

# **LEWIS & CLARK COUNTY**



## **APPROVED OPERATING AND CAPITAL BUDGET**

**FISCAL YEAR 2009-2010**

**Photograph:      Exhibition Hall, Lewis and Clark County  
Fairgrounds, Helena, Montana**

# **Lewis & Clark County, Montana**

**APPROVED  
OPERATING AND CAPITAL BUDGET  
Fiscal Year 2009 - 2010**

**COUNTY COMMISSION**

Andy Hunthausen [D] Chairman  
Mike A. Murray [D], (Member)  
Derek Brown [R], (Member)

**CHIEF ADMINISTRATIVE OFFICER**

Ron Alles

**COUNTY TREASURER / CLERK & RECORDER**

Paulette DeHart

**FINANCE DIRECTOR**

Nancy Everson



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## EXECUTIVE SUMMARY





# Lewis and Clark County

## Administrative Services and Financial Department

### Budget Message

October 21, 2009

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, 2010 (FY 10). 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 10. All county funds are included in the foregoing budget. The table reflects estimated revenues of \$64.7 million, budgeted expenditures of \$68.2 million, resulting in projected ending cash balances of \$17.5 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, 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	
Projected Beginning Cash Balances	\$ 1,797,178	\$ 7,393,529	\$ 773,712	\$ 4,705,164	\$ 2,970,245	\$ 3,399,007	\$ 21,038,835
Total Estimated Revenues	9,072,181	25,282,604	457,389	9,017,546	11,989,125	8,931,760	64,750,605
Budgeted Expenditures	9,471,085	27,611,941	595,828	9,401,683	11,786,351	9,334,804	68,201,692
Projected Ending Cash Balances	\$ 1,398,274	\$ 5,064,192	\$ 635,273	\$ 4,321,027	\$ 3,173,019	\$ 2,995,963	\$ 17,587,748



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 \$1.8 million, estimated revenues of \$9.0 million, budgeted expenditures of \$9.4 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 11. The county will continue to maintain a safe operating reserve.

#### **Special Revenue Funds**

- Special revenue funds reflect a beginning cash balance of \$7.4 million, estimated revenues of \$25.2 million, budgeted expenditures of \$27.6 million, resulting in a projected ending cash balance in the special revenue funds of \$5.0 million. Budgeted expenditures exceed estimated revenues by \$2.3 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 11. The county will continue to maintain a safe operating reserve.

#### **Debt Service Funds**

- Debt Service funds show a beginning balance of \$773,000, estimated revenues of \$457,000, budgeted expenditures of \$595,000, and a projected ending cash balance in the debt service funds of \$635,000. Cash balances in the debt service funds are expected to decrease by \$50,000 due to extra principal payments being made in FY10.

#### **Capital Project Funds**

- Capital project funds reflect beginning cash balances of \$4.7 million, estimate revenues of \$9.0 million, budgeted expenditures of \$9.4 million, resulting in projected ending cash balances of \$4.3 million. Budgeted expenditures exceed estimated revenues by \$.4 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**

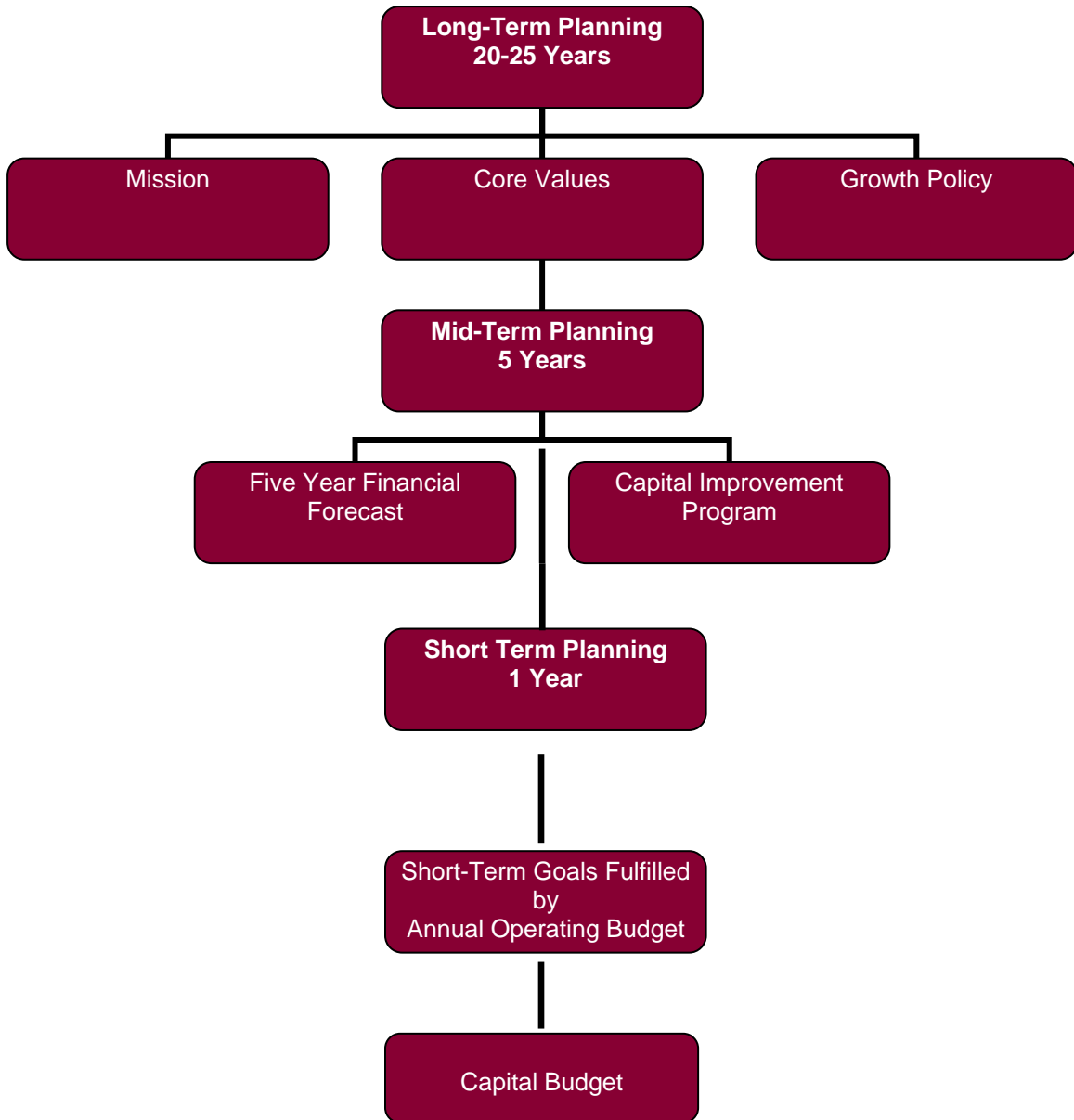
- Enterprise funds reflect beginning cash balances of \$2.9 million, estimated revenues of \$11.9 million, budgeted expenditures of \$11.7 million, and projected ending cash balances of \$3.1 million in the enterprise funds. The projected changes in cash balances are due to capital reserves established for future equipment purchases and projects.

## Planning Processes

Lewis & Clark 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 FY2010 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.
- Continued focus on managing and planning the significant growth in Lewis and 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 completed 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 10 Operating Budget is included in the budget on page K-5.

## STAFFING CHANGES

The final budget includes a net overall increase of 5.85 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.

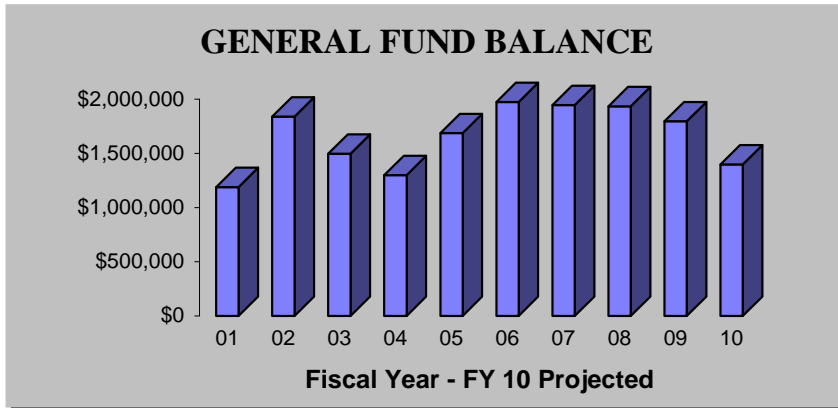
Staffing Changes (FTE)	
DEPARTMENT/DIVISION	Net Increase (Decrease)
Administration	0.50
Treasurer-Clerk & Recorder	0.50
County Attorney	(0.25)
District Court	0.50
Justice Court	1.00
Information Technology	1.00
Sheriff	1.69
Coroner	0.50
Public Works(reporting change to seasonal from temporary)	6.25
Public Health	0.39
Human Services	(0.50)
Fair	1.25
<b>TOTAL CHANGE</b>	<b>12.83</b>

## BUDGETARY TRENDS

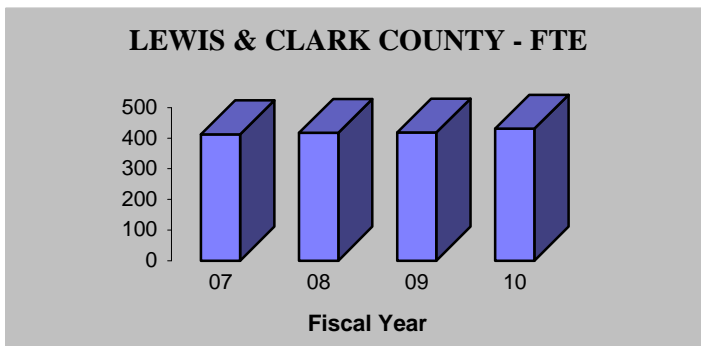
Shown below are a series of key financial indicators and budgetary trends that affect the ability of the county to sustain current service levels, while maintaining financial stability.

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

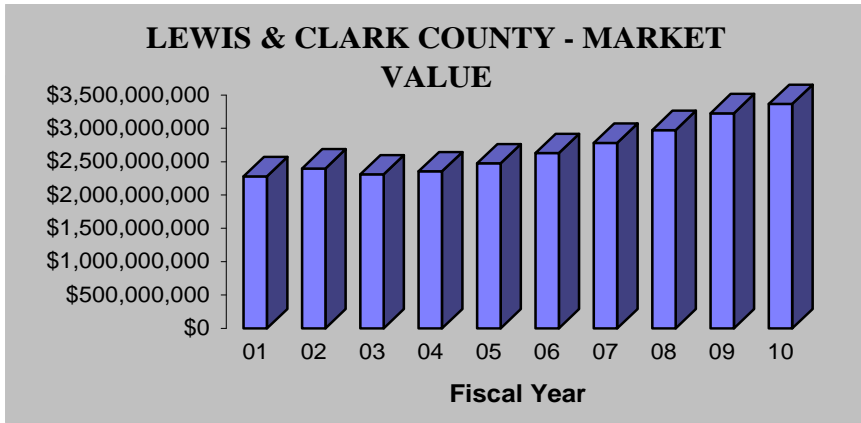


balance represents the best indicator of the county's overall financial health. Shown by the graph on the left is the county's actual general fund balance from FY 01 – FY 10. Fund balances for FY 10 are projected. The county's 2010 budget continues to be structurally balanced and the county will maintain a safe general fund reserve at the end of FY 10.

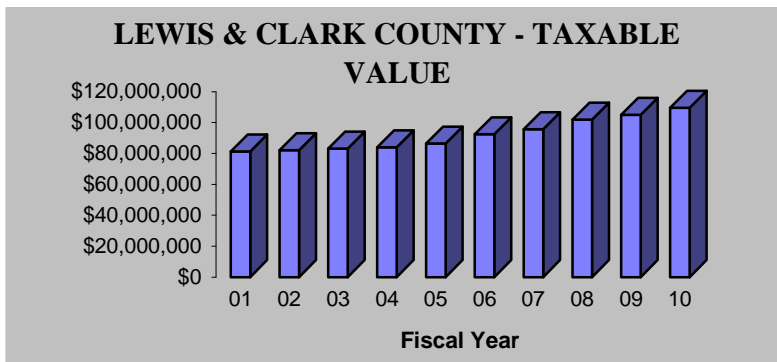


Full-time equivalent employees (FTE) is a key indicator mirroring the growth of the Lewis & Clark County. As shown by the graph, total FTE increased from 418.00 in fiscal year 2009 to 430.83 in 2010. The majority of this increase or approximately 8 FTE is due to a classification change in reporting from temporary to seasonal employees. One of the principal challenges continually facing the county is the on-going financial obligation of new employees necessary to meet the service demand that accompanies the rapid growth of the county. All indications are that the growth in Lewis & Clark County has experienced in the past will continue for the foreseeable future.

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 on the left. As shown by the graph, the county's market value has increased from \$2.2 billion in fiscal year 2001 to \$3.36 billion in fiscal year 2010, for a 35% 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 2.93%. Shown on the right is a history of the

county's actual taxable value since 2001. 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% 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	26	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 decided to create this new performance budget—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 created a very good Performance Budget in one year. 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 especially Nancy Everson who worked long hours to make this new budget document a reality.

Respectfully

Ron Alles, 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." Please review this for accuracy-Miral- this is accurate... 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

## FINANCIAL POLICIES

monitoring the budget, rather than deal with the county's finances on a "piece meal" basis.

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

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

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

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

### Budgeting Control System.

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

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

mechanism for the Commission and the administration to regularly monitor compliance with the adopted budget.

### Balanced Budget Definition and Requirement.

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

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

### Performance Measurement Integration.

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

## REVENUE POLICIES

### Diversification and Stabilization.

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

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

**3) Grant Opportunities.** The county will aggressively pursue opportunities for Federal or State grant funding. An aggressive policy of pursuing opportunities for Federal or State grant funding provides citizens assurance that the

county is striving to obtain all state and federal funds to which it is entitled--thereby reducing dependence upon local taxpayers for the support of local public services.

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

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

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

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

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

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

**User Fees.**

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

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

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

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

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



## FINANCIAL POLICIES

- 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 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.

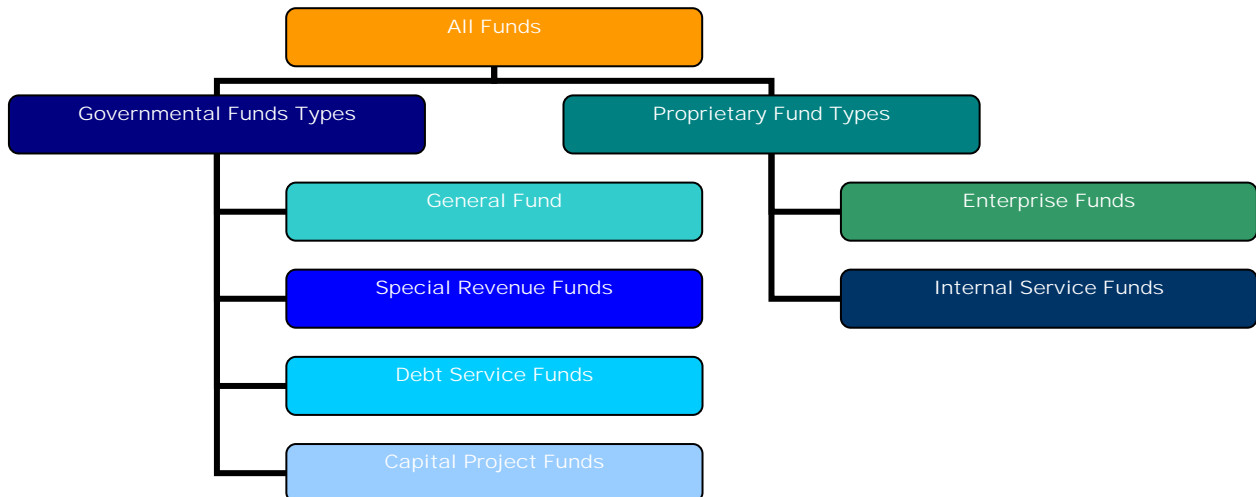
**Internal Service Funds** – account for the financing of goods or services provided by one department to other departments of the County,

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.

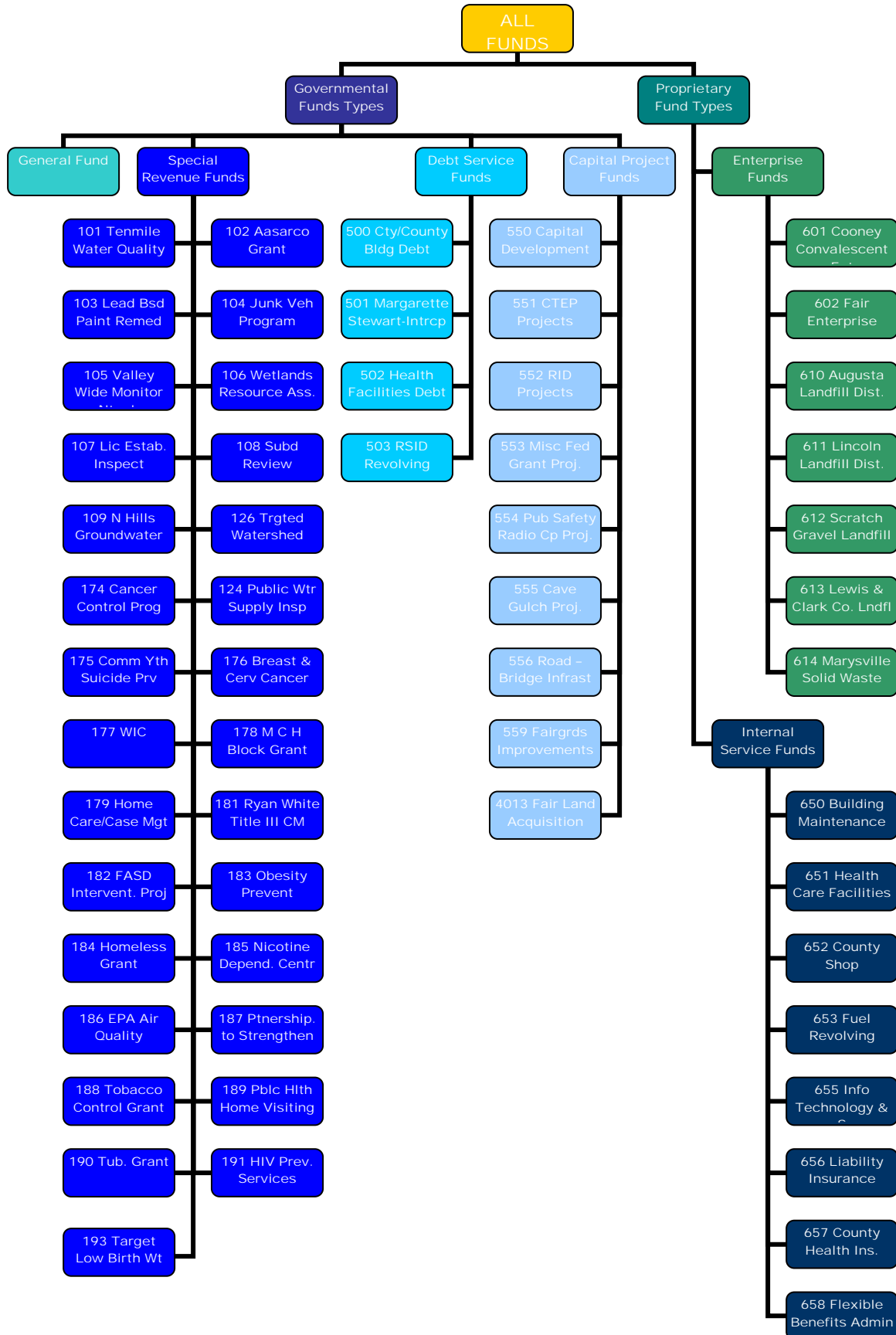
### CONSISTENCY WITH AUDITED FINANCIAL STATEMENTS

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)

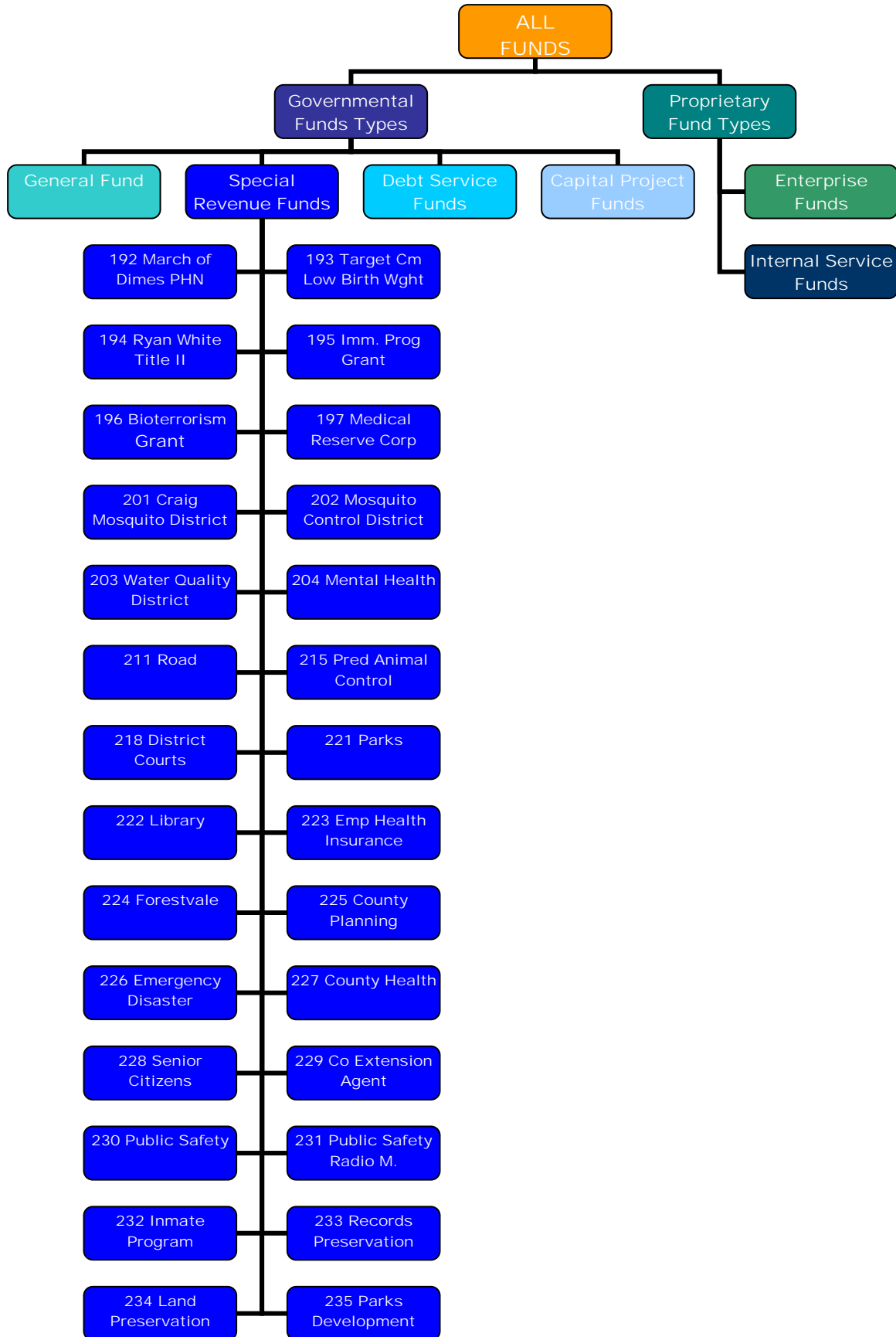
Shown below is a graphic summary of the County's fund Structure. The following three pages provide a detailed organizational graphic presentation of each of the County's funds.



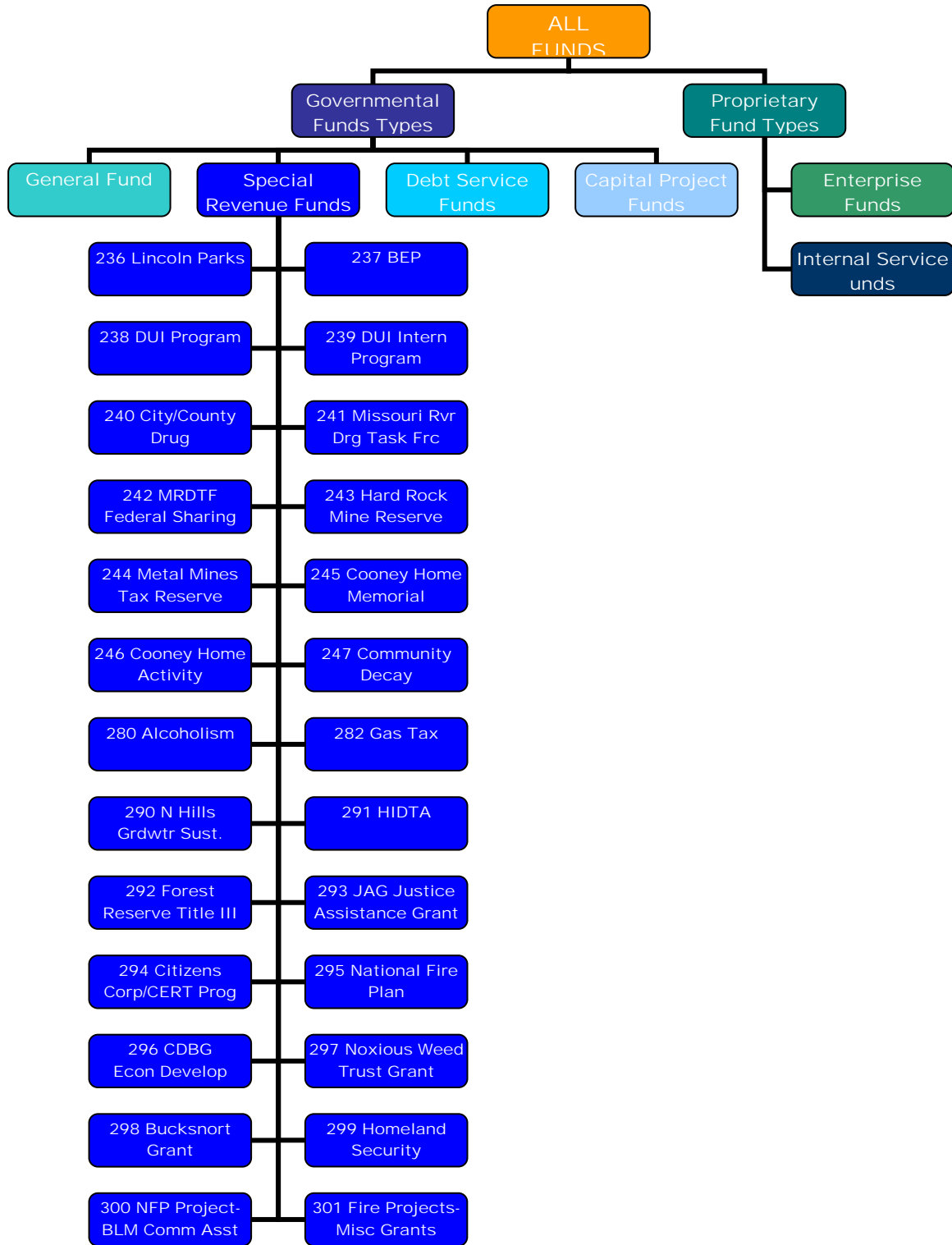
# FINANCIAL STRUCTURE



# FINANCIAL STRUCTURE

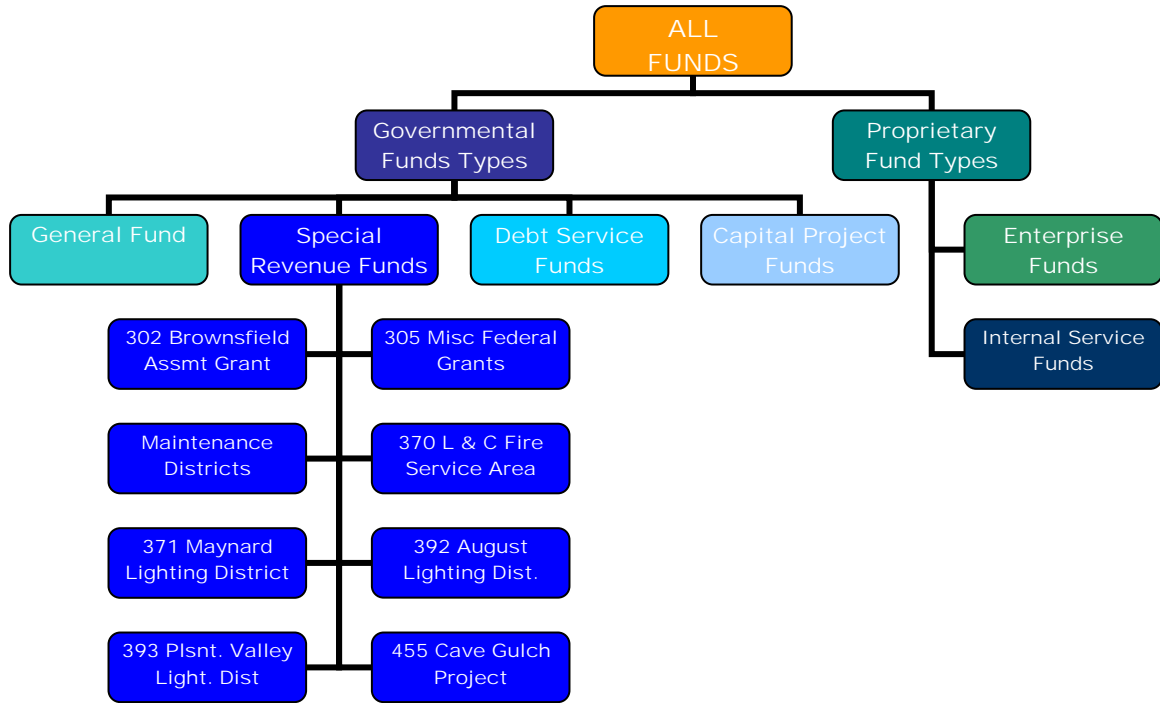


# FINANCIAL STRUCTURE





**FINANCIAL STRUCTURE**



# ORGANIZATIONAL UNITS

## FUNCTIONS, DEPARTMENTS, PROGRAMS/ACTIVITIES

### 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 service 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 seven functions in the county's operating structure are:

- General Government
- Public Safety
- Public Works
- Public Health
- Social and Economic Services
- Culture 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 functional area of Public Safety.

