



# APPROVED BUDGET

BUTTE-SILVER BOW CONSOLIDATED GOVERNMENT

FISCAL YEAR 2014 - 2015



## Table of Contents

### Executive Summary:

Chief Executive's Message	1
Budget Message.....	A-1
Budget Process .....	A-5
Financial Policies .....	A-11
Financial Structure.....	A-16
Organizational Units .....	A-17
Organizational Chart.....	

### Financial Summaries:

Overview of Budgeted Resources.....	B-1
Major Revenue Sources.....	B-11
Revenue Forecast Assumptions & Methodology.....	B-14

### General Government:

Chief Executive.....	C-1
Finance & Budget.....	C-5
Council of Commissioners.....	C-9
Clerk & Recorder .....	C-13
Internal Auditor.....	C-18
Treasurer .....	C-21
County Attorney.....	C-26
J P Courts .....	C-30
Building Maintenance .....	C-33
Superintendent of Schools .....	C-37
Planning Board .....	C-42
Land Records .....	C-49
Public Administrator.....	C-53
City Court.....	C-56
District Court I .....	C-60
District Court II .....	C-62
Juvenile Defenders .....	C-64
Clerk of District Court.....	C-65
Super Fund .....	C-67
Maintenance SID's .....	C-70



## Table of Contents

- Continued -

### General Government (Continued):

Non-Departmental .....	C-73
------------------------	------

### Public Safety:

Sheriff .....	D-1
Coroner .....	D-6
Disaster & Emergency Services .....	D-9
Code Enforcement .....	D-13
Probation Office .....	D-17
Fire Department .....	D-18
Crime Control Grants .....	D-22
Planning & Management .....	D-26

### Public Works:

Public Works General .....	E-1
Noxious Weeds .....	E-8
Parking Department .....	E-12
Transit System .....	E-16
Super Fund .....	E-20
Maintenance SID's .....	E-23
Non Departmental .....	E-25

### Public Health:

Animal Services .....	F-1
Health Office .....	F-6
Super Fund Residential Metals .....	F-25
Maintenance SID's .....	F-28

### Social & Economic Services:

Extension .....	G-1
Developmentally Disabled .....	G-6
Non Departmental .....	G-10



## Table of Contents

- Continued -

### Culture & Recreation:

Parks .....	H-1
Fairs .....	H-5
Board of Recreation.....	H-7
Public Library .....	H-14
Butte Civic Center.....	H-16
Grants .....	H-20
Archives .....	H-22
Grants .....	H-20

### Housing & Community Development:

Planning Board .....	I-1
Butte-Silver Bow Economic Development .....	I-2
Uptown Revitalization .....	I-5
TIFID Industrial .....	I-9
East Butte RRA.....	I-13
Neighborhood Improvements.....	I-14
Planning & Management .....	I-17
Non Departmental .....	I-19

### Intergovernmental Activities:

M I S.....	J-1
Personnel.....	J-5
Central Equipment.....	J-9
Planning & Management .....	J-13
Non Departmental .....	J-14

### Miscellaneous:

Maintenance SID's .....	K-1
Non Departmental .....	K-3



## Table of Contents

- Continued -

### Transfers:

Transfers .....	L-1
-----------------	-----

### Capital Improvement Plan:

Capital Improvement Plan .....	M-1
--------------------------------	-----

### Debt Information:

Debt Information .....	N-1
------------------------	-----

### Appendix:

Staffing Summary .....	O-1
U. S. Consumer Price Index .....	O-3
Legal Debt Margin .....	O-4
General Statistical Information .....	O-5
Top Ten Taxpayers .....	O-6
Glossary .....	O-7

# Butte-Silver Bow, Montana Consolidated Government

APPROVED  
OPERATING AND CAPITAL BUDGET  
Fiscal Year 2014 - 2015

## **CHIEF EXECUTIVE**

Matt Vincent

## **COUNCIL OF COMMISSIONERS**

Mark Moodry, District 1  
Sheryl Ralph, District 2  
John P. Morgan, District 3  
John Sorich District 4  
Dennis Henderson District 5  
Jim Fisher District 6  
Bud Walker District 7  
Brendan McDonough District 8  
Dan Foley District 9  
Bill Andersen District 10  
Cindy Shaw, Chairperson District 11  
Dave Palmer District 12

## **DIRECTOR OF FINANCE AND BUDGET**

Danette Gleason

## **TREASURER**

Patrick Callaghan

## **CLERK & RECORDER**

Sally Hollis



**BUTTE-SILVER BOW**  
OFFICE OF THE CHIEF EXECUTIVE  
Courthouse, 155 W. Granite Street, Suite 106  
**Butte, Montana 59701**

**CHIEF EXECUTIVE'S BUDGET MESSAGE**

August 25, 2014

Council of Commissioners and Citizens of the City and County of Butte-Silver Bow:

This document is the Approved Operating and Capital Budget for the City and County of Butte-Silver Bow, Montana for the fiscal year ending June 30, 2015 (FY 15). A summary of the Final Budget follows.

This past year has seen significant leadership changes for the City and County. In a time of consistency among elected leaders on the Commission and other Elected Offices, there have been new employees added in key management positions and advancement in other areas. The changes are as follows:

- Finance & Budget Director
- Public Works Director
- Human Resource Director
- Health Department Director
- Superintendent of Parks & Recreation
- Disaster & Emergency Services Management Coordinator
- Parking Supervisor
- Building Inspector
- Public/On-Line Communications Coordinator

We are very excited about the talented people we have been able to recruit for these positions. The employees have many years of experience and expertise in the relevant fields with some returning to Butte-Silver Bow after gaining experience in the private sector. With the changes to our team this past year, we have begun to work on new strategies to move forward including:

- Focus efforts to train employees including the training of managers and supervisors
- Increase efforts to make local government more transparent and accountable to citizens
- Development of Executive Team
- Restructure and Organize Departments and Divisions across the various functions or services we provide for improved efficiency and effectiveness

## Overview of Budgeted Resources

The following table depicts the projected beginning balances, estimated revenues, recommended budgeted expenditures, and projected ending balances for FY 15. All county funds are included in the foregoing budget. The table reflects estimated revenues of \$159,785,891, budgeted expenditures of \$181,358,242, resulting in a projected ending balance of \$ 136,612,412 for all funds. An explanation of the significant changes in fund and cash balances (those greater than 10%) is provided on the following page.

### AND OTHER FINANCING SOURCES/USES July 1, 2014 through June 30, 2015 (FY 2015)

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Projected Beginning							
Fund/Working Capital Balance	\$ 5,101,954	\$ 56,645,394	\$ 2,484,834	\$ 3,159,333	\$ 89,659,524	\$ 1,824,852	\$ 158,875,891
Total Estimated Revenues	23,835,161	34,220,674	4,056,210	1,573,574	87,210,552	8,198,592	159,094,763
Budgeted Expenditures	24,974,479	57,627,065	3,867,966	2,034,176	84,905,798	7,948,758	181,358,242
Projected Ending							
Fund/Working Capital Balance	\$ 3,962,636	\$ 33,239,003	\$ 2,673,078	\$ 2,698,731	\$ 91,964,278	\$ 2,074,686	\$ 136,612,412

Listed below are explanations of the changes in fund balance/cash changes for each of the major fund groups. The significant changes (in excess of 10%) have been further detailed.

#### General Fund

The budgeted change in the General fund is a decrease of 22%, which is approximately \$1.13 million. Over the past three fiscal years, the budgets for Butte-Silver Bow were budgeted with an average of 9% of the budgets or \$1.98 million not expended annually. In the FY2015 budget Butte-Silver Bow has taken steps to address the budget to actual variance. Butte-Silver Bow has also established a cash reserve factor, which is



16.64% for FY2015. Taken these factors into consideration, a more accurate projection for FY2015 fund balance would be an increase of \$1 million for an estimated projected fund balance of \$5.21 million.

### **Special Revenue Fund**

Special Revenue Funds are projected to decrease by 41.32% overall for a total amount of \$23.40 million. The vast majority of the decrease is due to reduction in cash reserves estimated to be \$16.67 million to fund projects and capital expenditures within the Ramsay Tax Increment Financing District. These expenditures are related to additional facilities for potential developments and projected infrastructure needs to meet the demands of new industry. An Additional \$1 million decrease is related to the expenses for the Arco Redevelopment Trust. This fund is a trust of Butte-Silver Bow to be expended in areas which have been remediated and reclaimed from past mining impacts. Allowable expenditures are described in an Allocation and Settlement Agreement Mutual Release of Claims by and between the City and County of Butte-Silver Bow and Atlantic Richfield Company. The decrease is also a result of the sunset of the urban renewal district, Urban Revitalization Agency (URA). \$4.26 million was appropriated from reserve funds to be granted or loaned to properties within the URA district.

### **Debt Service Funds**

Debt Service Funds show a projected 7.58% increase or \$188,244. The increase was built into the voter approved levies to increase the reserves to cover the delinquency and protested taxes.

### **Capital Project Funds**

The Capital Projects Funds are projected to decrease by \$460,602 or 14.58%. There are two projects currently underway. \$1.67 million has been appropriated to assist with Butte-Silver Bow obligation to build and provide equipment for a centralized Emergency Operation Center (EOC). The actual cash outflow to Butte-Silver Bow will be \$200,000 with the remaining funds received in grants. \$251,693 has been appropriated to expend the remaining capital funds related to Tax Increment Financing District (TIFID) electrical upgrades. These projects are slated to be completed in FY2015.

### **Enterprise Funds**



The Enterprise Funds are projected to increase by \$2.30 million in FY2015, which is a result of stable fees with capital reserve components combined with controlled expenditures. Also, the Metro Sewer operations fund will apply a 10% rate increase in FY2015. This increase was approved in FY2014 as part of a multi-year rate structure developed in advance of the construction of a \$34 million waste-water treatment facility. The increased rates were initiated to meet the required debt service coverage. The construction will begin in FY2015 with funding by the issuance of \$30 million in State of Montana, State Revolving Funds Program bonds over the next two fiscal years.

### **Internal Service Funds**

The Internal Service Funds will increase by 13.69% or \$249,834. The fee structures for the Internal Service funds were adjusted to reflect the actual costs associated with maintaining the services provided to the departments within the government.

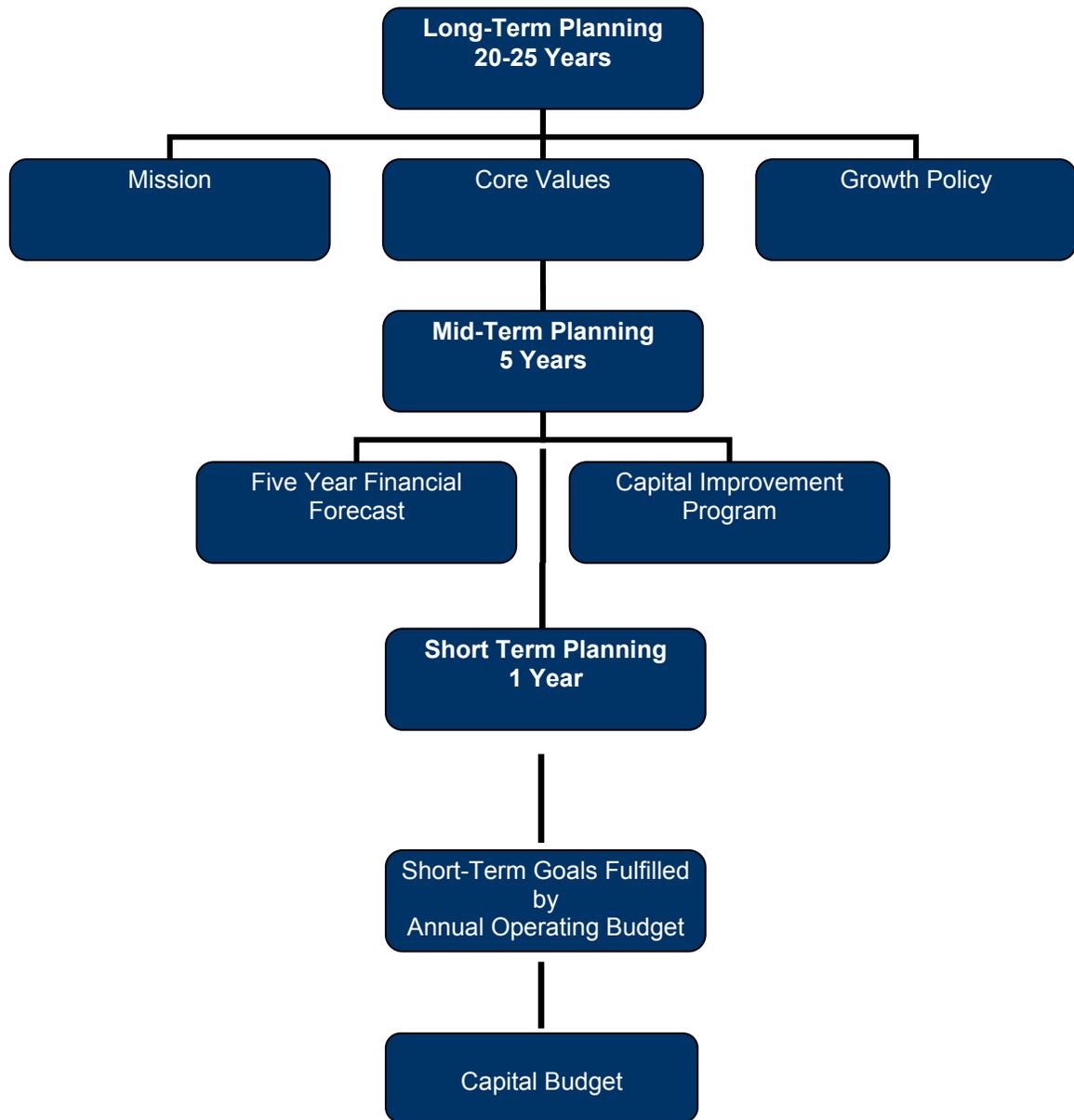
## **Planning Processes**

Butte-Silver Bow 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.



Each element of the City-County’s planning process has a different purpose and timeframe. The City-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 below is a hierarchy of the Butte-Silver Bow’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 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 City-County's Growth Policy, Water, Sanitary and Storm Sewer Master Plans, Butte-Silver Bow Urban Mass Transit, and the Butte-Silver Bow Transportation Plan.

Strategic planning is an ongoing dynamic process that will give residents, taxpayers and interested persons a greater understanding of county government. Strategic plans focus on performance, providing for measurable goals and objectives the City-County intends to achieve.

As part of the Strategic Planning Process, the City-County created a set of strategies to help guide the organization. These range from philosophical strategies (Mission Statement) down to concrete achievable goals for the coming year. Shown below are the results of these planning processes.

City & County of Butte-Silver Bow  
Strategic Direction

***Vision Statement***

**Working in partnership with the community to make Butte the most liveable city in the state.**

***Mission Statement***

**We are dedicated to serving the needs and well-being of our citizens by providing quality public services based on sound municipal leadership and progressive planning.**

***Our Core Values***

- **Operate in a legal, ethical, and fair manner**
- **Provide open, responsive, and efficient government to all**
- **Recognize that government employees and citizen volunteers are the foundation of delivering quality public services**
- **Respectful in treating the public and co-workers**
- **Work to create a positive community team culture to achieve our collective goals**
- **Maintain a safe and secure community**
- **Preserve our heritage both historically, environmentally, and culturally**

A Statement of Core Values is an important tool for an organization. The core values:

- Reflects the shared priorities of the organization's people
- States the operating principles or rules of a group of people
- Serves as a training and orientation tool for new employees
- Gives the "customer" an idea about what to expect
- Reinforces the priorities of the organizational culture

## **Butte-Silver Bow Goals – Short-Term Initiatives – Principal Issues – Proposed Action**

The City-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 City-County's goals that helped guide the development of this budget.

### **Performance Budgeting and Management Project**

- Create the FY 2015 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.
- A new budget format will be completed following the creation of the FY 2015 Budget that will become both a management tool and user friendly document for the benefit of the public we serve.

### **Personnel Management Improvement**

- To complete training of Human Resource (HR) Director and Analysts to effectively implement the enterprise HR modules.
- Create an HR Compensation plan based on market analysis. The study will be presented to the Council of Commissioners to determine recommended level of targeted market.
- Revise and update HR Policies and Procedures Manual.
- Work with the various Bargaining Units in the Public Works Department to form a labor-management group and potentially, one Trade/Craft Bargaining Unit.

### **Capital Improvement Plan Program**

- Review and make improvement to the formal five year Capital Improvement Plan (CIP).
- Adjustments may need to be made, but typically the CIP needs will be automatically budgeted annually as per the CIP.

### **Financial Reports**

- Provide monthly budget detail or summary reports to assist management in evaluating our financial position.
- Identify and train specific personnel in each area to accomplish basic accounting functions in accordance with sound accounting practices.
- Make available access and training on enterprise accounting system to all department heads or designees to provide on demand, real-time reports. This will allow decision makers access to critical information in a timely manner.

### **Building Facility Needs**

- We will continue an ongoing process to evaluate needs, identify solutions and funding sources to solve these needs.
- Butte-Silver Bow will repair and rehabilitate the historic dome within the Courthouse. Butte-Silver Bow continues to evaluate energy performance contracting to help defray expenditures related to

the energy retrofits. These retrofits will result in demonstrable energy savings and resultant tax savings to the citizens of Butte-Silver Bow.

- BSB will complete a \$50,000 ventilation project at the City-County shop.
- Renovation and Construction will continue on the Headframes and Mine yard areas.
- Roof replacement at the Belmont Senior Center and \$80,000 Fire Alarm Upgrade at the Civic Center will be completed.

#### **Public Safety**

- Butte-Silver Bow will maintain appropriate staffing levels and provide property training at the Fire Department.
- Butte-Silver Bow will complete a \$75,000 building construction project at the Big Butte Volunteer Fire Department.
- BSB will continue to support the 9 Volunteer Fire Departments with equipment and training requirements.
- Butte-Silver Bow will maintain appropriate staff levels and provide the proper training in the Law Enforcement Agency (LEA).
- We will continue to maintain the detention facility and LEA building.
- We will hire an additional Community Enrichment Officer to work with Code Enforcement to assure safety of structures within BSB.
- Butte-Silver Bow will assure the 9-1-1 program is fully functional.
- Butte-Silver Bow is working with the State of Montana to create a state of the art Emergency Operation Center for Butte-Silver Bow and other counties within the area. It will house the Disaster and Emergency Department of Butte-Silver Bow, Montana Highway Patrol and Driver's Licensing, and other State offices.

#### **Parks and Recreation**

- Butte-Silver Bow will work with the American Legion Baseball program to develop a Class AA legion baseball facility. Butte-Silver Bow will further continue to gather data and public input on an outdoor aquatic facility for the community.
- Butte-Silver Bow will continue work with the Greenway Service District and Forest Service to develop and maintain trail systems within the county.

#### **Community Development**

- We will continue community enhancement by leveraging state and federal funds in the areas of: (1) Housing and Neighborhood Rehabilitation, (2) Public Facilities, and (3) Economic Development.
- Butte-Silver Bow will continue to work on a Parking facility within the newly created URA District.
- Butte-Silver Bow will continue the Neighborhood Stabilization program
- We will continue to utilize Targeted Economic Development Districts and Urban Revitalization Agency Districts in BSB including the (RRA), and (Ramsay TIFID).
- The construction of bridges and road improvements in the German Gulch area will be completed by the use of Ramsay TIFID funding and State of Montana-Department of Transportation.

#### **Surplus Property**

- The City-County will continue the successful practice of transferring surplus, county-owned properties to private ownership. As a result of these efforts, a good number of structures are now

being renovated and returned to the tax rolls. Previously vacant properties are being developed. These improvements have all been accomplished while balancing community development with a strong and continuing commitment to historic preservation.

### **Information Technology**

- Butte-Silver has formed a Community based IT advisory committee to analyze the IT structure and functionality. The Committee will make recommendations on gaps in staffing, structure, practices, and equipment.
- We will continue installation and support of upgraded hardware and software solutions in all departments of BSB as required and requested.
- The Water Utility billing equipment and software will be installed. Butte-Silver Bow installed a Docu-Pro document imaging and indexing system in the Clerk & Records Office under a pilot project in FY 2014. In FY 2015, resources have been allocated to fund the software and update the document retention for prior fiscal years.
- We will install software to update the functionality of the Land Records Department and allow the public better access to information.
- We will continue to develop transparency through enhancements to the internet site and use of this tool
- We roll-out a new intranet site for use by Butte-Silver Bow employees to create efficiency in the workforce.
- Butte-Silver Bow will add training sessions to employees to better assist the end users.

### **Infrastructure Funding Options**

- We will continue leveraging Natural Resource Damage (NRD) funds to replace waterlines in BSB.
- Construction will begin on a \$34 million Waste-Water Treatment Facility and Office Building. The project is funded by the State of Montana Revolving Fund Bond program, which Butte-Silver Bow was able to secure \$30 million in bonds at 2.50% interest rate for 25 years with 110% debt coverage ratio. The remaining \$4 million is funded by a State of Montana Pole Trust allocation.
- Butte-Silver Bow will use over \$800,000 CTEP funds for sidewalk and facility improvements.
- Butte-Silver Bow also leveraged NRD funds to construct a \$36 million Basin Creek Water Filtration Plant.
- Butte-Silver Bow will continue over \$1 million in sewer and stormwater line replacement projects

### **Road Department**

- We will hire an Operations Manager to assist with the management and engineering within the Road Department. The Public Works Director, Operations Manager, and Budget & Finance Director will continue to explore funding options to increase the maintenance and capital projects for Road improvement.
- We will purchase a Dura-Patch truck to increase our ability and efficiency in dealing with regular road maintenance (e.g. potholes).
- We will explore options to pool equipment and allocate charges within centralized equipment to assure the proper accounting of costs and charges to the tax supported and user fee supported funds.
- We will continue to implement the recommendations of the Master Road Plan. This plan provides for the systematic repair and/or replacement of specific thoroughfares within BSB.

### **Community Enrichment**

- We will continue our practice of ensuring targeted properties are cleaned up to community standards.
- We will complete an inventory of vacant buildings in Butte-Silver Bow to identify structures in need of attention and/or enforcement.
- We secured a technical assistance grant from the Center for Community Progress to assist us in better addressing vacant buildings and blight in our community through new management tools and strategies.
- We will continue to work with the Council of Commissioners and public to refine ordinances related to abatement of dangerous or condemned structures.
- We will continue to balance community development with a strong and continuing commitment to historic preservation.
- We will continue to recognize local businesses and business owners that contribute to the beautification of our community.

### **Capital Improvement Plan**

The City-County prepares a 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 15 Operating Budget is included in the Appendix of the budget on page M-1.

## **STAFFING CHANGES**

The final budget includes a net overall decrease of 3.97 full-time equivalent employees (FTE). The chart on the following page shows the change in FTE for the budget year for each department. Also included in the appendix on page O-1, is a chart that shows the county’s FTE over the last four years.

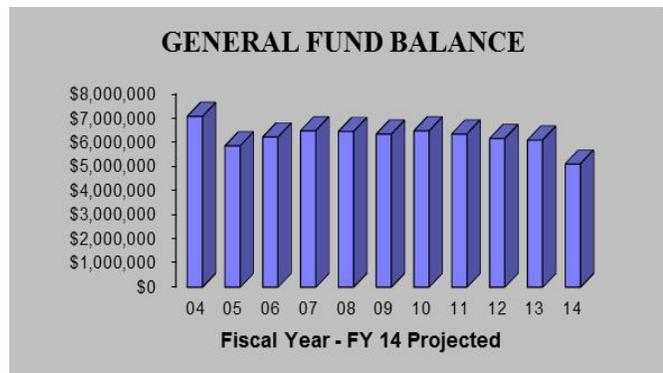
### Staffing Changes

Title	Net Increase (Decrease)
General Government	
Finance & Budget	0.05
Treasurer	(1.00)
Government Buildings	(0.60)
Planning	(1.26)
Superfund Allocation	0.25
Public Safety	
Sheriff	(2.00)
Coroner	-
DES	0.75
Fire	(2.00)
Planning & Management	1.00
Public Works	
Public Works	1.25
Extension Agent	(0.50)
Superfund Allocation	(0.03)
Public Health	
Animal Control	(1.00)
Health Office	0.40
Family Services	0.15
Home Health	(4.30)
Drugs & Alcohol	(0.33)
Public Works	1.50
Board of Recreation	0.75
Public Library	0.75
Public Archives	1.00
Intergovernmental Activities	
Finance & Budget	(0.05)
Non-Departmental	1.25
<b>Total</b>	<b>(3.97)</b>

### BUDGETARY TRENDS

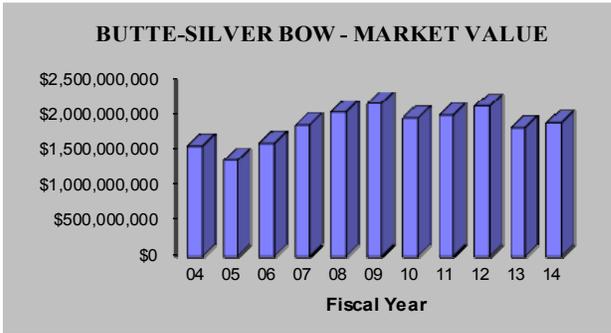
Shown below are a series of key financial indicators and budgetary trends that affect the ability of the county to sustain current service levels, while maintaining financial stability.

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 2004– FY2014. We project to end FY 2014 with a General Fund balance of \$5,101,954. The City-County’s 2015 budget continues to be structurally balanced and the county will maintain a fiscally responsible general fund reserve at the end of FY 2015.

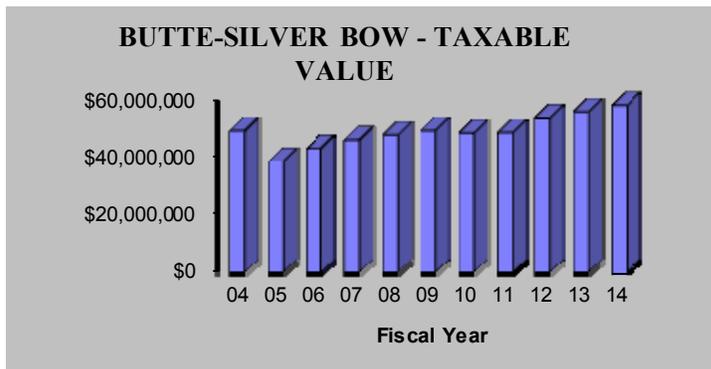
As a general rule, all real and personal property in the State of Montana is subject to taxation by the State and its counties, municipalities and other political subdivisions. This rule is subject to exceptions in the case of specified classes of exempt property. Property is classified according to 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 Butte-Silver Bow market value is shown by the graph on above. As shown by the graph, the county’s market value has increased from \$1.37 billion in fiscal

year 2004 to \$1.86 billion in fiscal year 2014, for a 21% increase over this period. Montana Resources, a major employer and corporate tax payer in Butte-Silver Bow, operates a large open pit copper and molybdenum mine in Butte-Silver Bow. The gross proceeds tax and other related property taxes generated from the mine operations represents 25% of the market value of property in the County. The growth in the gross proceeds tax, based on the commodity market for the metals mined, and increased growth in other industries including construction are the major contributors to the steady 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 2.47%. Shown in the table is a history of the county’s actual taxable value since 2004. 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 to keep a tax neutral perspective. The previously mentioned Tax Increment Financing district (a.k.a. Taxing Economic Development Districts (TEDDs)) and two Urban Revitalization Districts also impact the City-County taxable values. The Uptown URA District sunset in fiscal year 2014/tax year 2013. A

new Uptown URA District was created in FY 2014. The base year for the new URA district is tax year 2014, FY 2015. Approximately, \$9.8 million in taxable value is in TEDDs and \$1.8 million in taxable value in the URA District is not available for tax supported operations. The amounts shown in the graph are less the TEDD and URA values resulting in net taxable values. The net taxable values (as opposed to market values) more accurately reflect the ability of the city-county to raise tax revenues. As shown in the graph, BSB had a taxable value of \$39 million in FY 05. The taxable value has since increased each year, reaching the current taxable value of \$58 million in FY 14, a 49% increase.

## 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 2014 issue of the Montana Business Quarterly relating to Silver Bow County are restated below.

The economies of Butte and Anaconda have long been intertwined. Copper used to be the connecting link; it was mined in Silver Bow County and refined in Deer Lodge County. But now the connection is workers. Each day about 700 people travel from Deer Lodge County to a job in Silver Bow County. In addition, there is the reverse flow of about 450 workers who live in the Silver Bow County but work in Deer Lodge County. The Silver Bow-Deer Lodge economy also provides jobs to others living in southwestern Montana. Every day, almost 400 commute from Jefferson County, roughly 350 travel from Beaverhead County, around 300 come from Powell County, and about 160 from Madison County.

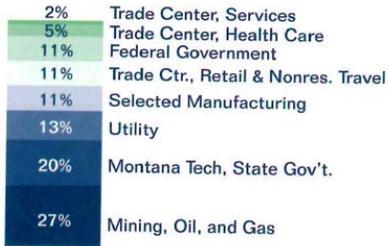
The largest basic industry is mining, accounting for roughly 28 percent of the local economic base. State government is second at 20 percent; it includes Montana Tech in Butte and the state hospital at Warm Springs. The utility industry represents about 20 percent of the economic base and mostly consists of the headquarters of Northwestern Energy.

The state government and utility industries are traditionally relatively stable and help to buffer volatility in other basic industries. Even though mining employment has remained stable since the mid-2000s, worker earnings plummeted in 2009, but have now regained their pre-recession levels. This may reflect the bonuses paid (or not paid) depending on world metals prices.

Manufacturing continues to play a significant role. Seacast is engaged in a partnership with GE Aviation to build tubes, ducts, and other small fabricated metal parts for jet engines. REC Silicon operates on an uncertain market where political considerations are always part of the equation.

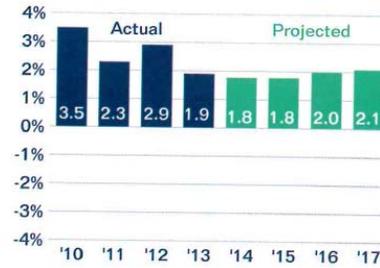
Future growth rates in the Silver Bow-Deer Lodge economy depend crucially on the price of copper and other commodities. At the moment, the current trends are not favorable. In addition, the Golden Sunlight Mine in neighboring Jefferson County has been reducing its workforce and the long-term outlook is uncertain, but state regulators have approved an expansion plan should prices improve. These scenarios suggest that our forecast of roughly 2 percent growth from 2014 to 2017 may be optimistic.

**Figure 1**  
**Earnings in Basic Industries,**  
**Silver Bow County 2011-2013,**  
**Percent of Total**



Sources: Bureau of Business and Economic Research, University of Montana; Bureau of Economic Analysis, U.S. Department of Commerce.

**Figure 2**  
**Actual and Projected Change in**  
**Nonfarm Earnings, Silver Bow County,**  
**2010-2017**



Sources: Bureau of Business and Economic Research, University of Montana; Bureau of Economic Analysis, U.S. Department of Commerce.

## 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 Year One. Department managers did an outstanding job of describing their programs, laying out goals and objectives for their departments, establishing quantifiable performance measures and identifying and quantifying workload indicators. The focus of this budget is not the traditional approach of describing of 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 Butte-Silver Bow 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 want to express my sincere thanks to all those who helped assemble this budget. This includes Department Heads and Elected Officials, the Council of Commissioners, and the entire Finance and Budget Office staff.

It is my honor and privilege to serve the great citizens of Butte-Silver Bow. In compiling the approved budget document in this new format one of the goals was to be transparent and make it easier for the reader to understand City and County operations and finances. To this end, my belief is that we have achieved some measure of success. Further, the performance budget model increases the accountability of each department/elected official office individually, and the City-County government collectively. Goals and Objectives are set with performance to be measured by defined indicators and timetables. My pledge is to strive for continual improvement in the future. Feel free to contact my office with feedback regarding this document or any of the figures, or processes described herein.

Respectfully,

Matt Vincent  
Chief Executive

Danette Gleason  
Director of Finance & Budget

Butte-Silver Bow County is striving to incorporate the recommended practices promulgated by the National Advisory Commission on State and Local Budgeting (NACSLB) in its annual budget.

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

Butte-Silver Bow 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 Council of Commissioners of what is going to be purchased toward a debate regarding what is going to be accomplished.

Butte-Silver Bow 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.

# THE BUDGET PROCESS

## FINANCIAL TREND ANALYSIS

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

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

The financial trend analysis assists the Council of Commissioners and the Chief Executive and the administration in focusing on the "Big Picture" of the government'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 Executive. The needs of the 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 City-County financial capacity, Executive branch priorities and departmental needs assessments, budget requests are reviewed and a preliminary 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 Council of Commissioners to comment on a balanced budget well before it is adopted.

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

Butte-Silver Bow 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 City-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 Council of Commissioners may modify the proposed budget or may adopt it without changes.

The budget and the corresponding property tax mill levy must be adopted 45 days after the Montana Department of Revenues provides certified property tax values to Butte-Silver Bow.

Management control of the budget is maintained by monthly 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 Council of Commissioners at a public meeting. These budget reviews are aimed at examining expenditure patterns, and recommending corrective action to be taken during the year.

### AMENDING THE BUDGET

The city-county budget may be amended during the course of the year, following public notice, a public hearing, and a majority vote of the Council of Commissioners. Department Heads and/or Elected Officials request permission from the Finance Director to proceed with a budget amendment request to the Council of Commissioners. Once approved, the Department Heads or Elected Officials will request permission from Council to schedule a Public Hearing. If approved, a formal public notice is forwarded to the newspaper, setting the date, time, reason, and funding source for the Public Hearing to consider the proposed budget amendment. At the Public Hearing, the Council of Commissioners hears information from the public, Department Heads, and Finance Department. The Finance Director presents a Resolution to the Council at a duly noticed public meeting. The Council of Commissioners considers the Resolution and may approve, table, or deny the Budget Amendment.

The Council of Commissioners exercises budgetary control by fund 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 & Budget 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 the Council of Commissioners.

**February**

Finance & Budget Department updates all estimates, adjusts expenses for known one time expenses and adjustments, presents updated estimates to the Council of Commissioners, recommends reserve for wage adjustments, operational expense adjustment and changes to capital reserves.

**March**

Finance & Budget Department and Chief Executive holds Budget meeting- 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 Chief Executive. Each department presents their budget with revenue estimates and cash flows where applicable. All new budget requests are presented and discussed.

**May**

The Chief Executive, Finance & Budget Director, and Council of Commission meets on requests and develops proposed budget. Finance Office prepares preliminary budget information for elected officials and department heads. Department Heads, and Elected Officials meet with Finance & Budget (F&B) Committee. The F&B Committee makes recommended changes to the budget to the Chief Executive.

**June**

The Council of Commission holds public hearings on Preliminary Budget. Elected Officials and Department Heads continue to request changes to budget based on year-end projections. No decisions made by the Commission until after final Public Hearing and taxable valuations are deemed reasonably estimated to adopt the preliminary budget.

**July**

The Final Budget Resolution is adopted by the Council of Commissioners. 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 Butte-Silver Bow fiscal policy is to establish and maintain effective management of its 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 Butte-Silver Bow 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 financial policies, endorsed by the Council of Commissioners through this budget document, establish the framework for Butte-Silver Bow's overall fiscal planning and management.

These financial policies:

1. Demonstrate to the citizens of Butte-Silver Bow, the investment community, and the credit rating industry that Butte-Silver Bow 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 Butte-Silver Bow's fiscal stability by helping 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. Butte-Silver Bow is in compliance with the comprehensive financial policies in this budget.

### OPERATING BUDGET POLICIES

#### Links to Financial Plans

1) **Five-Year Plan.** Butte-Silver Bow'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 Butte-Silver Bow, 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 Butte-Silver Bow. 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." Inclusion of all funds in the budget enables the Council of Commissioners, the administration, and the public to consider all financial aspects of city/county government when preparing, modifying, and monitoring the budget, rather than deal with the government's finances on a "piece meal" basis.

The Council of Commissioners has appropriation control over all departments, including other elected officials.

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

## FINANCIAL POLICIES

**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 Butte-Silver Bow government operations and intentions for the year to the citizens of Butte-Silver Bow. 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 Butte-Silver Bow 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.** Butte-Silver Bow will exercise budgetary control (maximum spending authority) through Council of Commissioner approval of appropriation authority for each program. The budgetary control system enables the Council 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 monthly. Monthly reports comparing actual revenues and expenditures to budget amounts provide the mechanism for the Council and the administration to regularly monitor compliance with the adopted budget.

### Balanced Budget Definition and Requirement.

**1) Balanced Budget.** Butte-Silver Bow will maintain a balanced budget. This means that:

- Operating revenues must fully cover operating expenditures, including debt service.
- Ending fund balance (or working capital in proprietary funds) 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 fund balance 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.** Butte-Silver Bow 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.** Butte-Silver Bow will pursue an aggressive policy of collecting revenues. An aggressive policy of collecting revenues will help to insure Butte-Silver Bow revenue estimates are met, all taxpayers are treated fairly and consistently, and delinquencies are kept to a minimum.

**3) Grant Opportunities.** Butte-Silver Bow 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 government 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.** Butte-Silver Bow 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.** Butte-Silver Bow 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.** Butte-Silver Bow 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 Butte-Silver Bow's management of its fiscal affairs.

**7) Realistic and Conservative.** Butte-Silver Bow 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.** Butte-Silver Bow 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 the Council of Commissioners 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 Butte-Silver Bow 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 other user fees are appropriate for services that are of special benefit to identified individuals or groups.

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

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

## EXPENDITURE POLICIES

### Maintenance of Capital Assets.

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

## RESERVE POLICIES

### Unreserved Fund Balance.

1) **General Fund.** An undesignated general fund reserve will be maintained by Butte-Silver Bow. The undesignated reserve will be used for: cash flow purposes, equipment acquisition and replacement, and to enable the government 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 Butte-Silver Bow 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, Butte-Silver Bow 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 Butte-Silver Bow existing fixed assets.

2) **CIP Criteria.** Construction projects of \$25,000 or more and equipment of \$20,000 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 Borrow Funds.** Butte-Silver Bow 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.** Butte-Silver Bow 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.** Butte-Silver Bow 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 Butte-Silver Bow's financial position or operations.
- Butte-Silver Bow 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 produces 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.

## ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES

**1) GAAP.** Butte-Silver Bow 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 Butte-Silver Bow's finances in accordance with GAAP and in accordance with the rules set forth by GASB, provides the citizens of Flathead County assurance that their public funds are being accounted for in a proper manner.

**2) Basis of Accounting.** Butte-Silver Bow 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 Butte-Silver Bow to prepare its financial statements in accordance with Generally Accepted Accounting Principles as set forth by the Governmental Accounting Standards Board. The basis of accounting is the same for both the budget and the financial statements.

**3) Financial Report.** Butte-Silver Bow will prepare a Comprehensive Annual Financial Report (CAFR) in conformity with Generally Accepted Accounting Principles (GAAP). The report will be made available to the general public. The CAFR will also be submitted to the Government Officers Finance Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting Program. The CAFR will be expected to conform to all requirements of the Award.

**4) Audits.** An annual audit will be performed by an independent public accounting firm; with an audit opinion to be included with Butte-Silver Bow published Comprehensive Annual Financial Report (CAFR). Audits of Butte-Silver Bow'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 Council of Commissioners with suggestions for improvement in its financial operations from independent experts in the accounting field.

## FUND ACCOUNTING

Butte-Silver Bow maintains accounts in accordance to the principle of fund accounting to ensure that limitations and restrictions on the City-County 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 city-county financial operations and fund structure conform to generally accepted accounting principles. The funds are grouped under governmental funds, proprietary funds, and fiduciary fund types. The city-county 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 City-County 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, Bridge, Weed, District Court, and City-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: the Capital Projects Fund.

**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.

## FINANCIAL STRUCTURE

The following proprietary funds are used by the county.

**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: Water, Sewer & Solid Waste.

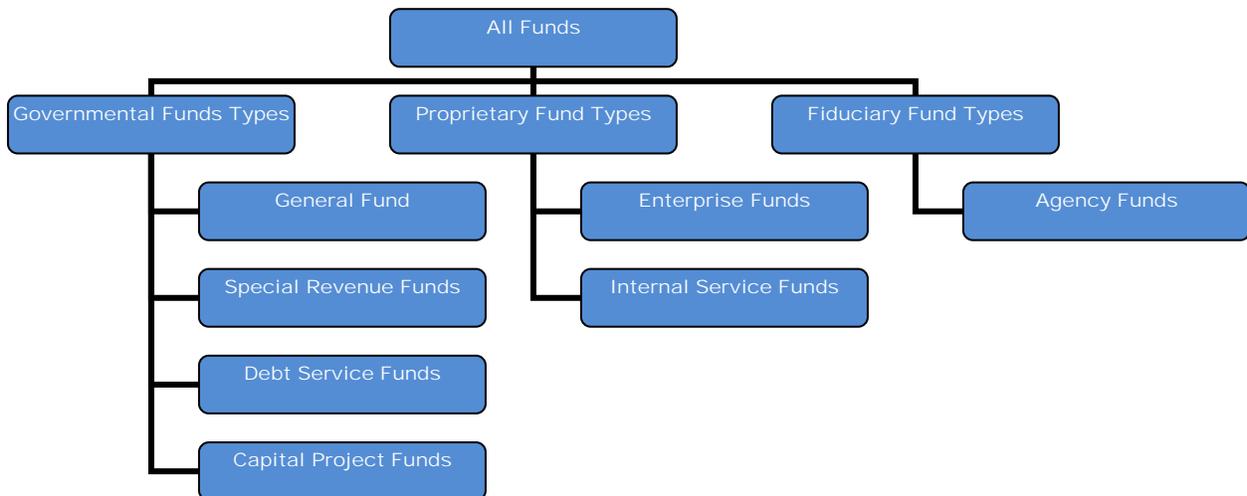
### FIDUCIARY FUND TYPES

Trust and Agency Funds: Trust and agency funds are used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds. Examples include: School Districts' Individual Investment Funds, Fees & Judgments Due to State, and Tax Deed Land & Redemption Fund.

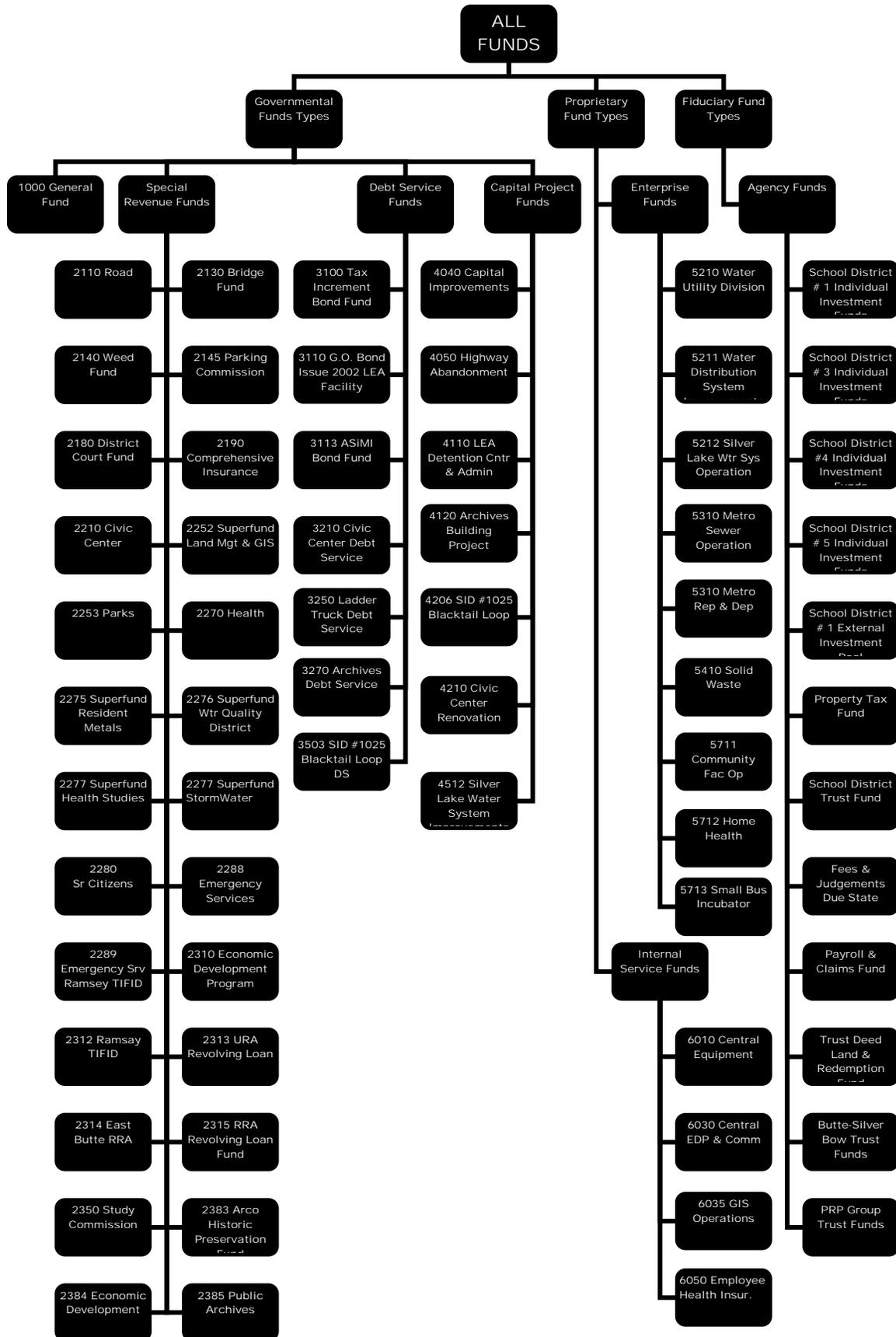
### CONSISTENCY WITH AUDITED FINANCIAL STATEMENTS

Butte-Silver Bow's budgeted funds are consistent with its audited financial statements.

