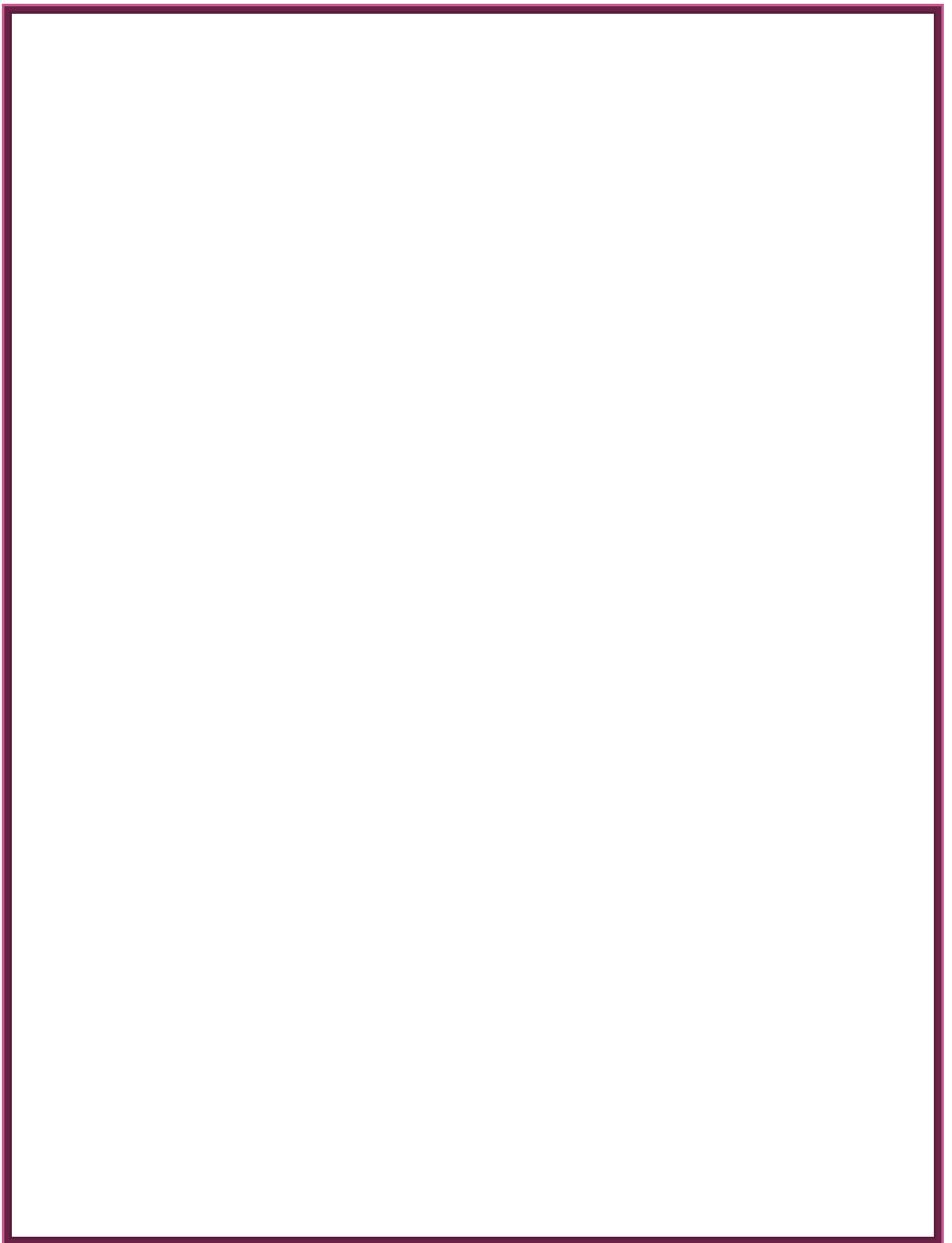


# **LEWIS & CLARK COUNTY**



**APPROVED**  
**OPERATING AND CAPITAL BUDGET**  
**FISCAL YEAR 2010-2011**





# Lewis & Clark County, Montana

**APPROVED  
OPERATING AND CAPITAL BUDGET  
Fiscal Year 2010 - 2011**

**COUNTY COMMISSION**



Andy Hunthausen [D], (Member)



Mike A. Murray, [D] Chairman



Derek Brown [R], (Member)

**CHIEF ADMINISTRATIVE OFFICER**

Eric Bryson

**COUNTY TREASURER / CLERK & RECORDER**

Paulette DeHart

**FINANCE DIRECTOR**

Nancy Everson



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## EXECUTIVE SUMMARY



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



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

# Lewis and Clark County

## Administrative Services and Financial Department

### Budget Message

October 1, 2010

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

This document is the Approved Operating and Capital Budget for Lewis & Clark County, Montana, for the fiscal year ending June 30, 2011 (FY 11). 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 11. All County funds are included in the foregoing budget. The table reflects estimated revenues of \$66.4 million, budgeted expenditures of \$71.2 million, resulting in projected ending cash balances of \$16.1 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, 2010 through June 30, 2011 (FY 11)

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Projected Beginning Cash Balances	\$ 2,035,017	\$ 7,645,882	\$ 672,129	\$ 6,073,404	\$ 1,365,954	\$ 3,205,435	\$ 20,997,821
Total Estimated Revenues	8,681,356	27,060,389	527,043	9,445,316	11,042,272	9,707,107	66,463,483
Budgeted Expenditures	9,240,458	29,454,698	512,862	10,569,434	11,259,456	10,248,573	71,285,481
Projected Ending Cash Balances	\$ 1,475,915	\$ 5,251,573	\$ 686,310	\$ 4,949,286	\$ 1,148,770	\$ 2,663,969	\$ 16,175,823



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

### **General Fund**

The financial summary on the preceding page reflects a beginning general fund cash balance of \$2.0 million, estimated revenues of \$8.6 million, budgeted expenditures of \$9.2 million, resulting in a projected ending general fund cash balance of \$1.4 million. Budgeted expenditures of \$.4 million more than estimated revenues is due to the County intentionally budgeting to spend excess cash reserves. Because of the use of excess cash reserves, the imbalance will not continue into FY 12. The County will continue to maintain a safe operating reserve.

### **Special Revenue Funds**

Special revenue funds reflect a beginning cash balance of \$7.6 million, estimated revenues of \$27.0 million, budgeted expenditures of \$29.4 million, resulting in a projected ending cash balance in the special revenue funds of \$5.2 million. Budgeted expenditures exceed estimated revenues by \$2.4 million, due largely to the County intentionally budgeting to spend excess cash reserves. Again, because of the budgeting of excess reserves, this imbalance will not continue into FY 12. The County will continue to maintain a safe operating reserve.

### **Debt Service Funds**

Debt Service funds show a beginning balance of \$672,000, estimated revenues of \$527,000, budgeted expenditures of \$513,000, and a projected ending cash balance in the debt service funds of \$686,000. Cash balances in the debt service funds are expected to increase slightly due to lower interest rates on intercap loans than projected..

### **Capital Project Funds**

Capital project funds reflect beginning cash balances of \$6.0 million, estimated revenues of \$9.4 million, budgeted expenditures of \$10.5 million, resulting in projected ending cash balances of \$4.9 million. Budgeted expenditures exceed estimated revenues by \$.9 million due to the purchase of capital assets from reserves established for this purpose and also due to the construction of capital projects from reserves established in prior years for these purposes.

### **Enterprise Funds**

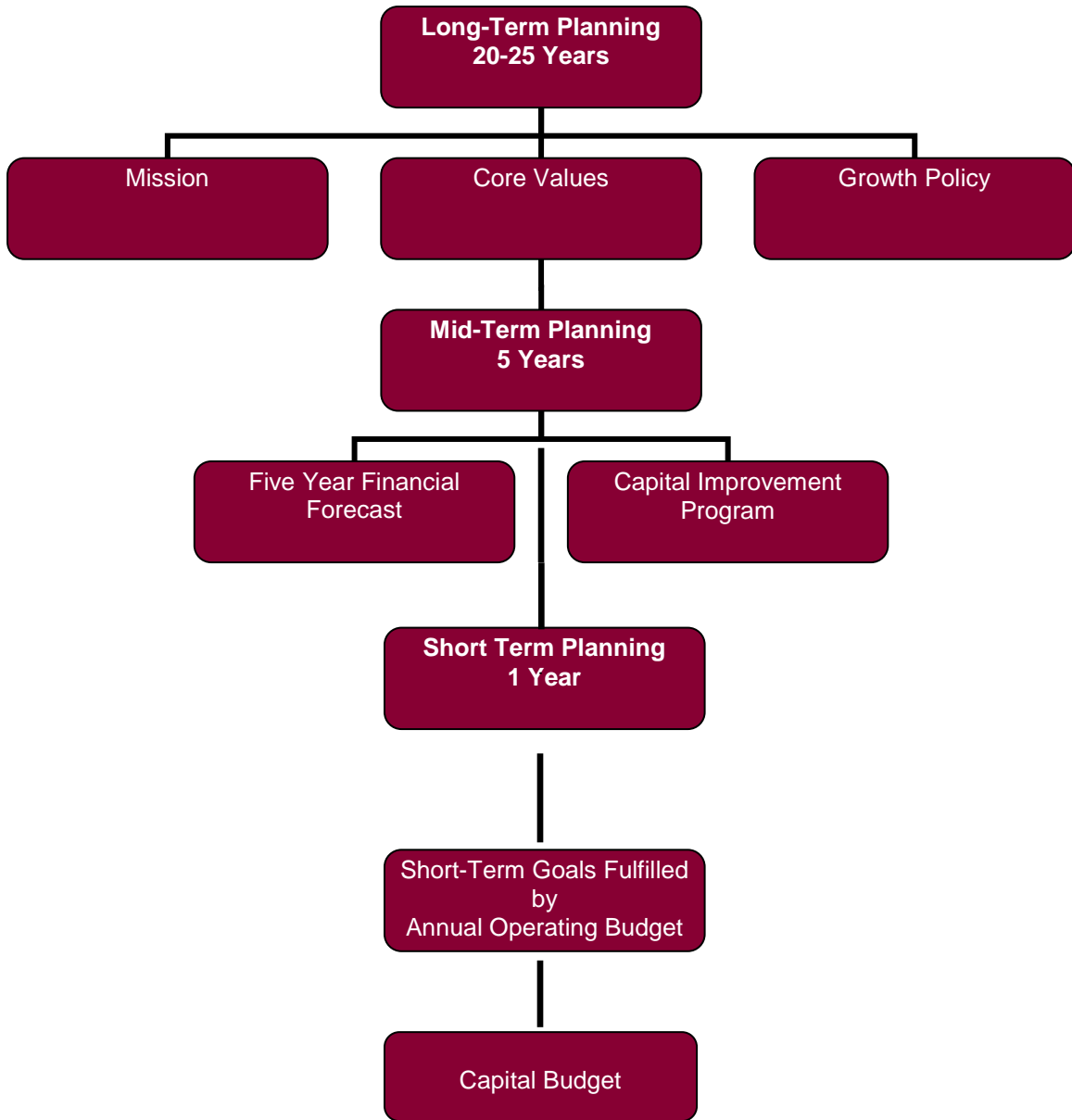
Enterprise funds reflect beginning cash balances of \$1.3 million, estimated revenues of \$11.0 million, budgeted expenditures of \$11.2 million, and projected ending cash balances of \$1.1 million in the enterprise funds. The decrease in cash balances is due to budgeted expenditures of capital reserves.

## Planning Processes

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

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

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



### Strategic Plan

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

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

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

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

- Create the FY2011 Budget as a “business plan” including goals and objectives from each department/office along with funding requests.
- Create a management system that will allow the Commissioners to measure performance in each department/office relating to the approved goals and objectives as documented as part of the annual budget process.
- Continue focus on managing and planning the growth in Lewis & Clark County, including regular updates of the growth policy and subdivision regulations.
- Continue to pursue efforts to establish zoning districts in the County.
- An analysis of the feasibility of establishing impact fees will be considered by the Commission and recommendations to establish impact fees will be considered.
- Pursue the development water and sewer services into the Helena Valley to mitigate failing septic systems and water quality issues.
- Continue to fully fund the market based pay plan. The plan and related benefits allows the County to remain competitive in recruiting and retaining quality employees.
- The five-year Capital Improvement Plan (CIP) is a top priority every year. Each department is required to fund a capital asset schedule. In addition, future asset needs and projects are identified and funded from department budgets to the extent possible.

### **Capital Improvement Plan**

The County prepares a 5-year Capital Improvement Program (CIP) which is summarized within the Annual Operating Budget. The CIP is a multi-year capital improvement plan that forecasts, but does not obligate, future spending for all anticipated capital projects. The CIP is developed and updated annually. The proposed five-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 FY 11 Operating Budget is included in the budget on page K-5.

## STAFFING CHANGES

The final budget includes a net overall decrease of 19.29 full-time equivalent employees (FTE). 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 shows the County's FTE for all departments.

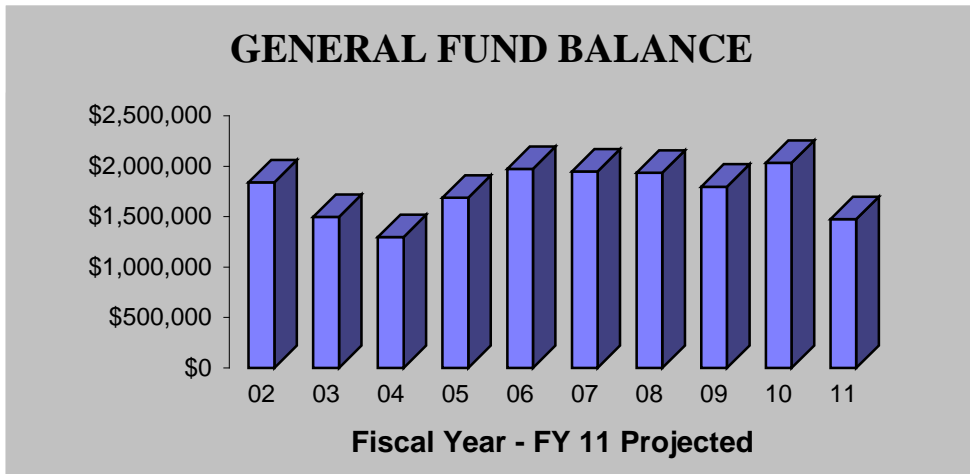
Staffing Changes (FTE)	
DEPARTMENT/DIVISION	Net Increase (Decrease)
County Attorney	1.00
District Court	1.00
Planning and Community Development	(0.50)
Sheriff	3.19
Public Works-Weed Department-seasonal employees	0.86
Cooney Nursing Home	(23.84)
Extension Service(reclassification to contract services)	(1.00)
<b>TOTAL CHANGE</b>	<b>(19.29)</b>

## BUDGETARY TRENDS

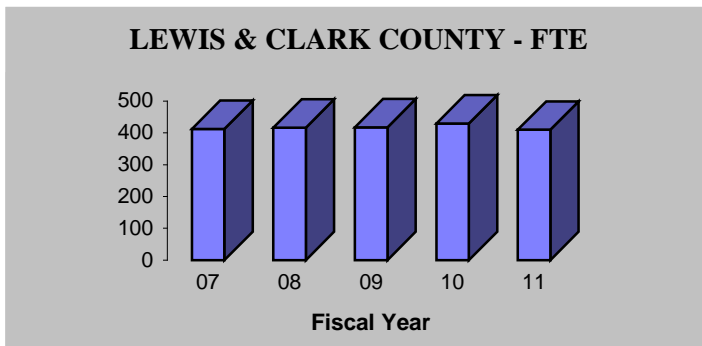
Shown below are a series of key financial indicators and budgetary trends that affect the ability of the county to sustain current service levels, while maintaining financial stability.

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

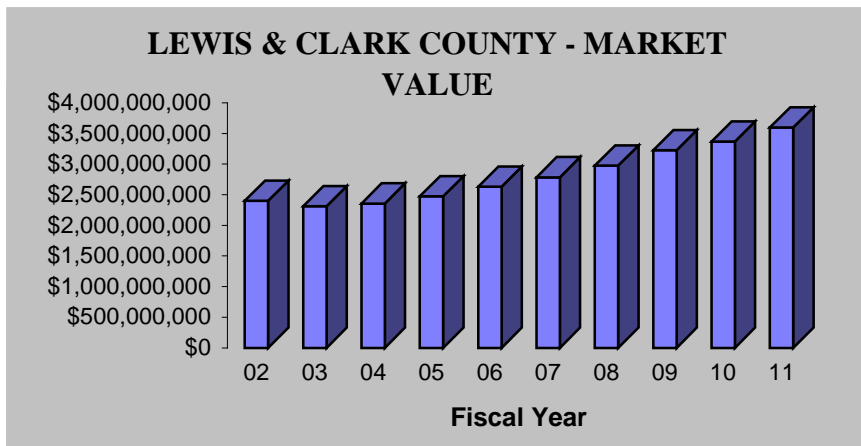


balance represents the best indicator of the County's overall financial health. Shown by the graph on the left is the County's actual general fund balance from FY 02 – FY 11. Fund balances for FY 11 are projected. The county's 2011 budget continues to be structurally balanced and the county will maintain a safe general fund reserve at the end of FY 11.

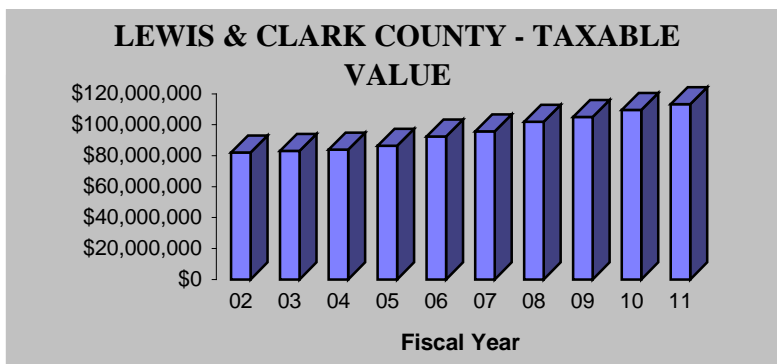


Full-time equivalent employees (FTE) is a key indicator mirroring the growth of the Lewis & Clark County. As shown by the graph, total FTE decreased from 429.83 in fiscal year 2010 to 409.83 in 2011. The Cooney Nursing home decreased 23.84 FTE due to low census numbers. A Deputy County Attorney was added to assist with the civil workload; a District Court Clerk was added to assist the additional District Court Judge to be added in January 2011; and three additional deputies were added, contingent upon approval of grant funding. Even in a period of economic recession, the County faces the challenge of increased service demand in the areas of law enforcement.

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



Property valuations are based on comprehensive appraisals of all taxable property performed by the Department of Revenue each year. The Department of Revenue certifies market and taxable values to each county on or before the 1<sup>st</sup> Monday in August. The trend of the Lewis & Clark County market value is shown by the graph above. As shown by the graph, the county's market value has increased from \$2.39 billion in fiscal year 2002 to \$3.59 billion in fiscal year 2011, for a 50% increase over this period. The market value of property in the County reflects the rapid growth the County is experiencing. The graph of taxable values that follows reflects the County's ability to raise general tax revenue necessary to support the growing demand for government services.



The taxable value for property is determined by applying a statutorily established percentage ratio to the market value of the property, according to its property classification. The applicable ratio for most commercial and residential real properties is currently 2.82%. Shown above is a history of the County's

actual taxable value since 2002. The increase in taxable values does not coincide with the increase in market values because of adjustments to the percentage ratio by the Montana Legislature and by changes in tax policy implemented through property tax amendments. The adjustments by the Legislature were designed to prevent local taxes from increasing at the same rate as property values. The taxable values (as opposed to market values) more accurately reflect the ability of the County to increase tax revenues.

## ECONOMIC FACTORS

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

Helena is a government town, and state and federal governments combine for about two-thirds of the economic base in Lewis and Clark County. Between 2001 and 2004, both state and federal government contributed to growth. The increases in state government were mostly before and after the wage freeze enacted by the 2003 Legislature. The increases in the federal government occurred in both the civilian and military components (including Ft. Harrison and other reserve facilities), and both may be associated with homeland security activities.

The Bureau projects that Lewis & Clark County's population will average 1% growth per year through 2010, as shown by the graphic below.

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

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

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



## Closing

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

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

Respectfully

Eric Bryson, Chief Administrative Officer

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

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

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

## BUDGET DEFINITION

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

A good budget process is characterized by several essential features.

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

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

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

## MISSION OF THE BUDGET PROCESS

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

## PERFORMANCE BUDGETING

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

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

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

## FINANCIAL TREND ANALYSIS

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

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

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

## NEEDS ASSESSMENT PHASE

### Late Winter – Early Spring

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

From this process, they prepare their preliminary departmental budgets.

## BUDGET DEVELOPMENT AND PRIORITIZATION PHASE

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

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

level requests are evaluated for possible funding.

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

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

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

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

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

## ADOPTION/IMPLEMENTATION PHASE

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

The budget and the corresponding property tax mill levy must be adopted by the 3rd Monday in August, or within 45 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 & Clark County's overall fiscal planning and management.

These financial policies:

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

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

### OPERATING BUDGET POLICIES

#### Links to Financial Plans

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

#### Scope.

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

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

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

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

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

### **Budgeting Control System.**

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

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

administration to regularly monitor compliance with the adopted budget.

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

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

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

### **Performance Measurement Integration.**

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

## REVENUE POLICIES

### **Diversification and Stabilization.**

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

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

**3) Grant Opportunities.** The county will aggressively pursue opportunities for Federal or State grant funding. An aggressive policy of pursuing opportunities for Federal or State grant funding provides citizens assurance that the county is striving to obtain all state and federal



funds to which it is entitled--thereby reducing dependence upon local taxpayers for the support of local public services.

**4) Current Revenues for Current Uses.**

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

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

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

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

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

**User Fees.**

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

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

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

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

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



as to smaller, infrequent users of the service.

- A unified approach should be used in determining cost recovery levels for various programs based on the factors discussed above.

### EXPENDITURE POLICIES

#### Maintenance of Capital Assets.

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

### RESERVE POLICIES

#### Unreserved Fund Balance.

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

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

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

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

#### Utilizing Unreserved Fund Balances.

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

### CAPITAL IMPROVEMENT POLICIES

#### CIP Formulation.

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

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

financing or current revenues while operating budget items are annual or routine in nature and should only be financed from current revenues.

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

### Project Financing.

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

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

## DEBT MANAGEMENT POLICIES

### Restrictions on Debt Issuance.

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

### Limitations on Outstanding Debt

**1) Reliance on Long-Term Debt.** The County will limit long-term debt to capital improvements which cannot be financed from current revenues. Incurring long-term debt serves to obligate future taxpayers. Excess reliance on long-term debt can cause debt levels to reach or exceed the government's ability to pay. Therefore, conscientious use of long-term debt will provide assurance that future residents will be able service the debt obligations left by former residents.

**2) Debt Not Used for Current Operations.** The county will not use long-term debt for financing current operations. This policy reflects the view that those residents who benefit from a service should pay for the service. Utilization of long-term debt to support current operations would result in future residents supporting services provided to current residents.

### Debt Refinancing

**1) General Refinancing Guidelines.** Periodic reviews of all outstanding debt will be undertaken to determine refinancing opportunities. Refinancings will be considered (within federal tax law constraints) under the following conditions:

- There is a net economic benefit.
- It is needed to modernize covenants that are adversely affecting the County's financial position or operations.
- The County wants to reduce the principal outstanding in order to achieve future working capital to do so from other sources.

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

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

unless there is a compelling public policy objective.

**ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES**

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

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

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

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

## FUND ACCOUNTING

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

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

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

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

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

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

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

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

## GOVERNMENTAL FUND TYPES

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

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

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

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

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

## PROPRIETARY FUND TYPES

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

## FINANCIAL STRUCTURE

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

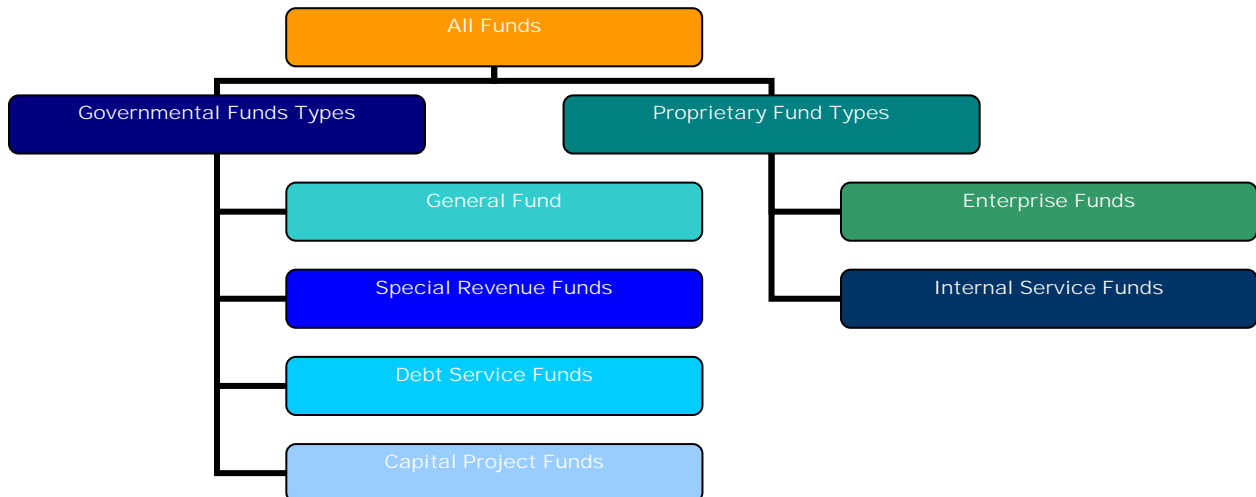
**Internal Service Funds** – account for the financing of goods or services provided by one department to other departments of the County,

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

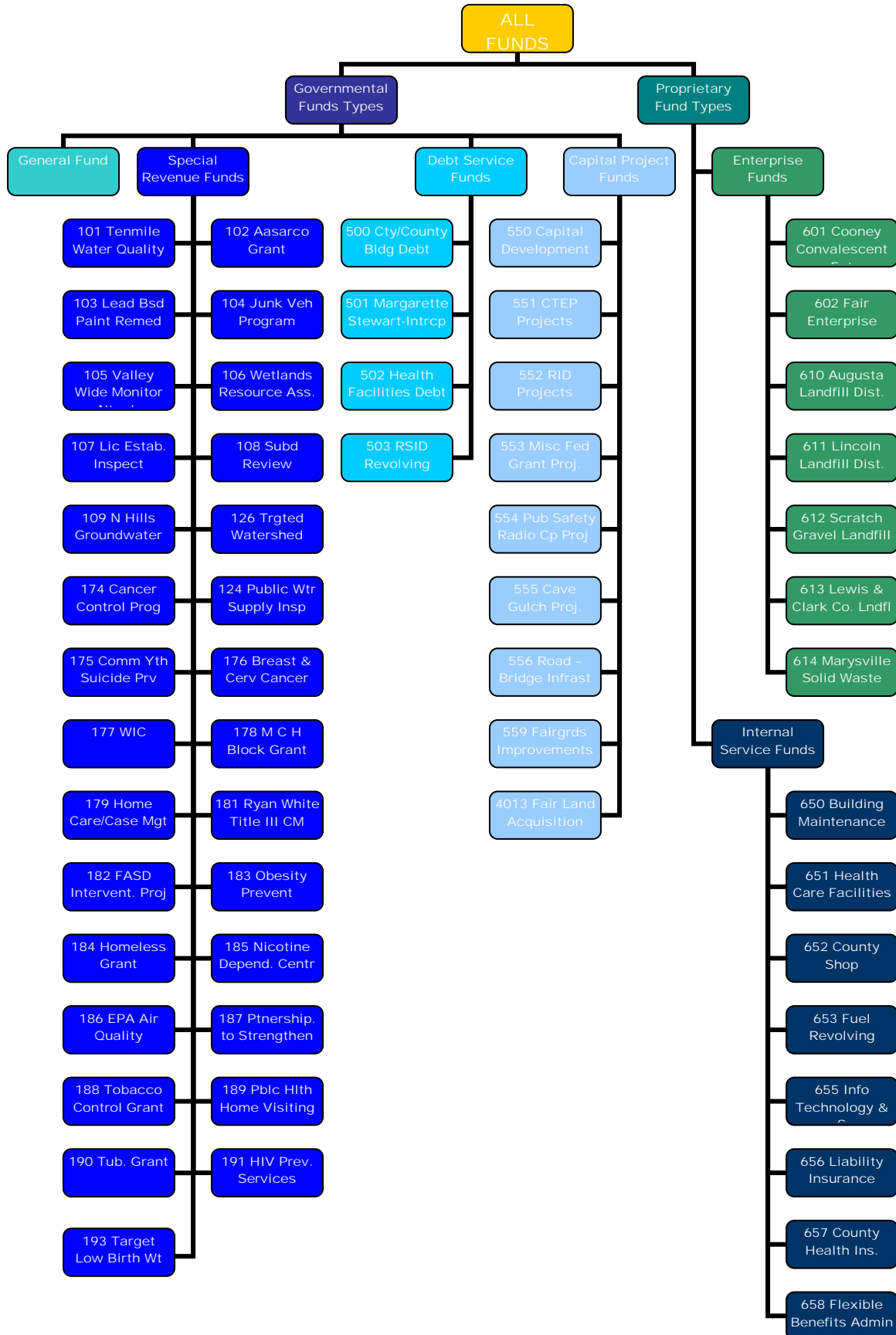
### CONSISTENCY WITH AUDITED FINANCIAL STATEMENTS

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

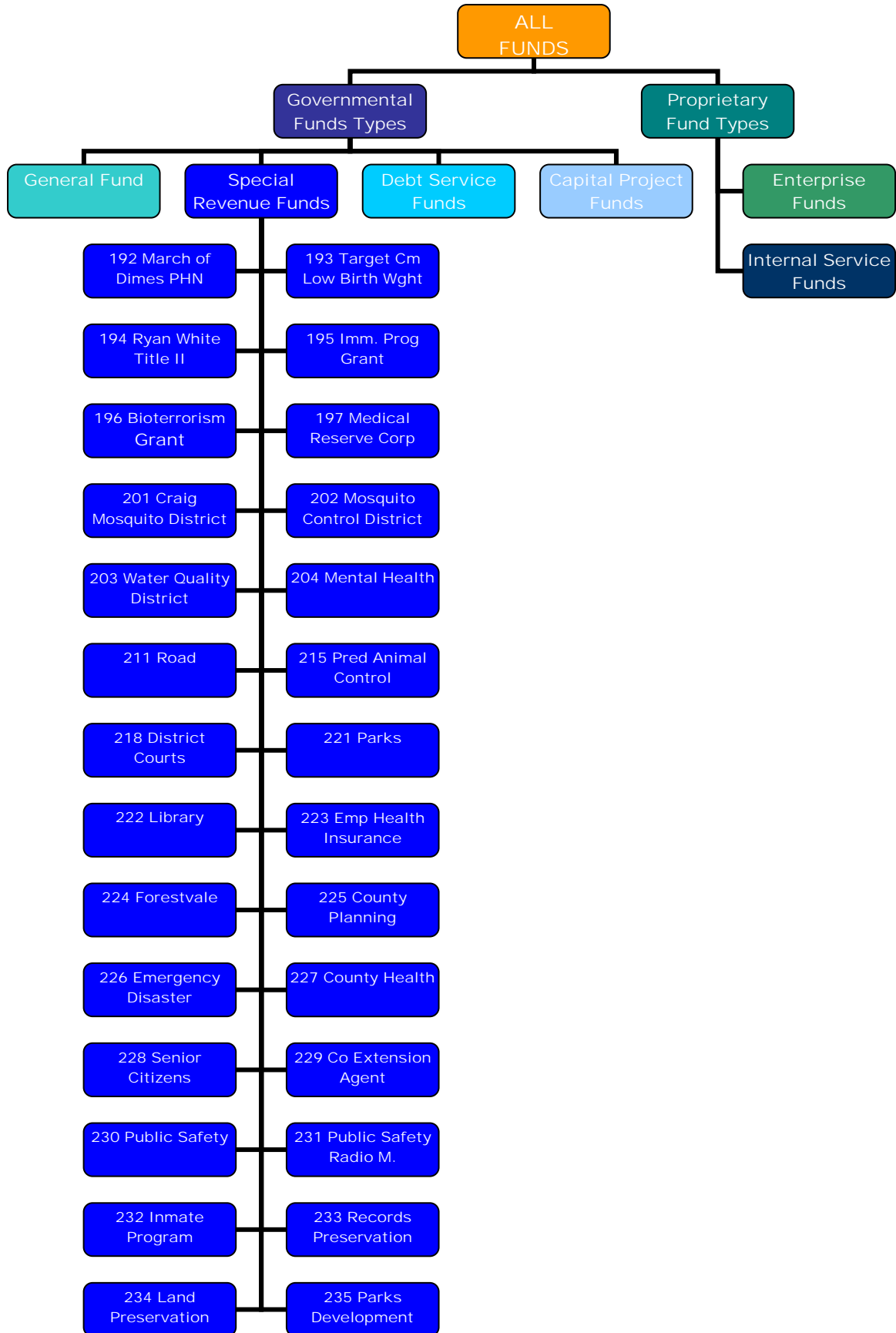
Shown below is a graphic summary of the County's fund Structure. The following three pages provide a detailed organizational graphic presentation of each of the County's funds.



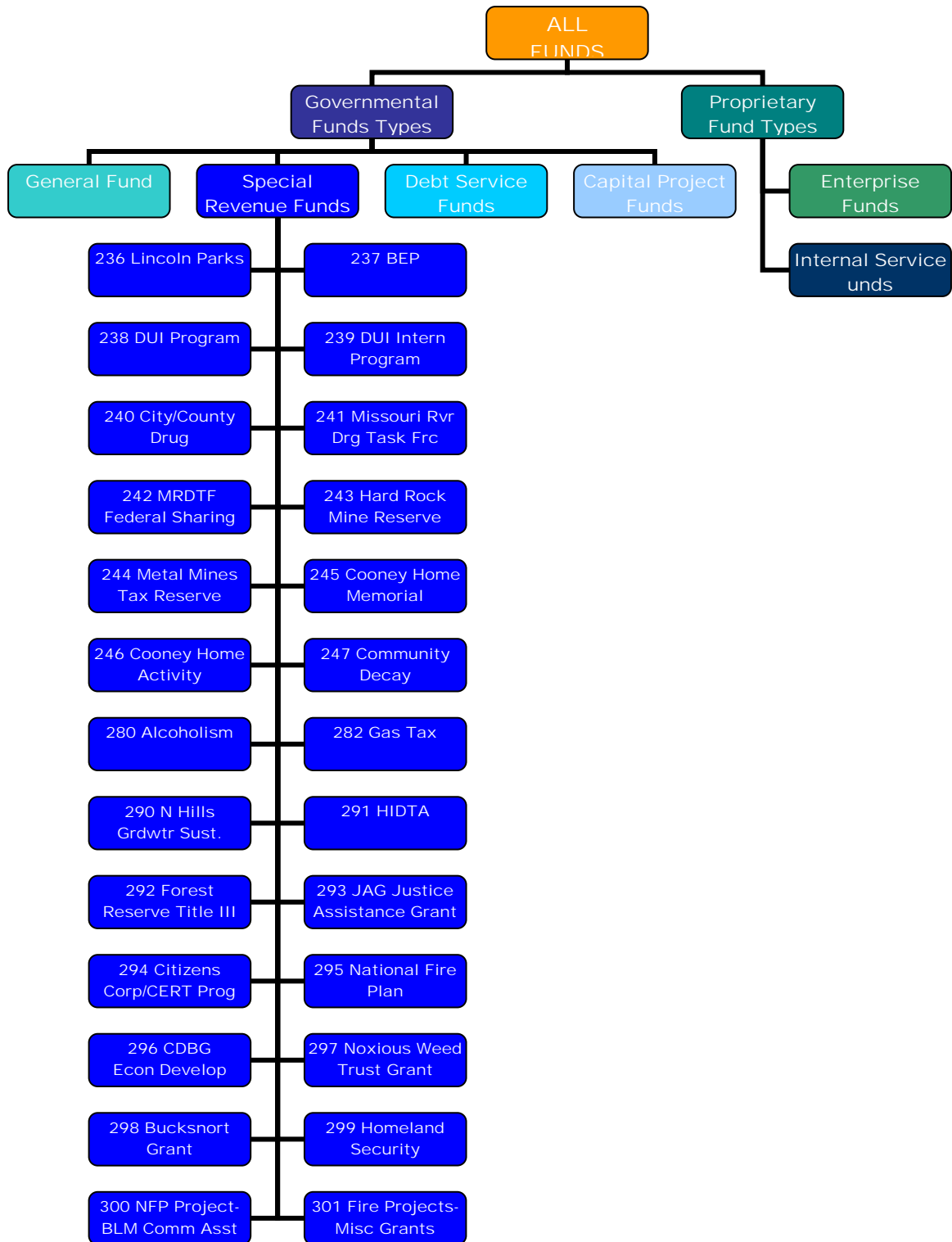
# FINANCIAL STRUCTURE



# FINANCIAL STRUCTURE

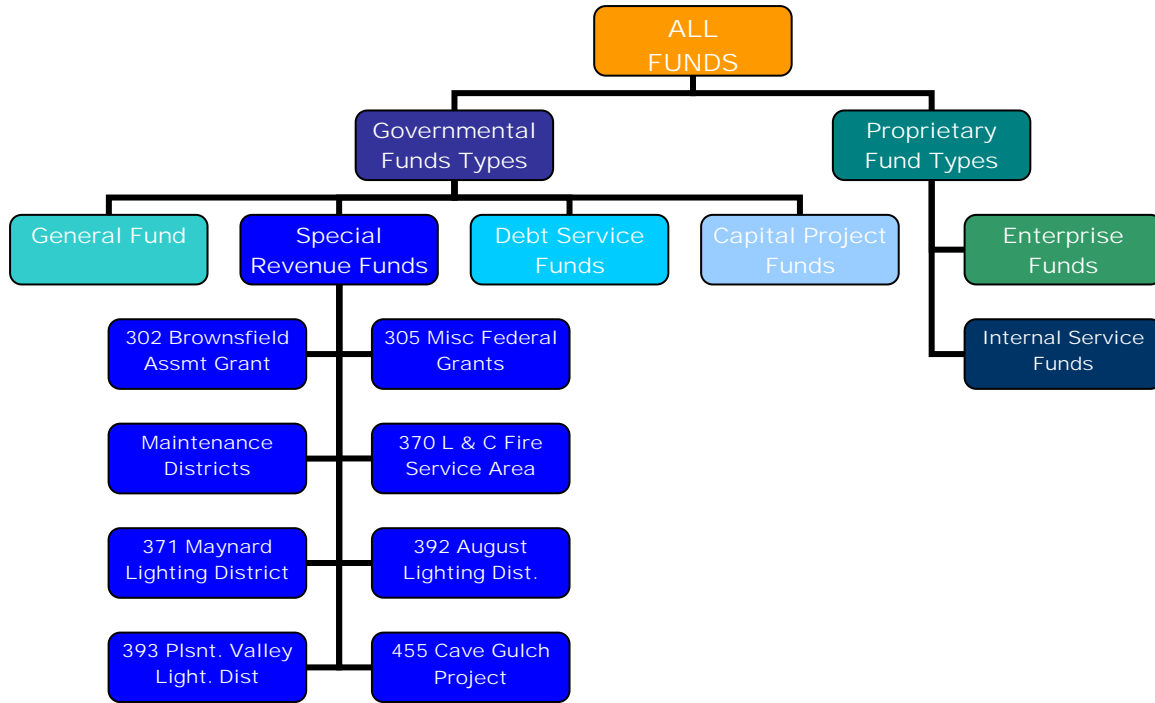


# FINANCIAL STRUCTURE





# FINANCIAL STRUCTURE



## ORGANIZATIONAL UNITS

### FUNCTIONS, DEPARTMENTS, PROGRAMS/ACTIVITIES

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#### PURPOSE

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

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

#### ORGANIZATION

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

- Function
- Department
- Program/Activity

#### FUNCTION

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

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

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

#### DEPARTMENTS

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

#### PROGRAM/ACTIVITY

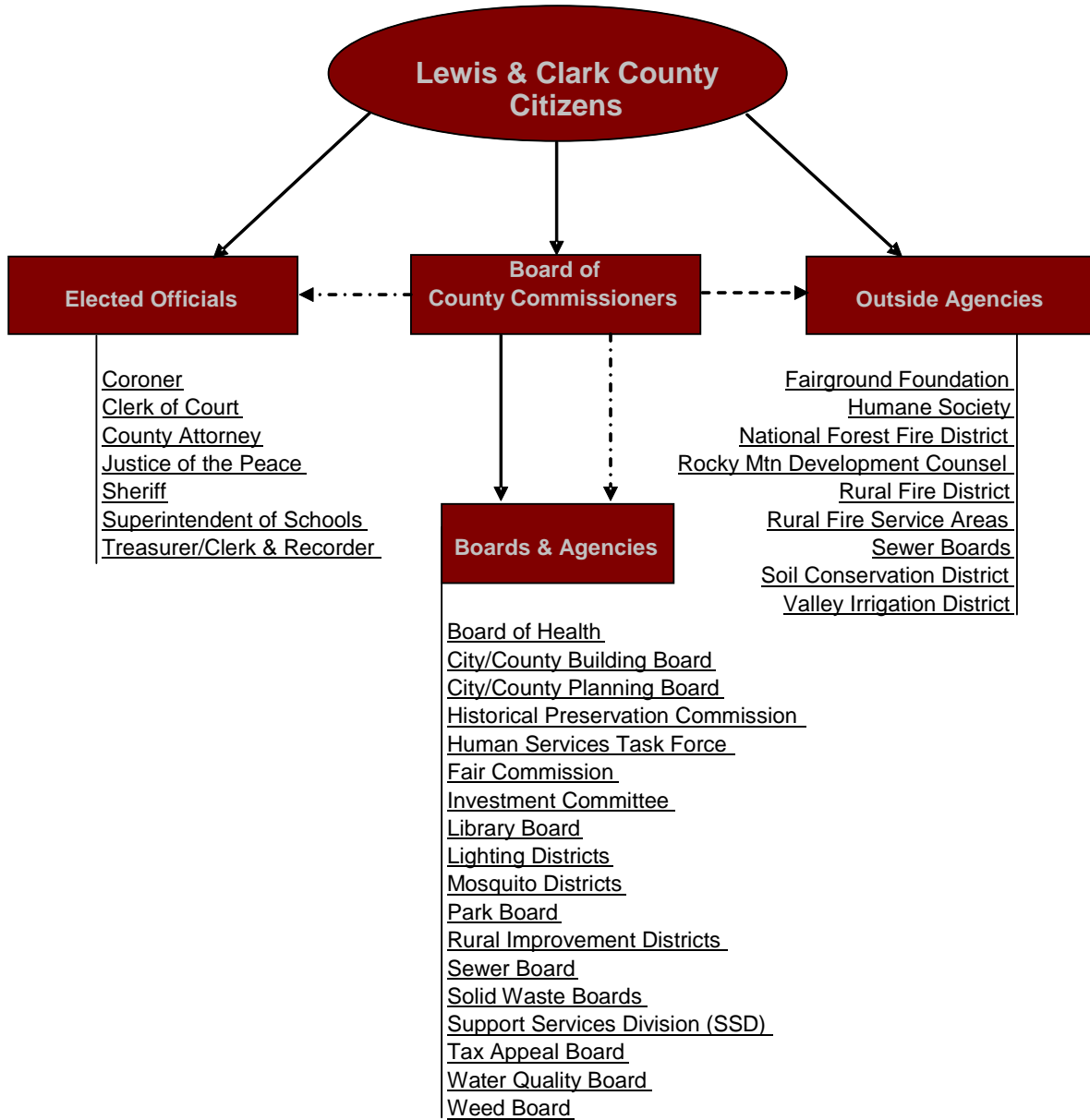
Programs/Activities of a Department are the specific services and tasks performed in the pursuit of its objectives and goals.

#### PROGRAM/ACTIVITY BUDGET DESCRIPTIONS

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

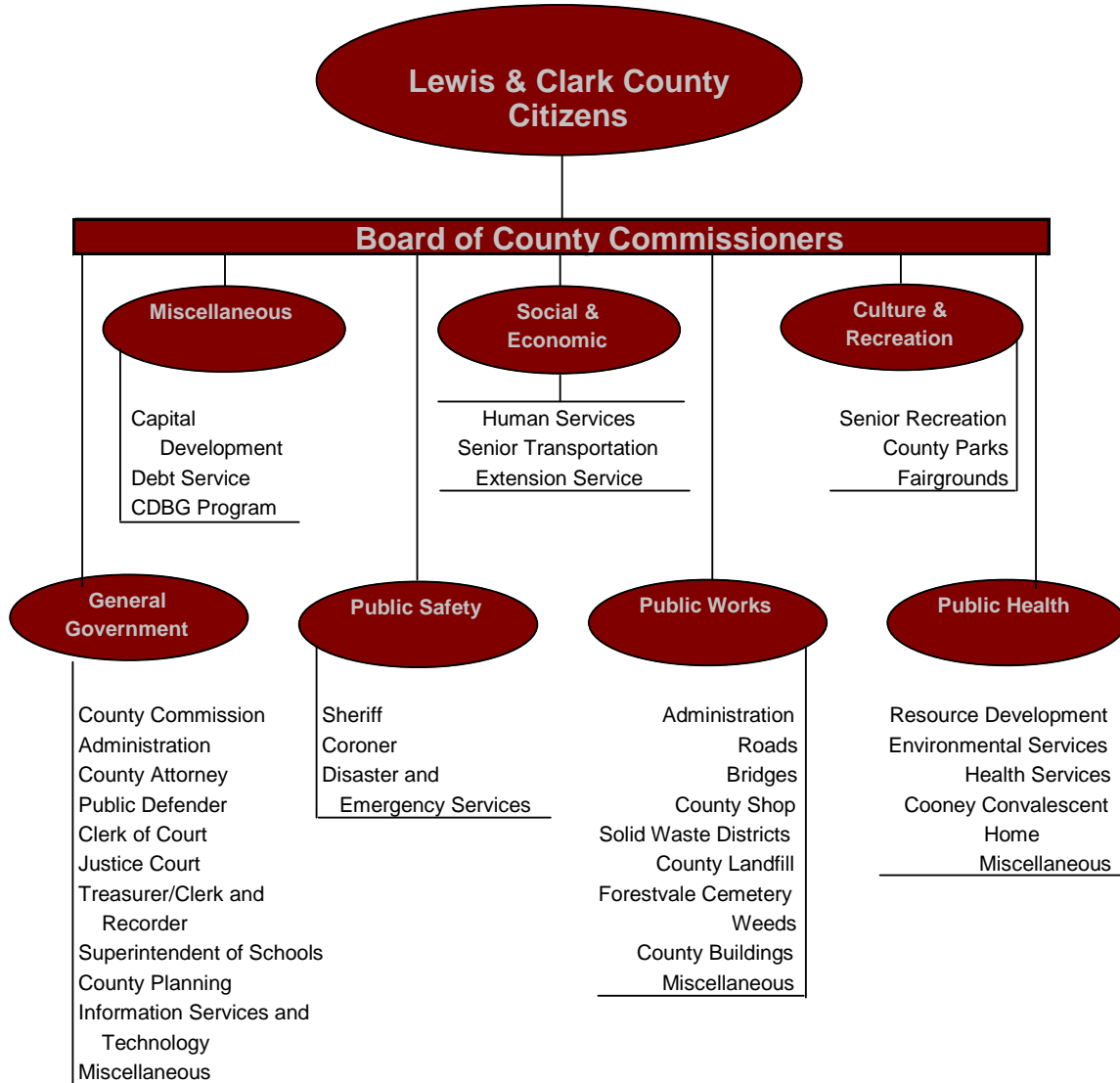
- Program Description
- Goals & Objectives
- Department Budget
- Department Personnel
- Performance Measures
- Workload Indicators

Lewis & Clark County, Montana  
ORGANIZATIONAL CHART



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

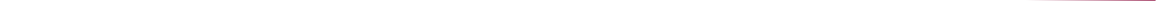
**Lewis & Clark County, Montana  
ORGANIZATIONAL CHART  
By Function**



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## FINANCIAL SUMMARY



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

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Projected Beginning Cash Balances	\$ 2,035,017	\$ 7,645,882	\$ 672,129	\$ 6,073,404	\$ 1,365,954	\$ 3,205,435	\$ 20,997,821
Total Estimated Revenues	8,681,356	27,060,389	527,043	9,445,316	11,042,272	9,707,107	66,463,483
Budgeted Expenditures	9,240,458	29,454,698	512,862	10,569,434	11,259,456	10,248,573	71,285,481
Projected Ending Cash Balances	\$ 1,475,915	\$ 5,251,573	\$ 686,310	\$ 4,949,286	\$ 1,148,770	\$ 2,663,969	\$ 16,175,823

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

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Projected Beginning							
Cash Balances	\$ 2,035,017	\$ 7,645,882	\$ 672,129	\$ 6,073,404	\$ 1,365,954	\$ 3,205,435	\$ 20,997,821
<u>Estimated Revenues</u>							
Taxes & Assessments	4,929,481	15,909,500	185,768	-	1,357,560	-	22,382,309
Licenses & Permits	151,860	1,600	-	-	-	-	153,460
Intergovernmental	2,189,818	5,869,924	29,626	1,501,947	-	-	9,591,315
Charges for Services	970,683	1,545,322	-	-	6,962,895	18,000	9,496,900
Fines & Forfeitures	67,500	450,779	-	-	-	-	518,279
Miscellaneous	24,014	1,915,531	303,997	-	2,138,971	-	4,382,513
Investment Earnings	78,000	31,845	7,652	110,000	29,750	28,163	285,410
Transfers/loan proceeds	270,000	1,335,888	-	7,833,369	553,096	420,785	10,413,138
Internal Service	-	-	-	-	-	9,240,159	9,240,159
Total Estimated Revenues	8,681,356	27,060,389	527,043	9,445,316	11,042,272	9,707,107	66,463,483
<u>Budgeted Expenditures</u>							
General Government	6,673,938	3,852,441	-	6,297,740	-	7,318,015	24,142,134
Public Safety	343,345	10,484,978	-	721,364	-	-	11,549,687
Public Works	1,624,152	6,494,995	-	3,523,810	2,956,883	2,930,558	17,530,398
Public Health	61,000	4,847,414	-	26,520	6,002,362	-	10,937,296
Social and Economic Services	538,023	435,790	-	-	-	-	973,813
Culture and Recreation	-	2,803,080	-	-	2,300,211	-	5,103,291
Economic Development	-	536,000	-	-	-	-	536,000
Debt Service	-	-	512,862	-	-	-	512,862
Internal Service	-	-	-	-	-	-	-
Miscellaneous Expenditures	-	-	-	-	-	-	-
Total Budgeted Expenditures	9,240,458	29,454,698	512,862	10,569,434	11,259,456	10,248,573	71,285,481
Projected Change in							
Cash Balances	(559,102)	(2,394,309)	14,181	(1,124,118)	(217,184)	(541,466)	(4,821,998)
Projected Ending							
Cash Balances	\$ 1,475,915	\$ 5,251,573	\$ 686,310	\$ 4,949,286	\$ 1,148,770	\$ 2,663,969	\$ 16,175,823



**SUMMARY OF MAJOR REVENUES, EXPENDITURES  
AND OTHER FINANCING SOURCES/USES  
July 1, 2009 through June 30, 2010 (FY 10)**

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
<u>Actual Revenues</u>							
Taxes & Assessments	4,391,155	14,425,149	149,851	-	1,249,732		20,215,887
Licenses & Permits	267,997	1,820					269,817
Intergovernmental	2,471,987	4,791,555	28,460	2,970,529	286,951	25,500	10,574,982
Charges for Services	1,131,156	1,436,289			6,777,487	18,243	9,363,175
Fines & Forfeitures	82,428	486,250					568,678
Miscellaneous	72,555	1,769,104	769,495	30,421	2,147,325	192	4,789,092
Investment Earnings	82,164	32,592	7,380	121,226	15,629	22,395	281,386
Transfers/loan proceeds	200,526	1,080,481	511,200	2,822,695	493,585	90,425	5,198,912
Internal Service						8,946,637	8,946,637
<b>Total Revenues</b>	<b>8,699,968</b>	<b>24,023,240</b>	<b>1,466,386</b>	<b>5,944,871</b>	<b>10,970,709</b>	<b>9,103,392</b>	<b>60,208,566</b>
<u>Expenditures</u>							
General Government	6,024,643	3,051,838	-	615,136	-	6,968,443	16,660,060
Public Safety	322,403	9,374,249	-	111,471	-	-	9,808,123
Public Works	1,433,932	4,366,410	-	3,817,776	2,367,611	2,328,520	14,314,249
Public Health	141,150	4,082,323	-	32,247	6,127,320	-	10,383,040
Social and Economic Services	540,001	679,888	-	-	-	-	1,219,889
Culture and Recreation	-	2,199,177	-	-	2,521,009	-	4,720,186
Economic Development	-	17,015	-	-	-	-	17,015
Debt Service	-	-	1,567,968	-	-	-	1,567,968
Internal Service	-	-	-	-	-	-	-
Miscellaneous Expenditures	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>8,462,129</b>	<b>23,770,900</b>	<b>1,567,968</b>	<b>4,576,630</b>	<b>11,015,940</b>	<b>9,296,963</b>	<b>58,690,530</b>

**SUMMARY OF MAJOR REVENUES, EXPENDITURES  
AND OTHER FINANCING SOURCES/USES  
July 1, 2008 through June 30, 2009 (FY 09)**