### PROGRAM/ACTIVITY

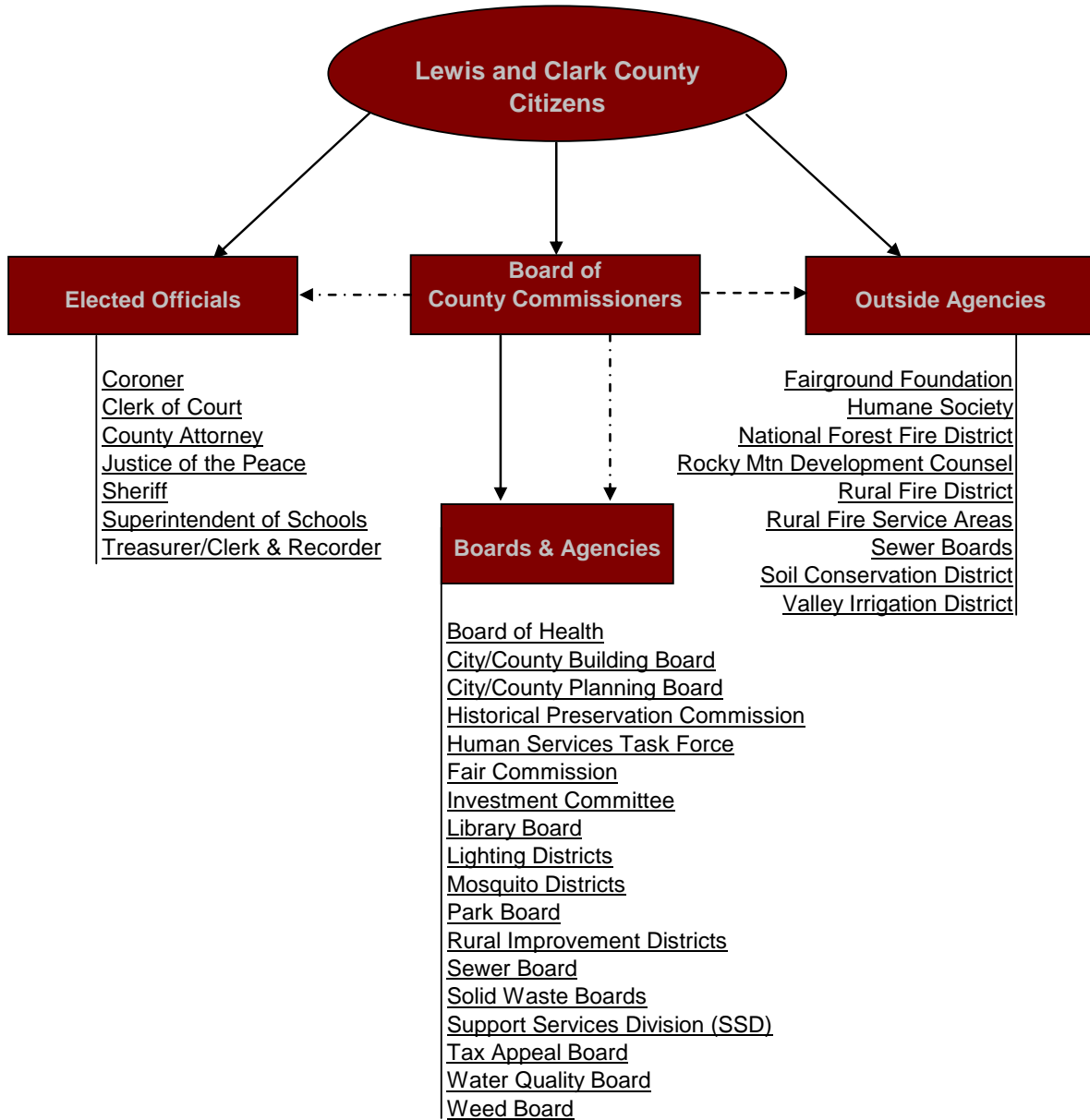
Programs/Activities of a Department are the specific services and task performed in the pursuit of its objectives and goals.

### PROGRAM/ACTIVITY BUDGET DESCRIPTORS

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

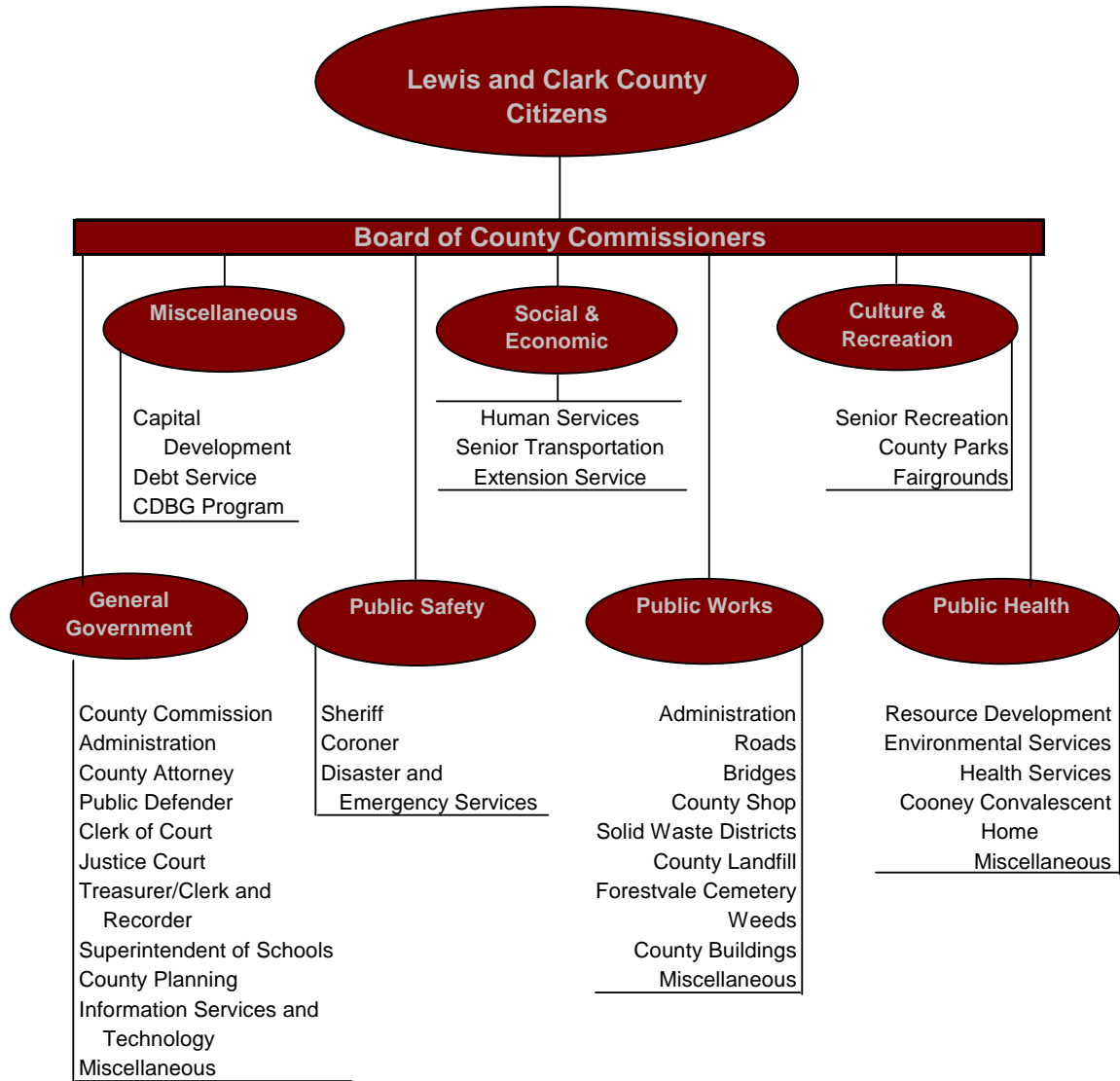
- Program Description
- Goals & Objectives
- Department Budget
- Department Personnel
- Performance Measures
- Workload Indicators

Lewis and Clark County, Montana  
ORGANIZATIONAL CHART



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

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



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## FINANCIAL SUMMARY

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**OVERVIEW OF BUDGETED RESOURCES**

**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	
Projected Beginning Cash Balances	\$ 1,797,178	\$ 7,393,529	\$ 773,712	\$ 4,705,164	\$ 2,970,245	\$ 3,399,007	\$ 21,038,835
Total Estimated Revenues	9,072,181	25,282,604	457,389	9,017,546	11,989,125	8,931,760	64,750,605
Budgeted Expenditures	9,471,085	27,611,941	595,828	9,401,683	11,786,351	9,334,804	68,201,692
Projected Ending Cash Balances	\$ 1,398,274	\$ 5,064,192	\$ 635,273	\$ 4,321,027	\$ 3,173,019	\$ 2,995,963	\$ 17,587,748

# OVERVIEW OF BUDGETED RESOURCES

## 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	
Projected Beginning							
Cash Balances	\$ 1,797,178	\$ 7,393,529	\$ 773,712	\$ 4,705,164	\$ 2,970,245	\$ 3,399,007	\$ 21,038,835
<u>Estimated Revenues</u>							
Taxes & Assessments	4,684,755	14,865,430	159,860	-	1,284,287	-	20,994,332
Licenses & Permits	178,750	1,600	-	-	-	-	180,350
Intergovernmental	2,557,262	5,545,187	28,173	4,023,985	280,000	-	12,434,607
Charges for Services	1,167,444	1,487,777	-	-	7,938,052	20,000	10,613,273
Fines & Forfeitures	93,500	483,627	-	-	-	-	577,127
Miscellaneous	10,000	1,732,358	257,511	651,000	2,150,551	-	4,801,420
Investment Earnings	192,000	52,494	11,845	140,000	60,995	56,823	514,157
Transfers/loan proceeds	188,470	1,114,131	-	4,202,561	275,240	72,990	5,853,392
Internal Service	-	-	-	-	-	8,781,947	8,781,947
Total Estimated Revenues	9,072,181	25,282,604	457,389	9,017,546	11,989,125	8,931,760	64,750,605
<u>Budgeted Expenditures</u>							
General Government	6,867,238	3,289,380	-	1,560,770	-	6,711,565	18,428,953
Public Safety	344,494	10,093,034	-	243,060	-	-	10,680,588
Public Works	1,552,570	6,562,424	-	6,921,103	2,627,483	2,623,239	20,286,819
Public Health	162,631	4,276,156	-	25,750	6,596,370	-	11,060,907
Social and Economic Services	544,152	745,114	-	-	-	-	1,289,266
Culture and Recreation	-	2,645,833	-	651,000	2,562,498	-	5,859,331
Economic Development	-	-	-	-	-	-	-
Debt Service	-	-	595,828	-	-	-	595,828
Internal Service	-	-	-	-	-	-	-
Miscellaneous Expenditures	-	-	-	-	-	-	-
Total Budgeted Expenditures	9,471,085	27,611,941	595,828	9,401,683	11,786,351	9,334,804	68,201,692
Projected Change in							
Cash Balances	(398,904)	(2,329,337)	(138,439)	(384,137)	202,774	(403,044)	(3,451,087)
Projected Ending							
Cash Balances	\$ 1,398,274	\$ 5,064,192	\$ 635,273	\$ 4,321,027	\$ 3,173,019	\$ 2,995,963	\$ 17,587,748

# OVERVIEW OF BUDGETED RESOURCES

## 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>Actual 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	1,681,317	375,425	-	1,979,379	18,502	4,120,427
Investment Earnings	165,752	108,094	13,436	147,178	42,645	44,719	521,824
Transfers/loan proceeds	200,743	1,315,464	655,687	3,493,803	3,288,317	155,890	9,109,904
Internal Service						9,312,198	9,312,198
<b>Total Revenues</b>	<b>8,858,809</b>	<b>25,018,207</b>	<b>1,229,267</b>	<b>9,332,433</b>	<b>13,012,801</b>	<b>9,581,991</b>	<b>67,033,508</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	4,013,795	-	-	5,811,940	-	9,979,958
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>23,960,465</b>	<b>1,261,578</b>	<b>9,189,710</b>	<b>13,031,027</b>	<b>9,203,169</b>	<b>65,642,884</b>



# OVERVIEW OF BUDGETED RESOURCES

## SUMMARY OF MAJOR REVENUES, EXPENDITURES AND OTHER FINANCING SOURCES/USES July 1, 2007 through June 30, 2008 (FY 08)

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
<u>Revenues</u>							
Taxes & Assessments	4,202,910	14,460,666	158,901	-	1,161,725		19,984,202
Licenses & Permits	175,912	875					176,787
Intergovernmental	1,556,346	4,548,613	26,552	1,399,738	70,452	-	7,601,701
Charges for Services	1,132,120	1,331,819			5,965,766	19,939	8,449,644
Fines & Forfeitures	92,098	436,986					529,084
Miscellaneous	61,579	1,724,010	261,553	61,213	1,675,079	11,407	3,794,841
Investment Earnings	398,943	189,601	20,115	194,192	180,470	102,585	1,085,906
Transfers/loan proceeds	181,086	1,017,639	420,958	2,760,894	5,001,265	129,930	9,511,772
Internal Service						8,261,932	8,261,932
Total Revenues	7,800,994	23,710,209	888,079	4,416,037	14,054,757	8,525,793	59,395,869
<u>Expenditures</u>							
General Government	5,492,296	3,113,097	-	1,571,418	-	6,023,612	16,200,423
Public Safety	282,250	8,517,446	-	395,379	-	-	9,195,075
Public Works	1,408,746	3,697,485	-	1,970,311	2,556,027	2,336,420	11,968,989
Public Health	146,238	3,767,393	-	32,054	5,434,845	-	9,380,530
Social and Economic Services	503,977	808,844	-	-	-	-	1,312,821
Culture and Recreation	-	2,462,908	-	-	7,488,563	-	9,951,471
Economic Development	-	473,389	-	-	-	-	473,389
Debt Service	-	-	764,181	-	-	-	764,181
Internal Service	-	-	-	-	-	-	-
Miscellaneous Expenditures	-	-	-	-	-	-	-
Total Expenditures	7,833,507	22,840,562	764,181	3,969,162	15,479,435	8,360,032	59,246,879

# OVERVIEW OF BUDGETED RESOURCES

## PROJECTED CHANGES IN CASH BALANCES DETAIL OF ALL FUNDS Fiscal Year 2009-2010

Fund #	Fund Name	Projected	FY - 10		Projected
		Beginning Balances 7-1-09	Estimated Revenues	Budgeted Expenditures	Ending Balances 6-30-10
<b>001</b>	<b>General Fund</b>	<b>1,797,178</b>	<b>\$ 9,072,181</b>	<b>\$ 9,471,085</b>	<b>\$ 1,398,274</b>
<b><u>SPECIAL REVENUE FUNDS</u></b>					
101	Tenmile Water Quality	(11,539)	30,000	27,782	(9,321)
102	Aasarco Grant	(7,010)	212,000	151,916	53,074
103	Lead Based Paint Remed	-	-	-	-
104	Junk Vehicle Program	-	92,228	92,288	(60)
105	Valley Wide Monitor Ntwrk	-	-	-	-
106	Wetlands Resource Assess	-	-	-	-
107	Lic Establishment Inspect	(18,751)	215,793	214,631	(17,589)
108	Subdivision Review	(1)	20,000	19,853	146
109	N HILLS GROUNDWTR SUSTAIN	1	-	-	1
122	Sourcewater Assessmnt Prg	-	-	-	-
123	EPHTP Comm Needs Assmt	-	-	-	-
124	Public Water Supply Insp	(2,315)	8,750	8,750	(2,315)
125	Lake Helena Water Project	(250)	11,360	11,360	(250)
126	Targeted Watershed Grant	(41,083)	241,154	201,685	(1,614)
174	Comp Cancer Control Program	10,531	35,000	46,807	(1,276)
175	Community Yth Suicide Prv	23,904	10,000	35,015	(1,111)
176	Breast & Cervical Cancer	(9,526)	75,150	78,204	(12,580)
177	WIC	(46,481)	202,783	222,843	(66,541)
178	M C H Block Grant	1,316	126,226	128,310	(768)
179	Home Care/Case Management	104,773	352,151	352,783	104,141
180	Lead Screening Grant	-	-	-	-
181	Ryan White Title III CM	2	4,846	4,934	(86)
182	FASD Interventions Proj	-	-	833	(833)
183	MT Napa Obesity Prevention	(3,830)	15,000	12,914	(1,744)
184	Homeless Grant	(8,078)	334,368	302,866	23,424
185	Nicotine Dependency Centr	-	-	-	-
186	EPA Air Quality	(8,601)	43,968	39,968	(4,601)
187	Partnership to Strengthen	-	-	1,255	(1,255)
188	Tobacco Control Grant	(7,536)	129,180	120,056	1,588
189	Pblc Hlth Home Visiting	553	77,623	78,911	(735)
190	Tuberculosis Grant	(2,573)	4,000	4,000	(2,573)
191	HIV Prevention Services	(21,716)	76,306	76,724	(22,134)
192	March of Dimes PHN	-	-	-	-
193	Target Cm Low Birth Wght	39,659	141,271	128,050	52,880
194	Ryan White Title II	(730)	7,000	7,020	(750)
195	Immunization Prog Grant	(8,393)	22,210	22,178	(8,361)
196	Bioterrorism Grant	19,054	104,798	107,649	16,203
197	Medical Reserve Corp	1	-	-	1
201	Craig Mosquito District	3,590	11,020	7,385	7,225
202	Mosquito Control District	76,154	143,230	164,170	55,214
203	Water Quality District	85,040	264,179	277,366	71,853
204	Mental Health	61,600	81,745	66,350	76,995
211	Road	1,143,697	3,314,142	3,663,393	794,446
215	Pred Animal Control	1,756	1,600	1,625	1,731
218	District Courts	395,531	1,128,552	1,194,160	329,923
221	Parks	35,425	30,568	48,087	17,906

## OVERVIEW OF BUDGETED RESOURCES

222	Library	-	2,439,327	2,439,327	-
223	Employer Health Insurance	(76,979)	721,618	721,618	(76,979)
224	Forestvale	130,789	299,585	333,791	96,583
225	County Planning	288,996	1,121,744	1,180,207	230,533
226	Emergency Disaster	3,349	-	-	3,349
227	County Health	449,020	1,396,429	1,457,694	387,755
228	Senior Citizens	37,398	125,904	132,040	31,262
229	Co Extension Agent	81,597	161,034	188,897	53,734
230	Public Safety	2,071,381	8,750,479	8,808,468	2,013,392
231	Public Sfty Radio Maint.	202,165	89,594	292,160	(401)
232	Inmate Programs	48,984	49,900	68,961	29,923
233	Records Preservation	19,000	105,640	89,924	34,716
234	Land Preservation	-	-	-	-
235	Parks Development	359,746	25,000	150,000	234,746
236	Lincoln Parks	11,278	7,500	8,419	10,359
237	BEP	14,299	27,170	27,649	13,820
238	DUI Program	8,647	99,821	97,564	10,904
239	DUI Intern Program	5,207	1,000	6,662	(455)
240	City/County Drug	29,626	5,000	750	33,876
241	Missouri Rvr Drg Task Frc	30,434	115,100	115,896	29,638
242	MRDTF Federal Sharing	34,401	25,200	23,500	36,101
243	Hard Rock Mine Reserve	8,861	-	-	8,861
244	Metal Mines Tax Reserve	4,217	-	-	4,217
245	Cooney Home Memorial	5,289	-	-	5,289
246	Cooney Home Activity	531	-	-	531
247	Community Decay	7,777	32,000	30,814	8,963
280	Alcoholism	27,537	110,140	110,140	27,537
282	Gas Tax	395,586	263,000	454,028	204,558
290	N Hills Groundwater Susta	-	-	-	-
291	HIDTA	(14,479)	155,412	149,431	(8,498)
292	Forest Reserve Title III	1	-	-	1
293	JAG-Justice Assist Grant	306	43,916	43,916	306
294	Citizens Corp/CERT Progr	499	-	-	499
295	National Fire Plan	(3,931)	377,000	357,786	15,283
296	CDBG-Economic Development	-	-	-	-
297	Noxious Weed Trust Grant	15,537	125,920	123,420	18,037
298	Bucksnot Grant	-	-	-	-
299	Homeland Security	-	-	-	-
300	NFP Project-BLM Comm Asst	180	166,426	166,426	180
301	Fire Projects-Misc Grants	(1)	-	-	(1)
302	Brownsfield Assmt Grant	(63,822)	120,000	53,990	2,188
305	Misc Federal Grants	-	-	-	-
0	Maintenance Districts	1,415,587	692,144	1,987,792	119,939
370	L&C Fire Service Area	40,342	61,400	68,550	33,192
<b>Total Special Revenue Funds</b>		<b>7,393,529</b>	<b>25,282,604</b>	<b>27,611,941</b>	<b>5,064,192</b>

## OVERVIEW OF BUDGETED RESOURCES

### DEBT SERVICE FUNDS:

500	City/County Bldg Debt	-	-	-	-
501	Margarette Stewart-Intrcp	-	-	-	-
502	Health Facilities Debt	20,951	188,033	208,730	254
503	RSID Revolving	310,316	8,500	-	318,816
504-516	Debt Service Districts	442,445	260,856	387,098	316,203
<b>Total Debt Service Funds</b>		<b>773,712</b>	<b>457,389</b>	<b>595,828</b>	<b>635,273</b>

### CAPITAL PROJECT FUNDS

550	Capital Development	5,222,597	2,800,580	3,514,820	4,508,357
551	CTEP Projects	(25,115)	386,763	358,515	3,133
552	RID Projects	(20,756)	1,005,199	984,443	-
553	Misc Federal Grant Prjcts	(1)	-	-	(1)
554	Pub Safety-Radio Cap Prjt	-	-	-	-
555	Cave Gulch Project	-	-	-	-
556	Road/Bridge Infrast Proj	(471,561)	4,174,004	3,892,905	(190,462)
559	Fairgrounds Improv	-	651,000	651,000	-
<b>Total Capital Project Funds</b>		<b>4,705,164</b>	<b>9,017,546</b>	<b>9,401,683</b>	<b>4,321,027</b>

### ENTERPRISE FUNDS:

601	Cooney Convalescent Ent	427,196	6,579,165	6,596,370	409,991
602	Fair Enterprise	414,929	2,547,107	2,562,498	399,538
610	Augusta Landfill Dist	54,331	59,860	79,273	34,918
611	Lincoln Landfill District	89,920	136,600	181,783	44,737
612	Scratch Gravel Landfill	781,474	1,057,772	1,161,627	677,619
613	Lewis & Clark Co Landfill	1,167,440	1,580,062	1,168,900	1,578,602
614	Marysville Solid Waste	34,955	28,559	35,900	27,614
<b>Total Enterprise Funds</b>		<b>2,970,245</b>	<b>11,989,125</b>	<b>11,786,351</b>	<b>3,173,019</b>