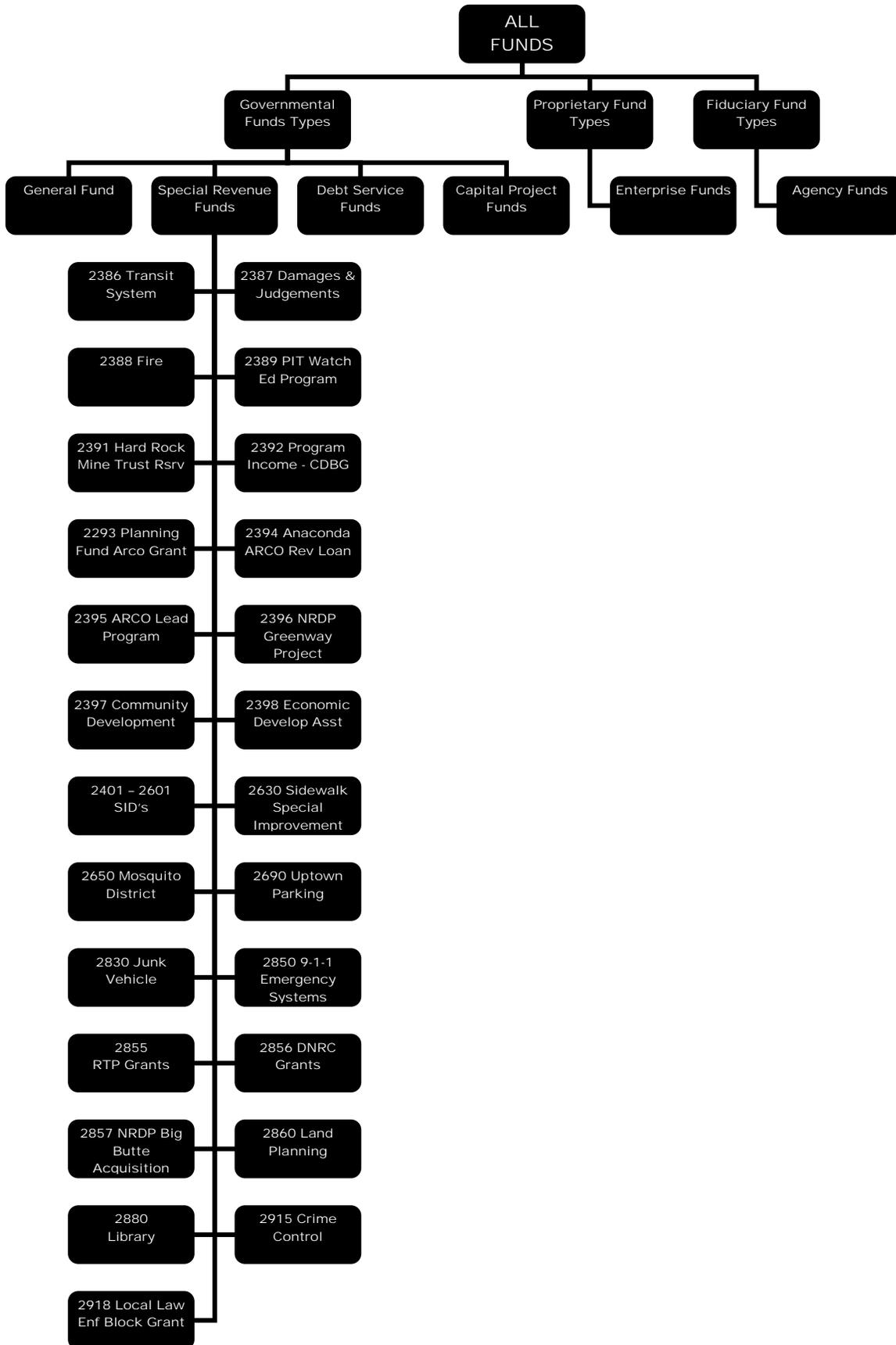
Shown below is a graphic summary of the City-County's fund Structure. The following pages provide a detailed organizational graphic presentation of each of the City-County funds.



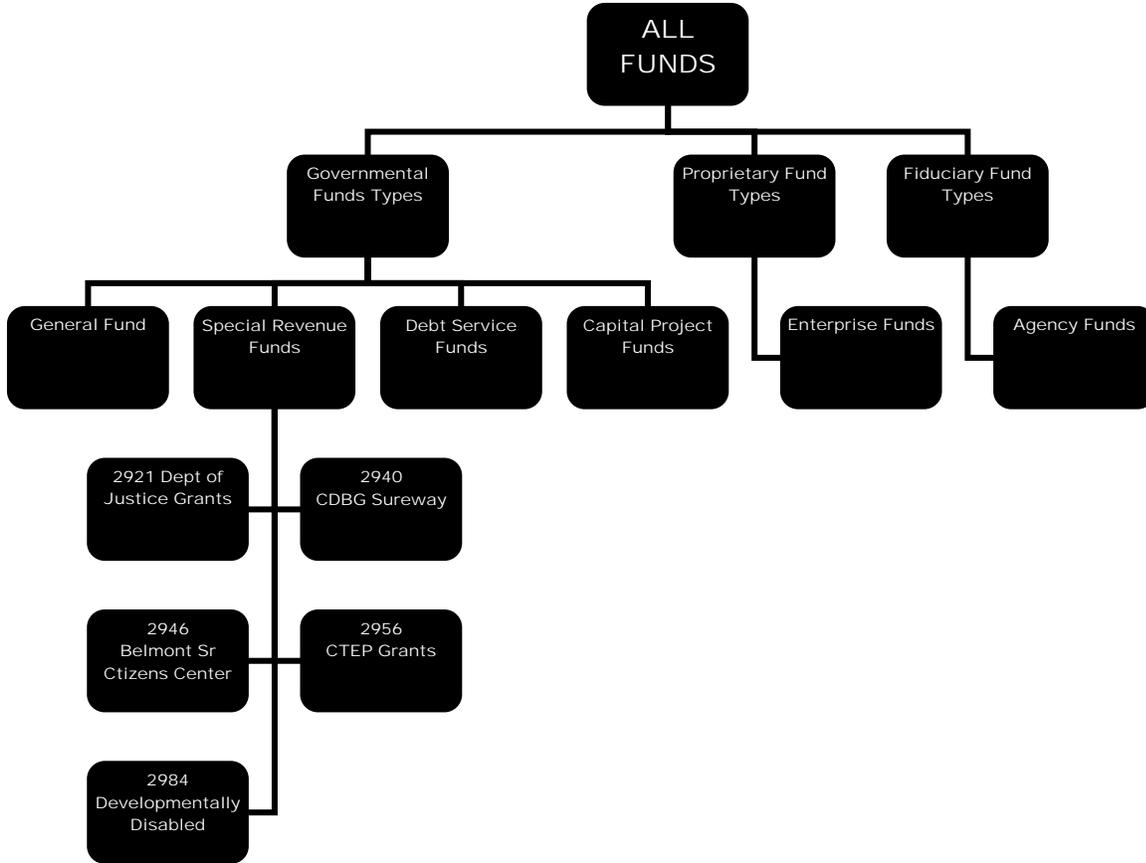
# FINANCIAL STRUCTURE



# FINANCIAL STRUCTURE



# FINANCIAL STRUCTURE



# ORGANIZATIONAL UNITS

## FUNCTIONS, DEPARTMENTS, PROGRAMS/ACTIVITIES

### PURPOSE

The organizational units set forth in this section of the Budget represent the City/County system of delivery of services and allows the City-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 city/county operating expenditures are organized into the following hierarchical categories:

- Function
- Department
- Program/Activity

### FUNCTION

Function represents the highest level of summarization used in the City-County 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 city-county operating structure are:

- General Government
- Public Safety
- Public Works
- Public Health
- Social and economic services
- Culture and recreation
- Housing & community development

### 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.

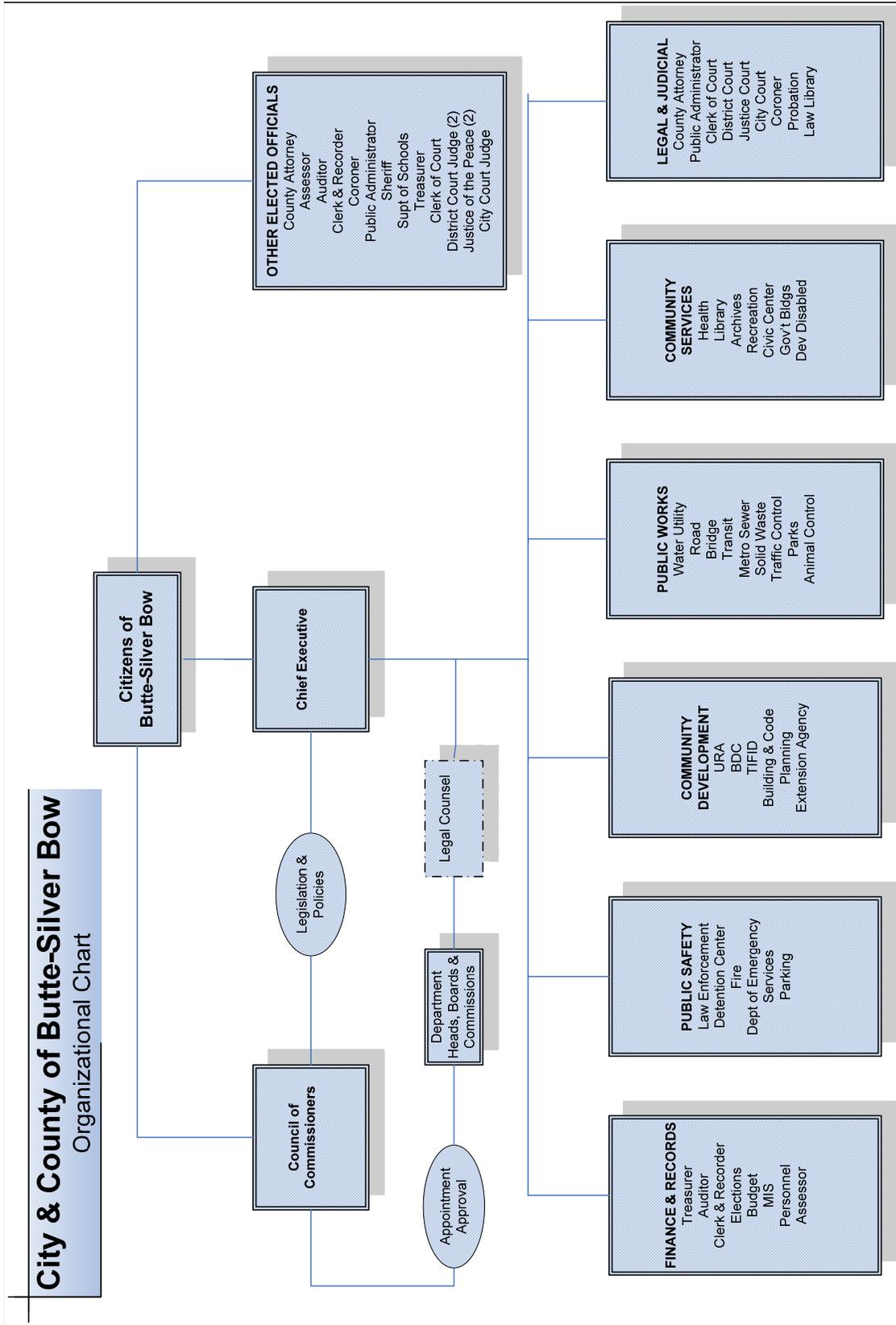
### PROGRAM/ACTIVITY

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 Measurers
- Workload Indicators



Butte-Silver Bow County is striving to incorporate the recommended practices promulgated by the National Advisory Commission on State and Local Budgeting (NACSLB) in its annual budget.

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

Butte-Silver Bow 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 Council of Commissioners of what is going to be purchased toward a debate regarding what is going to be accomplished.

Butte-Silver Bow 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.

# THE BUDGET PROCESS

## FINANCIAL TREND ANALYSIS

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

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

The financial trend analysis assists the Council of Commissioners and the Chief Executive and the administration in focusing on the "Big Picture" of the government'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 Executive. The needs of the 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 City-County financial capacity, Executive branch priorities and departmental needs assessments, budget requests are reviewed and a preliminary 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 Council of Commissioners to comment on a balanced budget well before it is adopted.

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

Butte-Silver Bow 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 City-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 Council of Commissioners may modify the proposed budget or may adopt it without changes.

The budget and the corresponding property tax mill levy must be adopted 45 days after the Montana Department of Revenues provides certified property tax values to Butte-Silver Bow.

Management control of the budget is maintained by monthly 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 Council of Commissioners at a public meeting. These budget reviews are aimed at examining expenditure patterns, and recommending corrective action to be taken during the year.

### AMENDING THE BUDGET

The city-county budget may be amended during the course of the year, following public notice, a public hearing, and a majority vote of the Council of Commissioners. Department Heads and/or Elected Officials request permission from the Finance Director to proceed with a budget amendment request to the Council of Commissioners. Once approved, the Department Heads or Elected Officials will request permission from Council to schedule a Public Hearing. If approved, a formal public notice is forwarded to the newspaper, setting the date, time, reason, and funding source for the Public Hearing to consider the proposed budget amendment. At the Public Hearing, the Council of Commissioners hears information from the public, Department Heads, and Finance Department. The Finance Director presents a Resolution to the Council at a duly noticed public meeting. The Council of Commissioners considers the Resolution and may approve, table, or deny the Budget Amendment.

The Council of Commissioners exercises budgetary control by fund 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 & Budget 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 the Council of Commissioners.

**February**

Finance & Budget Department updates all estimates, adjusts expenses for known one time expenses and adjustments, presents updated estimates to the Council of Commissioners, recommends reserve for wage adjustments, operational expense adjustment and changes to capital reserves.

**March**

Finance & Budget Department and Chief Executive holds Budget meeting- 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 Chief Executive. Each department presents their budget with revenue estimates and cash flows where applicable. All new budget requests are presented and discussed.

**May**

The Chief Executive, Finance & Budget Director, and Council of Commission meets on requests and develops proposed budget. Finance Office prepares preliminary budget information for elected officials and department heads. Department Heads, and Elected Officials meet with Finance & Budget (F&B) Committee. The F&B Committee makes recommended changes to the budget to the Chief Executive.

**June**

The Council of Commission holds public hearings on Preliminary Budget. Elected Officials and Department Heads continue to request changes to budget based on year-end projections. No decisions made by the Commission until after final Public Hearing and taxable valuations are deemed reasonably estimated to adopt the preliminary budget.

**July**

The Final Budget Resolution is adopted by the Council of Commissioners. 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 Butte-Silver Bow fiscal policy is to establish and maintain effective management of its 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 Butte-Silver Bow 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 financial policies, endorsed by the Council of Commissioners through this budget document, establish the framework for Butte-Silver Bow's overall fiscal planning and management.

These financial policies:

1. Demonstrate to the citizens of Butte-Silver Bow, the investment community, and the credit rating industry that Butte-Silver Bow 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 Butte-Silver Bow's fiscal stability by helping 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. Butte-Silver Bow is in compliance with the comprehensive financial policies in this budget.

### OPERATING BUDGET POLICIES

#### Links to Financial Plans

1) **Five-Year Plan.** Butte-Silver Bow'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 Butte-Silver Bow, 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 Butte-Silver Bow. 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." Inclusion of all funds in the budget enables the Council of Commissioners, the administration, and the public to consider all financial aspects of city/county government when preparing, modifying, and monitoring the budget, rather than deal with the government's finances on a "piece meal" basis.

The Council of Commissioners has appropriation control over all departments, including other elected officials.

2) **Competing Requests.** The budget process is intended to weigh all competing requests for Butte-Silver Bow 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 Butte-Silver Bow government operations and intentions for the year to the citizens of Butte-Silver Bow. 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 Butte-Silver Bow 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.** Butte-Silver Bow will exercise budgetary control (maximum spending authority) through Council of Commissioner approval of appropriation authority for each program. The budgetary control system enables the Council 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 monthly. Monthly reports comparing actual revenues and expenditures to budget amounts provide the mechanism for the Council and the administration to regularly monitor compliance with the adopted budget.

### Balanced Budget Definition and Requirement.

**1) Balanced Budget.** Butte-Silver Bow will maintain a balanced budget. This means that:

- Operating revenues must fully cover operating expenditures, including debt service.
- Ending fund balance (or working capital in proprietary funds) 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 fund balance 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.** Butte-Silver Bow 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.** Butte-Silver Bow will pursue an aggressive policy of collecting revenues. An aggressive policy of collecting revenues will help to insure Butte-Silver Bow revenue estimates are met, all taxpayers are treated fairly and consistently, and delinquencies are kept to a minimum.

**3) Grant Opportunities.** Butte-Silver Bow 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 government 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.** Butte-Silver Bow 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.** Butte-Silver Bow 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.** Butte-Silver Bow 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 Butte-Silver Bow's management of its fiscal affairs.

**7) Realistic and Conservative.** Butte-Silver Bow 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.** Butte-Silver Bow 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 the Council of Commissioners 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 Butte-Silver Bow 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 other user fees are appropriate for services that are of special benefit to identified individuals or groups.

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

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

## EXPENDITURE POLICIES

### Maintenance of Capital Assets.

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

## RESERVE POLICIES

### Unreserved Fund Balance.

1) **General Fund.** An undesignated general fund reserve will be maintained by Butte-Silver Bow. The undesignated reserve will be used for: cash flow purposes, equipment acquisition and replacement, and to enable the government 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 Butte-Silver Bow 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, Butte-Silver Bow 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 Butte-Silver Bow existing fixed assets.

2) **CIP Criteria.** Construction projects of \$25,000 or more and equipment of \$20,000 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 Borrow Funds.** Butte-Silver Bow 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.** Butte-Silver Bow 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.** Butte-Silver Bow 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 Butte-Silver Bow's financial position or operations.
- Butte-Silver Bow 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 produces 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.

ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES

1) **GAAP.** Butte-Silver Bow 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 Butte-Silver Bow's finances in accordance with GAAP and in accordance with the rules set forth by GASB, provides the citizens of Flathead County assurance that their public funds are being accounted for in a proper manner.

2) **Basis of Accounting.** Butte-Silver Bow 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 Butte-Silver Bow to prepare its financial statements in accordance with Generally Accepted Accounting Principles as set forth by the Governmental Accounting Standards Board. The basis of accounting is the same for both the budget and the financial statements.

3) **Financial Report.** Butte-Silver Bow will prepare a Comprehensive Annual Financial Report (CAFR) in conformity with Generally Accepted Accounting Principles (GAAP). The report will be made available to the general public. The CAFR will also be submitted to the Government Officers Finance Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting Program. The CAFR will be expected to conform to all requirements of the Award.

4) **Audits.** An annual audit will be performed by an independent public accounting firm; with an audit opinion to be included with Butte-Silver Bow published Comprehensive Annual Financial Report (CAFR). Audits of Butte-Silver Bow'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 Council of Commissioners with suggestions for improvement in its financial operations from independent experts in the accounting field.

## FUND ACCOUNTING

Butte-Silver Bow maintains accounts in accordance to the principle of fund accounting to ensure that limitations and restrictions on the City-County 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 city-county financial operations and fund structure conform to generally accepted accounting principles. The funds are grouped under governmental funds, proprietary funds, and fiduciary fund types. The city-county 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 City-County 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, Bridge, Weed, District Court, and City-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: the Capital Projects Fund.

**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.

# FINANCIAL STRUCTURE

The following proprietary funds are used by the county.

**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: Water, Sewer & Solid Waste.

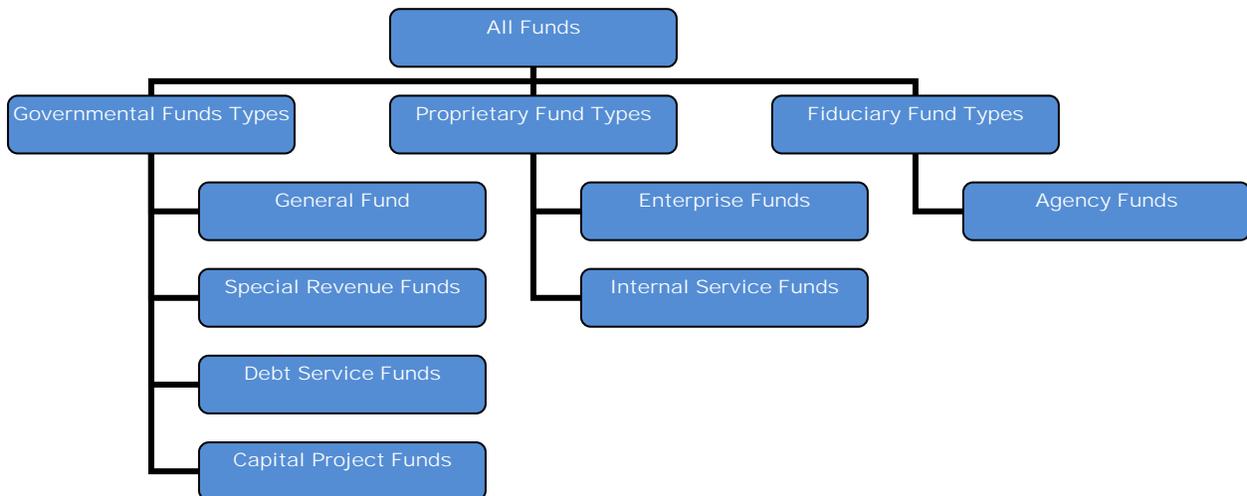
## FIDUCIARY FUND TYPES

Trust and Agency Funds: Trust and agency funds are used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds. Examples include: School Districts' Individual Investment Funds, Fees & Judgments Due to State, and Tax Deed Land & Redemption Fund.

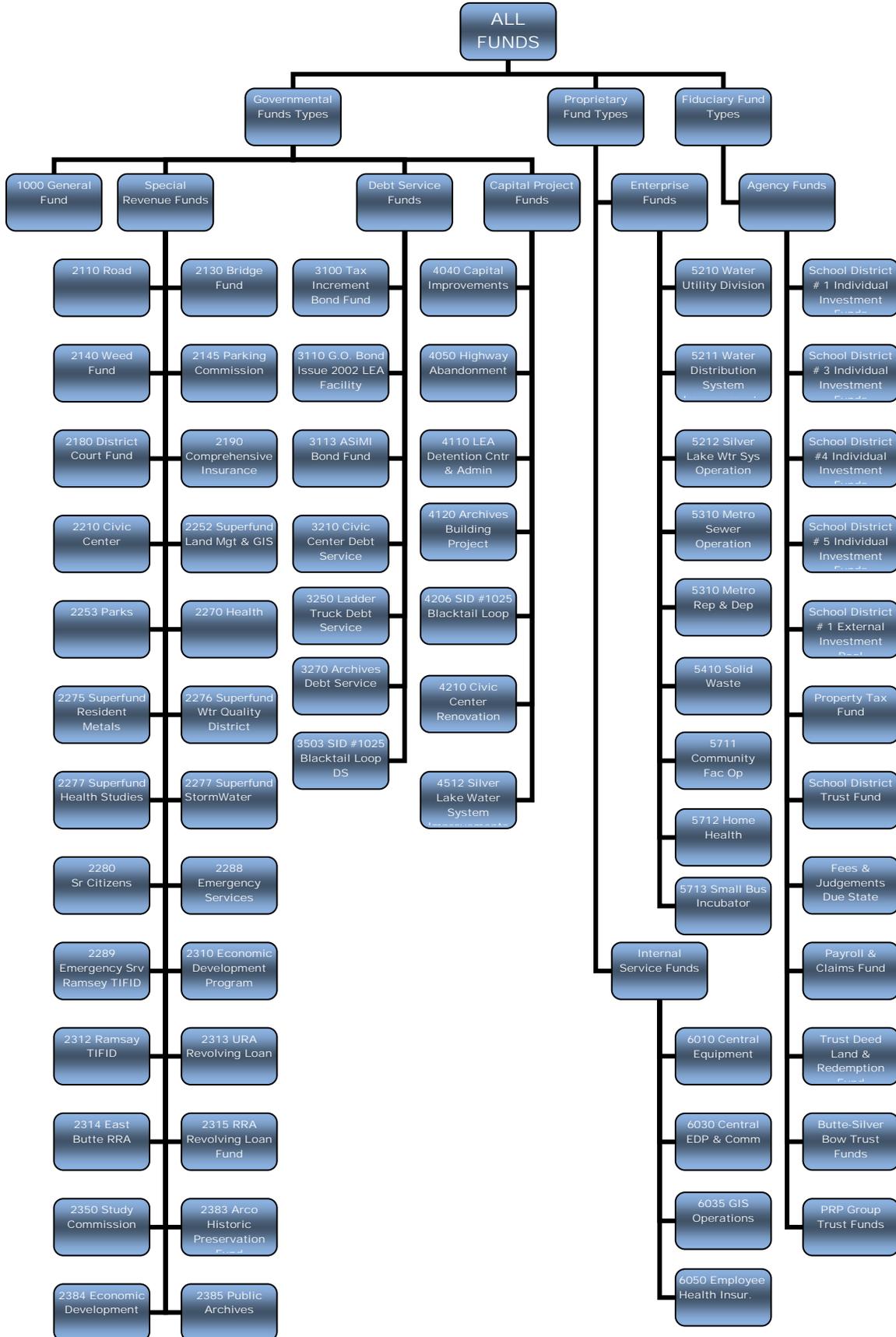
## CONSISTENCY WITH AUDITED FINANCIAL STATEMENTS

Butte-Silver Bow's budgeted funds are consistent with its audited financial statements.

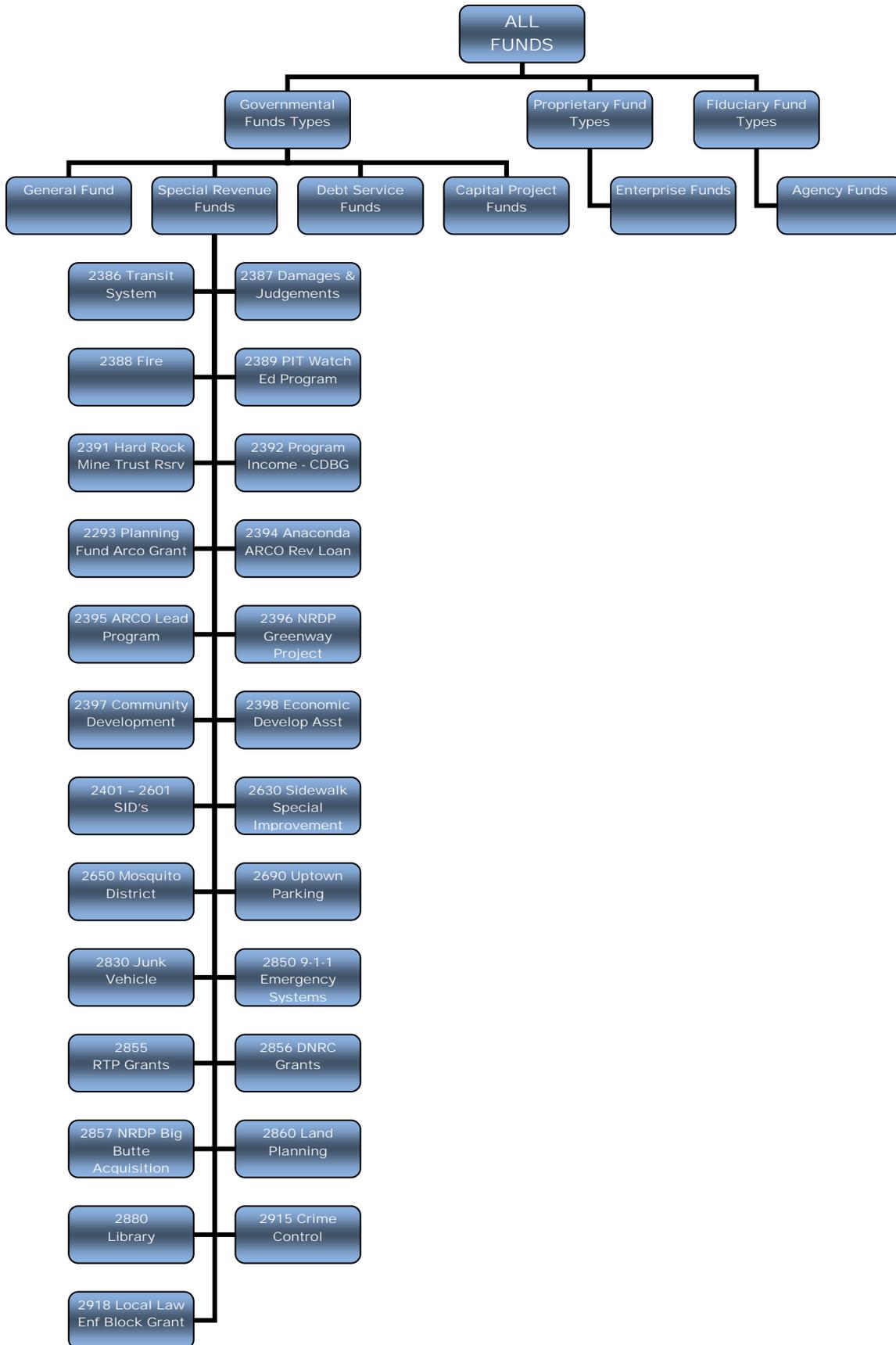
Shown below is a graphic summary of the City-County's fund Structure. The following pages provide a detailed organizational graphic presentation of each of the City-County funds.



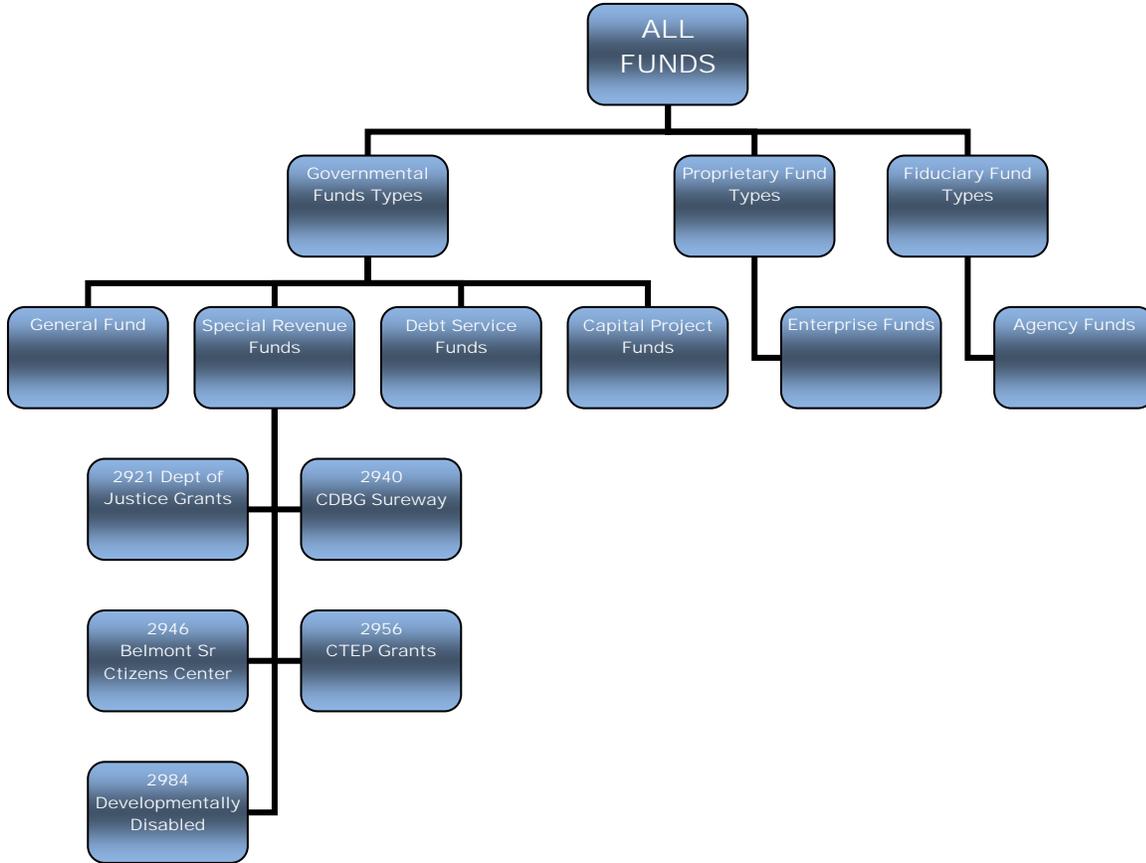
# FINANCIAL STRUCTURE



# FINANCIAL STRUCTURE



# FINANCIAL STRUCTURE



# ORGANIZATIONAL UNITS

## FUNCTIONS, DEPARTMENTS, PROGRAMS/ACTIVITIES

### PURPOSE

The organizational units set forth in this section of the Budget represent the City/County system of delivery of services and allows the City-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 city/county operating expenditures are organized into the following hierarchical categories:

- Function
- Department
- Program/Activity

### FUNCTION

Function represents the highest level of summarization used in the City-County 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 city-county operating structure are:

- General Government
- Public Safety
- Public Works
- Public Health
- Social and economic services
- Culture and recreation
- Housing & community development

### 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.

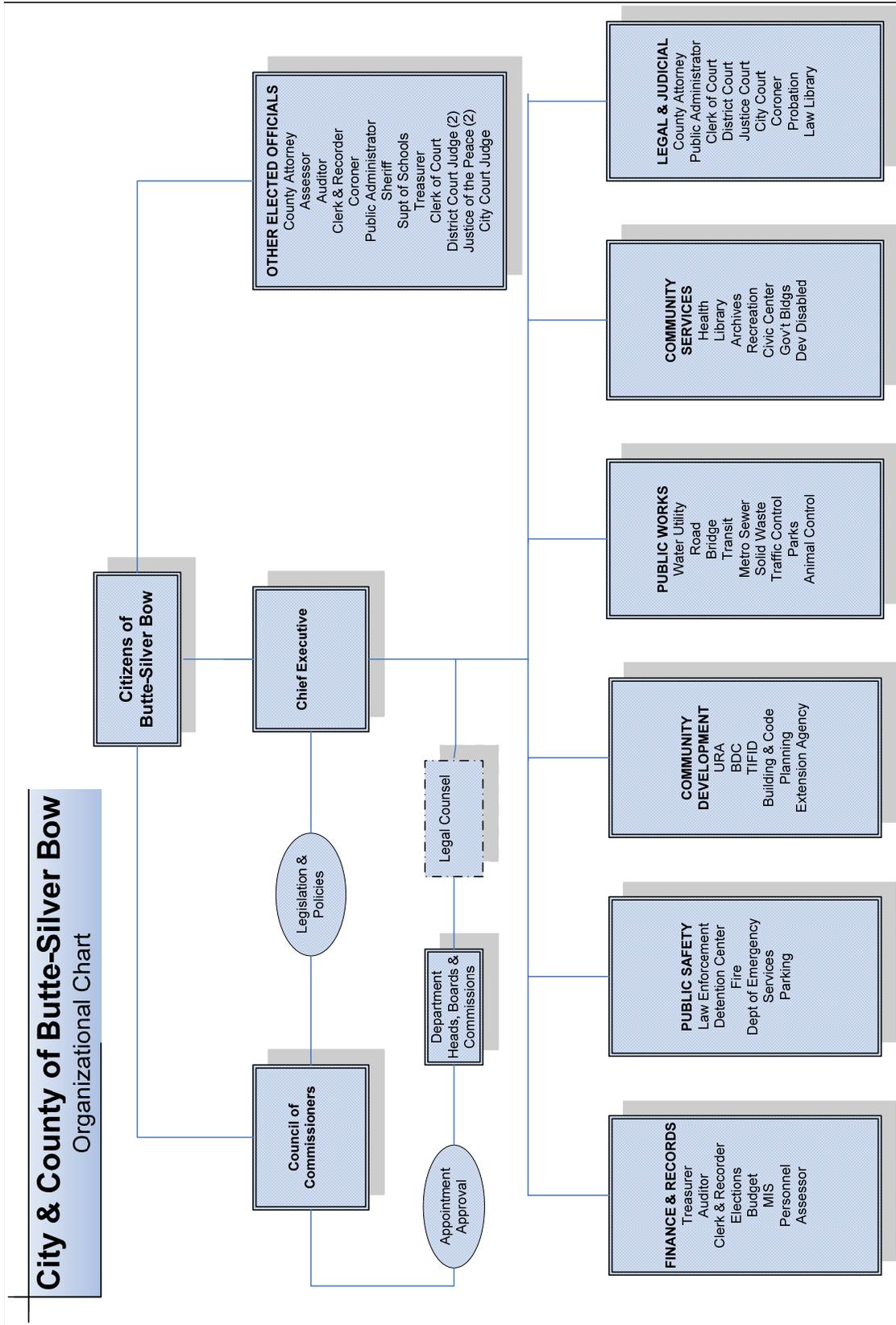
### PROGRAM/ACTIVITY

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 Measurers
- Workload Indicators



SUMMARY OF MAJOR REVENUES, EXPENDITURES  
AND OTHER FINANCING SOURCES/USES  
July 1, 2014 through June 30, 2015 (FY 2015)

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Projected Beginning Fund/Working Capital Balance	\$ 5,101,977	\$ 56,660,763	\$ 2,484,837	\$ 3,159,334	\$ 89,838,466	\$ 1,824,846	\$ 159,070,225
Total Estimated Revenues	23,835,151	34,220,674	4,056,210	1,573,574	87,210,552	8,198,592	159,094,753
Budgeted Expenditures	24,974,479	57,626,847	3,867,966	2,034,176	84,905,132	7,948,758	181,357,358
Projected Ending Fund/Working Capital Balance	\$ 3,962,649	\$ 33,254,590	\$ 2,673,081	\$ 2,698,732	\$ 92,143,886	\$ 2,074,680	\$ 136,807,620

**OVERVIEW OF BUDGETED RESOURCES**

**SUMMARY OF MAJOR REVENUES, EXPENDITURES  
AND OTHER FINANCING SOURCES/USES  
July 1, 2014 through June 30, 2015 (FY 2015)**

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Projected Beginning							
Fund/Working Capital Balance	\$ 5,101,977	\$ 56,660,763	\$ 2,484,837	\$ 3,159,334	\$ 89,838,466	\$ 1,824,846	\$ 159,070,225
<u>Estimated Revenues</u>							
Taxes & Assessments	14,453,034	12,816,198	1,845,485	-	-	-	29,114,717
Licenses & Permits	843,000	-	-	-	-	-	843,000
Intergovernmental	5,700,113	11,311,666	50,255	1,491,374	40,364,163	1,150	58,918,721
Charges for Services	1,302,191	1,340,005	223,000	-	14,780,880	-	17,646,076
Fines & Forfeitures	360,000	101,830	-	76,400	-	-	538,230
Miscellaneous	178,450	6,031,118	-	-	2,028,359	6,500	8,244,427
Investment Earnings	6,000	134,800	250	5,800	22,150	8,500	177,500
Transfers	992,363	2,485,057	1,937,220	-	30,015,000	-	35,429,640
Internal Services	-	-	-	-	-	8,182,442	8,182,442
Total Estimated Revenues	23,835,151	34,220,674	4,056,210	1,573,574	87,210,552	8,198,592	159,094,753
<u>Budgeted Expenditures</u>							
General Government	6,925,633	8,192,525	-	-	83,501	267,650	15,469,309
Public Safety	11,131,142	5,874,358	1,144,162	1,745,180	-	-	19,894,842
Public Works	663,837	9,900,991	-	-	84,069,400	-	94,634,228
Public Health	1,637,694	3,042,580	-	-	-	-	4,680,274
Social and Economic Services	155,712	167,363	-	-	-	-	323,075
Culture and Recreation	3,040,147	1,748,044	550,784	37,303	-	-	5,376,278
Housing & Community Dev	-	23,365,550	1,998,020	251,693	189,246	-	25,804,509
Intergovernmental Activities	-	-	-	-	-	7,681,108	7,681,108
Judgment & Losses	947,595	1,116,500	-	-	-	-	2,064,095
Transfers	472,719	4,218,936	175,000	-	562,985	-	5,429,640
Total Budgeted Expenditures	24,974,479	57,626,847	3,867,966	2,034,176	84,905,132	7,948,758	181,357,358
Projected Change in Fund/Working Capital							
	(1,139,328)	(23,406,173)	188,244	(460,602)	2,305,420	249,834	(22,262,605)
Projected Ending							
Fund/Working Capital Balance	\$ 3,962,649	\$ 33,254,590	\$ 2,673,081	\$ 2,698,732	\$ 92,143,886	\$ 2,074,680	\$ 136,807,620

**OVERVIEW OF BUDGETED RESOURCES**

**SUMMARY OF MAJOR REVENUES, EXPENDITURES  
AND OTHER FINANCING SOURCES/USES  
July 1, 2013 through June 30, 2014 (FY 2014)**

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Projected Beginning							
Fund/Working Capital Balance	\$ 5,617,355	\$53,103,262	\$ 2,797,551	\$ 3,260,741	\$ 89,746,853	\$ 1,444,442	\$155,970,204
<b>Estimated Revenues</b>							
Taxes & Assessments	12,903,873	14,735,173	1,262,109	-	-	-	28,901,155
Licenses & Permits	930,775	1,374	-	-	-	-	932,149
Intergovernmental	4,824,705	11,551,839	322,385	204,000	1,928,116	1,097	18,832,142
Charges for Services	1,697,012	1,073,735	639,022	-	14,764,289	-	18,174,058
Fines & Forfeitures	388,567	34,997	-	32,385	-	-	455,949
Miscellaneous	291,274	3,672,324	986,891	1,595	1,406,076	56,624	6,414,784
Investment Earnings	8,624	165,939	299	8,603	27,653	16,345	227,463
Transfers	482,250	3,766,277	2,010,564	17,000	63,585	-	6,339,676
Internal Services	-	-	-	-	-	7,595,503	7,595,503
<b>Total Estimated Revenues</b>	<b>21,527,080</b>	<b>35,001,658</b>	<b>5,221,270</b>	<b>263,583</b>	<b>18,189,719</b>	<b>7,669,569</b>	<b>87,872,879</b>
<b>Budgeted Expenditures</b>							
General Government	6,024,791	4,802,691	-	-	57,550	191,140	11,076,174
Public Safety	9,939,630	6,109,232	1,139,709	352,740	-	-	17,541,311
Public Works	528,667	9,119,507	-	-	17,170,089	-	26,818,263
Public Health	1,483,871	2,424,206	-	-	330,214	-	4,238,291
Social and Economic Services	114,296	163,593	-	-	-	-	277,888
Culture and Recreation	2,657,837	1,330,197	550,011	12,249	-	-	4,550,293
Housing & Community Dev	-	3,229,415	1,999,881	-	240,253	-	5,469,549
Intergovernmental Activities	-	-	-	-	-	7,098,025	7,098,025
Judgment & Losses	630,743	1,070,259	56,183	-	-	-	1,757,184
Transfers	662,624	3,195,055	1,788,200	-	300,000	-	5,945,879
<b>Total Budgeted Expenditures</b>	<b>22,042,458</b>	<b>31,444,156</b>	<b>5,533,983</b>	<b>364,989</b>	<b>18,098,106</b>	<b>7,289,165</b>	<b>84,772,858</b>
Projected Change in							
Fund/Working Capital	(515,378)	3,557,502	(312,713)	(101,406)	91,613	380,404	3,100,021
Projected Ending							
Fund/Working Capital Balance	\$ 5,101,977	\$56,660,763	\$ 2,484,837	\$ 3,159,334	\$ 89,838,466	\$ 1,824,846	\$159,070,225

# OVERVIEW OF BUDGETED RESOURCES

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

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Projected Beginning							
Fund/Working Capital Balance	\$ 4,624,786	\$ 42,579,274	\$ 3,025,828	\$ 3,440,607	\$ 88,574,688	\$ 2,943,872	\$ 145,189,055
<u>Estimated Revenues</u>							
Taxes & Assessments	12,506,330	15,592,513	1,401,723	-	-	-	29,500,566
Licenses & Permits	923,445	1,016	-	-	-	-	924,461
Intergovernmental	5,001,588	10,681,915	156,159	29,957	1,263,985	1,018	17,134,623
Charges for Services	1,623,687	918,533	624,335	-	13,698,408	-	16,864,963
Fines & Forfeitures	451,820	48,528	-	34,286	-	-	534,634
Miscellaneous	799,714	15,854,299	769,405	-	2,344,370	18,647	19,786,435
Investment Earnings	17,511	223,985	668	1,630	35,867	(8,065)	271,598
Transfers	507,128	3,816,474	2,199,443	-	1,360,797	-	7,883,842
Internal Services	-	-	-	-	-	6,103,706	6,103,706
Total Estimated Revenues	21,831,224	47,137,263	5,151,734	65,874	18,703,426	6,115,306	99,004,827
<u>Budgeted Expenditures</u>							
General Government	5,589,468	5,116,372	-	9,372	61,072	190,724	10,967,008
Public Safety	9,724,927	6,153,865	1,211,702	155,843	-	-	17,246,337
Public Works	583,910	9,601,308	-	-	15,501,114	-	25,686,332
Public Health	1,261,207	3,071,756	-	-	444,272	-	4,777,235
Social and Economic Services	111,824	155,845	-	-	-	-	267,669
Culture and Recreation	2,364,787	1,137,055	544,245	21,999	-	-	4,068,086
Housing & Community Dev	-	6,702,258	2,036,957	58,526	224,803	-	9,022,544
Intergovernmental Activities	-	-	-	-	-	7,424,012	7,424,012
Judgment & Losses	585,077	1,419,323	51,769	-	-	-	2,056,169
Transfers	617,455	3,255,494	1,535,338	-	1,300,000	-	6,708,287
Total Budgeted Expenditures	20,838,655	36,613,276	5,380,011	245,740	17,531,261	7,614,736	88,223,679
Projected Change in							
Fund/Working Capital	992,569	10,523,987	(228,277)	(179,866)	1,172,165	(1,499,430)	10,781,148
Projected Ending							
Fund/Working Capital Balance	\$ 5,617,355	\$ 53,103,262	\$ 2,797,551	\$ 3,260,741	\$ 89,746,853	\$ 1,444,442	\$ 155,970,204

**OVERVIEW OF BUDGETED RESOURCES**

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

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Projected Beginning							
Fund/Working Capital Balance	\$ 5,053,467	\$38,222,546	\$ 2,516,272	\$ 5,245,529	\$ 78,782,740	\$ 3,114,204	\$132,934,758
<b>Estimated Revenues</b>							
Taxes & Assessments	11,034,051	14,923,259	2,151,026	-	-	-	28,108,336
Licenses & Permits	908,840	-	-	-	-	-	908,840
Intergovernmental	5,184,948	9,410,044	278,054	326,246	8,091,154	931	23,291,377
Charges for Services	1,262,010	994,287	477,841	-	14,139,818	-	16,873,956
Fines & Forfeitures	431,063	49,325	-	32,891	-	-	513,279
Miscellaneous	210,278	7,677,779	723	3,750	2,603,886	6,879	10,503,295
Investment Earnings	17,839	312,104	1,384	5,578	38,282	4,902	380,089
Transfers	520,680	2,112,774	12,433,137	3,768,410	297,366	295,248	19,427,615
Internal Services	-	-	-	-	-	6,006,297	6,006,297
<b>Total Estimated Revenues</b>	<b>19,569,709</b>	<b>35,479,572</b>	<b>15,342,165</b>	<b>4,136,875</b>	<b>25,170,506</b>	<b>6,314,257</b>	<b>106,013,084</b>
<b>Budgeted Expenditures</b>							
General Government	5,609,984	3,711,587	-	689,738	63,154	155,322	10,229,786
Public Safety	9,338,430	5,353,076	9,436,598	114,128	-	-	24,242,232
Public Works	409,763	10,012,365	-	30,000	14,390,894	-	24,843,023
Public Health	1,233,179	2,856,199	-	-	481,204	-	4,570,582
Social and Economic Services	114,517	152,198	-	-	-	-	266,715
Culture and Recreation	2,216,483	1,095,492	1,959,964	165,709	-	-	5,437,649
Housing & Community Dev	-	4,876,989	1,884,529	4,518,581	231,285	-	11,511,384
Intergovernmental Activities	-	-	-	-	-	6,329,267	6,329,267
Judgment & Losses	584,920	1,376,965	55,303	-	-	-	2,017,187
Transfers	491,112	3,635,129	1,583,382	423,640	300,000	-	6,433,263
<b>Total Budgeted Expenditures</b>	<b>19,998,390</b>	<b>33,070,000</b>	<b>14,919,775</b>	<b>5,941,797</b>	<b>15,466,538</b>	<b>6,484,589</b>	<b>95,881,089</b>
Projected Change in							
Fund/Working Capital	(428,681)	2,409,572	422,390	(1,804,922)	9,703,968	(170,332)	10,131,995
Projected Ending							
Fund/Working Capital Balance	\$ 4,624,786	\$40,632,118	\$ 2,938,662	\$ 3,440,607	\$ 88,486,708	\$ 2,943,872	\$143,066,753