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
<u>Revenues</u>							
Taxes & Assessments	4,555,350	15,047,220	157,603	-	1,300,790		21,060,963
Licenses & Permits	211,694	1,890					213,584
Intergovernmental	2,397,701	5,043,916	27,116	5,691,452	-	30,880	13,191,065
Charges for Services	1,169,027	1,324,887			6,401,670	19,802	8,915,386
Fines & Forfeitures	92,738	495,419					588,157
Miscellaneous	65,804	1,681,067	375,425	-	1,979,379	18,502	4,120,177
Investment Earnings	165,752	108,094	13,436	147,178	42,645	44,719	521,824
Transfers/loan proceeds	200,743	1,315,717	655,687	3,493,803	1,729,258	155,890	7,551,098
Internal Service						9,312,198	9,312,198
<b>Total Revenues</b>	<b>8,858,809</b>	<b>25,018,210</b>	<b>1,229,267</b>	<b>9,332,433</b>	<b>11,453,742</b>	<b>9,581,991</b>	<b>65,474,452</b>
<u>Expenditures</u>							
General Government	6,718,253	3,495,808	-	2,367,267	-	6,939,716	19,521,044
Public Safety	262,656	9,275,230	-	600,860	-	-	10,138,746
Public Works	1,328,573	4,151,111	-	6,221,583	2,762,282	2,263,453	16,727,002
Public Health	154,223	4,013,785	-	-	5,811,940	-	9,979,948
Social and Economic Services	533,230	678,910	-	-	-	-	1,212,140
Culture and Recreation	-	2,338,070	-	-	4,456,805	-	6,794,875
Economic Development	-	7,541	-	-	-	-	7,541
Debt Service	-	-	1,261,578	-	-	-	1,261,578
Internal Service	-	-	-	-	-	-	-
Miscellaneous Expenditures	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>8,996,935</b>	<b>23,960,455</b>	<b>1,261,578</b>	<b>9,189,710</b>	<b>13,031,027</b>	<b>9,203,169</b>	<b>65,642,874</b>

# OVERVIEW OF BUDGETED RESOURCES

## PROJECTED CHANGES IN CASH BALANCES DETAIL OF ALL FUNDS Fiscal Year 2010-2011

Fund #	Fund Name	Projected	FY - 11		Projected
		Beginning Balances 7-1-10	Estimated Revenues	Budgeted Expenditures	Ending Balances 6-30-11
<b>001</b>	<b>General Fund</b>	<b>2,035,017</b>	<b>\$ 8,681,356</b>	<b>\$ 9,240,458</b>	<b>\$ 1,475,915</b>
<b><u>SPECIAL REVENUE FUNDS</u></b>					
101	Tenmile Water Quality	(7,163)	2,218	16,341	(21,286)
102	Aasarco Grant	(17,526)	318,404	310,149	(9,271)
103	Lead Based Paint Remed	-	-	-	-
104	Junk Vehicle Program	-	96,147	94,883	1,264
105	Valley Wide Monitor Ntwrk	-	-	-	-
106	Wetlands Resource Assess	-	-	-	-
107	Lic Establishment Inspect	9,849	221,029	216,971	13,907
108	Subdivision Review	(14,266)	10,900	11,110	(14,476)
109	N HILLS GROUNDWTR SUSTAIN	1	-	-	1
122	Sourcewater Assessmnt Prg	-	-	-	-
150	Safe Schools	11,309	134,388	140,290	5,407
124	Public Water Supply Insp	(6,744)	3,000	4,257	(8,001)
125	Lake Helena Water Project	(7,023)	23,133	23,133	(7,023)
126	Targeted Watershed Grant	(24,896)	301,413	301,509	(24,992)
174	Comp Cancer Control Program	18,401	133,200	129,273	22,328
175	Community Yth Suicide Prv	4,696	-	-	4,696
176	Breast & Cervical Cancer	6,315	-	-	6,315
177	WIC	(46,098)	206,647	208,548	(47,999)
178	M C H Block Grant	(1,266)	126,926	115,627	10,033
179	Home Care/Case Management	150,112	360,021	347,196	162,937
180	Lead Screening Grant	-	-	-	-
181	Ryan White Title III CM	(3,101)	11,446	10,708	(2,363)
182	FASD Interventions Proj	-	-	-	-
183	MT Napa Obesity Prevention	6,365	15,000	15,624	5,741
184	Homeless Grant	23,503	-	-	23,503
185	Nicotine Dependency Centr	-	-	-	-
186	EPA Air Quality	(6,012)	35,367	35,288	(5,933)
187	Partnership to Strengthen	-	-	-	-
188	Tobacco Control Grant	(5,193)	119,961	116,035	(1,267)
189	Pblc Hlth Home Visiting	(679)	51,884	42,733	8,472
190	Tuberculosis Grant	(707)	5,000	5,000	(707)
191	HIV Prevention Services	(25,767)	51,679	47,342	(21,430)
192	March of Dimes PHN	-	-	-	-
193	Target Cm Low Birth Wght	(609)	70,870	68,966	1,295
194	Ryan White Title II	3,587	8,750	9,793	2,544
195	Immunization Prog Grant	(2,914)	23,487	22,789	(2,216)
196	Bioterrorism Grant	32,953	96,409	99,723	29,639
197	Medical Reserve Corp	1	-	-	1
201	Craig Mosquito District	7,397	11,897	8,129	11,165
202	Mosquito Control District	93,168	162,861	166,079	89,950
203	Water Quality District	71,857	301,573	302,018	71,412
204	Mental Health	80,463	86,372	69,450	97,385
211	Road	1,027,919	3,337,242	3,033,771	1,331,390
215	Pred Animal Control	1,898	1,800	3,540	158
218	District Courts	373,403	1,172,484	1,190,983	354,904
221	Parks	30,555	29,700	44,048	16,207

# OVERVIEW OF BUDGETED RESOURCES

## PROJECTED CHANGES IN CASH BALANCES DETAIL OF ALL FUNDS Fiscal Year 2010-2011

Fund #	Fund Name	Projected	FY - 11		Projected
		Beginning Balances 7-1-10	Estimated Revenues	Budgeted Expenditures	Ending Balances 6-30-11
<b><u>SPECIAL REVENUE FUNDS</u></b>					
222	Library	-	2,511,704	2,511,704	-
223	Employer Health Insurance	(78,836)	1,067,182	1,067,183	(78,837)
224	Forestvale	119,834	320,999	348,024	92,809
225	County Planning	354,554	1,079,396	1,160,679	273,271
226	Emergency Disaster	3,350	-	-	3,350
227	County Health	506,011	1,453,869	1,499,866	460,014
228	Senior Citizens	27,671	132,368	132,300	27,739
229	Co Extension Agent	84,512	173,759	187,455	70,816
230	Public Safety	1,941,692	9,083,985	9,410,226	1,615,451
231	Public Sfty Radio Maint.	97,844	167,028	216,770	48,102
232	Inmate Programs	29,054	84,600	101,603	12,051
233	Records Preservation	52,754	117,000	80,454	89,300
234	Land Preservation	-	-	-	-
235	Parks Development	334,001	10,000	238,800	105,201
236	Lincoln Parks	11,502	10,246	8,528	13,220
237	BEP	13,126	27,750	28,761	12,115
238	DUI Program	24,781	96,801	92,536	29,046
239	DUI Intem Program	7,937	6,000	6,675	7,262
240	City/County Drug	29,623	5,500	4,000	31,123
241	Missouri Rvr Drg Task Frc	120,424	115,000	114,794	120,630
242	MRDTF Federal Sharing	2,568	22,000	24,750	(182)
243	Hard Rock Mine Reserve	8,936	-	-	8,936
244	Metal Mines Tax Reserve	4,253	-	-	4,253
245	Cooney Home Memorial	4,604	-	-	4,604
246	Cooney Home Activity	320	-	-	320
247	Community Decay	17,211	26,168	25,993	17,386
280	Alcoholism	2	72,000	72,000	2
282	Gas Tax	408,814	263,000	577,846	93,968
290	N Hills Groundwater Susta	-	-	-	-
291	HIDTA	(18,229)	166,268	160,684	(12,645)
292	Forest Reserve Title III	1	-	-	1
293	JAG-Justice Assist Grant	306	13,889	13,899	296
294	Citizens Corp/CERT Progr	499	-	500	(1)
295	National Fire Plan	(30,682)	233,500	235,175	(32,357)
296	CDBG-Economic Development	(7,875)	536,000	536,000	(7,875)
297	Noxious Weed Trust Grant	20,673	179,977	177,477	23,173
298	Bucksnot Grant	-	-	-	-
299	Homeland Security	(5,175)	20,000	15,000	(175)
300	NFP Project-BLM Comm Asst	(11,268)	124,500	125,713	(12,481)
301	Fire Projects-Misc Grants	(1)	-	-	(1)
302	Brownsfield Assmt Grant	2	400,000	400,000	2
305	Misc Federal Grants	(7,519)	245,591	240,768	(2,696)
0	Maintenance Districts	1,746,209	701,976	2,357,877	90,308
370	L&C Fire Service Area	48,611	61,125	69,352	40,384
<b>Total Special Revenue Funds</b>		<b>7,645,882</b>	<b>27,060,389</b>	<b>29,454,698</b>	<b>5,251,573</b>

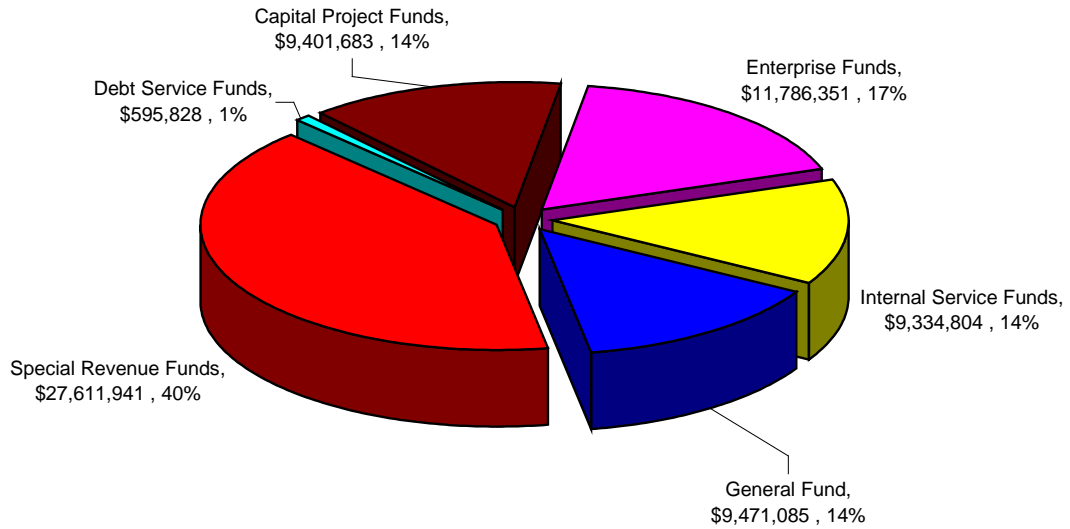
# OVERVIEW OF BUDGETED RESOURCES

## PROJECTED CHANGES IN CASH BALANCES DETAIL OF ALL FUNDS Fiscal Year 2010-2011

Fund #	Fund Name	Projected Beginning Balances 7-1-10	FY - 11		Projected Ending Balances 6-30-11
			Estimated Revenues	Budgeted Expenditures	
<b><u>DEBT SERVICE FUNDS:</u></b>					
500	City/County Bldg Debt	-	-	-	-
501	Margarette Stewart-Intrcp	-	-	-	-
502	Health Facilities Debt	(9,166)	215,394	206,980	(752)
503	RSID Revolving	322,505	5,300	-	327,805
504-516	Debt Service Districts	358,790	306,349	305,882	359,257
<b>Total Debt Service Funds</b>		<b>672,129</b>	<b>527,043</b>	<b>512,862</b>	<b>686,310</b>
<b><u>CAPITAL PROJECT FUNDS</u></b>					
550	Capital Development	5,888,277	1,902,271	3,049,284	4,741,264
551	CTEP Projects	(102,140)	445,786	317,000	26,646
552	RID Projects	(38,679)	544,431	505,000	752
553	Misc Federal Grant Prjcts	(15,977)	230,000	230,000	(15,977)
554	Pub Safety-Radio Cap Prjt	-	-	-	-
555	Open Space Project	(21,917)	5,000,000	4,901,250	76,833
556	Road/Bridge Infrast Proj	363,840	1,322,828	1,566,900	119,768
559	Fairgrounds Improv	-	-	-	-
<b>Total Capital Project Funds</b>		<b>6,073,404</b>	<b>9,445,316</b>	<b>10,569,434</b>	<b>4,949,286</b>
<b><u>ENTERPRISE FUNDS:</u></b>					
601	Cooney Convalescent Ent	(113,846)	6,057,376	6,002,362	(58,832)
602	Fair Enterprise	472,154	2,316,260	2,300,211	488,203
610	Augusta Landfill Dist	59,054	87,678	96,040	50,692
611	Lincoln Landfill District	77,771	158,200	152,804	83,167
612	Scratch Gravel Landfill	731,543	1,121,612	1,246,431	606,724
613	Lewis & Clark Co Landfill	1,661,436	1,275,998	1,430,960	1,506,474
614	Marysville Solid Waste	36,902	25,148	30,648	31,402
<b>Total Enterprise Funds</b>		<b>2,925,014</b>	<b>11,042,272</b>	<b>11,259,456</b>	<b>2,707,830</b>
<b><u>INTERNAL SERVICE FUNDS</u></b>					
650	Building Maintenance	404,216	1,285,827	1,401,939	288,104
651	Health Care Facilities	238,975	659,764	630,173	268,566
652	County Shop	318,910	499,707	543,102	275,515
653	Fuel Revolving	36,785	363,909	355,344	45,350
655	Info Technology & Service	1,525,305	2,011,211	2,396,434	1,140,082
656	Liability Insurance	573,482	606,600	588,789	591,293
657	County Health Insurance	107,762	4,280,089	4,332,792	55,059
658	Flexible Benefits Admin	-	-	-	-
<b>Total Internal Service Funds</b>		<b>3,205,435</b>	<b>9,707,107</b>	<b>10,248,573</b>	<b>2,663,969</b>
<b>Total All Funds</b>		<b>\$ 22,556,881</b>	<b>\$ 66,463,483</b>	<b>\$ 71,285,481</b>	<b>\$ 17,734,883</b>

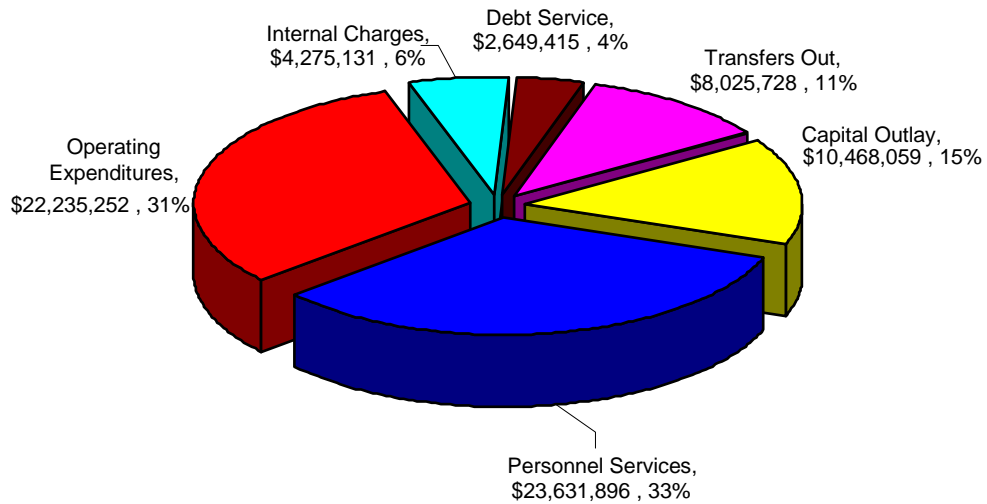
**APPROPRIATED EXPENDITURES  
BY MAJOR FUND GROUP**

FY 11 \_\_\_\_\_



**APPROPRIATED EXPENDITURES  
BY OBJECT CATEGORY**

FY 11 \_\_\_\_\_



# MILL VALUE & LEVY ANALYSIS

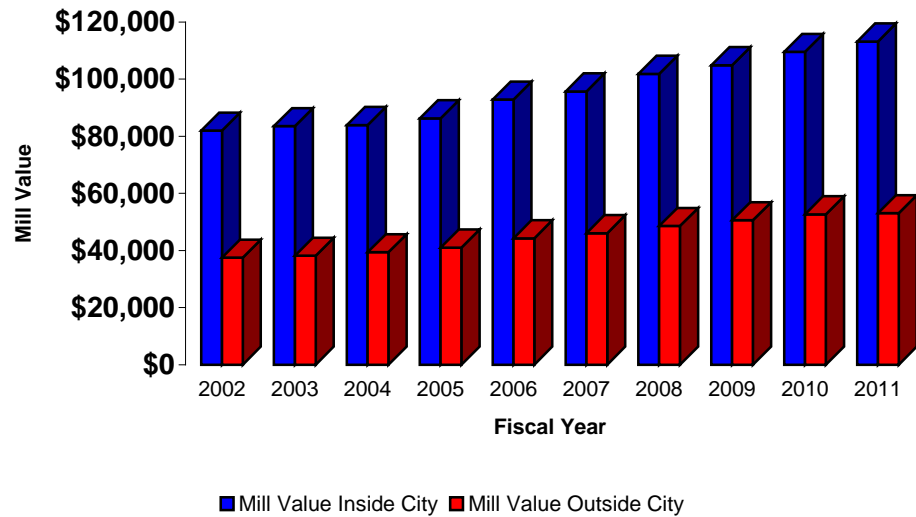
## LEWIS & CLARK COUNTY ANALYSIS OF COUNTY MILL VALUES & LEVIES FISCAL YEARS 2002 TO 2011

	-----Fiscal Year-----									
<b>MILL VALUES</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Mill Value Inside City	\$ 81,998	\$ 83,524	\$ 83,917	\$ 86,296	\$ 92,867	\$ 95,719	\$ 101,888	\$ 104,921	\$ 109,542	\$ 113,195
Mill Value Outside City	37,469	38,151	39,367	41,027	44,263	46,029	48,547	50,586	52,652	53,077
<b>MILL LEVIES INSIDE INCORPORATED CITIES:</b>										
ALL-PURPOSE	28.57	29.31	30.76	31.91	33.19	34.21	34.01	34.68	35.09	37.33
CITY COUNTY HEALTH	6.00	6.15	6.44	6.67	6.93	7.13	7.08	7.22	7.30	7.54
DISTRICT COURT	2.58	2.66	2.81	2.93	3.06	3.17	3.16	3.22	3.26	3.37
PARKS	0.08	0.08	0.09	0.09	0.10	0.10	0.10	0.10	0.10	0.10
LIBRARY	5.58	5.40	6.00	6.22	6.46	6.65	6.60	6.73	6.81	7.04
MENTAL HEALTH	0.55	0.56	0.59	0.61	0.63	0.65	0.65	0.66	0.67	0.69
SENIOR CITIZENS	0.85	0.87	0.91	0.94	0.98	1.01	1.00	1.02	1.03	1.06
COUNTY EXTENSION	1.06	1.09	1.14	1.18	1.23	1.27	1.26	1.28	1.29	1.33
PUBLIC SAFETY	24.15	24.69	25.82	26.70	27.69	28.46	28.22	28.77	29.11	30.78
HEALTH FACILITIES	3.00	3.00	2.07	1.80	1.75	1.55	1.15	1.10	1.13	1.35
PERMISSIVE MEDICAL LEVY	9.00	9.00	8.55	8.55	7.94	7.67	8.20	7.97	6.61	9.71
ENTITLEMENT LEVY	4.49	4.59	4.80	4.96	5.14	5.28	5.23	5.33	5.39	5.57
	-	-	-	-	-	-	-	-	-	-
<b>TOTAL LEVIES INSIDE CITIES NOT VOTED</b>	<b>85.91</b>	<b>87.40</b>	<b>89.98</b>	<b>92.56</b>	<b>95.10</b>	<b>97.15</b>	<b>96.66</b>	<b>98.08</b>	<b>97.79</b>	<b>105.87</b>
<b>VOTED MILL LEVIES:</b>										
PUBLIC SAFETY	21.93	22.42	23.44	24.23	25.12	25.82	25.60	26.10	26.40	27.28
LIBRARY	14.50	14.82	15.50	16.02	16.61	17.07	16.92	13.52	13.52	14.14
FAIRGROUNDS	-	-	-	11.09	11.50	11.82	11.71	11.94	12.08	12.49
	-	-	-	-	-	-	-	-	-	-
<b>TOTAL VOTED LEVY</b>	<b>36.43</b>	<b>37.24</b>	<b>38.94</b>	<b>51.34</b>	<b>53.23</b>	<b>54.71</b>	<b>54.23</b>	<b>51.56</b>	<b>52.00</b>	<b>53.91</b>
<b>RECLASSIFICATION OF LEVY</b>										
ENTITLEMENT LEVY(FROM STATE)	9.29	9.50	9.93	10.26	10.64	10.94	10.85	11.06	11.19	11.56
	-	-	-	-	-	-	-	-	-	-
<b>Total Inside Incorporated Cities</b>	<b>131.63</b>	<b>134.14</b>	<b>138.85</b>	<b>154.16</b>	<b>158.97</b>	<b>162.80</b>	<b>161.74</b>	<b>160.70</b>	<b>160.98</b>	<b>171.34</b>
<b>LEVIES OUTSIDE INCORPORATED CITIES</b>										
ROAD	18.19	18.47	19.05	19.60	19.96	20.44	20.14	20.43	20.92	22.00
PLANNING	2.45	2.49	2.57	2.64	2.69	2.76	2.72	2.76	2.83	2.98
EMERGENCY DISASTER	-	-	2.00	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
<b>TOTAL LEVIES OUTSIDE NOT VOTED</b>	<b>20.64</b>	<b>20.96</b>	<b>23.62</b>	<b>22.24</b>	<b>22.65</b>	<b>23.20</b>	<b>22.86</b>	<b>23.19</b>	<b>23.75</b>	<b>24.98</b>
<b>VOTED MILL LEVIES OUTSIDE CITY:</b>										
ROAD							10.30	10.45	10.70	11.25
<b>TOTAL MILL LEVIES OUTSIDE CITY</b>	<b>20.64</b>	<b>20.96</b>	<b>23.62</b>	<b>22.24</b>	<b>22.65</b>	<b>23.20</b>	<b>33.16</b>	<b>33.64</b>	<b>34.45</b>	<b>36.23</b>
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL COUNTY MILLS</b>	<b>152.27</b>	<b>155.10</b>	<b>162.47</b>	<b>176.40</b>	<b>181.62</b>	<b>186.00</b>	<b>194.90</b>	<b>194.34</b>	<b>195.43</b>	<b>207.57</b>

# MILL VALUE & LEVY ANALYSIS

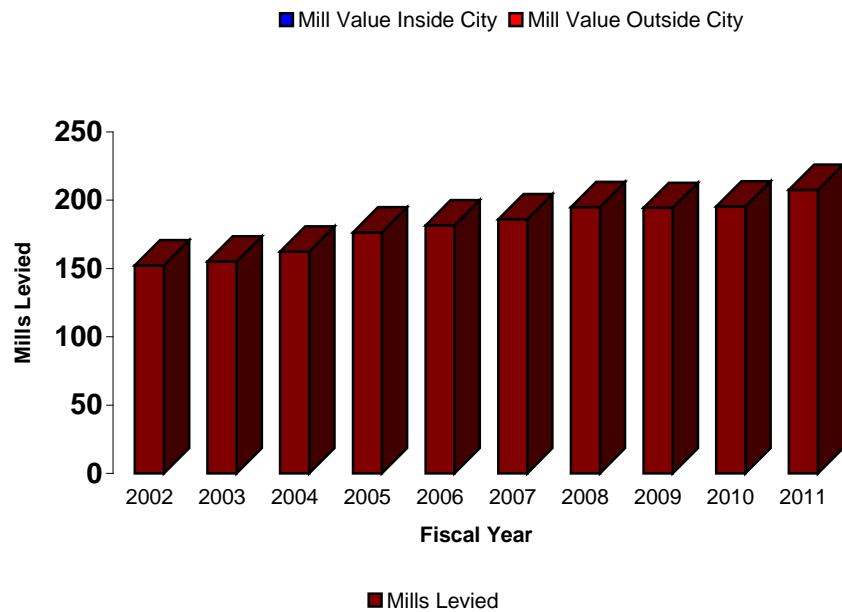
## MILL VALUE TRENDS

Fiscal Year 2011 (FY 11) \_\_\_\_\_



## MILL LEVY TRENDS

Fiscal Year 2011 (FY 11) \_\_\_\_\_

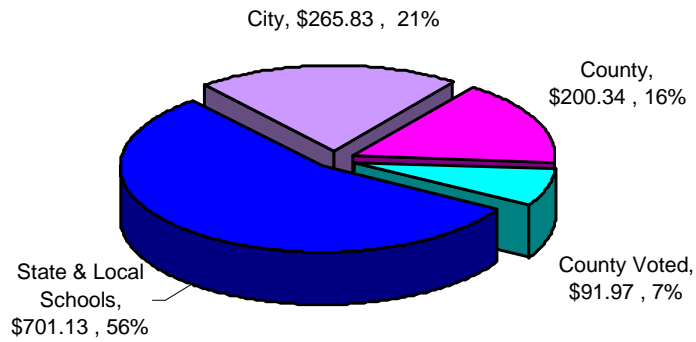




# PROPERTY TAXES BY JURISDICTION

## PROPERTY TAXES BY JURISDICTION – INSIDE CITY

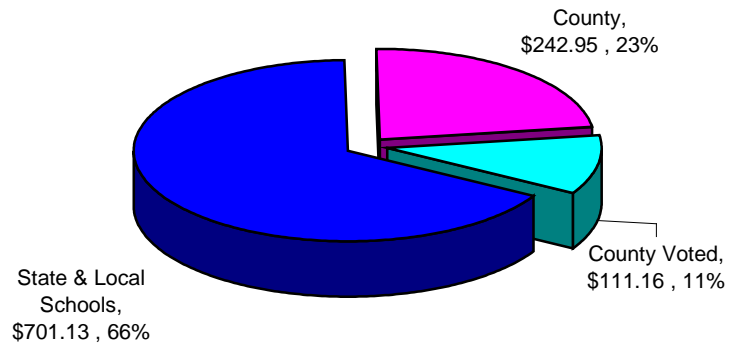
Tax Year 2010 (FY 11) \_\_\_\_\_  
(Example based on a residential property with a market value of \$100,000)



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## PROPERTY TAXES BY JURISDICTION – OUTSIDE CITY

Tax Year 2010 (FY 11) \_\_\_\_\_  
(Example based on a residential property with a market value of \$100,000)



### Overview

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

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

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

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

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

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

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

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

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

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

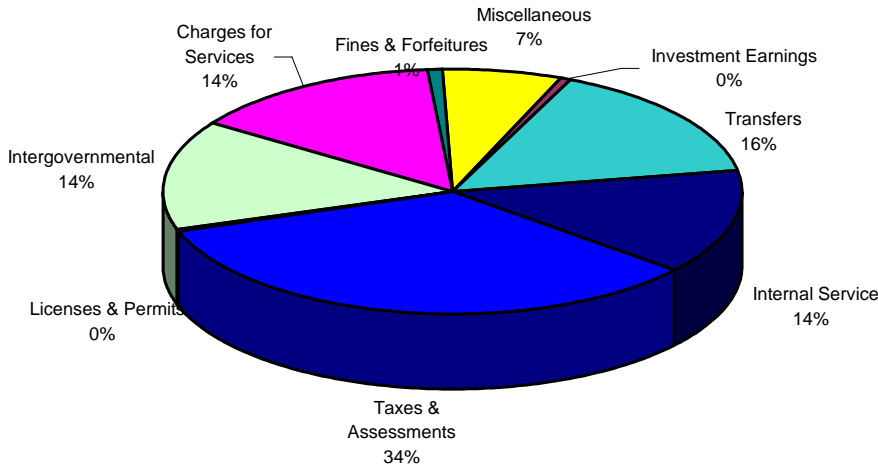
Shown on the following page are two pie charts which give a graphic overview of total County revenues—one by type described above and the other by major fund group.