### INTERNAL SERVICE FUNDS

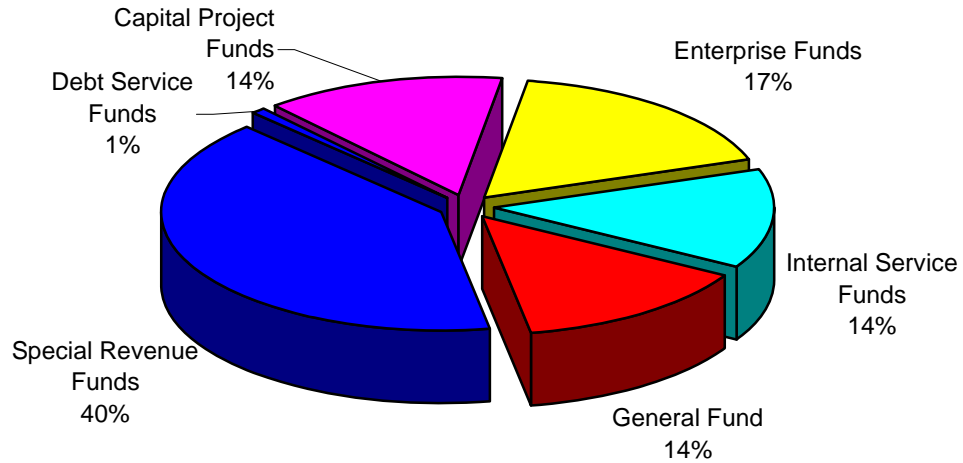
650	Building Maintenance	428,437	1,305,241	1,417,566	316,112
651	Health Care Facilities	201,741	330,029	312,677	219,093
652	County Shop	283,521	524,790	511,447	296,864
653	Fuel Revolving	18,089	390,351	381,549	26,891
655	Info Technology & Service	1,507,556	2,048,904	2,390,988	1,165,472
656	Liability Insurance	353,373	647,414	555,000	445,787
657	County Health Insurance	606,290	3,685,031	3,765,577	525,744
658	Flexible Benefits Admin	-	-	-	-
<b>Total Internal Service Funds</b>		<b>3,399,007</b>	<b>8,931,760</b>	<b>9,334,804</b>	<b>2,995,963</b>

<b>Total All Funds</b>	<b>\$ 21,038,835</b>	<b>\$ 64,750,605</b>	<b>\$ 68,201,692</b>	<b>\$ 17,587,748</b>
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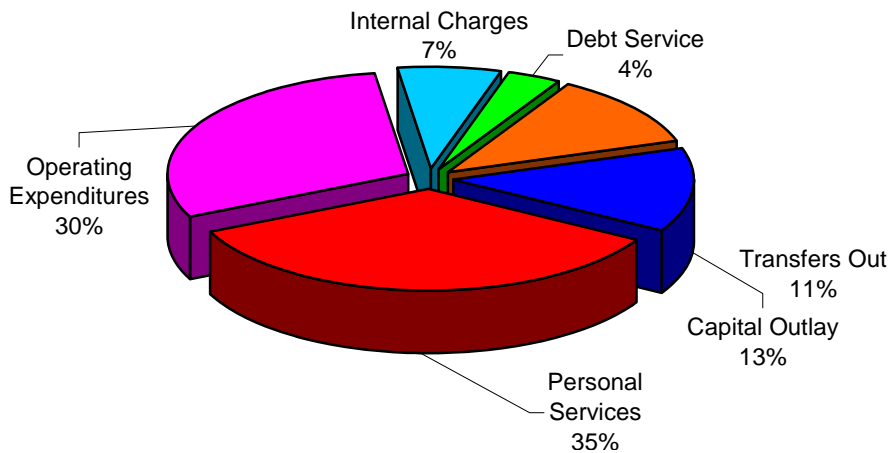
APPROPRIATED EXPENDITURES  
BY MAJOR FUND GROUP

FY 10 \_\_\_\_\_



APPROPRIATED EXPENDITURES  
BY OBJECT CATEGORY

FY 10 \_\_\_\_\_



# MILL VALUE & LEVY ANALYSIS

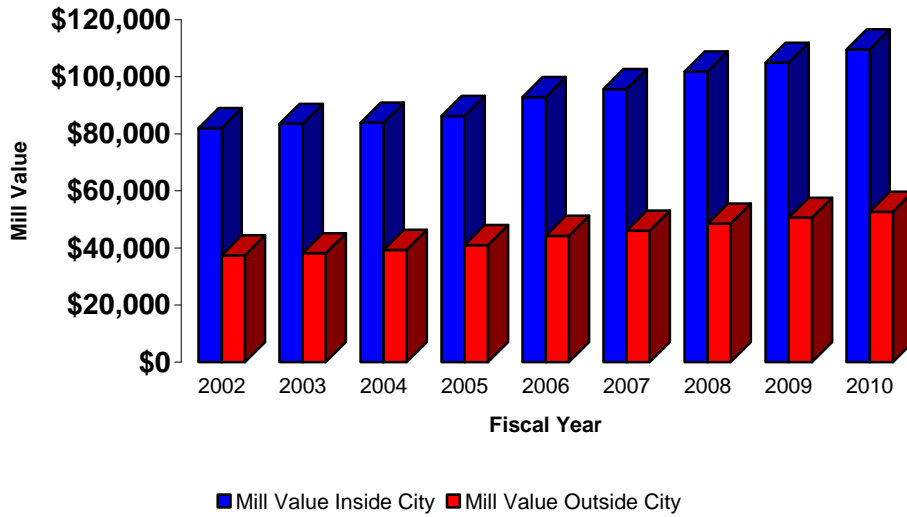
## LEWIS AND CLARK COUNTY ANALYSIS OF COUNTY MILL VALUES & LEVIES FISCAL YEARS 2002 TO 2010

MILL VALUES	Fiscal Year									
	2002	2003	2004	2005	2006	2007	2008	2009	2010	
Mill Value Inside City	\$ 81,998	\$ 83,524	\$ 83,917	\$ 86,296	\$ 92,867	\$ 95,719	\$ 101,888	\$ 104,921	\$ 109,542	
Mill Value Outside City	37,469	38,151	39,367	41,027	44,263	46,029	48,547	50,586	52,652	
<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	
CITY COUNTY HEALTH	6.00	6.15	6.44	6.67	6.93	7.13	7.08	7.22	7.30	
DISTRICT COURT	2.58	2.66	2.81	2.93	3.06	3.17	3.16	3.22	3.26	
PARKS	0.08	0.08	0.09	0.09	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	
MENTAL HEALTH	0.55	0.56	0.59	0.61	0.63	0.65	0.65	0.66	0.67	
SENIOR CITIZENS	0.85	0.87	0.91	0.94	0.98	1.01	1.00	1.02	1.03	
COUNTY EXTENSION	1.06	1.09	1.14	1.18	1.23	1.27	1.26	1.28	1.29	
PUBLIC SAFETY	24.15	24.69	25.82	26.70	27.69	28.46	28.22	28.77	29.11	
HEALTH FACILITIES	3.00	3.00	2.07	1.80	1.75	1.55	1.15	1.10	1.13	
PERMISSIVE MEDICAL LEVY	9.00	9.00	8.55	8.55	7.94	7.67	8.20	7.97	6.61	
ENTITLEMENT LEVY	4.49	4.59	4.80	4.96	5.14	5.28	5.23	5.33	5.39	
TOTAL LEVIES INSIDE CITIES NOT VOTED	85.91	87.40	89.98	92.56	95.10	97.15	96.66	98.08	97.79	
<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	
LIBRARY	14.50	14.82	15.50	16.02	16.61	17.07	16.92	13.52	13.52	
FAIRGROUNDS	-	-	-	11.09	11.50	11.82	11.71	11.94	12.08	
TOTAL VOTED LEVY	36.43	37.24	38.94	51.34	53.23	54.71	54.23	51.56	52.00	
<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	
Total Inside Incorporated Cities	131.63	134.14	138.85	154.16	158.97	162.80	161.74	160.70	160.98	
<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	
PLANNING	2.45	2.49	2.57	2.64	2.69	2.76	2.72	2.76	2.83	
EMERGENCY DISASTER	-	-	2.00	-	-	-	-	-	-	
TOTAL LEVIES OUTSIDE NOT VOTED	20.64	20.96	23.62	22.24	22.65	23.20	22.86	23.19	23.75	
<b>VOTED MILL LEVIES OUTSIDE CITY:</b>										
ROAD	-	-	-	-	-	-	10.30	10.45	10.70	
TOTAL MILL LEVIES OUTSIDE CITY	20.64	20.96	23.62	22.24	22.65	23.20	33.16	33.64	34.45	
TOTAL COUNTY MILLS	152.27	155.10	162.47	176.40	181.62	186.00	194.90	194.34	195.43	

# MILL VALUE & LEVY ANALYSIS

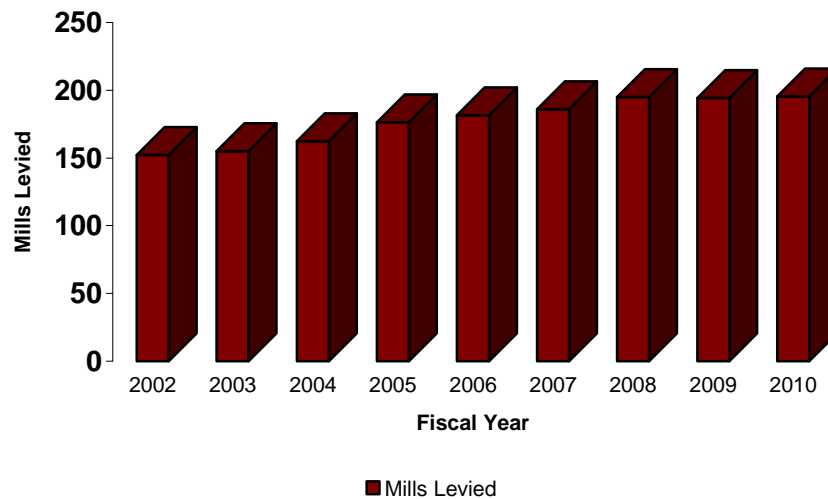
## MILL VALUE TRENDS

Fiscal Year 2010 (FY 10) \_\_\_\_\_



## MILL LEVY TRENDS

Fiscal Year 2010 (FY 10) \_\_\_\_\_

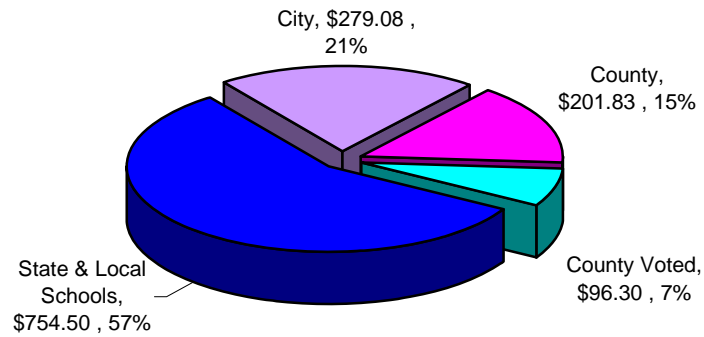




# PROPERTY TAXES BY JURISDICTION

## PROPERTY TAXES BY JURISDICTION – INSIDE CITY

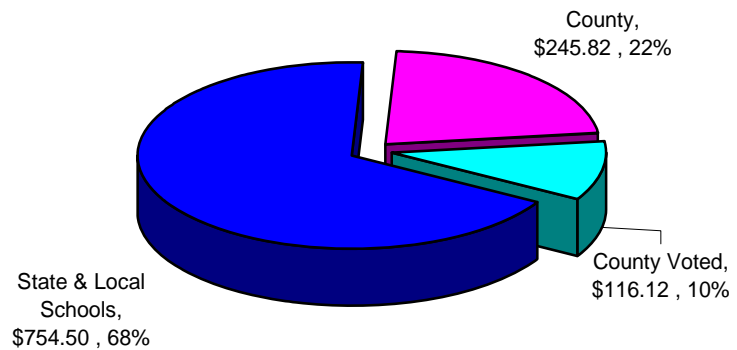
Fiscal Year 2009 (FY 09) \_\_\_\_\_  
(Example based on a residential property with a market value of \$100,000)



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## PROPERTY TAXES BY JURISDICTION – OUTSIDE CITY

Fiscal Year 2009 (FY 09) \_\_\_\_\_  
(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.

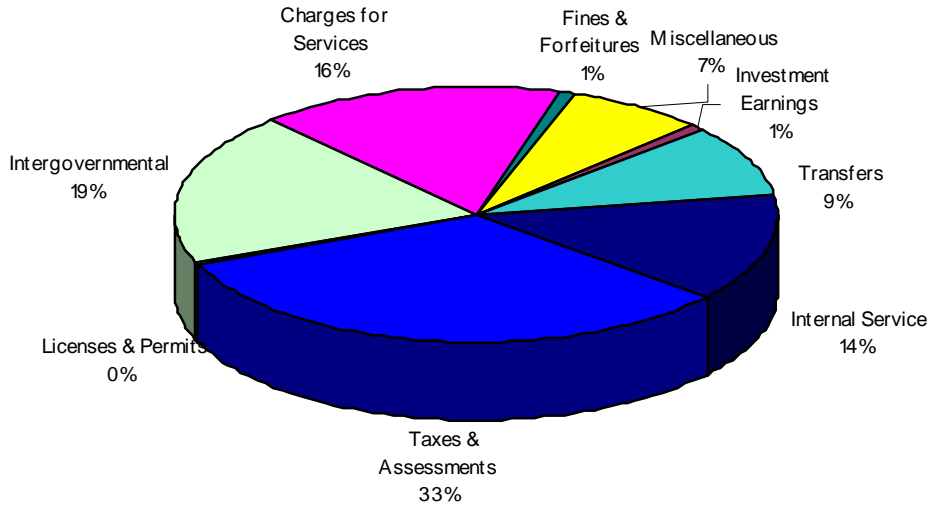
Shown on the following page are two pie charts which give a graphic overview of total county revenues—one by type described above and the other by major fund group.

# MAJOR REVENUE SOURCES

Assumptions, Estimates, & Trends

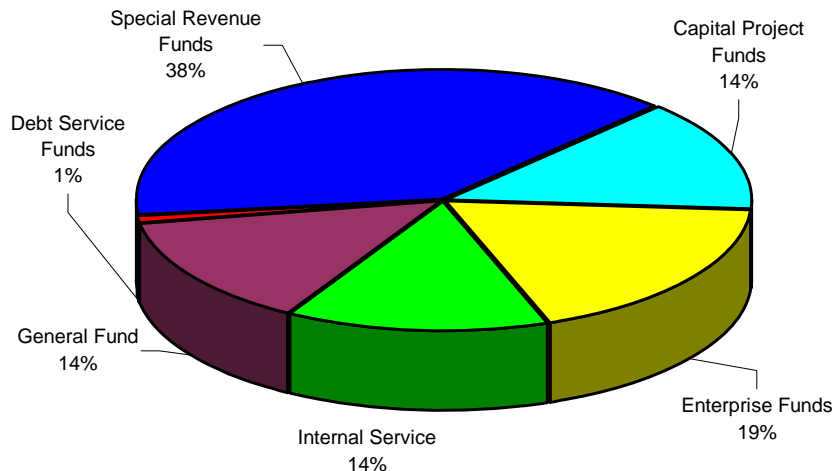
## Estimated Revenues by Type – All Funds – Fiscal year 2009-10

As depicted by the graph of revenues by type below, taxes and assessments and intergovernmental make up the two largest categories of county revenues for FY 10 (52%). Charges for services revenues make up the next largest category (16%). Finally, internal charges account for 14% of the total. These four revenue categories make up 82% of county revenues.



## Estimated Revenues by Fund – All Funds – Fiscal year 2009-10

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 (14%), Enterprise (19%), Special Revenue Funds (38%), and Capital Projects (14%), make up 85% 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.

Overall, the County's practice is to budget revenues conservatively and to use as much information as possible in order to enhance the accuracy of revenue estimates. By identifying and utilizing as many

## MAJOR REVENUE SOURCES

### Assumptions, Estimates, & Trends

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

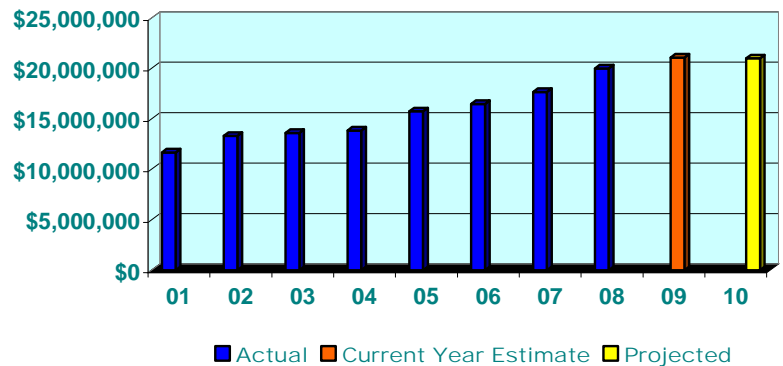
Individual revenue categories, their trends, and estimates follow.

### Key Revenue Estimates & 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 significant growth in the County

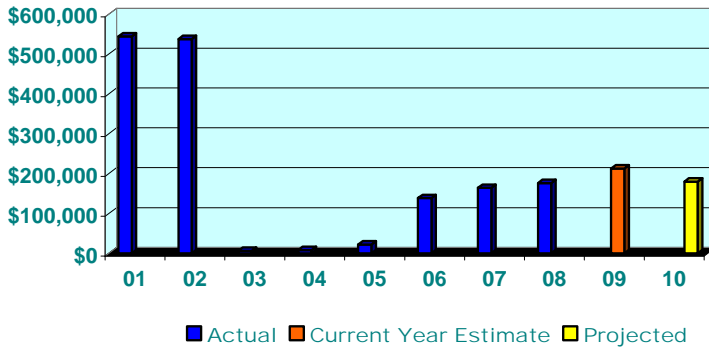
Taxes & Assessments



# MAJOR REVENUE SOURCES

## Assumptions, Estimates, & Trends

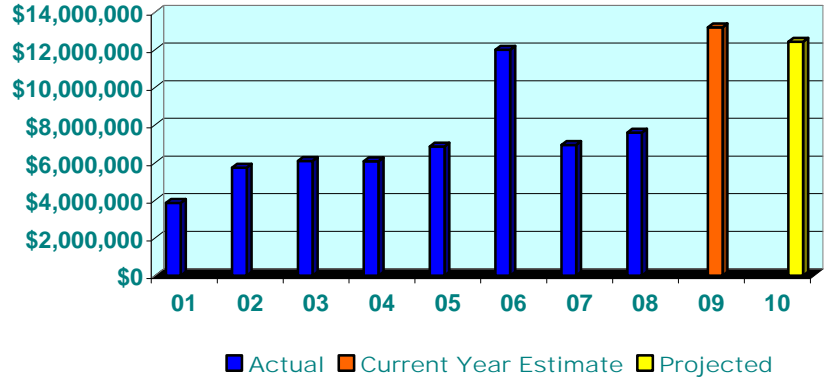
### Licenses & Permits



Shown by the graph on the left are the county's License & Permit revenues. Licenses & permits include Franchise fees, business licenses, and liquor licenses. Beginning in 2002 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.

### Intergovernmental Revenue

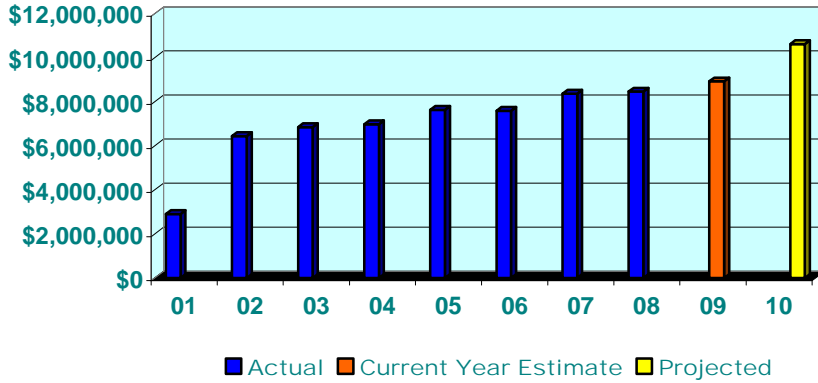
Shown by the graph on the right are the county's Intergovernmental Revenues. Intergovernmental revenues include entitlement money received from the state, Payment in Lieu of Tax revenue from the Federal government. Grants comprise the largest share of this revenue. The increase in FY05 was due to a very large grant for a county wide radio project. In FY09 federal monies for the reconstruction of the Marysville Road were budgeted.



# MAJOR REVENUE SOURCES

## Assumptions, Estimates, & Trends

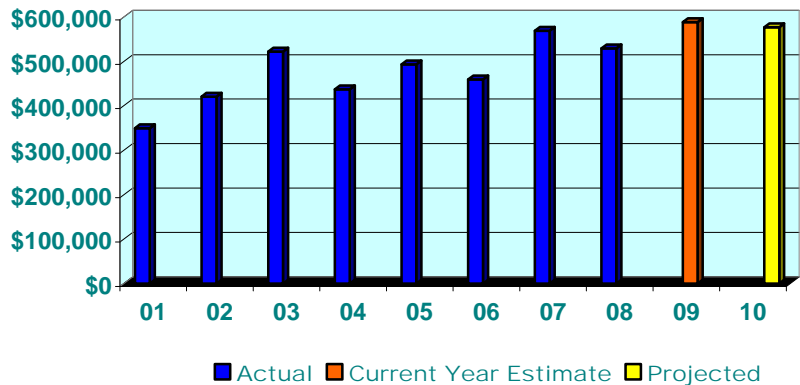
### Charges for Services



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 from 2004 to 2006 was due largely to the number of refinanced homes which increased the Clerk and Recorder fees. For 2009 rate increases reflect the increased growth in the County.

### Fines & Forfeitures

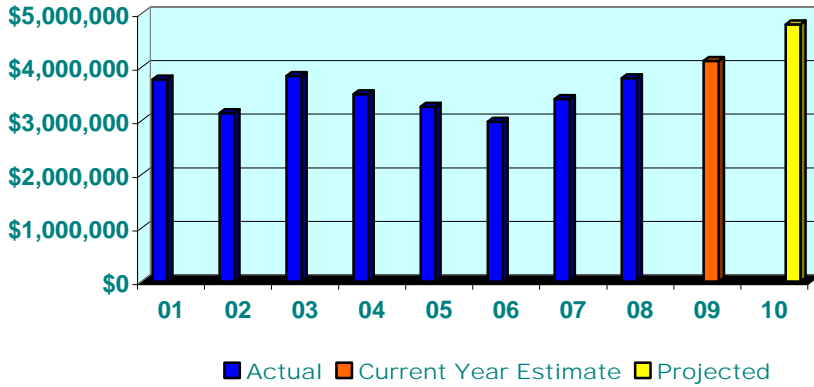
Shown by the graph on the right are the county's Fine & Forfeiture revenues. Fine & forfeiture revenues include Justice Court fines and Civil fines. Steady growth in these fees is the result of growth in the County.



# MAJOR REVENUE SOURCES

## Assumptions, Estimates, & Trends

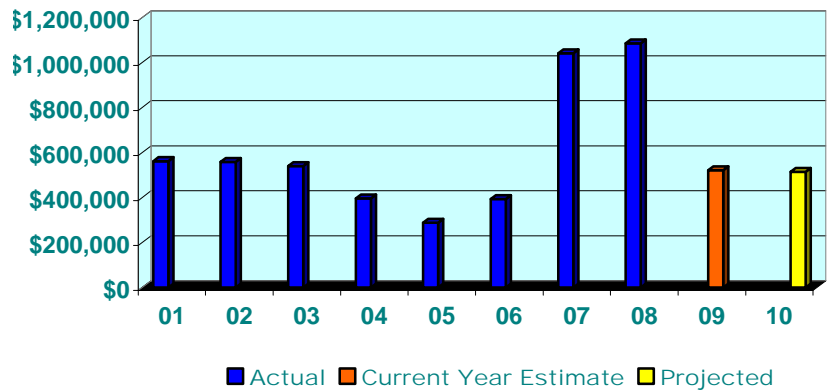
### Miscellaneous Revenues



Shown by the graph on the left are the county's Miscellaneous Revenues. Miscellaneous revenues include donations, SID assessments and revenues which are typically received once or a limited number of years. The increase in FY09 is due to loan proceeds for the purchase of a scraper and other capital projects.

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. Economic conditions for 2009 are reflected in interest earnings projected.

### Investment Earnings

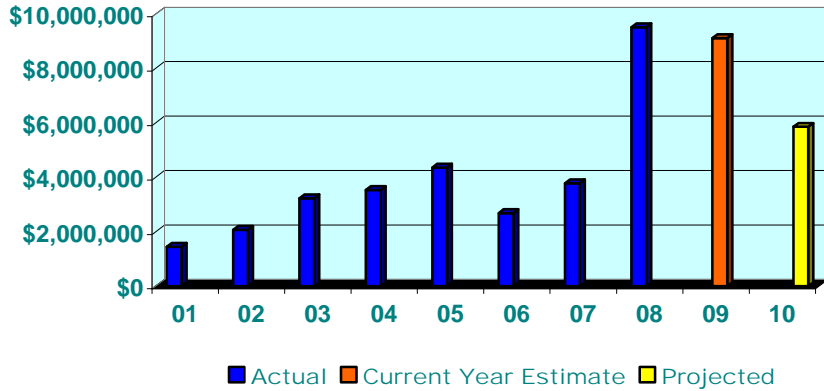




# MAJOR REVENUE SOURCES

## Assumptions, Estimates, & Trends

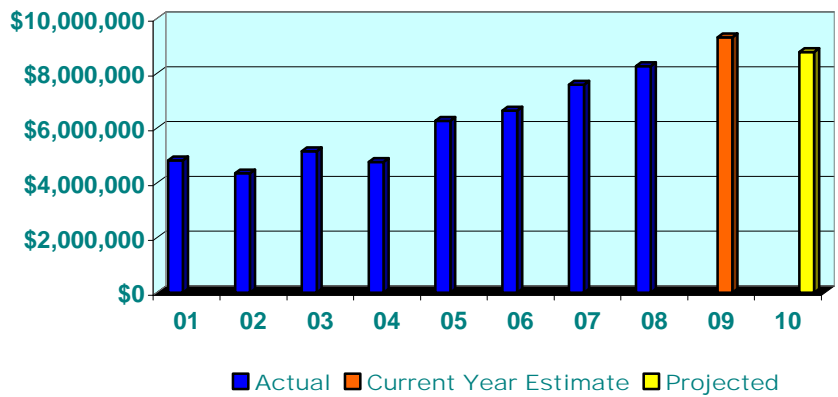
### Interfund Transfers



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

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.

### Internal Service





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 ensure that all decisions of the Commission protect the health, safety and general welfare of the citizens of Lewis and Clark County.
- To improve and enhance the efficiency, effectiveness and productivity of every County function through budget administration and performance management.
- To improve and maintain County infrastructure and public facilities.
- To continue the commitment to our employees through funding of the market based pay plan.
- To continue funding department and county- wide Capital Improvement Plans to ensure that capital needs are adequately funded.
- To continue efforts to plan for and effectively manage growth projections in the County.

Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 246,676	\$ 263,001	\$ 363,573	\$ 100,572	38%
Operating Expenditures	41,361	39,646	52,746	13,100	33%
Internal Charges	21,111	23,111	23,958	847	4%
Debt Service	-	-	-	-	-
Transfers Out	7,241	1,000	5,500	4,500	450%
Capital Outlay	-	-	-	-	-
<b>Total</b>	<b>\$ 316,389</b>	<b>\$ 326,758</b>	<b>\$ 445,777</b>	<b>\$ 119,019</b>	<b>36%</b>

Funding Summary

Funding Sources	Actual FY2008	Budget FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ 316,389	\$ 326,758	\$ 445,777	\$ 119,019	36%
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
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-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
<b>Total</b>	<b>\$ 316,389</b>	<b>\$ 326,758</b>	<b>\$ 445,777</b>	<b>\$ 119,019</b>	<b>36%</b>

## 2010 Budget Highlights

### Personnel Services

- The FY10 Budget includes a 1.5% COLA and market adjustments.

