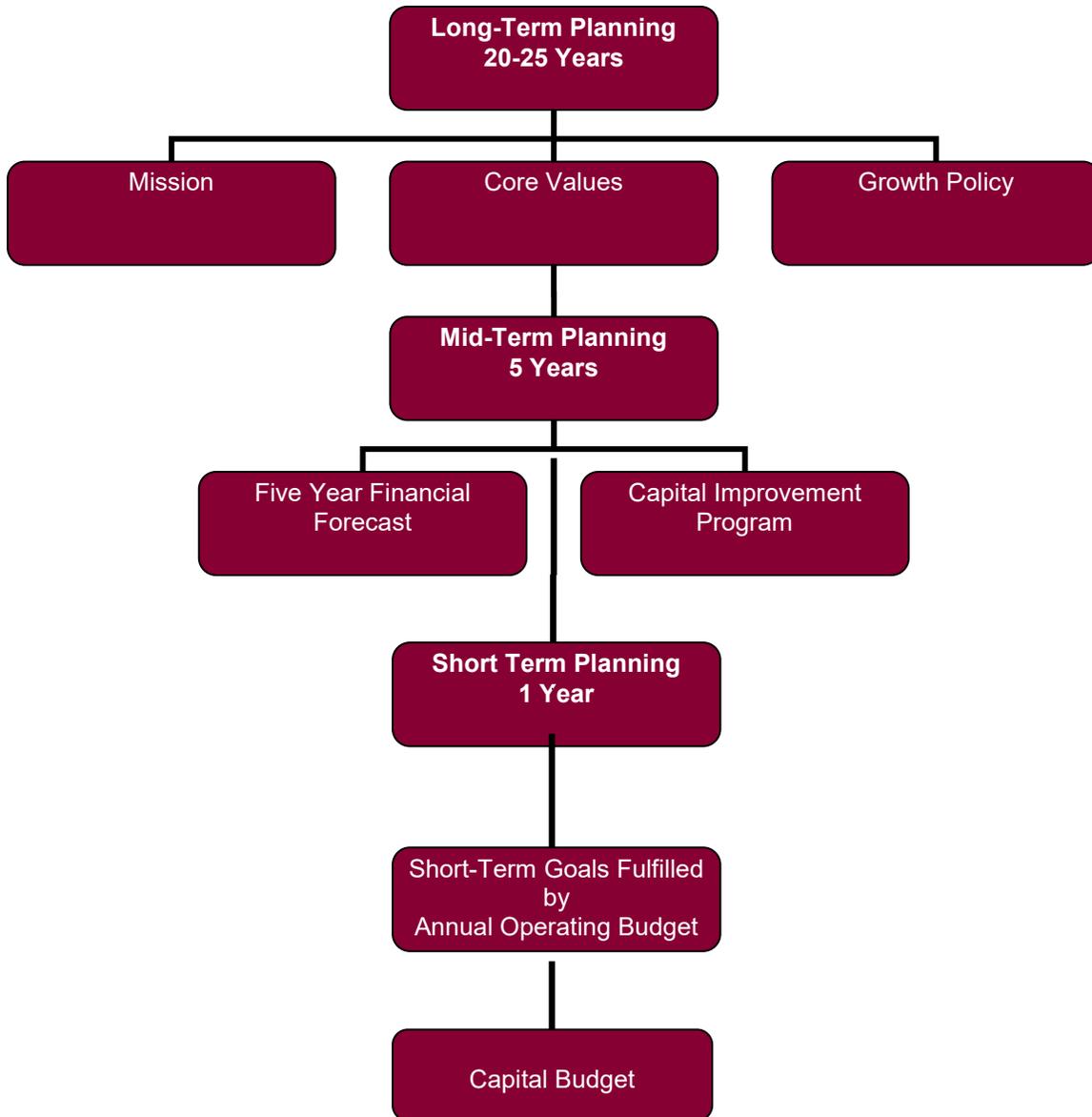
The capital budget is separate and distinct from the County's operating budget for several reasons. First, capital outlays reflect non-recurring capital improvements rather than ongoing expenses. Where possible, capital projects are funded from nonrecurring funding sources such as debt proceeds and grants; 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 and 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 and 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 and 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 2021 Capital Budget & Operating Budget Impacts  
Projects by Department/Project Name**