# MAJOR REVENUE SOURCES

Assumptions, Estimates, & Trends

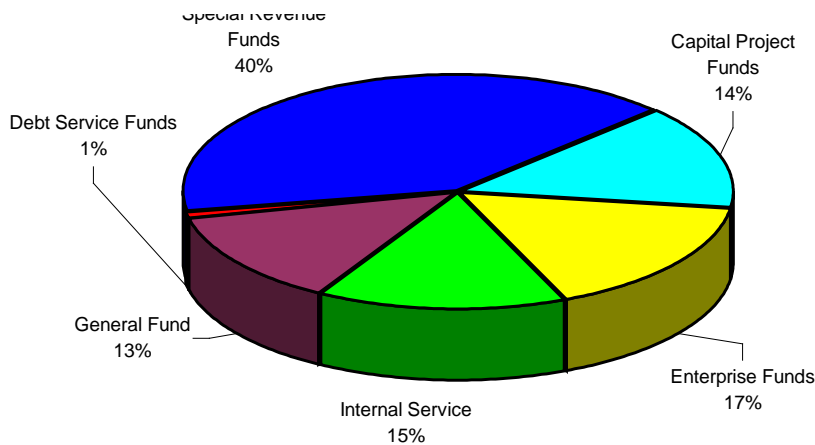
## Estimated Revenues by Type – All Funds – Fiscal Year 2010-11

As depicted by the graph of revenues by type below, taxes and assessments make up the largest category of County revenues for FY 11 (34%). Transfers make up the next largest category (16%). Finally, internal charges, intergovernmental and charges for services account for 42% of the total.



## Estimated Revenues by Fund – All Funds – Fiscal Year 2010-11

Revenues by fund also help give the reader an understanding of the source of Lewis & Clark County revenues. As shown by the graph below, the general fund (13%), Enterprise (17%), Special Revenue Funds (40%), and Capital Projects (14%), make up 84% of the County's revenues.



### Revenue Forecasts Assumptions & Methodology

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

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

### Revenue Estimates

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

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

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

## MAJOR REVENUE SOURCES

### Assumptions, Estimates, & Trends

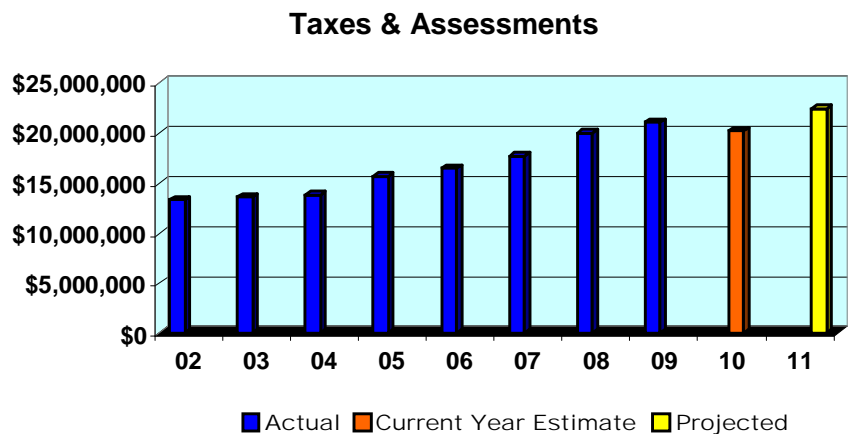
Overall, the County's practice is to budget revenues conservatively and to use as much information as possible in order to enhance the accuracy of revenue estimates. By identifying and utilizing as many revenue-related variables as possible in forecasting, we hope to minimize the risks of overstating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

Individual revenue categories, their trends, and estimates follow.

### Key Revenue Estimates & Trends

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

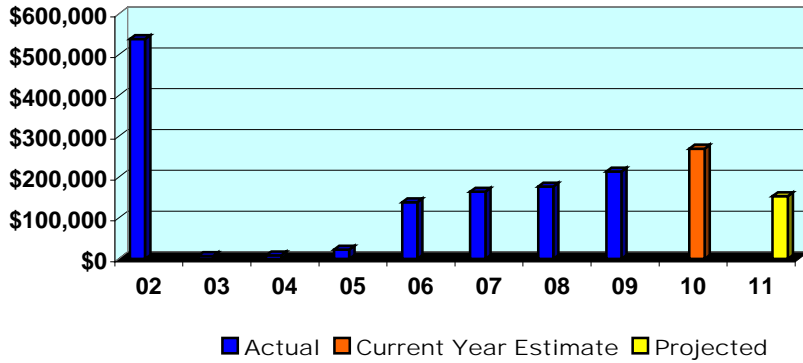
Shown by the graph on the right, are the County's Tax & Assessment revenues. This revenue is derived from the levy of taxes on real property and personal tangible property. Examples of taxes are real property taxes, personal property taxes, and motor vehicle taxes. The taxes have increased each year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



# MAJOR REVENUE SOURCES

## Assumptions, Estimates, & Trends

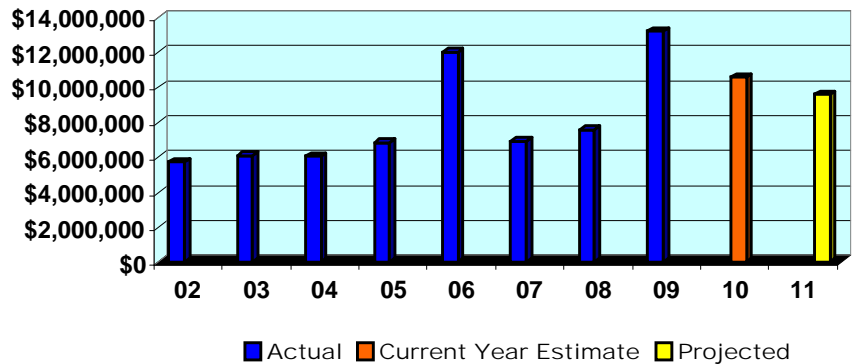
### Licenses & Permits



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

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

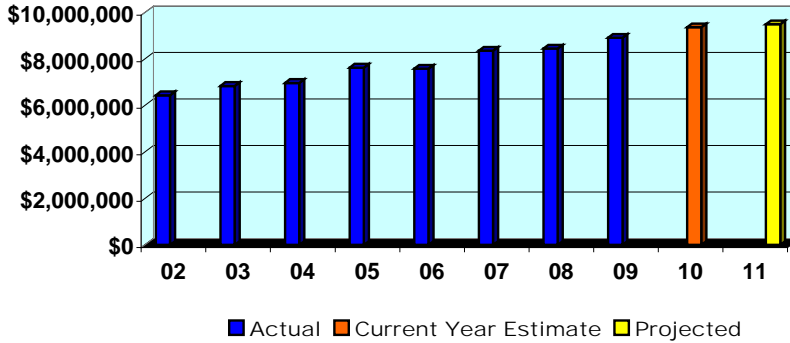
### Intergovernmental Revenue



# MAJOR REVENUE SOURCES

## Assumptions, Estimates, & Trends

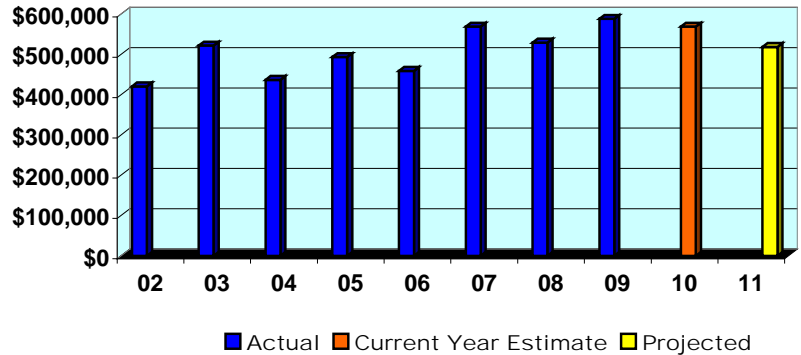
### Charges for Services



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 increase reflects the growth in the County from 2002 through 2010.

Shown by the graph on the right are the county's Fine & Forfeiture revenues. Fine & forfeiture revenues include Justice Court fines and Civil fines. Growth in this revenue reflects the high growth years and stabilizes in FY10 due to the recession.

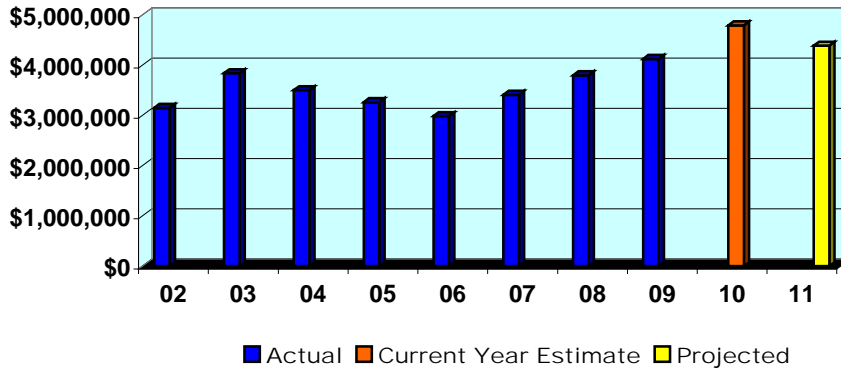
### Fines & Forfeitures



# MAJOR REVENUE SOURCES

## Assumptions, Estimates, & Trends

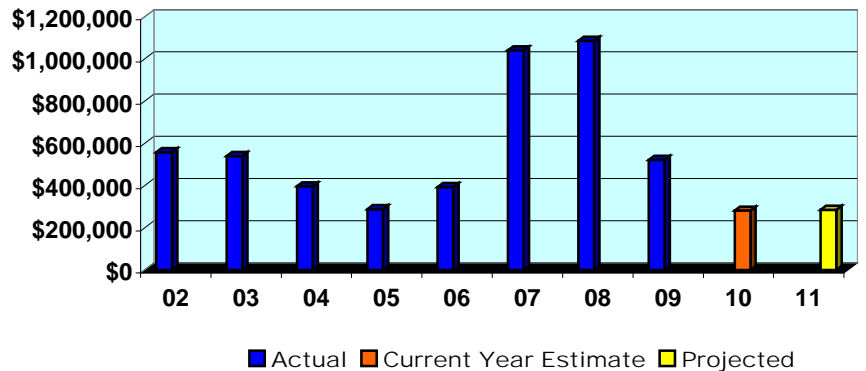
### Miscellaneous Revenues



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

Shown by the graph on the right are the County's Investment Earnings Revenues. Investment earnings revenues decreased significantly in 2003, 2004, and 2005 as the interest rate on investments decreased nationwide. A combination of higher cash balances and increasing interest rates reflect the jump from \$600,000 plus in 2006 to \$1,100,000 in 2007 and 2008. FY09 through FY11 reflect the current low interest rates.

### Investment Earnings

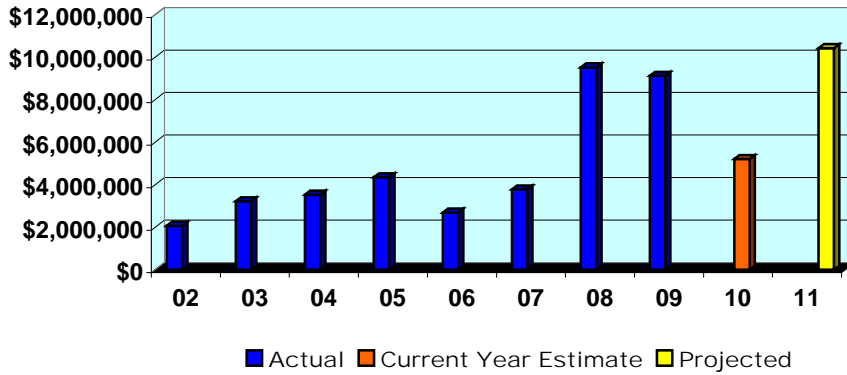




# MAJOR REVENUE SOURCES

## Assumptions, Estimates, & Trends

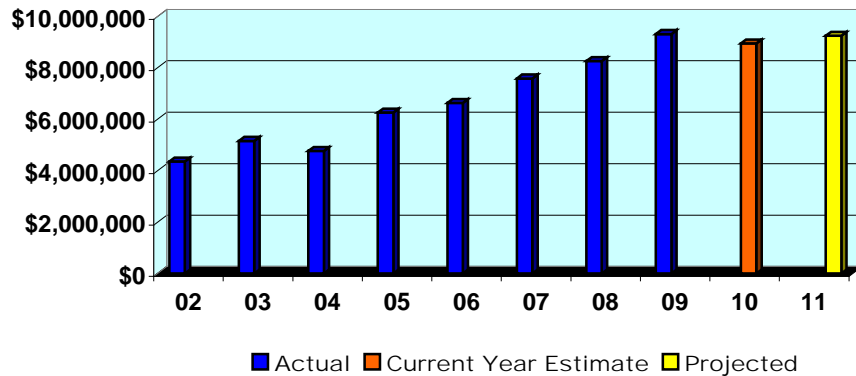
### Interfund Transfers



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

### Internal Service

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



## MAJOR REVENUE SOURCES

Assumptions, Estimates, & Trends

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GENERAL GOVERNMENT



## 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

To protect the health, safety and general welfare of the citizens of Lewis & Clark County.

To efficiently and effectively allocate public funds to carry out the essential functions of County Government.

To be good stewards of public resources.

To be the employer of choice.

- Commitment to funding market based pay plan.
- Commitment to wellness and preventative health measures.

To engage in responsible long-range planning.

- Funding of department and county-wide capital improvement plans.

To continue efforts to plan for and effectively manage growth projections in the County.



2011 Budget Highlights

**Personnel Services**

- The FY11 Budget does not include cost of living increases.

**Operating Expenditures**

- Inflationary increases only.

**Capital Outlay**

- None budgeted for FY11.

**Transfers**

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

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Staffing Summary

Title	Actual FY2008	Actual FY2009	Actual FY2010	Adopted FY 2011
County Commissioners	3.00	3.00	3.00	3.00
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

Workload Indicators


## Program Description

The Administrative Services department is directed by a Chief Administrative Officer. The Chief Administrative Officer provides overall leadership, direction, coordination, and support of the activities of the County's workforce. The Administrative Officer also ensures 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 Administrative Officer provides information to the Commissioners that supports their ability to make informed policy decisions. The Administrative Officer is the supervisor of all department heads in the County.

The Administrative Services Department includes the finance, personnel, grants administration departments and support personnel for the Board of County Commissioners. The Finance department administers all financial matters for the County, including development and maintenance of the budget, processing of invoices, debt management and long-term capital planning. The Personnel department oversees all personnel functions, including the administration of bargaining agreements, establishment and maintenance of the salary structure, recruitment and selection, processing of payroll, and maintenance of personnel files. The Grants administration office applies for and administers county-wide grants. The primary focus of this department is infrastructure and environmental based grants. In addition, the department provides assistance to county departments for grant related activities.

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## Goals & Objectives

### Chief Administrative Officer

- To provide the County Commission with timely, accurate, unbiased information to allow them to make informed decisions.
- To provide County staff with clear direction on implementing policies and procedures adopted by the Board of County Commissioners.
- To assist department heads in managing workloads to ensure that Commission objectives are met.
- To ensure that staff has training and development opportunities to achieve professional goals.
- To ensure that the County continues to be a leader among other Local Governments.

### Finance

- To provide the County Commission with timely and accurate information to allow them to make informed decisions.
- To provide departments with clear financial direction and implement financial policies and procedures adopted by the Board of County Commissioners.
- To assist departments in financial analysis and development of accurate budgets and financial projections.
- To maintain a long range capital improvement plan to ensure that the County is able to meet future capital needs.



**Personnel**

- To provide assistance in recruitment and selection.
- To develop and implement personnel policies and procedures as approved by the Board of County Commissioners.
- To administer pay plans and labor agreements.
- To assist departments to address personnel issues.

**Grants Administration**

- To apply for and administer grants not specific to departmental operating grants.
- To develop and implement county wide grant policies and procedures.
- To assist departments and special districts/non profit organizations in applying for and administering grants.
- To provide information about grant opportunities to departments, other entities and the public.
- To research funding opportunities for proposed projects.

Financial Summary

Budget by Object of Expenditure Category	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
Personal Services	\$ 691,440	\$ 747,933	\$ 755,718	\$ 7,785	1%
Operating Expenditures	50,228	78,129	376,552	298,423	382%
Internal Charges	94,595	97,283	102,030	4,747	5%
Debt Service	-	-	-	-	
Transfers Out	953,135	694,323	1,067,183	372,860	54%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 1,789,398</b>	<b>\$ 1,617,668</b>	<b>\$ 2,301,483</b>	<b>\$ 683,815</b>	<b>42%</b>

Funding Summary

Funding Sources	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
001 General Fund	\$ 836,263	\$ 902,417	\$ 993,532	\$ 91,115	10%
223 Employer Health Insurance	953,135	694,323	1,067,183	372,860	54%
305 Energy Conservation Grant	-	20,928	240,768	219,840	1050%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
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-	-	-	-	-	
<b>Total</b>	<b>\$ 1,789,398</b>	<b>\$ 1,617,668</b>	<b>\$ 2,301,483</b>	<b>\$ 683,815</b>	<b>42%</b>

## 2011 Budget Highlights

**Personnel Services**

- Market adjustments.

**Operating Expenditures**

- Increase is due to a federal energy conservation grant

**Capital Outlay**

- None budgeted for FY11.

**Transfers**

- Transfers are from the levied health insurance fund to reimburse departments for a portion of health care premiums. The increase is due to increase in premiums from \$450 to \$550 per month.

## Staffing Summary

Title	Actual FY2008	Actual FY2009	Actual FY2010	Adopted FY 2011
Chief Administrative Officer	1.00	1.00	1.00	1.00
Director of Finance	1.00	1.00	1.00	1.00
Budget Coordinator	1.00	1.00	1.00	1.00
Director of Human Resources	1.00	0.95	0.95	0.95
Human Resource Analyst II	-	0.70	-	-
Human Resources Analyst	1.70	0.70	1.40	1.40
Human Resources-specialist	0.90	0.90	0.90	0.90
Grants Coordinator	1.00	1.00	1.00	1.00
Public Information Officer	-	-	-	-
Executive Secretary	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	0.82	0.82	0.82
Administrative Clerk	1.00	1.00	1.00	1.00
Administrative Float	2.00	0.50	-	-
<b>Total</b>	<b>12.60</b>	<b>10.57</b>	<b>10.07</b>	<b>10.07</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . The Administrative Department will provide policy & procedural support for Board of County Commission decisions.	100%	100%	100%	100%
2 . Provide guidance to county departments on finance and personnel issues	100%	100%	100%	100%
3 . Develop and maintain timelines for administrative processes, such as annual budgets, CIP, classification requests, new positions, and grant deadlines.	100%	100%	100%	100%
4 . Provide information on funding opportunities for proposed projects	100%	100%	100%	100%

## Workload Indicators

Indicator	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . Number of Collective Bargaining Agreements Negotiated	3	3	4	2
2 . Number of Grievances Received	5	8		
3 . Number of Workers Compensation Claims Filed	60	66		
4 . Number of Warrants Issued	7,600	8,117	8,659	8,500
5 . Amount of Compensatory Time Hours Accrued (County-wide)	5,000			
6 . Number of Grant Applications Submitted	6	7	12	15

## Program Description

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

**Treasurer-Clerk and Recorder/Elections Department** – is responsible for the administration of federal, state, county, city and special district elections in Lewis & Clark County according to federal and state election laws. The Department also assists in elections for school districts. Additional activities include training for deputy registrars and election judges, signature verification on petition drives, processing absentee votes and registering voters. This department maintains the voter registration files for approximately 36,500 voters in 54 precincts in Lewis & Clark County. Maps of the boundaries are available in the Clerk and Recorder's Office. Approximately 350 temporary election judges are needed to work each election.

**Treasurer-Clerk and Recorder/Records Department** - is responsible for the recording and microfilming of documents including warranty deeds, mortgages, contracts, leases, military discharges, mining claim locations, annual representatives, county resolutions and minute actions. The Department also files birth and death certificates, federal tax liens, and notices of action, attachments, judgments, executions and other miscellaneous documents. In addition, the Department processes realty transfer certificates, which are used by the Department of Revenue to determine the market value of real property. This Department processes approximately 21,500 documents annually, including approximately 200 certificates of surveys

**Treasurer-Clerk and Recorder/Tax Department** - is responsible for the collection of approximately \$67.5 million in real and personal property taxes. Approximately 33,500 real estate, 3,300 mobile homes, and 1,000 personal property tax bills are processed each year. Another primary function is to issue tax lien assignments, redemptions and tax deeds. In addition, they track bankruptcy filings, issue tax paid certificates, and process all tax receivable adjustments and refunds.

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

**Treasurer-Clerk and Recorder/Motor Vehicle Department** - is responsible for the registration and titling of all motor vehicles including mobile homes. The department processed 88,000 transactions last year with a total amount received of approximately \$9.5 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 \$85,000 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.

### **Treasurer-Clerk and Recorder/Tax Department**

- To send out 2<sup>nd</sup> installment postcard reminders in May of the taxing year.
- To successfully implement new tax billing and receipting software.
- To maintain a low balance of delinquent taxes.

### **Treasurer-Clerk and Recorder/Accounting Department**

- To make our comprehensive annual financial report available electronically.
- 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 have a smooth transition to the "Merlin" system.
- To implement online registrations.
- To continue to improve customer service.

### **Treasurer-Clerk and Recorder/Records Preservation**

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



## 2011 Budget Highlights

**Personnel Services**

- The FY11 Budget includes market adjustments and no cost of living increase.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- None.

**Transfers**

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

## Staffing Summary

Title	Actual FY2008	Actual FY2009	Actual FY2010	Adopted FY 2011
Treasurer/Clerk and Recorder/Auditor	1.00	1.00	1.00	1.00
Accounting Manager	1.00	1.00	1.00	1.00
Accounting Analyst	1.00	1.00	1.00	1.00
Accounting Clerk III	1.00	1.00	1.00	1.00
Accounting Clerk	1.00	1.00	1.00	1.00
Elections Administrator	1.00	1.00	1.00	1.00
Elections Clerk	2.00	2.00	2.00	2.00
Delinquent Tax Specialist	1.00	1.00	1.00	1.00
Property Tax Specialist II	1.00	1.00	1.00	1.00
Property Tax Specialist	1.00	1.00	1.00	1.00
Records Manager	1.00	1.00	1.00	1.00
Records Clerk	3.00	3.00	3.00	3.00
Motor Vehicle Supervisor	1.00	1.00	1.00	1.00
Motor Vehicle Specialist II	2.00	2.00	2.00	2.00
Motor Vehicle Specialist	5.00	4.50	5.00	5.00
<b>Total</b>	<b>23.00</b>	<b>22.50</b>	<b>23.00</b>	<b>23.00</b>



## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2008	Actual FY 2009	Actual FY 2010	Adopted FY 2011
1 . Average amount of interest distributed monthly	\$ 197,632	93,705	36,479	\$ 37,500
2 . Personal Property Delinquency Figures	\$ 168,362	20,085	7,537	\$ 7,500
FY2008 Personal Property Delinquency amount decreased due to the billing being done in July of 2009.				

## Workload Indicators

Indicator	Actual FY 2008	Actual FY 2009	Actual FY 2010	Adopted FY 2011
1 . Total amount recepited through Motor Vehicles	\$ 11,128,943	10,570,830	10,400,969	\$ 10,500,000
2 . Total number of tax bills mailed	38,898	39,099	39,127	39,200
3 . Interest Earnings (General Fund)	\$ 327,621	137,280	69,032	\$ 65,000
Interest Earnings (All Funds)	\$ 2,371,584	949,040	437,743	\$ 430,000
4 . Number of moving declarations issued	137	118	97	100
5 . Treasurers collection fees	\$ 15,397	4,479	8,135	\$ 8,100
6 . Average cash balance per month	\$ 54,695,373	52,291,434	51,844,456	\$ 52,500,000

Treasurers collection fees increased in FY2010 due to a postage charge assessed for vehicle renewals by mail.

## 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 & 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 & 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 & 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.



## 2011 Budget Highlights

**Personnel Services**

- The FY11 includes one additional deputy county attorney, no COLA and market adjustments.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- Purchase of new server and upgrade for case management software program.

**Transfers**

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

## Staffing Summary

Title	Actual FY2008	Actual FY2009	Actual FY2010	Adopted FY 2011
County Attorney	1.00	1.00	1.00	1.00
Senior Deputy County Attorney	2.00	2.00	1.00	1.00
Deputy County Attorney II	2.00	2.00	2.00	4.00
Deputy County Attorney	3.00	4.00	5.00	4.00
Legal Assistant	1.00	0.88	0.88	0.88
Victim Assistance Coordinator	1.00	1.00	1.00	1.00
Legal Secretary II	2.00	2.00	2.00	2.00
Legal Secretary I	2.00	2.00	2.00	2.00
Administrative Assistant	2.00	2.50	2.00	2.00
Legal Secretary/Receptionist	1.00	1.00	1.00	1.00
Court Service Officer	1.00	1.00	1.00	1.00
File Clerk			0.25	0.25
<b>Total</b>	<b>18.00</b>	<b>19.38</b>	<b>19.13</b>	<b>20.13</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual CY 2007	Actual CY 2008	Actual CY 2009	Adopted CY 2010
1 . Felony Informations	421	474	439	450
2 . Felony PTR	210	229	237	230
3 . Mental Commitments	94	80	93	100
4 . Abuse - Neglect	42	39	48	48
5 . Justice Court Formal Complaints	610	849	533	600
Citations	6291	4,617	4,345	5,000

Workload Indicators

Indicator	Actual CY 2007	Actual CY 2008	Actual CY 2009	Adopted CY 2010
1 . Civil Cases	186+	198	210	200
2 . Youth Court Petitions	61	43	35	40
3 . Restitution Transfers	\$96,131.89	\$ 104,905	93175	\$100,000

## Program Description

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

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

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## Goals & Objectives

- Maintain accurate, efficient and courteous service to the public and other agencies.
- Provide adequate space and personnel for additional district court judge.
- Convert old paper based documents to digital format to eliminate storage room.
- Actively advocate for web-based access to district court records.
- Provide daily court schedules through the web.
- Maintain all filed documents in a digital format.