### Operating Expenditures

- Inflationary increases only.

### Capital Outlay

- None budgeted for FY10.

### Transfers

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

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## Staffing Summary

Title	Actual FY2008	Actual FY2009	Adopted FY 2010
County Commissioners	3.00	3.00	3.00
<b>Total</b>	<b>-</b>	<b>3.00</b>	<b>3.00</b>

**Workload Indicators**

Indicator	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . Resolutions Passed	154	140	136	140
2 . Commission Meetings Held	98	94	119	119
3 . Public Hearings Held	n/a	25	57	50

## 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 FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 646,806	\$ 691,440	\$ 815,595	\$ 124,155	18%
Operating Expenditures	72,476	50,228	246,827	196,599	391%
Internal Charges	85,109	94,595	94,838	243	0%
Debt Service	-	-	-	-	
Transfers Out	783,972	953,135	721,618	(231,517)	-24%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 1,588,363</b>	<b>\$ 1,789,398</b>	<b>\$ 1,878,878</b>	<b>\$ 89,480</b>	<b>5%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ 804,391	\$ 836,263	\$ 1,157,260	\$ 320,997	38%
223 Employer Health Insurance	783,972	953,135	721,618	(231,517)	-24%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
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-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 1,588,363</b>	<b>\$ 1,789,398</b>	<b>\$ 1,878,878</b>	<b>\$ 89,480</b>	<b>5%</b>

## 2010 Budget Highlights

### Personnel Services

- The FY10 Budget includes funding for a Public Information Officer, a new position and a .5 energy conservation grant funded position. It also reflect a .5 FTE decrease for an Administrative Float.. Also included is a 1.5% COLA and market adjustments.

### Operating Expenditures

- Increase is due to a proposed federal energy grant . Contracted services also increased by \$20,000 for a contract for temporary help as needed throughout the County.

### Capital Outlay

- None budgeted for FY09.

### Transfers

- Transfers are from the levied health insurance fund to reimburse departments for a portion of health care premiums. The decrease is due to a change in state statute eliminating enterprise funds from the reimbursement.

## Staffing Summary

Title	Actual FY2008	Actual FY2009	Adopted FY 2010
Chief Administrative Officer	1.00	1.00	1.00
Director of Finance	1.00	1.00	1.00
Budget Coordinator	1.00	1.00	1.00
Director of Human Resources	1.00	0.95	0.95
Human Resource Analyst II	-	0.70	-
Human Resources Analyst	1.70	0.70	1.40
Human Resources-specialist	0.90	0.90	0.90
Grants Coordinator	1.00	1.00	1.00
Public Information Officer			1.00
Executive Secretary	1.00	1.00	1.00
Administrative Assistant	1.00	0.82	0.82
Administrative Clerk	1.00	1.00	1.00
Administrative Float	2.00	0.50	-
<b>Total</b>	<b>-</b>	<b>12.60</b>	<b>10.57</b>
			<b>11.07</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 and Clark County according to federal and state election laws. The Department also assists in elections for school districts. Additional activities include training for deputy registrars and election judges, signature verification on petition drives, processing absentee votes and registering voters. This department maintains the voter registration files for approximately 36,500 voters in 54 precincts in Lewis and Clark County. Maps of the boundaries are available in the Clerk and Recorder's Office. Approximately 350 temporary election judges are needed to work each election.

**Treasurer-Clerk and Recorder/Records Department** - is responsible for the recording and microfilming of documents including warranty deeds, mortgages, contracts, leases, military discharges, mining claim locations, annual representatives, county resolutions and minute actions. The Department also files birth and death certificates, federal tax liens, and notices of action, attachments, judgments, executions and other miscellaneous documents. In addition, the Department processes realty transfer certificates, which are used by the Department of Revenue to determine the market value of real property. This Department processes approximately 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 and Clark County and its component units. Provides random audits to satellite departments. They also ensure compliance with auditors and produce the comprehensive annual financial report. They track and pay school bonds, Rural Special Improvement District bonds, and investments.

**Treasurer-Clerk and Recorder/Motor Vehicle Department** - is responsible for the registration and titling of all motor vehicles including mobile homes. The department processed 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 and Clark County through book refurbishing and technology.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 1,129,662	\$ 1,166,808	\$ 1,231,624	\$ 64,816	6%
Operating Expenditures	380,676	555,420	595,684	40,264	7%
Internal Charges	179,891	200,250	200,684	434	0%
Debt Service	17,543	-	-	-	
Transfers Out	84,177	91,156	55,931	(35,225)	-39%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 1,791,949</b>	<b>\$ 2,013,634</b>	<b>\$ 2,083,923</b>	<b>\$ 70,289</b>	<b>3%</b>

## Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ 1,656,893	\$ 1,850,305	\$ 1,993,999	\$ 143,694	8%
233 Record Preservation	135,056	163,329	89,924	(73,405)	-45%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
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-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 1,791,949</b>	<b>\$ 2,013,634</b>	<b>\$ 2,083,923</b>	<b>\$ 70,289</b>	<b>3%</b>

## 2010 Budget Highlights

**Personnel Services**

- The FY10 Budget a .5 increase for Motor Vehicle. It also includes a 1.5% COLA and market adjustments.

**Operating Expenditures**

- Increase in election judge fees and increase in ballot programming costs and automark maintenance.

**Capital Outlay**

- Replacement of two servers.

**Transfers**

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

## Staffing Summary

Title	Actual FY2008	Actual FY2009	Adopted FY 2010
Treasurer/Clerk and Recorder/Auditor	1.00	1.00	1.00
Accounting Manager	1.00	1.00	1.00
Accounting Analyst	1.00	1.00	1.00
Accounting Clerk III	1.00	1.00	1.00
Accounting Clerk	1.00	1.00	1.00
Elections Administrator	1.00	1.00	1.00
Elections Clerk	2.00	2.00	2.00
Delinquent Tax Specialist	1.00	1.00	1.00
Property Tax Specialist II	1.00	1.00	1.00
Property Tax Specialist	1.00	1.00	1.00
Records Manager	1.00	1.00	1.00
Records Clerk	3.00	3.00	3.00
Motor Vehicle Supervisor	1.00	1.00	1.00
Motor Vehicle Specialist II	2.00	2.00	2.00
Motor Vehicle Specialist	5.00	4.50	5.00
<b>Total</b>	<b>-</b>	<b>23.00</b>	<b>23.00</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . Average amount of interest distributed monthly	\$ 218,047	\$ 197,632	93,705	\$ 150,200
2 . Personal Property Delinquency Figures	\$ 278,966	\$ 168,362	20,085	\$ 280,000
FY2008 Personal Property Delinquency amount decreased due to the billing being done in July of 2009.				

## Workload Indicators

Indicator	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . Total amount receipted through Motor Vehicles	\$ 10,904,727	\$ 11,128,943	10,570,830	\$ 10,800,000
2 . Total number of tax bills mailed	37,691	38,898	39,099	39,000
3 . Interest Earnings (General Fund)	\$ 384,905	\$ 327,621	137,280	\$ 160,000
Interest Earnings (All Funds)	\$ 2,616,570	\$ 2,371,584	949,040	\$ 950,000
4 . Number of moving declarations issued	136	137	118	125
5 . Treasurers collection fees	\$ 13,529	\$ 15,397	4,479	\$ 3,500
6 . Average cash balance per month	\$ 52,466,963	\$ 54,695,373	52,291,434	\$ 52,000,000

Treasurers collection fees decreased in FY2009 due to a decrease in assignment and redemption activity.



## Program Description

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

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## Goals & Objectives

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

## Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 983,416	\$ 1,076,616	\$ 1,070,684	\$ (5,932)	-1%
Operating Expenditures	195,303	189,686	229,214	39,528	21%
Internal Charges	116,549	123,695	119,766	(3,929)	-3%
Debt Service				-	
Transfers Out	136,724	192,299	146,412	(45,887)	-24%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 1,431,992</b>	<b>\$ 1,582,296</b>	<b>\$ 1,566,076</b>	<b>\$ (16,220)</b>	<b>-1%</b>

## Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ 1,116,538	\$ 1,243,271	\$ 1,269,837	\$ 26,566	2%
239 DUI Intern Program	7,272	5,795	6,662	867	15%
240 City/County Drug	-	585	750	165	28%
241 Missouri Rvr Drg Task Frc	177,959	177,958	115,896	(62,062)	-35%
242 MRDTF Federal Sharing	31,283	50,863	23,500	(27,363)	-54%
291 HIDTA	98,939	103,824	149,431	45,607	44%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 1,431,991</b>	<b>\$ 1,582,296</b>	<b>\$ 1,566,076</b>	<b>\$ (16,220)</b>	<b>-1%</b>

## 2010 Budget Highlights

**Personnel Services**

- The FY10 includes a 1.5% COLA and market adjustments. Decrease in Personnel is due to retirement of long time employee.

**Operating Expenditures**

- Increase of \$25,000 for contract attorneys to assist with workload.

**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	Adopted FY 2010
County Attorney	1.00	1.00	1.00
Senior Deputy County Attorney	2.00	2.00	1.00
Deputy County Attorney II	2.00	2.00	2.00
Deputy County Attorney	3.00	4.00	5.00
Legal Assistant	1.00	0.88	0.88
Victim Assistance Coordinator	1.00	1.00	1.00
Legal Secretary II	2.00	2.00	2.00
Legal Secretary I	2.00	2.00	2.00
Administrative Assistant	2.00	2.50	2.00
Legal Secretary/Receptionist	1.00	1.00	1.00
Court Service Officer	1.00	1.00	1.00
File Clerk			0.25
<b>Total</b>	<b>18.00</b>	<b>19.38</b>	<b>19.13</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual CY 2006	Actual CY 2007	Actual CY 2008	Adopted CY 2009
1 . Felony Informations	329	421	474	450
2 . Felony PTR	174	210	229	215
3 . Mental Commitments	75	94	80	85
4 . Abuse - Neglect	32	42	39	40
5 . Justice Court Formal Complaints	838	610	849	850
Citations	4,700	6291	4,617	5,000

Workload Indicators

Indicator	Actual CY 2006	Actual CY 2007	Actual CY 2008	Adopted CY 2009
1 . Civil Cases		186+	198	200
2 . Youth Court Petitions		61	43	50
3 . Restitution Transfers		\$96,131.89	\$ 104,905	\$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 and 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 and 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.
- Actively advocate for web-based access to district court record through the Montana Supreme Court Commission on Technology.
- Maintaining all filed documents in a digital format.
- Implement the Full Court new case management system, provided by the Montana Supreme Court.
- Obtain additional training on the use of court technology to assist implementation of the Montana Supreme Court Rules on Access and Privacy.
- Recruit and train additional volunteer mediators and counselors for the Children First Parenting Orientation.
- Provide quality services to the district court jurors.

Financial Summary

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Budget FY2010</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 533,187	\$ 573,336	\$ 614,089	\$ 40,753	7%
Operating Expenditures	65,848	88,094	95,700	7,606	9%
Internal Charges	284,798	299,921	290,603	(9,318)	-3%
Debt Service	-	-	-	-	-
Transfers Out	11,820	1,000	1,000	-	0%
Capital Outlay	-	-	-	-	-
<b>Total</b>	<b>\$ 895,653</b>	<b>\$ 962,351</b>	<b>\$ 1,001,392</b>	<b>\$ 39,041</b>	<b>4%</b>

Funding Summary

<b>Funding Sources</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Budget FY2010</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
218 District Courts	895,653	962,351	1,001,392	\$ - 39,041	4%
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
<b>Total</b>	<b>\$ 895,653</b>	<b>\$ 962,351</b>	<b>\$ 1,001,392</b>	<b>\$ 39,041</b>	<b>4%</b>

## 2010 Budget Highlights

**Personnel Services**

- The FY09 Budget includes a 2.8% COLA and market based increases.

**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

Title	Actual FY2008	Actual FY2009	Adopted FY 2010
Clerk of Court	1.00	1.00	1.00
District Court Supervisor	1.00	1.00	1.00
Small Claims Judge	1.00	0.44	0.44
Legal Clerk/Bailiff	3.00	3.00	4.00
Legal Clerk II	1.00	1.00	1.00
Legal Clerk	5.00	5.00	4.50
<b>Total</b>	<b>-</b>	<b>12.00</b>	<b>11.94</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . Satisfactory or Above Service - Main Office	99%	100%	98%	99%
Promptness	100%	98%	99%	99%
Courtesy of Help	99%	98%	99%	99%
Efficiency				
*Out of 100 responses				
2 . Satisfactory or Above Access to District Court	100%	98%	98%	99%
Promptness	99%	98%	99%	99%
Courtesy of Help	100%	97%	99%	99%
Ease of Scheduling Hearings	99%	85%	95%	99%
3 . Documents filed in Digital Format/Imaged	90%	99%	99%	99%
4 . Satisfactory or Above Experience on Jury Duty	100%	99%	99%	99%

Workload Indicators

Indicator	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . Number of Marriage Licenses Issued	506	488	596	605
2 . Number of Small Claims Cases Filed	176	180	136	190
3 . Number of All Other Cases Filed	3,275	3,385	3,782	4,160
4 . Number of Cases Reopened	1,089	1,080	1,135	1,248
5 . Number of Cases Disposed	3,389	3,684	3,875	4,262
6 . Jury Trial Information:				
Number of Jurors Serving	678	572	641	705
Number of Days of Criminal Trial	31	29	32	36
Number of Days of Civil Trials	36	11	10	11
Criminal Juror Costs	\$ 15,818	\$ 14,295	\$ 16,489	\$ 18,137
Civil Juror Costs	\$ 16,994	\$ 4,868	\$ 9,517	\$ 10,468
TOTAL DAYS	67	40	23	47
TOTAL COSTS	\$ 32,812	\$ 19,163	\$ 26,006	\$ 28,605



## Program Description

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

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

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

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## Goals & Objectives

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

Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 261,578	\$ 269,588	\$ 328,572	\$ 58,984	22%
Operating Expenditures	26,234	26,050	31,595	5,545	21%
Internal Charges	47,147	49,837	47,696	(2,141)	-4%
Debt Service				-	
Transfers Out	1,500	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 336,459</b>	<b>\$ 345,475</b>	<b>\$ 407,863</b>	<b>\$ 62,388</b>	<b>18%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ 336,459	\$ 345,475	\$ 407,863	\$ 62,388	18%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
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	-	-	-	-	
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	-	-	-	-	
<b>Total</b>	<b>\$ 336,459</b>	<b>\$ 345,475</b>	<b>\$ 407,863</b>	<b>\$ 62,388</b>	<b>18%</b>

2010 Budget Highlights

**Personnel Services**

- Increase of 1.0 FTE to assist with the workload. COLA 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	Adopted FY 2010
Justice of the Peace	1.00	1.00	1.00
Justice Court Coordinator	1.00	1.00	1.00
Justice Court Clerk	3.00	3.00	4.00
<b>Total</b>	<b>-</b>	<b>5.00</b>	<b>6.00</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . Satisfactory or Above Rating, Main Office Promptness Courtesy of Assistance Efficiency Knowledge	99%	99%	100%	100%
2 . Documents filed in Digital Format/Imaged	0%	0%	0%	0%

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

## Workload Indicators

Indicator	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . Complaints filed by citation	4,671	6,159	5,979	6,200
2 . Criminal Complaints filed by the County Attorney	1,084	783	819	820
3 . Civil Complaints	2,194	2,161	2,404	2,300
4 . Orders of Protection	137	134	95	100
5 . Small Claims	2	1	1	2
6 . Search Warrants	33	43	26	30
7 . Disposed Cases	7,020	7,298	7,351	7,500
8 . Assessed Fines/Restitution/Fees	491,814	506,274	513,145	525,000

## Program Description

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

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

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

There are seven operating school districts and one non-operating school district in Lewis and Clark County with a total of 28 schools. Student population is comprised of 9,415 public school students and 617 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

### Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 80,049	\$ 84,099	\$ 88,228	\$ 4,129	5%
Operating Expenditures	8,013	6,373	6,001	(372)	-6%
Internal Charges	6,811	7,387	7,544	157	2%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 94,873</b>	<b>\$ 97,859</b>	<b>\$ 101,773</b>	<b>\$ 3,914</b>	<b>4%</b>

### Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ 94,873	\$ 97,859	\$ 101,773	\$ 3,914	4%
	-	-	-	-	
	-	-	-	-	
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	-	-	-	-	
<b>Total</b>	<b>\$ 94,873</b>	<b>\$ 97,859</b>	<b>\$ 101,773</b>	<b>\$ 3,914</b>	<b>4%</b>

2010 Budget Highlights

**Personnel Services**

- COLA and market based salary increases.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- None.

**Transfers**

- None.

Staffing Summary

Title	Actual FY2008	Actual FY2009	Adopted FY 2010
Superintendent of Schools	1.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>



## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . The Superintendent of Schools will perform responsibilities outlined in MCA within the mandated time frames.	100%	100%	100%	100%
2 . The Superintendent of Schools will provide support & assistance to educators, students, parents, and taxpayers.	100%	100%	100%	100%
3 . The Superintendent of Schools will oversee school district budgets and distribute county funds for retirement and transportation.	100%	100%	100%	100%
4 . The Superintendent of Schools will supervise and evaluate teachers in the county's small rural schools.	100%	100%	100%	100%
5 . The Superintendent of Schools will advise, assist and register home school students in the county.	100%	100%	100%	100%
6 . The Superintendent of Schools will oversee an efficient and safe system of bus routes.	100%	100%	100%	100%
7 . The Superintendent of Schools will maintain cooperative relationships with all schools and county offices.	100%	100%	100%	100%

## Workload Indicators

Indicator	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
3 . Total school district budgets.	\$64,726,231	\$77,426,129	\$80,000,000	
4 . County funds distributed for retirement.	\$5,425,741	\$7,132,134	\$7,200,000	
5 . County funds distributed for transportation.	\$707,779	\$742,914	\$750,000	
6 . Home school registrations.	245	287	290	
7 . Bus routes approved.	78			

## 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

**Financial Summary**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Budget FY2010</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 763,102	\$ 815,760	\$ 910,083	\$ 94,323	12%
Operating Expenditures	110,690	149,358	136,525	(12,833)	-9%
Internal Charges	86,883	97,972	108,599	10,627	11%
Debt Service				-	
Transfers Out	22,288	14,878	25,000	10,122	68%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 982,963</b>	<b>\$ 1,077,968</b>	<b>\$ 1,180,207</b>	<b>\$ 102,239</b>	<b>9%</b>

**Funding Summary**

<b>Funding Sources</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Budget FY2010</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
225 Planning & Community Dev	982,963	1,077,968	1,180,207	102,239	9%
	-	-	-	-	
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<b>Total</b>	<b>\$ 982,963</b>	<b>\$ 1,077,968</b>	<b>\$ 1,180,207</b>	<b>\$ 102,239</b>	<b>9%</b>

2010 Budget Highlights

**Personnel Services**

- COLA and market based salary increases. Increase from prior year due to unfilled positions in FY09.

**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.

Staffing Summary

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

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 Number of Preliminary Plat Applications Received	57	48	20	15
2 Number of Zoning related Applications for Board of Adjustment and Planning and Zoning Commission Received	8	1	15	20
3 Number of Pre-Application Conferences Conducted	286	189	142	130
4 Total Number of Permit Applications Received for Approaches, Addresses and Address Placques, Weed Management Plans, Floodplain and Road Abandonments			428	430

Workload Indicators

Indicator	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 Number of Final Plat Lots Created	444	345	384	250
Number of Preliminary Plat Lots Created	1,000	252	178	150
Number of Modification of Conditions of Approval Applications			4	-
2 Preliminary Plat Applications Approved				
Majors	20	18	3	1
Minors	25	5	8	5
Subsequent Minors			0	
3 Number of Survey Plats Reviewed and Approved	144	163	159	140
4 Number of Permit Applications Approved:				
Encroachments			11	10
Addresses and Address Plaques			237	235
Weed Management Plans			14	15
Floodplain			4	3
Road Abandonments			4	3
Approaches			158	125

## 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.

Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 152,334	\$ 233,456	\$ 259,963	\$ 26,507	11%
Operating Expenditures	11,070	74,324	24,655	(49,669)	-67%
Internal Charges	17,825	23,821	28,416	4,595	19%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 181,229</b>	<b>\$ 331,601</b>	<b>\$ 313,034</b>	<b>\$ (18,567)</b>	<b>-6%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
655 Info Technology & Service	181,229	331,601	313,034	(18,567)	-6%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
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-	-	-	-	-	
<b>Total</b>	<b>\$ 181,229</b>	<b>\$ 331,601</b>	<b>\$ 313,034</b>	<b>\$ (18,567)</b>	<b>-6%</b>



### Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 195,290	\$ -	\$ -	\$ -	
Operating Expenditures	103,841	62	-	(62)	-100%
Internal Charges	7,559	-	-	-	
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 306,690</b>	<b>\$ 62</b>	<b>\$ -</b>	<b>\$ (62)</b>	<b>-100%</b>

### Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
655 Info Technology & Service	306,690	62	-	(62)	-100%
	-	-	-	-	
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	-	-	-	-	
<b>Total</b>	<b>\$ 306,690</b>	<b>\$ 62</b>	<b>\$ -</b>	<b>\$ (62)</b>	<b>-100%</b>

Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 278,861	\$ 439,750	\$ 514,566	\$ 74,816	17%
Operating Expenditures	28,050	182,228	384,876	202,648	111%
Internal Charges	16,443	26,241	28,007	1,766	7%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 323,354</b>	<b>\$ 648,219</b>	<b>\$ 927,449</b>	<b>\$ 279,230</b>	<b>43%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
655 Info Technology & Service	323,354	648,219	927,449	279,230	43%
	-	-	-	-	
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	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 323,354</b>	<b>\$ 648,219</b>	<b>\$ 927,449</b>	<b>\$ 279,230</b>	<b>43%</b>

Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 177,671	\$ 147,767	\$ 153,700	\$ 5,933	4%
Operating Expenditures	553,654	615,202	688,633	73,431	12%
Internal Charges	14,091	15,783	15,322	(461)	-3%
Debt Service	-	-	-	-	
Transfers Out		70,000	18,820	(51,180)	-73%
Capital Outlay	10,946	-	-	-	
<b>Total</b>	<b>\$ 756,362</b>	<b>\$ 848,752</b>	<b>\$ 876,475</b>	<b>\$ 27,723</b>	<b>3%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
655 Info Technology & Service	756,362	848,752	876,475	27,723	3%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
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<b>Total</b>	<b>\$ 756,362</b>	<b>\$ 848,752</b>	<b>\$ 876,475</b>	<b>\$ 27,723</b>	<b>3%</b>

Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 118,797	\$ 125,146	\$ 131,723	\$ 6,577	5%
Operating Expenditures	49,407	51,128	38,229	(12,899)	-25%
Internal Charges	7,895	10,278	12,594	2,316	23%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	15,910	15,910	
<b>Total</b>	<b>\$ 176,099</b>	<b>\$ 186,552</b>	<b>\$ 198,456</b>	<b>\$ 11,904</b>	<b>6%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
655 Info Technology & Service	176,099	186,552	198,456	11,904	6%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
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-	-	-	-	-	
<b>Total</b>	<b>\$ 176,099</b>	<b>\$ 186,552</b>	<b>\$ 198,456</b>	<b>\$ 11,904</b>	<b>6%</b>

Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 59,860	\$ 61,376	\$ 63,200	\$ 1,824	3%
Operating Expenditures	10,974	731	8,910	8,179	1119%
Internal Charges	2,871	3,274	3,464	190	6%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 73,705</b>	<b>\$ 65,381</b>	<b>\$ 75,574</b>	<b>\$ 10,193</b>	<b>16%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
655 Info Technology & Service	73,705	65,381	75,574	10,193	16%
-	-	-	-	-	
-	-	-	-	-	
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-	-	-	-	-	
<b>Total</b>	<b>\$ 73,705</b>	<b>\$ 65,381</b>	<b>\$ 75,574</b>	<b>\$ 10,193</b>	<b>16%</b>

## 2010 Budget Highlights

**Personnel Services**

- Addition of one FTE for administration of the telephone system . COLA and market based salary increases.

**Operating Expenditures**

- Assumption of the county-wide telephone program.

**Capital Outlay**

- Replacement of copier.
- Capital savings for future replacement of capital assets.

**Transfers**

- None.

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 Staffing Summary

Title	Actual FY2008	Actual FY2009	Adopted FY 2010
Director of Information Services	1.00	1.00	1.00
Operations Manager/Deputy Director	1.00	1.00	1.00
Addressing Coordinator	1.00	1.00	1.00
Procurement Specialist	1.00	1.00	1.00
Programmer/Analyst	1.00	1.00	1.00
AS/400 Systems Administrator	1.00	1.00	1.00
Web Developer	1.00	1.00	1.00
Software Specialist/Trainer	1.00	1.00	1.00
Information Systems Administrator	3.00	3.00	3.00
Network Manager	2.00	2.00	2.00
GIS Center Manager	1.00	1.00	1.00
GIS Programmer	1.00	1.00	1.00
Telecom Administrator	-	-	1.00
<b>Total</b>	<b>-</b>	<b>15.00</b>	<b>16.00</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . Overall customer satisfaction rating based on customer Survey. Percent rating of good to excellent. 1a. Administrative Systems - iSeries Support 1b. Helpdesk Services - Computers/Telephones 1c. GIS Services 1d. Addressing Services 1e. Web / Internet Services 1f. Training Services	n/a	TBD	80%	80%
2 . Helpdesk response time 3 hours or less - percent of calls responded to in 3 hours or less	n/a	90%	92%	95%
3 . First call resolution percentage - percent of calls resolved on first call	n/a	60%	60%	65%
4 . Enterprise Communications Network availability based on unscheduled outage hours compared to total hours in fiscal year available	n/a	100%	100%	95%
5 . Percentage of IT&S projects within 10% of estimated schedule and budget.	n/a	100%	100%	100%
6 . GIS Map Requests processed within 1 week that have no custom development requirements	n/a	70%	70%	70%
7 . Addressing requests processed within 1 week	n/a	99%	99%	90%
8 . Percentage of website customer visits completed per quarter based on total customer departments	n/a	100%	100%	100%

## Workload Indicators

Indicator	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . Users supported	n/a	570	600	630
2 . Computers and servers supported	n/a	445	455	477
3 . Printers, scanners and other peripherals supported	n/a	130	220	231
4 . Other network equipment supported	n/a	60	100	105
5 . Phones supported	n/a	0	125	250
6 . Email accounts supported	n/a	560	565	590
7 . Number of pieces of spam blocked (in millions)	n/a	5	8	10
8 . Average number of Helpdesk requests per month	n/a	300	771	600
10 . Average number of Website hits per month	n/a	500000	690000	725000
11 . Number of unique Website visitors per month	n/a	13000	n/a	n/a
12 . Number of users trained	n/a	500	305	500
13 . Number of classes provided to employees	n/a	175	94	125
14 . New addresses assigned	n/a	1500	740	650
15 . Reassignment of address	n/a	300	153	200
16 . Map and map products created	n/a		77	80
17 . New published ArcGIS Server services	n/a	2	0	1

Due to logging volume we can no longer capture unique website visitors without additional hardware and software

## Program Description

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



Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	950,952	727,578	824,075	96,497	13%
Internal Charges	459,826	510,785	537,052	26,267	5%
Debt Service	96,212	93,286	90,102	(3,184)	-3%
Transfers Out	430,416	1,987,938	944,500	(1,043,438)	-52%
Capital Outlay	1,278,672	1,555,528	1,210,770	(344,758)	-22%
<b>Total</b>	<b>\$ 3,216,078</b>	<b>\$ 4,875,115</b>	<b>\$ 3,606,499</b>	<b>\$ (1,268,616)</b>	<b>-26%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ 1,166,753	\$ 2,018,322	\$ 1,490,729	\$ (527,593)	-26%
550 Capital Development	290,584	801,456	1,560,770	759,314	95%
553 Misc Federal Grant Prjcts	1,280,834	1,565,811	-	(1,565,811)	-100%
656 Liability Insurance	477,906	489,527	555,000	65,473	13%
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-	-	-	-	-	
<b>Total</b>	<b>\$ 3,216,077</b>	<b>\$ 4,875,116</b>	<b>\$ 3,606,499</b>	<b>\$ (1,268,617)</b>	<b>-26%</b>

## 2010 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.
- \$900,000 for valley sewer service. \$200,000 for purchase of Ashley building.