# OVERVIEW OF BUDGETED RESOURCES

## PROJECTED CHANGES IN FUND AND WORKING CAPITAL BALANCES DETAIL OF ALL FUNDS Fiscal Year 2014-2015

Fund #	Fund Name	Projected Beginning Balances 7-1-14	FY - 15		Projected Ending Balances 6-30-15
			Estimated Revenues	Budgeted Expenditures	
<b>1000</b>	<b>General Fund</b>	<b>\$ 5,101,977</b>	<b>\$ 23,835,151</b>	<b>\$ 24,974,479</b>	<b>\$ 3,962,649</b>
<b><u>SPECIAL REVENUE FUNDS</u></b>					
2110	ROAD FUND	912,873	3,053,060	3,519,890	446,043
2130	BRIDGE FUND	104,453	435,227	469,288	70,392
2140	WEED CONTROL	149,522	391,508	490,030	51,000
2145	PARKING COMMISSION	(110,699)	161,431	191,474	(140,742)
2180	DISTRICT COURTS	80,285	1,420,998	1,318,672	182,611
2190	COMP INS & CLAIMS	383,764	343,591	616,402	110,953
2210	CIVIC CENTER	284,305	956,417	1,078,887	161,835
2252	ARCO SUPERFUND	9,873	163,026	160,069	12,830
2253	PARKS	30,900	-	21,529	9,371
2270	HEALTH	(559,998)	1,347,859	1,585,478	(797,617)
2275	ARCO LEAD	36,922	1,092,877	1,093,006	36,793
2276	PLANNING/ARCO FUND	139,747	76,988	76,500	140,235
2277	SUPERFUND HEALTH STUDIES	22,390	100,000	100,000	22,390
2278	SUPERFUND STORM WTR	325,274	1,514,651	1,737,648	102,277
2280	SENIOR CITIZENS	14,124	73,326	76,044	11,406
2288	EMERGENCY SERVICES	203,188	1,207,418	1,226,618	183,988
2289	EMERGENCY SERV 3T	61,208	-	-	61,208
2310	ECON DEVELOPMENT	833,100	1,028,614	1,855,474	6,240
2312	RAMSAY TIFID#2	18,417,189	4,492,504	21,159,683	1,750,010
2313	Sheriff	6,248,340	132,500	2,410,615	3,970,225
2314	EAST BUTTE RRA	(216,010)	142,651	132,500	(205,859)
2315	EAST BUTTE RRA REV LOAN	207,271	6,015	20,483	192,803
2320	Urban Renewal District 2	(31,111)	-	168,889	(200,000)
2322	TIFID Revolving Loan Fund	800,000	400,000	500,000	700,000
2350	STUDY COMMISSION	-	-	-	-
2383	ARCO HISTORIC PRES	483,577	-	443,773	39,804
2384	ECONOMIC DEVELOPMENT	9,907	68,095	68,000	10,002
2385	PUBLIC ARCHIVES	118,433	343,837	396,292	65,978
2386	TRANSIT SYSTEM	(97,875)	1,314,253	1,419,728	(203,350)
2387	DAMAGES & JUDGEMENTS	(20,968)	42,740	-	21,772
2388	FIRE FUND	586,506	4,041,922	3,990,026	638,402
2389	PIT WATCH	164,953	-	43,369	121,584
2391	HARD ROCK MINE TRUST	7,305,856	434,155	-	7,740,011
2392	PROGRAM INCOME CDBG	97,329	-	41,518	55,811
2393	PLANNING FUND	(55,034)	-	-	(55,034)
2394	ANACONDA ARCO FUND	710,597	8,000	-	718,597
2395	ARCO LEAD PROGRAM	22,522	-	-	22,522
2396	NRPD GREENWAY PROJ	(230,185)	3,152,790	2,904,985	17,620
2397	COMMUNITY DEV	30,697	226,487	254,166	3,018
2398	ECONOMIC DEVELOPMENT	119,391	227	44,746	74,872
2399	MT POLE INSTITUTE	144,260	45	45,000	99,305
2400	SID 20	101	-	-	101

# OVERVIEW OF BUDGETED RESOURCES

## PROJECTED CHANGES IN FUND AND WORKING CAPITAL BALANCES DETAIL OF ALL FUNDS Fiscal Year 2014-2015

Fund #	Fund Name	Projected Beginning Balances 7-1-14	FY - 15		Projected Ending Balances 6-30-15
			Estimated Revenues	Budgeted Expenditures	
2401	SID 21	1,054	2,567	3,601	20
2402	SID 25	2,269	6,748	8,998	19
2403	SID 26	6,602	19,717	26,319	0
2404	SID 28	3,676	12,105	15,769	12
2405	SID 111	9,187	26,613	35,746	54
2406	SID 196	14,268	38,725	52,831	163
2407	SID 212-219	2,445	6,879	9,304	20
2408	SID 221	3,436	9,396	12,829	3
2409	SID 247	2,018	3,942	5,946	14
2410	SID 260	2,643	8,641	11,270	14
2411	SID 264	2,282	3,793	6,068	6
2412	SID 270-278	1,005	1,977	2,973	9
2413	SID 291	2,609	4,720	7,326	3
2414	SID 316	1,461	4,264	5,704	21
2415	SID 317-319	5,744	17,738	23,399	83
2416	SID 330	1,498	3,274	4,773	(1)
2417	SID 340	763	1,627	2,252	137
2418	SID 346	210	729	937	2
2419	SID 364	3,385	11,383	14,768	1
2420	SID 367	788	1,945	2,716	17
2421	SID 368	1,464	4,701	6,149	16
2422	SID 391	172	391	562	2
2423	SID 392	6,128	17,684	23,811	2
2425	SID 400	83,644	264,380	348,021	3
2426	SID 405	1,624	4,160	5,784	(0)
2427	SID 408	1,314	3,189	4,500	3
2428	SID 409	389	1,285	1,674	1
2429	SID 410	377	1,657	2,032	2
2430	SID 1004	2,957	6,933	9,820	70
2431	SID 1005	1,719	6,927	8,646	(0)
2432	SID 1006	1,834	4,918	6,752	0
2433	SID 1007	1,163	3,151	4,314	(0)
2434	SID 1009	763	2,221	2,983	2
2435	SID 371	2,929	11,146	14,073	2
2436	SID 1011	2,315	6,721	9,035	1
2437	SID 1012	1,680	4,606	6,285	1

**OVERVIEW OF BUDGETED RESOURCES**

**PROJECTED CHANGES IN FUND AND WORKING CAPITAL BALANCES  
DETAIL OF ALL FUNDS  
Fiscal Year 2014-2015**

Fund #	Fund Name	Projected Beginning Balances 7-1-14	FY - 15		Projected Ending Balances 6-30-15
			Estimated Revenues	Budgeted Expenditures	
2438	SID 1013	1,019	2,647	3,667	(1)
2439	SID 1013A	1,125	1,204	2,329	(0)
2440	SID 1014	4,036	12,875	16,910	1
2441	SID 1015	1,279	3,108	4,385	2
2442	SID 1016	2,034	5,589	7,622	0
2443	SID 1017	10,851	14,289	25,139	1
2444	SID 1018	3,404	11,523	14,927	(1)
2445	SID 1019	1,017	2,254	3,270	2
2446	SID 1020	3,067	10,716	13,782	0
2447	SID 1021	347	975	1,323	(1)
2448	SID 1022	681	2,043	2,724	(0)
2449	SID 1023	576	2,829	3,405	0
2450	SID 1024	1,208	5,183	6,390	1
2451	SID 1026	2,154	3,370	5,523	1
2452	SID 1027	681	2,005	2,685	2
2453	SID 1028	782	3,184	3,965	1
2488	FIRE EQUIP & TRAINING FUND	125,947	160,699	111,450	175,196
2500	SID ADMIN	273,415	85,112	72,733	285,794
2501	MELROSE GARBAGE	7,952	10,000	10,000	7,952
2502	DIVIDE GARBAGE	3,542	14,020	16,500	1,062
2503	MAINT 1(82) & 4(85)	168,269	304,074	403,713	68,630
2504	MAINT 2(83)	24,323	82,998	89,435	17,886
2505	MAINT 3(84)	1,726	8,913	9,250	1,389
2506	SID 1025	1	-	-	1
2600	SID 401	59,999	340,287	344,123	56,162
2601	SID 402	20,329	64,922	73,977	11,274
2630	SIDEWALK SPECIALS	31,610	3,150	-	34,760
2650	MOSQUITO DISTRICT	105,073	5,461	18,119	92,415
2690	UPTOWN PARKING	0	-	-	0
2701	ARCO REDEVELOPMENT TRUST	14,596,016	5,500	970,763	13,630,753
2830	JUNK VEHICLE	3,341	45,998	49,338	1
2850	911 EMERGENCY SVS	164,268	240,033	348,905	55,396
2855	RTP GRANS - PW	-	25,000	25,000	-
2856	DNRC GRANTS	(8,271)	710,730	655,860	46,599
2857	NRD BIG BUTTE GRANTS	18,735	530,161	489,239	59,657
2858	MT DOC-NSP3 GRANT	292,231	1,500,624	1,500,624	292,231

# OVERVIEW OF BUDGETED RESOURCES

## PROJECTED CHANGES IN FUND AND WORKING CAPITAL BALANCES DETAIL OF ALL FUNDS Fiscal Year 2014-2015

Fund #	Fund Name	Projected Beginning Balances 7-1-14	FY - 15		Projected Ending Balances 6-30-15
			Estimated Revenues	Budgeted Expenditures	
2859	COUNTY LAND INFORMATION	67,957	5,000	-	72,957
2860	LAND PLANNING	54,015	4,302	54,000	4,317
2880	LIBRARY	11,941	27,836	39,336	441
2892	MT HISTORIC PRESERVATION	174,400	37,599	212,000	(1)
2895	ECONOMIC DEVELOPMENT FUND	2,090,324	1,000	250,000	1,841,324
2897	RECLAMATION FUND	60,016	-	-	60,016
2915	CRIME CONTROL	127,879	69,302	138,245	58,936
2918	LLEBG	783	-	-	783
2921	DEPT OF JUSTICE	48,313	19,315	56,885	10,743
2940	CDBG SURE WAY	57,188	-	57,188	-
2946	BELMONT SR. CITIZENS	368	40,600	40,600	368
2950	HABITAT PROJECT	21	-	-	21
2956	CTEP	(8,442)	1,000,167	999,447	(7,722)
2957	BUTTE SD#1 SRTS	4,043	-	-	4,043
2984	DEV DISABLED	19,080	89,887	91,319	17,648
2994	CLRK TAILINGS O&M TRUST	115,312	125	12,000	103,437
<b>Total Special Revenue Funds</b>		<b>56,660,763</b>	<b>34,220,674</b>	<b>57,626,847</b>	<b>33,254,590</b>
<b><u>DEBT SERVICE FUNDS:</u></b>					
3100	TAX INCR BOND FUND	34,956	257,232	258,000	34,188
3110	LED CNTR & ADMIN PROJ	750	-	-	750
3113	A SIMI BOND FUND	2,345,168	1,937,220	1,915,020	2,367,368
3210	CIVIC CNTR DEBT SERVICE	244	500	-	744
3250	LADDER TRUCK DEBT SERVICE	12,936	106,063	103,474	15,525
3270	ARCHIVES DEBT SERVICES	61,436	571,965	550,784	82,617
3401	SID REVOLVING	(0)	-	-	(0)
3503	SID 1025	13,438	-	-	13,438
3610	GO BOND REFUNDING	15,909	1,183,230	1,040,688	158,451
<b>Total Debt Service Funds</b>		<b>2,484,837</b>	<b>4,056,210</b>	<b>3,867,966</b>	<b>2,673,081</b>

# OVERVIEW OF BUDGETED RESOURCES

## PROJECTED CHANGES IN FUND AND WORKING CAPITAL BALANCES DETAIL OF ALL FUNDS Fiscal Year 2014-2015

Fund #	Fund Name	Projected Beginning Balances 7-1-14	FY - 15		Projected Ending Balances 6-30-15
			Estimated Revenues	Budgeted Expenditures	
<b><u>CAPITAL PROJECT FUNDS:</u></b>					
4040	CAPITAL IMPROVEMENTS	2,152,750	81,900	69,000	2,165,650
4041	HARD ROCK MINE CAP TRUST	128,307	150	-	128,457
4050	HIGHWAY ABANDONMENT	147,155	150	-	147,305
4100	URA CAPITAL PROJECTS	-	-	-	-
4115	DES BUILDING FUND	184,807	1,491,374	1,676,180	1
4120	ARCHIVE BOND FUND	39,184	-	37,303	1,881
4206	SID 1025	-	-	-	-
4210	CIVIC CENTER RENOVATION	676	-	-	676
4300	JUNK VEH CAP IMPRV FND	6,610	-	-	6,610
4312	ASIMI I PROJECT FUND	251,693	-	251,693	0
4313	WASTE WATER LINE CONSTR	(0)	-	-	(0)
4512	SLVR LAKE WTR SYST IMP	248,154	-	-	248,154
<b>Total Capital Project Funds</b>		<b>3,159,334</b>	<b>1,573,574</b>	<b>2,034,176</b>	<b>2,698,732</b>
<b><u>ENTERPRISE FUNDS:</u></b>					
5210	WATER UTILITY DIV	56,815,814	43,884,253	44,749,982	55,950,085
5211	DIST SYSTEM IMPS	3,587,870	-	-	3,587,870
5212	SILVER LAKE WTR SYS	2,070,369	665,000	783,998	1,951,371
5213	SILVER LAKE WTR SYS	21,209	-	-	21,209
5310	METRO SEWER OPERATION	16,020,303	40,121,534	34,918,468	21,223,369
5320	METRO REPL & DEPR	1,420,593	1,000	288,000	1,133,593
5330	STORM WATER	601,122	344,800	474,659	471,263
5410	SOLID WASTE	7,174,659	2,031,609	3,417,278	5,788,990
5711	COMMUNITY FACILITIES	469,960	67,307	83,501	453,766
5712	HOME HEALTH	(88,284)	-	-	(88,284)
5713	S B I	431,878	95,049	189,246	337,681
5714	MSE TA MARIAH PROJECT	-	-	-	-
5715	MR INFRASTRUCTURE	1,312,974	-	-	1,312,974
<b>Total Enterprise Funds</b>		<b>89,838,466</b>	<b>87,210,552</b>	<b>84,905,132</b>	<b>92,143,886</b>
<b><u>INTERNAL SERVICE FUNDS</u></b>					
6010	Central Equipment	687,934	2,055,812	1,953,328	790,418
6030	Central EDP & Communications	(4,162)	899,481	776,044	119,275
6031	Central Administration Services	222,051	557,748	486,219	293,580
6035	GIS Operations	175,580	38,934	133,167	81,347
6050	Employee Health Insurance	743,444	4,646,617	4,600,000	790,061
<b>Total Internal Service Funds</b>		<b>1,824,846</b>	<b>8,198,592</b>	<b>7,948,758</b>	<b>2,074,680</b>
<b>Total All Funds</b>		<b>\$ 159,070,225</b>	<b>\$ 159,094,753</b>	<b>\$ 181,357,358</b>	<b>\$ 136,807,620</b>

### Overview

Funding for services provided to Butte-Silver Bow residents come from a variety of sources. The City-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. Butte-Silver Bow is heavily reliant upon property tax levy for its general fund, road, bridge, & weed funds, as well as health department, district court, emergency services and numerous other special revenue funds. The County will continue its policy of seeking alternative revenue sources to lower the tax burden for City and County services, charging users for specific services where feasible, and aggressively collecting all revenues due. Examples of user fees include the enterprise funds consisting of water, sewer, & solid waste, in which revenues are generated through direct fees for service.

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.

**Property Taxes:** 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.

**Special Assessments:** This revenue is derived from fees assessed to users of basic government services to cover the costs of specific expenditures such as street lights and street maintenance.

**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 water, sewer, & solid waste 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, victim witness fines and forfeited bonds.

**Grants & Contributions:** Revenues received from non-governmental sources in the form of grants and contributions. The Superfund allocations as a result of the BP (Arco) settlement agreement are an example of grants & contributions. BSB Community Enrichment license plate sales are another example.

**Proceeds from Bond Sales:** Revenues received from the sale of General Obligation (GO) bonds. GO bonds must be authorized by a majority of voters participating in a duly held election. The issuance of bonds is also in accordance with the provisions resolutions adopted by the Council of Commissioners and are restricted to specific capital projects approved by the voters.

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

## MAJOR REVENUE SOURCES

Assumptions, Estimates, & Trends

---

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

**Other Financing Sources:** Revenue derived from the letter of credit related to the Asimi Bonds and Intercap loans from the Montana Board of Investments. (MBOI)

**Interfund Transfers In:** Transfers between individual funds of a governmental unit that are not repayable and are not considered charges for goods or services.

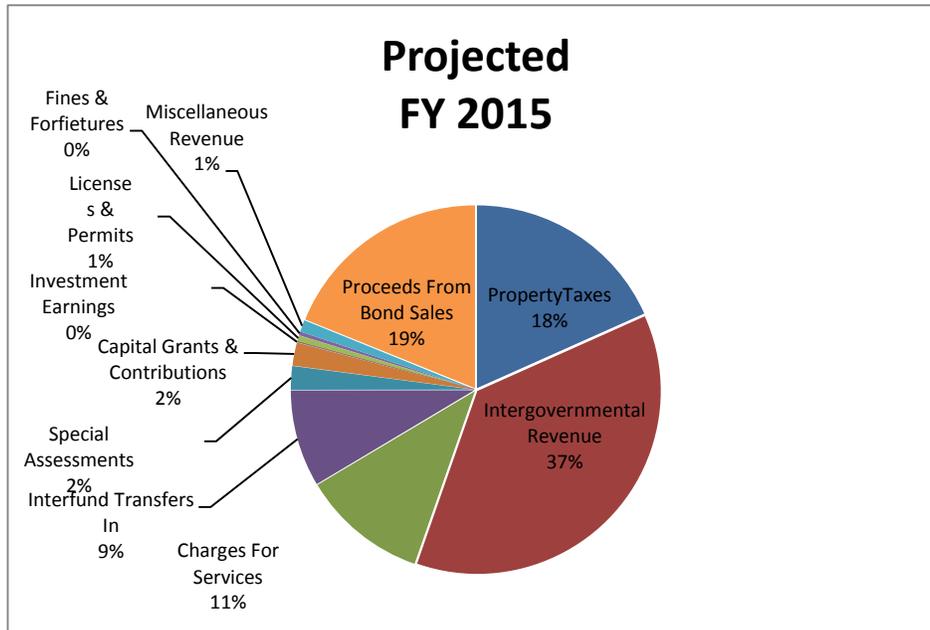
Shown on the following page are two pie charts which give a graphic overview of total revenues—one by type described above and the other by major fund group.

# MAJOR REVENUE SOURCES

Assumptions, Estimates, & Trends

## Estimated Revenues by Type – All Funds – Fiscal year 2014 -15

As depicted by the graph of revenues by type below, taxes and assessments and intergovernmental revenue make up the two largest categories of county revenues for FY 15 (58%). Proceeds from financing makes up the next largest category (18%) followed by charges for services at (11%). These four revenue categories make up 87% of city-county revenues.

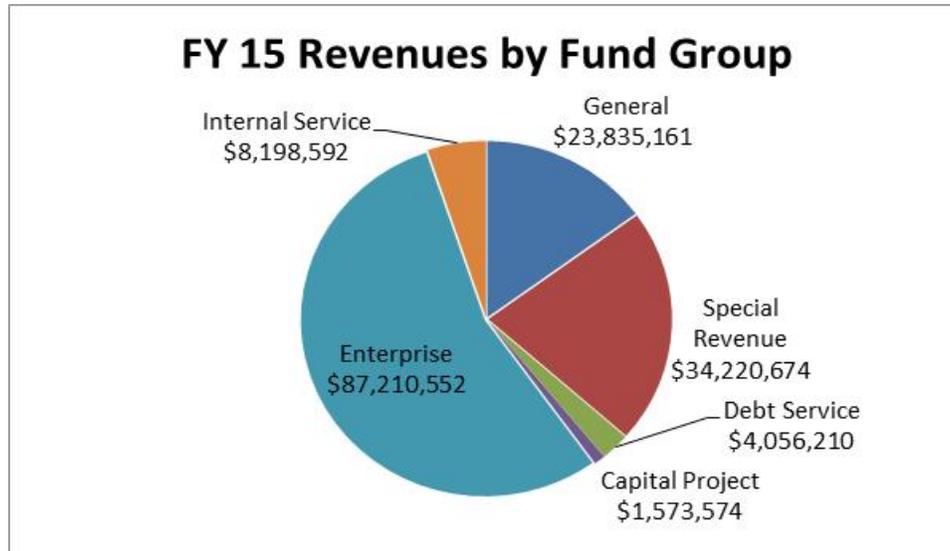


## MAJOR REVENUE SOURCES

Assumptions, Estimates, & Trends

### Estimated Revenues by Fund – All Funds – Fiscal year 2014 - 15

Revenues by fund also help give the reader an understanding of the source of Butte-Silver Bow revenues. As shown by the graph below, the general fund (19%), Enterprise (22%), Special Revenue Funds (37%), and Capital Projects (8%), make up 86% of the city-county 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 City-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 City-County, as well as insight into tax, revenue, and service options the Council of Commissioners 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

## Assumptions, Estimates, & Trends

---

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

Individual revenue categories, their trends, and estimates follow.

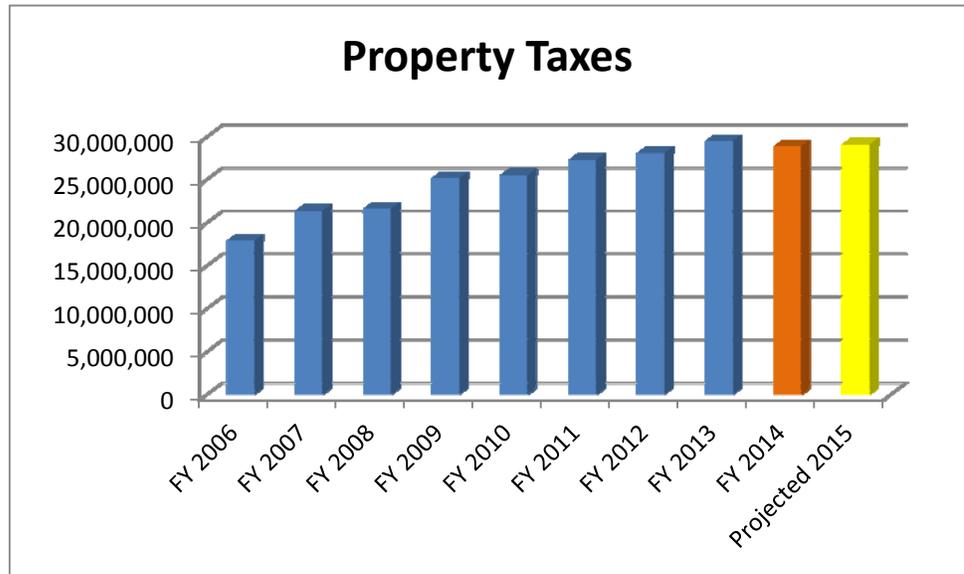
## Key Revenue Estimates & Trends

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

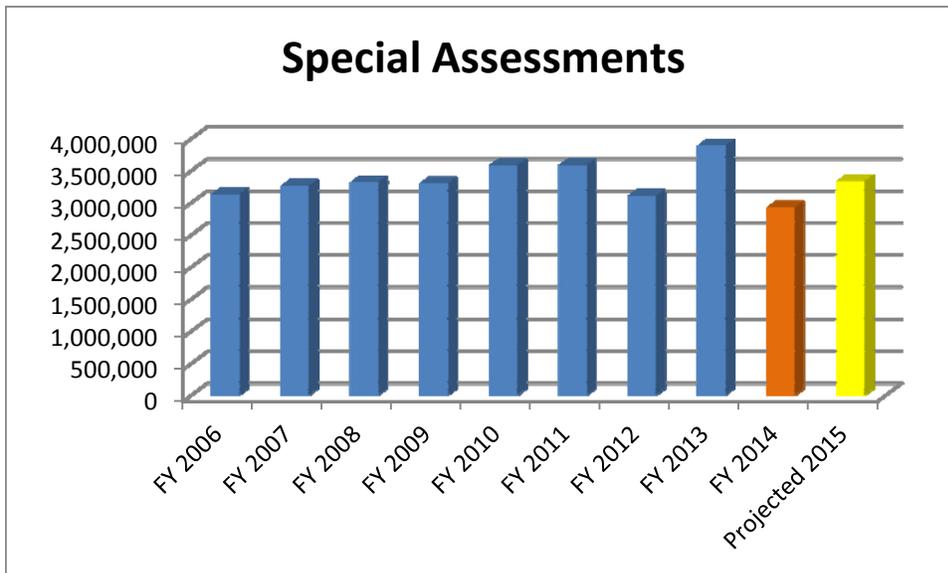
# MAJOR REVENUE SOURCES

## Assumptions, Estimates, & Trends

Shown by the graph on the right, are the city-county Property Tax 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. Property taxes provide the principal source of funding for general operations.



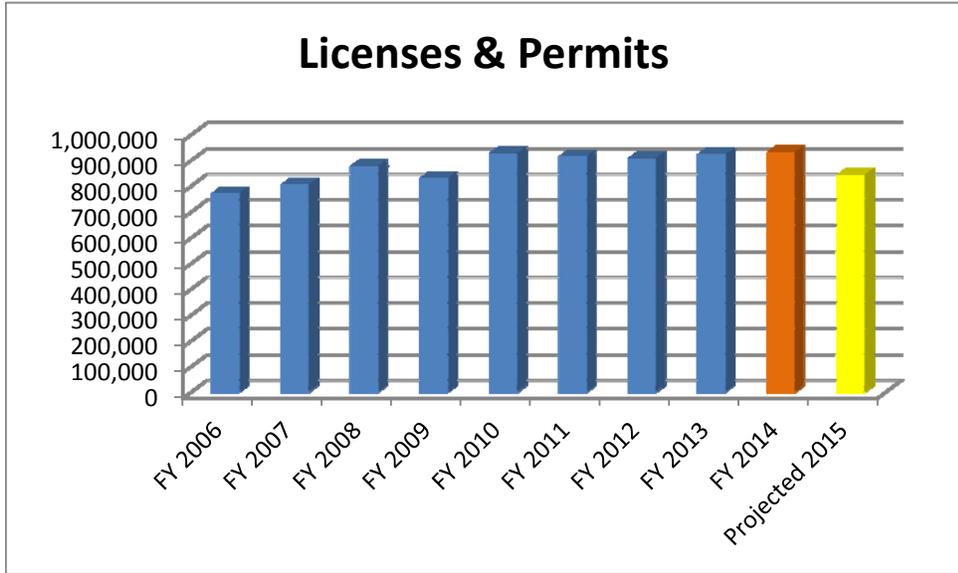
Valuations were down in 2005, causing significant cuts in expenditures. As property valuations have risen in the past four years, expenditures and services have expanded to meet the public needs for these services, increasing the property taxes collected.



Shown by the graph on the left, are the city-county assessment revenues. This revenue is derived from fees assessed to users of basic government services to cover the costs of specific expenditures such as street lights and street maintenance.

# MAJOR REVENUE SOURCES

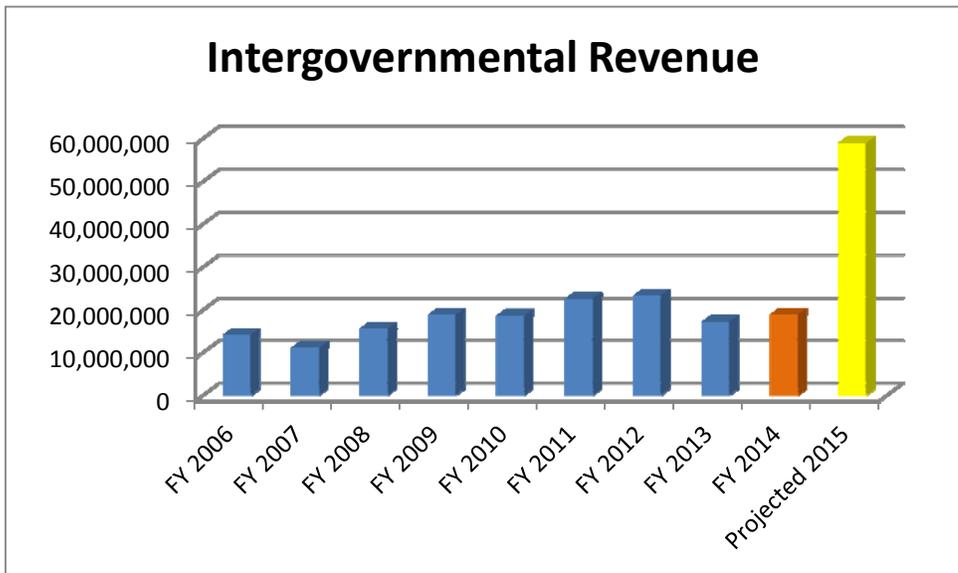
## Assumptions, Estimates, & Trends



Shown by the graph on the left are the city-county License & Permit revenues. Licenses & permits include video gaming fees, business licenses, and liquor licenses. The dramatic decrease in revenues from 2001 to 2002 was due to the state's "assumption" (collection) of a variety of revenues previously collected at the local level. The local revenues have

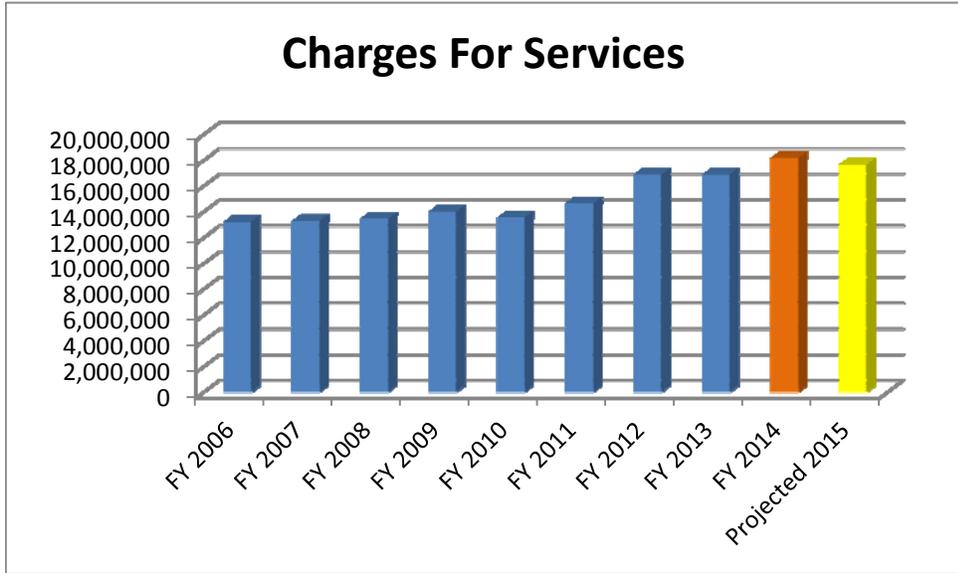
steadily risen since that time.

Shown by the graph on the right are the city-county Intergovernmental Revenues. Intergovernmental revenues include entitlement money received from the state, Payment in Lieu of Tax revenue from the Federal government, and various contract and grants from both state and federal sources.



# MAJOR REVENUE SOURCES

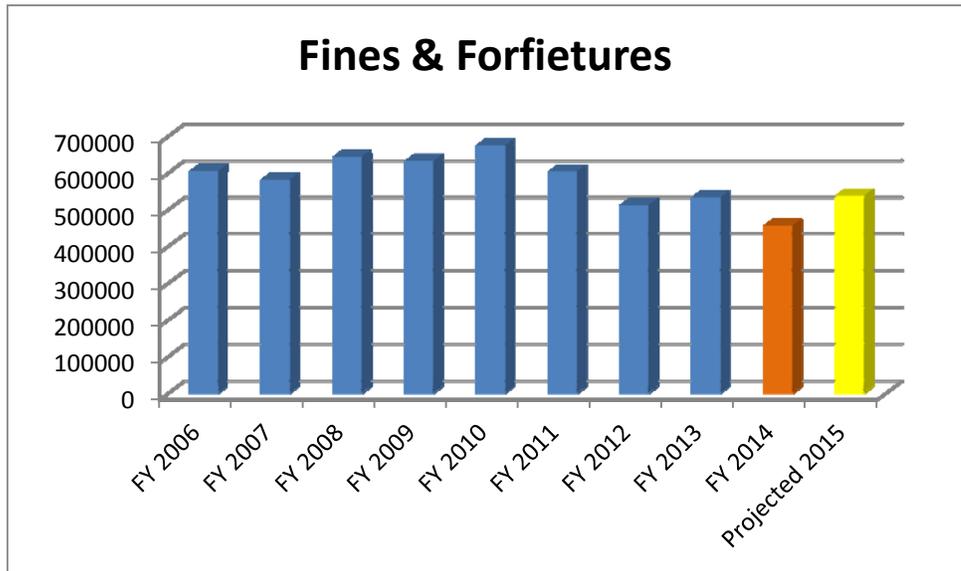
## Assumptions, Estimates, & Trends



Shown by the graph on the left are the city-county Charges for Service Revenues. Charges for Service revenues include various processing fees, Civic Center use, Health Services, Water Utility Services, Metro Sewer Fees, Transit fees and Landfill fees. These fees generally budgeted conservatively. We anticipate these revenues will continue to remain

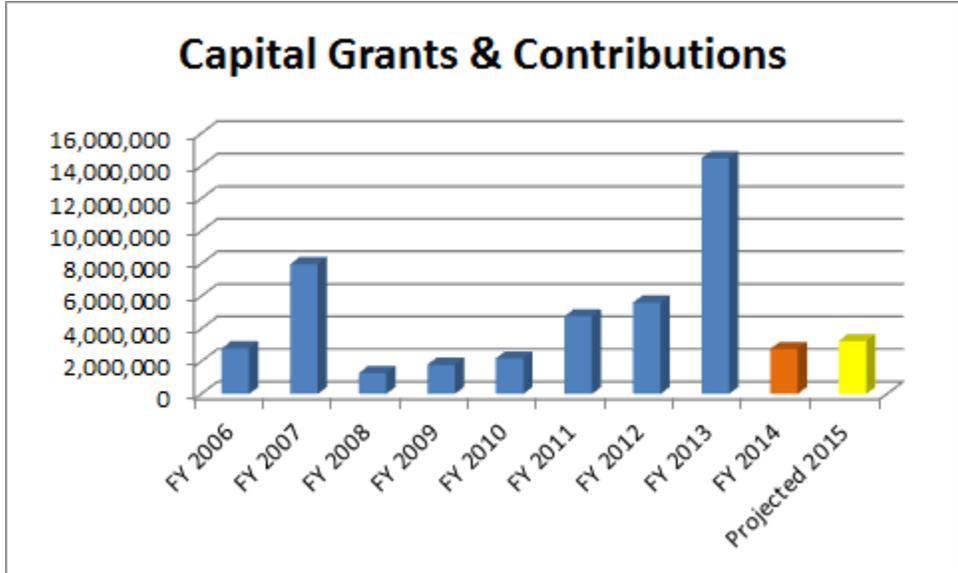
strong in future years.

Shown by the graph on the right are the city-county Fine & Forfeiture revenues. Fine & forfeiture revenues include parking and traffic violations and other criminal offenses.



# MAJOR REVENUE SOURCES

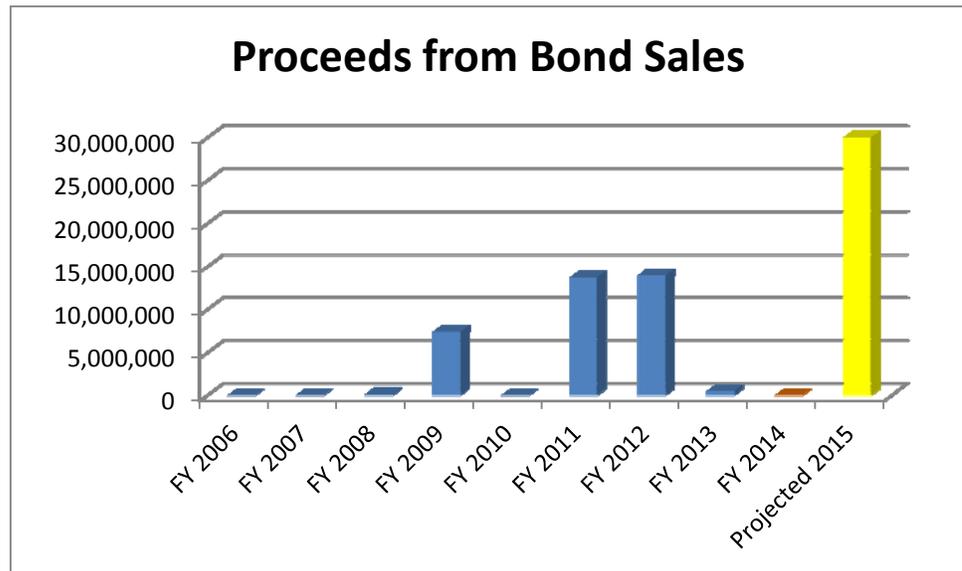
Assumptions, Estimates, & Trends



Shown by the graph on the left are the city-county Capital Grants & Contributions. This revenue source includes funds from the ARCO Superfund settlement agreement. The spike in 2007 includes \$5 million to create a Redevelopment Trust Fund for remediation activities in the Butte Priority Soils Operating Unit.

(BPSOU).

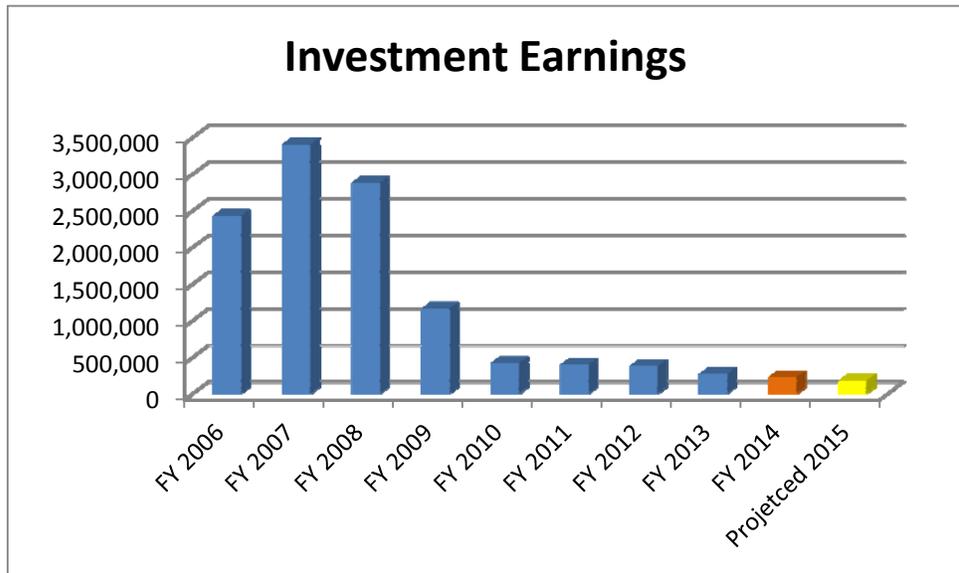
Shown by the graph on the right are the city-county Proceeds from Bond Sales. This revenue source includes proceeds from the sale of General Obligation bonds. (See page N-1 for details.) Fiscal 2009 anticipates the sale of over \$7 million in GO bonds to renovate and expand the historic Butte Archives.



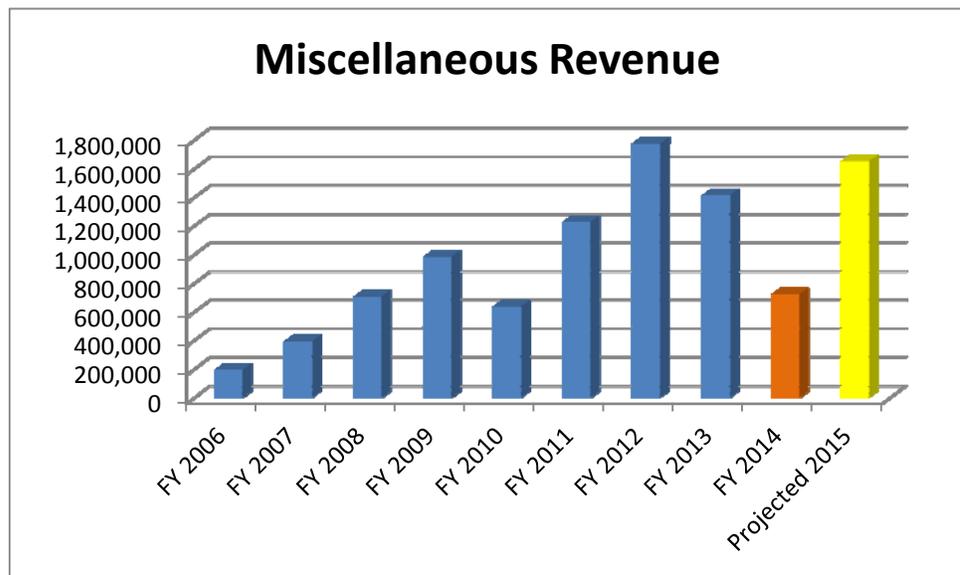
# MAJOR REVENUE SOURCES

## Assumptions, Estimates, & Trends

Shown by the graph on the right are the city-county Investment Earnings. This revenue source includes interest earned on idle cash reserves. The majority of BSB cash reserves are invested in the Montana Board of Investments (MBOI) Short Term Investment Pool (STIP). These funds have traditionally earned a reliable rate of return but earnings have decreased in the past year due to the world-wide economic downturn.

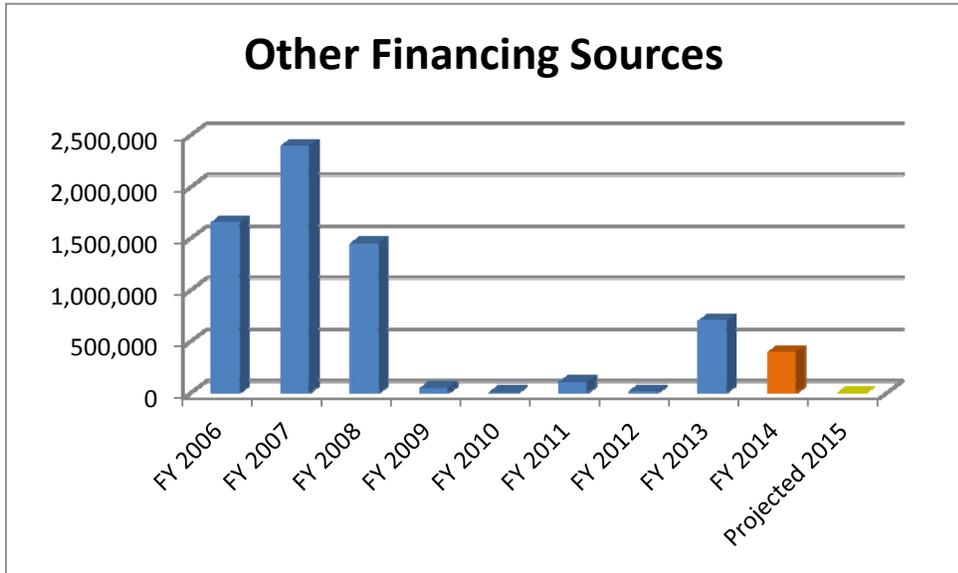


Shown by the graph on the right are the city-county Miscellaneous Revenues. Miscellaneous revenues include incidental earnings not related to a specific operation. These are always budgeted conservatively.



# MAJOR REVENUE SOURCES

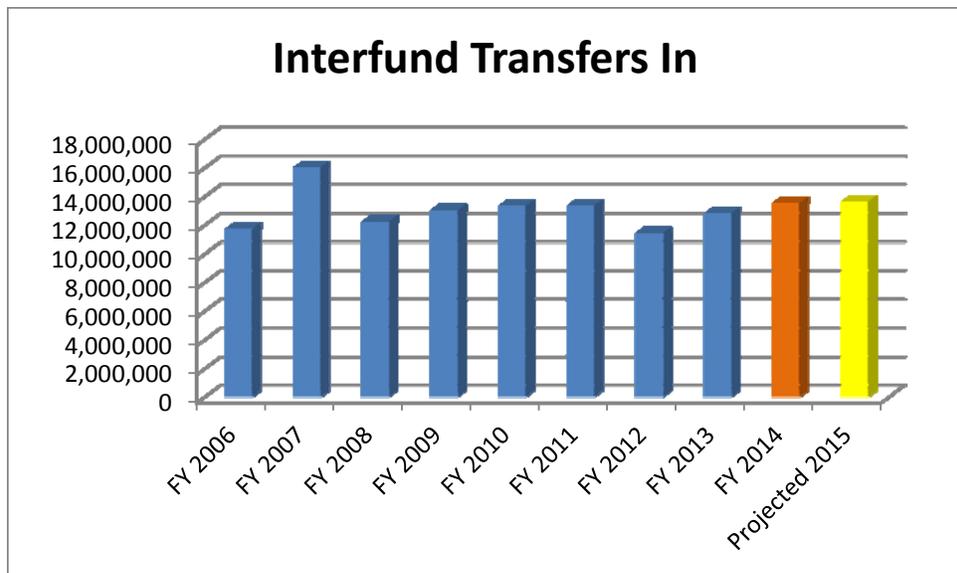
## Assumptions, Estimates, & Trends



Shown by the graph on the left are the city-county Other Financing Sources. This category includes revenue derived from the letter of credit related to the Asimi Bonds and Inter-cap loans from the Montana Board of Investments. (MBOI). The spike in 2007 includes MBOI loans for two (2) Pumper Trucks and a Roto Mill machine. The letter of credit is not expected to be

utilized in the future.

Shown by the graph on the right are the city-county Inter-fund Transfer Revenues. This category includes revenues transferred for various administrative support as well as specific inter-fund support. This also includes the transfer of funds to make tax increment bond payments and fund tax increment activities.



## Program Description

The Chief Executive Officer serves as the CEO of the city and county of Butte-Silver Bow and assures that state and local laws are enforced. The Chief Executive informs the Council of Commissioners (Council) of the state of governmental affairs; executes legal documents subject to approval of the Council of Commissioners; prepares and submits the annual budget to Council; executes the annual budget adopted by the Council; directs and supervises all appointed department heads and boards; recommends measures to improve governmental operations and conditions within the city-county; appoints citizen boards, commissions, and authorities; coordinates policies of the Council of Commissioners with all elected and appointed department heads; approves or vetoes all Council Bills (which may be overridden by a 2/3 vote); calls special Council meetings; negotiates collective bargaining agreements; and presents and prepares financial reports.