## 2011 Budget Highlights

**Personnel Services**

- The FY11 Budget includes a legal clerk for the new District Court Judge.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- Replacement of reader/printer.

**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 FY2008</b>	<b>Actual FY2009</b>	<b>Actual FY2010</b>	<b>Adopted FY 2011</b>
Clerk of Court	1.00	1.00	1.00	1.00
District Court Supervisor	1.00	1.00	1.00	1.00
Small Claims Judge	1.00	0.44	0.44	0.44
Legal Clerk/Bailiff	3.00	3.00	4.00	5.00
Legal Clerk II	1.00	1.00	1.00	1.00
Legal Clerk	5.00	5.00	4.50	4.50
<b>Total</b>	<b>12.00</b>	<b>11.44</b>	<b>11.94</b>	<b>12.94</b>



## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2008	Actual FY 2009	Actual FY 2010	Adopted FY 2011
1 . Satisfactory or Above Service - Main Office				
Promptness	100%	98%	95%	99%
Courtesy of Help	98%	99%	99%	99%
Efficiency	98%	99%	93%	100%
*Out of 100 responses				
2 . Satisfactory or Above Access to District Court	98%	98%	97%	99%
Promptness	98%	99%	98%	99%
Courtesy of Help	97%	99%	93%	99%
Ease of Scheduling Hearings	85%	95%	99%	99%
3 . Documents filed in Digital Format/Imaged	99%	99%	99%	100%
4 . Satisfactory or Above Experience on Jury Duty	99%	99%	99%	99%

## Workload Indicators

Indicator	Actual FY 2008	Actual FY 2009	Actual FY 2010	Adopted FY 2011
1 . Number of Marriage Licenses Issued	488	596	391	370
2 . Number of Small Claims Cases Filed	180	136	144	140
3 . Number of All Other Cases Filed	3,385	3,782	3,985	4,119
4 . Number of Cases Reopened	1,080	1,135	986	995
5 . Number of Cases Disposed	3,684	3,875	3,323	3,000
6 . Jury Trial Information:				
Number of Jurors Serving	572	641	1,310	1,350
Number of Days of Criminal Trial	29	32	52	54
Number of Days of Civil Trials	11	10	28	29
Criminal Juror Costs	\$ 14,295	\$ 16,489	\$ 27,849	\$ 28,700
Civil Juror Costs	\$ 4,868	\$ 9,517	\$ 17,471	\$ 18,000
TOTAL DAYS	40	23	81	84
TOTAL COSTS	\$ 19,163	\$ 26,006	\$ 45,320	\$ 46,700

## Program Description

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

There are currently four full-time clerks in justice court. There were nearly 9000 cases filed in 2006 in Lewis & 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 & Clark County Sheriff's Office; citations issued by the Montana Department of Fish Wildlife and Parks; citations issued by the Montana Department of Transportation; search warrants and orders of protection. In addition the justice court is the court wherein nearly all felony cases brought by the Office of the Lewis & Clark County Attorney are filed and where defendant's charged with felonies make their initial appearance.

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

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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.



2011 Budget Highlights

**Personnel Services**

- \$40,000 to explore possibility of additional Judge and market based salary increases.

**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

Title	Actual FY2008	Actual FY2009	Actual FY2010	Adopted FY 2011
Justice of the Peace	1.00	1.00	1.00	1.00
Justice Court Coordinator	1.00	1.00	1.00	1.00
Justice Court Clerk	3.00	3.00	4.00	4.00
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>

Performance Measures


Workload Indicators


## Program Description

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

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

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

There are seven operating school districts in Lewis & Clark County with a total of 27 schools. Student population is comprised of 9,621 public school students and 608 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 annual financial report of all school district funds.

### Legal

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

### Record Keeping/Preservation

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

### Transportation

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





2011 Budget Highlights

**Personnel Services**

- Market based salary increases.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- None.

**Transfers**

- None.

Staffing Summary

Title	Actual FY2008	Actual FY2009	Actual FY2010	Adopted FY 2011
Superintendent of Schools	1.00	1.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2008	Actual FY 2009	Actual FY 2010	Adopted FY 2011
1 . The Superintendent of Schools will perform responsibilities outlined in MCA within the mandated time frames.	100%	100%	100%	
2 . The Superintendent of Schools will provide support & assistance to educators, students, parents, and taxpayers.	100%	100%	100%	
3 . The Superintendent of Schools will oversee school district budgets and distribute county funds for retirement and transportation.	100%	100%	100%	
4 . The Superintendent of Schools will supervise and evaluate teachers in the county's small rural schools.	100%	100%	100%	
5 . The Superintendent of Schools will advise, assist and register home school students in the county.	100%	100%	100%	
6 . The Superintendent of Schools will oversee an efficient and safe system of bus routes.	100%	100%	100%	
7 . The Superintendent of Schools will maintain cooperative relationships with all schools and county offices.	100%	100%	100%	

## Workload Indicators

Indicator	Actual FY 2008	Actual FY 2009	Actual FY 2010	Adopted FY 2011
3 . Total school district budgets.	\$77,426,129	\$80,000,000	\$84,594,269	
4 . County funds distributed for retirement.	\$7,132,134	\$7,200,000	\$8,186,194	
5 . County funds distributed for transportation.	\$742,914	\$750,000	\$682,633	
6 . Home school registrations.	287	290	262	
7 . Bus routes approved.			75	

## Program Description

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

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

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

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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.



## 2011 Budget Highlights

### Personnel Services

- Market based salary increases. Increase from prior year due to unfilled positions in FY10. Historic Preservation Officer reduced to ½ FTE.

### Operating Expenditures

- Decrease due to Impact Fee Study almost completed.

### Capital Outlay

- Purchase of new permit system.

### Transfers

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

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## Staffing Summary

Title	Actual FY2008	Actual FY2009	Actual FY2010	Adopted FY 2011
Director of Planning	1.00	1.00	1.00	1.00
Associate Planner	5.00	5.00	5.00	5.00
Special Districts Coordinator	1.00	1.00	1.00	1.00
Historic Preservation Officer	1.00	1.00	1.00	0.50
Permit Coordinator	1.00	1.00	1.00	1.00
Planning Technician	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Enforcement Officer	1.00	1.00	-	-
Development Permit Coordinator			1.00	1.00
<b>Total</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>11.50</b>

Performance Measures



Workload Indicators

## Program Description

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

### **Network**

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

### **Customer Support**

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

### **Administrative Services**

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

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

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

### **Addressing Services**

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

## Goals & Objectives

### ❖ **Service**

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

### ❖ **Security**

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

### ❖ **Training and Education**

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

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

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

### ❖ **Fiscal Responsibility**

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

### ❖ **Project Specific – Interactive Mapping Website**

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

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

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

### ❖ **Project Specific – Desktop Productivity Suite Upgrade**

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



**DESCRIPTION: 81 Administration**

Financial Summary

Budget by Object of Expenditure Category	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
Personal Services	\$ 233,456	\$ 237,437	\$ 276,793	\$ 39,356	17%
Operating Expenditures	74,324	11,486	27,610	16,124	140%
Internal Charges	23,821	28,408	26,706	(1,702)	-6%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 331,601</b>	<b>\$ 277,331</b>	<b>\$ 331,109</b>	<b>\$ 53,778</b>	<b>19%</b>

Funding Summary

Funding Sources	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
655 Info Technology & Service	331,601	277,331	331,109	53,778	19%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
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-	-	-	-	-	
<b>Total</b>	<b>\$ 331,601</b>	<b>\$ 277,331</b>	<b>\$ 331,109</b>	<b>\$ 53,778</b>	<b>19%</b>







**DESCRIPTION: 86 GIS Center**

Financial Summary

Budget by Object of Expenditure Category	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
Personal Services	\$ 125,146	\$ 131,281	\$ 140,083	\$ 8,802	7%
Operating Expenditures	51,128	39,980	77,674	37,694	94%
Internal Charges	10,278	12,596	12,825	229	2%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	6,160	-	(6,160)	-100%
<b>Total</b>	<b>\$ 186,552</b>	<b>\$ 190,017</b>	<b>\$ 230,582</b>	<b>\$ 40,565</b>	<b>21%</b>

Funding Summary

Funding Sources	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
655 Info Technology & Service	186,552	190,017	230,582	40,565	21%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
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-	-	-	-	-	
<b>Total</b>	<b>\$ 186,552</b>	<b>\$ 190,017</b>	<b>\$ 230,582</b>	<b>\$ 40,565</b>	<b>21%</b>

DESCRIPTION: 87 Addressing Center

Financial Summary

Budget by Object of Expenditure Category	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
Personal Services	\$ 61,376	\$ 62,666	\$ 64,876	\$ 2,210	4%
Operating Expenditures	731	5,055	8,735	3,680	73%
Internal Charges	3,274	3,464	3,473	9	0%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 65,381</b>	<b>\$ 71,185</b>	<b>\$ 77,084</b>	<b>\$ 5,899</b>	<b>8%</b>

Funding Summary

Funding Sources	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
655 Info Technology & Service	65,381	71,185	77,084	5,899	8%
	-	-	-	-	
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	-	-	-	-	
<b>Total</b>	<b>\$ 65,381</b>	<b>\$ 71,185</b>	<b>\$ 77,084</b>	<b>\$ 5,899</b>	<b>8%</b>

## 2011 Budget Highlights

**Personnel Services**

- Market based salary increases.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

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

**Transfers**

- None.

## Staffing Summary

<b>Title</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Actual FY2010</b>	<b>Adopted FY 2011</b>
Director of Information Services	1.00	1.00	1.00	1.00
Operations Manager/Deputy Director	1.00	1.00	1.00	1.00
Addressing Coordinator	1.00	1.00	1.00	1.00
Procurement Specialist	1.00	1.00	1.00	1.00
Programmer/Analyst	1.00	1.00	1.00	1.00
AS/400 Systems Administrator	1.00	1.00	1.00	1.00
Web Developer	1.00	1.00	1.00	1.00
Software Specialist/Trainer	1.00	1.00	1.00	1.00
Information Systems Administrator	3.00	3.00	3.00	3.00
Network Manager	2.00	2.00	2.00	2.00
GIS Center Manager	1.00	1.00	1.00	1.00
GIS Programmer	1.00	1.00	1.00	1.00
Telecom Administrator	-	-	1.00	1.00
<b>Total</b>	<b>15.00</b>	<b>15.00</b>	<b>16.00</b>	<b>16.00</b>

Performance Measures



Workload Indicators



## 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.



## 2011 Budget Highlights

**Personnel Services**

- None.

**Operating Expenditures**

- Inflationary increases in misc. contracts and in the county-wide liability insurance premium.

**Capital Outlay**

- Planned equipment purchases through the capital replacement program.
- \$4.9 million for open space projects per voter approved bond issue.

**Transfers**

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

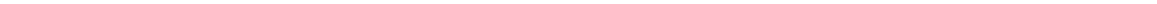
## Program Description

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





PUBLIC SAFETY



## Program Description

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

The department manages four programs:

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

The department director is the Disaster and Emergency Services Coordinator, who serves the Emergency Operations Center (EOC) Manager; chairman of the Local Emergency Planning Committee, which coordinates all-hazards planning and public information between local and state government agencies, and the public and private sectors. The coordinator also serves on the St. Peter's Hospital and Department of Health and Human Services Emergency Planning Committees; the city/county health department's medical surge committee and the Health Emergency Assistance Team.

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

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

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

The safety program seeks to make the workplace safer for employees and the public through training, accident investigations and safety inspections. The DES Coordinator serves as the county safety coordinator and the county safety committee chairman.

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## Goals & Objectives

### **DISASTER & EMERGENCY SERVICES**

1. Build an Exercise Design Team to begin the development of Vigilant Guard '09, a full-scale exercise based upon a major earthquake in the Helena area in September, 2009.

2. Coordinate with the Montana National Guard and the exercise design contractor, NEST, to develop a realistic exercise.
3. Recruit state and local government agencies and the private sector to participate in the exercise.
4. Continue to promote compliance with the National Incident Management System (NIMS) through training classes offered to the appropriate personnel.
5. Assist St. Peter's Hospital with developing a hospital CERT team, which would serve as a model for the state.
6. Initiate the Map Your Neighborhood program to interested neighborhoods to help neighbors help one another and become self-reliant during disasters and emergencies.
7. Organize and host the annual Preparedness Fair during September, National Preparedness Month. The fair usually gets about 27 public and private agencies to participate to promote public preparedness.
8. Continue to hold monthly classes for CERT graduates to reinforce what they learned in class or to teach new skills.

### **WILDFIRE MITIGATION**

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

### **FLOODPLAIN MANAGEMENT**

1. Assist FEMA and PBS&J Engineering, Inc. with the Digitized Flood Insurance Map (DFIRM) project, which is scheduled to be completed by 2009. This would digitize all county flood plain maps to facilitate electronic access by the public and government agencies.
2. Maintain the CRS 8 rating for the County.
3. Continue to educate the public and realtors through the media and public presentations about the flood plain program.

### **SAFETY**

1. Facilitate implementation of the Montana Association of Counties Montana On Track Safety Program by developing department safety committees, safety training, personal protective equipment, safety inspections and accident investigations to prevent recurrence.
2. Work closely with department heads and elected officials to assist them to develop their department safety committees to promote safety standards throughout the workplace.





## 2011 Budget Highlights

**Personnel Services**

- Market based salary increases.

**Operating Expenditures**

- Increase in federal funding for Fire Mitigation services.

**Capital Outlay**

- None.

**Transfers**

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

## Staffing Summary

Title	Actual FY2008	Actual FY2009	Actual FY2010	Adopted FY 2011
DES Coordinator	1.00	1.00	1.00	1.00
Project Coordinator	1.00	1.00	1.00	1.00
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

Performance Measures


Workload Indicators


## Program Description

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

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

### Fund 230

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

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

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

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

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

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

**Canyon Ferry Contract** (Department 2556) is highly successful, jointly funded law enforcement effort between the Bureau of Reclamation and Lewis & 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 & Clark Search and Rescue, Inc. Under the voted Public Safety Levy, Search and Rescue receives annual earmarked funding of \$50,000. \$25,000 of this is transferred to the capital improvement fund, and \$25,000 is used for operating costs.

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

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

#### **Fund 231**

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

#### **Fund 232**

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

#### **Fund 238**

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

#### **Fund 370**

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

#### **Fund 550**

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

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

Approximately 1.8 million dollars must be transferred from the Public Safety fund in FY11 to other funds and /or agencies-i.e. S.S.D., Search and Rescue, City of Helena, Building Rent, Information Technology Charges, Administrative Fees, Loan Payments, and Insurance. An ending fund balance of at least 1.7 million is required to operate in the black, as the bulk of tax revenue is received in November and May each year.

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## Goals & Objectives

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

Sheriff

Financial Summary

Budget by Object of Expenditure Category	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
Personal Services	\$ 4,729,971	\$ 5,135,630	\$ 5,851,245	\$ 715,615	14%
Operating Expenditures	2,155,532	2,310,188	2,306,692	(3,496)	0%
Internal Charges	562,631	599,263	633,784	34,521	6%
Debt Service	201,340	195,253	117,155	(78,098)	-40%
Transfers Out	547,364	319,258	641,852	322,594	101%
Capital Outlay	632,732	135,938	696,364	560,426	412%
<b>Total</b>	<b>\$ 8,829,570</b>	<b>\$ 8,695,530</b>	<b>\$ 10,247,092</b>	<b>\$ 1,551,562</b>	<b>18%</b>

Funding Summary

Funding Sources	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
230 Public Safety	8,404,722	8,451,864	9,410,226	958,362	11%
232 Inmate Programs	67,370	88,279	101,603	13,324	15%
293 JAG-Justice Assist Grant	5,516	43,916	13,899	(30,017)	-68%
550 Capital Development	351,962	111,471	721,364	609,893	547%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
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-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 8,829,570</b>	<b>\$ 8,695,530</b>	<b>\$ 10,247,092</b>	<b>\$ 1,551,562</b>	<b>18%</b>

## Sheriff 2011 Budget Highlights

### Personnel Services

- Three additional deputies, contingent upon grant funding, one detention officer.

### Operating Expenditures

- Inflationary increases.

### Capital Outlay

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

### Transfers

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



Youth Services

Financial Summary

Budget by Object of Expenditure Category	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
Personal Services	\$ 94,670	\$ 114,111	\$ 116,687	\$ 2,576	2%
Operating Expenditures	64,241	89,442	82,089	(7,353)	-8%
Internal Charges	33,431	30,390	23,714	(6,676)	-22%
Debt Service	-	-	-	-	
Transfers Out	4,711	4,800	4,800	-	0%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 197,053</b>	<b>\$ 238,743</b>	<b>\$ 227,290</b>	<b>\$ (11,453)</b>	<b>-5%</b>

Funding Summary

Funding Sources	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
218 District Courts	170,917	211,430	198,529	(12,901)	-6%
237 BEP	26,136	27,313	28,761	1,448	5%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
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	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 197,053</b>	<b>\$ 238,743</b>	<b>\$ 227,290</b>	<b>\$ (11,453)</b>	<b>-5%</b>

## Youth Services 2011 Budget Highlights

**Personnel Services**

- Market based salary increases.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- None.

**Transfers**

- Transfers to capital development fund for asset replacements.



Coroner  
2011 Budget Highlights

**Personnel Services**

- Market based salary increases.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- None.

**Transfers**

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

Mental Health Evaluations

Financial Summary

Budget by Object of Expenditure Category	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	-	-	-	
Internal Charges	1,400	1,350	1,450	100	7%
Debt Service	-	-	-	-	
Transfers Out	59,302	59,302	68,000	8,698	15%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 60,702</b>	<b>\$ 60,652</b>	<b>\$ 69,450</b>	<b>\$ 8,798</b>	<b>15%</b>

Funding Summary

Funding Sources	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
204 Mental Health	60,702	60,562	69,450	8,888	15%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
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-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 60,702</b>	<b>\$ 60,562</b>	<b>\$ 69,450</b>	<b>\$ 8,888</b>	<b>15%</b>

Radio Project

Financial Summary

Budget by Object of Expenditure Category	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
Personal Services	\$ 79,212	\$ 80,369	\$ 91,142	\$ 10,773	13%
Operating Expenditures	217,370	105,160	87,671	(17,489)	-17%
Internal Charges	6,488	18,180	7,032	(11,148)	-61%
Debt Service	-	-	-	-	
Transfers Out	87,437	-	30,925	30,925	
Capital Outlay	44,066	-	-	-	
<b>Total</b>	<b>\$ 434,573</b>	<b>\$ 203,709</b>	<b>\$ 216,770</b>	<b>\$ 13,061</b>	<b>6%</b>

Funding Summary

Funding Sources	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
231 Public Sfty Radio Maint.	185,675	203,709	216,770	13,061	6%
554 Pub Safety-Radio Cap Prjt	248,898	-	-	-	
	-	-	-	-	
	-	-	-	-	
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	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 434,573</b>	<b>\$ 203,709</b>	<b>\$ 216,770</b>	<b>\$ 13,061</b>	<b>6%</b>

## Radio Project 2011 Budget Highlights

### **Personnel Services**

- Market based salary increases.

### **Operating Expenditures**

- Inflationary increases.

### **Capital Outlay**

- Completion of County wide integrated radio communication system.

### **Transfers**

- None.





## Sheriff

## Staffing Summary

Title	Actual FY2008	Actual FY2009	Actual FY2010	Adopted FY 2011
Sheriff	1.00	1.00	1.00	1.00
Undersheriff	1.00	1.00	1.00	1.00
Finance Coordinator	1.00	1.00	1.00	1.00
Communications System Manager	1.00	1.00	1.00	1.00
Administrative Assistant	2.50	1.00	1.50	1.76
Accounting Technician	1.00	1.00	1.00	1.00
Secretary/Receptionist	1.00	1.00	-	-
Training Sergeant			1.00	1.00
Captain	2.00	2.00	2.00	2.00
Sworn Sergeants	4.00	4.00	5.00	6.00
Investigator	2.00	3.00	3.00	3.00
Civil Office Manager	1.00	1.00	1.00	1.00
Accounting Clerk	1.00	1.00	1.00	1.00
Evidence Tech/Dui Program Manage	1.00	1.00	1.00	1.00
Non Sworn Sergeants	3.00	2.00	4.00	4.00
Non Sworn Corporals	4.00	4.00	4.00	4.00
Detention Officer	16.00	17.00	14.00	15.00
Registered Nurse	1.00		1.00	1.00
Licensed Practical Nurse	1.00	2.00	-	
Animal Control Officer				1.00
Seasonal Patrolman			0.19	
Probationary Patrolman			3.00	2.00
Patrolman III		13.00	11.00	11.12
Patrolman II	29.00	6.00	7.00	9.00
Patrolman I		9.00	8.00	8.00
<b>Total</b>	<b>73.50</b>	<b>72.00</b>	<b>72.69</b>	<b>76.88</b>

Coroner

## Staffing Summary

<b>Title</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Actual FY2010</b>	<b>Adopted FY 2011</b>
Coroner	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	0.50	0.50	0.50
<b>Total</b>	<b>2.00</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

Performance Measures


Workload Indicators


Workload Indicators


Workload Indicators


Workload Indicators


Workload Indicators


Workload Indicators


Workload Indicators


Workload Indicators


Workload Indicators


Workload Indicators

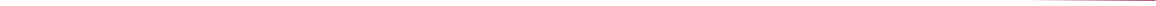

Workload Indicators


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## PUBLIC WORKS



## Program Description

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



## 2011 Budget Highlights

**Personnel Services**

- Market based salary increases.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- None.

**Transfers**

- To capital development fund for future replacement of assets.

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 Staffing Summary

Title	Actual FY2008	Actual FY2009	Actual FY2010	Adopted FY 2011
Director of Public Works	1.00	1.00	1.00	1.00
Assistant Director of Public Works	1.00	1.00	1.00	1.00
Senior Finance Coordinator	1.00	1.00	1.00	1.00
Construction Project Coordinator	0.50	0.50	0.50	0.50
Accounting Technician	0.50	0.50	0.50	0.50
Maintenance Worker	0.02	-	0.04	0.04
<b>Total</b>	<b>4.02</b>	<b>4.00</b>	<b>4.04</b>	<b>4.04</b>

## Program Description

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

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

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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.





## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . New Bridge Installation (Hours)	153	270	-	
2 . Bridge Maintenance & Repair (Hours)	325	608	1,088	
3 . New Culvert Installation (Hours)	438	535	250	
4 . Culvert Maintenance & Repair (Hours)	522	531	656	
5 . Drainage Work (Hours)	338	331	399	

## Workload Indicators

Indicator	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . Number of Bridges	110.00	110	110	
2 . Number of Bridges Replaced	3.00	1	0	
3 . Number of New Culverts Installed		19	57	
4 . Number of BMP Devices Used		32	65	



## Program Description

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

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

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

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

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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 FY2009</b>	<b>Actual FY2010</b>	<b>Budget FY2011</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 884,705	\$ 929,348	\$ 1,028,091	\$ 98,743	11%
Operating Expenditures	1,119,929	1,273,642	3,674,442	2,400,800	188%
Internal Charges	192,955	195,240	176,222	(19,018)	-10%
Debt Service	479,605	53,119	100,768	47,649	90%
Transfers Out	998,423	1,396,758	843,127	(553,631)	-40%
Capital Outlay	5,927,201	3,396,649	2,276,281	(1,120,368)	-33%
<b>Total</b>	<b>\$ 9,602,818</b>	<b>\$ 7,244,756</b>	<b>\$ 8,098,931</b>	<b>\$ 854,175</b>	<b>12%</b>

### Funding Summary

<b>Funding Sources</b>	<b>Actual FY2009</b>	<b>Actual FY2010</b>	<b>Budget FY2011</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
211 Road	3,136,461	3,215,809	2,886,927	\$ (328,882)	-10%
282 Gas Tax	204,328	254,390	577,846	323,456	127%
RID Funds	293,388	377,908	2,357,877	1,979,969	524%
550 Capital Development	322,104	427,485	946,520	519,035	121%
552 RID Projects	58,958	866,932	505,000	(361,932)	-42%
553 Misc Federal Grant Prjcts	4,015	-	-	-	-
556 Road/Bridge Infrast Proj	5,583,564	2,102,232	824,761	(1,277,471)	-61%
				-	
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				-	
				-	
				-	
<b>Total</b>	<b>\$ 9,602,818</b>	<b>\$ 7,244,756</b>	<b>\$ 8,098,931</b>	<b>\$ 854,175</b>	<b>12%</b>

**Financial Summary**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2009</b>	<b>Actual FY2010</b>	<b>Budget FY2011</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 72,716	\$ 74,626	\$ 79,071	\$ 4,445	6%
Operating Expenditures	33,424	23,464	44,152	20,688	88%
Internal Charges	25,876	22,530	16,121	(6,409)	-28%
Debt Service	-	-	-	-	
Transfers Out	6,500	6,500	7,500	1,000	15%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 138,516</b>	<b>\$ 127,120</b>	<b>\$ 146,844</b>	<b>\$ 19,724</b>	<b>16%</b>

**Funding Summary**

<b>Funding Sources</b>	<b>Actual FY2009</b>	<b>Actual FY2010</b>	<b>Budget FY2011</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
211 Road	138,516	127,120	146,844	\$ 19,724	16%
550 Capital Improvements	-	-	-	-	
				-	
				-	
				-	
				-	
				-	
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				-	
<b>Total</b>	<b>\$ 138,516</b>	<b>\$ 127,120</b>	<b>\$ 146,844</b>	<b>\$ 19,724</b>	<b>16%</b>

## 2011 Budget Highlights

### Personnel Services

- Market based salary increases.

### Operating Expenditures

- Increases due to RID road projects, road mill levy projects and increase in fuel prices.