**Transfers**

- Decrease due to one time transfer in FY09 of unanticipated PILT money.
- 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 payor to process claims for health, dental and vision for County employees.

Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 33,491	\$ 49,827	\$ 46,385	\$ (3,442)	-7%
Operating Expenditures	3,391,174	3,872,459	3,303,000	(569,459)	-15%
Internal Charges	303,602	447,336	416,192	(31,144)	-7%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 3,728,267</b>	<b>\$ 4,369,622</b>	<b>\$ 3,765,577</b>	<b>\$ (604,045)</b>	<b>-14%</b>

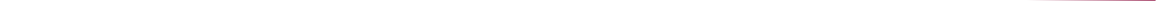
Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
657 County Health Insurance	3,728,267	4,369,622	3,765,577	(604,045)	-14%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
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	-	-	-	-	
<b>Total</b>	<b>\$ 3,728,267</b>	<b>\$ 4,369,622</b>	<b>\$ 3,765,577</b>	<b>\$ (604,045)</b>	<b>-14%</b>

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PUBLIC SAFETY



## Program Description

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

The department manages four programs:

1. 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.



## Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 119,842	\$ 122,579	\$ 138,182	\$ 15,603	13%
Operating Expenditures	311,297	250,133	480,948	230,815	92%
Internal Charges	18,986	17,977	21,151	3,174	18%
Debt Service	-	-	-	-	-
Transfers Out	3,121	2,000	2,700	700	35%
Capital Outlay	-	-	-	-	-
<b>Total</b>	<b>\$ 453,246</b>	<b>\$ 392,689</b>	<b>\$ 642,981</b>	<b>\$ 250,292</b>	<b>64%</b>

## Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ 85,876	\$ 87,160	\$ 118,769	\$ 31,609	36%
294 Citizens Corp/CERT Progr	716	-	-	-	-
295 National Fire Plan	227,807	183,547	357,786	174,239	95%
299 Homeland Security	-	-	-	-	-
300 NFP Project-BLM Comm Asst	138,766	122,063	166,426	44,363	36%
301 Fire Projects-Misc Grants	81	(81)	-	81	-100%
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
<b>Total</b>	<b>\$ 453,246</b>	<b>\$ 392,689</b>	<b>\$ 642,981</b>	<b>\$ 250,292</b>	<b>64%</b>

## 2010 Budget Highlights

**Personnel Services**

- .25 FTE reclassified to this budget from grant funded sources for a part-time DES position. COLA and 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	Adopted FY 2010
DES Coordinator	1.00	1.00	1.00
Project Coordinator	1.00	1.00	1.00
<b>Total</b>	<b>-</b>	<b>2.00</b>	<b>2.00</b>



## Performance Measures &amp; Workload Indicators

Performance Measures

Measure	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . Have a full scale earthquake exercise for the Helena area in 9/09.	100%	100%	100%	100%
2 . Initiate the May Your Neighborhood Citizen Corps program by 6/08.	100%	100%	100%	100%
3 . Hold a preparedness fair with over 20 agencies in 9/08.	100%	100%	0%	0%
4 . Complete the Digitized Flood Insurance Rate Map process with FEMA by 12/09.	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
<b><u>Disaster &amp; Emergency Services</u></b>				
1 . EOC Activities	2	1	6	5
2 . Exercises	4	3	3	4
3 . Preparedness Presentations	12	11	13	14
4 . CERT Classes (30 Students Each)	3	3	2	1
<b><u>Flood Plain Administration:</u></b>				
1 . Permits Granted	7	8	9	10
2 . Community Rating System (Class 9 = 5% Flood Insurance Premium Discount) (Class 8 = 10% Discount)	Class 9	Class 8	Class 8	Class 8
3 . Questions answered from the public & realtors	90	97	95	100
<b><u>Wildfire Mitigation</u></b>				
1 . Projects	40	50	61	94
2 . Acres Treated	164	173	194	190

## Program Description

The mission of the Lewis and Clark County Sheriff's Office is to preserve peace, and enforce the laws of the State of Montana and the U.S. Constitution. The Sheriff's Office cannot function without community support and dedication to the prevention of criminal activities and lawlessness. Interagency cooperation is also essential to provide the most effective public safety services. Therefore, peacekeeping is a joint effort from the Sheriff's Office, community, and multi-agencies.

Lewis and Clark County Sheriff's Office budget for fiscal year 2009 has been organized according to the sheriff's priorities. Each priority is briefly addressed in order of importance. As always, the first and most important priority is to ensure that basic law enforcement services are adequately maintained. These services primarily consist of ensuring adequate patrol shift staffing for both officer and public safety.

### Priorities

- First and most important priority is to ensure that basic law enforcement services are adequately maintained to meet the statutory duties of the Sheriff. The Sheriff's Office is currently operating with forty-one (41) sworn officers, inclusive of the Sheriff. Provision of patrol services primarily consist of ensuring adequate staffing for both the officer and public safety and include the costs of additional funding for advanced officer training. The substations of Wolf Creek, Augusta, and Lincoln continue to operate as satellite offices.
- Looking toward the future, the Sheriff continues to make a strong commitment to the expansion of the detention center and/or construction of a new detention center capable of handling the rising population. The sheriff directed \$300,000 of the FY06 budget into the Capital Improvements Plan, with an additional \$100,000 added in FY07 and \$40,000 in FY09. The sheriff plans to add another \$100,000 in FY10. This funding is specifically earmarked for the future design and construction costs of a new or expanded detention center facility.
- The third priority is to complete the Lewis and Clark County Interoperable Radio Project, a project that came to fruition as a result of successfully obtaining an Interoperable Communications Grant from FEMA/Homeland Security. County funds that had been set aside from the Public Safety Mill Levy funding have been utilized as matching funds for this grant. Phase one is complete, and Phase two, which focuses on the northern portion of Lewis and Clark County and on building interconnectivity with a Statewide System, is close to being complete.
- The fourth priority is to maintain the vehicle fleet program of marked and unmarked vehicles. Included in this overall program are the initial purchase, maintenance, and effective re-sale of Sheriff's Office vehicles. The Lewis and Clark County Sheriff's Office has developed a fleet management program that has proven to be both efficient and cost effective. The number of vehicles to be purchased from this budget is the minimum number needed to keep the fleet in fair working order. Also included are the projected increases in the cost of fuel for the next fiscal year.
- The fifth priority is to continue, and complete, the on-going programs and projects that are funded under the Public Safety Fund. These projects include: 1) funding the Support Services Division (Dispatch and Records), with a five percent (5%) increase; 2) financing the on-going maintenance costs of the new computer system; 3) funding the City/County DARE Program; and 4) funding for Search and Rescue capital improvement projects.

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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. This area is

responsible for policy development and implementation, as well as the development and enforcement of professional standards for the Sheriff's Office and for executive oversight of large, multi-agency projects such as the Interoperable Communications Project. Professional standards include recruitment, training, personnel management, handling citizen complaints, and conducting thorough, professional, internal investigations.

The Sheriff has placed an emphasis on pre-hiring investigations for personnel. In-depth background and character investigations, psychological testing, and changes in both the written and physical testing are being implemented as part of a statewide testing consortium, with Lewis and Clark County being a demonstration project. Both written and physical testing will be work standards based rather than the existing P.O.S.T. tests which are outdated and non-work related.

**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 program 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. Operations include the photographing, fingerprinting, and booking of arrested persons; providing blood alcohol content testing through the use of an Intoxilyzer; providing continuous supervision of inmates and providing them with adequate meals and sanitary facilities. The Detention Center also provides medical care; ensures that inmate's rights are maintained; provides a safe and secure environment for employees, inmates, and visitors; and provides court-mandated programs for inmates. The Detention Center houses prisoners for the US Department of Justice, US Department of Immigration, the State of Montana, City of Helena, City of East Helena, and Lewis and Clark County. The Detention Center is responsible for transporting prisoners to other facilities as well as prisoner extraditions.

**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.

Investigations consists of three (3) full-time detectives and one rotating deputy to assist detectives with investigations, which allows the deputies to gain experience in this field.

**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. Seven (7) counties with thirty-one cities comprise the Missouri River Drug Task Force's jurisdiction, serving an area of approximately 17,650 square miles and a total population of 166,685. With increasing use and sale of Methamphetamine in Montana, and its' ancillary criminal activity, the work of the investigators assigned to the Missouri River Drug Task Force is absolutely essential to public safety efforts in Lewis and Clark County.

The Byrnes Grant was drastically reduced this fiscal year, leaving the local agencies to financially support their staff and continue the efforts of the Drug Task Force. However, funding is expected to return in October of 2009.

As a result of MRDTF being designated a High Intensity Drug Trafficking Area (HIDTA), Task Force investigators have been very effectively working together with drug enforcement agencies at the state and federal levels, resulting in major drug arrests and seizures.

**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. The Patrol Division Captain coordinates various Public Safety programs including: the Sheriff's Reserve, the D.A.R.E. program, Search & Rescue, the Missouri River Drug Task Force, the Explosives Disposal Team, and the Canyon Ferry Cooperative Law Enforcement Contract.

**Canyon Ferry Contract** (Department 2556) is a highly successful, jointly funded law enforcement effort between the Bureau of Reclamation and Lewis and Clark County, designed to provide the Canyon Ferry Lake area with one (1) to three (3) deputies during the peak tourist season from Memorial Day through Labor Day. The contract then provides 75% of the funding for the project year round, thus enabling a year round law enforcement presence in that area to provide security to the public in the area and to the high risk security structures in that area.

**Fire Fighting** (Department 2560) In fiscal year 2004, the Commission revised several fire district boundaries and established a formal Lewis and Clark County Fire Service Area, thus creating a fee-based funding mechanism for the Lewis and Clark County Fire Department (see Fund 370).

**Civil Division** (Department 2570) provides specific logistical support and staffing to ensure the Sheriff's statutory requirements of civil, legal, and criminal paper service and tax collections are completed in a timely and professional manner. Civil process docketing and service includes the service of criminal warrants, executing mandated orders of the courts by serving criminal and civil process documents including writs of execution, civil summons, and subpoenas, collection of money and seizing property per court order.

**Search and Rescue** (Department 2580) operates under the command and authority of the Sheriff as specified in the Montana Codes Annotated. Search and rescue services are provided to the County primarily through the use of Lewis and Clark Search and Rescue, Inc. Under the voted Public Safety Levy, Search and Rescue receives annual earmarked funding of \$50,000, primarily designed to establish a capital improvements budget specific to Lewis and Clark Search and Rescue Inc., and to provide a permanent funding source for general search and rescue equipment and operations. The Lewis and Clark Search and Rescue Board of Directors do an annual transfer of \$25,000 to the Capital Improvements Plan (CIP) Fund 550. The remaining balance will be used for operational costs of conducting search and rescue missions. Prior to passage of the Public Safety Mill Levy, worker's compensation insurance for Search and Rescue members was the only funding provided by the Sheriff's budget to the Search and Rescue unit, with the balance of operating funds coming from donations.

**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 ultimate goal of the DARE program is to educate children on the problems associated with drugs and violence through education at an early age, thus lowering the demand for drugs/alcohol in the community and reduce the associated acts of lawlessness. The DARE curriculum is taught as a joint program between Lewis and Clark County Sheriff's Office and the Helena Police Department. One (1) deputy is assigned to teach and supervise the program full-time, assisted by two (2) deputies and two (2) Helena police officers teaching part-time. Full costs of the joint City/County program are paid from the Public Safety Fund.

#### Fund 231

**Communication Management** (Departments 2510-2990) 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. The computer project has been completed, with only small adjustments being made to the system at this time. The radio project initially consisted of basic repairs and minor upgrades to the current outdated radio system and to begin planning for the implementation of a new system, until additional funding could be obtained. This funding became available in September of 2003, when the Sheriff's Office became the successful recipient of an Interoperable Communications Grant from FEMA, totaling nearly \$6 million dollars. This grant has received a no cost extension with expected completion by September 30, 2006. The annual \$125,000 in public safety levy monies is currently being utilized as part of a local match for this grant. The grant will fund Phase I of Lewis and Clark County's project, with planning efforts already in progress for Phase II. Phase I will provide the infrastructure for a fully trunked, P-25, digital, interoperable radio system that will significantly improve radio coverage and expand communications capabilities to cover the vast majority of Lewis and Clark County's populated areas. This system was designed to be "backward compatible", enabling the "phase in" of new radio equipment for the public safety providers in the field to be completed in stages and to ensure continued communications ability with neighboring jurisdictions. Phase I provides funding for the infrastructure, as well as more than 500 new mobile and portable radios for issuance to the providers. During Phase II of the project, we hope to bring the fully trunked microwave system to the northern part of Lewis and Clark County, increasing the radio capacity and technology in these areas, thus providing interoperability with most Federal and state agencies who have already made the transition to the new technology. Phase II will also include purchase of more than 164 additional mobile and portable radios to continue to ensure key public safety providers in Lewis and Clark County receive the upgraded radio equipment. Applications for additional federal grant monies have been submitted for Phase II and are in various stages of processing at this time. A full-time Communications System Administrator has been hired, with the responsibility of ensuring the new system is well operated and maintained.

A plan is in the works for spreading maintenance costs out to the various system users. This plan is part of an overall Interoperability Montana state project plan and is projected to be in place for FY10.

#### Fund 232

Provides services for prisoners and utilizes revenue received from the Inmate Phone system, Home Arrest Program

and the Public Safety Fund to fund these services. 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. These needs are similar to those of the residents of the community and include health care, religious services, library services, recreational services, and indigent inmate commissary. Meeting these needs assists in the smoother, safer, non-violent or riotous operation of the Lewis and Clark County Detention Center, with a minimal impact on taxpayers.

**Inmate Programs** (Department 2530) provides indigent prisoners with personal necessities and postage. Recreational equipment (TV's and exercise equipment) for inmate use is purchased with this fund, which is comprised of revenues collected from the inmate phone system.

**Home Arrest** (Department 2532) was established to provide an alternative to incarceration in the Detention Center with the goal of alleviating overcrowding. The program is operated in conjunction with the County Attorney, District Court, Justice of the Peace Court, and City Court. Fees are collected from persons participating in the program and are used to pay for the costs of the Home Arrest machines and monitoring. Fees collected are then used to offset some inmate medical care costs.

**Inmate Medical Services** (Department 2537) is the department in which the medical costs of inmates arrested in the City of Helena, East Helena, and Lewis and Clark County are budgeted. Revenue sources are from the inmate phone system, the Home Arrest program and the public safety fund. Increases in the money from the Public Safety Fund are needed due to the lessened usage of the Home Arrest program as explained above.

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 arrests, pre-existing conditions such as AIDS, Hepatitis B, and so forth. Predicting annual inmate medical costs is difficult at best. Efforts are underway to hold inmates accountable for some medical expenses as a result of changes to the Montana Statute.

#### **Fund 370**

**Fire Service Area** (Department 2560) In fiscal year 2004, the Commission revised several fire district boundaries and established a formal Lewis and Clark County Fire Service Area, thus creating a fee-based funding mechanism for the Lewis and Clark County Fire Department (see Fund 370). This fire protection is for buildings and wild land areas not protected by a rural fire district or under state/federal fire protection. County protection areas include businesses, residences, and thousands of acres of wild land. The mission of the Fire Department was expanded by the adoption of the County Action Plan, which mandated that fire departments handle hazardous material spills. Lewis and Clark County Fire is also now working in conjunction with West Valley Fire, with both Departments being simultaneously paged out to fire and medical calls in both jurisdictions. The Lewis and Clark County Fire Department currently uses three (3) locations to store their equipment. These include Station I, the county shop location (rent \$1,545), Station III temporary space at West Valley (free), and Station II space in the old state surplus building next to the fairgrounds-hereafter (rent \$600 plus utilities). Work is in progress on the design and land acquisition for a new fire substation in the Unionville area. Funding for this building is found in the Capital Improvement Plan Fund 550.

#### **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. We will be working toward this goal during fiscal year 2010.

- **Vehicle Fleet Program - This program includes the initial purchase, on-going maintenance and effective re-sale of vehicles within the fleet. The Lewis and Clark County Sheriff's office has developed a fleet management program that is highly efficient as well as cost effective. The Capital Improvement Plan Fund will be funded for future purchases in fiscal years 2008 thru 2010.**
- **Building Project for Search and Rescue/Lewis and Clark County Fire Department - During fiscal year 2007, Search and Rescue researched the possibility of constructing a new building, possibly at the Helena Airport center. The Fire Department is researching the feasibility of constructing a fire station in South Hills. Funds are being set aside for these future projects in the Capital Improvement Fund.**
- Detention Center - Looking toward the future, the Sheriff has also made a strong commitment to the expansion of the detention center and/or construction of a new detention center capable of handling the rising population. The Sheriff committed one hundred thousand (\$100,000) dollars in the fiscal year 2007 budget to be directed into the Capital Improvements Plan, and will commit another \$40,000 in FY09, and



\$100,000 in FY10 to continue saving for design and construction costs of a new or expanded detention center facility.

- Civil Division - The Sheriff's Office has replaced the outdated, Civil Process specific software to more efficiently process warrants, writs of execution, civil summons, collection of money, and accounting/recording activities performed by the Civil Division. The cost of the new software package was \$45,000, which was funded by utilizing the Capital Improvements Fund. The maintenance for the system will cost \$5,500 annually through FY10.

#### **Cash Flow – Fund 230**

Approximately 1.6 million dollars must be transferred from the Public Safety fund in FY10 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. Since the bulk of tax revenue is received in November, December, May and June, the timing of these transfers may cause the public safety fund to operate, for short periods, in the red. An ending fund balance of at least \$1,500,000 is required to operate in the black.

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## Goals & Objectives

- Continue to provide all aspects of law enforcement to the citizens of Lewis and Clark County
- Increase training opportunities for officers by researching and obtaining grants or other sources of funding
- Increase manpower through statistical data showing the need, while exploring funding sources for additional deputies
- Continue to save annually towards the expansion of the existing detention facility, which is currently running at full capacity
- Complete the Lewis and Clark County Interoperable Radio Project
- Maintain the vehicle fleet program of marked and unmarked vehicles

## Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 4,453,313	\$ 4,729,971	\$ 5,420,585	\$ 690,614	15%
Operating Expenditures	1,879,072	2,155,532	2,369,920	214,388	10%
Internal Charges	496,261	562,631	603,410	40,779	7%
Debt Service	207,494	201,340	195,256	(6,084)	-3%
Transfers Out	572,960	547,364	334,258	(213,106)	-39%
Capital Outlay	163,464	632,732	240,976	(391,756)	-62%
<b>Total</b>	<b>\$ 7,772,564</b>	<b>\$ 8,829,570</b>	<b>\$ 9,164,405</b>	<b>\$ 334,835</b>	<b>4%</b>

## Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
230 Public Safety	7,536,538	8,404,722	8,808,468	403,746	5%
232 Inmate Programs	49,224	67,370	68,961	1,591	2%
293 JAG-Justice Assist Grant	23,337	5,516	43,916	38,400	696%
550 Capital Development	163,464	351,962	243,060	(108,902)	-31%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 7,772,563</b>	<b>\$ 8,829,570</b>	<b>\$ 9,164,405</b>	<b>\$ 334,835</b>	<b>4%</b>

## Sheriff 2010 Budget Highlights

### Personnel Services

- One additional deputy, COLA and market based salary increases.

### 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

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Budget FY2010</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 97,711	\$ 94,670	\$ 107,672	\$ 13,002	14%
Operating Expenditures	48,856	64,241	79,816	15,575	24%
Internal Charges	31,626	33,431	28,129	(5,302)	-16%
Debt Service	-	-	-	-	
Transfers Out	-	4,711	4,800	89	2%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 178,193</b>	<b>\$ 197,053</b>	<b>\$ 220,417</b>	<b>\$ 23,364</b>	<b>12%</b>

Funding Summary

<b>Funding Sources</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Budget FY2010</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ -	\$ -	\$ -	\$ -	
218 District Courts	152,792	170,917	192,768	21,851	13%
237 BEP	25,401	26,136	27,649	1,513	6%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 178,193</b>	<b>\$ 197,053</b>	<b>\$ 220,417</b>	<b>\$ 23,364</b>	<b>12%</b>

Youth Services  
2010 Budget Highlights

**Personnel Services**

- COLA and market based salary increases.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- None.

**Transfers**

- None.

Coroner

Financial Summary

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Budget FY2010</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 131,698	\$ 113,421	\$ 137,697	\$ 24,276	21%
Operating Expenditures	33,492	30,368	57,350	26,982	89%
Internal Charges	24,832	26,907	26,478	(429)	-2%
Debt Service	-	-	-	-	
Transfers Out	6,352	4,800	4,200	(600)	-13%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 196,374</b>	<b>\$ 175,496</b>	<b>\$ 225,725</b>	<b>\$ 50,229</b>	<b>29%</b>

Funding Summary

<b>Funding Sources</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Budget FY2010</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ 196,374	\$ 175,496	\$ 225,725	\$ 50,229	29%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
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	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 196,374</b>	<b>\$ 175,496</b>	<b>\$ 225,725</b>	<b>\$ 50,229</b>	<b>29%</b>

Coroner  
2010 Budget Highlights

**Personnel Services**

- Increase of .5 administrative assistant. COLA and 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 FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	-	-	-	
Internal Charges	1,301	1,400	1,350	(50)	-4%
Debt Service	-	-	-	-	
Transfers Out	59,302	59,302	65,000	5,698	10%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 60,603</b>	<b>\$ 60,702</b>	<b>\$ 66,350</b>	<b>\$ 5,648</b>	<b>9%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
204 Mental Health	60,603	60,702	66,350	5,648	9%
-	-	-	-	-	
-	-	-	-	-	
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-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 60,603</b>	<b>\$ 60,702</b>	<b>\$ 66,350</b>	<b>\$ 5,648</b>	<b>9%</b>



Radio Project

Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 96,572	\$ 79,212	\$ 91,618	\$ 12,406	16%
Operating Expenditures	364,547	217,370	103,792	(113,578)	-52%
Internal Charges	5,560	6,488	6,750	262	4%
Debt Service	-	-	-	-	
Transfers Out	-	87,437	-	(87,437)	-100%
Capital Outlay	1,302	44,066	90,000	45,934	104%
<b>Total</b>	<b>\$ 467,981</b>	<b>\$ 434,573</b>	<b>\$ 292,160</b>	<b>\$ (142,413)</b>	<b>-33%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
231 Public Sfty Radio Maint.	236,067	185,675	292,160	106,485	57%
554 Pub Safety-Radio Cap Prjt	231,915	248,898	-	(248,898)	-100%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 467,982</b>	<b>\$ 434,573</b>	<b>\$ 292,160</b>	<b>\$ (142,413)</b>	<b>-33%</b>

## Radio Project 2010 Budget Highlights

### **Personnel Services**

- COLA and market based salary increases.

### **Operating Expenditures**

- Inflationary increases.

### **Capital Outlay**

- Completion of County wide integrated radio communication system.

### **Transfers**

- None.