---

## Strategic Goals & Objectives

- To promote economic development through strategic coordination of public and private resources as a means of enhancing economic prosperity and quality of life.
- To improve public infrastructure and the quality of services delivered to the citizens of Butte-Silver Bow.
- To ensure that all decisions are protective of the health, safety, and general welfare of the citizens of Butte-Silver Bow.
- To provide the Council with timely, accurate, unbiased information to allow them to make informed decisions.
- To improve and enhance the efficiency, effectiveness and productivity of every City-County function through budget administration and performance management. This involves working with Elected Officials and Department Directors to establish, execute, and achieve goals and objectives outlined in the Performance Budget.
- To keep budget structurally balanced.
- To promote and enhance communication platforms to provide transparency to the citizens of Butte-Silver Bow.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 186,596	\$ 194,276	\$ 208,681	\$ 212,536	\$ 3,855	2%
Operating Expenditures	11,060	9,355	20,626	48,998	28,372	138%
Debt Service	-	-	-	-	-	
Capital Outlay	-	2,866	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 197,656</b>	<b>\$ 206,497</b>	<b>\$ 229,307</b>	<b>\$ 261,534</b>	<b>\$ 32,227</b>	<b>14%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 197,656	\$ 206,497	\$ 229,307	\$ 261,534	\$ 32,227	14%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 197,656</b>	<b>\$ 206,497</b>	<b>\$ 229,307</b>	<b>\$ 261,534</b>	<b>\$ 32,227</b>	<b>14%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Chief Executive	1.00	1.00	1.00	1.00
Executive Aide	1.00	1.00	1.00	1.00
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Citizens will be assured an open and accessible local government through established, maintained, and published agendas and public meetings. Public records and other information will be made available via the internet.	100%	100%	100%	100%
2 . The County Commission will be supported in their decision process by always receiving unbiased, accurate research and data from staff a minimum of two days prior to the introduction of an agenda item.	100%	100%	100%	100%
3 . The County Commission will be supported in their policy direction decisions by receiving, with regular frequency, current operations status reports, state and federal legislative activity reports, regular financial reports, and staff research reports.	100%	100%	100%	100%
4 . Public resources will be allocated effectively and lawfully. Qualified independent auditors will perform annual audits; the budgeting process will be a public process; and the budget will emphasize outcomes.	100%	100%	100%	100%

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

## Program Description

The mission of the Finance/Budget Office is to ensure that City and County's financial resources are protected through sound financial management, including allocation of resources consistent with community goals and providing timely, accurate, and reliable information that will assist in making informed decisions.

The Finance/Budget Office provides a variety of financial services to the Chief Executive, Council of Commissioners, and Butte-Silver Bow staff. Support services include accounting and financial planning and reporting, budgeting, payroll, accounts payable, project accounting, investment management, various treasury functions, fixed asset management, federal grant awards reporting, development of internal controls, and debt issuance and debt accounting and management.

---

## Goals & Objectives

- To prepare a comprehensive budget, which encompasses all Butte-Silver Bow Funds on an annual basis. To seek to maintain a stable revenue base.
- Prepare an accurate, informative and easily understood budget for review by the Government Finance Officers Association (GFOA) in the Distinguished Budget Presentation Awards Program.
- Assist the various departments in preparing their expenditure requests during the budget process and, when necessary, prepare supplemental budget amendments and transfers during the fiscal year.
- Produce an accurate and timely financial report for review by the independent Auditors and a Comprehensive Annual Report (CAFR) for review by the Government Finance Officers Association (GFOA) in the Certificate of Achievement program. This includes an unqualified audit opinion, free of any material audit finding.
- Maintain the general ledger, establishing control and accuracy of all funds in accordance with Generally Accepted Accounting Principles (GAAP) as set forth by the Government Accounting Standards Board (GASB).
- Process and prepare for payment all Butte-Silver Bow claims in a prompt and efficient manner.
- Safeguard and Maintain fixed assets, including monthly reporting system and budget compliance monitoring.
- Prepare and administer bi-weekly payroll and related reporting requirements.
- Provide fiscal policy advice and planning to the Chief Executive and Council of Commissioners.
- Maintain the large number of monthly reconciliations, establishing control and accuracy of the accounts in the general ledger. This includes the monitoring of grants for compliance with State and Federal requirements, including the preparation of OMB A133 report.
- Maintain monthly reporting system and budget compliance monitoring, including the forecasting and monitoring of revenue projects.
- Facilitate the issuance and sale of general, limited obligation and revenue bonds as required.
- Obtain the most advantageous financing available for any new debt issue and annually review all outstanding issues for any possible refinancing savings.
- Prepare and maintain continuing disclosure reporting as required for bonded debt.
- Process all payrolls timely, and in accordance with all contracts and agreements. In FY2015, complete payroll cross training.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 331,068	\$ 392,223	\$ 416,817	\$ 416,598	\$ (219)	0%
Operating Expenditures	110,326	137,076	184,155	213,625	29,470	16%
Debt Service	-	-	-	-	-	
Capital Outlay	1,312	3,561	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 442,706</b>	<b>\$ 532,860</b>	<b>\$ 600,972</b>	<b>\$ 630,223</b>	<b>\$ 29,251</b>	<b>5%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 409,553	\$ 468,621	\$ 554,472	\$ 583,723	\$ 29,251	5%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	33,153	64,239	46,500	46,500	-	
<b>Total</b>	<b>\$ 442,706</b>	<b>\$ 532,860</b>	<b>\$ 600,972</b>	<b>\$ 630,223</b>	<b>\$ 29,251</b>	<b>5%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Accountant III	1.00	1.00	1.00	1.00
Accounts Payable Clerk	1.00	1.00	1.00	1.00
Accounting Specialist	0.50	0.50	1.00	1.00
Asst Fin & Bud Dir	1.00	1.00	1.00	1.00
Fin & Budget Director	0.85	0.85	0.95	1.00
Mail Processor	0.25	0.25	-	-
<b>Total</b>	<b>4.60</b>	<b>4.60</b>	<b>4.95</b>	<b>5.00</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Receive Distinguished Budget Presentation Award for the Government Finance Officer's Association	-	-	-	Will apply
2 . The Finance Department will produce a financial report that receives an unqualified (clean) audit opinion with no material findings.	100%	100%	100%	100%
3 . Receive Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officer's Association	Received	Received	Will Apply	Will Apply
4 . The Finance & Budget Department will produce client prepared workpapers, which are delivered to the auditors by the agreed upon delivery dates.	-	-	100%	100%
5 . Maintain or Increase City and County's Bond Rating	100%	100%	100%	100%
6 . The Finance & Budget Department will deliver the preliminary and final budgets to the council of commissioners by agreed upon delivery dates.	100%	100%	100%	100%
7 . Payrolls will be complete timely and accordance with union contracts and other agreements.				
8 . % of Months accounts reconciled and State Report finalized in per MCA. Due to by the 20th of each month.	100%	100%	100%	100%
9 . Perform Debt Management functions. # of loans or bonds issued and retired.	1	2	2	3
10 . Properly account for federal and state grants, complete OMB A-133 with the CAFR	100%	100%	100%	100%

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

Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Claims Processed	14,489	14,621	14,859	15,040
2 . Total \$ Amount of claims processed				
3 . Accounts Receivable Invoices	20,870	21,128	21,370	21,200
4 . Journal Entries Processed	1,009	993	1,029	1,030
5 . 1099's issued	175	262	284	225
6 . W-2's Processed	645	807	603	625
7 . Total \$Amount of Payrolls Processed	\$ 22,570,732	\$ 23,748,686	\$ 23,731,583	\$ 25,619,327

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

## Program Description

The Council of Commissioners is the legislative body of the City and County of Butte-Silver Bow. The structure of the body consists of twelve commissioners elected from single member districts, one of whom is elected by its members to serve as chairman. Its direct staff consists of one secretary.

The Council meets in public session generally four times per month. The first and third weeks are regular meetings while the second and fourth are Committee of the Whole meetings. In addition, there are six standing committees which meet at The Committee of the Whole Meetings during the month.

The Council's function is to determine policy for the local government. Specific activities include: adopting ordinances and resolutions; levy taxes and fees; appropriations; approve contracts; etc.

---

## Goals & Objectives

- To work closely with the administration and other government officials to lobby for state legislation beneficial to counties.
- To develop broad-based county-wide support for economic development and to foster coordination of public and private resources as a means of enhancing economic prosperity and environmental quality.
- To improve public facilities and the quality of services delivered to the public in order to meet the needs of the citizenry.
- To cooperate with other governmental entities in order to provide services efficiently and effectively and in a manner resulting in the most equitable distribution of the tax burden.
- To ensure that all decisions are protective of the health, safety and general welfare of the citizens of the County.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 194,611	\$ 237,589	\$ 314,691	\$ 281,528	\$ (33,163)	-11%
Operating Expenditures	85,382	87,574	114,605	131,508	16,903	15%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 279,993</b>	<b>\$ 325,163</b>	<b>\$ 429,296</b>	<b>\$ 413,036</b>	<b>\$ (16,260)</b>	<b>-4%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 279,993	\$ 325,163	\$ 429,296	\$ 413,036	\$ (16,260)	-4%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 279,993</b>	<b>\$ 325,163</b>	<b>\$ 429,296</b>	<b>\$ 413,036</b>	<b>\$ (16,260)</b>	<b>-4%</b>

Staffing Summary

<b>Title</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budgeted FY 2014</b>	<b>Recommended FY 2015</b>
Chairman	1.00	1.00	1.00	1.00
Commissioner	11.00	11.00	11.00	11.00
Council Secretary	1.00	1.00	1.00	1.00
<b>Total</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Citizens will be assured an open and accessible local government through established, maintained and published agendas and public meetings. Public records and other information will be made available via the internet		100%	100%	100%
2 . The Council of Commissioners will be supported in their decision processes by always receiving unbiased, accurate research and data from staff a minimum of 14 days prior to the introduction of an agenda item		100%	100%	100%
3 . The Council of Commissioners will be supported in their policy decisions by receiving, with regular frequency, current operations status reports, state and federal legislative activity reports, regular financial reports, and staff research reports		100%	100%	100%
4 . Public resources will be allocated effectively and lawfully. Qualified independent auditors will perform annual audits; the budgeting process will be a public process; and the budget will emphasize outcomes		100%	100%	100%

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

## Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Council Meetings	48	48	48	48
2 . Communications Submitted	1,047	900	900	900
3 . Public Hearings	33	45	45	50
4 . Presentations	28	30	30	40
5 . Bid Openings	18	27	30	40
6 . Budget Transfers	475	300	300	-
7 . Resolutions and Ordinances Passed	86	90	90	90
8 . Special Events Applications	28	30	35	45

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

## Program Description

### **1000.107.4105.50      ACCOUNTING**

The Clerk & Recorder ~ Election Administrator serves in an elected four-year term capacity in a highly complex and multi-faceted position. The clerk serves as the ex-officio clerk of the Council of Commissioners, ex-officio recorder of all documents recorded and/or filed. In this program, the Clerk & Recorder ~ Election Administrator processes all vouchers and warrants as approved by the Council of Commissioners' Finance & Budget Committee. This responsibility includes filing every voucher and its related documentation for retention monitoring and eventual disposal per the State's records retention and disposal guidelines. The Clerk & Recorder ~ Election Administrator's Office strives to be professional, courteous, open and helpful in assisting the public, employees and vendors in receiving their warrants.

### **1000.107.4109.01      RECORDS ADMINISTRATOR**

As gatekeeper of county records, the Clerk & Recorder ~ Election Administrator bears the ultimate responsibility of taking charge of and safely keeping, cataloging or disposing according to law all records which may be filed or deposited in the clerk's office. These include but are not limited to all deeds, liens, including federal tax liens imposed by the IRS, birth and death records, tape recording for Council of Commissioners meetings, Council Resolutions, Ordinances and recorded votes on Council issues. Montana State law mandates the Clerk & Recorder ~ Election Administrator maintains indices on the various records recorded and filed in the office. The Clerk & Recorder ~ Election Administrator assists the public with property ownership and genealogy research projects.

In this arena, the office is responsible for records preservation, accomplished through a separate fund mandated under Montana State law as a fee charged for documents recorded and filed in the office. These funds are the main support on irreplaceable records preservation, protecting and preserving critical documents of historic value. Without these funds, critical historic records would be in jeopardy and preservation efforts would be halted. The Clerk & Recorder ~ Election Administrator's Office strives to be professional, courteous, open and helpful in assisting the public with birth & death certificates, genealogy and recorded documents.

### **1000.107.4106.01      ELECTIONS**

The Clerk & Recorder ~ Election Administrator role as the ex-officio election administrator has evolve into an ever-increasing and complex position of responsibility, ensuring fair campaign practices and efficient conduct of elections. This function has changed dramatically under a federal mandate of the Help America Vote Act (HAVA), and the National Voter Registration Act (NVRA) which was adopted by the State Legislature as required, which places increase duties on the local election office including maintenance of the county's voter registration database through the office of the Montana Secretary of State. The Clerk & Recorder ~ Election Administrator, the Chief Deputy and other selected staff must go through a bi-annual elections training seminar conducted by the State of Montana. Elections are primarily staffed by persons hired on a temporary basis for each election cycle. The Clerk & Recorder ~ Election Administrator must monitor, plan, schedule, train other staff and judges for all federal primary and general, state, county, Walkerville municipal, three water/sewer districts, nine volunteer fire departments elections and any special election that may arise. The Clerk & Recorder ~ Election Administrator's Office strives to be professional and courteous.

## Goals & Objectives

- Monitoring budgets to ensure efficient line-item expenditures, processing transfer requests as needed.
- Ensure accurate and timely processing of all claims and the warrants processed on a weekly basis.
- Work closely with the Finance & Budget Department to ensure efficient processing of claims.

- Provide Council's Finance & Budget Committee information as required or requested.
- Maintain, store and archive or purge claims as allowed by law and directed by the State's records retention and disposal guidelines.
- Assist with claim retrieval for audit research as requested by the Finance & Budget Director, external auditors, Elected Officials and Department Heads.
- Maintain records of expenditure approvals as processed weekly for efficient retrieval as needed.
- Assist Venders with Direct Deposit of warrants. (This will decrease cost of warrants, postage and staffs time in processing claims).
- Encourage Butte-Silver Bow employees to use Direct Deposit.
- Communicate with Council federal and state unfunded mandates and budgetary impacts.
- Ensure accurate and timely recorded and filings; also document return to customers within two weeks.
- Educate customer base on document standards mandate of the Legislature.
- Continue efforts to preserve original birth and death records into approved archival materials.
- Accumulate records preservation funds for purchase of document indexing system.
- Preservation of the "permanent files" database.
- Develop database of all Council-passed Resolutions and Ordinances.
- Increase eRecording and educate public knowledge.
- Continue annual review of stored records to determine whether to be archived or purged according to the State Records Preservation Program.
- Communicate with Council all election mandates and budgetary impacts.
- Ensure Butte-Silver Bow has certified efficient election equipment to conduct elections.
- Assist candidates with filing regulations, processes and fair campaign practices.
- Monitor all voting entities for upcoming elections.
- Provide necessary voter listings, absentee list and labels and registers to local and rural school districts.
- Ensure hiring and training of adequate number of election judges (150-200).
- Pursue matching grants for procedural improvements.
- Develop historical index of local elected officials.
- Continue as legislative participant in lobbying State Legislature to maintain and improve the integrity of the election process.
- Encourage voter registration throughout the year(s) with various civic and educational groups and the general public.
- Educate the voting public on upcoming election, candidates and issues.
- Continue to look for improved efficiencies for the election process

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 325,367	\$ 359,193	\$ 383,895	\$ 388,866	\$ 4,971	1%
Operating Expenditures	185,500	202,943	271,120	290,551	19,431	7%
Debt Service	-	-	-	-	-	
Capital Outlay	2,011	5,759	2,000	-	(2,000)	-100%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 512,878</b>	<b>\$ 567,895</b>	<b>\$ 657,015</b>	<b>\$ 679,417</b>	<b>\$ 22,402</b>	<b>3%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 512,878	\$ 567,895	\$ 657,015	\$ 679,417	\$ 22,402	3%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 512,878</b>	<b>\$ 567,895</b>	<b>\$ 657,015</b>	<b>\$ 679,417</b>	<b>\$ 22,402</b>	<b>3%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Chief Deputy Clerk and Recorder	1.00	1.00	1.00	1.00
Clerk and Recorder	1.00	1.00	1.00	1.00
Deputy Clerk	3.00	3.00	3.00	3.00
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1. Ensure accurate and timely processing of weekly warrants; maintain expenditure approval lists	1 - 3 days	1 -2 days	1 day	1 day
2. Monitor storage, archival or purging of financial records	July	July	July	July
3. Assist with retrieval of claims	100%	100%	100%	100%
4. Birth Certificates issued same day as requested	100%	100%	100%	100%
5. Death Certificates issued same day as requested	100	100	100	100
6. Documents recorded/filed same day as received	7,125	7,438	7,500	7,800
7. Docs processed & mailed back 2 weeks of receipt	7,125	7,438	7,500	7,800
8. Percent of transactions completed electronically	9%	14%	15%	16%
9. Accure Records Preservation Funds for ongoing projects	100	100	100	100
10. Preservation of original Birth/Death records	100	100	100	100
11. Ensure accurate & timely recordings and filing	100	100	100	100
12. Increase in active voter base	3,000	200	2,000	200
13. % of voter registration applications processed within 7 days	100%	100%	100%	100%
14. % of confirmation cards mailed weekly	100%	100%	100%	100%
15. % of undeliverable ballots	0	0	0	0

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

Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1. Claims warrants processed	14,449	14,699	15,000	15,500
2. Vendors that are direct deposit	-	200	400	600
3. Number of certified birth certificates issued	457	453	460	475
4. Number of certified death certificates issued	405	404	410	420
5. Documents recorded/filed (deed/plat/survey/other)	7,125	7,438	7,500	7,600
6. Total pages recorded	30,636	31,752	32,000	33,000
7. Total fees collected from documents recorded	205,332	211,584	220,000	225,000
9. % receipts written without voids	100	100	100	100
10. Images scanned	7,125	7,438	7,500	7,600
11. Documents indexed and proofed	7,125	7,438	7,500	7,600
15. Number of voters applications processed per week	40	5	20	5
16. Number of confirmation cards issued to voter	5,000	21,000	1,000	500
17. Trained election judges	180	-	180	-
18. Number of ballots mailed	7,800	375	4,700	380
19. Number of signatures verified	7,800	375	4,700	380
20. Conduct successful elections	4	4	4	4
21. Annual Confirmation Cards mailed	5,000	21,000	1,000	500
22. NVRA cards mailed	-	5,600	-	7,000
23. Undeliverable ballot notices	2,000	-	8,000	-
24. Number of Petition Signatures verified	4,500	-	8,000	-

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

## Program Description

The purpose of the Auditor's Office is to provide the City and County of Butte-Silver Bow with an internal auditing capacity. The Auditor is required by law to examine all accounts and payrolls of Butte-Silver Bow. The Auditor distributes the Butte-Silver Bow payroll to employees. The Auditor also maintains a petty cash account for use by offices within the Courthouse. The auditor is authorized to administer any oath or affirmation rendered necessary for the performance of the duties of the office. The auditor shall have the power to issue process and compel the attendance of witnesses and examine any matter deemed necessary. It is the objective of the Auditor to perform and complete the duties of the Auditor position. The elected Auditor is the only elected office without a deputy to act in the absence of the Auditor. State Law requires the office to be open from 8:00 A.M. to 5:00 P.M. Monday through Friday.

---

## Goals & Objectives

Restore office to a working asset for Butte-Silver Bow. The Auditor has never given up or refused any of the duties or authority of the office. Some of the duties have been reassigned to other departments; therefore eliminating some of the functions of the of the Auditor. The removal of the deputy position has limited the scope of work. The duties to be restored include but limited to:

- Ascertain the stewardship of public officials who handle and are responsible for financial resources of a governmental unit
- Ascertain that assets of all kinds, both those in hand and those disposed of, have been accurately and fully accounted for, and that normal accounting processes provide information that discloses losses and wasteful practices
- Determine that local governmental prescribed policies and procedures are being complied with by all local governmental operating units
- Perform post audit reviews, make recommendations respective to problems disclosed in the audit report and report quarterly compliance and/or noncompliance of audit report recommendations including definition and implementation of corrective action to the council of commissioners and the chief executive
- Audit in accordance with generally accepted auditing standards for a governmental entity all bills, claims, accounts or charges for materials of any kind or nature that may be purchased by and on behalf of the local government of Butte-Silver Bow by Butte-Silver Bow officials or contracted for by the chief executive and council of commissioners
- Review the monthly reconciliation of bank statements comparing government receipts and expenditures to help assure the accuracy and reliability of financial information

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 85,494	\$ 88,544	\$ 94,369	\$ 95,230	\$ 861	1%
Operating Expenditures	3,023	3,838	5,137	6,647	1,510	29%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 88,517</b>	<b>\$ 92,382</b>	<b>\$ 99,506</b>	<b>\$ 101,877</b>	<b>\$ 2,371</b>	<b>2%</b>

Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 88,517	\$ 92,382	\$ 99,506	\$ 101,877	\$ 2,371	2%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 88,517</b>	<b>\$ 92,382</b>	<b>\$ 99,506</b>	<b>\$ 101,877</b>	<b>\$ 2,371</b>	<b>2%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Auditor	1.00	1.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

## Program Description

The Treasurer serves as custodian for all public funds within the City and County of Butte-Silver Bow. The activities of the office include the collection of real, personal, mobile home, and centrally assessed taxes. We follow all laws and statutes for tax deeds and tax deed sales. We maintain contract payments from tax deeded properties redeemed by the owner, contracts from the sales of tax deeded properties to the public, and contracts from bankruptcy proceedings. We take tax assignments, also following all statutes. We follow all laws and statutes when receiving and processing protested taxes. We also collect motor vehicle, business, and liquor licenses. Collection of all County monies, (cash, check, credit, wires, and electronic funds) and we distribute them to the correct departments within the County. Collection of all School District monies, (cash, check, credit, wires, and electronic funds) and we distribute them to the correct school districts. We invest idle government funds. We maintain bankruptcy files and procedures for Butte-Silver Bow. Also we have many different reports, required by statute, which we have to do for the State of Montana on a monthly and a yearly basis.

---

## Goals & Objectives

### Treasurer's Office / Tax Desk

- Keep the citizens of the county aware of all tax due dates and notices
- Collect all taxes according to state statutes
- Prepare tax sale certificates by statute, and follow them with proper notification and documentation
- Keep well versed on tax sales processes and tax deeds
- To continue to process workloads with existing staff and today's technology
- To keep abreast of any new laws or statutes dealing with taxes, sales, or assignments

### Treasurer's Office / Records Specialist

- Be able to account for all monies, being delivered to the Treasurer's Office, to and from all departments within the County
- All accounting transactions must be done in a timely manner
- State motor vehicle and county collection reports must be done by the 20<sup>th</sup> of every month
- Assist Budget Department in completing month end reports
- Help and maintain any new services being implemented
- Do the daily balance in the absence of the chief deputy

**Treasurer's Office / Motor Vehicle**

- To keep well versed in Merlin
- To follow all legislative changes yearly
- To successfully implement the insurance verification system
- To supply the public with motor vehicle registrations in a timely and polite manner
- To continue to improve customer service

**Treasurer's Office / Chief Deputy**

- To make sure that the daily, monthly, and yearly county balances match Merlin balances
- To help the Treasurer manage the office, pay all bills, and make sure all supplies are adequate
- To learn and understand, and be able to do every job in the office
- To take care of all protested and centrally assessed taxes

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 432,466	\$ 479,329	\$ 517,621	\$ 483,013	\$ (34,608)	-7%
Operating Expenditures	80,084	83,315	157,702	166,755	9,053	6%
Debt Service	-	-	-	-	-	
Capital Outlay	2,208	3,316	3,320	-	(3,320)	-100%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 514,758</b>	<b>\$ 565,960</b>	<b>\$ 678,643</b>	<b>\$ 649,768</b>	<b>\$ (28,875)</b>	<b>-4%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 514,758	\$ 565,960	\$ 678,643	\$ 649,768	\$ (28,875)	-4%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 514,758</b>	<b>\$ 565,960</b>	<b>\$ 678,643</b>	<b>\$ 649,768</b>	<b>\$ (28,875)</b>	<b>-4%</b>

Staffing Summary

<b>Title</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budgeted FY 2014</b>	<b>Recommended FY 2015</b>
Chief Deputy Treasurer	1.00	1.00	1.00	1.00
Clerk I	1.00	2.50	2.50	2.50
Clerk II	3.00	3.00	3.00	3.00
Deputy Clerk	4.00	2.00	1.00	1.00
Help-Temporary	-	-	1.00	-
Treasurer	1.00	1.00	1.00	1.00
<b>Total</b>	<b>10.00</b>	<b>9.50</b>	<b>9.50</b>	<b>8.50</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1. Cash Report to DOR by 20th	100%	100%	100%	100%
2. Checks to State by 20th	100%	100%	100%	100%
3. Office Open to Public 8-5 / M-F	100%	100%	100%	100%
4. MVD Open to Public 8:30-4:30/M-F	100%	100%	100%	100%

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

Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1. Total Number of Tax Bills Mailed	22,500	22,500	22,500	22,500
2. Total Number of Licenses	66,816	68,913	69,602	70,298
3. All Taxes Collected	\$ 54,694,975	\$ 57,645,574	\$ 58,222,030	\$ 58,804,250
4. All Licenses Collected	\$ 5,555,459	\$ 5,452,255	\$ 5,506,778	\$ 5,561,846
5. Receipting of Incoming Monies	\$ 78,475,176	\$ 81,120,394	\$ 81,931,598	\$ 82,750,914

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

## Program Description

The Butte-Silver Bow County Attorney is responsible for prosecution of all criminal offenses occurring within the City-County of Butte-Silver Bow, Montana. It is also responsible for the handling of all juvenile delinquency proceedings, mental health proceedings and fugitive from justice/extradition proceedings. This office further provides legal advice and assistance to all other City-County departments, City-County boards and to the Council of Commissioners, the legislative body of the City-County; including the preparation and review of contracts, review of personnel discipline and discharge decisions, review and assistance with procurement/competitive bidding procedures and the drafting of all local ordinances and resolutions to be considered by the Council of Commissioners.

- 
- Provide protection to the public and to crime victims through the prosecution of criminal offenses occurring within our jurisdiction.
  - Provide quality advice and service to all departments of the City-county in a timely manner.
  - Maintain an open and accessible office for all members of the public and to all departments within Butte-Silver Bow

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 775,794	\$ 802,150	\$ 877,049	\$ 881,093	\$ 4,044	0%
Operating Expenditures	64,307	64,637	88,039	103,769	15,730	18%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	5,000	-	(5,000)	-100%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 840,101</b>	<b>\$ 866,787</b>	<b>\$ 970,088</b>	<b>\$ 984,862</b>	<b>\$ 14,774</b>	<b>2%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 840,101	\$ 866,787	\$ 970,088	\$ 984,862	\$ 14,774	2%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 840,101</b>	<b>\$ 866,787</b>	<b>\$ 970,088</b>	<b>\$ 984,862</b>	<b>\$ 14,774</b>	<b>2%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Chief Deputy County Attorney	1.00	1.00	1.00	1.00
County Attorney	1.00	1.00	1.00	1.00
Deputy County Attorney	4.00	4.00	4.00	4.00
Legal Assistant	2.00	2.00	2.00	2.00
Secretary	1.00	1.00	1.00	1.00
<b>Total</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1. Prosecution of criminal offenses occurring in City-County in timely manner	100%	100%	100%	100%
2. Draft Ordinances in a timely manner	100%	100%	100%	100%
3. Draft/review Resolutions, and regulations, or policies in a timely manner	100%	100%	100%	100%
4. Draft/review contracts, deeds, easements, license/permits, affidavits/leases and miscellaneous documents in a timely manner	100%	100%	100%	100%
5. Research and prepare formal w ritten legal opinions in a timely manner	100%	100%	100%	100%
6. Provide informal w ritten, e-mail, or verbal opinions and legal advice to other departments in the City-County in a timely manner	100%	100%	100%	100%
7. Respond daily to public inquiries by telephone and in person	100%	100%	100%	100%
8. Respond daily to other City-County department inquiries	100%	100%	100%	100%

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

Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Resolutions drafted/review ed			76	
2 . Ordinances drafted/review ed			17	
3 . Prosecution of criminal cases District Court			141	
4 . Prosecution of criminal cases City Court			955	
5 . Prosecution of criminal cases Justice Court			197	
6 . Prosecution of criminal cases Juvenile-Youth Court			35	
7 . Involuntary mental commitments			54	

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

## Program Description

The purpose of this office is to provide for the operation of Butte-Silver Bow's two Justice Courts, which have jurisdiction in certain cases as provided by the Montana Code Annotated. There are two elected Justices of the Peace.

The activities of the office are: civil jurisdiction action if the sum claimed does not exceed \$7,000; concurrent jurisdiction with the District Court; small claims action for amounts not exceeding \$3,000; jurisdiction over forcible entry, unlawful detained and residential landlord-tenant disputes. The office has criminal jurisdiction for misdemeanors not exceeding \$500 or 6 months incarceration; Fish and Game statutes; concurrent jurisdiction with District Court for misdemeanors; examining and committing courts for preliminary hearings.

---

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 305,397	\$ 321,053	\$ 351,072	\$ 346,005	\$ (5,067)	-1%
Operating Expenditures	19,704	20,542	24,609	186,793	162,184	659%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 325,101</b>	<b>\$ 341,595</b>	<b>\$ 375,681</b>	<b>\$ 532,798</b>	<b>\$ 157,117</b>	<b>42%</b>

Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 325,101	\$ 341,595	\$ 375,681	\$ 532,798	\$ 157,117	42%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 325,101</b>	<b>\$ 341,595</b>	<b>\$ 375,681</b>	<b>\$ 532,798</b>	<b>\$ 157,117</b>	<b>42%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Clerical Clerk I	0.50	0.50	0.50	
Justice of Peace	2.00	2.00	2.00	2.00
Secretary	2.00	2.00	2.00	3.00
<b>Total</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>5.00</b>

## Program Description

The object of Government Buildings is to maintain all buildings owned by Butte-Silver Bow. Building maintenance includes Janitorial Services, engineering services, Carpentry and Painting. This budget also services the debt associated with Mechanical equipment and roof repairs at various facilities

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

- **Regular Inspections of all Buildings** This is important in the prevention of malfunctions or safety mishaps.
- **Provide Service to Building's Occupants** This not only is providing the occupant the normal activities of operation, such as snow removal, custodial duties, and other building maintenance requirements, but when funding and procedure are followed we can also perform office remodels, or other projects.
- **Maintain Boiler Licenses** Butte-Silver Bow County has 2 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 is required. Professional tradesmen, perform elevator upgrades, roofing, HVAC control, etc. more efficiently and this contributes to less down time.
- **Provide Training for Staff** This is important to lessen our need of using contracted services
- **Provide Qualified Staff to Aid in Remodeling Projects**
- **Provide Staff to Assist in Moving Office Equipment and Records throughout the County**
- **Provide 24 hour/7 days a week scheduled / on call services**

---

## Goals & Objectives

- Maintaining Government Buildings within budgeted resources, safely and on time.
- Enhance Network work order reporting
- Complete approved work orders in a timely fashion
- Facilitate building upgrades while supporting contractual agreements
- Continue safe, efficient operations
- Comply with all insurance and safety requirements

## Contingent Significant Goals & Objectives

- Corral Shop HVAC system upgrade
- Court House Dome Restoration
- Court House west wall restoration
- Court House front Step & landing repair

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 608,868	\$ 638,979	\$ 763,117	\$ 763,270	\$ 153	0%
Operating Expenditures	265,025	274,797	467,420	407,416	(60,004)	-13%
Debt Service	52,394	52,395	52,395	52,400	5	0%
Capital Outlay	15,589	-	10,000	-	(10,000)	-100%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 941,876</b>	<b>\$ 966,171</b>	<b>\$ 1,292,932</b>	<b>\$ 1,223,086</b>	<b>\$ (69,846)</b>	<b>-5%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 811,859	\$ 835,152	\$ 1,111,330	\$ 1,051,602	\$ (59,728)	-5%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	63,155	61,072	83,506	83,501	(5)	(0)
Internal Service Funds	66,862	69,947	98,096	87,983	(10,113)	
<b>Total</b>	<b>\$ 941,876</b>	<b>\$ 966,171</b>	<b>\$ 1,292,932</b>	<b>\$ 1,223,086</b>	<b>\$ (69,846)</b>	<b>-5%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Bldg Mngr/Engineer	1.00	1.00	1.00	1.00
Electrical Inspector	0.25	0.35	0.25	0.25
Engineer	1.40	1.40	1.40	1.40
Night Watchman	1.00	1.00	1.00	1.00
Painter	1.00	1.00	1.00	1.00
Service Employee II	6.05	5.80	6.80	6.20
<b>Total</b>	<b>10.70</b>	<b>10.55</b>	<b>11.45</b>	<b>10.85</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Preventative maintenance conducted Daily Maintenance (hours) Boiler check (hours)		80%	80%	80%
2 . Custodial ability to complete tasks	80%	80%	90%	90%
3 . Snow removal (# of hours) based on 1st half of 2006	85%	85%	85%	85%
4 . Work Orders Completed	90%	90%	90%	90%
5 . Inspectin of facilities and grounds	85%	85%	85%	85%

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

Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Number of Work Orders Received through office	na	na	1,250	1,300
2 . Snow removal (# of hrs)	140	140	170	170
3 . On call emergencies (hrs)	28	18	18	18
4 . Preventative maintenance checks # of hours Boiler checks	1,080	1,080	1,080	2,000
5 . Weekend & Holiday building checks	110	110	110	110
6 . Phone Contacts	1,900	1,900	2,100	2,300

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

## Program Description

The Office of Butte Silver Bow County Superintendent of Schools performs administrative, financial, legal record keeping, and transportation-supervisory services for 3 rural 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 and the taxpayers and their respective school districts.

The office oversees the budget preparation process for schools. This includes: district transportation fund revenue, calculating county retirement and county transportation mills, and compiling all for inclusion on tax notices. It reviews specified state money disbursements to school districts.

The Superintendent is the hearing officer for certain school controversies, which is mandated by the state. 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 individuals and schools of renewal requirements

The Superintendent's office is a central source of information and a distribution center. Official acts are kept on record such as 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, prescribed student records.

The Superintendent by M.C.A. is the chairperson of the County Transportation Committee that reviews and approves all transportation contracts and bus routes, files bus driver certificates and monitors bus inspections. The office distributes county retirement and transportation revenues.

---

## Goals & Objectives

### Administrative/Executive

- Insure that the Constitution and the Laws of the State of Montana concerning education are understood and implemented at the local level (in compliance with 46 Montana Codes)
- Provide support and guidance to local school boards and districts (M.C.A directed)
- Submit required reports to the Office of Public Instruction (OPI)
- Monitor schools' accreditation status, assisting the OPI; evaluate teachers in small rural schools

Collection of home school registrations

### Financial

- Maintain oversight of schools' budget process (new laws, figures, preparation worksheets, checklists)
- Assist with school audit preparation as requested & assist with internal controls, review all finished audits

### Legal

- Inform the taxpayers, county officials, legislators and interested citizenry of school statistics through an annual Publication in the newspaper
- Stay current on school law, school-law case studies, and OPI policies and procedures, conduct hearings
- Notify schools of elapsing staff/administrator licensure
- Classify school districts, review school boundaries

**Record Keeping/Preservation**

- Approve out-of-district attendance agreements
- Collect and file required annual school documents and reports

**Transportation**

- Review annually all bus routes and approve new or amended ones
- Provide school and busing information on all preliminary subdivision plat applications
- Provide Treasurer's Office with on-schedule transportation amounts to be distributed to schools

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 108,468	\$ 114,990	\$ 142,148	\$ 119,431	\$ (22,717)	-16%
Operating Expenditures	7,498	9,321	11,051	16,557	5,506	50%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 115,966</b>	<b>\$ 124,311</b>	<b>\$ 153,199</b>	<b>\$ 135,988</b>	<b>\$ (17,211)</b>	<b>-11%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 115,966	\$ 124,311	\$ 153,199	\$ 135,988	\$ (17,211)	-11%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 115,966</b>	<b>\$ 124,311</b>	<b>\$ 153,199</b>	<b>\$ 135,988</b>	<b>\$ (17,211)</b>	<b>-11%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Deputy Clerk	1.00	1.00	1.00	1.00
Superintendent of Schools	1.00	1.00	1.00	1.00
Project Director	1.00			
<b>Total</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . The Superintendent of Schools administrative duties (MCA) will be performed and within the mandated time frames	95%	95%	95%	95%
2 . Office of Public Instruction mandated reports are completed and submitted per deadlines	95%	95%	95%	95%
3 . School finance and accounting responsibilities are done in a timely manner to accommodate each school district	100%	100%	100%	100%
4 . School Boards, districts, parents and taxpayers are assisted with school law , policy, finance and follow -up as requested	98%	98%	98%	98%
5 . The Superintendent works to provide conflict resolution within and among school districts; between schools and the state office of public education	95	95	95	95
6 . The Superintendent's Office will observe proper retention schedule for school records and documents	99%	99%	99%	99%

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

## Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Out-of-district attendance agreements processed	35	37	39	40
2 . Teacher/administrator certificates registered	96	103	79	87
3 . Home school students registered	89	92	99	
4 . Bus routes reviewed and approved	53	55	55	55
5 . Individual transportation contracts	3	5	2	4
6 . Community and school related meetings monthly	20	18	20	21

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

## Program Description

Under the general guidance and supervision of the Planning Board, the Planning Department consists of Long-Range Planning, Zoning Enforcement, Building Codes Enforcement, GIS Operations and Superfund Programs Coordination. The Department promotes and facilitates the orderly development, use and maintenance of property in the City-County to enhance the physical and economic well-being of the residents and businesses that live, work and play in Butte-Silver Bow.

---

## Goals & Objectives

**Long-term Land Use Planning:** Administration, updating and compliance with the Growth Policy:

- Monitor land use activities and propose changes in Policy to further community goals; conduct research of current affairs and trends in land use planning and encourage adoption of this information for use in Policy;
- Serve as Chair (or member) of the Butte Transportation Coordinating Committee; monitor transportation and other public infrastructure needs; ensure coordination between infrastructure needs and planning activities; keep transportation plan updated;
- Prepare and propose revisions in development standards, as needed, to facilitate re-use of areas within and adjacent to mining reclamation sites;

**Current Land Use Planning:** Administration and compliance of the Zoning Ordinance, Subdivision Regulations, and Floodplain Regulations:

- Provide efficient, timely services to the public regarding land use regulations;
- Review and analyze applications for variances, special/conditional use permits, site development plans, subdivision plats, parking plans, signs plans, landscaping plans, floodplain permits, etc.;
- Prepare and present reports (staff findings) for the Planning Board and the Zoning Board of Adjustment (variances) and furnish technical assistance to legal counsel;
- Investigate complaints of zoning violations, prepare reports related to such matters, and provide information to the County Attorney's office;
- Prepare applications and administer state and federal grants and various contracts, e.g., MDNRC Reclamation and Development Program grants (2856), MDT Community Transportation and Enhancement (CTEP) grants (2956), Land Planning funds (2860);

**GIS Operations (6035):** Develop, manage and maintain GIS databases and related operations:

- Develop applications for dissemination to the public, city workers and other agencies; develop, design and maintain GIS sites for public information access; provide support to the Land Records Office in managing the Montana DOR CAMAS data files; use GIS software and hardware to maintain data, perform analyses, develop applications and create maps;
- Operate GIS equipment such as scanners, printers, digitizers and global positioning systems;
- Develop reliable methods, standards and procedures (documentation) for digital data and GIS operations;
- Provide training to other City-County employees in GIS and troubleshoot operational problems;

**Historic Preservation Office:** Administration, updating and compliance with the Historic Preservation Ordinance and related Guidelines:

- Monitor land use activities and propose changes in the HP Ordinance to further community goals associated with the preservation of historic sites, structures and related resources; encourage adoption of this information for use in Growth Policy;
- Prepare and present reports (staff findings) for the Historic Preservation Commission (e.g., requests for demolition of structures); investigate complaints of violations, prepare reports related to such matters, and provide information to the County Attorney's office;

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 413,275	\$ 478,713	\$ 805,075	\$ 812,619	\$ 7,544	1%
Operating Expenditures	353,876	2,075,115	2,684,376	2,980,644	296,268	11%
Debt Service	-	-	-	-	-	
Capital Outlay	2,416,103	1,934,737	4,600,709	3,722,460	(878,249)	-19%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 3,183,254</b>	<b>\$ 4,488,565</b>	<b>\$ 8,090,160</b>	<b>\$ 7,515,723</b>	<b>\$ (574,437)</b>	<b>-7%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 400,949	\$ 418,966	\$ 537,274	\$ 494,328	\$ (42,946)	-8%
Special Revenue	2,726,999	4,013,061	7,427,782	6,888,228	(539,554)	-7%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	55,306	56,538	125,104	133,167	8,063	
<b>Total</b>	<b>\$ 3,183,254</b>	<b>\$ 4,488,565</b>	<b>\$ 8,090,160</b>	<b>\$ 7,515,723</b>	<b>\$ (574,437)</b>	<b>-7%</b>

## Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Asst Planning Director	1.00	1.00	1.00	1.00
Building Inventory	-	-	0.50	-
Building Official	0.20	0.20	0.20	0.20
Community Dev Coordinator	0.50	0.50	0.50	0.50
Department Director	0.65	0.65	0.65	0.65
GIS Program Analyst II	0.50	0.50	0.50	0.50
Laborer	-	-	1.13	0.75
Operator	-	-	0.75	0.75
Painter	-	-	0.38	-
Prpty Mgr/Prsrv Liaison	0.66	0.66	0.66	0.66
Reclamation Manager	-	-	0.25	0.25
Secretary	1.00	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00	1.00
Special Projects Planner	-	-	0.50	0.50
Teamster	-	-	0.25	0.25
<b>Total</b>	<b>5.51</b>	<b>5.51</b>	<b>9.27</b>	<b>8.01</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Timeliness & completeness of databases	90%	95%	100%	100%
2 . Reliability of mapping information	90%	95%	100%	100%
3 . Complete address assignment to E-911 database within 10 days	100%	100%	100%	100%

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

## Workload Indicators

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Internal and external data and map projects	447	484	490	505
2 . GIS database maintenance (number of databases)	55	60	65	70
3 . Addressing related	85	80	83	86

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

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Process site plan reviews (Zoning Certifications) within 5 workdays	98%	98%	100%	100%
2 . Prepare and submit zoning staff reports within timeframes established by the Zoning Board of Adjustment's bylaws	98%	98%	100%	100%
3 . Process subdivision applications within timeframes established in MCA	33%	100%	100%	100%
4 . Process demolition requests within 3-20 working days depending on level of historicity	100%	100%	100%	100%
5 . Prepare and submit staff reports within timeframes established by the Historic Preservation Commission bylaws	100%	100%	100%	100%
6 . Administer and provide progress reports as outlined in the grant contracts				

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

## Workload Indicators

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Receive, review and issue zoning certifications	435	347	360	370
2 . Special Use, Conditional Use, and Variance applications	28	37	36	37
3 . Minor Subdivision Applications	4	4	4	6
4 . Major Subdivision Applications	2	0	1	2
5 . Review of Subdivision Exemptions	40	41	42	43
6 . Floodplain Permits	4	4	4	4
7 . Zoning, Subdivision, Growth Policy and Floodplain Amendments	3	1	1	2
8 . Design Review (URA funded projects and B-SB initiated projects)	19	17	18	19
9 . Demolition Review (county wide)	38	23	24	25
10 . Demolition Review Certificate of Appropriateness	12	13	14	15
11 . Section 106 Review (Federally funded projects)	9	2	3	4

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

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Process demolition requests w ithin 3-20 w orking days, depending on level of historic signiicance.	100%	100%	100%	100%
2 . Prepare and submit staff reports w ithin timeframes established by the Historic Preservation Commission bylaw s	100%	100%	100%	100%
3 . Administer and provide progress reports as outlined in the Grant contracts	100%	100%	100%	100%

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

Workload Indicators

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Design Review (URA funded projects and B-SB initiated projects)	19	17	18	19
2 . Demolition Review (county w ide)	38	23	24	25
3 . Demolition Review Certificate of Appropriateness (involving historic resources)	12	13	14	15
4 . Section 106 review s (Federally funded projects)	9	2	3	4

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

Note

## Program Description

**Description:**

The Land Records Department was recommended by the first Government Study Commission, voted upon and approved by the voters of Butte-Silver Bow County in June 1996. The Land Records Department was construed as a single point of contact for all land related matters. ie: one-stop shop Before creation of the Land Records Office, the information and resources for land were located in the Clerk & Recorder's Office, Budget Office, Treasurer's Office, Metro Maintenance Office, and the Department of Revenue's Appraisal/Assessment Office. By combining the functions and resources for land records, this allows all land information to be available in one place thus eliminating confusion, duplication of work and creation of a cost efficient and effective resource for the public and government entities to access land records information. The Land Records Department oversees the management of 31,000 tax parcels, including assigning the correct owners, assessor numbers, geocodes, legal descriptions and acreages for tax assessment purposes. The Land Records Department also tracks the entire chain of title for all properties in Silver Bow County, working closely with local Title Companies to ensure the county records are accurate and comply with all state and local laws.

**Department Mission Statement:**

The Land Records Department strives to be a courteous, open and helpful team in assisting the public and other state and local organizations in providing the most current and up to date information on anything to do with property ownership. The Land Records Department is committed to the modernization and preservation of all land related records.

---

## Goals & Objectives

**Goals:**

- Assist the public to any land related questions they have.
- Assist local and state departments in any land related questions they have.
- Ensure all property transactions are handled in accordance with all statues, local and state.
- Ensure proper posting, filing, processing, and administration of all land related documents.
- Oversee all land transactions for the county, including sales of county owned property.
- Provide up to date information on property ownership in the county in real time.
- Provide up to date information on property mapping to the Geographic Information System. (GIS)
- Conduct county tax sales in a professional manner, maximizing the revenue return to the County.
- Continue to provide the Assessor's Office with assigning the correct owners, assessor numbers, geocodes, legal descriptions and acreages for assessment purposes.

**FY 2014/2015 Objectives:**

- Continue the modernization of microfilm roll records to digital format for downloading into Docu-Pro computer program.
- Provide access to land record information by computer network to those departments that have a need for access.
- Continue the scanning of Plats and Surveys to the network for other county department access and eventually to put scans on the web for public access.
- Staff office as recommended by both study commissions, approved by council and voted on and passed by an overwhelming majority of voters of Silver Bow County.
- Obtain more office space to accommodate department staff so that they can discuss private matters on tax questions with the public in a confidential space.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 177,168	\$ 189,536	\$ 203,985	\$ 202,680	\$ (1,305)	-1%
Operating Expenditures	32,590	66,972	78,317	78,704	387	0%
Debt Service	-	-	-	-	-	
Capital Outlay	3,995	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 213,753</b>	<b>\$ 256,508</b>	<b>\$ 282,302</b>	<b>\$ 281,384</b>	<b>\$ (918)</b>	<b>0%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 213,753	\$ 256,508	\$ 282,302	\$ 281,384	\$ (918)	0%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 213,753</b>	<b>\$ 256,508</b>	<b>\$ 282,302</b>	<b>\$ 281,384</b>	<b>\$ (918)</b>	<b>0%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Delinquent Property Clerk	1.00	1.00	1.00	1.00
Land Records Assistant	1.00	1.00	1.00	1.00
Land Records Director	1.00	1.00	1.00	1.00
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Public & private business requests for property ownership information fulfilled by the end of week	100%	100%	100%	100%
2 . Public & private business requests for recorded property documents fulfilled by the end of week	100%	100%	100%	100%
3 . Property transfers and parcel splits are done on a daily basis for most up to date property information	92%	93%	95%	98%

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

## Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Number of customers receiving assistance	2,190	1,890	2,095	2,000
2 . Number of hours preparing property transfers	1,520	1,440	1,835	1,920
3 . Number of deeds processed	1,393	1,013	1,223	1,500
4 . Number of property splits	154	105	136	160
5 . Number of hours scanning for modernization	125	110	65	80
6 . Number of surveys scanned	1,500	300	49	60

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

## Program Description

The Public Administrator must administer the probate of estates for deceased persons with no heirs, successors or relatives within the City and County of Butte-Silver Bow. This elected office receives no salary but is eligible to assess a fee against each estate probated.