FY 2020 Capital Budget		Annual Operating Budget Impacts			
Department/Project Title	Appropriation	Personal Services Costs	Other Operating Costs	Debt Service Costs	Total
<b>County Commission</b>					
Copier	\$ 9,140				
<b>Treasurer/Clerk and Recorder</b>					
Auto mark touch screens	\$ 98,020				
Tabulator	\$ 108,150				
Plat and survey sleeves	\$ 10,300				
<b>Justice Court</b>					
				▼	-
<b>District Clerk of Court</b>					
Remodel	75,000				
<b>DES</b>					
				▼	-
<b>County Attorney</b>					
Justware upgrades	51,500				
Copiers	27,250				
<b>Miscellaneous-General</b>					
Fairgrounds Annex	250,000			▼	-
Courthouse renovation-JP court	100,000			▼	-
Law and Justice Center	1,300,000				
Broadway Building/storage/morgue	463,000	▼			
Fema Grant match- flood	450,000				
<b>Public Works</b>					
Security Camera System	20,000			▼	-
<b>Road Fund</b>					
Trucks(2)	80,340			▼	-
Dump Trucks-2	449,820			▼	-
Snowblower	149,140				
Water Truck	125,000				
Road Projects	2,146,770				
<b>Bridge Fund</b>					
TSEP Projects	742,212				
<b>Other Capital Projects</b>					
RID Road Projects	300,000			▼	-

# CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

## FY 2021 Capital Budget & Operating Budget Impacts Projects by Department/Project Name

FY 2020 Capital Budget		Annual Operating Budget Impacts			
Department/Project Title	Appropriation	Personal Services Costs	Other Operating Costs	Debt Service Costs	Total
<b>Weed Fund</b>					
Shop Roof	42,440				-
<b>County Fair Fund</b>					
water truck repairs	9,180				
Lawn Mower	70,000				
Panels/gates	10,500				
Floor Sweeper	10,610				
Building upgrades	24,850				
<b>Planning</b>					
Vehicle	30,240				-
<b>Health</b>					
Vehicles(5)	118,900				-
<b>Criminal Justice</b>					
Vehicle	15,150				
<b>Sheriff</b>					
Patrol Car Replacement/Accessories	245,000				-
Chewy Tahoes(2)	84,000				-
Can am outlander(2)	18,330				-
Remodel of detention Center	7,600,000				-
<b>Radio-Public Safety</b>					
<b>Extension</b>					
copier	9,560				-
<b>Buildings Maintenance</b>					
Roof Ice melt system	45,620				-
Boiler Replacement	185,000				
Generator	127,000				
Jail Improvements	44,500				
<b>County Shop</b>					
Pro lift	28,000				-
<b>Forestvale Cemetery</b>					
4 wheeler	6,370				-
Columbarium	11,070				
Shop addition	380,030				
Backhoe	114,370				-
Mower	12,550				
<b>Solid Waste</b>					
Phase IV design	\$ 79,000			\$	-
Auto Tarping Machine	82,750				
Water Truck	60,000				
<b>GRAND TOTAL</b>	<b>\$ 16,360,662</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 and 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.

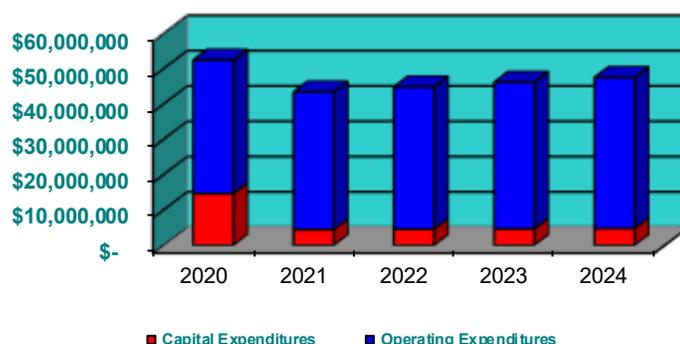
### Capital Expenditures Contrasted with Total County Operating Expenditures

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 and 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 and Clark County’s projected investment in capital in relation to projected operating expenditures.