Fire Services Area

Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ 1,497	\$ 1,500	\$ 3	0%
Operating Expenditures	39,881	20,620	40,504	19,884	96%
Internal Charges	6,233	6,546	6,546	-	0%
Debt Service				-	
Transfers Out	20,000	20,000	20,000	-	0%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 66,114</b>	<b>\$ 48,663</b>	<b>\$ 68,550</b>	<b>\$ 19,887</b>	<b>41%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
3270 Fire Service Area	\$ 66,114	\$ 48,663	\$ 68,550	\$ 19,887	41%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
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	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 66,114</b>	<b>\$ 48,663</b>	<b>\$ 68,550</b>	<b>\$ 19,887</b>	<b>41%</b>

## Sheriff

## Staffing Summary

Title	Actual FY2008	Actual FY2009	Adopted FY 2010
Sheriff	1.00	1.00	1.00
Undersheriff	1.00	1.00	1.00
Finance Coordinator	1.00	1.00	1.00
Communications System Manager	1.00	1.00	1.00
Administrative Assistant	2.50	1.00	1.50
Accounting Technician	1.00	1.00	1.00
Secretary/Receptionist	1.00	1.00	-
Training Sergeant			1.00
Captain	2.00	2.00	2.00
Sworn Sergeants	4.00	4.00	5.00
Investigator	2.00	3.00	3.00
Civil Office Manager	1.00	1.00	1.00
Accounting Clerk	1.00	1.00	1.00
Evidence Tech/Dui Program Manager	1.00	1.00	1.00
Non Sworn Sergeants	3.00	2.00	4.00
Non Sworn Corporals	4.00	4.00	4.00
Detention Officer	16.00	17.00	14.00
Registered Nurse	1.00		1.00
Licensed Practical Nurse	1.00	2.00	-
Seasonal Patrolman			0.19
Probationary Patrolman			3.00
Patrolman III		13.00	12.00
Patrolman II	29.00	6.00	7.00
Patrolman I		9.00	8.00
<b>Total</b>	<b>-</b>	<b>73.50</b>	<b>73.69</b>

Youth Services

Staffing Summary

Title	Actual FY2008	Actual FY2009	Adopted FY2010
Youth Services Supervisor		0.00	0.00
<b>Total</b>	-	-	-

Coroner

Staffing Summary

Title	Actual FY2008	Actual FY2009	Adopted FY 2010
Coroner	1.00	1.00	1.00
Administrative Assistant	1.00	0.50	1.00
<b>Total</b>	-	2.00	1.50

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Actual FY 2008	Adopted FY 2009
1 . To provide fair and impartial law enforcement services to the citizens of Lewis and Clark County.	100%	100%	10%	100%
2 . To continue to maintain a well run, clean, and efficient detention center.	100%	100%	100%	100%
3 . To maintain current civil process needs for the citizens of the county and continuously improve on training, utilizing the latest modern technology to ensure efficiency.	100%	100%	100%	100%
4 . To continue to work with the Lewis and Clark County Search and Rescue team to ensure operations are efficiently carried out in the county.	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Actual FY 2008	Adopted FY 2009
1 . Calls for law enforcement	14,698	12,556		
2 . Inmate Bookings	1,716	3,450		
3 . Inmate Medical Expense	69,326	61,666		
4 . Civil Process Received	1,296	2,231		

## Performance Measures &amp; Workload Indicators

## FLEET MANAGEMENT

## Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Actual FY 2008	Adopted FY 2009
1 . Number of Vehicles in Fleet	58	53	57	58
2 . Annual Fleet Miles Traveled	1,063,720	1,461,894	1,713,666	1,486,817
3 . Annual Fuel Consumption (gallons)	53,925	39,368	47,395	46,867

## DETENTION CENTER

## Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Actual FY 2008	Adopted FY 2009
1 . Average Daily Population	71	64	66	71
2 . Average Federal Population	2	1	-	1
3 . Average State Population	19	17	8	14
4 . Number of Meals Served	66,613	62,215	61,292	63,136
5 . Total Bookings	1,716	3,452	2,865	2,791

## SHERIFF INVESTIGATIONS

## Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Actual FY 2008	Adopted FY 2009
1 . Homicide & Attempted	1	1	-	1
2 . Rape & Sex Crimes	48	38	49	58
3 . Burglary	72	98	83	82
4 . Assault	201	203	246	219
5 . Other	2,991	2,812	2,825	2,854



## Performance Measures &amp; Workload Indicators

## MISSOURI RIVER DRUG TASK FORCE

## Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Actual FY 2008	Adopted FY 2009
1 . New Cases Opened in FY	71	67	104	80
2 . Old Cases Worked in FY	21	39	58	37
3 . New Criminal Subjects Identified in FY	60	104	151	125
4 . Cases Closed in FY	48	46	84	54
5 . Cases Worked Outside Jurisdiction in FY	*	*	*	
6 . Non-drug Cases Worked in FY	18	14	14	16
7 . Non-drug Arrests Made in FY	13	8	5	9
8 . Talks/Classes Given in FY	9	18	26	20
9 . Total Arrests in FY	67	81	133	90

## PATROL DIVISION

## Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Actual FY 2008	Adopted FY 2009
1 . Call for Service (Incidents) *(Changed reporting software)	14,698	13,697	13,195	
2 . Case Reports	2,844	3,152	2,701	
3 . Arrests	559	917	622	
4 . Sheriff's Reserve Program				
5 . Training Hours	608	602	392	
6 . Total Hours (Volunteer)	798	812	591	
7 . Total Hours (Paid)	258	616	1,068	

## CIVIL DIVISION

## Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Actual FY 2008	Adopted FY 2009
1 . Civil Process Received	1,296	1,596	1,394	1,522
2 . Criminal Subpoenas, etc.	520	846	893	800
3 . Tax Collection	111	94	105	97
4 . Prisoner Transports	420	466	435	450
5 . Warrants (Served)	548	492	503	514
6 . Warrants on File	N/A	1,097	936	1,016
7 . Jury Summons	911	411	429	586

## Performance Measures &amp; Workload Indicators

## SEARCH &amp; RESCUE

## Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Actual FY 2008	Adopted FY 2009
1 . Number of Searches	23	32	16	22
2 . Meetings/trainings	24	33	46	40
3 . Members	38	46	59	60

## Drug Abuse Resistance Education (DARE)

## Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Actual FY 2008	Adopted FY 2009
1 . Schools Receiving DARE	19	19	17	17
2 . Number of K-4 Classes	148	148	160	160
3 . Number of K-4 Students	3,145	3,220	3,505	3,550
4 . Number of 5th Grade Classes	34	34	35	35
5 . Number of 5th Grade Students	710	720	704	715
6 . Number of 6th-8th Grade Classes	2	-		
7 . Number of 6th-8th Grade Students	24	-		
8 . Number of 9th-12th Grade Classes	6	6		
9 . Number of 9th - 12th Grade Students	180	90		
10 . Number of 9th Grade Students (2)	-	-		
11 . School Functions/Adult Programs Taught	16	8	9	9
12 . Number of 7th-8th Grade Classes (3)	2	2		
13 . Number of 7th-8th Grade Students (3)	24	36		
14 . Number of 10th Grade Students (4)	180	90		

1 Number reflects East Valley Middle School with a total of 243 students and 10 classes.

2 Ninth grade students and classes combined in 2003 with 9th-12th.

3 Number of 7th-8th grade students and classes combined with 6th-8th.

4 2004 Asked by School District #1, Health Teachers to teach Methamphetamine Presentations to sophomore's spring semester.

## HOME ARREST

## Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Actual FY 2008	Adopted FY 2009
1 . Average Machines in Use Per Month	2	2		-

## Performance Measures &amp; Workload Indicators

## INMATE MEDICAL SERVICES

## Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Actual FY 2008	Adopted FY 2009
1 . Annual Inmate Medical Expense	\$ 69,326	61,676	47,146	52,200
2 . Number of Inmates per day Follow-up Exams	5	2	1	1
3 . Number of Inmates per day on Medication	17	20	19	18
4 . Number of Health Appraisals per Day	3	3	1	2
5 . Number of Doctor Visits per Week	2	2	1	1

## FIRE SERVICE AREA

## Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Actual FY 2008	Adopted FY 2009
1 . Number of Volunteers		10	-	12
2 . Volunteer Hours		1,658	2,379	1,800
3 . Mission		722	569	675
4 . Training		656	1,026	500
5 . Maintenance	**	-	-	-
6 . Other (Meetings, etc.)	**	280	283	125
7 . Fire Incidents				
8 . Wild land Fire		2	74	7
9 . Structure Fire		5	22	10
10 . Vehicle Fire		8	9	6
11 . Mutual Aid Fires		-	-	-
12 . Controlled Burns		31	-	10
13 . Flood Related Calls		-	-	-
14 . Illegal Campfires		-	-	1
15 . Suspicious Fires		-	6	4
16 . Public Safety Response		-	-	-
17 . False Alarms		11	4	5
18 . Chimney Fires		2	-	1
19 . Haz/Mat Incidents		1	-	1
20 . Medical Calls		346	317	325
21 . Total Fire Calls:		406	4,689	3,482

\*\* Training hours include hours for Maintenance and Meetings.  
2006 information unavailable

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

**Financial Summary**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Budget FY2010</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 256,855	\$ 327,900	\$ 325,697	\$ (2,203)	-1%
Operating Expenditures	90,621	58,052	50,788	(7,264)	-13%
Internal Charges	16,353	17,172	17,641	469	3%
Debt Service				-	
Transfers Out	36,769	-	-	-	
Capital Outlay				-	
<b>Total</b>	<b>\$ 400,598</b>	<b>\$ 403,124</b>	<b>\$ 394,126</b>	<b>\$ (8,998)</b>	<b>-2%</b>

**Funding Summary**

<b>Funding Sources</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Budget FY2010</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ 350,700	\$ 372,922	\$ 394,126	\$ 21,204	6%
292 Forest Reserve Title III	49,899	30,202	-	(30,202)	-100%
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
<b>Total</b>	<b>\$ 400,599</b>	<b>\$ 403,124</b>	<b>\$ 394,126</b>	<b>\$ (8,998)</b>	<b>-2%</b>

## 2010 Budget Highlights

**Personnel Services**

- COLA and market based salary increases.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- None

**Transfers**

- None.

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 Staffing Summary

Title	Actual FY2008	Actual FY2009	Adopted FY 2010
Director of Public Works	1.00	1.00	1.00
Assistant Director of Public Works	1.00	1.00	1.00
Finance Coordinator	1.00	1.00	1.00
Construction Project Coordinator	0.50	0.50	0.50
Accounting Technician	0.50	0.50	0.50
Maintenance Worker	0.02	-	0.04
<b>Total</b>	<b>4.02</b>	<b>4.00</b>	<b>4.04</b>



## Program Description

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

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

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## Goals & Objectives

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



## 2010 Budget Highlights

**Personnel Services**

- COLA and market based salary increases.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- TSEP bridge project.

**Transfers**

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

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### Staffing Summary

Title	Actual FY2008	Actual FY2009	Adopted FY2010
Road/Bridge Supervisor	0.50	0.50	0.50
Lead Equipment Operator	1.00	1.00	1.00
Equipment Operator	3.00	3.00	3.00
<b>Total</b>	-	4.50	4.50

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

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

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

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

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## Goals & Objectives

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

Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 840,430	\$ 884,705	\$ 965,375	\$ 80,670	9%
Operating Expenditures	1,233,129	1,119,929	3,141,104	2,021,175	180%
Internal Charges	159,274	192,955	197,277	4,322	2%
Debt Service	143,714	479,605	255,201	(224,404)	-47%
Transfers Out	807,866	998,423	1,399,061	400,638	40%
Capital Outlay	1,603,592	5,927,201	5,412,732	(514,469)	-9%
<b>Total</b>	<b>\$ 4,788,005</b>	<b>\$ 9,602,818</b>	<b>\$ 11,370,750</b>	<b>\$ 1,767,932</b>	<b>18%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
211 Road	2,626,229	3,136,461	3,516,198	\$ 379,737	12%
282 Gas Tax	260,980	204,328	454,028	249,700	122%
RID Funds	264,256	293,388	1,987,792	1,694,404	578%
550 Capital Development	126,153	322,104	1,579,700	1,257,596	390%
552 RID Projects	730,450	58,958	984,443	925,485	1570%
553 Misc Federal Grant Prjcts	-	4,015	-	(4,015)	-100%
556 Road/Bridge Infrast Proj	779,938	5,583,564	2,848,589	(2,734,975)	-49%
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
<b>Total</b>	<b>\$ 4,788,006</b>	<b>\$ 9,602,818</b>	<b>\$ 11,370,750</b>	<b>\$ 1,767,932</b>	<b>18%</b>



## 2010 Budget Highlights

**Personnel Services**

- COLA and 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. Completion of Marysville Road project.

**Transfers**

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

## Staffing Summary

Title	Actual FY2008	Actual FY2009	Adopted FY 2010
Road/Bridge Supervisor	0.50	0.50	0.50
Assistant Road/Bridge Supervisor	1.00	1.00	1.00
Lead Equipment Operator	3.00	3.00	3.00
Equipment Operator	8.00	8.00	8.00
Construction Project Coordinator	0.50	0.50	0.50
Mechanic	0.50	0.50	0.50
Maintenance cleaner			0.10
Seasonal Laborer/mower/operator			0.75
<b>Total</b>	<b>-</b>	<b>13.50</b>	<b>14.35</b>



Staffing Summary

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

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

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

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

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

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## Goals & Objectives

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

- Work with the City of Helena on expanding the existing transfer station facility or locating an additional site
  - Continue effective communication with property owners surrounding the landfill site
  - Work with customers disposing of construction and demolition waste on proper use of the scale facility
  - Protecting human health and the environment through environmental controls designed to prevent contamination of ground and surface waters, as well as the control of landfill gas.
- **Education**
    - Educate Scratch Gravel residents on the importance of consolidating loads or trips to the City Transfer Station
    - Work with the City of Helena to continue or expand education about reuse, reduction, and recycling opportunities
    - Continued employee development and safety training
    - Maintain MOLO certification for the Solid Waste Manager
  - **Future**
    - Plan for expected population growth in the County
    - Meet or exceed the projected life of the landfill
    - Continue to work closely with the City of Helena to coordinate solid waste management activities

Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 345,568	\$ 365,619	\$ 471,747	\$ 106,128	29%
Operating Expenditures	1,356,041	1,318,904	1,627,988	309,084	23%
Internal Charges	135,452	162,434	155,521	(6,913)	-4%
Debt Service	217,919	217,569	282,807	65,238	30%
Transfers Out	-	8,970	32,860	23,890	266%
Capital Outlay	501,048	688,785	56,560	(632,225)	-92%
<b>Total</b>	<b>\$ 2,556,028</b>	<b>\$ 2,762,281</b>	<b>\$ 2,627,483</b>	<b>\$ (134,799)</b>	<b>-5%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
610 Augusta Landfill Dist	60,783	74,553	79,273	\$ 4,720	6%
611 Lincoln Landfill District	127,862	143,233	181,783	38,550	27%
612 Scratch Gravel Landfill	1,004,984	1,015,815	1,161,627	145,812	14%
613 Lewis & Clark Co Landfill	1,339,354	1,495,798	1,168,900	(326,898)	-22%
614 Marysville Solid Waste	23,044	32,883	35,900	3,017	9%
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
<b>Total</b>	<b>\$ 2,556,027</b>	<b>\$ 2,762,282</b>	<b>\$ 2,627,483</b>	<b>\$ (134,799)</b>	<b>-5%</b>

2010 Budget Highlights

**Personnel Services**

- COLA and market based salary increases.

**Operating Expenditures**

- Increase in fuel costs. Inflationary increases.

**Capital Outlay**

- Rebuild of tractor/loader. New containers for Lincoln site. Site improvements to Marysville site.

**Transfers**

- Transfers to Health Department for community decay projects.

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Staffing Summary

Title	Actual FY2008	Actual FY2009	Adopted FY2010
Solid Waste Manager	1.00	1.00	1.00
Landfill Mechanic	1.00	1.00	1.00
Equipment Operator	2.75	2.75	2.75
Landfill Attendant	1.25	1.60	1.61
Accounting technician	0.50	0.50	0.50
<b>Total</b>	<b>6.50</b>	<b>6.85</b>	<b>6.86</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	12/18/2006- 2/24/2008	02/24/2008- 9/10/2008	09/10/2008 05/20/2009	Goal
1 . Landfill Waste Density (LB/CY)	1,392	1,325	1,470	1,300
2 . Landfill Waste-to-Soil Ratio	2.6:1	2.48:1	2.66:1	4:1
3 . Landfill Volume-Per-Ton Ratio (CY/Ton)	1.99	2.11	1.87	1.93

Workload Indicators

Indicator	Actual FY 2007	Actual FY 2008	Actual FY 2009	Budgeted FY 2010
1 . Waste Quantity Deposited (Tons) - Class II	43,889	47,612	44,898	45,000
Waste Quantity Deposited (Tons) - Class IV	1,767	2,454	1,525	1,575
2 . Junk Vehicles Retrieved	215	174	230	200
3 . Scratch Gravel Permits Issued		12,641	13,672	12,892

## Program Description

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

The following components are necessary for the operation of this department:

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

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

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



## Goals & Objectives

- Provide a safe and efficient working environment for county employees within budget guidelines and authorized funding
- Provide optimum quantity and quality of maintenance service, safely, on time and within approved budget
- Work with departments and finance, capital improvement and budget committees to improve the overall safety and efficiency of 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 functional, efficient and safe county buildings
- Maintain a vehicle and equipment replacement program that will make the most efficient use of limited funds
- Become Montana Safety Culture Act compliant
- Educate building occupants on department responsibilities and abilities

**Financial Summary**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Budget FY2010</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 779,420	\$ 795,628	\$ 843,991	\$ 48,363	6%
Operating Expenditures	1,245,778	1,128,867	1,390,753	261,886	23%
Internal Charges	177,664	222,325	215,814	(6,511)	-3%
Debt Service	83,926	80,486	73,090	(7,396)	-9%
Transfers Out	2,000	9,700	2,000	(7,700)	-79%
Capital Outlay	80,405	51,836	167,320	115,484	223%
<b>Total</b>	<b>\$ 2,369,193</b>	<b>\$ 2,288,842</b>	<b>\$ 2,692,968</b>	<b>\$ 404,126</b>	<b>18%</b>

**Funding Summary**

<b>Funding Sources</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Budget FY2010</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ 32,775	\$ 25,391	\$ 69,729	\$ 44,338	175%
650 Building Maintenance	1,069,234	1,151,109	1,417,566	266,457	23%
651 Health Care Facilities	344,172	282,902	312,677	29,775	11%
652 County Shop	495,807	518,733	511,447	(7,286)	-1%
653 Fuel Revolving	427,207	310,709	381,549	70,840	23%
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
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-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
<b>Total</b>	<b>\$ 2,369,195</b>	<b>\$ 2,288,844</b>	<b>\$ 2,692,968</b>	<b>\$ 404,124</b>	<b>18%</b>

## 2010 Budget Highlights

**Personnel Services**

- COLA and market based salary increases.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- Fire alarm upgrade and cooling tower.

**Transfers**

- None.

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**Staffing Summary**

<b>Title</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Adopted FY2010</b>
Buildings Manager	1.00	1.00	1.00
Maintenance Technician	6.00	5.00	5.00
Maintenance Worker II	1.00	1.00	1.00
Maintenance Worker	4.97	4.60	4.60
Shop Manager	1.00	1.00	1.00
Mechanic	2.50	2.50	2.50
Maintenance cleaner			0.10
Equipmnet Operator(seasonal)			0.75
<b>Total</b>	<b>-</b>	<b>16.47</b>	<b>15.10</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2007	Actual FY 2008	Actual FY 2009	Budgeted FY 2010
1 . Dollar Amounts for Contracted Services Used	38,418	49,239	46,439	45,000
2 . Square Footage Maintained Per Full-time Maintenance Worker		12,433	12,433	12,433
3 . Liability Claims Filed	1	1	2	1
4 . Worker's Compensation Claims Filed		3	4	1

## Workload Indicators

Indicator	Actual FY 2007	Actual FY 2008	Actual FY 2009	Budgeted FY 2010
1 . Number of Work Orders Received				
Cooney Convalescent Home	550	-	734	
Courthouse (Currently do not track.)			57	
Law Enforcement Center/Jail	209	-	312	
Health Clinic	60	-	177	
2 . Number of After-hours Emergency Calls			45	
3 . Number of Remodels	2	-	21	
4 . Square Footage Maintained		144,218	144,218	144,218
Cooney Convalescent Home		35,092	35,092	35,092
Courthouse		41,030	41,030	41,030
Law Enforcement Center/Jail		42,290	42,290	42,290
Health Clinic		24,545	24,545	24,545
Other/Miscellaneous County Buildings Net		1,261	1,261	1,261

## 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/Department Head who is responsible for the implementation of the Lewis and Clark County's Weed Management Plan to manage weeds that have been identified and designated as Noxious Weeds within Lewis and Clark County. Activities of department include roadside spraying, revegetation, biocontrol releases, contracts and agreements with County, State, Federal and private landowners as well as education and compliance programs for complaints, subdivisions, timber harvest and open pit mines..

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

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

## Goals & Objectives

- Act as a coordinating agency for noxious weed management in Lewis and Clark County with Federal, State, County, City, towns local agencies and the public
- Provide quality education/compliance and assistance to the residents of Lewis and Clark County
- Manage noxious weeds on all county property by completing all spray or biological applications and mowing
- Follow state and county noxious weed laws
- Implement PROACTIVE program to increase public awareness and on the ground management of noxious weeds with large and small acreage landowners, subdivision developers, compliance/non-compliance landowners and timber harvest landowners
- Implement PROACTIVE program to increase developer's awareness of soil disturbance, it's 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

**Financial Summary**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Budget FY2010</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 104,296	\$ 104,978	\$ 141,347	\$ 36,369	35%
Operating Expenditures	182,216	130,978	254,090	123,112	94%
Internal Charges	14,911	17,878	16,753	(1,125)	-6%
Debt Service				-	
Transfers Out	53,708	60,052	52,500	(7,552)	-13%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 355,131</b>	<b>\$ 313,886</b>	<b>\$ 464,690</b>	<b>\$ 150,804</b>	<b>48%</b>

**Funding Summary**

<b>Funding Sources</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Budget FY2010</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ 252,210	\$ 240,696	\$ 341,270	\$ 100,574	42%
297 Noxious Weed Trust Grant	79,213	73,190	123,420	50,230	69%
298 Bucksnot Grant	23,708	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
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	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 355,131</b>	<b>\$ 313,886</b>	<b>\$ 464,690</b>	<b>\$ 150,804</b>	<b>48%</b>

## 2010 Budget Highlights

**Personnel Services**

- Funding included for a full-time weed coordinator. COLA and market based salary increases.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- Replacement of Copier.

**Transfers**

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



Staffing Summary

Title	Actual FY2008	Actual FY2009	Adopted FY2010
Administrative Clerk	0.50	0.50	0.50
Weed Coordinator	0.00	0.63	1.00
<b>Seasonal Weed Sprayers</b>			2.39
<b>Total</b>	-	0.50	1.13

## 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 and Clark County Commissioners. The district provides for the maintenance and operation of the cemetery and for the care of its buildings and equipment.. Lot sales and burial fees are also contributed to the operation of the cemetery.

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## Goals & Objectives

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

Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 121,086	\$ 145,077	\$ 171,876	\$ 26,799	18%
Operating Expenditures	46,049	30,633	41,550	10,917	36%
Internal Charges	13,395	14,977	15,365	388	3%
Debt Service	44,585	44,337	-	(44,337)	-100%
Transfers Out	42,500	40,000	105,000	65,000	163%
Capital Outlay	30,153	52,569	68,040	15,471	29%
<b>Total</b>	<b>\$ 297,768</b>	<b>\$ 327,593</b>	<b>\$ 401,831</b>	<b>\$ 74,238</b>	<b>23%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
224 Forestvale	257,072	275,026	333,791	58,765	21%
550 Capital Development	40,695	52,569	68,040	15,471	29%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
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-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 297,767</b>	<b>\$ 327,595</b>	<b>\$ 401,831</b>	<b>\$ 74,236</b>	<b>23%</b>

## 2010 Budget Highlights

### Personnel Services

- COLA and market based salary increases.

### Operating Expenditures

- Inflationary increases.

### Capital Outlay

- Replacement Mower
- Construction of new entrance

### Transfers

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

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## Staffing Summary

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

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2007	Actual FY 2008	Actual FY 2009	Budgeted FY 2010
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 2007	Actual FY 2008	Actual FY 2009	Budgeted FY 2010
1 . Number of burials per year.		65	76	70
2 . Number of sites available in the cemetery.		751	730	730
3 . Number of spots sold in above ground mausoleum		16	6	10
4 . Number of sites open in Mausoleum		129	123	123



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 FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 3,656,848	\$ 3,796,280	\$ 4,442,796	\$ 646,516	17%
Operating Expenditures	1,149,817	1,398,112	1,490,496	92,384	7%
Internal Charges	447,356	435,638	451,098	15,460	4%
Debt Service	141,035	141,050	143,240	2,190	2%
Transfers Out	-	6,352	-	(6,352)	-100%
Capital Outlay	44,299	44,128	68,740	24,612	56%
<b>Total</b>	<b>\$ 5,439,355</b>	<b>\$ 5,821,560</b>	<b>\$ 6,596,370</b>	<b>\$ 774,810</b>	<b>13%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
245 Cooney Home Memorial	2,733	8,352	-	(8,352)	-100%
246 Cooney Home Activity	1,777	1,268	-	(1,268)	-100%
601 Cooney Convalescent Ent	5,434,845	5,811,940	6,596,370	784,430	13%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
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-	-	-	-	-	
<b>Total</b>	<b>\$ 5,439,355</b>	<b>\$ 5,821,560</b>	<b>\$ 6,596,370</b>	<b>\$ 774,810</b>	<b>13%</b>

## 2010 Budget Highlights

**Personnel Services**

- COLA and market based salary increases.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- Wasther/Dryer.
- Arjo lift.

**Transfers**

- None.

## Staffing Summary

Title	Actual FY2008	Actual FY2009	Adopted FY2010
Administrator	1.00	1.00	1
Finance Coordinator	1.00	1.00	1
Billing Coordinator	1.00	1.00	1
Administrative Assistant	1.00	1.00	1
Admin clerk IV		1.00	1
Driver		0.50	0.5
Certified Nursing Assistants	47.00	46.75	46.75
Registered Nurse	7.00	6.80	6.8
Licensed Practical Nurse	9.00	8.30	8.3
Director of Nursing	1.00	1.00	1
Dietary Manager	1.00	1.00	1
Dietary Aid	10.00	7.55	9.55
Cook	2.00	3.00	3
Laundry/Housekeeping Supervisor	1.00	1.00	1
Laundry Aide	3.00	4.00	2.5
Housekeeping Aide	3.00	3.00	3
Laundry/Housekeeping Aide	1.00	2.00	1.5
Social Services Director	1.00	1.00	1
Activities Supervisor	1.00	1.00	1
Activities Aide	2.00	2.50	2.5
<b>Total</b>	<b>93.00</b>	<b>94.40</b>	<b>94.40</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 & monitor known and emerging infectious disease threats and barriers in and around Lewis and Clark County.

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

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

**Financial Summary**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Budget FY2010</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 230,697	\$ 254,424	\$ 279,859	\$ 25,435	10%
Operating Expenditures	44,090	29,591	29,291	(300)	-1%
Internal Charges	29,789	33,873	33,453	(420)	-1%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 304,576</b>	<b>\$ 317,888</b>	<b>\$ 342,603</b>	<b>\$ 24,715</b>	<b>8%</b>

**Funding Summary**

<b>Funding Sources</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Budget FY2010</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
County Health 227	\$ 304,576	\$ 317,888	\$ 342,603	\$ 24,715	8%
238 DUI Program	-	-	-	-	
				-	
				-	
				-	
				-	
				-	
				-	
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				-	
<b>Total</b>	<b>\$ 304,576</b>	<b>\$ 317,888</b>	<b>\$ 342,603</b>	<b>\$ 24,715</b>	<b>8%</b>

2010 Budget Highlights

**Personnel Services**

- COLA and market based salary increases.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- None.

**Transfers**

- None.