### Capital Outlay

- Replacement of equipment. Road construction projects using voted mill levy 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

Title	Actual FY2008	Actual FY2009	Actual FY 2010	Adopted FY 2011
RoadBridge Supervisor	0.50	0.50	0.50	0.50
Assistant Road/Bridge Supervisor	1.00	1.00	1.00	1.00
Lead Equipment Operator	3.00	3.00	3.00	3.00
Equipment Operator	8.00	8.00	8.00	8.00
Construction Project Coordinator	0.50	0.50	0.50	0.50
Mechanic	0.50	0.50	0.50	0.50
Maintenance Cleaner			0.10	0.10
Seasonal Workers			0.75	0.75
<b>Total</b>	<b>13.50</b>	<b>13.50</b>	<b>14.35</b>	<b>14.35</b>

Staffing Summary

Title	Actual FY2008	Actual FY2009	Actual FY 2010	Adopted FY 2011
Lead Equipment Operator	1.00	1.00	1.00	1.00
<b>Total</b>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . General Road Grading (Hours)	4,307	4,249	2,826	4,262
2 . Blade Patching (Hours)	1,111	495	484	489
3 . Pot Hole Patching (Hours)	410	515	816	630
4 . Snow/Ice Removal & Sanding (Hours)	3,233	3,430	3,503	3,500
5 . Gravel Hauling (Hours)	2,528	2,304	2,436	2,409

## Workload Indicators

Indicator	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . Paved Roads Maintained (Miles)	44.29	44.29	45.19	45.19
2 . Chip Sealed Roads Maintained (Miles)	65.98	65.98	65.98	65.98
3 . Gravel Roads Maintained (Miles)	429	428.94	430.54	430.54

## Program Description

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

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

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

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

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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

Budget by Object of Expenditure Category	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
Personal Services	\$ 365,619	\$ 421,258	\$ 453,817	\$ 32,559	8%
Operating Expenditures	1,318,904	1,419,071	1,712,655	293,584	21%
Internal Charges	162,434	156,738	159,035	2,297	1%
Debt Service	217,569	283,166	604,876	321,710	114%
Transfers Out	8,970	9,540	12,500	2,960	31%
Capital Outlay	688,785	77,839	14,000	(63,839)	-82%
<b>Total</b>	<b>\$ 2,762,281</b>	<b>\$ 2,367,612</b>	<b>\$ 2,956,883</b>	<b>\$ 589,271</b>	<b>25%</b>

Funding Summary

Funding Sources	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
610 Augusta Landfill Dist	74,553	99,035	96,040	\$ (2,995)	-3%
611 Lincoln Landfill District	143,233	153,052	152,804	(248)	0%
612 Scratch Gravel Landfill	1,015,815	1,119,663	1,246,431	126,768	11%
613 Lewis & Clark Co Landfill	1,495,798	971,365	1,430,960	459,595	47%
614 Marysville Solid Waste	32,883	24,496	30,648	6,152	25%
				-	
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				-	
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				-	
				-	
<b>Total</b>	<b>\$ 2,762,282</b>	<b>\$ 2,367,611</b>	<b>\$ 2,956,883</b>	<b>\$ 589,272</b>	<b>25%</b>

## 2011 Budget Highlights

**Personnel Services**

- Market based salary increases.

**Operating Expenditures**

- Increase for closure and opening of cell. Inflationary increases.

**Capital Outlay**

- Replacement of equipment.

**Transfers**

- Transfers to Health Department for community decay projects.

## Staffing Summary

Title	Actual FY2008	Actual FY2009	Actual FY2010	Adopted FY2011
Solid Waste Manager	1.00	1.00	1.00	1.00
Landfill Mechanic	1.00	1.00	1.00	1.00
Equipment Operator	2.75	2.75	2.75	2.75
Landfill Attendant	1.25	1.60	1.61	1.61
Accounting Technician	0.50	0.50	0.50	0.50
Seasonal Equipment Operator	-	-	0.50	0.50
<b>Total</b>	<b>6.50</b>	<b>6.85</b>	<b>7.36</b>	<b>7.36</b>

Performance Measures


Workload Indicators


## Program Description

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

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

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

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

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

## Goals & Objectives

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

## Financial Summary

Budget by Object of Expenditure Category	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
Personal Services	\$ 795,628	\$ 809,032	\$ 902,394	\$ 93,362	12%
Operating Expenditures	1,128,867	1,138,406	1,323,695	185,289	16%
Internal Charges	222,325	214,975	172,304	(42,671)	-20%
Debt Service	80,486	91,934	70,840	(21,094)	-23%
Transfers Out	9,700	2,000	60,000	58,000	2900%
Capital Outlay	51,836	141,901	452,945	311,044	219%
<b>Total</b>	<b>\$ 2,288,842</b>	<b>\$ 2,398,248</b>	<b>\$ 2,982,178</b>	<b>\$ 583,930</b>	<b>24%</b>

## Funding Summary

Funding Sources	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
001 General Fund	\$ 25,391	\$ 69,728	\$ 51,620	\$ (18,108)	-26%
650 Building Maintenance	1,151,109	1,228,244	1,401,939	173,695	14%
651 Health Care Facilities	282,902	284,039	630,173	346,134	122%
652 County Shop	518,733	495,811	543,102	47,291	10%
653 Fuel Revolving	310,709	320,426	355,344	34,918	11%
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
<b>Total</b>	<b>\$ 2,288,844</b>	<b>\$ 2,398,248</b>	<b>\$ 2,982,178</b>	<b>\$ 583,930</b>	<b>24%</b>

## 2011 Budget Highlights

**Personnel Services**

- Market based salary increases.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- Building remodel projects.

**Transfers**

- Transfer to capital development fund for share of courthouse remodel project.

## Staffing Summary

Title	Actual FY2008	Actual FY2009	Actual FY2010	Adopted FY2011
Buildings Manager	1.00	1.00	1.00	1.00
Maintenance Technician	6.00	5.00	5.00	5.00
Maintenance Worker II	1.00	1.00	1.00	1.00
Maintenance Worker	4.97	4.60	4.60	4.60
Shop Manager	1.00	1.00	1.00	1.00
Mechanic	2.50	2.50	2.50	2.50
Maintenance Cleaner	-	-	0.10	0.10
Seasonal Worker	-	-	0.75	0.75
<b>Total</b>	<b>16.47</b>	<b>15.10</b>	<b>15.95</b>	<b>15.95</b>

Performance Measures


Workload Indicators




## Program Description

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

The Board and its Coordinator/Department Head have identified essential components of a successful County Noxious Weed Management Department. These components are:

- **Annual Treatment** - A management program of annual noxious weed treatment on County properties and rights-of-ways.
- **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 & Clark County for noxious weed management.
- **Properly Trained Staff** - Limiting exposure and liability to the county.
- **Leader in Safety** - Ensuring safe, well maintained equipment and workplace for employees and public.
- **Prevention** - Saving the taxpayer potential expense in the future by early detection of new noxious weed invaders and infestations.

## Goals & Objectives

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



## 2011 Budget Highlights

### Personnel Services

- Increase in seasonal weed sprayers. Market based salary increases.

### Operating Expenditures

- Inflationary increases.

### Capital Outlay

- Purchase of modular office building.

### Transfers

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

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## Staffing Summary

Title	Actual FY2008	Actual FY2009	Actual FY2010	Adopted FY2011
Weed Coordinator	0.00	0.63	1.00	1.00
Administrative Clerk	0.50	0.50	0.50	0.50
Maintenance Worker	0.00	0.00	0.00	0.04
Seasonal Administrative Clerk	0.00	0.00	0.28	0.28
Seasonal Weed Planner	0.00	0.00	0.00	0.41
Seasonal Weed Sprayers	0.00	0.00	2.11	2.52
<b>Total</b>	<b>0.50</b>	<b>1.13</b>	<b>3.89</b>	<b>4.75</b>

## Performance Measures

## Performance Measures

Measure	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . Subdivisions on file - Completed	39	39		
2 . Percentage of complaints processed within 1 month after receipt.	100%	100%	100%	100%
3 . Acres of weed control	5431	5431	5431	5431
4 . Percentage of complaints closed within 3 months.	100%	100%	100%	100%
5 . Respond to onsite visit requests/management	100%	100%	100%	100%
6 . Develop weed management plans with county residents				
Subdivisions	39	39		
Timber Harvest	8	8		
Open Pit	3	3		
Compliance	19	19		
7 . Contracts - Supplement Income	60,000	60,000		
Federal	27,000	27,000		
State	12,000	12,000		
County	21,000	21,000		
Private	2,500	2,500		
8 . County Rights of Way Sprayed/Managed - Miles	40,000	40,000		
9 . Phone Contacts/Office Contacts	500	500		
10 . NWSFF Producers	17	17		
11 . State land producers on file - Completed Plans	2	2		
12 . Educational Programs attendance	15	15		
13 . Rental Equipment Use/Days	94	94		
14 . Onsite visits on noxious weed management	25	25		
15 . Grants				
Weed Trust Funds	65,000	65,000		
RAC	13,500	13,500		

## Workload Indicators

## Workload Indicators

Indicator	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . Subdivisions Inspected				
2 . Compliance Inspections	303			
3 . Non-Compliance Inspections	303			
4 . Enforcement Letters Sent Out	303			
5 . Number of On Site Visits	25			
6 . Inspection of Weed Management Plans				
Subdivision	23			
Timber Harvest	8			
Open Pit	3			
Compliance	19			
7 . Contracts Managed/Sprayed				
Federal	10			
State	11			
County (Special)	19			
Private	7			
8 . County Acres Contracted Sprayed/Managed	5,431	5,431	5,431	5,431
9 . Timber Harvests Inspected	8			
10 . NWSFF Acres Inspected	520			
11 . State land Leases Inspected	10			
12 . Compliance Inspections	303			
13 . Producers Managed	25			
14 . Facilitation of Educational programs Staff	2			

## Program Description

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

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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 FY2009</b>	<b>Actual FY2010</b>	<b>Budget FY2011</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 145,078	\$ 165,817	\$ 184,853	\$ 19,036	11%
Operating Expenditures	30,633	79,425	114,750	35,325	44%
Internal Charges	14,977	15,692	16,621	929	6%
Debt Service	44,337	-	-	-	
Transfers Out	40,000	105,000	105,000	-	0%
Capital Outlay	52,569	9,875	8,360	(1,515)	-15%
<b>Total</b>	<b>\$ 327,594</b>	<b>\$ 375,809</b>	<b>\$ 429,584</b>	<b>\$ 53,775</b>	<b>14%</b>

**Funding Summary**

<b>Funding Sources</b>	<b>Actual FY2009</b>	<b>Actual FY2010</b>	<b>Budget FY2011</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ -	\$ -	\$ -	\$ -	
224 Forestvale	275,026	327,038	348,024	20,986	6%
550 Capital Development	52,569	48,771	81,560	32,789	67%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
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-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 327,595</b>	<b>\$ 375,809</b>	<b>\$ 429,584</b>	<b>\$ 53,775</b>	<b>14%</b>



## 2011 Budget Highlights

### Personnel Services

- Market based salary increases.

### Operating Expenditures

- Inflationary increases.

### Capital Outlay

- Replacement Mower.
- Chip seal.

### Transfers

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

## Staffing Summary

Title	Actual FY2008	Actual FY2009	Actual FY2010	Adopted FY 2011
Cemetery Sexton	1.00	1.00	1.00	1.00
Groundskeeper	1.00	1.00	1.00	1.00
Laborer	1.00	0.88	0.88	0.88
Seasonal Maintenance			1.74	1.74
<b>Total</b>	<b>3.00</b>	<b>2.88</b>	<b>4.62</b>	<b>4.62</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2008	Actual FY 2009	Actual FY 2010	Budgeted FY 2011
1 . Burial request processed in efficient and professional manner	100%	100%	100%	100%
2 . Accurate burial records maintained.	100%	100%	100%	100%
3 . Allocate limited resources in an efficient manner.	100%	100%	100%	100%
4 . Maintain and improve the cemetery appearance.	100%	100%	100%	100%

## Workload Indicators

Indicator	Actual FY 2008	Actual FY 2009	Actual FY 2010	Budgeted FY 2011
1 . Number of burials per year.	65	76	70	76
2 . Number of sites available in the cemetery.	751	730	730	710
3 . Number of spots sold in above ground mausoleum	16	6	10	60
4 . Number of sites open in Mausoleum	129	123	123	117

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PUBLIC HEALTH



## Program Description

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

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## Goals & Objectives

- Provide a safe and nurturing home like environment.
- Provide high quality health care.
- Funds available to meet the bond payment.
- Meet census and revenue goals.
- Control expenditures.
- Fund capital needs.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
Personal Services	\$ 3,796,280	\$ 3,913,336	\$ 3,727,116	\$ (186,220)	-5%
Operating Expenditures	1,398,112	1,627,842	1,688,191	60,349	4%
Internal Charges	435,628	392,357	399,115	6,758	2%
Debt Service	141,050	141,715	143,740	2,025	1%
Transfers Out	6,352	32,302	-	(32,302)	-100%
Capital Outlay	44,128	21,327	44,200	22,873	107%
<b>Total</b>	<b>\$ 5,821,550</b>	<b>\$ 6,128,879</b>	<b>\$ 6,002,362</b>	<b>\$ (126,517)</b>	<b>-2%</b>

## Funding Summary

Funding Sources	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
245 Cooney Home Memorial	8,342	951	-	(951)	-100%
246 Cooney Home Activity	1,268	608	-	(608)	-100%
601 Cooney Convalescent Ent	5,811,940	6,127,320	6,002,362	(124,958)	-2%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
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-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 5,821,550</b>	<b>\$ 6,128,879</b>	<b>\$ 6,002,362</b>	<b>\$ (126,517)</b>	<b>-2%</b>

## 2011 Budget Highlights

**Personnel Services**

- Decrease of 22 FTE due to decreasing census at the Home.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- Wasther/Dryer.
- Arjo lift.
- Care Tracker Software.

**Transfers**

- None.

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### Staffing Summary

Title	Actual FY2008	Actual FY2009	Actual FY2010	Adopted FY 2011
Administrator	1.00	1.00	1.00	1.00
Finance Coordinator	1.00	1.00	1.00	1.00
Billing Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Admin clerk IV		1.00	1.00	1.00
Driver		0.50	0.50	0.50
Certified Nursing Assistants	47.00	46.75	46.75	27.90
Registered Nurse	7.00	6.80	6.80	9.00
Licensed Practical Nurse	9.00	8.30	8.30	6.20
Director of Nursing	1.00	1.00	1.00	1.00
Dietary Manager	1.00	1.00	1.00	1.00
Dietary Aid	10.00	7.55	9.55	6.50
Cook	2.00	3.00	3.00	3.00
Laundry/Housekeeping Supervisor	1.00	1.00	1.00	1.00
Laundry Aide	3.00	4.00	2.50	2.50
Housekeeping Aide	3.00	3.00	3.00	3.00
Laundry/Housekeeping Aide	1.00	2.00	1.50	1.50
Social Services Director	1.00	1.00	1.00	1.00
Activities Supervisor	1.00	1.00	1.00	1.00
Activities Aide	2.00	2.50	2.50	2.00
<b>Total</b>	<b>93.00</b>	<b>94.40</b>	<b>94.40</b>	<b>72.10</b>



Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . Income equal to or greater than 110% of bond payment.	100%	16%	85%	
2 . Census equal to or greater than 81 for fiscal year.	100%	93%	87%	
3 . Fund 5% of capital needs.	100%	0%	0%	
4 . CNA staffing ratio adequate to care for facility census and acuity level.	100%	100%	100%	

Workload Indicators

Indicator	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . Resident admits	195	165	188	
2 . Resident discharges	196	167	197	

## Program Description

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

The ten essential public health services are:

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

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## Goals & Objectives

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

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

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

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

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

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



## 2011 Budget Highlights

**Personnel Services**

- Market based salary increases.

**Operating Expenditures**

- Decrease due to grant funded expenditures.

**Capital Outlay**

- None.

**Transfers**

- None.

## Staffing Summary

Title	Actual FY2008	Actual FY2009	Actual FY2010	Adopted FY 2011
Accounting Technician	0.73	0.63	0.63	0.73
Comm/Special Projects Coordinator	1.00	1.00	1.00	1.00
Community Health Specialist	0.85	0.90	0.00	0.00
Finance Coordinator	0.41	0.41	0.41	0.43
Front Desk Coordinator	0.10	0.10	0.10	0.10
Health Officer	0.98	0.98	0.98	0.95
Secretary/Receptionist	0.35	0.35	0.35	0.35
Temporary Administrative Clerk	0.25	0.00	0.00	0.00
Senior Administrative Assistant			0.95	0.95
<b>Total</b>	<b>4.67</b>	<b>4.37</b>	<b>4.42</b>	<b>4.51</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Proposed FY2011
1 Complete and distribute public awareness plan.			Yes	Yes	Yes
2 Complete performance appraisals on 100% of health department employees.			Yes	HP	Yes
3 Complete the Community Health Indicators report.			Yes	no	Yes
4 Work with community partners to increase prevention services and to educate the community on risk factors for chronic disease.			Yes	Yes	Yes
5 Send monthly communicable disease reports to area medical providers, schools, and other community			Yes	Yes	Yes
6 Board of Health will complete a review and revision of On-Site Wastewater Treatment regulations.			Yes	No	Yes
7 Board of Health will complete a review and revision of the variance process.			Yes	No	Yes
8 Investigate all reported non-emergency violations of the onsite wastewater regulations within two weeks.	Yes	Yes	Yes	Yes	Yes
9 Investigate all reported emergency violations of the onsite wastewater regulations within one business day.	Yes	Yes	Yes	Yes	Yes
10 100% of WI/PM data is collected and reported to the Board of Health and the County Commissioners quarterly.	Yes	High Partial	Yes	Yes	Yes

These measures are evaluated based on the following scale:

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

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

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

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

## Workload Indicators

Indicator	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Proposed FY2011
1 Media hits.	n/a	n/a	537	983	500
2 Performance appraisals completed.	n/a	n/a	50	27	41
3 Number of communicable disease investigations.		654	536	3,343	
4 Site evaluation requests received.	606	248	241	289	150
5 Permits issued.	484	329	233	349	275
6 Variances requested.	9	13	19	9	12
7 Notices of violation to the ordinance.	n/a	n/a	13	28	20
8 Court cases.	n/a	2	2	1	0
9 Sites requiring groundwater monitoring.	18	14	13	6	15
10 Groundwater monitoring wells.	67	46	23	24	45
11 Number of community meetings attended to report on community decay activities		3	3	11	
12 Number of community decay complaints	1	21	32	34	
13 Number of identified community decay sites	1	21	31	32	
14 Number of enforcement actions			30	44	

## Program Description

### **Tobacco Use Prevention**

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

### **Breast & Cervical Health Program**

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

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

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

### **Home Visiting Program**

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

### **Home & Community Based Services**

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

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

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

## Goals & Objectives

### **Tobacco Use Prevention**

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

### **Breast & Cervical Health Program**

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

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

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

### **Home Visiting Program**

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

### **Home & Community Based Services**

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

Financial Summary

Budget by Object of Expenditure Category	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
Personal Services	\$ 175,953	\$ 206,537	\$ 342,163	\$ 135,626	66%
Operating Expenditures	23,116	18,012	26,906	8,894	49%
Internal Charges	35,174	36,201	47,026	10,825	30%
Debt Service				-	
Transfers Out	65,372	88,442	53,495	(34,947)	-40%
Capital Outlay	-	-	26,520	26,520	
<b>Total</b>	<b>\$ 299,615</b>	<b>\$ 349,192</b>	<b>\$ 496,110</b>	<b>\$ 146,918</b>	<b>42%</b>

Funding Summary

Funding Sources	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
150 Safe Schools	-	15,222	140,290	\$ 125,068	822%
174 Comp Cancer Control Prog	37,142	38,097	129,273	\$ 91,176	239%
176 Breast & Cervical Cancer	92,875	78,236	-	\$ (78,236)	-100%
183 MT Napa Obesity Prev	3,830	10,183	15,624	\$ 5,441	53%
227 County Health	165,768	175,203	184,403	9,200	5%
550 Capital Development	-	32,247	26,520	(5,727)	-18%
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
<b>Total</b>	<b>\$ 299,615</b>	<b>\$ 349,188</b>	<b>\$ 496,110</b>	<b>\$ (69,322)</b>	<b>-20%</b>



## 2011 Budget Highlights

**Personnel Services**

- Market based increases. Increase due to addition of safe schools grant.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- Permit system.

**Transfers**

- Transfers from Health Fund to Grant Funds.

## Staffing Summary

Title	Actual FY2008	Actual FY2009	Actual FY2010	Adopted FY 2011
Administrative Assistant	0.13	0.14	0.30	0.43
Administrative Clerk	0.25	0.08		
Health Educator	0.90	1.00	1.00	1.00
Community Health Promotion Division Manager	0.98	0.98	0.98	1.00
WIC Clinic Coordinator	0.05	0.05		
Public Health Nurse		0.25	0.20	0.20
Cancer Control Program Coordinator		0.50	0.50	0.50
Environmental health specialist			0.10	0.15
Case Manager-Nurse				1.20
Case Manager-Social work				0.20
Home Visiting Manager				0.20
Home Visiting Case Manager				0.20
<b>Total</b>	<b>2.31</b>	<b>3.00</b>	<b>3.08</b>	<b>5.08</b>

## Performance Measures

## Performance Measures

Measure	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Proposed FY2011
<b>Breast &amp; Cervical Health Program</b>					
1 Maintain and/or increase number of women served to maintain funding.	Yes	Yes	HP	Yes	
2 Provide outreach visits/referral development with health providers in the 4-county service area, including outlying communities.					
Augusta		No	Yes	No	
Boulder		Yes	Yes	No	
Lincoln		Yes	Yes	No	
Townsend		Yes	Yes	Yes	
White Sulphur Springs		Yes	Yes	Yes	
Whitehall		Yes	Yes	Yes	
3 Increase alternative funding sources for program services and outreach.	Yes	Yes	No	No	
4 Meet contract goals for services provided and program accountability to maintain funding. *	Yes	Yes	Yes	Yes	
<b>Comprehensive Cancer Control</b>					
1 Develop Comprehensive Cancer Control Coalition with Breast and Cervical Health and Tobacco Use Prevention programs to serve a 4-county region.		LP	Yes	Yes	
2 Increase the percentage of eligible Lewis & Clark County employees screened for colorectal cancer.		N/A	N/A	N/A	
3 Take leadership role in the statewide Comprehensive Cancer Control coalition.		Yes	Yes	N/A	
4 Recruit for and implement colorectal cancer screening project in a regional health provider clinic.		Yes	Yes	No	
5 Meet contract goals for services provided and program accountability to maintain funding. *		Yes	Yes	Yes	
<b>Tobacco Use Prevention</b>					
1 Meet contract goals for services provided and program accountability to maintain funding. *	Yes	Yes	Yes	Yes	Yes
2 With Youth Connections, track district level data on youth tobacco use.	Yes	Yes	Yes	Yes	Yes
3 Increase calls to the Montana Quit Line in our service area.	Yes	Yes	Yes	No	Yes
4 Develop educational and policy-based interventions to be implemented at the community level.	Yes	Yes	Yes	Yes	Yes
<b>Obesity Prevention</b>					
1 Develop and implement a community-based workplan/projects to increase opportunities for physical activity. (e.g. newsletters)			Yes	Yes	Yes
2 Meet contract goals for services provided and program accountability to maintain funding.*			Yes	Yes	Yes
<b>Home Visiting Program</b>					
1 All staff keep records current on a weekly basis in compliance with requirements for each funding source.	No	No	Yes	Yes	
2 Meet Maternal Child Health contract goals for services provided and program accountability to maintain funding.		Yes	Yes	Yes	
3 Meet Public Health Home Visiting contract goals for services provided and program accountability to maintain funding.		Yes	Yes	Yes	
4 Meet Fetal Alcohol Spectrum Disorder Intervention contract goals for services provided and program accountability to maintain funding.	Yes	Yes	Yes	Yes	
5 Meet Targeted Case Management contract goals for services provided and program accountability to maintain funding.	Yes	Yes	Yes	Yes	
6 Promote conditions of support for healthy weight, full term births to clients on the current caseload.			yes	Yes	
7 Meet set productivity rate goals for billable time.	LP	LP	HP	LP	

## Workload Indicators

## Workload Indicators

Indicator	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Proposed FY2011
<b>Breast &amp; Cervical Health Program</b>					
1 Number of women screened for breast or cervical cancer through thy program	265	333	365	427	
2 Number of women served who don't meet eligibility requirements for program services.		41	30	40	
3 Number of contacts to referring providers.			2	2	
4 % of enrolled providers who are making referrals to the program.		N/A	2	2	
5 Number of outreach visits to each outlying community in the four-county service area.					
Augusta		0	2	1	
Boulder		3	2	2	
Lincoln		1	1	2	
Townsend		2	3	2	
White Sulphur Springs		2	3	5	
Whitehall		4	3	3	
6 Number of Cancer Control Coalition meetings attended.		N/A	4	4	
<b>Comprehensive Cancer Control</b>					
1 Number of Cancer Control Coalition meetings attended.		1	4	4	
2 Number of health provider clinics participating in the colorectal cancer screening project.		N/A	2	3	
3 Number of meetings facilitated for the Early Detection Committee for Statewide Cancer Prevention Coalition.		3	16	15	
4 Number of media hits.		2	8	14	
<b>Tobacco Use Prevention</b>					
1 Number of youth media literacy/activism events held.					
Lewis & Clark County		8	20	27	4
Broadwater County		4	6	8	4
2 Number of calls to Quit Line for					
Lewis & Clark County	448	494	774	458	561
Broadwater County	29	19	88	45	21
3 Number of tabling/ community education meetings held.					
Lewis & Clark County		9	20	23	8
Broadwater County		3	8	9	8
4 Number of media hits.					
Lewis & Clark County	47	53	52	106	24
Broadwater County	0	28	34	115	24
5 Number of complaints about lack of compliance with Montana Clean Indoor Air Act.					
Lewis & Clark County	17	0	12	7	0
Broadwater County	0	0	0	0	0
6 Number of contacts with local decision makers about the Montana Clean Indoor Air Act and Tobacco Use Prevention policy.					
Lewis & Clark County	62	88	67	47	12
Broadwater County	0	36	35	19	12
<b>Obesity Prevention</b>					
1 Number of meetings with stakeholders to develop and implement a workplan to address public health/physical activity through built environment policies.				11	6
2 Number of "Way to Go" newsletters issued.				2	6
3 Number of media hits on public health and physical activity.				9	10
<b>Home Visiting Program</b>					
1 Average caseload per FTE.			36	70	
2 Number of clients served by programs.			389	674	
3 Average productivity (billable time) rates.			34%	22%	35%
4 Number of referrals from other programs and agencies.		136	593	464	
5 Number of low birth weight/premature babies born to clients on curent caseload.		4	3	9	
6 Number of visits counted.	974		0	3,008	

## Workload Indicators

## Workload Indicators

Indicator	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Proposed FY2011
<b>FICMR (Fetal, Infant, Child Mortality Review)</b>					
1 Number of meetings with FICMR team to review preventability of reported infant and child deaths.		1	1	2	2
2 Number of deaths					
Fetal	2	2	1	0	0
Infant	4	4	7	1	0
Child	1	6	4	2	0
<b>Women, Infants, &amp; Children (WIC) Program</b>					
1 Average monthly number of participants.	1,060	1,086	1,081	1,137	1,200
2 Number of participants per FTE per month.			453	382	300
3 Number of hours/week of billable Nutrition Services appointments scheduled for high-risk participants.			2	4	5
<b>Medicaid Waiver Case Management</b>					
1 Average monthly number of clients.		92	102	105	103
2 Number of referrals.		94	71	65	95
3 Average monthly number on the waiting list.		40	25	23	0
4 Number of individuals served by the program.		109	331	450	106
<b>Ryan White Part C</b>					
1 Number of HIV+ clients receiving case management services.		6	6	14	16
<b>Ryan White Part B</b>					
1 Number of HIV+ clients on the program.		8	12	16	16
2 Number of HIV+ clients receiving program assistance. <i>(No longer funded for 09')</i>		8	0	0	0
3 Number of hours of case management.		250	131	123	300

## Program Description

### **Junk Vehicle Program**

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

### **Subdivision Review**

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

### **Outdoor Air Quality/Air Pollution Control**

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

### **Animal Control**

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

### **Lead Education and Abatement Program**

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

### **Community Decay**

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

### **Water Quality Protection District**

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

**Prickly Pear-Lake Helena Project**

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

## Goals & Objectives

**Junk Vehicle Program**

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

**Subdivision Review**

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

**Outdoor Air Quality/Air Pollution Control**

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

**Animal Control**

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

**Lead Education and Abatement Program**

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

**Community Decay**

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

**Water Quality Protection District**

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

**Prickly Pear-Lake Helena Project**

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

## Financial Summary

Budget by Object of Expenditure Category	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
Personal Services	\$ 735,939	\$ 769,390	\$ 938,299	\$ 168,909	22%
Operating Expenditures	321,934	288,001	801,283	513,282	178%
Internal Charges	143,289	145,192	165,898	20,706	14%
Debt Service	-	-	-	-	
Transfers Out	72,290	52,507	15,272	(37,235)	-71%
Capital Outlay	-	-	30,000	30,000	
<b>Total</b>	<b>\$ 1,273,452</b>	<b>\$ 1,255,090</b>	<b>\$ 1,950,752</b>	<b>\$ 695,662</b>	<b>55%</b>

## Funding Summary

Funding Sources	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
101 Tenmile Water Quality	36,853	28,105	16,341	\$ (11,764)	-42%
102 Aasarco Grant	154,996	150,655	310,149	159,494	106%
103 Lead Based Paint Remed	-	-	-	-	
104 Junk Vehicle Program	88,024	86,497	94,883	8,386	10%
107 Lic Establishment Inspect	184,713	189,338	216,971	27,633	15%
108 Subdivision Review	33,043	18,210	11,110	(7,100)	-39%
109 N HILLS GROUNDWTR SUS	-	-	-	-	
123 EPHTP Comm Needs Assmt	-	-	-	-	
124 Public Water Supply Insp	4,833	6,889	4,257	(2,632)	-38%
125 Lake Helena Water	1,400	15,068	23,133	8,065	54%
126 Targeted Watershed Grant	161,617	209,331	301,509	92,178	44%
186 EPA Air Quality	35,367	35,960	35,288	(672)	-2%
203 Water Quality District	261,536	277,604	302,018	24,414	9%
227 County Health	226,226	181,160	209,100	27,940	15%
247 Community Decay	1,204	112	25,993	25,881	23108%
302 Brownsfield Assmt Grant	83,641	56,160	400,000	343,840	612%
				-	
				-	
				-	
<b>Total</b>	<b>\$ 1,273,453</b>	<b>\$ 1,255,089</b>	<b>\$ 1,950,752</b>	<b>\$ 695,663</b>	<b>55%</b>

## 2011 Budget Highlights

**Personnel Services**

- Increased for increased grant funding.