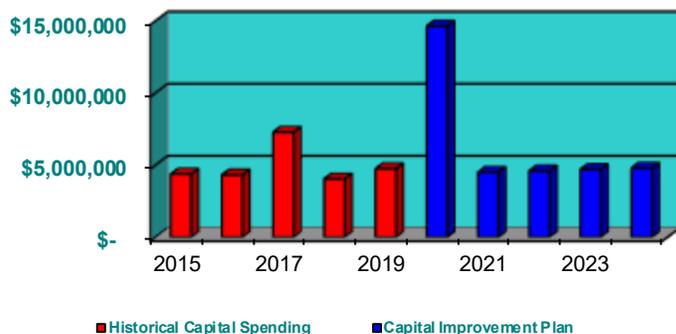
#### CAPITAL EXPENDITURES CONTRASTED WITH OPERATING EXPENDITURES



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

Another indicator of Lewis and 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 and 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

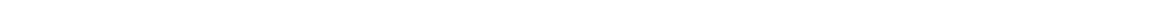
- 1) Minor Capital Projects.** Minor capital projects or recurring capital projects, which primarily benefit current residents, will be financed from current revenues. Minor capital projects or recurring capital

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 and Clark County Debt Management

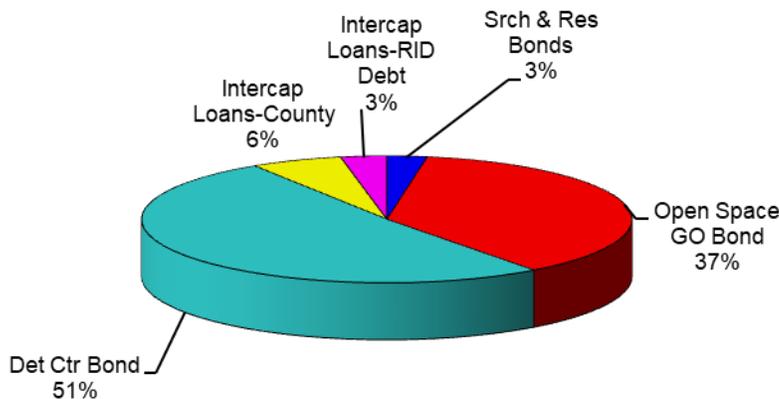
Debt in a governmental entity is an effective financial management tool. Active debt management provides fiscal advantages to county and its citizens. Debt can serve several different purposes. It is useful in matching costs to benefits of public assets. It is useful as an economic development tool.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

- Search and Rescue GO Bond-\$328,376
- Open Space GO Bond-\$4,615,000
- Detention Center Bond-\$6,355,000
- County Loans \$750,000
- RID Debt-\$376,637



### Possible Debt in the Next Five Years

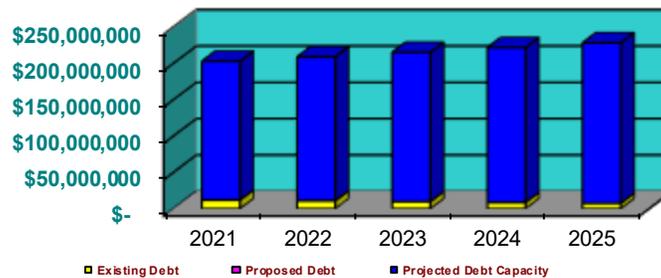
Listed below is a brief description of the County's possible debt issuances over the course of the next five-year period. Following this narrative description is a graphic depiction of the relative effects of these possible debt issuances in relation to the County's current debt and its remaining debt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

- A. **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. \$3,000,000 in bonding authority is remaining.