Staffing Summary

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

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY2006	Actual FY2007	Actual FY2008	Actual FY2009	Proposed FY2010
1 Complete and distribute public awareness plan.	n/a			Yes	Yes
2 Complete performance appraisals on 100% of health department employees.	n/a			Yes	Yes
3 Complete the Community Health Indicators report.	n/a			Yes	Yes
4 Track community health indicators related to chronic disease.				Yes	Yes
5 Work with partners to develop programs to prevent chronic disease.				Yes	Yes
6 Send monthly communicable disease reports to area medical providers, schools, and other community				Yes	Yes
7 Board of Health will complete a review and revision of On-Site Wastewater Treatment regulations.				Yes	Yes
8 Board of Health will complete a review and revision of the variance process.				Yes	Yes
9 Complete septic and permit applications within the allotted time frame.	Yes	Yes	Yes	Yes	Yes
# Enforce all violations of the On-Site Wastewater Treatment regulations in a timely manner.	Yes	Yes	High Partial	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 FY2006	Actual FY2007	Actual FY2008	Actual FY2009	Proposed FY2010
1 Media hits.	n/a	n/a	n/a	250	300
2 Performance appraisals completed.	n/a	n/a	n/a	50	100
3 Number of communicable disease investigations.			654	750	850
4 Site evaluation requests received.	568	974	606	185	300
5 Permits issued.	397	415	484	214	300
6 Variances requested.	4	4	9	14	15
7 Notices of violation to the ordinance.	n/a	n/a	20	36	60
8 Court cases.	n/a	n/a	n/a	1	1
9 Sites requiring groundwater monitoring.	14	20	18	15	15
# Groundwater monitoring wells.	83	66	60	43	50



## 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 FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 151,159	\$ 175,953	\$ 203,666	\$ 27,713	16%
Operating Expenditures	17,040	23,116	29,476	6,360	28%
Internal Charges	37,882	35,174	35,914	740	2%
Debt Service				-	
Transfers Out	34,328	65,372	56,195	(9,177)	-14%
Capital Outlay	32,054	-	25,750	25,750	
<b>Total</b>	<b>\$ 272,463</b>	<b>\$ 299,615</b>	<b>\$ 351,001</b>	<b>\$ 51,386</b>	<b>17%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
174 Comp Cancer Control Prog	15,452	37,142	46,807	\$ 9,665	26%
176 Breast & Cervical Cancer	75,544	92,875	78,204	\$ (14,671)	-16%
183 MT Napa Obesity Prev	-	3,830	12,914	\$ 9,084	237%
227 County Health	149,412	165,768	187,326	21,558	13%
550 Capital Development	32,054	-	25,750	25,750	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
				-	
<b>Total</b>	<b>\$ 272,462</b>	<b>\$ 299,615</b>	<b>\$ 351,001</b>	<b>\$ 41,721</b>	<b>14%</b>

## 2010 Budget Highlights

- None

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 Staffing Summary

Title	Actual FY2008	Actual FY2009	Adopted FY2010
Administrative Assistant	0.13	0.14	0.30
Breast & Cervical Health Program Admin Clerk	0.25	0.08	
Breast & Cervical Health Program Health Educator	0.90	1.00	1.00
Community Health Promotion Division Manager	0.98	0.98	0.98
WIC Clinic Coordinator	0.05	0.05	
Public Health Nurse		0.25	0.20
Cancer Control Program Coordinator		0.50	0.50
Environmental health specialist			0.10
<b>Total</b>	<b>-</b>	<b>2.31</b>	<b>3.08</b>

## Performance Measures

## Performance Measures

Measure	Actual FY2006	Actual FY2007	Actual FY2008	Actual FY2009	Proposed FY2010
<b>Breast &amp; Cervical Health Program</b>					
1 Maintain and/or increase program enrollment numbers to maintain funding.				Yes	Yes
2 Provide outreach visits/referral development with health providers in 4-county service area: including outlying communities of Lincoln, Townsend, White Sulpher Springs, Whitehall and Augusta.				Yes	Yes
3 Increase ability to provide services to women who do not meet age eligibility criteria for enrollment in program.				Yes	Yes
4 Increase alternative funding sources for program services.				Yes	Yes
<b>Comprehensive Cancer Control</b>					
1 Develop Comprehensive Cancer Control Coalition with Breast and Cervical Health and Tobacco Prevention programs to serve 4-county region.				n/a	Yes
2 Increase number of eligible persons screened for colorectal cancer.				n/a	Yes
3 Develop and implement education campaign on colorectal cancer prevention for workplace settings.				n/a	Yes
<b>Tobacco Use Prevention</b>					
1 Meet requirements of contracted workplan for Lewis & Clark and Broadwater Counties.				Yes	Yes
2 With Youth Connections, track district level data on youth tobacco use				Yes	Yes
3 Increase calls to Montana Quit Line in service area.				Yes	Yes
4 Develop educational and policy-based interventions to be implemented at the community level.				Yes	Yes
<b>Home Visiting Program</b>					
1 All staff keep records current on a weekly basis in compliance with requirements for each funding source.				Yes	Yes
2 Track performance for caseload management, determined client outcomes, and billing.				Yes	Yes
3 Meet set productivity rate goals for billable time.				High Partial	Yes
4 Increase number of referrals from other programs and agencies.				Low Partial	Yes
5 All staff participate in and work toward implementing strategic planning goals.				Yes	Yes
<b>Women, Infants, &amp; Children (WIC) Program</b>					
1 The Lewis and Clark WIC program will comply with State and Federal regulations regarding program operations and client services.				Yes	Yes
2 Maintain or increase current level of services.				Yes	Yes
3 Maintain an efficiency rate of at least 300/clients per month per FTE.				Yes	Yes
4 Develop a Nutritional Services program to provide needed follow-up services to clients determined to be at high-risk for nutritional counseling.				Yes	Yes
<b>Home and Community Based Services</b>					
1 Contact referred participants within 5 days of referral.				Yes	Yes
2 Perform a home visit to clients on the waiting list within 60 days of placement on the waiting list. (note: goal is to increase to 100% with increased staff in FY2009)				High Partial	Yes
3 The Case management Team will have a face-to-face meeting with 100% of clients to review the client's plan of care a minimum of two times per year.				Yes	Yes
4 Increase clients served to maximum caseload allotment.				Yes	Yes
<b>Ryan White Title III</b>					
1 Assure the availability of primary medical and dental care to 100% of recipients.			Yes	Yes	Yes
<b>Ryan White Title II</b>					
1 Make appropriate referrals within five days of needs assessment of each individual.			Yes	Yes	Yes
2 Complete annual reports on each individual enrolled in the program.			Yes	n/a	n/a

This is the first year for the accumulation of Performance Measures and therefore, estimates were required for prior years.

## Workload Indicators

## Workload Indicators

Indicator	Actual FY2006	Actual FY2007	Actual FY2008	Actual FY2009	Proposed FY2010
<b>Breast &amp; Cervical Health Program</b>					
1 Number of women enrolled into program.			250	340	400
2 Each referring provider contacted at least 2X/year; with 2 outreach visits/year to each outlying community in service area.			100%	100%	100%
3 Number of women served who don't meet age eligibility requirements for program services, paid for with community funds.			30	42	55
<b>Comprehensive Cancer Control</b>					
1 Develop Comprehensive Cancer Control Coalition with Breast and Cervical Health and Tobacco Prevention programs to serve 4-county region.	n/a	n/a	n/a	n/a	100%
2 Increase number of eligible persons screened for colorectal cancer.	n/a	n/a	n/a	n/a	100%
3 Develop and implement education campaign on colorectal cancer prevention for workplace settings.	n/a	n/a	n/a	n/a	100%
<b>Tobacco Use Prevention</b>					
1 Youth media literacy/activism events held			10	15	18
2 Number of calls to Quit Line for Lewis and Clark and Broadwater Counties				L&C 650 BW 30	L&C 750 BW 40
3 Tobacco-free parks education meetings held				8	12
4 2 media hits/month			100%	100%	100%
5 Follow up on all complaints about lack of compliance with Montana Clean Indoor Air Act			100%	100%	100%
6 Track the number of youth under 18 in the Helena school district who reported smoking in the last 30 days (YRBS data)	19.7% (grades 9-12)	n/a	23.9% (grades 7-12)	n/a	n/a
<b>Home Visiting Program</b>					
1 Average caseload of 18-24 families maintained per FTE			n/a	85%	100%
2 Number of clients served by programs			n/a	200	225
Productivity (Billable time) rates of 62.5% are met by				70%	100%
3 all staff					
4 Average time clients receive services is 18 months				50%	100%
5 Maintain low level (5%-10%) of reports by program staff of child abuse or neglect in clients currently served by program			100%	100%	100%
<b>Women, Infants, &amp; Children (WIC) Program</b>					
1 Maintain average monthly client load of 1,100			100%	100%	100%
2 Maintain at least 300/FTE ratio per month			exceeded	exceeded	exceeded
3 Number of hours/week of Nutrition Services appointments scheduled for high-risk clients			n/a	4	20
<b>Home and Community Based Services</b>					
1 Average monthly number of clients.			93	95	100
2 Number of referrals.			98	115	120
3 Average referrals per week.			2	3	3
4 Average monthly number on waiting list.			40	45	50
5 Contact updates to individuals on waiting list.					
6 Clients served by program.			130	140	150
<b>Ryan White Title III</b>					
1 Number of clients.				6	6
<b>Ryan White Title II</b>					
1 Grocery vouchers provided to recipients.			30	40	50
2 Clients on the program.			8	9	10
3 Hours of Case Management.			68	70	70

This is the first year for the accumulation of Workload Indicators and therefore, estimates were required for prior years.

## Program Description

### **Junk Vehicle Program**

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

### **Subdivision Review**

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

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

The Montana Department of Environmental Quality has a contract with Lewis & 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 and Clark County; however, the fee-assessed area includes the areas that recharge the Helena Valley alluvial aquifer, including Helena, East Helena, and the surrounding drainages within County borders.

### **Prickly Pear-Lake Helena Project**

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

## Goals & Objectives

### **Junk Vehicle Program**

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

### **Subdivision Review**

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

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

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

### **Animal Control**

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

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

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

### **Community Decay**

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

### **Water Quality Protection District**

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

### **Prickly Pear-Lake Helena Project**

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



## Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 730,829	\$ 735,939	\$ 829,819	\$ 93,880	13%
Operating Expenditures	194,934	321,934	348,304	26,370	8%
Internal Charges	125,845	143,289	150,521	7,232	5%
Debt Service	-	-	-	-	
Transfers Out	84,722	72,290	19,511	(52,779)	-73%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 1,136,330</b>	<b>\$ 1,273,452</b>	<b>\$ 1,348,155</b>	<b>\$ 74,703</b>	<b>6%</b>

## Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
101 Tenmile Water Quality	29,101	36,853	27,782	\$ (9,071)	-25%
102 Aasarco Grant	140,074	154,996	151,916	(3,080)	-2%
103 Lead Based Paint Remed	-	-	-	-	
104 Junk Vehicle Program	94,713	88,024	92,288	4,264	5%
107 Lic Establishment Inspect	199,214	184,713	214,631	29,918	16%
108 Subdivision Review	31,535	33,043	19,853	(13,190)	-40%
109 N HILLS GROUNDWTR SUS	-	-	-	-	
123 EPHTP Comm Needs Assmt	-	-	-	-	
124 Public Water Supply Insp	1,126	4,833	8,750	3,917	81%
125 Lake Helena Water	15,563	1,400	11,360	9,960	711%
126 Targeted Watershed Grant	1,324	161,617	201,685	40,068	25%
186 EPA Air Quality	36,138	35,367	39,968	4,601	13%
203 Water Quality District	242,451	261,536	277,366	15,830	6%
227 County Health	300,069	226,226	217,752	(8,474)	-4%
247 Community Decay	-	1,204	30,814	29,610	2459%
302 Brownsfield Assmt Grant	45,021	83,641	53,990	(29,651)	-35%
				-	
				-	
				-	
				-	
<b>Total</b>	<b>\$ 1,136,329</b>	<b>\$ 1,273,453</b>	<b>\$ 1,348,155</b>	<b>\$ 74,702</b>	<b>6%</b>

## 2010 Budget Highlights

- None

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 Staffing Summary

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

## Performance Measures

## Performance Measures

Measure	Actual FY2006	Actual FY2007	Actual FY2008	Actual FY2009	Proposed FY2010
<b><u>Junk Vehicle</u></b>					
1 Accurate and timely fiscal report approved by DEQ.	Low Partial	No	No	Yes	Yes
2 Increase number of vehicles removed on an annual basis.		Yes	High Partial	Yes	Yes
3 Percentage of complaints resolved.		80%	80%	100%	100%
4 Attend daylong annual employee training sessions annually.		Yes	Yes	Yes	Yes
<b><u>Subdivision Review</u></b>					
1 Average length of time taken to review individual submittals.					
2 Maintain a DEQ acceptance rate of greater than 90%.					
<b><u>Outdoor Air Quality/Air Pollution Control</u></b>					
1 DEQ acceptance rate of greater than 90% on air monitoring activities and filters submitted.					
2 Resolve air quality complaints quickly.					
<b><u>Animal Control</u></b>					
1 Resolve complaints in a timely manner		High Partial	High Partial	Yes	Yes
2 Respond to all complaints		Yes	Yes	Yes	Yes
3 Respond to bites within 3 days or less		Yes	Yes	Yes	Yes
4 Educate public about ordinance		Low Partial	Low Partial	Yes	Yes
5 Provide 1 media submission annually		Yes	Yes	Yes	Yes
6 Provide presentations as requested				Yes	Yes
<b><u>Lead Education &amp; Abatement Program</u></b>					
1 Meet goals set for public education (articles; presentations to school children, daycares, and realtors; distribute new baby packets, LEAP brochures, and screening information).		Yes	Yes	Yes	Yes
2 Conduct four lead advisory group meetings each year.		Yes	Yes	Yes	Yes
3 Attend two city council meetings per month.		Yes	Yes	Yes	Yes
4 Perform eight environmental assessments per year.			Yes	Yes	Yes
<b><u>Community Decay</u></b>					
1 Percent of identified community decay sites that are cleaned up.					
2 Percent of enforcement actions taken that are resolved.					
3 Accurate and timely accounting of activities and budget to Landfill boards.					
<b><u>Water Quality Protection District</u></b>					
1 Meet minimum number of presentations to community groups.					
2 Transfer accurate and timely groundwater data to the Montana Groundwater Information Center.					
3 Percent of complaints that are investigated.					
4 Successfully complete all contract requirements					
5 Meet goals related to miles of stream corridor restored or improved.					
<b><u>Prickly-Pear Lake Helena Project</u></b>					
1 Coordinate two watershed groups.					
2 Submit timely, complete, and accurate reports to DEQ.					
3 Generate and distribute outreach materials					
4 Update Water Quality District website regularly					
5 Hire contractor to develop framework for septic maintenance district.					
6 Conduct three public scoping meetings for septic maintenance district.					
7 Present report summarizing recommendations for septic maintenance district to decision makers.					

This is the first year for the accumulation of Performance Measures and therefore, estimates were required for prior years.

## Workload Indicators

## Workload Indicators

Measure	Actual FY2006	Actual FY2007	Actual FY2008	Actual FY2009	Proposed FY2010
<b><u>Junk Vehicle</u></b>					
1 Total number of complaints received		99	80	27	75
2 Number of cases referred to county attorney for enforcement.				5	10
3 Number of junk vehicles transported		224	215	131	200
4 Number of media hits.		3	3	3	3
5 Number of employee training sessions attended		1	1	1	1
6 Number of releases signed		312	286	166	200
<b><u>Subdivision Review</u></b>					
1 Total number of subdivision submittals received.	67	115	64	43	40
2 Total number of lots reviewed.	429	1,160	1,580	300	300
<b><u>Outdoor Air Quality/Air Pollution Control</u></b>					
1 Number of air quality complaints received.			3	3	3
2 Number of air quality complaints resolved.			3	3	3
3 Number of air quality presentations and news articles.			2	3	4
4 Number of poor air quality days			5	8	0
<b><u>Animal Control</u></b>					
1 Animal bites investigated in the County.		56	66	32	40
2 Citations issued.		170	219	226	200
3 Bat-human interactions investigated.		8	5	1	5
4 Animals transported to the Humane Society		185	127	183	150
5 Court hearings attended.					
<b><u>Lead Education &amp; Abatement Program</u></b>					
1 Number of individuals screened		17	171	5	200
2 Number of people contacted for education			300	150	500
3 Number of environmental assessments conducted.		26	28	23	25
<b><u>Community Decay</u></b>					
1 Solid waste complaints.		17	26	3	5
2 Community decay complaints.		3	1	13	5
3 Enforcement actions		0	2	16	15
4 Court cases		0	0	0	0
<b><u>Water Quality Protection District</u></b>					
1 Comments provided to other agencies on proposals affecting water quality.		5	3	4	3
2 Grant reports generated		3	4	3	3
3 Complaints received		20	25	30	30
4 Water Watchers educated.		1,400	1,400	1,400	1,400
5 Wells sampled		5	94	0	20
6 Water level measurements taken		840	840	840	840
<b><u>Prickly-Pear Lake Helena Project</u></b>					
1 Watershed meetings held.				5	6
2 Newsletters, outreach mailings, meeting minutes distributed.				16	16
3 Public meetings attended.				23	30

## Program Descriptions

### **Tuberculosis Program**

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

### **HIV Prevention Services**

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

### **Immunization Program**

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

### **Public Health Emergency Preparedness**

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

### **Licensed Establishment Inspections**

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

### **Public Water Supply Inspections**

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

### **Youth Suicide Prevention**

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

## Goals & Objectives

### Tuberculosis Program

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

### HIV Prevention Services

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

### Immunization Program

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

### Public Health Emergency Preparedness

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

### Licensed Establishment Inspections

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

### Public Water Supply Inspections

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

### Youth Suicide Prevention

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

## Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 1,247,446	\$ 1,269,942	\$ 1,393,449	\$ 123,507	10%
Operating Expenditures	363,619	334,608	351,887	17,279	5%
Internal Charges	206,070	218,794	219,547	753	0%
Debt Service				-	
Transfers Out	185,566	174,824	174,575	(249)	0%
Capital Outlay				-	
<b>Total</b>	<b>\$ 2,002,701</b>	<b>\$ 1,998,168</b>	<b>\$ 2,139,458</b>	<b>\$ 141,290</b>	<b>7%</b>

## Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ 146,238	\$ 154,223	\$ 162,631	\$ 8,408	5%
175 Community Yth Suicide Prv	44,957	52,711	35,015	(17,696)	-34%
177 WIC	192,961	192,772	222,843	30,071	16%
178 M C H Block Grant	120,297	119,934	128,310	8,376	7%
179 Home Care/Case Managemer	305,393	327,206	352,783	25,577	8%
181 Ryan White Title III CM	4,549	5,000	4,934	(66)	-1%
182 FASD Interventions Proj	40,681	33,703	833	(32,870)	-98%
185 Nicotine Dependency	-	2,756	-	(2,756)	-100%
189 Pblc Hlth Home Visiting	43,583	44,600	78,911	34,311	77%
190 Tuberculosis Grant	7,629	7,825	4,000	(3,825)	-49%
191 HIV Prevention Services	69,607	73,310	76,724	3,414	5%
193 Target Cm Low Birth Wght	64,523	68,009	128,050	60,041	88%
194 Ryan White Title II	3,445	2,087	7,020	4,933	236%
195 Immunization Prog Grant	21,192	22,349	22,178	(171)	-1%
196 Bioterrorism Grant	144,100	100,054	107,649	7,595	8%
197 Medical Reserve Corp	-	-	-	-	
227 County Health	691,459	688,853	710,013	21,160	3%
238 DUI Program	102,085	102,777	97,564	(5,213)	-5%
				-	
				-	
<b>Total</b>	<b>\$ 2,002,699</b>	<b>\$ 1,998,169</b>	<b>\$ 2,139,458</b>	<b>\$ 141,289</b>	<b>7%</b>

## 2010 Budget Highlights

- None

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 Staffing Summary

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



## Performance Measures

## Performance Measures

Measure	Actual FY2006	Actual FY2007	Actual FY2008	Actual FY2009	Proposed FY2010
<b><u>Tuberculosis</u></b>					
1 Ensure completion of treatment for all active cases of Tuberculosis.				Yes	Yes
2 Ensure medical evaluation of all individuals with positive skin tests.				Yes	Yes
<b><u>HIV Prevention</u></b>					
1 Complete partner notification of all newly identified HIV positive individuals.				Yes	Yes
<b><u>Immunizations</u></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.	77%	81%	79%	90%	Yes
<b><u>Public Health Emergency Preparedness</u></b>					
1 No more than 12 hours between diagnosis and report of communicable disease.				Yes	Yes
2 Emergency response plans updated as needed.				Yes	Yes
3 Reduce percent of health alert messages sent that are not received.				Yes	Yes
4 100% of staff have received Emergency Response training.				Yes	Yes
<b><u>Licensed Establishment Inspections</u></b>					
1 Follow up on all disease outbreaks associated with licensed establishments.				Yes	Yes
2 Reduce the number of critical-item violations and risk factors in food establishments to 10%.				Yes	Yes
<b><u>Public Water Supply Inspections</u></b>					
1 Ensure that establishments are inspected within three years of previous inspection	Yes	Low Partial	Yes	Yes	Yes
<b><u>Youth Suicide Prevention</u></b>					
1 Increase by 5% the number of 10th grade students that receive mental health screening			9%	Yes	Yes
2 Increase by 5% the number of people who complete suicide prevention training				Yes	Yes
3 Ensure that all students that screen positive for suicide risk receive follow up care.				Yes	Yes

This is the first year for the accumulation of Performance Measures and therefore, estimates were required for prior years.

## Workload Indicators

## Workload Indicators

Measure	Actual FY2006	Actual FY2007	Actual FY2008	Actual FY2009	Proposed FY2010
<b><u>Tuberculosis</u></b>					
1 TB screening tests administered	800	832	619	700	700
2 Clients with TB infection or disease	3	0	3		
<b><u>HIV Prevention</u></b>					
1 HIV tests performed	213	130	133	125	125
2 New HIV infections identified	2	1	1		
3 Follow-up contacts to new cases.			14		
<b><u>Immunizations</u></b>					
1 Immunizations performed.	6,560	8,200	5,743	6,200	6,500
2 Immunization assessments performed at schools and daycares.			48		
3 Number of promotion activities.			18		
<b><u>Public Health Emergency Preparedness</u></b>					
1 Health Alert Messages sent	n/a	6	2	15	15
2 Emergency Response exercise conducted	1	1	1	1	1
3 Trainings offered to staff	2	6	65	12	15
4 Health Department staff trained in NIMS-700 & ICS-100	70	70	80	83	83
5 Number of Emergency Response Plans updated.			3	3	3
<b><u>Licensed Establishment Inspections</u></b>					
1 Inspections completed (food facilities, pools, public accommodations, trailer courts, day care facilities).	798	745	776	776	800
2 Plans reviewed	27	20	40	40	40
3 People trained	137	100	140	60	100
4 Exemplary Food Establishment Awards awarded.	n/a	n/a	n/a	1	3
<b><u>Public Water Supply Inspections</u></b>					
1 Inspections completed	15	5	16	13	18
<b><u>Youth Suicide Prevention</u></b>					
1 Suicide Prevention training classes conducted.	11	3	5	10	12
2 Students that receive mental health screening.			65	75	85
3 Suicide awareness activities conducted.	4	3	6	6	10

## 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 Mosquitos on a yearly basis.

Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services				\$ -	
Operating Expenditures	156,655	180,741	172,805	(7,936)	-4%
Internal Charges	283	192	375	183	95%
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 156,938</b>	<b>\$ 180,933</b>	<b>\$ 173,180</b>	<b>\$ (7,753)</b>	<b>-4%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
201 Craig Mosquito District	\$ 11,559	\$ 7,364	\$ 7,385	\$ 21	0%
202 Mosquito Control District	143,155	173,539	164,170	(9,369)	-5%
215 Pred Animal Control	2,224	30	1,625	1,595	5317%
				-	
				-	
				-	
				-	
				-	
				-	
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				-	
				-	
				-	
				-	
<b>Total</b>	<b>\$ 156,938</b>	<b>\$ 180,933</b>	<b>\$ 173,180</b>	<b>\$ (7,753)</b>	<b>-4%</b>

### Program Description

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

Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	68,171	88,340	110,140	21,800	25%
Internal Charges	-	-	-	-	
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 68,171</b>	<b>\$ 88,340</b>	<b>\$ 110,140</b>	<b>\$ 21,800</b>	<b>25%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
280 Alcoholism	\$ 68,171	\$ 88,340	\$ 110,140	\$ 21,800	25%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
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	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 68,171</b>	<b>\$ 88,340</b>	<b>\$ 110,140</b>	<b>\$ 21,800</b>	<b>25%</b>

## 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 and 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 FY2006	Actual FY2007	Actual FY2008	Actual FY2009	Proposed FY2010
1 Improve patient compliance of monthly testing to 90% using Coumadin Therapy Process.			90%	90%	90%
2 Maintain or increase the number of dental patients seen over last year.		1,643	1,595	1,541	1,700
3		389	247	580	600
Increase the number of unduplicated individuals seen in the Healthcare for the Homeless program.					
4 Increase the percent of total patients who fill out the QPD measurement tool.		n/a	n/a	n/a	500
5 Increase the number of encounters in Lincoln.		1,840	0	0	2,618
6 Increase the number of patients who pay the day of service.					60%
7 Decrease days in accounts receivable.		n/a	Yes	No	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

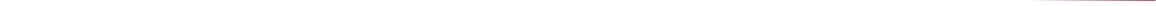
Indicator	Actual FY2006	Actual FY2007	Actual FY2008	Actual FY2009	Proposed FY2010
1 Medical encounters		13,571	13,148	15,620	16,206
2 Dental encounters		4,058	3,846	3,422	5,362
3 Mental Health/Substance Abuse encounters		224	253	704	1,075
4 Other professional encounters		148	134	35	147
5 Enabling encounters		680	995	1,280	1,500
6 Individual patients.		5,458	5,004	5,590	6,404
7 Days in accounts receivable		240	183	199	120



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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.

Financial Summary

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Budget FY2010</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	426	426	426	-	0%
Internal Charges	2,300	2,460	2,290	(170)	-7%
Debt Service	10,262	10,172	10,123	(49)	0%
Transfers Out	284,236	295,905	305,502	9,597	3%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 297,224</b>	<b>\$ 308,963</b>	<b>\$ 318,341</b>	<b>\$ 9,378</b>	<b>3%</b>

Funding Summary

<b>Funding Sources</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Budget FY2010</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ 191,717	\$ 186,796	\$ 186,301	\$ (495)	0%
228 Senior Citizens	105,507	122,167	132,040	9,873	8%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 297,224</b>	<b>\$ 308,963</b>	<b>\$ 318,341</b>	<b>\$ 9,378</b>	<b>3%</b>

## 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.

Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	99,020	137,559	145,873	8,314	6%
Internal Charges				-	
Debt Service				-	
Transfers Out	213,240	208,875	211,978	3,103	1%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 312,260</b>	<b>\$ 346,434</b>	<b>\$ 357,851</b>	<b>\$ 11,417</b>	<b>3%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ 312,260	\$ 346,434	\$ 357,851	\$ 11,417	3%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
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	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 312,260</b>	<b>\$ 346,434</b>	<b>\$ 357,851</b>	<b>\$ 11,417</b>	<b>3%</b>

## 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 FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 330,473	\$ 272,970	\$ 316,264	\$ 43,294	16%
Operating Expenditures	64,966	62,987	63,020	33	0%
Internal Charges	60,479	54,119	44,893	(9,226)	-17%
Debt Service	-	-	-	-	
Transfers Out	103,310	1,151	-	(1,151)	-100%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 559,228</b>	<b>\$ 391,227</b>	<b>\$ 424,177</b>	<b>\$ 32,950</b>	<b>8%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
184 Homeless Grant	327,029	248,071	302,866	54,795	22%
187 Partnership to Strengthen	110,760	26,522	1,255	(25,267)	-95%
188 Tobacco Control Grant	121,440	116,633	120,056	3,423	3%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 559,229</b>	<b>\$ 391,226</b>	<b>\$ 424,177</b>	<b>\$ 32,951</b>	<b>8%</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. 56 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 FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 76,165	\$ 79,225	\$ 86,031	\$ 6,806	9%
Operating Expenditures	42,417	58,148	71,886	13,738	24%
Internal Charges	25,526	28,144	27,500	(644)	-2%
Debt Service	-	-	-	-	
Transfers Out	-	-	3,480	3,480	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 144,108</b>	<b>\$ 165,517</b>	<b>\$ 188,897</b>	<b>\$ 23,380</b>	<b>14%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
229 Co Extension Agent	144,108	165,517	188,897	23,380	14%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
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	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 144,108</b>	<b>\$ 165,517</b>	<b>\$ 188,897</b>	<b>\$ 23,380</b>	<b>14%</b>

2010 Budget Highlights

**Personnel Services**

- COLA and market based salary increases.

**Operating Expenditures**

- Inflationary increases.

**Capital Outlay**

- Copier.

**Transfers**

- Transfers for capital replacement of assets.