**Operating Expenditures**

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

**Capital Outlay**

- Permit system.

**Transfers**

- None.

## Staffing Summary

Title	Actual FY2008	Actual FY2009	Actual FY2010	Adopted FY 2011
Administrative Assistant	0.15	0.17	0.19	0.19
Administrative Clerk	0.45			
Administrative Secretary	0.75	0.75	0.75	1.00
Community Health Specialist	0.05	0.05	-	
Environmental Health Specialist	6.70	7.42	6.24	5.92
Environmental Health Supervisor	1.65	1.00	1.51	1.51
Finance Coordinator	0.07	0.07	0.07	0.07
Equipment Operator	0.25	0.25	0.25	0.25
Water Quality District Coordinator	1.00	1.00	1.00	1.00
Water Quality Manager	0.88	0.88	0.89	1.01
Water Quality Outreach Coordinator	0.25	0.35	0.35	0.42
Water Quality Outreach/Watershed C	1.00	1.00	1.00	1.00
Environmental technician		0.50	-	
Hydrologist		0.75	0.75	1.00
Health Officer				0.05
<b>Total</b>	<b>13.20</b>	<b>14.19</b>	<b>13.00</b>	<b>13.42</b>



## Performance Measures

## Performance Measures

Measure	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Proposed FY2011
<b>Junk Vehicle</b>					
1 Accurate and timely fiscal report approved by DEQ.	No	No	Yes	yes	Yes
2 Percentage of requested junk vehicle removals completed.	100%	100%	100%	100	100%
3 Percentage of complaints resolved.	70%	68%	80%	85%	100%
4 Attend daylong annual employee training sessions annually.	100%	100%	100%		Yes
<b>Subdivision Review</b>					
1 Average length of time taken to review individual submittals is within 40 days.	100%	100%	100%	Yes	Yes
2 Maintain a DEQ acceptance rate of greater than 90%.	100%	100%	100%	Yes	Yes
<b>Outdoor Air Quality/Air Pollution Control</b>					
1 Maintain a DEQ acceptance rate of greater than 90% on air monitoring activities and filters submitted.	100%	100%	100%	YES	Yes
2 Increase the percentage of air quality cases resolved administratively. Resolve complaints within 72 hours	n/a	n/a	n/a	YES	Yes
<b>Animal Control</b>					
1 Respond to bites within 3 calendar days.	100%	100%	100%	100%	Yes
2 Provide one media submission annually.	100%	100%	100%	100%	Yes
<b>Lead Education &amp; Abatement Program</b>					
1 Meet goals set for public education: 5 articles about living around lead printed in community publications. presentations to school children, daycares, and realtors. distribute new baby packets to families of all babies born in East Helena.				Yes	Yes
				Yes	Yes
				Yes	Yes
2 Conduct four lead advisory group meetings annually.	100%	100%	Yes	Yes	Yes
3 Attend two city council meetings per month.	100%	100%	100%	Yes	Yes
4 Perform eight environmental assessments per year.			100%	Yes	Yes
<b>Water Quality Protection District</b>					
1 Give at least three public presentations to community groups.	Yes	Yes	Yes	Yes	Yes
2 Submit groundwater data to the Montana Groundwater Information Center within 3 days of collection.	Yes	Yes	Yes	Yes	Yes
3 Successfully complete all contract requirements.	Yes	Yes	Yes	Yes	Yes
<b>Prickly-Pear Lake Helena Project</b>					
1 Coordinate one watershed group.	Yes	yes	100%	Yes	
2 Submit complete and accurate reports to DEQ every quarter.	Yes	No	100%	Yes	
3 Meet goals set for public education.	Yes	Yes	100%	Yes	
4 Update Water Quality District website bimonthly.	Yes	Yes	100%	Yes	
5 Hire contractor to develop framework for septic maintenance district.	n/a	Yes	n/a	n/a	
6 Conduct three public scoping meetings for septic maintenance district.	n/a	Yes	n/a	n/a	
7 Present report summarizing recommendations for septic maintenance district to decision makers.	n/a	Yes	n/a	n/a	
<b>Community Decay</b>					
1 Percent of identified community decay sites that are cleaned up.	n/a	n/a	100%	Yes	100%
2 Percent of enforcement actions taken that are resolved	n/a	n/a	100%	Yes	100%
3 Accurate & timely accounting of activities and budget to Landfill boards.	n/a	n/a	Yes	Yes	Yes

## Workload Indicators

## Workload Indicators

Measure	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Proposed FY2011
<b>Junk Vehicle</b>					
1 Number of complaints received	80	27	67	43	70
2 Number of cases referred to county attorney for enforcement.		5		8	5
3 Number of junk vehicles transported	215	131	78	140	100
4 Number of media hits.	3	3	2	0	3
5 Number of employee training sessions attended	1	1	0	1	1
6 Number of releases signed	286	193	105	145	200
7 Number of complaints resolved	286	166	0	18	100%
<b>Subdivision Review</b>					
1 Number of subdivision submittals received.	64	40	38	19	27
2 Number of lots reviewed	337	76	25	31	109
3 Number submitted to DEQ.			13	12	109
4 Number accepted by DEQ.			30	12	109
5 Average number of days to review individual submittals	1,580		0	90	30
<b>Outdoor Air Quality/Air Pollution Control</b>					
1 Number of air quality complaints received	3	2	3	14	70
2 Number of air quality complaints resolved administratively.	3	2	3	14	70
3	2		0	2	3
Number of air quality presentations & news articles.					
4 Number of air quality days.			0	365	365
Good Days	332	350	361	330	360
Watch Days	28	8	4	24	5
Poor Days	5	8	0	11	0
5 DEQ acceptance rate (available annually).	5		0	0	100%
<b>Animal Control</b>					
1 Number of animal bites investigated in the County.	66	61	65	45	20
2 Number of bat-human interactions investigated.	5	5	0	3	5
3 Number of media submissions.	1	1	8	0	2
<b>Lead Education &amp; Abatement Program</b>					
1 Number of individuals screened	171	223	219	0	30
2 Number of articles submitted to community publications.	4	6	8	13	6
3 Number of presentations to schoolchildren, daycares, and realtors.	6	9	4	2	5
4 Number of baby packets distributed.	58	66	52	34	40
5	5	6	9	8	10
Number of lead advisory group meetings conducted.					
6 Number of city council meetings attended.	21	23	19	21	20
7	28	26	42	27	25
Number of environmental assessments conducted.					
<b>Water Quality Protection District</b>					
1 Number of comments provided to other agencies on proposals affecting water quality.	3	2	6	10	5
2 Number of grant reports generated.	8	6	7	12	3
3 Number of complaints received.	25	25	62	14	40
4 Number of Water Watchers educated.	1,400	1,350	1,328	1,476	1400
5 Number of wells sampled.	102	5	19	106	50
6 Number of subdivision comments written.	2	0	3	4	5
7 Number of public presentations.	11	19	18	17	8
8 Number of water level measurements taken.	840	948	1,089	1,226	800
<b>Prickly-Pear Lake Helena Project</b>					
1 Number of watershed meetings held.	5	6	4	4	
2 Number of newsletters distributed.	1	2	4	3	
3 Number of outreach mailings distributed.	5	6	3	2	
4 Number of meeting minutes distributed.	2	3	4	0	
5 Number of public meetings attended.	60	101	105	53	
<b>Community Decay</b>					
1 Number of community meetings attended.	n/a	n/a	3	11	3
2 Number of community decay complaints.	1	21	32	34	0
3 Number of identified community decay sites.	1	21	31	32	0
4 Number of enforcement actions.	n/a	n/a	20	44	0

## 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 & Clark AIDS Project, a community based organization, to increase HIV/AIDS prevention efforts.

### **Immunization Program**

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

### **Public Health Emergency Preparedness**

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

### **Licensed Establishment Inspections**

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

### **Public Water Supply Inspections**

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

### **Youth Suicide Prevention**

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

## Goals & Objectives

### Tuberculosis Program

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

### HIV Prevention Services

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

### Immunization Program

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

### Public Health Emergency Preparedness

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

### Licensed Establishment Inspections

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

### Public Water Supply Inspections

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

### Youth Suicide Prevention

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

## Financial Summary

Budget by Object of Expenditure Category	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
Personal Services	\$ 1,269,942	\$ 1,339,517	\$ 1,201,841	\$ (137,676)	-10%
Operating Expenditures	334,608	315,856	284,743	(31,113)	-10%
Internal Charges	218,794	237,505	192,587	(44,918)	-19%
Debt Service				-	
Transfers Out	174,824	181,144	184,837	3,693	2%
Capital Outlay				-	
<b>Total</b>	<b>\$ 1,998,168</b>	<b>\$ 2,074,022</b>	<b>\$ 1,864,008</b>	<b>\$ (210,014)</b>	<b>-10%</b>

## Funding Summary

Funding Sources	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
001 General Fund	\$ 154,223	\$ 141,150	\$ 61,000	\$ (80,150)	-57%
175 Community Yth Suicide Prv	52,711	30,012	-	(30,012)	-100%
177 WIC	192,772	204,553	208,548	3,995	2%
178 M C H Block Grant	119,934	118,339	115,627	(2,712)	-2%
179 Home Care/Case Managemer	327,206	314,890	347,196	32,306	10%
181 Ryan White Title III CM	5,000	13,103	10,708	(2,395)	-18%
182 FASD Interventions Proj	33,703	452	-	(452)	-100%
185 Nicotine Dependency	2,756	-	-	-	
189 Pblc Hlth Home Visiting	44,600	43,116	42,733	(383)	-1%
190 Tuberculosis Grant	7,825	3,134	5,000	1,866	60%
191 HIV Prevention Services	73,310	58,555	47,342	(11,213)	-19%
193 Target Cm Low Birth Wght	68,009	98,296	68,966	(29,330)	-30%
194 Ryan White Title II	2,087	1,211	9,793	8,582	709%
195 Immunization Prog Grant	22,349	18,835	22,789	3,954	21%
196 Bioterrorism Grant	100,054	291,797	99,723	(192,074)	-66%
197 Intensive Case Management	-	29,981	-	(29,981)	-100%
227 County Health	688,853	632,468	732,047	99,579	16%
238 DUI Program	102,777	74,128	92,536	18,408	25%
				-	
				-	
<b>Total</b>	<b>\$ 1,998,169</b>	<b>\$ 2,074,020</b>	<b>\$ 1,864,008</b>	<b>\$ (210,012)</b>	<b>-10%</b>

## 2011 Budget Highlights

**Personnel Services**

- Reallocation of Animal Control Officer to Public Safety.

**Operating Expenditures**

- Decrease in grant funding.

**Capital Outlay**

- None.

**Transfers**

- Transfers from Health Fund to Grant Fund.

## Staffing Summary

Title	Actual FY2008	Actual FY2009	Actual FY2010	Adopted FY 2011
Accounting Technician	0.02	0.12	0.12	0.02
Administrative Assistant	0.23	0.40	0.75	0.78
Administrative Clerk	0.20		0.16	0.16
Administrative Secretary	1.25	1.25	1.25	1.00
Animal Control Officer	1.00	1.00	1.00	-
Community Health Promotion Divisio	0.02	0.02	0.02	-
Community Health Specialist	0.10	0.05		-
Director of Nursing	1.00	1.00	1.00	1.00
Environmental Health Specialist	0.10	0.10	0.10	0.10
Environmental Health Supervisor	0.35	0.50	0.50	0.50
Finance Coordinator	0.02	0.02	0.02	-
Health Officer	0.02	0.02	0.02	-
Licensed Practical Nurse	1.60	1.60	1.60	1.60
Medical Reserve Corps Volunteer Cc	0.55			
Outreach Worker	0.50	0.50	0.40	0.40
Paraprofessional Home Visitor	0.80	0.80		
PHN Team Leader	0.80			
Preparedness Planning Specialist	0.80	0.50	0.50	0.50
Public Health Nurse	9.20	7.68	4.23	4.23
Public Health Supervisor	1.93	1.93	1.92	1.92
Water Quality Manager	0.12	0.12	0.12	-
WIC CPA	-	-	1.75	1.50
WIC Aide	0.50	0.50	0.50	0.50
WIC Clinic Coordinator	0.95	0.95	1.00	1.00
Youth Suicide Prevention Coordinatc	0.50	0.50	0.25	-
Home Visiting Case Manager		0.75	4.00	2.90
Home Visiting Program Manager		0.75	1.00	0.80
<b>Total</b>	<b>22.55</b>	<b>21.06</b>	<b>22.21</b>	<b>18.91</b>

## Performance Measures

## Performance Measures

Measure	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Proposed FY2011
<b>Communicable Disease (Mill Funded)</b>					
1 Investigate communicable disease within 24 hours of receipt of reported case.			Yes	Yes	Yes
<b>Tuberculosis</b>					
1 Ensure completion of treatment for all active cases of Tuberculosis.			Yes	Yes	Yes
2 Ensure medical evaluation of all individuals with positive skin tests.			Yes	Yes	Yes
<b>HIV Prevention</b>					
1 Complete partner notification of all newly identified HIV positive individuals.			Yes	Yes	Yes
<b>Immunizations</b>					
1 Achieve and maintain a 90% immunization coverage rate for children by the age of two in accordance with the recommended immunization schedule for the prevention of vaccine-preventable communicable disease.			HP	Yes	Yes
<b>Public Health Emergency Preparedness</b>					
1 Emergency response plans are updated as needed.			Yes	Yes	Yes
2 100% of Health Department staff have received NIMS/ICS training.			LP	Yes	Yes
<b>Licensed Establishment Inspections</b>					
1 100% of food facilities in the County will be inspected.			LP	Yes	Yes
2 100% of pools in the County will be inspected.			LP	Yes	Yes
3 30% of public accommodations in the County will be inspected.			LP	Yes	Yes
4 100% of trailer courts in the County will be inspected.			LP	Yes	Yes
<b>Public Water Supply Inspections</b>					
1 100% of establishments assigned by DEQ receive inspection.			HP	Yes	Yes

## Workload Indicators

## Workload Indicators

Measure	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Proposed FY2011
<b>Communicable Disease (Mill Funded)</b>					
1 Number of communicable disease investigations related to person to person transmission			271	3,262	5% reduction
<b>Tuberculosis</b>					
1 Number of TB screening tests administered.	619		886	601	900
2 Number of clients with TB infection or disease.	3		8	4	0
<b>HIV Prevention</b>					
1 Number of HIV tests performed.	133		104	89	105
2 Number of new HIV infections identified.	1		1	3	0
<b>Immunizations</b>					
1 Number of immunizations performed.	5,746		6,826	11,514	7,830
2 Number of immunization records assessed at schools and daycares.	48		1,750	1,388	1,500
3 Number of people receiving immunization clinic services.			5,785	8,436	5,110
4 Number of immunization promotion activities.	18		22	35	39
<b>Public Health Emergency Preparedness</b>					
1 Number of Health Alert Messages sent.	2		24	28	40
2 Number of emergency response exercises conducted.	1		1	11	3
3 Number of Health Department staff trained in NIMS-700 and ICS-100	80		24	7	26
4 Number of emergency response plans updated.	3		4	6	3
<b>Licensed Establishment Inspections</b>					
1 Number of inspections completed			715	410	700
food facilities			497	301	440
pools			88	51	99
public accommodations			24	15	20
trailer courts			82	11	84
day care centers			26	32	34
group homes	n/a	n/a	15	17	19
2 Number of plans reviewed.			63	54	55
3 Number of people trained.			152	306	300
4 Number of food, water or vector borne communicable disease investigations.			128	88	0
<b>Public Water Supply Inspections</b>					
1 Number of inspections completed.	16	13	63	8	15
<b>Youth Suicide Prevention</b>					
1 Number of suicide prevention training classes conducted.			17	11	
2 Number of students who receive mental health screening.			131	0	
3 Number of suicide awareness activities conducted.			10	5	



## Program Description

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

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

Financial Summary

Budget by Object of Expenditure Category	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
Personal Services				\$ -	
Operating Expenditures	180,741	169,931	177,308	7,377	4%
Internal Charges	192	378	440	62	16%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 180,933</b>	<b>\$ 170,309</b>	<b>\$ 177,748</b>	<b>\$ 7,439</b>	<b>4%</b>

Funding Summary

Funding Sources	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
201 Craig Mosquito District	\$ 7,364	\$ 7,370	\$ 8,129	\$ 759	10%
202 Mosquito Control District	173,539	160,841	166,079	5,238	3%
215 Pred Animal Control	30	2,098	3,540	1,442	69%
				-	
				-	
				-	
				-	
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				-	
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				-	
				-	
				-	
				-	
				-	
<b>Total</b>	<b>\$ 180,933</b>	<b>\$ 170,309</b>	<b>\$ 177,748</b>	<b>\$ 7,439</b>	<b>4%</b>

## Program Description

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



## Program Description

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

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## Goals & Objectives

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

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual CY2007	Actual CY2008	Actual CY2009	Actual CY2010	Proposed CY2011
1 Improve patient compliance of monthly testing to 90% using Coumadin Therapy Process.	90%	94%	100%	n/a	100%
2 Maintain or increase the number of dental patients seen over last year.	no	yes	yes	n/a	yes
3 Increase the number of unduplicated individuals seen in the Healthcare for the Homeless program.	yes	yes	no	n/a	yes
4 Increase the percent of total patients who fill out the QPD measurement tool.	yes	yes	yes	n/a	yes
5 Increase the number of encounters in Lincoln.			yes	n/a	yes
6 Increase the number of patients who pay the day of service.			yes	n/a	yes

These measures are evaluated based on the following scale:

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

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

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

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

## Workload Indicators

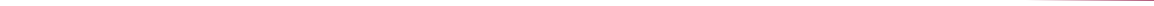
Indicator	Actual CY2007	Actual CY2008	Actual CY2009	Actual CY2010	Proposed CY2011
1 Medical encounters	15,620	15,908	19,338	na	20,000
2 Dental encounters	3,422	3,533	4,513	na	5,000
3 Mental Health/Substance Abuse encounters	704	897	752	na	800
5 Enabling encounters	1,280	1,353	1,528	na	1,550
6 Individual patients.	5,590	6,267	5,885	na	6,000

Data by calendar year- 2010 not yet available

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## 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 FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
Personal Services	\$ 272,970	\$ 286,447	\$ 81,772	\$ (204,675)	-71%
Operating Expenditures	62,987	54,895	18,627	(36,268)	-66%
Internal Charges	54,119	48,180	15,636	(32,544)	-68%
Debt Service	-	-	-	-	
Transfers Out	1,151	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 391,227</b>	<b>\$ 389,522</b>	<b>\$ 116,035</b>	<b>\$ (273,487)</b>	<b>-70%</b>

Funding Summary

Funding Sources	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
184 Homeless Grant	248,071	281,062	-	(281,062)	-100%
187 Partnership to Strengthen	26,522	77	-	(77)	-100%
188 Tobacco Control Grant	116,633	108,382	116,035	7,653	7%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
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-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 391,226</b>	<b>\$ 389,521</b>	<b>\$ 116,035</b>	<b>\$ (273,486)</b>	<b>-70%</b>

## Program Description

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

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

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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 & 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 FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
Personal Services	\$ 79,225	\$ 59,187	\$ 52,746	\$ (6,441)	-11%
Operating Expenditures	58,148	57,508	101,886	44,378	77%
Internal Charges	28,144	20,112	27,235	7,123	35%
Debt Service	-	-	-	-	
Transfers Out	-	21,480	5,588	(15,892)	-74%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 165,517</b>	<b>\$ 158,287</b>	<b>\$ 187,455</b>	<b>\$ 29,168</b>	<b>18%</b>

Funding Summary

Funding Sources	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
229 Co Extension Agent	165,517	158,287	187,455	29,168	18%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
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	-	-	-	-	
<b>Total</b>	<b>\$ 165,517</b>	<b>\$ 158,287</b>	<b>\$ 187,455</b>	<b>\$ 29,168</b>	<b>18%</b>



## 2011 Budget Highlights

**Personnel Services**

- Market based salary increases. Decrease due to retirement of agent.

**Operating Expenditures**

- Increase due to retirement of agent and replacement through contract with MSU Extension.

**Capital Outlay**

- None.

**Transfers**

- Transfers for capital replacement of assets.

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## Staffing Summary

Title	Actual FY2008	Actual FY2009	Actual FY2010	Adopted FY 2011
Extension Agent	1.00	1.00	1.00	0.00
Administrative Assistant	1.00	1.00	1.00	1.00
<p>Note: Long time extension agent retired. Current extension agents are State of Montana employees. The County pays the State for a portion of the salary.</p>				
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . Average 4-H Instructor Evaluations (1 - 5 scale)	4.63	4.78	4.87	4.87
2 . Shelterbelt/ Landscaping Participation	24	27	15	20
3 . Community Horticulture Programming		1	1	1
4 . Agro-Emergency Participation at Local, State and Regional Levels		6	8	10
5 . Farm and Ranch Programs Total County producers - 250+ Crop, Livestock and alternatives		10	15	20
6 . Biological Site Contact and Promotion for Management		182	300	350

Workload Indicators

Indicator	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . Enrollment in 4-H program	399	454	408	420
2 . Adult 4-H volunteer leaders	84	97	99	100
3 . County 4-H project enrollments (ES-237)	1,399	1,484	1,385	1,400
4 . PAT Training attendance and licensing	18	21	88	100
5 . Horticulture - Home visits, one-on-one, phone calls		300	450	500
6 . Attendance at Gardening Horticulture programs		10	-	10
7 . Shelterbelt planting numbers	8,929	9,979	10,178	10,200
8 . Farm and Ranch management efforts		10 1	15	12
9 . Community Development projects			1	1
10 . Community Committee participaton		2 15	2 35	2 45
11 . Youth Programs on agriculture participation		25	35	40
12 . Biological promotion with adults and youth		15	20	25
13 . Weed Research with producers/youth		5	4	6



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

Budget by Object of Expenditure Category	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
Personal Services	\$ 300,671	\$ 355,392	\$ 372,255	\$ 16,863	5%
Operating Expenditures	414,902	601,577	689,954	88,377	15%
Internal Charges	41,006	58,517	61,002	2,485	4%
Debt Service	760,821	766,511	1,177,000	410,489	54%
Transfers Out	289,073	-	-	-	
Capital Outlay	2,650,332	739,012	-	(739,012)	-100%
<b>Total</b>	<b>\$ 4,456,805</b>	<b>\$ 2,521,009</b>	<b>\$ 2,300,211</b>	<b>\$ (220,798)</b>	<b>-9%</b>

Funding Summary

Funding Sources	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
599 Fairgrounds Improv	-	-	-	-	
602 Fair Enterprise	4,456,805	2,521,009	2,300,211	(220,798)	-9%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
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-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 4,456,805</b>	<b>\$ 2,521,009</b>	<b>\$ 2,300,211</b>	<b>\$ (220,798)</b>	<b>-9%</b>

2011 Budget Highlights

**Personnel Services**

- Market based salary increases.

**Operating Expenditures**

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

**Capital Outlay**

- Stock pens replacement.

**Transfers**

- None.

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Staffing Summary

Title	Actual FY2008	Actual FY2009	Actual FY2010	Adopted FY 2011
Fairgrounds Coordinator	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.25	1.26
Events Coordinator		1.00	1.00	1.00
Maintenance Worker II	1.00	1.00	1.00	1.00
Maintenance Worker	2.00	2.00	3.00	3.00
<b>Total</b>	<b>5.00</b>	<b>6.00</b>	<b>7.25</b>	<b>7.26</b>

Performance Measures



Workload Indicators

## Program Description

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



Financial Summary

Budget by Object of Expenditure Category	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
Personal Services	\$ 1,548	\$ 2,413	\$ 7,915	\$ 5,502	228%
Operating Expenditures	37,071	46,434	40,073	(6,361)	-14%
Internal Charges	1,412	1,582	1,588	6	0%
Debt Service				-	
Transfers Out	3,000	28,000	241,800	213,800	764%
Capital Outlay	29,887	14,727	-	(14,727)	-100%
<b>Total</b>	<b>\$ 72,918</b>	<b>\$ 93,156</b>	<b>\$ 291,376</b>	<b>\$ 198,220</b>	<b>213%</b>

Funding Summary

Funding Sources	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
221 Parks	34,554	35,090	44,048	8,958	26%
235 Parks Development	29,887	48,045	238,800	190,755	397%
236 Lincoln Parks	8,479	10,022	8,528	(1,494)	-15%
	-	-	-	-	
	-	-	-	-	
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	-	-	-	-	
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	-	-	-	-	
<b>Total</b>	<b>\$ 72,920</b>	<b>\$ 93,157</b>	<b>\$ 291,376</b>	<b>\$ 198,219</b>	<b>213%</b>

## 2011 Budget Highlights

### Personnel Services

- Funding of seasonal mower for County-owned parks.