### 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.

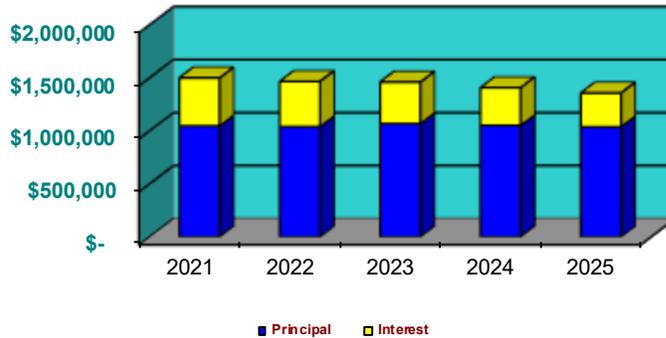
### EXISTING DEBT, PROPOSED DEBT, & PROJECTED DEBT CAPACITY



### 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 and interest payments are decreasing. This reflects the declining debt level as the result of the scheduled payments the County will be making.

**SCHEDULE OF FUTURE PRINCIPAL AND INTEREST PAYMENTS**



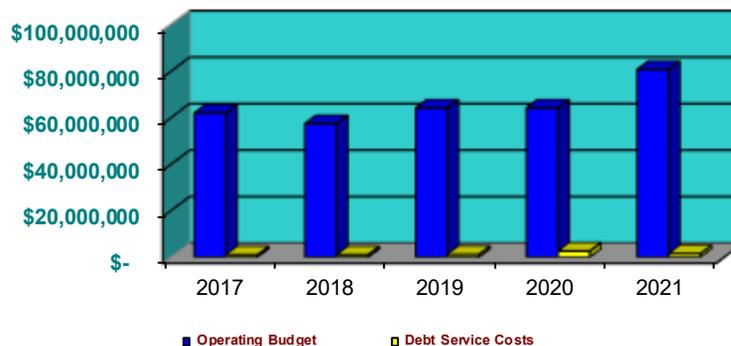
Most major debt obligations for the County are typically structured with declining interest payments and increasing principal payments—thereby resulting in relatively level debt service payments over the life of the bonds.

**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 and 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 and Clark County refinanced open space bonds in June 2020 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 and 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.

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## **APPENDIX**



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

**Staffing Summary**

<b>Title</b>	<b>Actual FY2019</b>	<b>Actual FY2020</b>	<b>Adopted FY2021</b>
<b>General Government</b>			
Legislative Services	3.00	3.00	3.00
Administrative Services	9.07	9.07	9.42
Treasurer - Clerk & Recorder	26.00	26.96	27.46
County Attorney	24.50	24.50	25.50
District Court	15.00	15.00	15.00
Justice Court	6.00	6.00	8.00
Superintendent of Schools	1.00	1.00	1.00
Planning & Community Development	11.05	11.05	11.05
Health Insurance	0.75	0.75	0.40
Information Technology	15.00	15.00	17.00
<b>Sub-Total General Government</b>	<b>111.37</b>	<b>112.33</b>	<b>117.83</b>
<b>Public Safety</b>			
Disaster & Emergency Services	1.00	1.00	1.00
Sheriff	97.20	114.00	127.90
Probation & Parole	-	-	-
Fire	-	-	-
Mental Health	-	-	-
Restorative Justice	7.00	11.00	11.50
Coroner	2.50	3.24	3.10
Radio Project	-	-	-
<b>Sub-Total Public Safety</b>	<b>107.70</b>	<b>129.24</b>	<b>143.50</b>
<b>Public Works</b>			
Administration	4.40	6.39	6.89
Bridge Maintenance	4.50	4.50	4.50
Road	16.09	17.11	17.81
Road Signs	1.00	1.00	1.00
Solid Waste Services	6.10	5.50	5.94
Facilities Administration	12.56	13.06	15.57
Weed Spraying	4.75	4.77	4.68
Forestvale Cemetery	4.74	4.74	4.66
<b>Sub-total Public Works</b>	<b>54.14</b>	<b>57.07</b>	<b>61.05</b>
<b>Public Health</b>			
Cooney Nursing Home	-	-	-
Public Health Administration	3.79	3.79	4.79
Community Health Promotion	6.60	7.20	9.25
Environmental Health	13.69	14.23	13.94
Disease Control & Prevention	14.91	15.29	14.69
Human Services	0.15	0.10	-
CHC Helena and Lincoln	56.37	65.42	-
<b>Sub-total Public Health</b>	<b>95.51</b>	<b>106.03</b>	<b>42.67</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	7.50	7.00	7.00
<b>Sub-total Culture &amp; Recreation</b>	<b>7.50</b>	<b>7.00</b>	<b>7.00</b>
<b>GRAND TOTAL</b>	<b>377.22</b>	<b>412.67</b>	<b>373.05</b>