---

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 8,952	\$ 8,255	\$ 21,388	\$ 12,525	\$ (8,863)	-41%
Operating Expenditures	1,403	1,396	1,665	796	(869)	-52%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 10,355</b>	<b>\$ 9,651</b>	<b>\$ 23,053</b>	<b>\$ 13,321</b>	<b>\$ (9,732)</b>	<b>-42%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 10,355	\$ 9,651	\$ 23,053	\$ 13,321	\$ (9,732)	-42%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 10,355</b>	<b>\$ 9,651</b>	<b>\$ 23,053</b>	<b>\$ 13,321</b>	<b>\$ (9,732)</b>	<b>-42%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Public Administrator	1.00	1.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

## Program Description

The city court budget unit accounts for costs associated the judicial branch of city government, which includes a judge and three clerks of the court and related operating costs.

Per the Montana Code Annotated the City Court Judge provides administration of the City Court, which has jurisdiction over matters regarding Butte-Silver Bow's county authorities. The functions of the office are to adjudicate cases involving violation of civil and criminal ordinances. Prepare trials for cases involving criminal matter such as theft, criminal mischief, partner or family member assault; driving under the influence of alcohol; misdemeanors punishable by fines \$500 or less or by imprisonment six months or less; disorderly conduct, unlawful sale and contributing alcohol to minors, minors in possession of alcohol, animal control violation, Community Enrichment, Open Container, Snow Removal. Prepare warrants, summons, subpoenas, orders, notice of trial (Judge and Jury), trial lists and jury instructions. Collect fines for citations and assists collection agency in collecting back and overdue fines.

The City Court Judge is elected every four years in a non partisan election held in conjunction with the city's regularly scheduled general election. The City Court hears court cases involving city ordinances and misdemeanor cases defined by state criminal codes on a daily basis.

---

## Goals & Objectives

- To maintain a current and efficient criminal docket.
- To continue daily entry of all citations and criminal complaints
- To continue effective communications with the county attorney, public defender and law enforcement agencies.
- Utilize all available training for staff.
- Implementation of the General Ledger function of FullCourt to process payments and receipts, adjust money - the Supreme Court is in the process of scheduling our Court.
- To maintain an efficient collection system for back and overdue fines using Collection Bureau Services.
- Streamline the scheduling of over 100 hearings a month - omnibus hearings will now be set prior to actual hearings being set.
- Schedule and prepare for Jury trials in an efficient and timely manner.
- To maintain up-to-date records on Fullcourt; process deferments on a monthly basis; provide record checks as requested by law enforcement agencies and military.
- To continue to prepare warrants, summons, subpoenas, orders, notices of trial, trial lists and jury instructions.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 263,532	\$ 288,900	\$ 314,418	\$ 302,024	\$ (12,394)	-4%
Operating Expenditures	21,905	20,536	35,839	42,065	6,226	17%
Debt Service	-	-	-	-	-	
Capital Outlay	4,864	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 290,301</b>	<b>\$ 309,436</b>	<b>\$ 350,257</b>	<b>\$ 344,089</b>	<b>\$ (6,168)</b>	<b>-2%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 290,301	\$ 309,436	\$ 350,257	\$ 344,089	\$ (6,168)	-2%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 290,301</b>	<b>\$ 309,436</b>	<b>\$ 350,257</b>	<b>\$ 344,089</b>	<b>\$ (6,168)</b>	<b>-2%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Adult Misdemeanor Probation Offi	1.00	1.00	1.00	1.00
City Judge	1.00	1.00	1.00	1.00
Clerk II	3.00	3.00	3.00	3.00
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . The public is assured daily access to City Court every Monday through Friday.	100%		95%	97%
2 . Collect fines on a daily basis and outstanding payments due the court are turned over to Collection Bureau Services for processing.	100%		60%	70%
3 . Citations received from the Law Enforcement Agency and criminal complaints from the County Attorney's Office are docketed daily.	100%		100%	100%
4 . Trials and hearings are set in a timely matter with notices being sent to the County Attorney's Office, the defendants and their legal counsel.	100%		100%	100%

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

Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Court Citations			4,501	4,951
2 . Court Complaints			1,158	1,216
3 . Complaints Disposed			4,293	4,508
4 . Citations Disposed			1,091	1,146

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

## Program Description

The District Courts maintain a Law Library for the court's and the public's benefit. Since 2006 the public has been able to file documents pro se (without a lawyer). The volume of pro se litigants is increasing every year. Access to Justice is the goal for people particularly who are not able to hire an attorney and do not have the use of computer or the knowledge to use computers. Access to justice is very important for these people as they are able to have their day in court. It is very important that they do have the updated access to resources for research on statutes and case law in order to accomplish their access to the courts.

---

## Goals & Objectives

The law library is very functional as is, satisfying the needs of the public and the lawyers. We have the proper law books and computer programs to maintain the law library and accomplish the goals of the access to justice program for pro se litigants.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	44,364	121,901	159,314	174,784	15,470	10%
Debt Service	-	-	-	-	-	
Capital Outlay	3,036	1,798	6,000	-	(6,000)	-100%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 47,400</b>	<b>\$ 123,699</b>	<b>\$ 165,314</b>	<b>\$ 174,784</b>	<b>\$ 9,470</b>	<b>6%</b>

Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	47,400	123,699	165,314	174,784	9,470	6%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 47,400</b>	<b>\$ 123,699</b>	<b>\$ 165,314</b>	<b>\$ 174,784</b>	<b>\$ 9,470</b>	<b>6%</b>

## Program Description

The operational costs District Courts have been assumed by the State of Montana. Funded by Butte-Silver Bow, the District Courts maintain a Law Library for the court's and the public's benefit. Since 2006 the public has been able to file documents pro se (without a lawyer). The volume of pro se litigants is increasing every year. Access to Justice is the goal for people particularly who are not able to hire an attorney and do not have the use of computer or the knowledge to use computers. Access to justice is very important for these people as they are able to have their day in court. It is very important that they do have the updated access to resources for research on statutes and case law in order to accomplish their access to the courts. Butte-Silver Bow contributes to the court costs not covered by the State of Montana.

---

## Goals & Objectives

The law library is very functional as is, satisfying the needs of the public and the lawyers. We have the proper law books and computer programs to maintain the law library and accomplish the goals of the access to justice program for pro se litigants.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	62,186	-	7,439	9,627	2,188	29%
Debt Service	-	-	-	-	-	
Capital Outlay	580	-	6,000	-	(6,000)	-100%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 62,766</b>	<b>\$ -</b>	<b>\$ 13,439</b>	<b>\$ 9,627</b>	<b>\$ (3,812)</b>	<b>-28%</b>

Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	62,766	-	13,439	9,627	(3,812)	-28%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 62,766</b>	<b>\$ -</b>	<b>\$ 13,439</b>	<b>\$ 9,627</b>	<b>\$ (3,812)</b>	<b>-28%</b>

## Program Description

This fund accounts for the contract for legal services as it relates to the responsibility of the City and County of Butte-Silver Bow to provide representation of the Department of Public Health and Human Services' Legal matters defined as cases involving child abuse, neglect and dependency matters as set forth in Section 41-3-101, et seq. MCA.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	45,750	45,750	67,500	67,500	-	0%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 45,750</b>	<b>\$ 45,750</b>	<b>\$ 67,500</b>	<b>\$ 67,500</b>	<b>\$ -</b>	<b>0%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	45,750	45,750	67,500	67,500	-	0%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 45,750</b>	<b>\$ 45,750</b>	<b>\$ 67,500</b>	<b>\$ 67,500</b>	<b>\$ -</b>	<b>0%</b>

## Program Description

The Clerk of the Court is required by law to keep the minutes of court proceedings; issue legal processes and notices; accept passport applications and issue marriage licenses. The Clerk must attend all court hearings and record judgments, wills, court orders, decrees and summons. The Clerk is the Jury Commissioner for Butte-Silver Bow.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 390,684	\$ 430,508	\$ 460,058	\$ 460,132	\$ 74	0%
Operating Expenditures	201,013	254,999	254,431	257,952	3,521	1%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 591,697</b>	<b>\$ 685,507</b>	<b>\$ 714,489</b>	<b>\$ 718,084</b>	<b>\$ 3,595</b>	<b>1%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	591,697	685,507	714,489	718,084	3,595	1%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 591,697</b>	<b>\$ 685,507</b>	<b>\$ 714,489</b>	<b>\$ 718,084</b>	<b>\$ 3,595</b>	<b>1%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Chief Deputy Clerk of Court	1.00	1.00	1.00	1.00
Clerk of Court	1.00	1.00	1.00	1.00
Deputy Clerk	5.00	5.00	5.00	5.00
Help-Summer	-	-	-	-
<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

## Program Description

Responsible for activities related to the Superfund process in Butte-Silver Bow, particularly as it involves and affects the Butte-Silver Bow local government and the implementation of a comprehensive Institutional Controls Program (ICP), including: to administer any necessary permit procedures to protect caps, vegetation, and erosion control; to explain and describe the procedures to builders and developers; to communicate with all County departments and personnel to ensure effective integration of all aspects of the Superfund ICP within local government; to disseminate information about all Superfund activities to the general public; to communicate with regulatory agencies, scientists, and engineers to obtain best available technical information and present testimony and reports.

---

## Goals & Objectives

- In 2006, Butte-Silver Bow has entered into an allocation agreement with BP-Atlantic Richfield to perform certain duties associated with the long-term stewardship of the Butte Priority Soils Operable Unit of the Butte/Silver Bow Creek Superfund Site. There are several activities ongoing in the performance of those duties:
- 2252-200-4110-54 – Land Management & GIS: In this program account, Butte-Silver Bow will perform GIS mapping and data management services, as well as legal and land records management services.

**Financial Summary**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budget FY 2014</b>	<b>Recommended FY 2015</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 152,313	\$ 157,615	\$ 160,229	\$ 161,521	\$ 1,292	1%
Operating Expenditures	20,224	25,782	27,936	71,048	43,112	154%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	2,000	4,000	2,000	100%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 172,537</b>	<b>\$ 183,397</b>	<b>\$ 190,165</b>	<b>\$ 236,569</b>	<b>\$ 46,404</b>	<b>24%</b>

**Funding Summary**

<b>Funding Sources</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budget FY 2014</b>	<b>Recommended FY 2015</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	172,537	183,397	190,165	236,569	46,404	24%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 172,537</b>	<b>\$ 183,397</b>	<b>\$ 190,165</b>	<b>\$ 236,569</b>	<b>\$ 46,404</b>	<b>24%</b>

Staffing Summary

<b>Title</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budgeted FY 2014</b>	<b>Recommended FY 2015</b>
Assistant Health Director	0.25	0.25	0.25	0.50
Env Program Manager	0.40	0.40	0.45	0.45
GIS Program Analyst II	1.00	1.00	0.50	0.50
GIS Program Analyst III	-	-	0.50	0.50
Reclamation Manager Manager		-	0.10	0.10
Superfund Program Specialist	0.25	0.25	0.25	0.25
<b>Total</b>	<b>1.90</b>	<b>1.90</b>	<b>2.05</b>	<b>2.30</b>

## Program Description

A Special Improvement District (commonly referred to as an SID) is a group of properties that become a legal entity in order to construct public improvements. Some improvements that can be constructed through an SID include street paving, curb and gutter, water main, sewer main, and storm drain. Improvement costs are borne by property owners within the SID boundaries

---

## Goals & Objectives

- Administer SID fee allocations to property in the City-County;
- Prepare timely reports to the Budget Office related to SID administration;
- Maintain accurate records of SID boundaries and assessment rates;
- Maintain accurate records of property dimensions and improvements related to SID assessments;
- Draft resolutions for the Council of Commissioners to implement assessments implementing SID budgets;
- Calculate SID payments for public property which the City-County makes to appropriate Special Improvement Districts;
- Enter SID tax rates into City-County computer records for property billing;
- Receive SID tax appeals from property owners;
- Maintain tax sale payment allocations and transfers funds to appropriate SID accounts;
- Input SID data into Geographic Information System (GIS) using a digitizer, heads up digitizing and/or database entries;
- Collect and input SID data using Global Positioning System (GPS) for use with City-County Geographic Information System (GIS);

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 34,549	\$ 35,824	\$ 37,955	\$ 38,924	\$ 969	3%
Operating Expenditures	29,888	29,134	56,700	33,809	(22,891)	-40%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 64,437</b>	<b>\$ 64,958</b>	<b>\$ 94,655</b>	<b>\$ 72,733</b>	<b>\$ (21,922)</b>	<b>-23%</b>

Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	64,437	64,958	94,655	72,733	(21,922)	-23%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 64,437</b>	<b>\$ 64,958</b>	<b>\$ 94,655</b>	<b>\$ 72,733</b>	<b>\$ (21,922)</b>	<b>-23%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
SID Administrator	0.50	0.50	0.50	0.50
<b>Total</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>

## Program Description

Non-Departmental expenditures include costs that cannot be identified to any particular department. Costs included in this function include the County Assessor, independent audits, internal control, as well as miscellaneous employee costs such as termination compensation. Capital improvements related to the Courthouse and other governmental buildings are also included here.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 510,267	\$ 106,735	\$ 197,082	\$ 216,134	\$ 19,052	10%
Operating Expenditures	76,815	71,851	145,325	150,382	5,057	3%
Debt Service	-	-	-	-	-	
Capital Outlay	689,738	9,372	117,000	-	(117,000)	-100%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 1,276,820</b>	<b>\$ 187,958</b>	<b>\$ 459,407</b>	<b>\$ 366,516</b>	<b>\$ (92,891)</b>	<b>-20%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 587,082	\$ 178,586	\$ 342,407	\$ 366,516	\$ 24,109	7%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	689,738	9,372	117,000	-	(117,000)	(1)
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 1,276,820</b>	<b>\$ 187,958</b>	<b>\$ 459,407</b>	<b>\$ 366,516</b>	<b>\$ (92,891)</b>	<b>-20%</b>

**FUNCTION: 4100 GENERAL GOVERNMENT**  
**DEPARTMENT: 103 PUBLIC WORKS**

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ 11,544	\$ -	\$ (11,544)	-100%
Operating Expenditures	-	-	25,220	-	(25,220)	-100%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	25,000	25,000	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 36,764</b>	<b>\$ 25,000</b>	<b>\$ (11,764)</b>	<b>-32%</b>

Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	-	-	36,764	25,000	(11,764)	-32%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 36,764</b>	<b>\$ 25,000</b>	<b>\$ (11,764)</b>	<b>-32%</b>

**FUNCTION: 4100 GENERAL GOVERNMENT**  
**DEPARTMENT: 105 DELINQUENT PROPERTY**

### Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	11,164	21,996	28,394	31,390	2,996	11%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 11,164</b>	<b>\$ 21,996</b>	<b>\$ 28,394</b>	<b>\$ 31,390</b>	<b>\$ 2,996</b>	<b>11%</b>

### Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 11,164	\$ 21,996	\$ 28,394	\$ 31,390	\$ 2,996	11%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 11,164</b>	<b>\$ 21,996</b>	<b>\$ 28,394</b>	<b>\$ 31,390</b>	<b>\$ 2,996</b>	<b>11%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Assessor	1.00	1.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

The Office of Sheriff serves as the Police and Sheriff for the City and County of Butte-Silver Bow. The activities of the Butte-Silver Bow Law Enforcement Department include apprehension/arresting people committing or attempting to commit public offenses/laws, serving legal papers, suppressing breaches of the peace, emergency services, riots and insurrections, crime prevention and crime deterrence activities, traffic and patrol services, evidence collection, crime investigation, testifying in court proceedings and administering various community relation and prevention programs. The department also houses the 911 dispatch center and administers the Butte-Silver Bow Detention Center.

## **Mission Statement**

The Office of Sheriff and the Butte-Silver Bow Law Enforcement Department will endeavor to promote a personalized, pro-active, professional partnership between the citizens of Butte-Silver Bow County and all of the Department's employees.

We will endeavor to reduce the fear and incident of crime with community involvement and the ultimate goal of improving the quality of life for all.

The primary purpose of Government in general and our Law Enforcement Department is the protection and security of its citizens and we are committed to this goal.

## **Goals and Objectives**

- To maintain a high level of service to citizens of Butte-Silver Bow.
- To recruit and retain the best possible police officers; to hire quality civilian employees.
- To provide quality training for every position in the department.
- To require aggressive and proactive crime fighting to improve the utilization of patrol and investigative resources in the identification, arrest and conviction of individuals committing criminal offenses in Butte-Silver Bow.
- To enforce traffic laws, expediting the safe movement of traffic and pedestrians, and investigating accidents.
- To establish collaborative, community problem solving partnerships.
- To take equal and timely enforcement action on violations of criminal law.
- To take the necessary steps toward crime prevention.
- To provide services consistent with statutory requirement.
- To continue working with our federal and state partners on task forces that promote multi-jurisdictional enforcement initiatives and information sharing.
- To continue strengthening partnerships with the public school system, through utilization of School Resource Officers, and all police personnel, in order to provide a safer environment for students and faculty.

## **DETENTION CENTER**

### **Program Description**

The Office of Sheriff serves as the Police and Sheriff for the City and County of Butte-Silver Bow. The purpose of the Butte-Silver Bow Detention Center is to provide security for the citizens of Butte-Silver Bow and the safety for both the staff and the inmates in a professional manner. The detention personnel have the responsibility to provide and operate as effectively as possible in performance of their duties. The detention center provides secure, constitutional and humane care for adult male and female inmates.

These are inmates on pretrial status until disposition of their cases and/or post trial inmates sentenced to the facility until their sentences have been served. The detention center serves the needs of all user agencies and individuals, including inmates, personnel staff, law enforcement, judicial authorities, attorneys, community service providers, clergy and visitors. MCA Code 7-32-220... **Maintenance of detention center**....The county commissioners, or the private party when provided in an agreement entered into under 7-32-2201(2), have the duty of building, operating, inspecting, and repairing the detention center and must take all necessary precautions against escape, sickness, or infection.

## Goals and Objectives

- To provide a level of supervision consistent with human dignity and assuring maximum protection to the community, staff and inmates;
- To improve management resources, correctional technology and skills necessary to meet the demands of development and/or future expansion;
- To carry out judgments imposed by the courts;
- To provide an institutional, safe and humane environment for those committed to our custody to minimize any detrimental effects of confinement;
- To recruit and retain the best possible detention officers;
- To provide quality training for every position in the detention center;
- To protect all persons who enter the detention center;
- To provide a safe, secure and orderly environment for all users;
- To follow inmate disciplinary and grievance procedures to maintain detention center order and resolution of grievances;

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 7,789,478	\$ 8,169,393	\$ 9,220,386	\$ 8,956,034	\$ (264,352)	-3%
Operating Expenditures	1,238,409	1,303,890	1,579,276	1,693,868	114,592	7%
Debt Service	9,285,374	1,104,613	1,034,938	1,039,688	4,750	0%
Capital Outlay	53,942	397,351	358,665	212,320	(146,345)	-41%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 18,367,203</b>	<b>\$ 10,975,247</b>	<b>\$ 12,193,265</b>	<b>\$ 11,901,910</b>	<b>\$ (291,355)</b>	<b>-2%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 8,775,785	\$ 9,196,026	\$ 10,469,456	\$ 10,512,317	\$ 42,861	0%
Special Revenue	267,244	674,308	687,521	348,905	(338,616)	-49%
Debt Service Funds	9,324,174	1,104,913	1,036,288	1,040,688	4,400	0
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 18,367,203</b>	<b>\$ 10,975,247</b>	<b>\$ 12,193,265</b>	<b>\$ 11,901,910</b>	<b>\$ (291,355)</b>	<b>-2%</b>

## Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
911 Coordinator	1.00	1.00	1.00	1.00
Administrative Staff	4.00	4.00	4.00	4.00
Captain	3.00	3.00	3.00	3.00
Chief Detention Officer	1.00	1.00	1.00	1.00
Confirmed Officer	26.00	27.00	28.00	28.00
Cook Attendant	2.00	2.00	2.00	3.00
Detective	3.00	3.00	3.00	3.00
Detective/Lieutenant	1.00	1.00	1.00	1.00
Detective/Sergeant	2.00	2.00	2.00	1.00
Detention Kitchen Supervisor	1.00	1.00	1.00	-
Detention Officer	21.00	21.00	25.00	20.00
Detention Officer/Sergeant	6.00	6.00	3.00	8.00
Dispatcher	9.00	9.00	11.00	9.00
Kitchen Staff	1.00	1.00	1.00	1.00
Law Enforcement Office Coordin	1.00	1.00	1.00	1.00
LEA/Deten Cntr Budget Proj Coord	1.00	1.00	1.00	1.00
LEA/Deten Cntr Budget Proj Tech	1.00	1.00	1.00	1.00
Lieutenant	3.00	3.00	3.00	3.00
Non-Confirmed Officer	3.00	1.00	1.00	2.00
Sergeant	6.00	7.00	7.00	7.00
Sheriff	1.00	1.00	1.00	1.00
Undersheriff	1.00	1.00	1.00	1.00
<b>Total</b>	<b>98.00</b>	<b>98.00</b>	<b>102.00</b>	<b>100.00</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Avg. Response time of officers (entire county including Melrose, Divide, Ramsey, Fairmont, Walkerville, 9-mile)	9.31	9.31		9.31
2 . Case Clearance Rate of 70% or more	79%	80%		79%
3 . Keep fiscal year budget under approved budget	100%	100%		100%
4 . Inmate Boarding Fees collected from outside agencies	\$377,149	\$667,366	\$300,000	\$300,000
5 . Medical reimbursement fees collected from Inmates	\$7,218	\$6,425	\$5,000	\$5,000
6 . #Calls for Service resulting in officer on scene	25,330	25,509		25,000
7 . #Calls for Service resulting in officer on scene 1-14 min.	17,463	17,633		17,000
8 . #Calls for Service resulting officer on scene 15-60+ min	7,866	7,876		7,800
9 . Average time of officer on scene	17.37	19.20		18.29
10 . Open Door Policy for LED personnel to Office of Sheriff	100%	100%		100%
11 . #DUI Violations (Citation Summary)	97	144		121
12 . #MIP Violations (Citation Summary)	143	258		200
13 . Sexual & Violent Offenders data up to date	100%	100%		100%
14 . National Incident Based Reporting to State	100%	100%		100%
15 . POST Certified training for all new police recruits	100%	100%		100%
16 . Maintain high standards/procedures for recruit hiring	100%	100%		100%

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

## Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . # of BSB LED sworn officers per 1,000 BSB residents	1.43	1.43		1.43
2 . Target-MT avg. Police Depts.(ration sworn officers per 1,000 residents)	1.91	1.91		1.70
3 . # sworn officers (total inc. SROs, Traffic, Det., Admin.)	49	49		49
4 . # BSB sworn officers to meet State avg. Police Depts.	65	65		65
5 . Short BSB LED target avg. sworn vs. MT Police Depts.	16	16		16
6 . # <b>patrol</b> officers(Not SRO, HA,Capt, Det.,Admin,traffic)	34	35		34
7 . Avg. # sworn <b>patrol</b> officers per shift (3 shifts pr.day)	5	5		5
8 . Avg. # dispatch calls per <b>patrol</b> officer per year	880	853		866
9 . # Calls for service (CAD Summary)	29,909	29,845		29,877
10 . # Calls received 911 Dispatch Center (CAD Summary)	35,565	35,495		35,530
11 . # Civil Process Papers Served or Attempt to Serve	1,421	1,486		1,453
12 . #Arrestees (Arrest Summary)	3,649	3,930		3,789
13 . #Traffic Stops (CAD Summary on scene)	5,330	5,496		5,413
14 . # Cases (IBR Summary)	4,398	4,401		4,399
15 . # Part 1 Crime Cases (murder, rape, robbery, larceny aggravated assault, burglary, vehicle theft)(Cal. Year)	375	295		335

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

## Program Description

The purpose of the Coroner's Office is to investigate deaths within the City and County of Butte-Silver Bow which occur from "other than natural causes." The Coroner is elected. The Coroner appoints deputy coroners who are recognized as independent contractors . Deputy Coroners receive a flat rate of \$25 per call.

The activities of the office include: investigation of deaths involving foul play; conducting investigations with appropriate law enforcement agencies; arranging forensic autopsies as applicable; conducting inquests upon the instructions of the County Attorney or Attorney General; and, impaneling juries and summoning witnesses at inquests.

---

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 89,760	\$ 96,230	\$ 99,128	\$ 143,767	\$ 44,639	45%
Operating Expenditures	145,283	80,384	81,914	1,192,246	1,110,332	1355%
Debt Service	-	-	-	-	-	
Capital Outlay	12,007	51,025	1,538,128	564,694	(973,434)	-63%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 247,050</b>	<b>\$ 227,639</b>	<b>\$ 1,719,170</b>	<b>\$ 1,900,707</b>	<b>\$ 181,537</b>	<b>11%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 238,522	\$ 191,504	\$ 181,042	\$ 224,527	\$ 43,485	24%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	8,528	36,135	1,538,128	1,676,180	138,052	0
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 247,050</b>	<b>\$ 227,639</b>	<b>\$ 1,719,170</b>	<b>\$ 1,900,707</b>	<b>\$ 181,537</b>	<b>11%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Coroner	1.00	1.00	1.00	1.00
Deputy Coroner	3.00	1.00	-	-
<b>Total</b>	<b>4.00</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>

## Program Description

The Butte-Silver Bow Office of Emergency Management (BSB OEM) is responsible for providing public safety and protection of property through responsible management and coordination of comprehensive, all-hazards, emergency management program. BSB OEM identifies potential hazards, plans for mitigating their effects, prepares for coordinating the incident response and the post-incident recovery process. The office is also responsible for management and operation of the Emergency Operations Center and the coordination of the Local Emergency Planning Committee (LEPC).

BSB OEM recognizes the need for stakeholders to actively participate in the coordinated delivery of an inclusive City-County emergency management program. Engaging community members is vital to the achievement of the BSB OEM initiatives. To this end, we strive to develop effective partnerships between government agencies, non-governmental organizations, citizens, and the private sector to ensure the timely and efficient provision of services.

---

## Goals & Objectives

### **Emergency Preparedness and Response**

To ensure efficient, effective and integrated preparedness and response to potential and/or actual emergencies and disasters by developing comprehensive response capabilities and improving the direction, control, and coordination of the emergency response management documents.

### **Emergency Recovery**

To provide for: an efficient, integrated, and comprehensive transition process from response to recovery operations; effective disaster assistance to impacted individuals, businesses, and public agencies; longer-term reconstruction activities; and mitigation and risk management initiatives.

### **Community Engagement**

To facilitate an informed and prepared community of those who live, work, and visit within the City and County. Develop citizen volunteer opportunities through the Community Emergency Response Team program.

### **Training and Exercises**

To ensure that City-County staff and private and non profit sector stakeholders receive comprehensive and relevant skill development through training and exercises in emergency management, public awareness programs, and professional job-specific training.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 89,760	\$ 96,230	\$ 99,128	\$ 143,767	\$ 44,639	45%
Operating Expenditures	145,283	80,384	81,914	1,192,246	1,110,332	1355%
Debt Service	-	-	-	-	-	
Capital Outlay	12,007	51,025	1,538,128	564,694	(973,434)	-63%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 247,050</b>	<b>\$ 227,639</b>	<b>\$ 1,719,170</b>	<b>\$ 1,900,707</b>	<b>\$ 181,537</b>	<b>11%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 238,522	\$ 191,504	\$ 181,042	\$ 224,527	\$ 43,485	24%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	8,528	36,135	1,538,128	1,676,180	138,052	0
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 247,050</b>	<b>\$ 227,639</b>	<b>\$ 1,719,170</b>	<b>\$ 1,900,707</b>	<b>\$ 181,537</b>	<b>11%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
DES Coordinator	1.00	1.00	1.00	1.00
Secretary	-	-	-	0.75
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.75</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Prepare and maintain plans, procedures, and guidelines to be compliant w ith appropriate federal, state, and local initiatives and programs.	100%	100%	100%	100%
2 . Provide annual training and exercise opportunities to public, non-profit, and private sector entities to practice and refine emergency management capabilities.	100%	100%	100%	100%
3 . Maintain compliance w ith the federal National Incident Management System requirements.	100%	100%	100%	100%
4 . Administer a comprehensive emergency preparedness website.	-	-	100%	100%
5 Establish and implement operation of the new EOC.	-	-	100%	100%

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

## Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Response plans review ed, developed or updated.	-	-	3	3
2 . Community outreach presentations.	-	-	10	10
3 . Training and exercises attended or convened.	-	-	10	10
4 . Ensure City-County compliance w ith federal National Incident Management System requirements.	1	1	1	1
5 . Local Emergency Planning, Fire Protection, Interoperability, Regional and State Committee commitments.	-	-	25	25
6 . Meetings	-	-	100	100
7 . Media contacts.	-	-	4	8
8 . Telephonic and w ritten contacts and correspondence.	-	-	1,000	1,000
9 Establish and implement the EOC for BSB	-	-		

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

## Program Description

The Code Enforcement Office is established to assure the safety of the public through the proper use of property and associated improvements within the city and county through compliance with the current Uniform Building Codes, as adopted by the governing body. Specific activities include controlling the design, construction, use, occupancy, location and maintenance of all buildings and structures by enforcing applicable codes. The Office enforces the uniform building, sign, housing, mechanical, electrical and plumbing codes, and is responsible to review all building plans and issue respective permits.

---

## Goals & Objectives

**Building Code Enforcement:** Responsible for the effective administration and compliance of the Butte-Silver Bow Building Codes. Objectives include:

- Ensure that efficient, timely services are provided to the public regarding all building permits issued by the City-County;
- Ensure that efficient, timely services are provided to the public regarding all electrical permits issued by the City-County;
- Ensure that efficient, timely services are provided to the public regarding all plumbing permits issued by the City-County;
- Ensure that efficient, timely services are provided to the public regarding all mechanical permits issued by the City-County;
- Ensure that efficient, timely services are provided to the public regarding all demolition permits issued by the City-County;
- Perform design review and analyze applications for all permits and other requests from the public for compliance with the Building Code.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 207,561	\$ 216,636	\$ 235,274	\$ 233,941	\$ (1,333)	-1%
Operating Expenditures	28,475	28,288	36,944	40,898	3,954	11%
Debt Service	-	-	-	-	-	
Capital Outlay	1,245	-	-	4,000	4,000	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 237,281</b>	<b>\$ 244,924</b>	<b>\$ 272,218</b>	<b>\$ 278,839</b>	<b>\$ 6,621</b>	<b>2%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 237,281	\$ 244,924	\$ 272,218	\$ 278,839	\$ 6,621	2%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 237,281</b>	<b>\$ 244,924</b>	<b>\$ 272,218</b>	<b>\$ 278,839</b>	<b>\$ 6,621</b>	<b>2%</b>

Staffing Summary

<b>Title</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budgeted FY 2014</b>	<b>Recommended FY 2015</b>
Building Official	0.80	0.80	0.80	0.80
Director	0.35	0.35	0.35	0.35
Electrical Inspector	0.75	0.65	0.75	0.75
Secretary	1.00	1.00	1.00	1.00
<b>Total</b>	<b>2.90</b>	<b>2.80</b>	<b>2.90</b>	<b>2.90</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 Request for building permit inspection scheduled w ithin 24 hours	100%	100%	100%	100%
2 Request for plumbing permit inspection scheduled w ithin 24 hours	100%	100%	100%	100%
3 Request for mechanical permit inspection scheduled w ithin 24 hours	100%	100%	100%	100%
4 Request for electrical permit inspection scheduled w ithin 24 hours	100%	100%	100%	100%
5 Residential Plan review s completed w ithin 5 w orking days	100%	100%	100%	100%
6 Commercial/Industrial plan review s completed w ithin 15 w ork	100%	100%	100%	100%

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

## Workload Indicators

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 Receive, process, review and issue building permits	427	336	346	356
2 Receive, process, review and issue sign permits	38	44	46	48
3 Receive, process, review and issue plumbing permits	82	84	87	90
4 Receive, process, review and issue mechanical permits	27	34	35	36
5 Receive, process, review and issue electrical permits	327	301	310	319
6 Receive, process, review and issue demolition permits	38	33	34	35
7 Receive, process, review and issue moving permits	1	3	3	4

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

## Program Description

The Probation Office was created as a result of the Montana Youth Court Act. The office provides counseling and rehabilitative services at the direction of the District Court Judges. This office also performs administrative and other tasks for the District Court. Butte-Silver Bow is responsible for the Detention or monitoring of youth offenders. The Probation Officers and staff are employees of the State of Montana.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	152,706	143,468	159,700	159,700	-	0%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 152,706</b>	<b>\$ 143,468</b>	<b>\$ 159,700</b>	<b>\$ 159,700</b>	<b>\$ -</b>	<b>0%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	152,706	143,468	159,700	159,700	-	0%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 152,706</b>	<b>\$ 143,468</b>	<b>\$ 159,700</b>	<b>\$ 159,700</b>	<b>\$ -</b>	<b>0%</b>

## Program Description

### Mission Statement

The mission of the Butte-Silver Bow Fire Department is to provide the highest level of fire protection and emergency medical services to all of the citizens that we so proudly serve.

The members of the Butte-Silver Bow Fire Department are committed to delivering these services in the form of fire suppression, emergency rescue, fire prevention education, fire investigation, property inspection, emergency care for the sick and injured and any other function that we may be called upon to provide in an emergency.

### Programs

#### Operations

- Emergency Medical Services Response
- Fire Response
- Rescue Response
- Hazardous Materials Response
- Smoke Detector Installation Program
- Child/Infant Passenger Restraint Program

#### Fire Marshal's Office

- Code Related Inspections
- Plans Review
- Fire Cause-Origin Investigations
- Public Education Programs

---

## Goals & Objectives

- Provide excellent fire, rescue and emergency medical services.
- Manage department operations efficiently, so that the highest quality of service is provided to Butte-Silver Bow in the protection of life and property.
- Provide quality training to ensure proficiency in all areas of responsibility.
- Promote safety awareness through community education.
- Provide the safest and highest quality equipment for our firefighters, which allow them to perform their duties in as safe and efficient manner as possible.
- Ensure preparedness for any disaster, natural or man-made.
- Provide and maintain a safe environment for the residents and businesses in Butte-Silver Bow through a professional balance of education, engineering and enforcement.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 3,804,457	\$ 4,204,930	\$ 4,793,512	\$ 4,430,674	\$ (362,838)	-8%
Operating Expenditures	388,712	444,028	523,700	619,644	95,944	18%
Debt Service	228,293	224,477	241,600	148,779	(92,821)	-38%
Capital Outlay	421,163	352,440	301,529	75,000	(226,529)	-75%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 4,842,625</b>	<b>\$ 5,225,875</b>	<b>\$ 5,860,341</b>	<b>\$ 5,274,097</b>	<b>\$ (586,244)</b>	<b>-10%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	4,730,201	5,119,086	5,755,870	5,170,623	(585,247)	-10%
Debt Service Funds	112,424	106,789	104,471	103,474	(997)	(0)
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 4,842,625</b>	<b>\$ 5,225,875</b>	<b>\$ 5,860,341</b>	<b>\$ 5,274,097</b>	<b>\$ (586,244)</b>	<b>-10%</b>

Staffing Summary

<b>Title</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budgeted FY 2014</b>	<b>Recommended FY 2015</b>
Assistant Chief /Fire Marshall	1.00	1.00	1.00	1.00
Battalion Chief	4.00	4.00	5.00	4.00
Captain	8.00	8.00	9.00	8.00
Dispatcher	1.00	1.00	2.00	2.00
Fire Fighter I	1.00	2.00	1.00	-
Fire Fighter II	6.00	6.00	1.00	1.00
Fire Fighter III	9.00	8.00	14.00	15.00
Fire Services Director	1.00	1.00	1.00	1.00
Office Manager	-	-	1.00	1.00
Probationary Fireman	2.00	3.00	4.00	4.00
<b>Total</b>	<b>33.00</b>	<b>34.00</b>	<b>39.00</b>	<b>37.00</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
<p>The goal of the Fire Department is to provide the highest level of service possible to the citizens of Butte-Silver Bow. These services include fire suppression, emergency medical services, rescue, hazardous materials, life safety code inspection/enforcement, public outreach programs designed in keeping the public safer. These services will be provided to the highest national standards consistent with the resources that are available.</p>				
1 . Response time to all incidents in under 4 minutes	71%	70%	68%	70%
2 Provide adequate training to all firefighters in keeping with national standards and NFPA guidelines.	80	80	85	85
3 . Active enforcement and inspection of life safety issues as they pertain to the adopted Fire Code.	90	90	90	90
4 Provide adequate continuing education for Emergency Medical Technicians to include additional endorsements	80	90	90	90
5 Conduct at least (10) public outreach presentations for fire prevention and safety throughout the community each year.	80	90	100	100
6 . Conduct timely and competent fire cause/origin investigation of all fires.	100	100	100	100
7 Actively pursue initiative to have working smoke alarms installed in 100% of single family dwellings within Butte-Silver Bow .				
8 Maintain high standards for recruitment and selection of firefighters and fire officers within department.	100	100	100	100
9 Accurate reporting to National Fire Incident Reporting System.	80	90	100	100

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

Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Total number of calls for service that the Fire Department answered.	2,544	3,138	2,674	3,200
2 . The average response time to an emergency incident by the Fire Department.	4.07 mins	4.10 mins	4.17mins	4.08 mins
3 . Number of fire related civilian injuries	4	5	6	2
4 . Number of fire related civilian fatalities	-	-	-	
5 . Life Safety/Code Inspections	180	216	186	220
6 . Plans Review	18	8	21	10
7 Number of Burning Permits issued		155	43	200

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

## Program Description

The Crime Control Grants function of Butte-Silver Bow administers a variety of grants such as Victim Witness and Victim Advocacy Programs. These functions include, but are not limited to: providing victim/witness advocates training opportunities, recruiting and training victim/witness volunteers, providing community outreach through community presentations in person, via media, brochures and/or newsletter, providing referrals to individuals needing assistance from other agencies, providing information, support and legal assistance through the County Attorneys' office, providing assistance to victims for victim's compensation, assisting individuals requesting orders of protection, and providing assistance with MT Legal Aide, Silver Bow's Law Library, Safe Space, and the MT Drug Task Force.

---

## Goals & Objectives

- Provide direct service to crime victims
- Maintain contact with victims of all active cases and inform them of the case status from the initial hearing to sentencing.
- Obtain victim impact statements and maintain the necessary statistics.
- Visit with Safe Space on Restraining Orders and mutual victims.
- Deliver brochures to various agencies and give information regarding this program.
- Make referrals for victims in helping them to obtain the necessary services available for living arrangements.
- Give referral sheets to our victims for therapeutic help.
- Refer victims to other agencies in the Community, including Safe Space, Montana Legal Aide, Department of Public Health and Human Services, Montana Hotline, The Vine Hotline, Career Futures, Butte Job Service, Adult Protective Team, Sheriff's Dept., Mt. Drug Force, and numerous therapists in the Community.
- Help victims with Victim Compensation forms and Inform all victims of this service.
- Help victims obtain Orders of Protection.
- Assist individuals through the TRO hearings.
- Help children through the court process, which includes familiarizing them with the court process.
- Be in attendance for support during interviews with County Attorneys and with medical providers.
- Use TV, newspaper and radio to spread our information so that all people will know that this office is here to offer assistance.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 56,749	\$ 57,731	\$ 72,479	\$ 61,052	\$ (11,427)	-16%
Operating Expenditures	6,638	7,313	45,168	49,193	4,025	9%
Debt Service	-	-	-	-	-	
Capital Outlay	5,119	48,450	-	28,000	28,000	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 68,506</b>	<b>\$ 113,494</b>	<b>\$ 117,647</b>	<b>\$ 138,245</b>	<b>\$ 20,598</b>	<b>18%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	68,506	113,494	117,647	138,245	20,598	18%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 68,506</b>	<b>\$ 113,494</b>	<b>\$ 117,647</b>	<b>\$ 138,245</b>	<b>\$ 20,598</b>	<b>18%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Vict/Wit Advocate Dir	1.00	1.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Victims successfully assisted	322	350	310	320
2 . Requests for Temporary Restraining Orders granted	46	54	52	60
3 . Stay Away Letters provided	60	64	66	60

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

## Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Speaking Engagements	12	11	12	12
2 . Referrals to and from other Agencies	27	25	30	25
3 . Request for Temporary Restraining Orders	85	101	92	90
4 . Stay away letters	65	75	70	75

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

## Program Description

Justice Assistance Grant (JAG) funds are used to support a broad range of activities and basic Law Enforcement Programs-functions, equipment and supplies. The general purpose areas will be law enforcement programs-equipment and supplies including tasers with applicable training and duty rounds, procuring digital recording and camera equipment, body wire equipment, surveillance equipment, computers, wrestling/training mat, a crime-scene trailer and other equipment directly related to basic law enforcement functions.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 2,700	\$ 1,217	\$ 2,200	\$ 1,505	\$ (695)	-32%
Operating Expenditures	111,843	86,784	109,446	35,257	(74,189)	-68%
Debt Service	-	-	-	-	-	
Capital Outlay	19,876	15,508	23,776	20,123	(3,653)	-15%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 134,419</b>	<b>\$ 103,509</b>	<b>\$ 135,422</b>	<b>\$ 56,885</b>	<b>\$ (78,537)</b>	<b>-58%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	134,419	103,509	135,422	56,885	(78,537)	-58%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 134,419</b>	<b>\$ 103,509</b>	<b>\$ 135,422</b>	<b>\$ 56,885</b>	<b>\$ (78,537)</b>	<b>-58%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Secretary				1.00
<b>Total</b>	-	-	-	1.00

## Program Description

The Public Works Department is the largest department in Butte-Silver Bow. It includes the Road, Bridge, Parks, Traffic & Pedestrian, and Cemetery funds. In addition, it includes the three major enterprise funds: Water Utility Division, Metro Sewer, and Solid Waste.

### **Road**

The Butte-Silver Bow Public Works Department Road Division maintains, repairs, constructs and reconstructs streets, roads and alleys and performs related services such as cleaning, snow removal, sanding, and striping in an effort to assure a safe and efficient traffic flow. The Road Divisions maintains approximately of 425 miles of maintained roadways and 150 miles of unmaintained roads, over 7000 signs, and approximately 200 pieces of equipment.

Other operations include but are not limited to: installation and upgrade of signs, guardrail, culverts, bridges, maintenance of street lighting, repair of road damage, clearing out obstructions on roads and right-of-way, striping roads, crosswalks and walkways, sweeping roads, and implementing a crushing and hot plant operation. In addition the Road Division deals with budget issues, rights-of way issues, encroachment issues, and a variety of public issues including road reviews for subdivisions.

The Road Division is divided into the Traffic and Pedestrian Program, the Bridge Program and numerous Special Improvement Districts. The Department consists of 21 full-time employees and six to eight summer employees. Currently there are 6 employees in the Operator's Union, 8 employees in the Teamster's Union and 4 employees in the Laborer's Union.

The Road Division performs year round maintenance on 100 miles of dirt or gravel maintained Rural Roads, 31 miles of rural roads hard-surfaced with millings, 203 miles of paved streets in the urban area, and 63 miles of paved and unpaved alleys, and 150 miles of unmaintained roads.

### **Water Utility Division**

The Butte-Silver Bow Public Works Department Water Utility Division is comprised of three sections. These include Administration Section, Purification and Treatment Section, and Transmission and Distribution Section. Since acquiring the water system from a private entity in 1992, the Butte-Silver Bow Water Utility Division has expended approximately \$55 million in capital improvement to construct water filtration plants, transmission line improvements and initiating a Water Master Plan to develop long term planning for upcoming improvement to the water system.

The Administrative Section of the Water Utility Division is responsible for the accounting, auditing and rate evaluation for the Utility. All user fees, rate fees, meter fees, and special assessment fees are handled by the Administration Section. There are twelve full-time employees in the Administration Section to the Water Utility.

The Purification and Treatment Section of the Water Utility Division is responsible for operation and maintaining water sources and the filtration and treatment of the community's water supplies. There are thirteen employees in the Purification and Treatment Section of the Water Utility.

The Transmission and Distribution Section of the Water Utility Division is responsible for maintaining and constructing all water transmission lines from BSB's water sources. This responsibility includes transmission lines from the Silver Lake System, Big Hole System, Basin Creek System and Moulton System. Additionally, all water leaks and breaks are the responsibility of the Transmission and Distribution Section. There are nineteen employees in the Transmission and Distribution Section of the Water Utility.

In total, 44 employees work for BSB Water Utility Division. Most employees are members of the Operation Engineer's Union, Laborer's Union or Clerical Union.

### **Metro Sewer**

The Butte-Silver Bow Public Works Department Metro Sewer Utility Division is comprised of two sections. These include Collection and Transmission Section and Treatment and Disposal Section. The Collection and Transmission Section is responsible for providing sewer tap connections, catch basin and sewer line inspections and operating and maintain storm and sanitary sewers, and charging and collecting user fees.

The Treatment and Disposal Section provides sewage treatment services that meet all applicable federal, state and local environmental quality standards. Functions include the operations and maintenance of the treatment facility, testing, sampling collection, and performance reporting to the EPA and the Montana Department of Environmental Quality.

The Meter Sewer Utility Division has two major ongoing projects. The first project is Phase 2 of the Waste Water Treatment Plant upgrade. The Metro Sewer Division will construct Phase 2 of the Biological and Chemical Nutrient Removal Upgrade by November 2016. The second project is implementing the engineering design of the Storm Water Master Plan for Butte-Silver Bow as outlined in the Allocation Agreement with ARCO.

In total 25 employees work for the BSB Metro Sewer Division. Most employees are members of the Operator Engineer's Union and the Laborer's Union.

### **Solid Waste**

The Public Works Department Landfill Division operates a Solid Waste Disposal facility that complies with all local, State and Federal Solid Waste disposal requirements. Solid waste is accepted from Silver Bow, Anaconda-Deer Lodge and Northern Jefferson (Elk Park area) counties. The Solid Waste Division employs seven full time employees.

---

## Goals & Objectives

### **Road**

Goal: Provide a transportation system and services that focuses on quality, safety, cost effectiveness, and sensitivity to the environment.

#### Objectives:

- Developing a budget for the Road Plan that encompasses both the necessary equipment and labor needs for budget planning and implementation.
- Ensuring safety of the public by providing the best quality roads possible with available funding.
- Participating in Dust Abatement Policies to ensure air and water quality
- Continuing to improve drainage by reshaping ditches and installing culverts
- Continuing to maintain signs and install new ones as required by state guidelines.
- Creating and implementing gravel and paved road management systems to provide data driven priority projects.

### **Water**

Goal: To Provide safe, reliable, and affordable drinking water to Butte-Silver Bow.