### Operating Expenditures

- Normal expenditures.

### Capital Outlay

- Improvements to Ryan Park.

### Transfers

- Transfers budgeted for improvements in County parks.

## Program Description

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

Financial Summary

Budget by Object of Expenditure Category	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	-	-	-	
Internal Charges	-	-	9,069	9,069	
Debt Service	-	-	-	-	
Transfers Out	2,265,150	2,106,020	2,502,635	396,615	19%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 2,265,150</b>	<b>\$ 2,106,020</b>	<b>\$ 2,511,704</b>	<b>\$ 405,684</b>	<b>19%</b>

Funding Summary

Funding Sources	Actual FY2009	Actual FY2010	Budget FY2011	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
222 Library	2,265,150	2,106,020	2,511,704	405,684	19%
-	-	-	-	-	
-	-	-	-	-	
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-	-	-	-	-	
-	-	-	-	-	
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-	-	-	-	-	
<b>Total</b>	<b>\$ 2,265,150</b>	<b>\$ 2,106,020</b>	<b>\$ 2,511,704</b>	<b>\$ 405,684</b>	<b>19%</b>

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## ECONOMIC DEVELOPMENT

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## Program Description

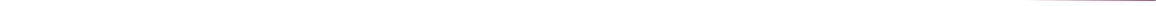
Economic Development accounts for CDBG Grants administered by the County to fund various development projects such as a domestic violence shelter and low-income housing.







## 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.

**Financial Summary**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2009</b>	<b>Actual FY2010</b>	<b>Budget FY2011</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	138,490	110,097	139,740	29,643	27%
Internal Charges	-	-	-	-	
Debt Service	382,150	846,596	305,882	(540,714)	-64%
Transfers Out	740,937	611,273	67,240	(544,033)	-89%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 1,261,577</b>	<b>\$ 1,567,966</b>	<b>\$ 512,862</b>	<b>\$ (1,055,104)</b>	<b>-67%</b>

**Funding Summary**

<b>Funding Sources</b>	<b>Actual FY2009</b>	<b>Actual FY2010</b>	<b>Budget FY2011</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ -	\$ -	\$ -	\$ -	
500 City/County Bldg Debt	662,266	622,345	-	(622,345)	-100%
502 Health Facilities Debt	204,980	208,730	206,980	(1,750)	-1%
503 RSID Revolving	-	-	-	-	
504 Debt Service Districts	38,470	-	-	-	
505 Debt Service Districts	9,285	5,601	6,766	1,165	21%
506 Debt Service Districts	13,315	11,699	5,721	(5,978)	-51%
507 Debt Service Districts	20,027	10,490	10,490	-	0%
508 Debt Service Districts	933	1,662	-	(1,662)	-100%
509 Debt Service Districts	-	362,130	-	(362,130)	-100%
510 Debt Service Districts	954	694	1,000	306	44%
511 Debt Service Districts	56,585	40,588	42,289	1,701	4%
512 Debt Service Districts	3,597	1,821	1,494	(327)	-18%
513 Debt Service Districts	4,548	2,062	1,738	(324)	-16%
514 Debt Service Districts	63,461	49,763	54,050	4,287	9%
515 Debt Service Districts	1,083	1,017	953	(64)	-6%
516 Debt Service Districts	19,147	53,507	31,107	(22,400)	-42%
517 Debt Service Districts	46,163	79,420	44,113	(35,307)	-44%
518 Debt Service Districts	6,644	9,644	9,970	326	3%
519 Debt Service Districts	14,579	68,470	29,553	(38,917)	-57%
520 Debt Service Districts	2,636	1,445	1,325	(120)	-8%
521 Debt Service Districts	8,605	5,507	3,703	(1,804)	-33%
522 Debt Service Districts	797	2,560	1,537	(1,023)	-40%
523 Debt Service Districts	3,129	5,253	3,513	(1,740)	-33%
524 Debt Service Districts	9,736	20,443	20,200	(243)	-1%
525 Debt Service Districts	70,638	3,117	2,900	(217)	-7%
526 Debt Service Districts	-	-	9,235	9,235	
527 Debt Service Districts	-	-	17,425	17,425	
528 Debt Service Districts	-	-	6,800	6,800	
<b>Total</b>	<b>\$ 1,261,578</b>	<b>\$ 1,567,968</b>	<b>\$ 512,862</b>	<b>\$ (1,055,106)</b>	<b>-67%</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

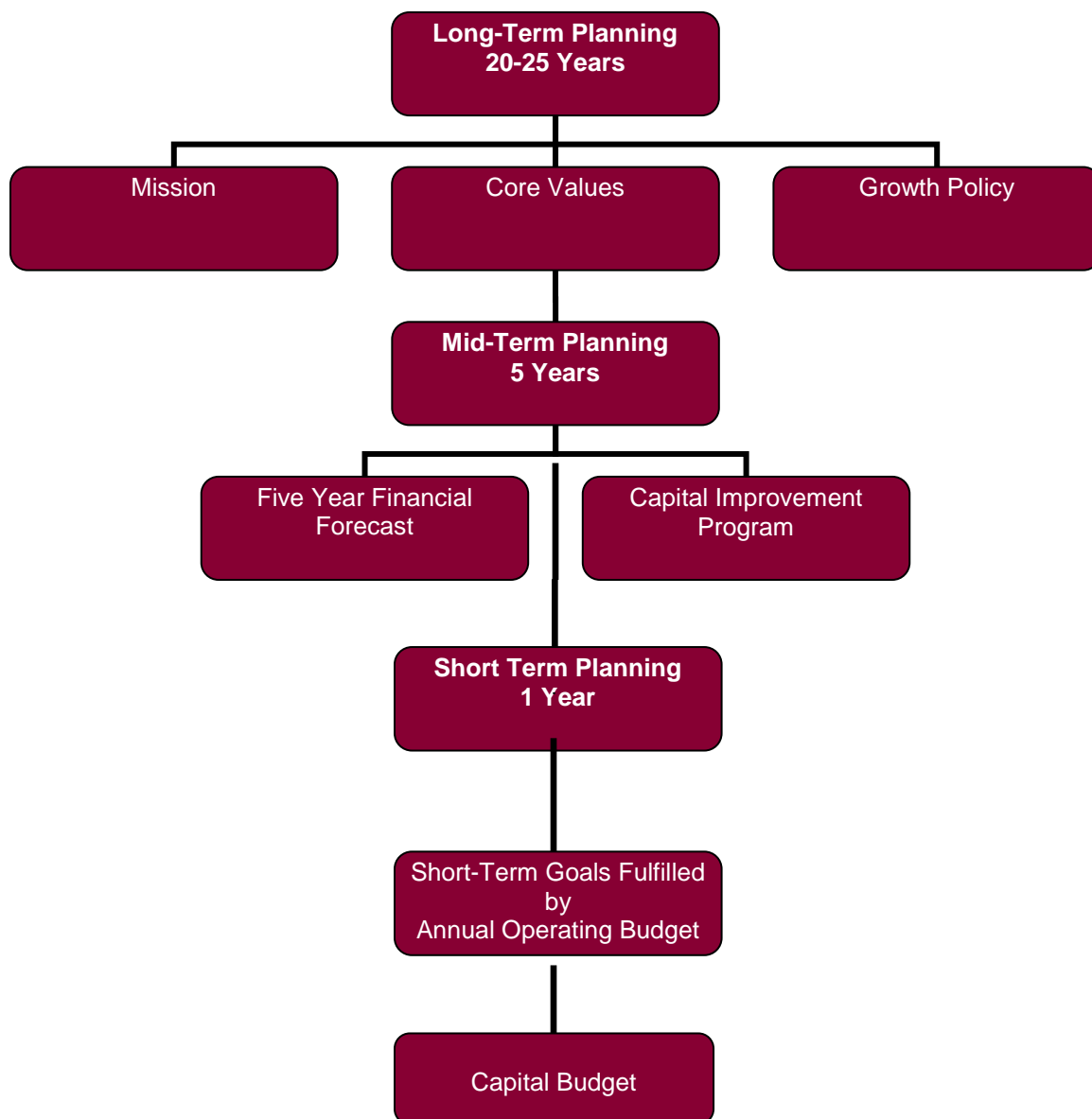
The Capital Budget is separate and distinct from the County's Operating Budget for several reasons. First, capital outlays reflect non-recurring capital improvements rather than ongoing expenses. Where possible, capital projects are funded from nonrecurring funding sources such as debt proceeds and grants; 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 & Clark County conducts various planning processes (long-term, mid-term and short-term), to help guide the government and to insure that decisions are made in the context of the organization as a whole and with a long-term perspective. Diligent efforts are made to insure each of these component planning processes are in concert with one another. This so called "Linkage" is paramount to insure short-term decisions are consistent with the overriding values embodied in the mid-term and long-term planning processes adopted by the County Commission. This required linkage dictates that the CIP be developed within the context of, and consistent with, the County's long-term and mid-term plans.

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

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



### Capital Planning

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

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

## The CIP and Capital Budget Processes Described

Lewis & Clark County updates its CIP each year. The Capital Budget is adopted annually. The County prepares its CIP only after significant efforts to insure the public has had ample opportunity to review and comment on the proposed capital acquisition plan. Linkage with the County's long-term and mid-term plans is of utmost important 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 2011 Capital Budget & Operating Budget Impacts Projects by Department/Project Name

FY 2011 Capital Budget		Annual Operating Budget Impacts			
Department/Project Title	Appropriation	Personal Services Costs	Other Operating Costs	Debt Service Costs	Total
<b>County Commission</b>					
	\$ -				\$ -
<b>Treasurer/Clerk and Recorder</b>					
Server	\$ 13,090				\$ -
Scanner	\$ 7,540				-
<b>Justice Court</b>					
					-
<b>District Clerk of Court</b>					
Reader/printer	8,110				-
Scanner/Copier	5,000				-
<b>Information Technology</b>					
Network switches	10,650				-
Radio switches/equipment	36,060				-
<b>County Attorney</b>					
Software/Server replacement	10,930				-
<b>Miscellaneous-General</b>					
Valley sewer projects	150,000				-
Remodel Courthouse/222 Building	765,000				-
<b>Public Works</b>					
Copy Machine	8,300				-
<b>Road Fund</b>					
Road Graders	862,000				-
Diamond Rotary Mower	24,720				-
Side Dump Trailer	51,500				-
Marysville Road Project	232,323				-
Road Improvement Projects	592,438				-
<b>Bridge Fund</b>					
TSEP Bridge Project	742,139				-
<b>RID Construction Fund</b>					
Warren School RID Water Project	500,000				-
Autum Wind chip seal	5,000				-
<b>Weed Fund</b>					
Office Building	80,000				-
Used Pickup	10,000				-
ATV	16,830				-
<b>County Fair Fund</b>					
Stock pens	27,000				-
<b>Parks Fund</b>					
					-
<b>Planning</b>					
Permit system	26,520				-
<b>Health</b>					
Permit system	26,520				-
<b>Extension</b>					

**CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET**

**FY 2011 Capital Budget & Operating Budget Impacts  
Projects by Department/Project Name**

FY 2011 Capital Budget		Annual Operating Budget Impacts			
Department/Project Title	Appropriation	Personal Services Costs	Other Operating Costs	Debt Service Costs	Total
<b>Sheriff</b>					
Patrol Car Replacement/Accessories	341,964				-
Vehicles	67,000				-
Pickups	74,404				-
Detention upgrades	48,488				-
MDT's	29,703				-
Building Project-search and rescue	25,000				-
<b>Radio-Public Safety</b>					
Toughbooks	43,880				-
Vehicle	30,925				-
Voice Channel	60,000				-
<b>Coroner</b>					
Hand held Radio	10,300				-
<b>Buildings Maintenance</b>					
Heating/AC upgrades-Courthouse	59,500				-
Retaining Wall-Courthouse	25,760				-
Manlift	8,140				-
Health Center Remodel	350,045				-
<b>County Shop</b>					
					-
<b>Forestvale Cemetery</b>					
Well Pump	8,360				-
Grounds improvements	73,200				-
<b>Cooney Home</b>					
Floor Burnisher	6,500				-
Condensing Unit	9,300				-
Care Tracker Software	12,000				-
Arjo Lift	6,500				-
Washer	9,900				-
<b>Solid Waste</b>					
Recycling Baler-Augusta	\$ 14,000			\$	-
					-
					-
					-
<b>GRAND TOTAL</b>	<b>\$ 5,526,539</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Funding Sources for CIP and Capital Budget

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

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

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

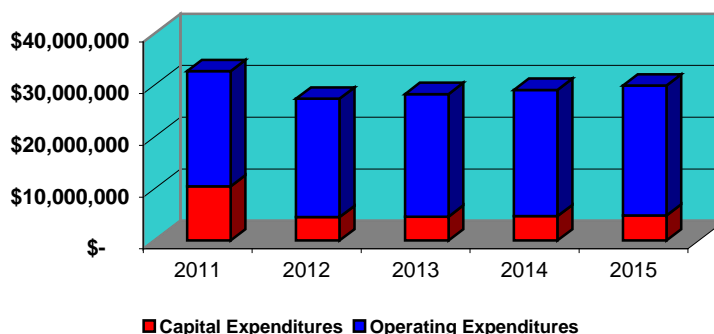
### Capital Expenditures Contrasted With Total County Operating Expenditures

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

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

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

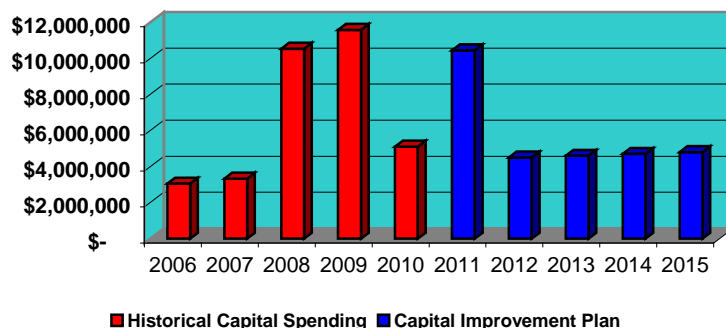
#### CAPITAL EXPENDITURES CONTRASTED WITH OPERATING EXPENDITURES



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

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

HISTORICAL CAPITAL SPENDING CONTRASTED WITH CAPITAL IMPROVEMENT PLAN



CAPITAL IMPROVEMENT POLICIES

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

CIP Formulation.

- 1) **CIP Purpose.** The purpose of the CIP is to systematically plan, schedule, and finance capital projects to ensure cost-effectiveness as well as conformance with established policies. The CIP is a five-year plan organized into the same functional groupings used for the operating programs. The CIP will reflect a balance between capital replacement projects that repair, replace or enhance existing facilities, equipment or infrastructure; and capital facility projects that significantly expand or add to the County's existing fixed assets.
- 2) **CIP Criteria.** Construction projects of \$15,000 or more and equipment of \$5,000 or more will be included in the Capital Improvement Plan (CIP); minor capital outlays will be included in the regular operating budget. The Capital Improvement Plan (CIP) differentiates the financing of high cost long-lived physical improvements from low cost "consumable" equipment items contained in the operating

budget. CIP items may be funded through debt financing or current revenues while operating budget items are annual or routine in nature and should only be financed from current revenues.

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

**Project Financing.**

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

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## DEBT INFORMATION

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## Lewis & Clark County Debt Management

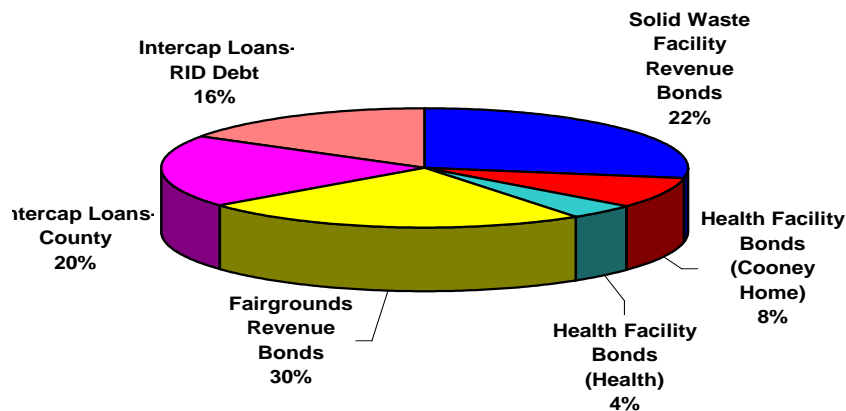
Debt in a governmental entity is an effective financial management tool. Active debt management provides fiscal advantages to county and its citizens. Debt can serve several different purposes. It is useful in matching costs to benefits of public assets. It is useful as an economic development tool.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

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

### Outstanding Debt

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

- Solid Waste Facility Revenue Bonds-\$3,022,574.
- Health Facilities Revenue Bonds (Cooney)-\$885,000
- Health Facilities Revenue Bonds(Health)-\$440,000
- Fairgrounds Revenue Bond-\$2,595,272
- County Loans \$2,156,493
- RID Debt-\$1,729,757



### Possible Debt in the Next Five Years

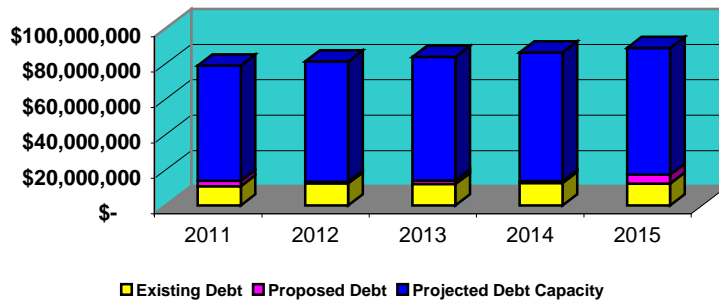
Listed below is a brief description of the County's possible debt issuances over the course of the next five-year period. Following this narrative description is a graphic depiction of the relative effects of these possible debt issuances in relation to the County's current debt and its remaining debt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

- A. **Health Facilities Expansion-\$8,000,000 million.** The Health Department is projecting outgrowing their current space within the next five years.
- B. **Detention Center-\$10,000,000 million.** The current detention center is overcrowded. A new facility will be needed based on significant growth in the County.
- C. **Open Space Bond Issue.** A bond issue approved by voters in November 2008 to issue \$10,000,000 million in debt to acquire conservation easements in the County.

### Debt Capacity

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

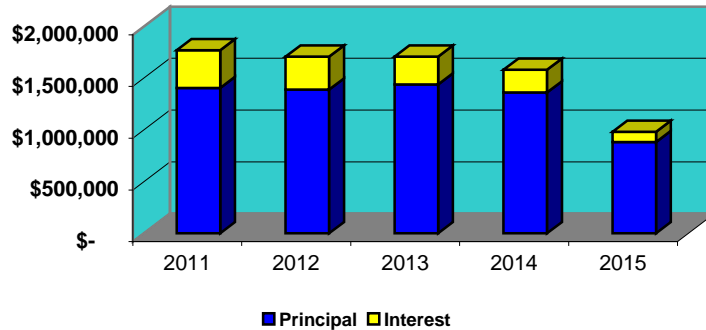
### EXISTING DEBT, PROPOSED DEBT, & PROJECTED DEBT CAPACITY



**Debt Service**

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

**SCHEDULE OF FUTURE PRINCIPAL AND INTEREST PAYMENTS**



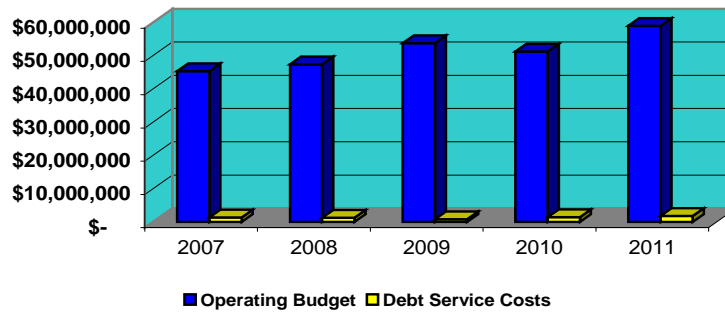
Most major debt obligations for the County are typically structured with declining interest payments and increasing principal payments—thereby resulting in relatively level debt service payments over the life of the bonds.

**Debt Service Costs Contrasted with the County’s Operating Budget**

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

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

DEBT SERVICE COSTS CONTRASTED WITH ANNUAL OPERATING BUDGET



**Bond Rating**

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

Lewis & Clark County continues to seek ways to improve and maintain these ratings so as to provide the finest quality services and lowest cost. Concentrated efforts have been made to maintain and improve the County's "high-grade" ratings for its general obligation bonds through innovations in financial and debt administration.

Since Lewis & Clark County has not incurred any debt in recent years, there has been no reason to obtain a general obligation bond rating.

**Management of Debt and Equity Funding of Capital Needs**

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

## Debt Management Policies

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

### Restrictions on Debt Issuance.

- 1) **Repayment of 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 FY2008</b>	<b>Actual FY2009</b>	<b>Actual FY2010</b>	<b>Adopted FY 2011</b>
<b>General Government</b>				
Legislative Services	3.00	3.00	3.00	3.00
Administrative Services	12.60	10.57	10.07	10.07
Treasurer - Clerk & Recorder	23.00	22.50	23.00	23.00
County Attorney	18.00	19.38	19.13	20.13
District Court	12.00	11.44	11.94	12.94
Justice Court	5.00	5.00	6.00	6.00
Superintendent of Schools	1.00	1.00	1.00	1.00
Planning & Community Development	12.00	12.00	12.00	11.50
Health Insurance	-	0.40	0.75	0.75
Information Technology	15.00	15.00	16.00	16.00
<b>Sub-Total General Government</b>	<b>101.60</b>	<b>100.29</b>	<b>102.89</b>	<b>104.39</b>
<b>Public Safety</b>				
Disaster & Emergency Services	2.00	2.00	2.00	2.00
Sheriff	73.50	72.00	72.69	76.88
Probation & Parole	-	-	-	-
Fire	-	-	-	-
Mental Health	-	-	-	-
Youth	-	-	-	-
Coroner	2.00	1.50	1.50	1.50
Radio Project	-	-	-	-
<b>Sub-Total Public Safety</b>	<b>77.50</b>	<b>75.50</b>	<b>76.19</b>	<b>80.38</b>
<b>Public Works</b>				
Administration	4.02	4.00	4.04	4.04
Bridge Maintenance	4.50	4.50	4.50	4.50
Road	13.50	13.50	14.35	14.35
Road Signs	1.00	1.00	1.00	1.00
Solid Waste Services	6.50	6.85	7.36	7.36
Facilities Administration	16.47	15.10	15.95	15.95
Weed Spraying	0.50	1.13	3.89	4.75
Forestvale Cemetery	3.00	2.88	4.62	4.62
<b>Sub-total Public Works</b>	<b>49.49</b>	<b>48.96</b>	<b>55.71</b>	<b>56.57</b>
<b>Public Health</b>				
Cooney Nursing Home	93.00	94.40	94.40	72.10
Public Health Administration	4.67	4.37	4.42	4.51
Community Health Promotion	2.31	3.00	3.08	5.08
Environmental Health	13.20	14.19	13.00	13.42
Disease Control & Prevention	22.55	21.06	22.21	18.91
Human Services	6.83	6.30	5.80	5.08
CHC Helena	28.30	30.03	30.47	31.60
CHC Lincoln	3.40	5.25	5.61	4.45
<b>Sub-total Public Health</b>	<b>174.25</b>	<b>178.60</b>	<b>178.99</b>	<b>155.15</b>
<b>Social &amp; Economic Services</b>				
Human Services	6.83	6.30	5.80	5.08
Senior Citizens	-	-	-	-
Extension Services	2.00	2.00	2.00	1.00
<b>Sub-Total Social &amp; Economic Services</b>	<b>8.83</b>	<b>8.30</b>	<b>7.80</b>	<b>6.08</b>
<b>Culture &amp; Recreation</b>				
Fair	5.00	6.00	7.25	7.26
<b>Sub-total Culture &amp; Recreation</b>	<b>5.00</b>	<b>6.00</b>	<b>7.25</b>	<b>7.26</b>
<b>GRAND TOTAL</b>	<b>416.67</b>	<b>417.65</b>	<b>428.83</b>	<b>409.83</b>



U.S. CONSUMER PRICE INDEX

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

GENERAL OBLIGATION BOND

Maximum Allowable Debt - Lewis & Clark County, Montana

Assessed Valuation: FY 11 Certified Market Value \$ 3,594,466,427

Factor Allowed for Indebtedness 2.5%

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Total Indebtedness Allowed \$ 89,861,661

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Less Current Indebtedness:

Intercap Loans	\$	2,156,493	
RSID Debt	\$	1,729,757	
Revenue Bonds		6,942,846	
Total Current Indebtedness	\$		10,829,096

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Maximum Indebtedness Available \$ 79,032,565

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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 (2000 estimate).....	55,716
Form of Government.....	Commission

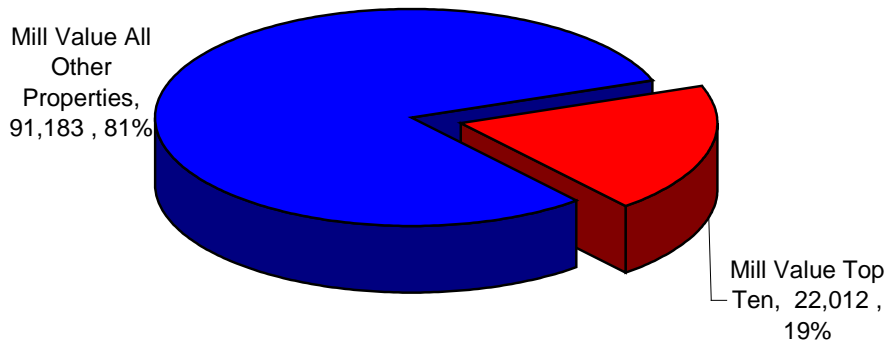
**TOP TEN TAXPAYERS**

LEWIS & CLARK COUNTY  
 TEN HIGHEST TAXPAYERS IN LEWIS & CLARK COUNTY  
 2009

Taxpayer	Taxable Value
NORTHWESTERN CORPORATION	\$ 11,279,195
VERIZON WIRELESS	3,140,079
PPL MONTANA LLC	2,631,013
QWEST	2,117,931
RAILWAYS	1,128,095
HELENA FEDERAL OFFICE COMPLEX, LLC	431,670
COSTCO	345,880
WALMART	324,608
WATERFORD ON SADDLE DRIVE, LLC	315,241
AMERICAN CHEMET CORPORATION	298,296
	<u>\$ 22,012,008</u>

TOP TEN TAXPAYERS AS COMPARED TO  
 REMAINING TAXPAYERS

Tax Year 2009 (FY 10) \_\_\_\_\_



**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 is 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).