**U.S. CONSUMER PRICE INDEX**

Calendar Year	U.S. Consumer Price Index	Percent Change
1972	41.8	
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
2012	229.5	2.1
2013	232.9	1.5
2014	236.7	1.6
2015	237.0	0.1
2016	240.0	1.3
2017	245.0	2.1
2018	251.1	2.4
2019	255.7	1.8

**GENERAL OBLIGATION BOND**

Maximum Allowable Debt - Lewis & Clark County, Montana

Assessed Valuation: FY21 Certified Market Value \$ 8,608,158,474

Factor Allowed for Indebtedness 2.5%

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Total Indebtedness Allowed \$ 215,203,962

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Less Current Indebtedness:

Intercap Loans \$ 750,000

RSID Debt \$ 376,367

GO Debt \$ 11,298,376

Total Current Indebtedness \$ 12,424,743

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Maximum Indebtedness Available \$ 202,779,219

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**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**

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

**Tax Year 2020 (FY 21)**\_\_\_\_\_

**LEWIS & CLARK COUNTY  
TEN HIGHEST TAXPAYERS IN LEWIS & CLARK COUNTY  
2020**

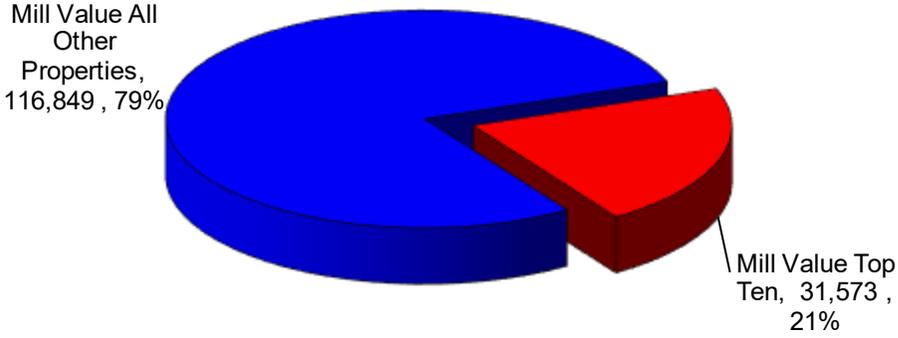
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Taxpayer	Taxable Value
NORTHWESTERN CORPORATION-Transmission and distribution	\$ 18,086,699
VERIZON WIRELESS	2,879,796
NORTHWESTERN CORPORATION-Electric Generation	2,986,481
THE BOEING COMPANY	2,645,593
BNSF RAILWAY CO	1,159,682
CENTURYLINK INC	951,585
MONTANA RAIL LINK	848,593
YELLOWSTONE PIPELINE	785,463
HEALTH CARE SERVICE CORPORATION	752,108
HELENA FEDERAL OFFICE COMPLETS LLC	476,535
	<hr/>
	\$ 31,572,535