#### Objectives:

- To replace all deteriorated, leaking and undersized water mains in Butte-Silver Bow
- To promote water conservation
- To construct a treatment plant at the Basin Creek Reservoir
- Continued replacement of deteriorated transmission line from the Big Hole River

- To incrementally meter all service connection within the next five years within the water system

**Metro**

Goal: To provide safe and reliable treatment, disposal and transmission of both storm water and waste water to Butte-Silver Bow consumers.

**Objectives:**

- To provide for a public Education and outreach program to discuss impacts of storm water discharges on receiving waters.
- To provide sufficient public participation and participation regarding the storm water management program
- To map and plan for elicit discharge detention to help eliminate storm water discharges to surface water
- To construct Phase 2 of the WWTP by November 2016
- To repair and replace deteriorated, leaking and undersized sanitary sewer mains
- To continue routine maintenance of sanitary sewer mains by jetting, camera imaging, and root removal as necessary.

**Solid Waste**

Goal: To continue to provide reliable, affordable Landfill services while maintaining all Landfill environmental standards.

**Objectives:**

- Continue to support local recycling companies to reduce waste going to the Landfill.
- Complete vertical expansion of cells, extending the useful life of the current Landfill.
- To implement the use of standardized trash receptacles in the community.
- To implement a recycling service in the community.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 6,734,228	\$ 7,066,291	\$ 8,489,829	\$ 8,782,008	\$ 292,179	3%
Operating Expenditures	10,425,227	11,191,891	8,786,432	9,153,294	366,862	4%
Debt Service	279,976	284,894	2,199,513	1,408,666	(790,847)	-36%
Capital Outlay	929,347	1,123,114	60,608,634	69,378,447	8,769,813	14%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 18,368,778</b>	<b>\$ 19,666,190</b>	<b>\$ 80,084,408</b>	<b>\$ 88,722,415</b>	<b>\$ 8,638,007</b>	<b>11%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 409,764	\$ 583,910	\$ 641,637	\$ 663,837	\$ 22,200	3%
Special Revenue	3,538,118	3,581,166	3,912,326	3,989,178	76,852	2%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	30,000	-	-	-	-	
Enterprise Funds	14,390,896	15,501,114	75,530,445	84,069,400	8,538,955	0
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 18,368,778</b>	<b>\$ 19,666,190</b>	<b>\$ 80,084,408</b>	<b>\$ 88,722,415</b>	<b>\$ 8,638,007</b>	<b>11%</b>

## Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Account	2.00	2.00	1.00	1.00
Accounting Supervisor	1.00	1.00	1.00	1.00
Admin Assistant	0.92	0.92	0.92	0.92
Bus Mgr/CR Mgr/Shop Mgr	1.00	1.00	1.00	1.00
Carpenter	1.00	1.00	1.00	1.00
CBD Worker	1.00	1.00	1.00	0.50
Cemetery Coordinator	1.00	1.00	1.00	1.00
Central Serv Prog Mgr	1.00	1.00	1.00	1.00
Chief Operator	1.00	1.00	1.00	1.00
Clerk II	0.67	0.50	0.50	0.50
Construction Foreman	1.00	1.00	1.00	1.00
Customer Service Rep	5.00	5.00	4.00	5.00
Electrician	2.00	2.00	2.00	2.00
Engineer Technician	1.00	1.00	1.00	1.00
General Foreman	1.00	1.00	1.00	1.00
Inspector	1.00	1.00	1.00	2.00
Laborer	13.55	15.66	17.66	17.66
Leakman	7.00	7.00	7.00	7.00
Leakman/Foreman	1.00	1.00	1.00	1.00
Locator	1.00	1.00	1.00	1.00
Meter Reader	2.00	2.00	2.00	2.00
Metro Operator	1.75	3.50	1.00	5.00
Metro Rate Superintendent	1.00	1.00	1.00	1.00
Metro Superintendent	-	0.63	0.63	0.63
Metro Treatment Superintendent	-	-	1.00	-
Office Manager	1.00	1.00	1.00	1.00
Operating Engineer	1.00	1.00	1.00	1.00
Operations Manager	1.20	0.75	1.75	1.75
Operator	32.00	33.66	33.66	29.66
Painter	1.00	1.00	1.00	1.00
Project Engineer	-	1.25	-	-
Project Manager	-	-	1.00	0.75
Public Works Director	0.80	0.80	0.80	0.80
Road Foreman	1.00	1.00	1.00	1.00
Scale Attendants	1.00	2.00	2.00	2.00
Summer Intern	-	1.00	-	-
Superintendent	1.00	1.00	1.00	2.00
Teamster	7.25	7.25	7.25	7.25
Utility Div Operations Mgr	1.00	1.00	1.00	1.00
<b>Total</b>	<b>97.14</b>	<b>105.92</b>	<b>104.17</b>	<b>105.42</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
<b>Roads</b>				
1. Maintain safe and reliable roadways throughout the county	100%	100%	100%	100%
2. Answer emergency calls within 48 hours	100%	100%	100%	100%
3. Complete special projects throughout the county	100%	100%	100%	100%
<b>Water</b>				
1. To provide safe clean drinking water that meets regulatory standards	100%	100%	100%	100%
2. Service all hydrants once annually	75%	82%	85%	90%
3. Promote water conservation by implementing sprinkling restrictions	100%	100%	100%	100%
4. Repair leaking water lines	100%	100%	100%	100%
<b>Metro</b>				
1. Complete Sanitary Sewer Master Plan	N/A	90%	10%	0%
2. Continue scheduled maintenance to the collection system to prevent backups	100%	100%	100%	100%
3. Recycle Metro bio-solids	100%	100%	100%	100%
4. Complete upgrade of Wastewater Treatment Plant	5%	0%	10%	50%
<b>Landfill</b>				
1. Provide reliable, efficient service to our citizens	100%	100%	100%	100%
2. All municipal and demolition waste disposed of safely	100%	100%	100%	100%
3. Recycle as much material as possible from the waste stream	100%	100%	100%	100%
<b>Cemetery</b>				
1 Cemetery staff hours on burials (includes locating, scheduling time and funeral time)	642	631	600	631
2 Cemetery staff hours for general ground maintenance	2,713	2,837	2,800	2,840
3 Cemetery hours spent updating completing administrative tasks	875	788	788	785
<b>Traffic</b>				
1. Meet MUTCD and ADA signage standards	100%	100%	100%	100%
2. Upgrade traffic signal lights utilizing LED technology	100%	100%	100%	100%
<b>SID's</b>				
1. Streets swept daily (weather permitting)	100%	100%	100%	100%
2. Streets flushed daily (weather permitting)	100%	100%	100%	100%
<b>Parks</b>				
1. Maintain city parks and facilities in a manner that attracts citizens and visitors	100%	100%	100%	100%
2. Complete Park building and facility maintenance weekly	100%	100%	100%	100%
3. Mow and trim all city parks weekly	100%	100%	100%	100%
4. Clean park restrooms daily	100%	100%	100%	100%

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

Performance Measures & Workload Indicators

Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
<b>Roads</b>				
1. Blocks of roads paved	23	35	50	50
2. Number of potholes repaired	2,800	3200	2,900	2,500
3. Miles of millings on rural roads	21	2	5	5
4. Number of culvert replaced	12	8	11	5
5. Tons of De-icer used	1,568	856	1,100	1,100
<b>Water</b>				
1. Repair leaking water lines (in feet)	200	232	258	280
2. Replace water lines (in feet)	10,000	5762	7,275	5,200
3. Hydrant flushing, servicing	950	960	960	960
4. Water meters installed	311	214	290	200
5. Water treated daily (average, million gallons per day)	7.80	7.40	7.50	7.50
<b>Metro</b>				
1. Number of sanitary sewer calls	128	154	170	185
2. Sanitary sewer lines replaced (feet)	5,000	5,884	2,950	3,500
3. Claims paid for sewer backups	\$33,145	\$6,002	\$31,000	\$30,000
5. Tons of bio-solids recycled	5,521	4,964	5,200	5,000
<b>Landfill</b>				
1. Tons of municipal solid waste accepted	45,000	45,490	44,000	45,000
2. Tons of Recyclables diverted from Landfill				
Metals	195	190	175	175
Batteries	64	53	73	75
Cardboard	10	12	15	17
Waste Oil (gallons)	2,747	2,843	2,255	2,500
3. Commercial account revenues	\$496,800	\$409,700	\$325,000	\$225,000
<b>Cemetery</b>				
1 Cemetery staff will provide accurate grave location and respectful opening/closing work	100%	100%	100%	100%
2 Staff will work in partnership with mortuaries, the public and other BSB Staff	100%	100%	100%	100%
3 Cemetery staff will mow and trim property, level headstones to provide best maintained grounds possible	100%	100%	100%	100%
<b>Traffic</b>				
1. Streets signs replaced	403	403	410	425
2. Traffic lights upgraded	2	2	2	0
<b>SID's</b>				
1. Streets swept , miles	213	213	213	213
2. Street flushed , miles	213	213	213	213
<b>Parks</b>				
1. Acres of sod maintained	258	260	260	260
2. Number of playgrounds maintained	23	24	25	26
3. Banners switching	103	103	103	103
4. Special use permits approved	n/a	14	20	25
5. Concession permits approved	n/a	2	9	15
6. Number of irrigation systems maintained	97	103	103	103
7. Number of restrooms maintained	11	15	16	17

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

## Program Description

The mission of the Weed Board is to control the growth of undesirable vegetation on private property adjacent to public right-of-way within the urban area of the City and County of Butte-Silver Bow. The User Program is financed by landowners who pay fees to utilize the Weed Board services. The Weed Board also contracts with the state of Montana to locate, map and eliminate or control noxious weeds. It also provides enforcement of Ordinance 196. This Ordinance provides the ability to control noxious weeds on private property and recover costs from the property owner.

---

## Goals & Objectives

### 01 Fund Regular Fund

- 1) BSB Weed Control will manage weeds on all BSB properties
- 2) BSB weed Control will coordinate all weed management efforts with in Silver Bow county with state, federal and private land managers
- 3) BSB Weed Control will build public awareness through community groups, news articles and public contact.

### 02 Fund Grants

- 1) BSB Weed Control uses a youth education program with in the school systems in Silver Bow County to build awareness on the effects weeds have on our environment and economics. The number of contacts with youth groups will be maintained and increased as possible.
- 2) BSB Weed Control will continue to pursue grant opportunities to help all land owners in the county deal with the expense of weed control.

### 03 Fund Contracted Services

- 1) BSB Weed Control will provide its services to private and public land managers to help manage noxious weeds in Silver Bow County
- 2) BSB Weed Control will continue to participate in contracts to provide cost effective weed control in Silver Bow County.
- 3) BSB Weed Control offers its coordination expertise to help land managers cost effectively manage weeds in the county.

### 04 Fund Non-compliance Work and Urban Mowing Program

- 1) BSB Weed Control will control undesirable vegetation on BSB property in the urban area of Silver Bow County.
- 2) BSB Weed Control will enforce local ordinances to bring private properties in the urban area into compliance.
- 3) BSB Weed Control will mow BSB properties on a regular basis to bring into compliance.
- 4) BSB Weed Control will communicate with the public to help them understand the importance of community enrichment.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 252,131	\$ 262,437	\$ 315,182	\$ 295,427	\$ (19,755)	-6%
Operating Expenditures	74,979	58,367	72,082	80,276	8,194	11%
Debt Service	-	-	-	-	-	
Capital Outlay	30,008	34,938	71,162	114,327	43,165	61%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 357,118</b>	<b>\$ 355,742</b>	<b>\$ 458,426</b>	<b>\$ 490,030</b>	<b>\$ 31,604</b>	<b>7%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	357,118	355,742	458,426	490,030	31,604	7%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 357,118</b>	<b>\$ 355,742</b>	<b>\$ 458,426</b>	<b>\$ 490,030</b>	<b>\$ 31,604</b>	<b>7%</b>

Staffing Summary

<b>Title</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budgeted FY 2014</b>	<b>Recommended FY 2015</b>
Clerk II	0.33	0.50	0.50	-
Compliance Officer	0.40	0.40	0.40	0.40
Enforcement/Vegetation Control C	0.60	0.60	0.60	0.60
Secretary	1.00	1.00	1.00	1.00
Weed Control Specialist	1.00	1.00	1.00	1.00
Weed Control Supervisor	1.00	1.00	1.00	1.00
<b>Total</b>	<b>4.33</b>	<b>4.50</b>	<b>4.50</b>	<b>4.00</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . 01 Fund				
1) Number of acres treated	2,500	3,000	3,000	3,000
2) Number of Contacts	500	600	600	600
3) Number of Contacts	1,000	1,200	1,200	1,200
2 . 02 Fund				
1) Number of presentations	25	25	25	25
2) Grant applications	3	4	3	3
3 . 03 Fund				
1) Number of acres treated	2,500	3,000	3,000	3,000
2) Number of contracts	5	5	5	5
4 . 04 Fund				
1)Number of properties identified	850	1,000	1,000	1,000
2)Number non-compliance actions	30	27	30	30
3)Number of BSB properties mow ed	150	200	200	200
4)Number of contacts				

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

Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Acres Treated	5,000	6,000	6,000	6,000
2 . Acres Mow ed	300	500	500	500
3 . Presentations	20	35	35	35
4 . Public Contacts	100	250	200	200

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

## Program Description

The objective of the Parking Commission is to regulate and control parking in the uptown Butte area to assure a continual flow of vehicles through the area. The functions of the Department include: providing adequate parking facilities for the area work force and retail trade traffic; providing patrol services and ticket issuance and process; and, providing for the acquisition and design of parking lots. In addition to uptown, the Parking Department shall support the greater Butte area by responding to complaints as well as the general patrolling of the area as staffing constraints allow. This department is primarily funded by revenues derived through the regulation of parking. A small Parking SID tax fund supplements these operations as well.

---

## Goals & Objectives

- Effectively patrol the uptown 2-Hour Parking District in order to encourage parking space turnover and availability for business patrons.
- Manage Butte-Silver Bow parking lots effectively. Strive to provide maximize occupancy for the uptown workforce by maintaining accurate files and lease information.
- Patrol all areas of Butte on a routine basis to enforce the trailer and large truck ordinance in order to keep the line of sight clear and safe for pedestrians.
- Respond in an efficient manner to complaints from the public and issue citations accordingly.
- Properly enforce collection of fines to reach 65% collection rate. Utilize consequences for excessive unpaid fines such as a “parking disabler”.
- Update parking ordinances, specifically regarding the 2-hour parking district regulations and the ordinances involving trailers.
- Implement a program to manage handicapped parking permitted spaces in Butte. Program to include a renewable application process and tracking system.
- Routinely patrol the Montana Tech. Residential Parking District in order to keep resident parking spaces clear from student use.
- Assist in planning and implementing plans for maximizing the use of angle parking in uptown Butte.
- Work with the Public Works Department to replace and install proper parking signage and paint in the 2-Hour Parking District.
- Strive to educate and inform the public regarding parking regulations and permit options in order to change the behavior of employees over using the 2-hour parking district.
- Ultimately make enough adjustments to bring the Parking Department budget to a balanced state and to begin contributing to the budget deficit.

# PARKING DEPARTMENT

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 132,025	\$ 151,055	\$ 169,801	\$ 155,739	\$ (14,062)	-8%
Operating Expenditures	15,268	13,891	25,229	35,735	10,506	42%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 147,293</b>	<b>\$ 164,946</b>	<b>\$ 195,030</b>	<b>\$ 191,474</b>	<b>\$ (3,556)</b>	<b>-2%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	147,293	164,946	195,030	191,474	(3,556)	-2%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 147,293</b>	<b>\$ 164,946</b>	<b>\$ 195,030</b>	<b>\$ 191,474</b>	<b>\$ (3,556)</b>	<b>-2%</b>

**PARKING DEPARTMENT**

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Parking Director	1.00	1.00	1.00	1.00
Parking Enf Officer	2.00	2.00	2.00	2.00
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

Performance Measures & Workload Indicators

**Performance Measures**

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Downtown Parking: Walk Downtown Parking District 2 X daily Patrol permit lots to ensure proper parking			50%	80%
2 . MT Tech Residential District: Patrol 3 X weekly			70%	90%
3 . Butte area including the flats: Patrol minimum of 3 X weekly Enforce trailer ordinance heavily during summer months			20%	80%
4 . Respond to complaints: Follow up on issues until vehicles are moved			50%	70%
5 . Manage BSB parking lot leases (permit parking) effectively, maximize occupancy and sales			50%	80%

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

**Workload Indicator**

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Issue parking citations to maintain the flow of traffic			9,000	12,000
2 . Sell and manage permitted (paid) parking spaces (loss of 38 spaces for FY 2015 - Heritage lot)			2,300	2,000
3 . Maximize number of tickets successfully collected			4,500	7,800

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

## Program Description

The Butte-Silver Bow Transit System operates a fixed route bus system with a complementary Para-transit service for people with disabilities unable to utilize the fixed route bus system. The Butte-Silver Bow Transit service provides reliable and affordable transportation services within the community. Butte-Silver Bow is also designated the lead agency for administering the Transit Coordination plan required by the Montana Department of Transportation, Transit Section.

---

## Goals & Objectives

- The public transportation service will meet the mobility need of the transit dependent population for Butte-Silver Bow, including those individuals with disabilities, individuals who are not able to drive, and individuals who do not have their own means of transportation.
- Provide transportation that is safe, efficient and effective bus service.
- Public transportation service will be expanded to meet the needs of target markets within the community.
- Provide mobility options for rural residents of Butte-Silver Bow

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 495,168	\$ 508,987	\$ 644,922	\$ 699,265	\$ 54,343	8%
Operating Expenditures	595,376	590,464	683,084	486,263	(196,821)	-29%
Debt Service	-	-	40,000	54,200	14,200	36%
Capital Outlay	7,813	-	1,913,164	180,000	(1,733,164)	-91%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 1,098,357</b>	<b>\$ 1,099,451</b>	<b>\$ 3,281,170</b>	<b>\$ 1,419,728</b>	<b>\$ (1,861,442)</b>	<b>-57%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	1,098,357	1,099,451	3,281,170	1,419,728	(1,861,442)	-57%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 1,098,357</b>	<b>\$ 1,099,451</b>	<b>\$ 3,281,170</b>	<b>\$ 1,419,728</b>	<b>\$ (1,861,442)</b>	<b>-57%</b>

Staffing Summary

<b>Title</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budgeted FY 2014</b>	<b>Recommended FY 2015</b>
Admin Specialist	1.00	1.00	1.00	1.00
Building Helper	1.00	1.00	1.00	-
Driver	7.50	7.50	7.50	8.50
Manager	1.00	1.00	1.00	1.00
<b>Total</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>

Performance Measures & Workload Indicators

**Performance Measures**

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1. Provide reliable and affordable transportation services to the community	100%	100%	100%	100%
2. Provide customer service that produces highly satisfied riders and respects the needs of people with disabilities	100%	100%	100%	100%
3. Examine schedules to improve on-time performance	100%	100%	100%	100%

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

**Workload Indicator**

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1. Annual number of rides utilizing transit services	115,252	128,933	135,000	135,000
2. Annual number of rides utilizing Para-transit services	9,966	10,255	11,000	11,000
3. Annual mileage traveled	160,353	168,900	228,900	235,000
4. Cost per mile (Public transit and para-transit combined)	\$ 6.17	\$ 6.65	\$ 6.65	\$ 6.75
5. Cost per ride (Public transit and para-transit combined)	\$ 7.91	\$ 8.19	\$ 9.00	\$ 9.25

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

## Program Description

Responsible for activities related to the Superfund process in Butte-Silver Bow, particularly as it involves and affects the Butte-Silver Bow local government and the implementation of a comprehensive Institutional Controls Program (ICP), including: to administer any necessary permit procedures to protect caps, vegetation, and erosion control; to explain and describe the procedures to builders and developers; to communicate with all County departments and personnel to ensure effective integration of all aspects of the Superfund ICP within local government; to disseminate information about all Superfund activities to the general public; to communicate with regulatory agencies, scientists, and engineers to obtain best available technical information and present testimony and reports.

---

## Goals & Objectives

- In 2006, Butte-Silver Bow has entered into an allocation agreement with BP-Atlantic Richfield to perform certain duties associated with the long-term stewardship of the Butte Priority Soils Operable Unit of the Butte/Silver Bow Creek Superfund Site. There are several activities ongoing in the performance of those duties:
- 2278-200-4306-35 – Source Area and Storm Water Structures: In this program account, Butte-Silver Bow will perform operation and maintenance of reclaimed mine sites (“source areas”) and storm water structures on the Butte Hill.
- 2278-200-4306-38 – Storm Water Capital Improvements Master Plan: In this program account, Butte-Silver Bow retains consulting services to analyze/study the municipal underground storm water system and prepare a capital improvements plan and schedule.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 471,454	\$ 542,186	\$ 728,705	\$ 655,138	\$ (73,567)	-10%
Operating Expenditures	325,108	203,516	1,053,454	928,773	(124,681)	-12%
Debt Service	-	-	-	-	-	
Capital Outlay	3,168,594	2,708,074	1,242,500	974,500	(268,000)	-22%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 3,965,156</b>	<b>\$ 3,453,776</b>	<b>\$ 3,024,659</b>	<b>\$ 2,558,411</b>	<b>\$ (466,248)</b>	<b>-15%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	3,965,156	3,453,776	3,024,659	2,558,411	(466,248)	-15%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 3,965,156</b>	<b>\$ 3,453,776</b>	<b>\$ 3,024,659</b>	<b>\$ 2,558,411</b>	<b>\$ (466,248)</b>	<b>-15%</b>

Staffing Summary

<b>Title</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budgeted FY 2014</b>	<b>Recommended FY 2015</b>
Laborer	1.00	1.00	1.42	1.42
Metro Operator	0.25	3.66	2.66	3.00
Metro Superintendent	-	0.63	0.37	-
Park Aides	-	-	0.67	0.67
Planning Specialist	-	-	0.25	0.25
Program Manager	-	-	0.10	0.10
Reclamation Laborers	-	2.00	1.33	1.33
Reclamation Manager	-	-	0.90	0.90
Superfund Program Specialist	0.75	0.75	-	-
<b>Total</b>	<b>2.00</b>	<b>8.04</b>	<b>7.70</b>	<b>7.67</b>

## Program Description

A Special Improvement District (commonly referred to as an SID) is a group of properties that become a legal entity in order to construct public improvements. Some improvements that can be constructed through an SID include street paving, curb and gutter, water main, sewer main, and storm drain. Improvement costs are borne by property owners within the SID boundaries

---

## Goals & Objectives

- Administer SID fee allocations to property in the City-County;
- Prepare timely reports to the Budget Office related to SID administration;
- Maintain accurate records of SID boundaries and assessment rates;
- Maintain accurate records of property dimensions and improvements related to SID assessments;
- Draft resolutions for the Council of Commissioners to implement assessments implementing SID budgets;
- Calculate SID payments for public property which the City-County makes to appropriate Special Improvement Districts;
- Enter SID tax rates into City-County computer records for property billing;
- Receive SID tax appeals from property owners;
- Maintain tax sale payment allocations and transfers funds to appropriate SID accounts;
- Input SID data into Geographic Information System (GIS) using a digitizer, heads up digitizing and/or database entries;
- Collect and input SID data using Global Positioning System (GPS) for use with City-County Geographic Information System (GIS);

**Financial Summary**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budget FY 2014</b>	<b>Recommended FY 2015</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	838,767	874,121	1,109,272	1,176,332	67,060	6%
Debt Service	-	-	-	-	-	
Capital Outlay	-	6,260	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 838,767</b>	<b>\$ 880,381</b>	<b>\$ 1,109,272</b>	<b>\$ 1,176,332</b>	<b>\$ 67,060</b>	<b>6%</b>

**Funding Summary**

<b>Funding Sources</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budget FY 2014</b>	<b>Recommended FY 2015</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	838,767	880,381	1,109,272	1,176,332	67,060	6%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 838,767</b>	<b>\$ 880,381</b>	<b>\$ 1,109,272</b>	<b>\$ 1,176,332</b>	<b>\$ 67,060</b>	<b>6%</b>

## Program Description

This function accounts for expenses related to the cost of services for solid waste disposal for Divide and Melrose. The largest fund in this area is Junk Vehicle. The state remits to Butte-Silver Bow \$1 for each license issued in the county. Butte-Silver Bow then contracts for the removal and disposal of any junk vehicle it locates. This program is administered by the Department of Health and is directed by the Health Officer.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 34,338	\$ 30,676	\$ 33,579	\$ 34,371	\$ 792	2%
Operating Expenditures	33,217	35,170	40,675	41,467	792	2%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 67,555</b>	<b>\$ 65,846</b>	<b>\$ 74,254</b>	<b>\$ 75,838</b>	<b>\$ 1,584</b>	<b>2%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	67,555	65,846	74,254	75,838	1,584	2%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 67,555</b>	<b>\$ 65,846</b>	<b>\$ 74,254</b>	<b>\$ 75,838</b>	<b>\$ 1,584</b>	<b>2%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Code Enforcement Officer	0.45	0.45	0.50	0.50
Env Health Prgm Coordinator	0.20	0.20	0.10	0.10
<b>Total</b>	<b>0.65</b>	<b>0.65</b>	<b>0.60</b>	<b>0.60</b>

## Program Description

Butte Silver-Bow Department of Community Enrichment was established in 2010. The present departments consist of an animal service division and a community decay division. The department is organized into the following sections:

- A. Community Decay.
- B. Animal Control.
- C. Animal Sheltering.
- D. Animal Confinement.

There is 1 Administrative Assistant who will share job duties assisting first, the Director of Community Enrichment, followed by assisting the Animal Shelter Supervisor. The Administrative Assistant is responsible for administrative duties, dispatch for Animal Control and answers directly to the Director of Community Enrichment.

The Animal Control Division enforces the city/county's animal ordinance and is responsible for delivering the stray pets of Butte Silver-Bow to our Animal Shelter.

The Animal Control Division consists of 3 Animal Control Officers who respond to calls in the field, provide on-call service for emergencies, issue citations, investigates complaints and seize stray and unlicensed animals.

The shelter staff consists of 1 Animal Shelter Supervisor, 1 Assistant Animal Shelter Supervisor, 1 Animal Care Technician/Volunteer Coordinator, 1 Animal Care Technician/Foster Coordinator.

All 4 of the positions listed above share the responsibility for the care and feeding of animals, perform routine health exams and procedures for the animals impounded at the shelter. Shelter staff maintains lost and found pet reports to reunite owners with their lost animals.

The Community Decay division is responsible to promote safe and healthy neighborhoods by enforcing solid waste laws, assisting the public with such programs as Alley Rally, demolition of unsafe structures and removal of junk motor vehicles.

---

## Goals & Objectives

- To provide public safety through the enforcement of the county ordinance.
- To prevent injury and illness through rabies control and licensing.
- To work closely with and maintain positive relationships with the public.
- To work closely with all government agencies.
- To provide public education regarding county ordinance and responsible pet ownership and community enrichment issues.

- To provide timely and accurate information to facilitate decisions on animal control and community decay violations.
- To humanely house and care for the animals impounded at the city/county animal shelter.
- To receive animals and return them, when possible, to their rightful owners.
- To prevent the spread of infectious disease within the county shelter.
- To spay and neuter all animals adopted from the animal shelter.
- To offer a public information center providing books, videos, and hand-outs related to animal breeds, Problem solving, responsible pet ownership.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 440,424	\$ 429,829	\$ 556,830	\$ 468,467	\$ (88,363)	-16%
Operating Expenditures	124,479	106,094	153,686	160,492	6,806	4%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 564,903</b>	<b>\$ 535,923</b>	<b>\$ 710,516</b>	<b>\$ 628,959</b>	<b>\$ (81,557)</b>	<b>-11%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 564,903	\$ 535,923	\$ 710,516	\$ 628,959	\$ (81,557)	-11%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 564,903</b>	<b>\$ 535,923</b>	<b>\$ 710,516</b>	<b>\$ 628,959</b>	<b>\$ (81,557)</b>	<b>-11%</b>

Staffing Summary

<b>Title</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budgeted FY 2014</b>	<b>Recommended FY 2015</b>
Administrative Assistant	1.00	1.00	2.00	1.00
Animal Control Officer	3.00	3.00	2.00	2.00
Director	0.30	0.30	0.30	0.30
Coordinator	1.00	1.00	1.00	1.00
Tech	2.00	2.00	2.00	2.00
Assistant Director	1.00	1.00	1.00	1.00
<b>Total</b>	<b>8.30</b>	<b>8.30</b>	<b>8.30</b>	<b>7.30</b>

Performance Measures & Workload Indicators

**Performance Measures**

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . All calls will be answered professionally and within 24 hours. All emergency calls will be handled immediately.	100%	100%	100%	100%
2 Department will schedule all outreach and educational opportunities and prepared for all.	100%	100%	100%	100%
3 Place notices on Junk Motor Vehicles	100%	100%	100%	100%
4 Market and License Canines in County	100%	100%	100%	100%
5 . Steps taken to reduce Feline population as Shelter.	100%	100%	100%	100%
6 Perform inspections on all license facilities.	100%	100%	100%	100%
7 Attend all scheduled meeting, committees.	100%	100%	100%	100%
8 . Attend scheduled Council meeting to update members.	100%	100%	100%	100%

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

**Workload Indicator**

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Incoming Phone Contacts	1,389	1,178	6,420	6,800
2 . Outreach and Education	10	15	25	40
3 . Place Notice on 400 Junk Motor Vehicles	300	310	520	520
4 . Increase by 850 Canine Licenses	250	400	729	850
5 . Reduce Feline population at Shelter	150	90	73	65
6 . Provide Inspection of licenced Wrecking Facilities	19	19	19	19
7 . Monthly Board Meetings, Committees, Commitments	15	20	35	35
8 . Provide Quarterly update to Council	2	2	4	4

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

## Program Description

The Butte-Silver Bow Health Department prevents disease and illness, promotes healthy choices and delivers quality health care. The department works to carry out the three core functions of public health, which are umbrellas to the 10 essential public health services:

- Assessment
  - Monitor environmental and health status to identify and solve community environmental health problems
  - Diagnose and investigate environmental health problems and health hazards in the community
- Policy Development
  - Diagnose and investigate environmental health problems and health hazards in the community
  - Inform, educate, and empower people about environmental health issues
  - Mobilize community partnerships and actions to identify and solve environmental health problems
  - Develop policies and plans that support individual and community environmental health efforts
- Assurance
  - Develop policies and plans that support individual and community environmental health efforts
  - Enforce laws and regulations that protect environmental health and ensure safety
  - Link people to needed environmental health services and assure the provision of environmental health services when otherwise unavailable
  - Assure a competent environmental health workforce
  - Evaluate effectiveness, accessibility, and quality of personal and population-based environmental health services
  - Research for new insights and innovative solutions to environmental health problems



**ENVIRONMENTAL HEALTH DIVISION**

The Environmental Health Division focuses on providing a healthy environment for the residents of Butte-Silver Bow. A healthy environment is promoted through education, monitoring and enforcement of state laws and regulations in several programs. The division's programs include:

- Air Quality
- Water Quality
- Food/Consumer Safety
- Residential Metals Abatement Program (RMAP)
- Tobacco use prevention

**FAMILY/HEALTH/PREVENTION SERVICES DIVISION**

Family/Health Services works to enhance the health and safety of families in Butte-Silver Bow. This goal is achieved through education, screenings and services. Prevention services works to prevent disease and injury, promote healthier choices and behaviors, prepare and respond to public health emergencies, investigate disease outbreaks and provide quality health information. The division's programs include:

- Immunizations
- Communicable Diseases, including Sexually Transmitted Diseases
- Emergency Preparedness
- Women, Infants, and Children (WIC)
- Title X Family Planning
- Cancer Control (including breast and cervical health)
- Maternal, Infant, and Early Childhood Home Visiting
- Fetal, Infant, Child, Maternal Mortality Review
- Health Promotion and Wellness
- Personal Responsibility Education Program
- HIV/Hepatitis C prevention, testing and case management
- Buckle Up Montana
- HIPAA enforcement

**CENTRAL SERVICES DIVISION**

The Central Services Division provides administrative support for the Butte-Silver Bow Health Department. Duties within this department include Accounts Payable; Accounts Receivable; budget management; grants management; program reporting; contract management; medical records management; reception; and telephone management.

---

## Department Goals & Objectives

### Public Health Accreditation Board

- Participate in or lead a collaborative process resulting in a comprehensive community health assessment.
- Collect and maintain reliable, comparable, and valid data that provide information on conditions of public health importance and on the health status of the population.
- Analyze public health data to identify trends in health problems, environmental public health hazards, and social and economic factors that affect the public's health.
- Provide and use the results of health data analysis to develop recommendations regarding public health policies, processes, programs, or interventions.
- Conduct timely investigations of health problems and environmental public health hazards
- Contain/mitigate health problems and environmental public health hazards
- Ensure access to laboratory and epidemiological/environmental public health expertise and capacity to investigate and contain/mitigate public health problems and environmental public health hazards.
- Maintain a plan with policies and procedures for urgent and non-urgent communications.
- Provide health education and health promotion policies, programs, processes, and interventions to support prevention and wellness.
- Provide information on public health issues and public health functions through multiple methods to a variety of audiences.
- Engage with the public health system and the community in identifying and addressing health problems through collaborative processes.
- Promote the community's understanding of and support for policies and strategies that will improve the public's health.
- Serve As a Primary and Expert Resource for Establishing and Maintaining Public Health Policies, Practices, and Capacity.
- Conduct a comprehensive planning process resulting in a Tribal/state/community health improvement plan.
- Develop and implement a health department organizational strategic plan.
- Maintain an all hazards emergency operations plan.
- Review existing laws and work with governing entities and elected/appointed officials to update as needed.
- Educate individuals and organizations on the meaning, purpose and benefit of public health laws and how to comply.
- Conduct and monitor public health enforcement activities and coordinate notification of violations among appropriate agencies.
- Assess healthcare service capacity and access to health care services.
- Identify and implement strategies to improve access to health care services.
- Encourage the development of a sufficient number of qualified public health workers.
- Ensure a competent workforce through the assessment of staff competencies, the provision of individual training and professional development, and the provision of a supportive work environment.
- Use a performance management system to monitor achievement of organizational objectives.
- Develop and implement quality improvement processes integrated into organizational practice, processes, and interventions.
- Identify and use the best available evidence for making informed public health practice decisions.
- Promote understanding and use of the current body of research results, evaluations, and evidence-based practices with appropriate audiences.
- Develop and maintain an operational infrastructure to support the performance of public health functions.
- Establish effective financial management system.
- Maintain current operational definitions and statements of public health roles, responsibilities and authorities
- Provide information to the governing entity regarding public health and the official responsibilities of the health department and of the governing entity.
- Encourage the governing entity's engagement in the public health department's overall obligations and responsibilities.

## Montana State Health Improvement Plan

- Decrease the proportion of adults who report they engage in no leisure time physical activity to 22 percent
- Decrease the proportion of adults who report they are overweight or obese to 54 percent
- Increase the proportion of adults who report they are up to date with colorectal, breast and cervical cancer screening to 61 percent, 80 percent and 86 percent, respectively
- Decrease the average consumption of cigarettes to 52 packs per person per year
- Decrease the proportion of youth who report they have smoked cigarettes in the past 30 days to 14 percent
- Decrease the proportion of adults who report they are smokers to 19 percent
- Support worksites and schools to implement health promotion policies that promote chronic disease prevention (e.g., healthy food and beverage choices, physical activity, breastfeeding, tobacco-free workplaces)
- Promote implementation of smoke-free and tobacco-free campuses (e.g., K-12 schools, colleges, hospitals) and public housing that include the outdoor grounds of the facilities
- Promote the implementation of smoke-free multi-dwelling housing
- Support and promote the adoption and implementation of policies addressing the built environment (e.g., structures, transportation, and land use) that promote the health of the community
- Create and monitor policies that define medical homes to include health care practices related to chronic disease that are consistent with evidence-based guidelines (e.g., blood pressure control)
- Increase awareness of chronic disease prevention and control through public education (e.g., Montana Tobacco QuitLine, awareness of signs and symptoms of stroke)
- Implement programs to facilitate chronic disease prevention and self-management (e.g., heart disease and Type 2 diabetes prevention, asthma, arthritis, diabetes and disability self-management)
- Implement quality improvement activities that improve the delivery of clinical preventive services and the use of clinical practice guidelines (e.g., cancer screenings, 5A's for tobacco cessation, diabetes care (ask, advise, assess, assist and arrange))
- Use available and emerging technologies to improve the delivery of clinical preventive services (e.g., electronic health records)
- Maintain public health surveillance systems to monitor and reduce the burden of chronic disease, and produce regular surveillance reports based on the data collected
- Provide training and resources to health professionals and others to implement programs to facilitate chronic disease prevention and management (e.g., heart disease and diabetes prevention, asthma, arthritis, disability)
- Encourage the integration of Montana Department of Public Health and Human Services programs and services to prevent, identify and manage chronic disease
- Facilitate the achievement of chronic disease prevention and management goals through implementation of healthcare reform activities
- Provide training for school staffs to support students with chronic disease to self-manage their condition (e.g., asthma, diabetes)
- Increase the proportion of pregnant women who report they entered prenatal care in the first trimester to 83 percent
- Decrease the proportion of women who report they smoke during pregnancy to 12 percent
- Decrease the proportion of pre-term births to 7 percent
- Decrease the rate of teen pregnancy to 42 per 1,000 girls ages 15 to 19
- Support worksites and schools to implement health promotion policies that promote maternal, child and infant health (e.g., breastfeeding, tobacco-free workplaces)
- Create and monitor policies that define medical homes to include adequate prenatal care, services for children with special healthcare needs, oral health services, and child and adolescent immunizations
- Increase awareness of maternal, child and infant health through public education (e.g., baby on back to sleep, healthy eating, tobacco use prevention, physical activity and child abuse prevention)
- Implement evidence-based curricula intended to reduce teen pregnancy through both abstinence and contraception
- Expand evidence-based home-visiting programs serving high-risk women, infants and children that address issues such as smoking in pregnancy, early prenatal care, blood lead screening and prevention of child abuse
- Implement evidence-based breastfeeding promotion programs

- Implement quality improvement activities that improve the delivery of clinical preventive services and the use of clinical practice guidelines (e.g., childhood immunizations, reproductive health plans, highly effective contraceptives for women who choose contraception, reduced induction and early elective Cesarean sections)
- Use available and emerging technologies to improve the delivery of clinical preventive services (e.g., tracking prenatal care, use of recall/reminders for prenatal care)
- Support healthcare providers to identify high-risk and otherwise eligible women and children and refer them to Special Supplemental Food Program for Women, Infants and Children (WIC), home visiting, Children's Special Health Services, and other maternal and child health programs.
- Maintain public health surveillance systems to monitor the health of women, infants and children and produce regular surveillance reports based on the data collected
- Provide training and resources to health professionals and others to implement programs that improved modifiable risk factors for adverse outcomes of pregnancy (smoking cessation, obesity, access to prenatal care)
- Encourage the integration of Montana Department of Public Health and Human Services programs and services to promote the health of women, infants and children
- Facilitate the achievement of maternal, infant and child health goals through implementation of healthcare reform activities
- Promote identification of women who smoke, especially those who are pregnant, and promote referral to the Montana Tobacco QuitLine
- Increase the proportion of communicable diseases and conditions that are reported to local public health departments from healthcare providers within 24 hours of identification to 85 percent to improve timeliness of identification, control and treatment
- Increase the proportion of individuals with reported sexually transmitted infections who are treated within seven days of diagnosis to 90 percent
- Increase the proportion of reported sexually transmitted infection cases with one or more contacts identified to 90 percent and the proportion for which at least one contact was contacted to 70 percent
- Increase the proportion of children ages 19 to 35 months who are fully immunized to 70 percent
- Increase the proportion of adolescents ages 13 to 17 years who are fully immunized against Tetanus, Diphtheria and Pertussis (Tdap), Meningococcal (MCV4) and Human Papilloma Virus I(HPV) to 90 percent, 60 percent and 60 percent, respectively
- Increase the proportion of all adults immunized against influenza to 60 percent and adults age 65 and older immunized against pneumococcal infection to 80 percent
- Increase the proportion of reports of selected enteric pathogens and events (e.g., Salmonella, Shigella, E. coli or enteric outbreaks) for which investigative questionnaires are completed to 90 percent and ensure thorough investigations are conducted when appropriate
- Support worksites and schools to implement health promotion policies that promote communicable disease control and prevention (e.g., child and adult immunization, immunization policies in healthcare settings, hand-washing campaigns)
- Maintain and enforce up-to-date communicable disease reporting policies
- Create and monitor policies that define medical homes to include childhood, adolescent and adult immunization requirements
- Support healthcare settings to implement policies encouraging appropriate immunizations for employees and patients
- Ensure only valid medical exemptions to Montana immunization policies
- Support updating of Administrative Rules of Montana to require vaccines recommended by the Advisory Committee on Immunization Practices for children attending child care facilities
- Increase awareness of communicable disease prevention and control through public education and in key settings (e.g., child, adolescent and adult immunization in schools and healthcare settings, public awareness regarding food safety)
- Implement quality improvement activities that improve the delivery of clinical preventive services and the use of clinical practice guidelines (e.g., investigation and follow-up, electronic health records, recall/reminder systems)
- Use available and emerging technologies to improve the delivery of clinical preventive services (Montana Infectious Disease Information System (MIDAS); Electronic Laboratory Reporting (ELR), electronic health records, telehealth, Montana immunization information system)
- Expand use and documentation of patient-delivered partner therapy
- Improve access to child, adolescent and adult immunization services (e.g., increase the number of providers in the Vaccines For Children program, expand the number of non-traditional settings)
- Maintain a 24/7 surveillance system that receives and responds to health problems and threats in a timely manner

- Promote communicable disease reporting through timely publication and distribution of reports, summaries and alerts
- Provide training, technical assistance and resources to health professionals and others to support communicable disease control and prevention
- Encourage the integration of Montana Department of Public Health and Human Services programs and services to prevent, identify and control communicable disease
- Facilitate the achievement of communicable disease prevention and control goals through implementation of healthcare reform activities
- Providing training for school staffs to implement communicable disease prevention and control (e.g., hand-washing, recognition and isolation of ill students, policies on ill students and staff)
- Increase the proportion of motor vehicle occupants in Butte-Silver Bow who report they wear seat belts to 83 percent
- Decrease the proportion of fatalities due to motor vehicle crashes that involve alcohol-impaired drivers to 40 percent
- Increase the proportion of children continuously enrolled in Medicaid ages 1 to 5 years who are screened at least once for lead to at least 90 percent
- Increase the proportion of all state-licensed establishments inspected annually by a registered sanitarian to 95 percent
- Decrease the proportion of children age 17 or younger who live in households with adults who report smoking to 25 percent
- Strengthen and enforce motor vehicle safety policies
- Maintain and enforce the Repeat DUI Offender Program
- Maintain and enforce the Montana Clean Indoor Air Act
- Enforce open burning regulations by permit, and enforce burning bans during periods of air inversion
- Support the community in adopting emissions standards for home heating wood- and pellet-burning stoves
- Ensure that all public water suppliers comply with drinking water standards
- Ensure that pesticides do not have adverse impacts on human health and the environment
- Support worksites to implement health promotion policies that promote safety and prevent injuries and exposures to environmental hazards
- Increase awareness of injury prevention and potential exposures to environmental health hazards through public education (e.g., Rocky Mountain Poison Control Hotline, seatbelt and car seat use, timely health advisories to ambient air and water quality monitoring)
- Support the community to implement evidence-based fall prevention programs
- Promote the use of the Montana Prescription Drug Registry
- Provide home-based education and environmental assessment to households of children with uncontrolled asthma or elevated blood lead levels through programs such as maternal and child home visiting
- Encourage schools and childcare settings to conduct environmental assessments to identify and remediate asthma triggers, potential sources of exposure to lead, and other environmental health hazards
- Implement quality improvement activities that improve the delivery of clinical preventive services and the use of clinical practice guidelines (e.g., blood lead screening for high-risk children ages 1 to 5 years, asthma control plans for children with asthma, counseling on drinking and driving, seat belt use)
- Ensure that 90 percent or more of children with blood lead levels > 5ug/dL reported to the Montana Department of Public Health and Human Services receive appropriate treatment and that their households receive home environmental assessments and caregiver education
- Provide training and resources to health professionals, schools, and health-related organizations to facilitate programs to reduce potential exposures to environmental health hazards and unintentional injuries (e.g., detection and mitigation of asthma triggers, lead and other exposures; injury prevention programs)
- Maintain public health surveillance systems to monitor potential exposures to environmental health hazards (e.g., protocols to identify and investigate potential adverse health effects attributed to environmental causes) and produce regular surveillance reports based on the data collected
- Facilitate the achievement of injury prevention goals through implementation of healthcare reform activities
- Support timely licensure and inspection of all licensed establishments (restaurants, public accommodations, other recreational facilities)
- Assure certification of all laboratories that test public drinking water supplies
- Decrease the proportion of youth who report using alcohol in the past 30 days to 34 percent
- Decrease the proportion of adults who report binge drinking to 15 percent
- Decrease the proportion of youth who report having smoke marijuana in the past 30 days to 18 percent
- Decrease the proportion of youth who report being depressed for two or more consecutive weeks in the past 10 months and stopped doing usual activities to 22 percent
- Increase the proportion of adults who report no days of poor mental health in the past 30 days to 73 percent

- Support worksites to implement health promotion policies that support substance abuse prevention and mental health (e.g., employee assistance programs and mental health services provided)
- Promote the implementation of policies and laws that restrict youth access to alcohol (e.g., Minor in Possession laws and local Social Host ordinances)
- Promote implementation of the Montana Strategic Suicide Prevention Plan, and conduct monthly meetings of the Butte-Silver Bow Suicide Prevention Committee
- Create and monitor policies that define medical homes to include healthcare practices related to mental health and substance abuse that are consistent with evidence-based guidelines (e.g., routine counseling of adults on the use of alcohol and prescription drugs, screening for depression)
- Increase awareness of substance abuse prevention and mental health through public education (e.g., "Above the Influence" media campaign)
- Implement quality improvement activities that improve the delivery of clinical preventive services and the use of clinical practice guidelines (e.g., routine screening for alcohol and drug use at well-child and sports physicals, routine counseling on the use of alcohol and prescription drugs, regular screening for depression and suicidal ideation)
- Implement evidence-based practices, programs and activities for substance abuse prevention
- Maintain public health surveillance systems to monitor and reduce the burden of substance abuse and mental illness and produce regular surveillance reports based on the data collected
- Encourage the integration of Montana department of Public Health and Human Services programs and services to improve mental health and reduce substance abuse
- Facilitate the achievement of mental health improvement and substance abuse reduction goals through implementation of healthcare reform activities
- Provide training for school staffs to support students with mental illness and reduce substance abuse among youth
- Improve services to traumatized children using evidence-based practices in the healthcare and public health system
- Provide training and resources to implement programs that facilitate responsible alcohol sales (e.g., Responsible Alcohol Sales and Service Training and compliance checks to sellers and servers)
- Strengthen partnerships between the healthcare sector and the Butte-Silver Bow Health Department
- Improve coordination among public health partners to promote effective public health policies and adequate public health funding
- Build the public health and health care system's capacity to turn data into information for action
- Promote the use of evidence-based interventions and practice guidelines across the public health and healthcare systems
- Accelerate the use of the national Public Health Accreditation Board's national standards for the department's public health practice
- Promote the use of quality improvement methods to strengthen public health and healthcare services, programs and processes
- Create a system for public health and healthcare workforce and leadership development
- Enhance use of health information technology
- Support and maintain an integrated public health emergency preparedness system