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Staffing Summary

Title	Actual FY2008	Actual FY2009	Adopted FY2010
Extension Agent	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
<b>Total</b>	<b>-</b>	<b>2.00</b>	<b>2.00</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

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## 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 FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ 252,854	\$ 300,671	\$ 365,197	\$ 64,526	21%
Operating Expenditures	435,996	414,902	667,671	252,769	61%
Internal Charges	33,876	41,006	57,071	16,065	39%
Debt Service	27,666	760,821	1,132,059	371,238	49%
Transfers Out	136,000	289,073	280,000	(9,073)	-3%
Capital Outlay	6,602,171	2,650,332	711,500	(1,938,832)	-73%
<b>Total</b>	<b>\$ 7,488,563</b>	<b>\$ 4,456,805</b>	<b>\$ 3,213,498</b>	<b>\$ (1,243,307)</b>	<b>-28%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
599 Fairgrounds Improv	-	-	651,000	651,000	
602 Fair Enterprise	7,488,563	4,456,805	2,562,498	(1,894,307)	-43%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 7,488,563</b>	<b>\$ 4,456,805</b>	<b>\$ 3,213,498</b>	<b>\$ (1,243,307)</b>	<b>-28%</b>



## 2010 Budget Highlights

**Personnel Services**

- Increase one FTE for maintenance technician.. COLA and market based salary increases.

**Operating Expenditures**

- Increased due to additional events planned for new facility..

**Capital Outlay**

- Completion of Exhibit Hall/Grandstands.
- Manlift
- Stock pens replacement

**Transfers**

- Transfer to capital for stimulus funding received..

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### Staffing Summary

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

Performance Measures

Measure	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . Fair Grounds administration will perform the duties of being watchful of tax payers money and resources.	100%	100%	100%	100%
2 . Building a steady customer base of repeat customers	100%	100%	100%	100%
3 . Take care of complaints quickly and professionally	100%	100%	100%	100%
4 . Treat every customer-taxpayer- like they have a voice in what we do and charge for their fair grounds	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2007	Actual FY 2008	Actual FY 2009	Adopted FY 2010
1 . Number of Fairgrounds Users	150,000	165,000	170,000	180,000
2 . Number of Public Events Held	NA	18	20	30
3 . Number of Private Events Held	NA	50+	50+	100
4 . Total Number of Event Days	NA	100+	100+	100+
5 . Revenues Generated	\$ 1,480,860	\$ 1,645,517	\$ 6,447,911	\$ 1,810,700

FY08 revenues include bond proceeds for construction of exhibit hall/grandstands

## 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 FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ 1,548	\$ 8,000	\$ 6,452	417%
Operating Expenditures	34,187	37,071	43,968	6,897	19%
Internal Charges	1,470	1,412	1,538	126	9%
Debt Service				-	
Transfers Out	8,437	3,000	153,000	150,000	5000%
Capital Outlay	-	29,887	-	(29,887)	-100%
<b>Total</b>	<b>\$ 44,094</b>	<b>\$ 72,918</b>	<b>\$ 206,506</b>	<b>\$ 133,588</b>	<b>183%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
221 Parks	30,708	34,554	48,087	13,533	39%
235 Parks Development	8,437	29,887	150,000	120,113	402%
236 Lincoln Parks	4,949	8,479	8,419	(60)	-1%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
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	-	-	-	-	
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	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 44,094</b>	<b>\$ 72,920</b>	<b>\$ 206,506</b>	<b>\$ 133,586</b>	<b>183%</b>

## 2010 Budget Highlights

### **Personnel Services**

- Funding of seasonal mower for county owned parks.

### **Operating Expenditures**

- Update of Park Master Plan. Inflationary increases.

### **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 and Clark County Library.

Financial Summary

Budget by Object of Expenditure Category	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	-	-	-	
Internal Charges	-	-	9,549	9,549	
Debt Service	-	-	-	-	
Transfers Out	2,418,814	2,265,150	2,429,778	164,628	7%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 2,418,814</b>	<b>\$ 2,265,150</b>	<b>\$ 2,439,327</b>	<b>\$ 174,177</b>	<b>8%</b>

Funding Summary

Funding Sources	Actual FY2008	Actual FY2009	Budget FY2010	Increase (Decrease)	Percent Change
001 General Fund	\$ -	\$ -	\$ -	\$ -	
222 Library	2,418,814	2,265,150	2,439,327	174,177	8%
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
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-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
<b>Total</b>	<b>\$ 2,418,814</b>	<b>\$ 2,265,150</b>	<b>\$ 2,439,327</b>	<b>\$ 174,177</b>	<b>8%</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.

**Financial Summary**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Budget FY2010</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	473,389	7,541	-	(7,541)	-100%
Internal Charges	-	-	-	-	
Debt Service	-	-	-	-	
Transfers Out	-	-	-	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 473,389</b>	<b>\$ 7,541</b>	<b>\$ -</b>	<b>\$ (7,541)</b>	<b>-100%</b>

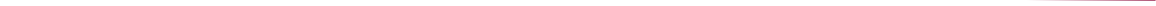
**Funding Summary**

<b>Funding Sources</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Budget FY2010</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ -	\$ -	\$ -	\$ -	
296 CDBG-Economic Developer	473,389	7,541	-	(7,541)	-100%
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
	-	-	-	-	
<b>Total</b>	<b>\$ 473,389</b>	<b>\$ 7,541</b>	<b>\$ -</b>	<b>\$ (7,541)</b>	<b>-100%</b>

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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 FY2008</b>	<b>Actual FY2009</b>	<b>Budget FY2010</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	137,170	138,490	139,240	750	1%
Internal Charges	-	-	-	-	
Debt Service	176,069	382,150	386,098	3,948	1%
Transfers Out	450,941	740,937	70,490	(670,447)	-90%
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ 764,180</b>	<b>\$ 1,261,577</b>	<b>\$ 595,828</b>	<b>\$ (665,749)</b>	<b>-53%</b>

**Funding Summary**

<b>Funding Sources</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Budget FY2010</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
001 General Fund	\$ -	\$ -	\$ -	\$ -	
500 City/County Bldg Debt	392,692	662,266		(662,266)	-100%
502 Health Facilities Debt	205,500	204,980	208,730	3,750	2%
503 RSID Revolving	-	-	-	-	
504 Debt Service Districts	16,413	38,470		(38,470)	-100%
505 Debt Service Districts	5,118	9,285	6,659	(2,626)	-28%
506 Debt Service Districts	11,087	13,315	5,722	(7,593)	-57%
507 Debt Service Districts	12,894	20,027	13,556	(6,471)	-32%
508 Debt Service Districts	144	933	50	(883)	-95%
509 Debt Service Districts	-	-	-	-	
510 Debt Service Districts	1,155	954	1,000	46	5%
511 Debt Service Districts	37,735	56,585	57,753	1,168	2%
512 Debt Service Districts	2,259	3,597	1,947	(1,650)	-46%
513 Debt Service Districts	2,769	4,548	2,355	(2,193)	-48%
514 Debt Service Districts	41,143	63,461	60,589	(2,872)	-5%
515 Debt Service Districts	1,133	1,083	1,018	(65)	-6%
516 Debt Service Districts	20,031	19,147	48,506	29,359	153%
517 Debt Service Districts	10,988	46,163	80,138	33,975	74%
518 Debt Service Districts	3,120	6,644	9,822	3,178	48%
519 Debt Service Districts	-	14,579	57,195	42,616	292%
520 Debt Service Districts	-	2,636	3,029	393	15%
521 Debt Service Districts	-	8,605	7,127	(1,478)	-17%
522 Debt Service Districts	-	797	2,561	1,764	221%
523 Debt Service Districts	-	3,129	5,168	2,039	65%
524 Debt Service Districts	-	9,736	20,503	10,767	111%
525 Debt Service Districts	-	70,638	2,400	(68,238)	-97%
526 Debt Service Districts	-	-	-	-	
527 Debt Service Districts	-	-	-	-	
528 Debt Service Districts	-	-	-	-	
<b>Total</b>	<b>\$ 764,181</b>	<b>\$ 1,261,578</b>	<b>\$ 595,828</b>	<b>\$ (665,750)</b>	<b>-53%</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

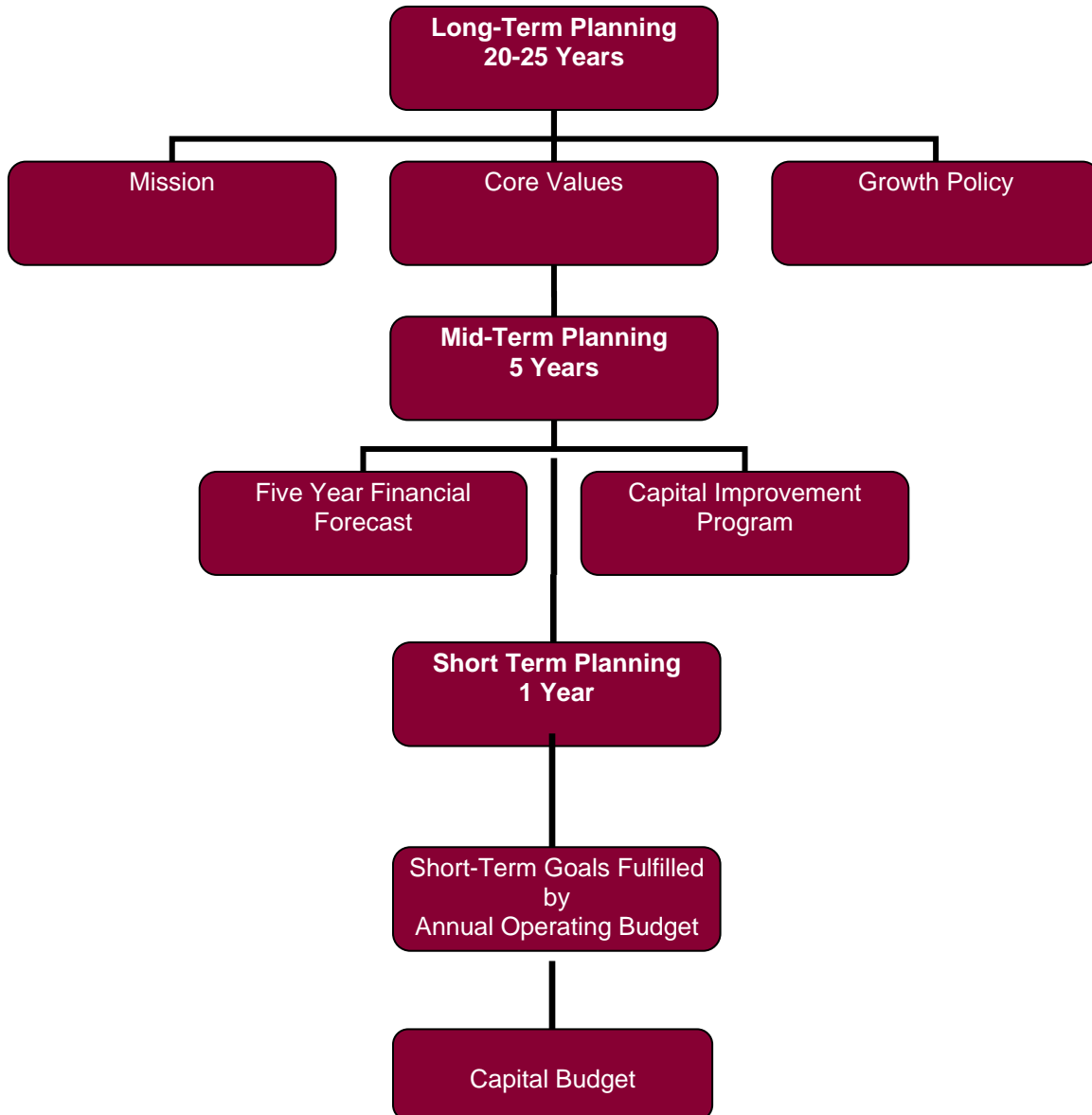
The capital budget is separate and distinct from the County's operating budget for several reasons. First, capital outlays reflect non-recurring capital improvements rather than ongoing expenses. Where possible, capital projects are funded from nonrecurring funding sources such as debt proceeds and grants; 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.

## CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

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 2010 Capital Budget & Operating Budget Impacts Projects by Department/Project Name

FY 2009 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>					
2 Servers	\$ 12,400				\$ -
<b>Justice Court</b>					
<b>District Clerk of Court</b>					
Reader/printer	8,110				-
<b>Information Technology</b>					
GPS Units	15,910				-
<b>County Attorney</b>					
Software/Server replacement	21,380				-
<b>Miscellaneous-General</b>					
Valley sewer projects	900,000				-
Purchase of Ashley Building	200,000				-
Fairgrounds/Woodlawn water Project	350,000				-
<b>Public Works</b>					
<b>Road Fund</b>					
Snowplow(2)	309,000				-
Pickup trucks(2)	51,500				-
Water Truck(used)	85,000				-
Transport Truck(used)	80,000				-
Storage Shed-Lincoln	10,000				-
Mechanical Sweeper(grant funded)	165,000				-
Flush Truck(grant funded)	109,200				-
Road Graders	770,000				-
Marysville road project	2,291,589				-
Road Projects	557,000				-
<b>Bridge Fund</b>					
Center span-portable bridge	21,500				-
Metal Sheets(2)	11,000				-
Bridge Projects	1,044,316				-
Storage structure	5,000				-
<b>RID Construction Fund</b>					
RID Road Projects	984,443				-
<b>Weed Fund</b>					
ATV's	21,120				-
Copier(shared with extension)	3,380				-
<b>County Fair Fund</b>					
Exhibit hall/grandstands-new	651,000	80,000	75,000	850,000	1,005,000
Man Lift	17,000				-
Multi Purpose Building Improv	43,500				-
<b>Parks Fund</b>					
<b>Planning</b>					
Permit system	35,750				-
<b>Health</b>					
Permit system	25,750				-
<b>Extension</b>					
Copier(shared with weed)	3,480				-
<b>Sheriff</b>					
Patrol Car Replacement/Accessories	87,450				-
2 4X4 Trucks	66,940				-
SUV	33,470				-
Ligisys computer system-final	46,000				-
Security cameras-detention center	9,200				-

# CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

## FY 2010 Capital Budget & Operating Budget Impacts Projects by Department/Project Name

FY 2009 Capital Budget		Annual Operating Budget Impacts			
Department/Project Title	Appropriation	Personal Services Costs	Other Operating Costs	Debt Service Costs	Total
<b>Radio-Public Safety</b>					
Truck(4x4)	30,000				-
Channel addition	60,000				
<b>Coroner</b>					
Hand held Radio	5,150				-
<b>Buildings Maintenance</b>					
Commissioners garage	9,500				-
Fire alarm upgrade	32,960				-
Cooling Tower	55,000				-
<b>County Shop</b>					
Diagnostic Tool	5,360				-
<b>Forestvale Cemetery</b>					
Mower	8,490				-
Grounds improvements	59,550				-
<b>Cooney Home</b>					
Double convection oven	8,060				-
Arjo Lift	15,500				-
Washer/dryer	39,180				-
Floor burnisher	6,000				-
<b>Solid Waste</b>					
Apron/new containers-Lincoln	\$ 15,600			\$	-
Track Loader rebuilt	32,960				-
Site improvements-marysville	8,000				-
					-
<b>GRAND TOTAL</b>	<b>\$ 9,437,698</b>	<b>\$ 80,000</b>	<b>\$ 75,000</b>	<b>\$ 850,000</b>	<b>\$ 1,005,000</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.

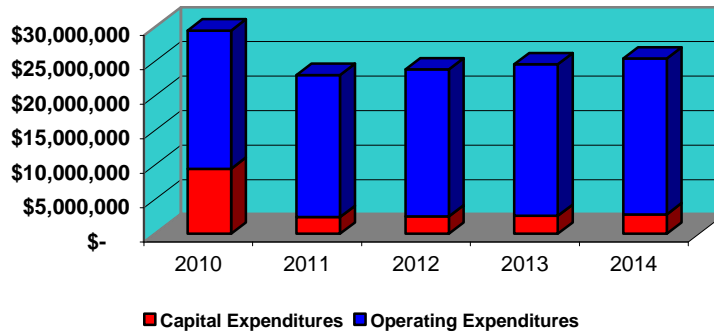
## CAPITAL EXPENDITURES CONTRASTED WITH TOTAL COUNTY OPERATING EXPENDITURES

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 on the following page illustrates Lewis & Clark County's projected investment in capital in relation to projected operating expenditures.

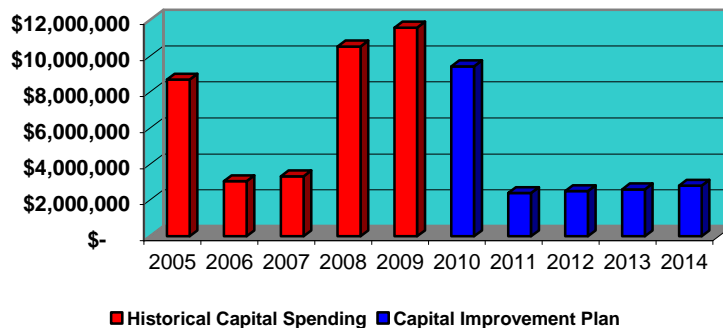
CAPITAL EXPENDITURES CONTRASTED WITH OPERATING EXPENDITURES \_\_\_\_\_



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 below 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

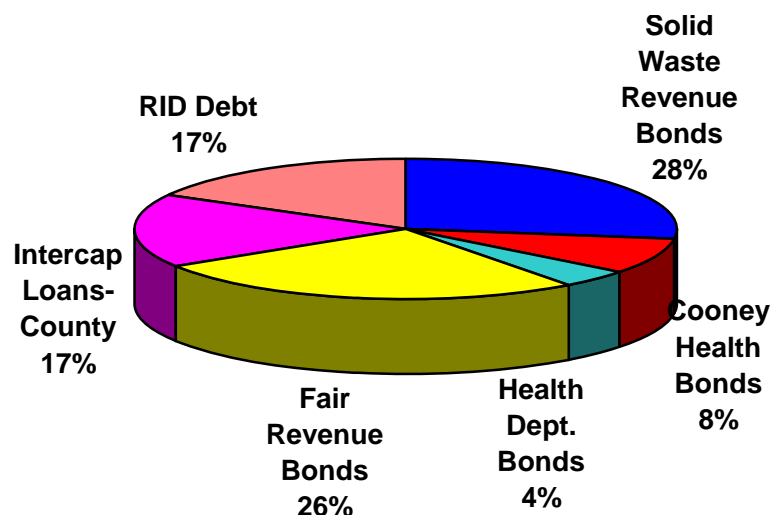
Debt in a governmental entity is an effective financial management tool. Active debt management provides fiscal advantages to county and its citizens. Debt can serve several different purposes. It is useful in matching costs to benefits of public assets. It is useful as an economic development tool. 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-\$3,188,000.
- Health Facilities Revenue Bonds (Cooney)-\$975,000
- Health Facilities Revenue Bonds(Health)-\$485,000
- Fairgrounds Revenue Bond-\$3,104,200
- County Loans \$1,970,725
- RID Debt-\$1,999,125



### Possible Debt in the Next Five Years

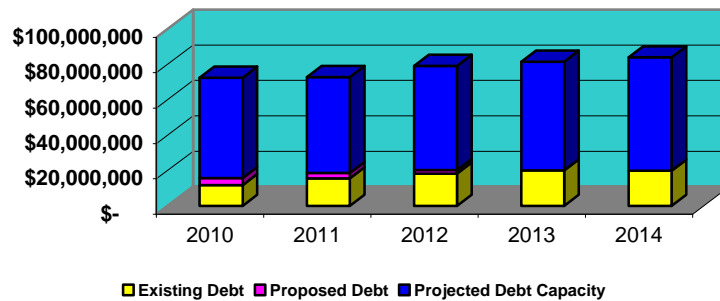
Listed below is a brief description of the county’s possible debt issuances over the course of the next five year period. Following this narrative description, is a graphic depiction of the relative effects of these possible debt issuances in relation to the county’s current debt and its remaining debt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

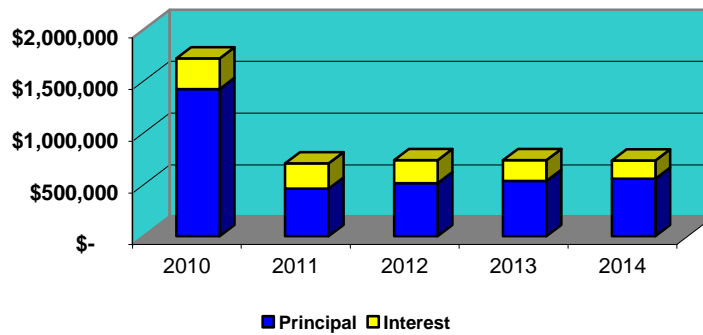


**Debt Service**

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**

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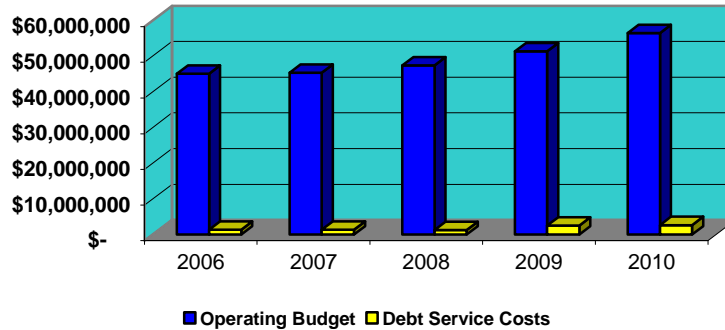
Most major debt obligations for the County are typically structured with declining interest payments and increasing principal payments—thereby resulting in relatively level debt service payments over the life of the bonds.

**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

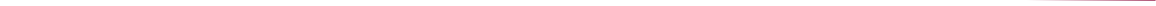
- 1) **Reliance on Long-Term Debt.** The County will limit long-term debt to capital improvements which cannot be financed from current revenues. Incurring long-term debt serves to obligate future taxpayers. Excess reliance on long-term can cause debt levels to reach or exceed the government's ability 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.



## APPENDIX





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

Staffing Summary

<b>Title</b>	<b>Actual FY2008</b>	<b>Actual FY2009</b>	<b>Adopted FY2010</b>
<b>General Government</b>			
Legislative Services	3.00	3.00	3.00
Administrative Services	12.60	10.57	11.07
Treasurer - Clerk & Recorder	23.00	22.50	23.00
County Attorney	18.00	19.38	19.13
District Court	12.00	11.44	11.94
Justice Court	5.00	5.00	6.00
Superintendent of Schools	1.00	1.00	1.00
Planning & Community Development	12.00	12.00	12.00
Health Insurance	0.40	0.75	0.75
Information Technology	15.00	15.00	16.00
<b>Sub-Total General Government</b>	<b>102.00</b>	<b>100.64</b>	<b>103.89</b>
<b>Public Safety</b>			
Disaster & Emergency Services	2.00	2.00	2.00
Sheriff	73.50	72.00	73.69
Probation & Parole	-	-	-
Fire	-	-	-
Mental Health	-	-	-
Youth	-	-	-
Coroner	2.00	1.50	2.00
Radio Project	-	-	-
<b>Sub-Total Public Safety</b>	<b>77.50</b>	<b>75.50</b>	<b>77.69</b>
<b>Public Works</b>			
Administration	4.02	4.00	4.04
Bridge Maintenance	4.50	4.50	4.50
Road	13.50	13.50	14.35
Road Signs	1.00	1.00	1.00
Solid Waste Services	6.50	6.85	6.86
Facilities Administration	16.47	15.10	15.95
Weed Spraying	0.50	1.13	3.89
Forestvale Cemetery	3.00	2.88	4.62
<b>Sub-total Public Works</b>	<b>49.49</b>	<b>48.96</b>	<b>55.21</b>
<b>Public Health</b>			
Cooney Nursing Home	93.00	94.40	94.40
Public Health Administration	4.67	4.37	4.42
Community Health Promotion	2.31	3.00	3.08
Environmental Health	13.20	14.19	13.00
Disease Control & Prevention	22.55	21.06	22.21
Human Services	6.83	6.30	5.80
CHC Helena	28.30	30.03	30.47
CHC Lincoln	3.40	5.25	5.61
<b>Sub-total Public Health</b>	<b>174.25</b>	<b>178.60</b>	<b>178.99</b>
<b>Social &amp; Economic Services</b>			
Human Services	6.83	6.30	5.80
Senior Citizens	-	-	-
Extention Services	2.00	2.00	2.00
<b>Sub-Total Social &amp; Economic Services</b>	<b>8.83</b>	<b>8.30</b>	<b>7.80</b>
<b>Culture &amp; Recreation</b>			
Fair	5.00	6.00	7.25
<b>Sub-total Culture &amp; Recreation</b>	<b>5.00</b>	<b>6.00</b>	<b>7.25</b>
<b>GRAND TOTAL</b>	<b>417.07</b>	<b>418.00</b>	<b>430.83</b>

**CONSUMER PRICE INDEX****U.S. CONSUMER PRICE INDEX**

<b>Calendar Year</b>	<b>U.S. Consumer Price Index</b>	<b>Percent Change</b>
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

GENERAL OBLIGATION BOND

Maximum Allowable Debt - Lewis & Clark County, Montana

Assessed Valuation: FY 10 Certified Market Value \$ 3,366,951,099

Factor Allowed for Indebtedness 2.5%

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Total Indebtedness Allowed \$ 84,173,777

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Less Current Indebtedness:

Intercap Loans \$ 1,970,725  
RSID Debt \$ 1,999,125  
Revenue Bonds 7,752,200  
Total Current Indebtedness \$ 11,722,050

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Maximum Indebtedness Available \$ 72,451,727

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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

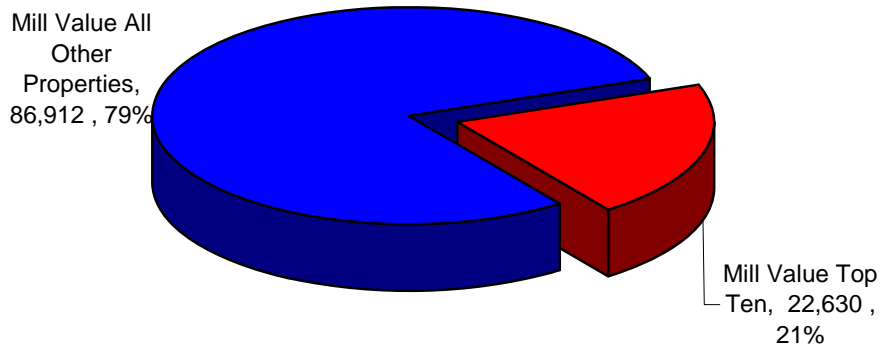
**TOP TEN TAXPAYERS**

LEWIS & CLARK COUNTY  
 TEN HIGHEST TAXPAYERS IN LEWIS & CLARK COUNTY  
 2008

Taxpayer	Taxable Value
NORTHWESTERN CORPORATION	\$ 13,105,018
PPL MONTANA LLC	2,589,155
QWEST CORPORATION	2,358,138
VERIZON WIRELESS	2,190,619
MONTANA RAIL LINK INC	484,676
BNSF RAILWAY COMPANY	483,944
HELENA FEDERAL OFFICE COMPLEX LLC	397,479
AMERICAN CHEMET CORPORATION	355,891
COSTCO WHOLESALE	339,331
ASARCO	325,904
	<u>\$ 22,630,155</u>

TOP TEN TAXPAYERS AS COMPARED TO  
 REMAINING TAXPAYERS

Fiscal Year 2009 (FY 09) \_\_\_\_\_



**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.

**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).