**TOP TEN TAXPAYERS**

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

**Tax Year 2020 (FY 21)**



**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.

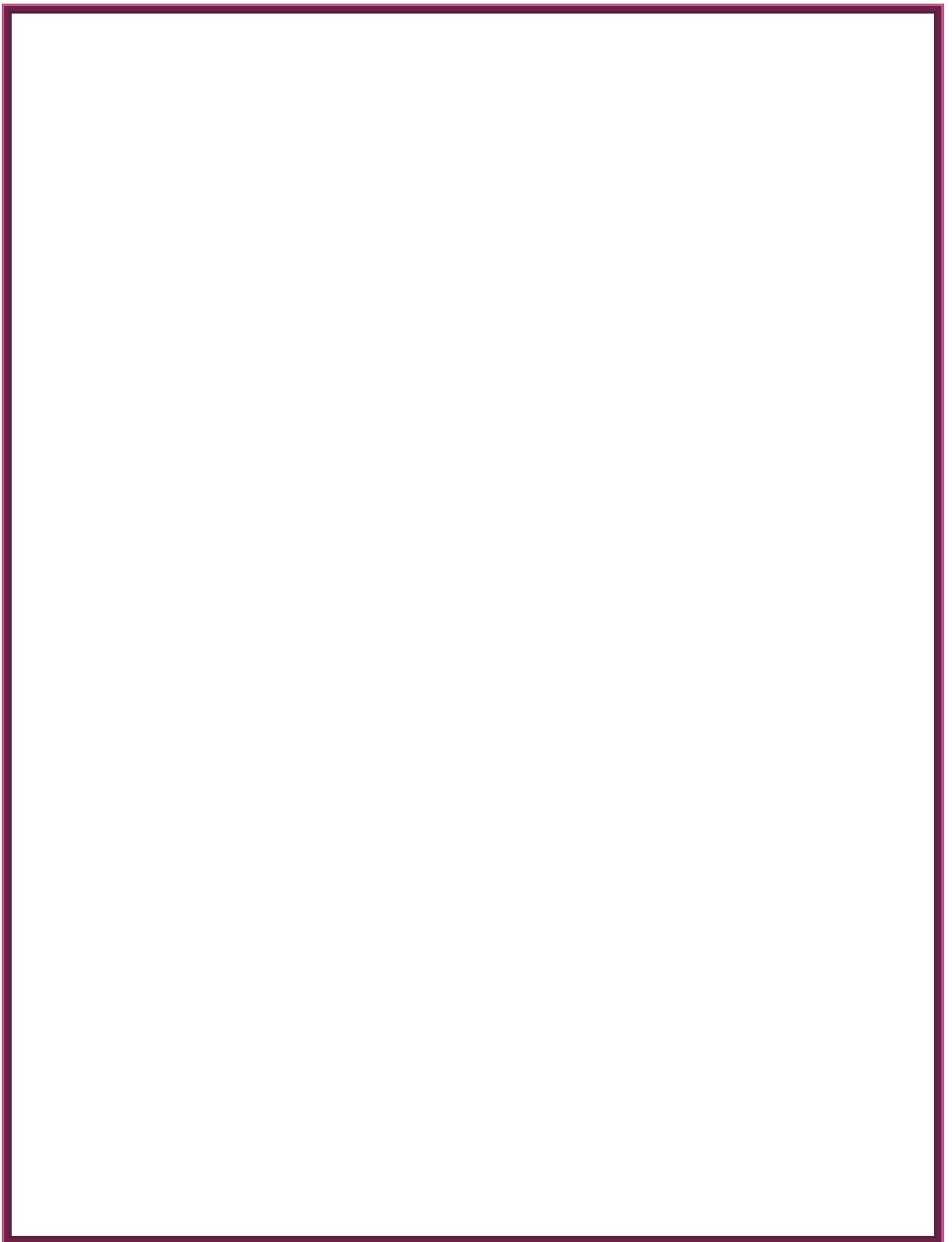
**Tax Levy** - The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

**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).



Tab Titles for Lewis & Clark County Budget Book

Executive Summary (A)

Financial Summaries (B)

General Government (C)

Public Safety (D)

Public Works (E)

Public Health (F)

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