### County Health Rankings Objectives

- Reduce years of potential life lost before age 75 per 100,000 population from 9,063 to 7,341
- Reduce percent of adults reporting fair or poor health from 16 percent to 14 percent
- Reduce the average number of physically unhealthy days reported in past 30 days from 4.1 to 3.5
- Reduce the average number of mentally unhealthy days reported in past 30 days from 4.1 to 3.3
- Reduce the low birthweight rate from 9.2 percent to 7.2 percent
- Reduce the percentage of adults who report smoking  $\geq$  100 cigarettes and currently smoking from 23 percent to 18 percent
- Reduce the percentage of adults who report a BMI  $\geq$  30 from 27 percent to 24 percent
- Maintain the food environment index – the index of factors that contribute to a healthy food environment – at 7.3.
- Reduce the percentage of adults aged 20 and over reporting no leisure-time physical activity from 24 percent to 23 percent
- Maintain access to exercise opportunities – the percent of the population with adequate access to locations for physical activity – at 62 percent
- Maintain excessive drinking rate – binge plus heavy drinking – at 19 percent
- Maintain alcohol-impaired driving deaths – the proportion of driving deaths with alcohol involvement – at 24 percent
- Maintain the chlamydia rate per 100,000 population at 271
- Reduce the teen birth rate per 1,000 female population, ages 15-19, from 42 to 36
- Maintain the percentage of population under age 65 without health insurance at 19 percent
- Maintain the ratio of population to primary care physicians at 1,322:1
- Maintain the ratio of population to dentists at 1,311:1
- Maintain the ratio of population to mental health providers 347:1
- Hospitalization rate for ambulatory-care sensitive conditions per 1,000 Medicare enrollees
- Maintain preventable hospital stays – the hospitalization rate for ambulatory-care sensitive conditions per 1,000 Medicare enrollees – at 49
- Increase the percentage of diabetic Medicare enrollees who receive HbA1c screening from 70 percent to 82 percent
- Increase the percentage of female Medicare enrollees who receive mammography screening from 60 percent to 64 percent
- Reduce injury deaths – injury mortality per 100,000 – from 105 to 88
- Maintain air pollution particulate matter – the average daily measure of fine particulate matter in micrograms per cubic meter (PM2.5) – to 10.8
- Reduce drinking water violations – the percentage of population potentially exposed to water exceeding a violation limit during the past year – from 91 percent to 13 percent
- Maintain severe housing problems – the percentage of households with at least one of four housing problems (overcrowding, high housing costs, or lack of kitchen or plumbing facilities) – at 14 percent

### Department-Specific Objectives

- Culture of respect
- Increase general funding
- Improve department brand
- Use square footage wisely, placing personnel where they can best serve the public
- Return to south-side main entrance
- Adequately staff Water Quality District
- Terminate Home Health Agency
- Improve flu clinic process
- Integrate Immunizations and WIC to ensure immunizations of all populations
- Accreditation by Public Health Accreditation Board
- Prevent suicide/move Butte-Silver Bow out of Top 10 for suicide rate in Montana
- Increase Title X Family Planning grant amount
- Enhance home visiting in Butte-Silver Bow by implementing NFP and PAT models
- Support passage of Consent Decree
- Succession planning

**FUNCTION: 4400 PUBLIC HEALTH**  
**DEPARTMENT: 119 HEALTH OFFICE**

### Financial Summary

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budget FY 2014</b>	<b>Recommended FY 2015</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 502,078	\$ 610,314	\$ 713,124	\$ 745,726	\$ 32,602	5%
Operating Expenditures	166,196	111,685	208,380	263,009	54,629	26%
Debt Service	-	-	-	-	-	
Capital Outlay	-	3,285	1,600	-	(1,600)	-100%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 668,274</b>	<b>\$ 725,284</b>	<b>\$ 923,104</b>	<b>\$ 1,008,735</b>	<b>\$ 85,631</b>	<b>9%</b>

### Funding Summary

<b>Funding Sources</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budget FY 2014</b>	<b>Recommended FY 2015</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
General Fund	\$ 668,274	\$ 725,284	\$ 923,104	\$ 1,008,735	\$ 85,631	9%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 668,274</b>	<b>\$ 725,284</b>	<b>\$ 923,104</b>	<b>\$ 1,008,735</b>	<b>\$ 85,631</b>	<b>9%</b>

**FUNCTION: 4400 PUBLIC HEALTH**  
**DEPARTMENT: 0148**

### Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	15,147	177,177	177,177	-	0%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	5,792	-	(5,792)	-100%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ -</b>	<b>\$ 15,147</b>	<b>\$ 182,969</b>	<b>\$ 177,177</b>	<b>\$ (5,792)</b>	<b>-3%</b>

### Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	-	15,147	182,969	177,177	(5,792)	-3%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ -</b>	<b>\$ 15,147</b>	<b>\$ 182,969</b>	<b>\$ 177,177</b>	<b>\$ (5,792)</b>	<b>-3%</b>

**FUNCTION: 4400 PUBLIC HEALTH**  
**DEPARTMENT: 801 FAMILY SERVICES**

### Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 784,943	\$ 804,742	\$ 941,626	\$ 914,969	\$ (26,657)	-3%
Operating Expenditures	334,065	355,881	450,324	525,638	75,314	17%
Debt Service	-	-	-	-	-	
Capital Outlay	2,699	35,731	-	70,973	70,973	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 1,121,707</b>	<b>\$ 1,196,354</b>	<b>\$ 1,391,950</b>	<b>\$ 1,511,580</b>	<b>\$ 119,630</b>	<b>9%</b>

### Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	1,121,707	1,196,354	1,391,950	1,511,580	119,630	9%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 1,121,707</b>	<b>\$ 1,196,354</b>	<b>\$ 1,391,950</b>	<b>\$ 1,511,580</b>	<b>\$ 119,630</b>	<b>9%</b>

Staffing Summary

<b>Title</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budgeted FY 2014</b>	<b>Recommended FY 2015</b>
Administrative Secretary	-	0.70	-	-
Administrative Specialist	0.25	0.25	1.00	1.25
Alley Rally Tech	-	1.00	-	-
Asst Hlth Director	1.65	1.65	0.95	-
Central Serv Director	0.80	0.90	0.40	0.40
Compliance Officer	0.55	0.55	0.50	1.50
Env Health Prgm Coord	0.50	0.50	0.60	0.60
Envir Program Manager	0.15	0.15	0.15	0.15
Food & Consumer Safety Prgm Mgr	0.95	0.95	1.00	1.00
Health Director	0.70	0.70	1.00	1.00
Hlth Promotion & Family Services I	0.50	0.50	0.90	1.10
Licensed Addiction Counselor	0.75	-	-	-
Receptionist	0.30	1.00	1.00	0.25
RN	-	-	1.00	1.65
Sanitarian	-	-	1.00	1.00
<b>Total</b>	<b>7.10</b>	<b>8.85</b>	<b>9.50</b>	<b>9.90</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
Public Health/Emergency Preparedness/FICMMR				
# Suicide Prevention Committee meetings held			15	12
# FICMMR cases reviewed			18	10
# communicable diseases reported to state			241	200*
# patients treated/counseled for communicable disease			705	600*
# sexually transmitted diseases reported to state			109	100
# patients treated/counseled for sexually transmitted diseases			218	200
# IZ record reviews for childcare facilities, rural schools, BSB employees			1,068	700**
*FY14 Pertussis outbreak				
**BSB IZ one-time review complete				
Immunizations				
Patient fees in \$s			137,500	150,000
# of clients seen and # of vaccines given			2460/4100	2500/4200
#of latent TB clients seen monthly and # of probable TB clients			5 and 1	Variable ***
# perinatal Hep B clients			2	Variable ***
# of post exposure clients seen quarterly			8	6
# hepatitis B clients counseled			7	Variable ***
WIC collaboration #lz records reviewed and # of children up to date			1442/357	1500/357
# of flu vaccines given and # of flu clinics held off site			1670/46	1740/50
# of private Tdap clients and # of 317 adult Tdap clients			420/75	200/90***
# IZ travelers/vaccines given			57/170	Variable
Immunizations presentations			3	-
***Cases reported to department by physicians and DPHHS				
Family/Health Services				
WIC/Breastfeeding participant count			762	850
WIC/Breastfeeding # receiving breastfeeding consult			132	145
Family Planning patient count			1,520	1,550
Family Planning patient fees in \$s			65,000	70,000
Family Planning insurance \$s			128,000	143,000
Family Planning donations			10,740	12,000
Family Planning outreach encounters			1,000	1,200
Cancer Control # screened clients			240	220
MIECHV caseload			-	40
Performance Measures			Budgeted FY	Projected FY 15
Family/Health Services continued				
PREP # 7th graders taught Draw the Line/Respect the Line			388	390
PREP # students taught Reducing the Risk			430	445
HIV/Hep C # tested/counseled for HIV			33	45
HIV/Hep C # tested counseled for Hep C			20	25
HIV/Hep C Ryan White caseload			23	25
Buckle Up WC signs distributed w employee seatbest policy paperwork			100	150
Buckle Up WIC participatns ecuated on car seats/seatbelt use			1,200	1,500
Buckle Up community/school presentations			50	65
Buckle Up health/parents fairs, festivals (referrals)			15	20
Buckle Up car seat clinics/seats installed			12/250	12/300
Buckle Up seatbelt surveys conducted			4	8
Environmental Health Services				

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
RMAP health study			1 (UAO)****	-
RMAP # properties sampled/owner education			200	240 (UAO)
RMAP # soil projects completed			35	30 (UAO)
RMAP # attic projects completed			80	30 (UAO)
RMAP # indoor dust projects completed			4	As needed
RMAP education (presentations)			10	8
RMAP outreach (mailers)			458	400
RMAP blood lead sampling/parent education			525	500
****Required by EPA's Unilateral Administrative Order				
Air Quality health studies			2	-
Air quality complaints (mine and smoke)			50 to 75	50 to 75
Air station operation			Daily	Daily
Air data Quality Assurance/Quality Control			Monthly	Monthly
Air quality training (staff)			2 annually	2 annually
Air quality permitting (electronic)			New program	?
PM-Advance program			New program	New program
Non-Superfund Air Quality Group			Quarterly	Quarterly
# irrigation wells tested			-	20
Septic permits			40	50
Site evaluations failed systems			Variable	Variable
Performance Measures			Budgeted FY	Projected FY15
Environmental Health Services continued				
Site evaluations new development			Variable	Variable
Waste water licensed installers program			Annually	Annually
Sewage complaints (city)			25 to ?	25 to ?
Sewage complaints (rural)			5 to 10	5 to 10
Land subdivision local and DEQ review			Variable	Variable
Reviews/approvals for plats and certificates of survey			Variable	Variable
Waste water rules and regulations update			As needed	As needed
Potable well testing and information			50	50
# food service establishment inspections			296	270 to 290
# educational food service establishment inspections			N/A	136
# follow up food service inspections			19	10 to 30
# training inspections for new registered sanitarian			50	N/A
New registered sanitarian training				N/A
# field standardization inspections			16	N/A
# food service plan reviews			8	5 to 15
# pre-opening food service inspections			8	5 to 15
# temporary food establishment inspections			59	40 to 75
# temporary food establishment plan reviews			9	5 to 15
# monthly food service manager trainings			N/A	3 to 6
FDA Standard 7 "Industry and Community Relations"			N/A	
# meetings Consumer/Food Safety Advisory Working Group			1	3
# Gold Star program awards issued			5	?
Develop/implement Food Regulatory Program system				
Communicable disease investigations				
# regular inspections of public pools/spas			48	46 to 50
# follow up inspections of public pools/spas			5	0 to 10

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
# medical/dental/soc. services partnerships -- tobacco cessation services			10	12
# TUP new spaper articles -- eliminate exposure to 2nd hand smoke			6	8
# TUP days of action -- eliminate exposure to 2nd hand smoke			3	3
# TUP community events -- eliminate exposure to 2nd hand smoke			3	6
# Clean Indoor Air Act compliance checks			60	75
# pregnant w omen enrolled in smoking cessation class****			-	10
# encouraged to participate/tobacco cessation support group			-	10
# TUP housing partners -- adopt smoke-free multi-unit housing policy			6	6
# Clean Indoor Air Act implementation team meetings			12	18
# community/Montana Tech health fairs			5	8
# TUP required state trainings/w ebinars			10	10
# TUP non-required trainings/w ebinars			4	6
# meetings Montana Tech Student Wellness Task Force			6	6
# meetings Adults Advocating a Safe Community (AASC)			3	3
****Dependent on March of Dimes grant				
Central Services				
# AP claims			1,160	1,200
# AR claims			1,500	1,650
# grants reports			58	62
# FTE (including Community Enrichment accountabilities)			34	31

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

Performance Measures & Workload Indicators

Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
<b>Public Health/Emergency Preparedness/FICMMR</b>				
# Suicide Prevention Committee meetings held		100% meetings facilitated by health department		
# FICMMR cases review ed			100% cases presented review ed	
# communicable diseases reported to state			100% cases reported	
# patients treated/counseled for communicable disease			100% patients treated/counseled	
# Sexually Transmitted Diseases (STD's) reported to state			100% cases reported	
# patients treated/counseled for STD's		100% patients located treated/counseled		
# IZ record reviews for childcare facilities, rural schools, BSB employees		100% facilities, rural schools review ed		
<i>*FY14 Pertussis outbreak</i>				
<i>**BSB IZ one-time review complete</i>				
<b>Immunizations</b>				
Patient fees in \$s			Collect 100% fees	
# clients seen		See 100% clients requesting services		
# latent TB clients		See 100% clients requiring services		
# perinatal Hep B clients		See 100% clients requiring services		
# post-exposure clients		See 100% clients requiring services		
Annual provider CEU's completed		Complete 100% annual provider CEU's		
VFC enrollment		Serve 100% VFC clients		
# flu clinic clients		Serve 100% clients requesting services		
# Tdap vaccines		Serve 100% clients requesting services		
# travel vaccines		Serve 100% clients requesting services		
<b>Family/Health Services</b>				
WIC/breastfeeding participant count		Serve 100% clients requesting services		
WIC/breastfeeding # receiving breastfeeding consult		Serve 100% clients requesting services		
Family Planning patient count		Serve 100% clients requesting services		
Family Planning patient fees in \$s		Collect 100% fees		
Family Planning insurance \$s		Submit claims to 100% of payors		
Family Planning donations		Ask 100% appropriate patients for donation		
Family Planning outreach encounters		Fulfill 100% scheduled outreach events		
Cancer Control # screened clients		Serve 100% clients requesting services		
MIECHV caseload		Fill required caseload		
PREP # 7th graders taught Draw the Line/Respect the Line		Teach estimated # students		
PREP # students taught Reducing the Risk		Teach estimated # students		
HIV/Hep C # tested/counseled for HIV		100% patients tested/counseled		
HIV/Hep C # tested/counseled for Hep C		100% patients tested/counseled		
HIV/Hep C Ryan White caseload		100% patients managed		
Buckle Up WC signs distributed w employee seatbelt policy paperwork			100% goal met	
Buckle Up WIC participants educated on car seats/seatbelt use			100% goal met	
Buckle Up community/school presentations			100% goal met	
Buckle Up health/parents fairs, festivals (referrals)			100% goal met	
Buckle Up car seat clinics/seats installed			100% goal met	
Buckle Up seatbelt surveys conducted			100% goal met	

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

Performance Measures & Workload Indicators

Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
<b>Environmental Health Services</b>				
RMAP health study				Completed FY 14
RMAP # properties sampled/owner education				100% goal met
RMAP # soil projects completed				100% goal met
RMAP # attic projects completed				100% goal met
RMAP # indoor dust projects completed				100% goal met
RMAP education (presentations)				100% goal met
RMAP outreach (mailers)				100% goal met
RMAP blood lead sampling/parent education				100% goal met
<i>***Required by EPA's Unilateral Administrative Order</i>				
Air Quality health studies				Completed FY 14
Air Quality complaints (mine and smoke)			100% complaints responded to	
Air station operation				Daily monitoring
Air data Quality Assurance/Quality Control				Monthly monitoring
Air Quality training (staff)				Two annual trainings
Air Quality permitting (electronic)				To be determined
PM-Advance program			New program goals to be determined	
Non-Superfund Air Quality Group				Quarterly meetings
# irrigation wells tested				100% wells tested
Septic permits		100% of permits requested acted upon		
Site evaluations failed systems		100% failed systems evaluated		
Site evaluations new development		100% new developments evaluated		
Wastewater licensed installers program				Annual training accomplished
Sewage complaints (city)		100% complaints received acted upon		
Sewage complaints (rural)		100% complaints received acted upon		
Land subdivision local and DEQ review		100% local/DEQ reviews accomplished		
Reviews/approvals for plats and certificates of survey		100% plats/certificates reviewed/approved		
Wastewater rules and regulations updates				As needed
Potable well testing and information		100% testing and information provided		
# food service establishment inspections				100% inspected
# educational food service establishment inspections				100% inspected
# follow up food service inspections				100% inspected
# training inspections for new registered sanitarian				N/A in FY 15
New registered sanitarian training				N/A in FY 15
# field standardization inspections				N/A in FY 15
# food service plan reviews			100% reviews completed	
# pre-opening food service inspections			100% inspections completed	
# temporary food establishment plan reviews			100% inspections completed	
# temporary food establishment plan reviews			100% inspections completed	
# monthly food service manager trainings			100% trainings completed	
FDA Standard 7 "Industry and Community Relations"				N/A
# meetings Consumer/Food Safety Advisory Working Group				100% meetings held
# Gold Star program awards issued			100 awards issued to deserving programs	

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

Performance Measures & Workload Indicators

Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
Develop/implement Food Regulatory Program system				System completed
Communicable disease investigations				Involvement upon request
# regular inspections of public pools./spas				100% inspections completed
# follow up inspections of public pools/spas				100% inspections completed
# regular inspections of public accommodations				100% inspections completed
# follow-up inspections of public accommodations				100% inspections completed
# regular inspections of licensed trailer courts/campgrounds				100% inspections completed
# follow-up inspections of trailer courts/campgrounds				100% inspections completed
# regular inspections of daycare centers				100% inspections completed
# regular inspections of group homes				100% inspections completed
Website maintenance			Health Department Web site maintained	
# Tobacco Use Prevention (TUP) Community Partners				Develop 22 partners
# TUP presentations -- reduce youth initiation to tobacco				Conduct 6 presentations
# medical/dental/social services partnerships -- tobacco cessation services				Develop 12 partnerships
# TUP new spaper articles -- eliminate exposure to 2nd hand smoke				Write 8 new spaper articles
# TUP days of action -- eliminate exposure to 2nd hand smoke				Conduct 3 days of action
# TUP community events -- eliminate exposure to 2nd hand smoke				Conduct 6 community events
# Clean Indoor Air Act compliance checks				Conduct 75 checks
# pregnant w omen enrolled in smoking cessation class****				Enroll 10 w omen
# encouraged to participate/tobacco cessation support group				Encourage 10 w omen to participate
# TUP housing partners -- adopt smoke-free multi-unit housing policy				Facilitate adoption of 6 policies
# Clean Indoor Air Act implementation team meetings				Conduct 18 meetings
# community/Montana Tech health fairs				Participate in 8 health fairs
# TUP required state trainings/Webinars				Attend 10 required trainings
# TUP non-required trainings/Webinars				Attend 6 non-required trainings
# meetings Montana Tech Student Wellness Task Force				Attend 6 task force meetings
# meetings Adults Advocating a Safe Community (AASC)				Attend 3 of meetings
****Dependent on March of Dimes grant				
<b>Central Services</b>				
# AP claims				100% claims processed
# AR claims				100% claims processed
# grants reports				100% grant reports submitted timely
# FTE (including Community Enrichment accountabilities)				100% FTE supported

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

## Program Description

The Residential Metals Program (Multi-Pathway Lead Program) is a program that is administered by the Butte-Silver Bow Environmental Health Division. This program is designed to prevent exposure to arsenic, lead and mercury that may be found in residential homes and yards as a result of mining and smelting activities. There are three (3) major components: Testing soils, attics, and paint, blood lead testing for children and pregnant women; abatement of the contamination; and education. This program must comply with the Allocation Agreement between Butte-Silver Bow and the Atlantic Richfield Company and also the requirements set forth in the Record of Decision promulgated by the Environmental Protection Agency.

---

## Goals & Objectives

The goals of this program are to continue to meet the requirements of the Allocation Agreement and the Record of Decision. This will be accomplished by:

- testing residential housing units and yards for the presence of arsenic, lead and mercury
- remediating these contaminants according to the policies and procedures set forth in the work plan
- Educating the public in the health hazards associated with these contaminants and giving the public information on ways that they can minimize their exposure to these contaminants
- Completion of an annual construction completion report
- Filing all work plans and sampling information with the Clerk and Records office
- Completing all work assignments without a lost time injury

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	15,147	177,177	177,177	-	0%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	5,792	-	(5,792)	-100%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ -</b>	<b>\$ 15,147</b>	<b>\$ 182,969</b>	<b>\$ 177,177</b>	<b>\$ (5,792)</b>	<b>-3%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	-	15,147	182,969	177,177	(5,792)	-3%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ -</b>	<b>\$ 15,147</b>	<b>\$ 182,969</b>	<b>\$ 177,177</b>	<b>\$ (5,792)</b>	<b>-3%</b>

## Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Abatement Tech	-	-	3.00	6.00
Administrative Specialist	0.75	0.75	-	-
Assistant Health Director	0.50	0.50	0.50	0.50
Central Serv Director	-	-	0.60	0.60
Env Health Specialist	3.00	3.00	3.00	-
R.M.S. & C.O	-	-	1.00	-
Residential Metals Sampling Coorc	1.00	1.00	1.00	1.00
RMAP Attic Abatement Superviso	-	-	-	1.00
Superfund Program Manager	1.00	1.00	1.00	1.00
WIC-CPA	0.10	0.10	0.10	0.10
<b>Total</b>	<b>6.35</b>	<b>6.35</b>	<b>10.20</b>	<b>10.20</b>

## Program Description

This function accounts for expenses associated with spraying for mosquito control within the boundaries of the district.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	13,600	13,600	17,650	18,119	469	3%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 13,600</b>	<b>\$ 13,600</b>	<b>\$ 17,650</b>	<b>\$ 18,119</b>	<b>\$ 469</b>	<b>3%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	13,600	13,600	17,650	18,119	469	3%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 13,600</b>	<b>\$ 13,600</b>	<b>\$ 17,650</b>	<b>\$ 18,119</b>	<b>\$ 469</b>	<b>3%</b>

## Program Description

The Silver Bow County/Montana State University Extension Service is an educational resource provided in cooperation with the county, Montana State University and the U.S. Department of Agriculture. Through the Extension Service, the community receives free, unbiased, research-based information on issues pertaining to gardening and landscaping, financial planning, housing and environmental health, water quality, natural resources, range, livestock, sustainable agriculture, farm and ranch management, wildlife, forestry, community development, and 4-H youth development. Timely and relevant information is presented via workshops, demonstrations, community meetings, publications, media, and the Internet.

The Silver Bow County Extension Office consists of one full time Extension agent, two 0.50 FTE administrative assistants and an with the Extension SNAP-ED program there is one FTE SNAP-ED assistant that is funded by state and federal monies.

The focus of the Extension agent and the support staff is overseeing the county 4-H program and consumer horticulture, urban integrated pest management, small acreage, community development and natural resource education.

---

## Goals & Objectives

### 4H and Youth Development

- 4-H Youth Development – Oversee the Silver Bow County 4-H program and assist the 4-H council in providing programs and opportunities for youth age 6-19. 4-H youth development focuses on Positive Youth Development while providing leadership, citizenship and life skills education. Enrolled youth in the program, through individual and or club participation, gain self-reliance in mastery, belonging, independence, generosity and team work, with an emphasis on providing a safe and inclusive environment
- 4H Adult Volunteer Leadership Development – Extension coordinates 4H Volunteer Leader Programs by organizing resource development while recruiting, training and advising volunteers. Programs include supervision with support, motivation and volunteer recognition. A great leader base is an essential objective for program success.
- 4H Afterschool – Programs increase the correlation between out of school time and positive development. Curriculum features supportive relationships with peers and adults and opportunities to belong with positive social norms, resulting in increased motivation, better work habits and classroom behavior.

### Supplemental Nutrition Assistance Education

- The Supplemental Nutrition Assistance Program – Education (SNAP-Ed) is one of MSU Extension Nutrition Education Programs. Montana State University Extension, through a partnership with and funding from the Montana Department of Public Health and Human Services and SNAP, serve low income who are on SNAP benefits or eligible for SNAP. The SNAP-Ed Program Coordinator primary function is to partner and collaborate with local agencies that serve low income residents to assess plans, develop, implement and evaluate the SNAP-Ed program in Lewis and Clark County. The Program Coordinator will provide and teach nutrition education, physical activity and food resource management in groups to eligible county residents and youth in Title One schools.

**Consumer Horticulture, Community Development and Pesticide Applicator Training**

- Extension designs programs to protect the environment through educational trainings for homeowners. Offering proper identification of insects and disease and management recommendations to reduce the amounts of pesticides used on a garden, lawn or crops. Noxious weeds, that decrease land value and invade public recreation areas, are decreased by reviews per one-on-one visits from Extension.
- Extension facilitate and oversee the Pesticide Applicator Training program to educate residence on Integrated Pest Management with the issues of pesticide safety, environmental concerns, calibration of equipment, proper application and alternatives. Provide an opportunity to receive restricted use license through the Department of Agriculture.
- Community Development – Promote community development through facilitation of meetings, participation in city county government meetings, education in natural resource development, and small acreage workshops.

**Financial Summary**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budget FY 2014</b>	<b>Recommended FY 2015</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 31,828	\$ 28,347	\$ 46,483	\$ 52,075	\$ 5,592	12%
Operating Expenditures	40,492	31,047	45,351	51,637	6,286	14%
Debt Service	-	-	-	-	-	
Capital Outlay	2,299	5,630	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 74,619</b>	<b>\$ 65,024</b>	<b>\$ 91,834</b>	<b>\$ 103,712</b>	<b>\$ 11,878</b>	<b>13%</b>

**Funding Summary**

<b>Funding Sources</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budget FY 2014</b>	<b>Recommended FY 2015</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
General Fund	\$ 74,619	\$ 65,024	\$ 91,834	\$ 103,712	\$ 11,878	13%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 74,619</b>	<b>\$ 65,024</b>	<b>\$ 91,834</b>	<b>\$ 103,712</b>	<b>\$ 11,878</b>	<b>13%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Secretary	1.00	1.00	1.00	1.00
<b>Total</b>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Citizens have access to Extension publications, workshops, programs, one on one consultations established through the Montana State University Extension Service.	-	184	365	400
2 . Developing and maintaining 4-H programs and opportunities through projects and programs available for youth and leaders in 4-H.	27	27	30	33
3 . Opportunities are provided for education and programs through the Pesticide Applicator Training Program and that applicator credits are maintained	-	2	2	2
4 . Available for support for community development programs in BSB County as requested by the Chief Executive and others.	0%	100%	100%	100%
5 . Laboratory services provided for insect, plant and disease identification through the Shutter Lab and Garden soil testing through Midwest.	-	22	44	50
6 . Active Master Gardeners volunteering with in the community to elevate local land stewardship	-	35	70	105

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

Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Phone Calls/walk-ins (Estimated)	-	142	285	315
2 . Workshops/presentations (Master Gardener, PAT, etc)	-	8	15	17
3 . Publications provided (Estimated)	-	75	150	165
4 . Media releases and articles written	-	10	24	35
5 . Meetings facilitated (request of Chief Executive)	-	-	2	4
6 . Youth Enrollment 4-H	-	115	130	145

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

## Program Description

The developmental disabilities program provides services to and for people and their families with developmental disabilities, as well as those interested in bettering the service and lives of people with developmental disabilities. Through information and referral, advocacy, direct support and education/training this program is dedicated to promoting people with developmental disabilities to live and excel in their home communities.

---

## Goals & Objectives

- Provide open door contact for people with developmental disabilities and their families.
- Promote independence and safety for people with developmental disabilities
- Work with department heads and officials to assure access to all citizens wanting to participate in their government's goods and services.
- Provide direct contact with people in services with Silver Bow Developmental Disabilities Council, Inc.
- Work with members of the community to broaden information and awareness promoting services and training to consumers, families, direct support professionals, volunteers and the general public.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 73,727	\$ 77,387	\$ 81,759	\$ 83,604	\$ 1,845	2%
Operating Expenditures	2,428	2,414	5,505	7,715	2,210	40%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 76,155</b>	<b>\$ 79,801</b>	<b>\$ 87,264</b>	<b>\$ 91,319</b>	<b>\$ 4,055</b>	<b>5%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	76,155	79,801	87,264	91,319	4,055	5%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 76,155</b>	<b>\$ 79,801</b>	<b>\$ 87,264</b>	<b>\$ 91,319</b>	<b>\$ 4,055</b>	<b>5%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Director	1.00	1.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2013	Actual FY 2014	Budgeted FY 2015	Projected FY 2015
1 . Supported Living: Individuals with developmental disabilities have the staffing, financial, and technological supports necessary to live in the home of their choice. [Annual Support Plans]			100%	100%
2 . Transportation: People with developmental disabilities have access to affordable and equitable transportation options in order to participate in their communities. [Transportation meetings attended]			100%	100%
3 . Determination: People with developmental disabilities will have a comprehensive system of supports and services that promotes self-determination, independence, productivity, integration, and inclusion in all facets of community life.			100%	100%
4 . Outreach: The capacity for self-determination is enhanced through activities that support and inform self advocates, family members, service providers, policymakers and the general public.			100%	89%

Workload Indicators

Indicator	Actual FY 2013	Actual FY 2014	Budgeted FY 2015	Projected FY 2015
1 . Personal Support Plans (PSPs) developed with individuals and their families (M1)			30	30
2 . Review direct support professionals hours every other week to assure PSPs are properly assigned (M1)			21	21
2 . Address needs through Transportation Advisory Committee Meetings (M2)			6	6
3 . Participate in Para-Transit meetings (M2)			7	8
4 . Participate in regularly scheduled conference calls/meetings with MT DDP(M3)			4	7
5 . Meetings with County ADA Advisory Committee (M3)			3	3
6 . Provide monthly training/conference call/webinars promoting innovative and/or best practices (M4)			9	9
7 . Provide newsletters highlighting self advocates, achievements and community involvement (M4)			2	2
8 . Participate with the Local Emergency Preparedness Committee (LEPC) meetings to increase preparedness of people with disabilities (M4)			6	6

The (M1, M2, M3 and M4) refer to the measures 1, 2, 3 and 4 above.

### Program Description

These non-departmental lined activities account for the annual costs related to the burial of soldiers required under the laws of the State of Montana. Butte-Silver Bow contributes \$500 for burial costs and \$100 for headstone setting fees for each veteran, which is a resident of the county the budget, is \$52,000 for these expenditures. Butte-Silver Bow contributes a grant to the County Council on Aging in the amount of \$76,044. The Council provides a variety of services to the Community Senior Citizens, including services at the senior citizens center, the diner’s club, and various social activities.

### Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	115,944	122,844	128,044	128,044	-	0%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 115,944</b>	<b>\$ 122,844</b>	<b>\$ 128,044</b>	<b>\$ 128,044</b>	<b>\$ -</b>	<b>0%</b>

### Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 39,900	\$ 46,800	\$ 52,000	\$ 52,000	\$ -	0%
Special Revenue	76,044	76,044	76,044	76,044	-	0%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 115,944</b>	<b>\$ 122,844</b>	<b>\$ 128,044</b>	<b>\$ 128,044</b>	<b>\$ -</b>	<b>0%</b>

## Program Description

Development and maintenance of public parks is an activity performed by the Department of Public Works. Its primary goal is to provide maximum recreational possibilities within existing resources. There are presently 29 completed parks in Butte-Silver Bow. Included in these 29 are ten major neighborhood parks, 5 tot lots, and 2 large community parks. Butte-Silver Bow also owns the nine hole Highland Municipal Golf Course. It is open from April to October and serves over 1000 active members in addition to walk-ons. Operation of the golf course is done on a contract basis. Maintenance of the golf course is a responsibility of Butte-Silver Bow Department of Public Works. The Highland Municipal Golf Course is an integral part of the community's largest park, Stodden.

---

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 739,970	\$ 751,036	\$ 870,255	\$ 919,636	\$ 49,381	6%
Operating Expenditures	433,490	403,930	497,436	703,012	205,576	41%
Debt Service	-	-	-	-	-	-
Capital Outlay	66,219	150,831	158,028	106,228	(51,800)	-33%
Transfers Out	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,239,679</b>	<b>\$ 1,305,797</b>	<b>\$ 1,525,719</b>	<b>\$ 1,728,876</b>	<b>\$ 203,157</b>	<b>13%</b>

Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 1,232,179	\$ 1,305,797	\$ 1,514,190	\$ 1,707,347	\$ 193,157	13%
Special Revenue	7,500	-	11,529	21,529	10,000	87%
Debt Service Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Internal Service Funds	-	-	-	-	-	-
<b>Total</b>	<b>\$ 1,239,679</b>	<b>\$ 1,305,797</b>	<b>\$ 1,525,719</b>	<b>\$ 1,728,876</b>	<b>\$ 203,157</b>	<b>13%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Admin Assistant	0.08	0.08	0.08	0.08
Laborer	6.00	7.50	7.00	8.50
Operation Manager	0.13	0.13	0.13	0.13
Park & Rec Coordinator	-	-	0.75	0.75
Park Superintendent	0.75	0.75	1.00	1.00
Public Works Director	0.12	0.12	0.12	0.12
Teamster	1.00	1.00	1.00	1.00
<b>Total</b>	<b>8.08</b>	<b>9.58</b>	<b>10.08</b>	<b>11.58</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Offer recreational opportunities to community	100%	100%	100%	100%
2 . Provide a system of well connected parks and open spaces throughout the community	100%	100%	100%	100%

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

Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Number of playgrounds maintained	23	24	25	26
2 . Number of water parks maintained	1	2	2	2
3 . Number of tennis courts maintained	16	16	16	16
4 . Dollar amount of scholarships for families	40,000	40,000	40,000	40,000

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

## Program Description

The Silver Bow County Fair is a County run program through the County Fair Board that offers the area residents to experience an opportunity to learn about 4-H, County businesses, regional non-profits, vendors, and as an entertainment venue for family members of all ages.

The Silver Bow County Fair is scheduled around the last weekend in July and is located centrally in the city of Butte at the Civic Center. Attendance is increasing whereas nearly 2000 people attended the fair this year.

A viable, sustainable, year-round economy is a key factor in a healthy community, and our families to live here. The Silver Bow County fair plays a critical role in helping facilitate a portion of this vision that includes a convenient, affordable, and family-oriented entertainment, as well as commercial shows. The local economy is improved by the events held at the Silver Bow County Fair.

---

## Goals & Objectives

- To increase the size and scope of the fair by 20% per year
- Raise revenues and donations to offset the burden on the taxpayers
- Maintain a high level of entertainment and learning venues for the public in a safe manner
- Show the community the projects and quality of 4-H within the community
- Provide an opportunity for business vendors to showcase their products and services

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	72,487	77,511	85,090	85,100	10	0%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 72,487</b>	<b>\$ 77,511</b>	<b>\$ 85,090</b>	<b>\$ 85,100</b>	<b>\$ 10</b>	<b>0%</b>

Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 72,487	\$ 77,511	\$ 85,090	\$ 85,100	\$ 10	0%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 72,487</b>	<b>\$ 77,511</b>	<b>\$ 85,090</b>	<b>\$ 85,100</b>	<b>\$ 10</b>	<b>0%</b>

## Program Description

The Board of Recreation's mission is to provide and coordinate recreational opportunities for adults and children within Butte-Silver Bow. The Board sponsors a variety of organized activities including sanctioned softball, volleyball and basketball leagues.

---

## Goals & Objectives

- Goal: Provide for a park and recreational system that will be well designed and maintained, with a variety of recreational opportunities provided throughout the year.

### Objectives:

- Create a fun, well designed and maintained park and recreation system
- Provide an efficient system of well connected parks and open spaces, with access to natural areas throughout Silver Bow County.
- Offer a variety of recreational opportunities that allow enjoyment of the park system throughout the year.
- Strengthen BSB's identity as a major recreational, environmental, and historical attraction by preserving and enhancing unique historical, natural, and cultural elements of the area.
- Establish a management structure that can implement the vision of the park, trails, and open space plan in collaboration with the community.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	28,500	-	350,000	-	(350,000)	-100%
Debt Service	-	-	-	-	-	
Capital Outlay	500	42,359	-	212,000	212,000	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 29,000</b>	<b>\$ 42,359</b>	<b>\$ 350,000</b>	<b>\$ 212,000</b>	<b>\$ (138,000)</b>	<b>-39%</b>

Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	29,000	42,359	350,000	212,000	(138,000)	-39%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 29,000</b>	<b>\$ 42,359</b>	<b>\$ 350,000</b>	<b>\$ 212,000</b>	<b>\$ (138,000)</b>	<b>-39%</b>

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 27,714	\$ -	\$ 20,074	\$ 55,178	\$ 35,104	175%
Operating Expenditures	17,342	8,560	73,397	82,210	8,813	12%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 45,056</b>	<b>\$ 8,560</b>	<b>\$ 93,471</b>	<b>\$ 137,388</b>	<b>\$ 43,917</b>	<b>47%</b>

Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 45,056	\$ 8,560	\$ 93,471	\$ 137,388	\$ 43,917	47%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 45,056</b>	<b>\$ 8,560</b>	<b>\$ 93,471</b>	<b>\$ 137,388</b>	<b>\$ 43,917</b>	<b>47%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Park & Rec Coordinator	0.25	0.25	0.25	1.00
<b>Total</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>1.00</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1. Offer recreational opportunities to community	100%	100%	100%	100%
2. Provide a system of well connected parks and open spaces throughout the community	100%	100%	100%	100%

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

Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1. Number of playgrounds maintained	23	24	25	26
2. Number of water parks maintained	1	2	2	2
3. Number of tennis courts maintained	16	16	16	16
4. Dollar amount of scholarships for families	40,000	40,000	40,000	40,000

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

## Program Description

**Mission:** The Library is committed to free and unfettered access to resources, technology, and services that support the community's investment in literacy, artistry, commerce and entertainment. The Library operates for the betterment of the community, inviting residents, old and new, connecting citizens and institutions, and building knowledge and skill in every generation. Great libraries demonstrate a commitment to learning and investing in future generations. Great libraries are a source of pride and a magnet for newcomers. The presence of a branch library benefits surrounding neighborhoods and provides access to culture, art and education. Libraries are places for community conversations, connections to local government and nonprofit organizations. Great libraries kickstart local entrepreneurs and small businesses and develop 21st century workforce skills.

**Values:**

- Encourage an educated and inquisitive citizenry;
- Respond to users' needs with innovative library services;
- Provide easy access to free government information;
- Assure equitable access to all library resources and services;
- Guarantee Patron privacy;
- Support economic development of Butte-Silver Bow;
- Operate as a responsible stewardship of public funds;
- Communicate in an open, direct, and timely way communication;
- Continuously improve a competent, helpful, professional staff.

---

## Goals & Objectives

**Public Services:**

1. Support early literacy; lifelong learning; and community engagement at all locations.
2. Provide library materials, services, and technology with convenient access, that are targeted to the specific interests and needs of our citizens.
3. Create and develop community partnerships.
4. Attract and hire highly qualified staff and support professional development for all staff members.

**Facilities:**

1. Provide welcoming, safe, accessible and dynamic spaces for citizens.
2. Evaluate the information architecture; create and maintain a technology plan.
3. Administer an effective volunteer program.
4. Create and execute policies and procedures that support Library values.

**Collections:**

1. Provide a variety of materials and programs to children, teens, and adults.
2. Analyze collection usage by customers to ensure that adequate and appropriate materials are purchased and made available for use at all locations.
3. Continue to participate in resource sharing with other Montana libraries.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 676,406	\$ 777,427	\$ 835,198	\$ 888,215	\$ 53,017	6%
Operating Expenditures	190,904	196,042	210,692	222,097	11,405	5%
Debt Service	537,370	543,695	-	-	-	
Capital Outlay	165,709	21,999	51,425	37,303	(14,122)	-27%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 1,570,389</b>	<b>\$ 1,539,163</b>	<b>\$ 1,097,315</b>	<b>\$ 1,147,615</b>	<b>\$ 50,300</b>	<b>5%</b>

Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 866,760	\$ 972,919	\$ 1,045,890	\$ 1,110,312	\$ 64,422	6%
Special Revenue	-	-	-	-	-	
Debt Service Funds	537,920	544,245	-	-	-	
Capital Project Funds	165,709	21,999	51,425	37,303	(14,122)	(0)
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 1,570,389</b>	<b>\$ 1,539,163</b>	<b>\$ 1,097,315</b>	<b>\$ 1,147,615</b>	<b>\$ 50,300</b>	<b>5%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Admin Assistant	1.00	-	-	-
Adult Services Librarian	2.00	0.80	-	1.00
Chief Librarian	1.00	1.00	1.00	1.00
Information Specialist	-	-	1.00	1.00
Library Aide	0.50	1.00	-	-
Library Assistant	4.66	4.44	4.25	5.25
Library Associate	1.75	1.75	2.50	2.00
Librarian	2.50	2.20	2.75	1.00
Library Director	1.00	-	-	-
Reference Librarian	1.00	1.00	1.00	1.00
Secretary	0.75	0.75	-	-
Senior Librarian	1.00	1.00	1.00	2.00
<b>Total</b>	<b>17.16</b>	<b>13.94</b>	<b>13.50</b>	<b>14.25</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Provide accessible facilities for public during regular operating hours- service hours	51	89	89	100
2 . Library materials checked out per year	76,029	82,582	85,000	87,000
3 . People using public computers per year	16,277	38,089	40,000	42,000
4 . Attendance at programs	7,451	7,718	7,900	7,950

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

Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Circulation of materials.	76,029	82,582	85,000	87,000
2 . Children's Programs Provided	301	291	300	310
3 . Adult programs provided	96	139	145	150
4 . Interlibrary loans	2,098	1,922	2,000	2,000
5 . Registered borrowers.	9,998	12,181	12,400	12,500
6 . New Library Materials Cataloged	4,500	16,101	12,000	14,000
7 . Public Computer Usage - Hours per year	16,277	38,089	40,000	42,000
8 . Catalog visits	33,076	22,211	20,000	18,000
9 . Web site visits	71,130	33,911	23,000	24,000
10 . Social media	213	858	1,200	1,300
11 . mobile access	713	1,297	1,400	1,500

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

## Program Description

The mission of the Butte Civic Center is to maximize the community's use and enjoyment of this multipurpose facility within the community. The staff is responsible for the maintenance, improvement, promotion, and scheduling of this facility. The Civic Center provides the community with a facility for sporting, musical entertainment, cultural, business and trade events. The Civic Center's staff is advised by a five person citizen's board.

---

## Goals & Objectives

- To gain support from our community members in order to maximize the use of the facility.
- To target members in the Butte community and other Southwest Montana communities to attend our event in our facility.
- To develop our venue into a truly multipurpose facility and rely on our core strengths to optimize our position for the future.
- To implement marketing tactics to reposition ourselves in the market to increase the number of quality events and the number of community members attending the events.
- To continue to allow community wide events to use this facility without the expense of rent, which does not a lot the Civic Center any revenues (Flu Clinics, BHS Graduation, Election Polls, County Fair, Public Hearings, & Meetings)
- To work with Parks & Recreation Office (administrative office located in Civic Center) using the Civic Center for volleyball, public meetings, & Park & Recreation Board meetings.
- To provide the five person citizen's board with timely, accurate, unbiased information to allow them to make informed decisions.
- To keep the Civic Center budget structurally balanced.
- To work with the Chief Executive and Council of Commissioners to appropriately fund the Civic Center, keeping it a state of the art facility.
- Provide quality food service through the concessions.
- Provide ticket sales online through our website and walk ups through our box office.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 344,620	\$ 370,414	\$ 436,861	\$ 455,184	\$ 18,323	4%
Operating Expenditures	385,254	388,333	474,562	506,903	32,341	7%
Debt Service	1,421,294	-	-	-	-	
Capital Outlay	63,485	32,775	59,000	116,800	57,800	98%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 2,214,653</b>	<b>\$ 791,522</b>	<b>\$ 970,423</b>	<b>\$ 1,078,887</b>	<b>\$ 108,464</b>	<b>11%</b>

Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	792,609	791,522	970,423	1,078,887	108,464	11%
Debt Service Funds	1,422,044	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 2,214,653</b>	<b>\$ 791,522</b>	<b>\$ 970,423</b>	<b>\$ 1,078,887</b>	<b>\$ 108,464</b>	<b>11%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Civic Center Manager	1.00	1.00	1.00	1.00
Engineer	0.60	0.60	0.60	0.60
Secretary	1.00	1.00	1.00	1.00
Service Employee II	1.20	1.20	1.20	1.20
<b>Total</b>	<b>3.80</b>	<b>3.80</b>	<b>3.80</b>	<b>3.80</b>

Performance Measures

Measure	Actual FY 2011/12	Actual FY 2012/13	Actual FY 2013/14	Projected FY2014/15
1 . Through our marketing efforts in conjunction with our promoters, we hope to attract more community members to our facility. Through these efforts we hope to attract more entertaining events and more community support.	100%	100%	100%	100%
2 . The Civic Center would like its market expand out of Southwest Montana into other regions in the state. Our strategy is to draw members of other communities to Butte while retaining our current market.	100%	100%	100%	100%
3 . The Civic Center will increase potential users, event goers, and ticket sales through the user friendly website and online ticketing system currently in use.	100%	100%	100%	100%
4 . The Civic Center would like to continue to host community events that do not generate any revenue for the Civic Center. Staff also sets up stage and donates the table and chairs for various community events, along with the labor associated with this job.	100%	100%	100%	100%
5 The Civic Center Box Office will print and mail ticket orders for events outside the Civic Center such as: Rockin' the Rivers and the East/West Shrine game.			85%	100%
6 Sell advertising opportunities at the Civic Center			75%	100%
7 . NEW - The Civic Center will promote and produce the NRA NRA Rodeo Finals, Winter Bazaar, & Wedding Fair along with other opportunities as they may arise.			100%	100%

Workload Indicators

Indicator	Actual FY 2011/12	Actual FY 2012/13	Actual FY 2013/14	Projected FY 2014/15
1 . Incoming Phone Contacts (Box Office Included)	13,000	14,000	23,738	25,000
2 . Monthly Board Meetings, Commitments	130	130	141	145
3 . Number of Use Days	105	120	153	162
4 . Number of Proposed Events	40	50	64	70
5 . Estimated Ticket Sale Totals	132,000	132,000	177,623	155,000
6 . Stage setup, table & chair delivery for community events	30	40	42	42
7 . Customers served at Concessions	79,000	72,000	81,737	67,175
8 . Advertising		10,000	7,425	10,000
10 . Ticketing		6,000	9,187	9,500
11 . In House Promoting			16,605	21,150

## Program Description

This activity accounts for public and private grants received by the Butte-Silver Bow Public Library. In recent years, the Library has been successful in receiving funding for computers, building improvements and the popular literacy program.

---

## Goals & Objectives

- Provide support for literacy programs, especially early reading and technology literacy
- Upgrade hardware and software for public use
- Building improvements to accommodate increased utilization of facilities

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 5,986	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	6,275	17,487	21,570	37,336	15,766	73%
Debt Service	-	-	-	-	-	
Capital Outlay	4,500	4,494	7,000	2,000	(5,000)	-71%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 16,761</b>	<b>\$ 21,981</b>	<b>\$ 28,570</b>	<b>\$ 39,336</b>	<b>\$ 10,766</b>	<b>38%</b>

Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	16,761	21,981	28,570	39,336	10,766	38%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 16,761</b>	<b>\$ 21,981</b>	<b>\$ 28,570</b>	<b>\$ 39,336</b>	<b>\$ 10,766</b>	<b>38%</b>

## Program Description

### **Mission of the Archives is to:**

- Be the official repository for all non-current government records of Butte-Silver Bow
- Acquire, maintain and preserve historical documents, photographs and manuscripts pertaining to the history of Butte-Silver Bow
- Provide public access to the document, manuscript and photograph collections at the Archives
- Work with educators to enhance the classroom experience
- Provide access to the documentation of the Historic Landmark District
- Provide management, oversight and/or guidance to Butte-Silver Bow cultural institutions upon request
- Management of the Clark Chateau

### **Governance**

The Archives is governed by a seven member Board of Directors, appointed by the Chief Executive, three full time and four part-time professional staff, and is assisted by approx. 50 volunteers.

### **Facilities**

#### Archives

The Archives is housed in Butte Fire Station No. 1 constructed in 1900. The building is on the National Register of Historic Places. In 2007 the Butte-Silver Bow Public Archives had outgrown the historic building and the Board of Directors, along with the Friends of the Butte Archives and the staff, successfully presented a \$7.5 million dollar bond issue to the public asking to construct an archival vault and rehabilitate the historic Fire Station No. 1. The Butte-Silver Bow Public Archives research facility and state-of-the-art archival vaults opened to the public on September 1, 2010.

#### Clark Chateau

The Clark Chateau was built in 1898-1899, and over the years the Chateau has housed a number of families, including most notably U.S. Senator James Murray and his family between 1928 and 1945. In addition, the house was once the site of the Butte College of Music and later the Shriner's Fez Club.

### **The Collections**

The Butte-Silver Bow Archives actively acquires, schedules, manages and disposes of non-current government records. Additionally the Archives collects manuscripts and photographs pertaining to the history of Butte-Silver Bow. The Archives holds over 2,000 collections comprising over 22,000 lineal feet. The collections are comprehensive and interrelated and provide dynamic insights into the history of the second industrial revolution (the electrification of America) and the history of copper mining. Butte was once one of the most radically and ethnically diverse settlements in the West and was the wellspring of the western labor movement.

The records and manuscripts in the care of the Butte-Silver Bow Public Archives provide essential information on a number of subjects in the American West, including the history of technology, environmental history, the history of women and minority groups, and labor history.

### **Clark Chateau Activities**

The Clark Chateau currently operates as a museum which highlights the building's architecture and a series of temporary exhibits. Guided tours provide viewings of all four floors of the building. Tour highlights are the parlors with painted wallpaper, seven fireplaces, several stained glass windows, and the fourth-floor ballroom.

---

## Goals & Objectives

- Acquisition and Management of Government Records
- Work closely with the local government departments to ensure their records are moved to the Archives, scheduled, and appropriately archived or disposed
- Work with the Montana State Local Government Records Committee to ensure that all records are being handled correctly
- Ensure that the public has access to the local government records according to Montana law
- Acquisition of Other Historic Records of Butte-Silver Bow
- Work on the acquisition of collections important to the documentation of Butte-Silver Bow
- Reach out to community organizations, businesses, families and individuals to develop preservation plans for their collections or to facilitate a transfer of those collections to the Butte-Silver Bow Public Archives
- Provide public access to the collections within the Archives
- Ensure that acquisitions are catalogued and made accessible to the public
- Conduct appropriate grant writing to pursue grants to ensure that collections are catalogued.
- See that the collections are available and fully accessible for academic and popular journals, books and publications to ensure greater knowledge of our collections.
- Continue to provide on-line access to the Archives catalogue records and databases as created.
- Work with Educators
- Work with local schools in our region of Montana to provide tours of the Archives facilities
- Provide students and educators with information regarding our collections, how to use the collections, and access to the collections
- Work with the elementary and secondary school administrators and teachers to provide historic records for use in the classroom and in field trips to the Archives
- Provide Service to the Preservation Community of Butte-Silver Bow
- Ensure that the documentation for the Historic Landmark District is preserved.
- Ensure that accurate information on historic buildings and sites is accessible.
- Building Care and Maintenance
- Provide hands on maintenance to ensure that all systems are functioning at optimum levels
- Checks all systems weekly and monitors potential problems as they develop
- Work with the Butte-Silver Bow Building department to ensure problems are mitigated immediately
- Work with contractors and service personnel to ensure they are meeting their contract obligations to the building

### Clark Chateau

- Provide quality exhibits and tours
- Provide quality public programming
- Raise funds for projects and programs
- Obtain a qualified architectural and engineering assessment of the Chateau
- Develop a long range operation and maintenance plan and schedule
- Determine the best long term use of the Chateau and make recommendations accordingly

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 210,942	\$ 228,673	\$ 268,122	\$ 273,458	\$ 5,336	2%
Operating Expenditures	38,683	52,520	72,072	124,034	51,962	72%
Debt Service	-	-	549,411	549,584	173	0%
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 249,625</b>	<b>\$ 281,193</b>	<b>\$ 889,605</b>	<b>\$ 947,076</b>	<b>\$ 57,471</b>	<b>6%</b>

Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	249,625	281,193	338,994	396,292	57,298	17%
Debt Service Funds	-	-	550,611	550,784	173	0
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 249,625</b>	<b>\$ 281,193</b>	<b>\$ 889,605</b>	<b>\$ 947,076</b>	<b>\$ 57,471</b>	<b>6%</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 Accept & manage government records	100%	100%	100%	100%
2 Collect historic records of Butte-Silver Bow	100%	100%	100%	100%
3 Provide public access to the collections	100%	100%	100%	100%
4 The Archives staff will work with schools and students of all levels to inform them on the History of Butte-Silver Bow , Montana and the Nation	100%	100%	100%	100%
5 Maintain the Archives building to ensure long-term preservation of our collections	100%	100%	100%	100%

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

## Program Description

This fund accounts for monies received as a result of distributions from Fund 2391 (Hard Rock Mine Trust Reserve). The monies are to be expended in accordance with MCA 7-6-2225. Funds are granted to individuals and organizations for economic development activities based on specific criteria adopted by the Executive and Legislative branches of Butte-Silver Bow.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	228,604	167,800	481,058	250,000	(231,058)	-48%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 228,604</b>	<b>\$ 167,800</b>	<b>\$ 481,058</b>	<b>\$ 250,000</b>	<b>\$ (231,058)</b>	<b>-48%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	228,604	167,800	481,058	250,000	(231,058)	-48%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 228,604</b>	<b>\$ 167,800</b>	<b>\$ 481,058</b>	<b>\$ 250,000</b>	<b>\$ (231,058)</b>	<b>-48%</b>

## Program Description

The Business Development Center is designed to assist businesses in the difficult initial years of operation. The Center provides tenants with reasonable rents, and shared resources.

---

## Goals & Objectives

To stimulate economic development activities through support of local new businesses

**Performance Measures – BDC currently serves 24 different entities – 2 BSB, 7 state offices, 15 private. 2 board rooms are scheduled daily and monthly for a variety of community, BSB and private meetings.**

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 58,169	\$ 65,976	\$ 68,723	\$ 70,963	\$ 2,240	3%
Operating Expenditures	173,114	158,827	117,552	118,283	731	1%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 231,283</b>	<b>\$ 224,803</b>	<b>\$ 186,275</b>	<b>\$ 189,246</b>	<b>\$ 2,971</b>	<b>2%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	231,283	224,803	186,275	189,246	2,971	0
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 231,283</b>	<b>\$ 224,803</b>	<b>\$ 186,275</b>	<b>\$ 189,246</b>	<b>\$ 2,971</b>	<b>2%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Building Manager	1.00	1.00	1.00	1.00
Community Dev Director	0.10	0.10	0.10	0.10
<b>Total</b>	<b>1.10</b>	<b>1.10</b>	<b>1.10</b>	<b>1.10</b>

## Program Description

The mission of Urban Revitalization through both the URA and the East Butte RRA, is to promote the redevelopment and stimulate capital investment within both the central business district and East Butte. The agencies are both funded through tax increment financing. Agencies make matching grants and issue low interest loans to stimulate capital investment in the districts, and also help to fund infrastructure projects and the elimination of blight.

---

## Goals & Objectives

- To stimulate capital investment within the districts along with the elimination of blight.
- Assist with infrastructure improvements within the districts
- Help promote cultural activities within the districts
- Assist in promoting business and sustainable economic development efforts within the district

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 137,347	\$ 149,587	\$ 154,434	\$ 158,121	\$ 3,687	2%
Operating Expenditures	2,545,562	1,743,384	5,492,537	3,431,904	(2,060,633)	-38%
Debt Service	84,313	84,250	83,813	83,000	(813)	-1%
Capital Outlay	1,223	-	2,000	2,000	-	0%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 2,768,445</b>	<b>\$ 1,977,221</b>	<b>\$ 5,732,784</b>	<b>\$ 3,675,025</b>	<b>\$ (2,057,759)</b>	<b>-36%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	2,684,132	1,892,971	5,648,971	3,592,025	(2,056,946)	-36%
Debt Service Funds	84,313	84,250	83,813	83,000	(813)	(0)
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 2,768,445</b>	<b>\$ 1,977,221</b>	<b>\$ 5,732,784</b>	<b>\$ 3,675,025</b>	<b>\$ (2,057,759)</b>	<b>-36%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Community Dev Director	0.60	0.60	0.60	0.60
Prpty Mngr/Prsrv Liason	0.34	0.34	0.34	0.34
Secretary	1.00	1.00	1.00	1.00
<b>Total</b>	<b>1.94</b>	<b>1.94</b>	<b>1.94</b>	<b>1.94</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Assist in capital improvements through public private partnerships.			25	20
2 . Assist in infrastructure improvements and the elimination of blight.			10	70
3 . Assisit in promotional and cultural activities.			5%	10%

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

## Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Matching Grants awarded			100	10
2 . Re-developemnt loans			10	25
3 . Sidew alk repair and replacement			20	5

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

## Program Description

The Tax Increment Financing Industrial District's mission is to promote industrial development within the TIFID boundary. The objective for this year is to continue to facilitate industrial development in the area.

---

## Goals & Objectives

- Complete a Master Plan/Land Use report for the TIFID including rail spur accessible parcels
- Implement objectives from the Target Industry Analysis report
- Engineer and put out to bid construction of a manufacturing space
- Work with Public Works to determine a future plan for potable water in the Park
- Market the Park and the Port of Montana

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 110,727	\$ 115,354	\$ 131,165	\$ 124,508	\$ (6,657)	-5%
Operating Expenditures	478,818	2,450,610	4,449,644	5,188,799	739,155	17%
Debt Service	1,798,821	1,952,407	1,915,769	1,912,520	(3,249)	0%
Capital Outlay	5,459,370	1,850,840	5,353,693	13,855,693	8,502,000	159%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 7,847,736</b>	<b>\$ 6,369,211</b>	<b>\$ 11,850,271</b>	<b>\$ 21,081,520</b>	<b>\$ 9,231,249</b>	<b>78%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	1,528,938	4,357,978	9,657,809	18,914,807	9,256,998	96%
Debt Service Funds	1,800,217	1,952,707	1,940,769	1,915,020	(25,749)	(0)
Capital Project Funds	4,518,581	58,526	251,693	251,693	-	-
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 7,847,736</b>	<b>\$ 6,369,211</b>	<b>\$ 11,850,271</b>	<b>\$ 21,081,520</b>	<b>\$ 9,231,249</b>	<b>78%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Community Dev Director	0.30	0.30	0.30	0.30
TIFID Administrator	1.00	1.00	1.00	1.00
<b>Total</b>	<b>1.30</b>	<b>1.30</b>	<b>1.30</b>	<b>1.30</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Build Manufacturing Space				75%
2 . Complete Master Plan/Land Use report				100%
3 . Update website with new information monthly				100%
4 . Market the Industrial Park				100%

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

## Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Projects started/completed				2
2 . Monthly Updates to Website				12
3 . Attendance at conferences/industry shows				4

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

## Program Description

The East Butte Renovation and Rehabilitation Agency (RRA) was created by in January 2005 with final establishment of the district and board taking place in early 2006. The mission of the East Butte RRA is to promote the re-development and stimulate capital investment in the East Butte area.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	83,580	85,917	102,244	102,500	256	0%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 83,580</b>	<b>\$ 85,917</b>	<b>\$ 102,244</b>	<b>\$ 102,500</b>	<b>\$ 256</b>	<b>0%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	83,580	85,917	102,244	102,500	256	0%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 83,580</b>	<b>\$ 85,917</b>	<b>\$ 102,244</b>	<b>\$ 102,500</b>	<b>\$ 256</b>	<b>0%</b>

## Program Description

Community development and improvement activities are administered through the Community Development Block Grant Program (CDBG). These programs include neighborhood infrastructure improvements, housing rehabilitation and public facility construction and renovation and economic development activities.

---

## Goals & Objectives

- Identify and plan improvements to neighborhoods and public facilities.
- Hold community needs assessment public meetings to determine the most pressing issues facing the community.
- Apply for grants and find other funding sources to accomplish these goals.
- Administer grant programs in compliance with CDBG regulations

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 85,430	\$ 98,884	\$ 99,975	\$ 100,976	\$ 1,001	1%
Operating Expenditures	69,269	28,628	232,105	238,417	6,312	3%
Debt Service	-	-	-	-	-	
Capital Outlay	6,367	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 161,066</b>	<b>\$ 127,512</b>	<b>\$ 332,080</b>	<b>\$ 339,393</b>	<b>\$ 7,313</b>	<b>2%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	161,066	127,512	332,080	339,393	7,313	2%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 161,066</b>	<b>\$ 127,512</b>	<b>\$ 332,080</b>	<b>\$ 339,393</b>	<b>\$ 7,313</b>	<b>2%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Community Dev Director	0.50	0.50	0.50	0.50
Secretary	1.00	1.00	1.00	1.00
<b>Total</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

## Program Description

This program accounts for the facility improvements at the Belmont Mine structure, which serve as a Senior Citizens Center. The program also accounts for a Community Development Block Grant (CDBG) loan used to assist an entity, SureWay, Inc. The Debt payments are granted out through Community Development.

---

## Goals & Objectives

- Ensure all loan payments are made in a timely manner & properly accounted for.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	-	-	57,188	57,188	
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	40,600	40,600	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 97,788</b>	<b>\$ 97,788</b>	

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	-	-	-	97,788	97,788	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 97,788</b>	<b>\$ 97,788</b>	

## Program Description

Per Montana Code Annotated (MCA) 90-5-112 a governing body of a city, county, or town is authorized to levy a tax upon the taxable value of all taxable property for the purpose of economic development subject to the approval of the electorate as described in MCA 15-10-425. The last referendum passed on June 3, 2008 authorizing up to one mill for these activities. The funds are to be used for the community's economic development program as outlined in MCA 90-5-112. Locally the program is known as the "1 Mill Economic Development Grant Program".

The PE-12A is a Community Development Block Grant (CDBG). Butte-Silver Bow acted as a pass through agency to Headwater's RC&D, an economic development agency in Silver Bow County. The Grant was used to assist in the development of high performance computing industry located in the center of Butte, MT uptown business district.

---

**FUNCTION: 4700 HOUSING & COMMUNITY DEVELOPMENT**  
**DEPARTMENT: 999 NON-DEPARTMENTAL**

### Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	68,000	68,000	68,000	68,000	-	0%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 68,000</b>	<b>\$ 68,000</b>	<b>\$ 68,000</b>	<b>\$ 68,000</b>	<b>\$ -</b>	<b>0%</b>

### Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	68,000	68,000	68,000	68,000	-	0%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 68,000</b>	<b>\$ 68,000</b>	<b>\$ 68,000</b>	<b>\$ 68,000</b>	<b>\$ -</b>	<b>0%</b>

**FUNCTION: 4700 HOUSING & COMMUNITY DEVELOPMENT**  
**DEPARTMENT: 423 PE-12A**

### Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	122,670	2,080	138,685	1,037	(137,648)	-99%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 122,670</b>	<b>\$ 2,080</b>	<b>\$ 138,685</b>	<b>\$ 1,037</b>	<b>\$ (137,648)</b>	<b>-99%</b>

### Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	122,670	2,080	138,685	1,037	(137,648)	-99%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 122,670</b>	<b>\$ 2,080</b>	<b>\$ 138,685</b>	<b>\$ 1,037</b>	<b>\$ (137,648)</b>	<b>-99%</b>

## Program Description

The Information Management & Technology Department provides database administration, computer, and telecommunication services to all departments of Butte-Silver Bow. Services include maintenance of software and hardware, management, and security for computers, laptops, and servers; Internet connectivity, email, network management, web presence and social media services and management, and information management . . . Telecommunication services include the transport of voice/data and the maintenance and management of VoIP systems and wireless services. MIS is also charged with the management of the enterprise physical security system as well as data security. The Courthouse operator, mail system, and reception office are part of the MIS Division. This division is financed by internal and external user charges.

The PBX network offers telephone and voice mail services to all departments and agencies in Butte-Silver Bow. The network is financed based on the number of extensions used by each department. This department directs calls from the general public to the proper department, takes messages, provides limited administrative support, and posts outgoing mail for all departments. Employees provide reception services, information, and direct visitors.

---

## Goals & Objectives

- Provide voice services that are timely and efficient for both internal and external customers. Services must provide 24/7 applications internally and externally.
- Maintain and upgrade databases so that information is available to the largest segment of people possible (internally and externally) in an efficient and secure manner.
- Provide quality customer service to all departments within BSB.
- Minimize server/network downtime to insure continuity of service to the public and employees.
- Maintain e-mail system and service with maximum capabilities.
- Protect I computer systems and network from virus, spam, and security breaches to the extent possible.
- Increase BSS's web presence using up to date tools and methods.
- Assist departments to make government more transparent by providing modern information management techniques.

**Financial Summary**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budget FY 2014</b>	<b>Recommended FY 2015</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 310,804	\$ 233,567	\$ 411,505	\$ 380,944	\$ (30,561)	-7%
Operating Expenditures	97,623	74,893	80,706	164,613	83,907	104%
Debt Service	-	-	-	-	-	
Capital Outlay	10,741	5,750	107,800	9,716	(98,084)	-91%
Transfers Out	200,000	-	-	-	-	
<b>Total</b>	<b>\$ 619,168</b>	<b>\$ 314,210</b>	<b>\$ 600,011</b>	<b>\$ 555,273</b>	<b>\$ (44,738)</b>	<b>-7%</b>

**Funding Summary**

<b>Funding Sources</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budget FY 2014</b>	<b>Recommended FY 2015</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	619,168	314,210	600,011	555,273	(44,738)	
<b>Total</b>	<b>\$ 619,168</b>	<b>\$ 314,210</b>	<b>\$ 600,011</b>	<b>\$ 555,273</b>	<b>\$ (44,738)</b>	<b>-7%</b>

Staffing Summary

<b>Title</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budgeted FY 2014</b>	<b>Recommended FY 2015</b>
Accounting Tech	0.50	0.50	-	-
Finance & Budgt Director	0.15	0.15	0.05	-
IT Computer Analyst	1.00	1.00	1.00	1.00
IT Manager	1.00	1.00	1.00	1.00
IT Programmer	1.00	1.00	1.00	1.00
Payroll Specialist	1.00	1.00	-	-
System Administrator	-	-	1.00	1.00
WEB Application Programmer	-	-	1.00	1.00
<b>Total</b>	<b>4.65</b>	<b>4.65</b>	<b>5.05</b>	<b>5.00</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
<b>MIS</b>				
1. Percent of network availability	98%	100%	100%	99%
2. Percent of server availability	100%	100%	100%	100%
3. Continue to provide quality customer service to all departments	100%	100%	100%	100%
4. Percent of computers with security patches and upgrades installed	100%	100%	100%	100%
<b>PBX</b>				
1. Percent of calls answered	98%	100%	100%	98%
2. Percent of mail not returned for insufficient postage	100%	100%	100%	100%
3. Percent of mail charged to correct department	100%	100%	100%	98%

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

Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
<b>MIS</b>				
1. # of LANS supported	19	20	24	25
2. # of employees	492	439	520	525
3. computers/laptops/servers/electronic devices	512	517	420	430
4. # of projects requiring IT support (nonplanned)	69	80		
5. Participation in committees (non IT related)	2	1	6	6
6. Participation in committees (IT related)	5	5	4	6
7. # of databases (enterprise)	15	17	16	16
8. # of databases (standalone)	16	20	13	14
9. # Software applications	33	34	36	36
10. # of phones (including cell phones)	658	642	520	520
<b>PBX</b>				
1. # of phones	505	483	361	361
2. # of mail pieces	95,040	110,073	110,013	15,000
3. # of accounts	58	60	60	60
4. # of employees	492	439	520	525
5. # of walk-ins			1,406	1,500
6. # of calls			24,426	25,000

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

## Program Description

The Personnel Department provides all human resources related functions including safety and health and risk management functions of the City/County government in a comprehensive and cost effective manner. The established human resource system shall (A) provide for a sound program of human resource administration and employee relations; (B) provide for hiring and promotion of employees on the basis of qualifications and merit; (C) provide for equitable compensation; and (D) assure fair and equal treatment of employees and applicants for employment in accordance with state and federal laws. The Human Resource Department has the responsibility and the authority to: develop goals, recommend and oversee implementation of human resource administration policies and regulations; advise department and division heads regarding employment, position classification, compensation, benefits, discipline of employees and related labor-management relations issues; administer employee benefits programs; oversee the preparation and maintenance of position classification and pay plans; administer and provide guidance for the implementation of employee performance evaluation programs; develop and administer employee training programs; maintain, update and communicate human resource policies and procedures to management, supervisory human resource and employees; participate in the collective bargaining process; administer day-to-day labor relations, including monitoring contract compliance, participation in the handling and resolving of employee grievances and coordination with management and union representatives regarding interpretation and application of union contract language; ensure that the city-county attains and remains in compliance with affirmative action, equal employment opportunity, fair labor standards, Americans with Disabilities Act and other local, state and federal guidelines and requirements; coordinate, control, administer and monitor group health insurance plan; manage the overall administration of the safety and risk management program.

---

## Goals & Objectives

- To link human resource management to desired general governmental outcomes by looking at existing jobs, job functions including job analysis, planning the nature and number of new positions and determining appropriate compensation levels
- To attract a high-performance workforce by recruiting, testing, and hiring the best possible applicants and properly orienting new employees
- To retain and develop an excellent workforce by nurturing a positive, productive work culture and providing effective evaluations, training, educational opportunities, wages and promotions
- To maintain labor peace by working with unions in all collective bargaining matters including bargaining and administering the union contracts
- To avoid legal liabilities by maintaining up-to-date personnel policy documents and respecting the rights of job applicants and employees
- To create an environment for excellence by offering attractive benefit plans
- To strengthen a high-performance organizational culture by clearly communicating employee and employer responsibilities
- To avoid organizational decline by dealing with problem employees in a timely manner
- To manage and implement quality safety, health and risk management measures to help mitigate and control hazards and claims costs

**Financial Summary**

<b>Budget by Object of Expenditure Category</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budget FY 2014</b>	<b>Recommended FY 2015</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Personal Services	\$ 217,133	\$ 305,821	\$ 358,483	\$ 355,864	\$ (2,619)	-1%
Operating Expenditures	3,638,950	4,937,776	4,666,954	4,712,859	45,905	1%
Debt Service	-	-	-	-	-	
Capital Outlay	-	1,605	18,268	2,000	(16,268)	-89%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 3,856,083</b>	<b>\$ 5,245,202</b>	<b>\$ 5,043,705</b>	<b>\$ 5,070,723</b>	<b>\$ 27,018</b>	<b>1%</b>

**Funding Summary**

<b>Funding Sources</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budget FY 2014</b>	<b>Recommended FY 2015</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	3,856,083	5,245,202	5,043,705	5,070,723	27,018	
<b>Total</b>	<b>\$ 3,856,083</b>	<b>\$ 5,245,202</b>	<b>\$ 5,043,705</b>	<b>\$ 5,070,723</b>	<b>\$ 27,018</b>	<b>1%</b>

Staffing Summary

<b>Title</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budgeted FY 2014</b>	<b>Recommended FY 2015</b>
Admin Specialist	1.00	1.00	1.00	-
Personnel Analyst				-
Personnel Director	1.00	1.00	1.00	1.00
Payroll Specialist	-	-	1.00	1.00
Personnel/Payroll Tech	-	0.50	1.00	2.50
Risk Mgmt Analyst				1.00
Safety/Loss Coor	1.00	1.00	1.00	
Risk Mgmt Asst	-	-	0.50	-
<b>Total</b>	<b>3.00</b>	<b>3.50</b>	<b>5.50</b>	<b>5.50</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Management personnel will be provided consultation and advice in the management of employee due process issues including employee grievances, State Human Rights complaints and EEOC complaints to resolve the issues and minimize City/County liability.				100%
2 . Management personnel and employees will be offered training programs geared toward specific competencies. Employees will be offered training opportunities specific to their positions as well as in health and safety matters, policies and procedures. Supervisors will be offered training in critical employment issues such as due process, FMLA, ADA labor relations, employee recruitment, workplace harassment, health and safety, customer service and fair employment practices.				100%
3 . Management personnel, employees and the general public will be provided with accurate and automated risk management and human resource information and records including web enabled information resources.				100%
4 . Departments will receive support and guidance relative to the most efficient and objective program of employee recruitment and selection.				100%
5 . Public resources will be allocated effectively in the maintenance of wage and benefit systems, in the collective bargaining process and administration of union contracts.				100%
6 . A strong, efficient and effective risk management/safety program will be maintained through review of workers comp/insurance claims, the involvement of a working safety committee, safety audits and dissemination of updated information.				100%
7 . All personnel policies will be reviewed and updated appropriately to ensure compliance with current laws and regulations.				100%

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

Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
1 . Consultation and advice relative to due process issues				20
2 . Due process issues successfully resolved without formal processing				10
3 . Number of employee complaints/grievances resolved				35
4 . Number of training programs offered				30
5 . Number of information requests received and processed				75
6 . Number of recruitment and selection efforts undertaken	60	65	70	16
7 . Number of labor contracts negotiated	-	16	-	
8 . Safety claims review, audits and information dissemination				

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

## Program Description

The Butte-Silver Bow Public Works Central Equipment Maintenance Division is responsible for maintenance of all vehicles and heavy equipment owned by Butte-Silver Bow. The CEM Division is responsible for over 400 pieces of equipment, vehicles and heavy equipment.

The CEM Division employees all are members of the Mechanics Union.

---

## Goals & Objectives

Goal: Provide the Butte-Silver Bow Government with effective maintenance of its equipment and vehicles and to ensure the safety of its fleet.

Objectives:

- To develop an effective and cost saving energy efficient plan to implement within all vehicles within the local government.
- To provide for a capital improvements program where obsolete or over used vehicles and equipment can be recycled for new and energy efficient vehicles
- To upgrade the existing asphalt hot plant
- Ensure that safety of our fleet and those who use them are enhanced.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 644,767	\$ 684,357	\$ 718,531	\$ 777,480	\$ 58,949	8%
Operating Expenditures	1,042,528	1,003,174	834,663	851,365	16,702	2%
Debt Service	-	-	-	-	-	
Capital Outlay	11,468	9,140	107,500	190,000	82,500	77%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 1,698,763</b>	<b>\$ 1,696,671</b>	<b>\$ 1,660,694</b>	<b>\$ 1,818,845</b>	<b>\$ 158,151</b>	<b>10%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	1,698,763	1,696,671	1,660,694	1,818,845	158,151	
<b>Total</b>	<b>\$ 1,698,763</b>	<b>\$ 1,696,671</b>	<b>\$ 1,660,694</b>	<b>\$ 1,818,845</b>	<b>\$ 158,151</b>	<b>10%</b>

Staffing Summary

<b>Title</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budgeted FY 2014</b>	<b>Recommended FY 2015</b>
Equip Maint Worker	1.00	1.00	1.00	1.00
Machinist	7.00	7.00	7.00	7.00
Machinist/Foreman	1.00	1.00	1.00	1.00
<b>Total</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
CEM				
1. Maintain vehicles and keep in safe operating condition	100%	100%	100%	100%
2. Maintain equipment and keep in good operating condition	100%	100%	100%	100%
3. Track fuel costs and usage for county vehicles and equipment	100%	100%	100%	100%

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

Workload Indicator

Indicator	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Projected FY 2015
CEM				
1. Number of vehicles maintained	241	196	205	205
2. Number of pieces of equipment maintained	364	425	445	465
3. Total gallons of diesel fuel used	126,947	130,018	130,000	130,000
4. Total gallons of unleaded fuel used	116,813	120,011	120,000	120,000

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

## Program Description

The Community Development Department operates a high volume central copy machine for the benefit of the local government. Departments are assigned codes and allocated costs on a per copy basis.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	5,963	8,332	15,660	15,496	(164)	-1%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 5,963</b>	<b>\$ 8,332</b>	<b>\$ 15,660</b>	<b>\$ 15,496</b>	<b>\$ (164)</b>	<b>-1%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	5,963	8,332	15,660	15,496	(164)	
<b>Total</b>	<b>\$ 5,963</b>	<b>\$ 8,332</b>	<b>\$ 15,660</b>	<b>\$ 15,496</b>	<b>\$ (164)</b>	<b>-1%</b>

## Program Description

The PBX network offers telephone and voice mail services to all departments and agencies of Butte-Silver Bow. The network is financed by charge based on the number of extensions used by each department or agency. The current PBX network was installed in 1999.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 82,801	\$ 100,796	\$ 106,874	\$ 129,101	\$ 22,227	21%
Operating Expenditures	65,364	58,801	116,643	91,670	(24,973)	-21%
Debt Service	-	-	-	-	-	
Capital Outlay	1,122	-	-	-	-	
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 149,287</b>	<b>\$ 159,597</b>	<b>\$ 223,517</b>	<b>\$ 220,771</b>	<b>\$ (2,746)</b>	<b>-1%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	149,287	159,597	223,517	220,771	(2,746)	
<b>Total</b>	<b>\$ 149,287</b>	<b>\$ 159,597</b>	<b>\$ 223,517</b>	<b>\$ 220,771</b>	<b>\$ (2,746)</b>	<b>-1%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Operator	1.00	1.00	1.00	1.00
Relief Operator/Sec II	0.50	0.50	0.75	2.00
<b>Total</b>	<b>1.50</b>	<b>1.50</b>	<b>1.75</b>	<b>3.00</b>

Program Description

The Special Improvement Districts (SID) for these particular funds includes the programs related to the cost of maintaining and providing for lighting, hydrants, and additional street maintenance in established districts within Butte-Silver Bow. Most of the services, with the exception of the street maintenance services are provided by under agreements with NorthWestern Energy or under the rate structure of the Water Utility Division of Butte-Silver Bow.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ 100,359	\$ 126,337	\$ 157,758	\$ 152,932	\$ (4,826)	-3%
Operating Expenditures	250,742	211,688	251,556	297,166	45,610	18%
Debt Service	55,303	51,769	56,183	-	(56,183)	-100%
Capital Outlay	-	9,160	12,500	50,000	37,500	300%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 406,404</b>	<b>\$ 398,954</b>	<b>\$ 477,997</b>	<b>\$ 500,098</b>	<b>\$ 22,101</b>	<b>5%</b>

Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	351,101	347,185	421,814	500,098	78,284	19%
Debt Service Funds	55,303	51,769	56,183	-	(56,183)	(1)
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 406,404</b>	<b>\$ 398,954</b>	<b>\$ 477,997</b>	<b>\$ 500,098</b>	<b>\$ 22,101</b>	<b>5%</b>

Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
Operation Manager	0.12	0.12	0.12	0.12
Public Works Director	0.08	0.08	0.08	0.08
Teamster	1.75	1.75	1.75	1.75
<b>Total</b>	<b>1.95</b>	<b>1.95</b>	<b>1.95</b>	<b>1.95</b>

## Program Description

The miscellaneous non-departmental activities in this section account for those governmental expenditures covered by taxes, fees, and grants, the expenditures are function of government and not dedicated to particular services or activity. Major aspects include the Special Improvements Districts levied against Butte-Silver Bow as a result of the assessment of another government or entity's use fees or costs; government-wide technology enhancements and associated capital needs; and the contractual obligations for non-direct services and economic development activities. These include contracts with Western Montana Mental Health and grant to the Foster Grandparents Program. This program also covers the Chief Executive ad hoc economic development activities and the county assumed welfare activities following the state cessation of general assistance. A significant component is the tax supported funds Comprehensive Insurance premiums and associated costs. Butte-Silver Bow is part of the Montana Municipal Insurance Pool (MMIA) for property, liability, and worker's compensation insurance program.

## Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	1,471,114	1,565,403	1,583,119	1,501,997	(81,122)	-5%
Debt Service	-	-	-	-	-	
Capital Outlay	139,666	91,812	77,334	62,000	(15,334)	-20%
Transfers Out	-	-	-	-	-	
<b>Total</b>	<b>\$ 1,610,780</b>	<b>\$ 1,657,215</b>	<b>\$ 1,660,453</b>	<b>\$ 1,563,997</b>	<b>\$ (96,456)</b>	<b>-6%</b>

## Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 584,920	\$ 585,077	\$ 670,456	\$ 947,595	\$ 277,139	41%
Special Revenue	1,025,860	1,072,138	989,997	616,402	(373,595)	-38%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 1,610,780</b>	<b>\$ 1,657,215</b>	<b>\$ 1,660,453</b>	<b>\$ 1,563,997</b>	<b>\$ (96,456)</b>	<b>-6%</b>

## Program Description

Transfers are used to (1) move receipts restricted for debt service from the funds collecting the receipts to the debt service funds per bond covenants, and (2) use unrestricted revenues in the general fund to finance various programs accounted for in other funds in accordance with budgetary authorization and (3) for administrative functions related to the major business-type funds.

---

# TRANSFERS

## FUNCTION: 5210 TRANSFERS DEPARTMENT: 103 PUBLIC WORKS

### Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	
Transfers Out	\$ 300,000	\$ 300,000	\$ 300,000	\$ 562,985	262,985	88%
<b>Total</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 562,985</b>	<b>\$ 262,985</b>	<b>88%</b>

### Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	300,000	300,000	300,000	562,985	262,985	1
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 562,985</b>	<b>\$ 262,985</b>	<b>88%</b>

# TRANSFERS

## FUNCTION: 5210 TRANSFERS DEPARTMENT: 111 SHERIFF

### Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	-	-	-	-	
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	109,962	137,770	56,750	8,750	(48,000)	-85%
<b>Total</b>	<b>\$ 109,962</b>	<b>\$ 137,770</b>	<b>\$ 56,750</b>	<b>\$ 8,750</b>	<b>\$ (48,000)</b>	<b>-85%</b>

### Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 8,750	\$ 8,750	\$ 8,750	\$ 8,750	\$ -	0%
Special Revenue	-	-	-	-	-	
Debt Service Funds	101,212	129,020	48,000	-	(48,000)	(1)
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 109,962</b>	<b>\$ 137,770</b>	<b>\$ 56,750</b>	<b>\$ 8,750</b>	<b>\$ (48,000)</b>	<b>-85%</b>

# TRANSFERS

## FUNCTION: 5210 TRANSFERS DEPARTMENT: 136 PUBLIC LIBRARY

### Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	-	-	-	-	
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	196,617	34,000	34,000	-	(34,000)	-100%
<b>Total</b>	<b>\$ 196,617</b>	<b>\$ 34,000</b>	<b>\$ 34,000</b>	<b>\$ -</b>	<b>\$ (34,000)</b>	<b>-100%</b>

### Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 40,325	\$ 34,000	\$ 34,000	\$ -	\$ (34,000)	-100%
Special Revenue	-	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	156,292	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 196,617</b>	<b>\$ 34,000</b>	<b>\$ 34,000</b>	<b>\$ -</b>	<b>\$ (34,000)</b>	<b>-100%</b>

# TRANSFERS

## FUNCTION: 5210 TRANSFERS DEPARTMENT: 146 PARKING COMMISSION

### Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	-	-	-	-	
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	17,500	17,384	17,500	-	(17,500)	-100%
<b>Total</b>	<b>\$ 17,500</b>	<b>\$ 17,384</b>	<b>\$ 17,500</b>	<b>\$ -</b>	<b>\$ (17,500)</b>	<b>-100%</b>

### Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	17,500	17,384	17,500	-	(17,500)	-100%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 17,500</b>	<b>\$ 17,384</b>	<b>\$ 17,500</b>	<b>\$ -</b>	<b>\$ (17,500)</b>	<b>-100%</b>

# TRANSFERS

## FUNCTION: 5210 TRANSFERS DEPARTMENT: 147 CIVIC CENTER

### Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	-	-	-	-	
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	32,170	28,630	9,000	-	(9,000)	-100%
<b>Total</b>	<b>\$ 32,170</b>	<b>\$ 28,630</b>	<b>\$ 9,000</b>	<b>\$ -</b>	<b>\$ (9,000)</b>	<b>-100%</b>

### Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	-	-	-	-	-	
Debt Service Funds	32,170	28,630	9,000	-	(9,000)	(1)
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 32,170</b>	<b>\$ 28,630</b>	<b>\$ 9,000</b>	<b>\$ -</b>	<b>\$ (9,000)</b>	<b>-100%</b>

# TRANSFERS

## FUNCTION: 5210 TRANSFERS DEPARTMENT: 164 FIRE

### Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	-	-	-	-	
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	443	216,672	207,818	157,471	(50,347)	-24%
<b>Total</b>	<b>\$ 443</b>	<b>\$ 216,672</b>	<b>\$ 207,818</b>	<b>\$ 157,471</b>	<b>\$ (50,347)</b>	<b>-24%</b>

### Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	443	216,672	207,818	157,471	(50,347)	-24%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 443</b>	<b>\$ 216,672</b>	<b>\$ 207,818</b>	<b>\$ 157,471</b>	<b>\$ (50,347)</b>	<b>-24%</b>

# TRANSFERS

## FUNCTION: 5210 TRANSFERS DEPARTMENT: 200 PLANNING

### Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	-	-	-	-	
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	75,000	150,000	75,000	100%
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ 150,000</b>	<b>\$ 75,000</b>	<b>100%</b>

### Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	-	-	75,000	150,000	75,000	100%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ 150,000</b>	<b>\$ 75,000</b>	<b>100%</b>

# TRANSFERS

## FUNCTION: 5210 TRANSFERS DEPARTMENT: 122 PLANNING

### Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	-	-	-	-	
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	134,200	203,069	68,869	51%
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 134,200</b>	<b>\$ 203,069</b>	<b>\$ 68,869</b>	<b>51%</b>

### Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	-	-	134,200	203,069	68,869	51%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 134,200</b>	<b>\$ 203,069</b>	<b>\$ 68,869</b>	<b>51%</b>

# TRANSFERS

## FUNCTION: 5210 TRANSFERS DEPARTMENT: 291 UPTOWN REVITALIZATION

### Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	-	-	-	-	
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	1,543,821	1,411,618	2,315,161	1,017,953	(1,297,208)	-56%
<b>Total</b>	<b>\$ 1,543,821</b>	<b>\$ 1,411,618</b>	<b>\$ 2,315,161</b>	<b>\$ 1,017,953</b>	<b>\$ (1,297,208)</b>	<b>-56%</b>

### Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	93,821	88,596	342,491	842,953	500,462	146%
Debt Service Funds	1,450,000	1,323,022	1,972,670	175,000	(1,797,670)	(1)
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 1,543,821</b>	<b>\$ 1,411,618</b>	<b>\$ 2,315,161</b>	<b>\$ 1,017,953</b>	<b>\$ (1,297,208)</b>	<b>-56%</b>

# TRANSFERS

## FUNCTION: 5210 TRANSFERS DEPARTMENT: 294 EAST BUTTE RRA

### Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	-	-	-	-	
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	60,000	50,489	53,134	50,483	(2,651)	-5%
<b>Total</b>	<b>\$ 60,000</b>	<b>\$ 50,489</b>	<b>\$ 53,134</b>	<b>\$ 50,483</b>	<b>\$ (2,651)</b>	<b>-5%</b>

### Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	60,000	50,489	53,134	50,483	(2,651)	-5%
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 60,000</b>	<b>\$ 50,489</b>	<b>\$ 53,134</b>	<b>\$ 50,483</b>	<b>\$ (2,651)</b>	<b>-5%</b>

# TRANSFERS

## FUNCTION: 5210 TRANSFERS DEPARTMENT: 813 Drug & Alcohol

### Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	-	-	-	-	
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	18,086	-	-	-	-	
<b>Total</b>	<b>\$ 18,086</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

### Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	18,086	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 18,086</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

# TRANSFERS

## FUNCTION: 5210 TRANSFERS DEPARTMENT: 416 PLANNING & MANAGEMENT

### Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	-	-	-	-	
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	57,188	-	-	-	-	
<b>Total</b>	<b>\$ 57,188</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

### Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	57,188	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 57,188</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

# TRANSFERS

## FUNCTION: 5210 TRANSFERS DEPARTMENT: 950 Maintenance Sids

### Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	-	-	-	-	
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	139,898	201,445	151,769	70,084	(81,685)	-54%
<b>Total</b>	<b>\$ 139,898</b>	<b>\$ 201,445</b>	<b>\$ 151,769</b>	<b>\$ 70,084</b>	<b>\$ (81,685)</b>	<b>-54%</b>

### Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	
Special Revenue	139,898	146,779	151,769	70,084	(81,685)	-54%
Debt Service Funds	-	54,666	-	-	-	
Capital Project Funds	-	-	-	-	-	
Enterprise Funds	-	-	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 139,898</b>	<b>\$ 201,445</b>	<b>\$ 151,769</b>	<b>\$ 70,084</b>	<b>\$ (81,685)</b>	<b>-54%</b>

# TRANSFERS

## FUNCTION: 5210 TRANSFERS DEPARTMENT: 999 NON-DEPARTMENTAL

### Financial Summary

Budget by Object of Expenditure Category	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	-	-	-	-	
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	1,909,385	1,574,705	615,430	463,969	(151,461)	-25%
<b>Total</b>	<b>\$ 1,909,385</b>	<b>\$ 1,574,705</b>	<b>\$ 615,430</b>	<b>\$ 463,969</b>	<b>\$ (151,461)</b>	<b>-25%</b>

### Funding Summary

Funding Sources	Actual FY 2012	Actual FY 2013	Budget FY 2014	Recommended FY 2015	Increase (Decrease)	Percent Change
General Fund	\$ 442,037	\$ 574,705	\$ 615,430	\$ 463,969	\$ (151,461)	-25%
Special Revenue	1,200,000	-	-	-	-	
Debt Service Funds	-	-	-	-	-	
Capital Project Funds	267,348	-	-	-	-	
Enterprise Funds	-	1,000,000	-	-	-	
Internal Service Funds	-	-	-	-	-	
<b>Total</b>	<b>\$ 1,909,385</b>	<b>\$ 1,574,705</b>	<b>\$ 615,430</b>	<b>\$ 463,969</b>	<b>\$ (151,461)</b>	<b>-25%</b>

## OVERVIEW

The **Capital Improvement Plan (CIP)** is a plan which projects the city/county 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 plan, the Capital Budget represents the appropriated capital items contained in the current year Annual Operating Budget. The City/County Capital Improvement Program is produced in a separate document.

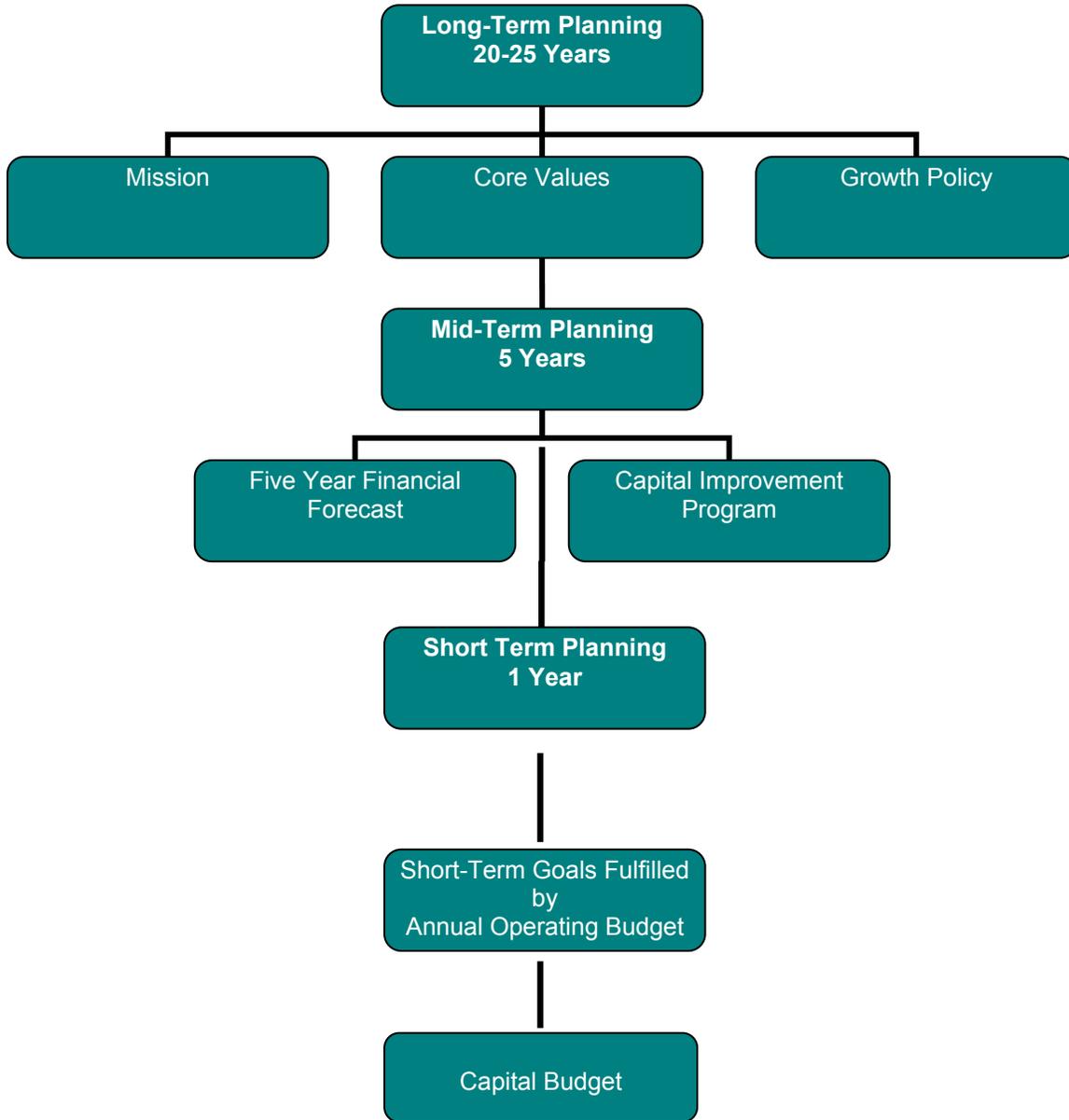
The capital budget is separate and distinct from the operating budget for several reasons. First, capital outlays reflect non-recurring capital improvements rather than ongoing expenses. Where possible, capital projects are funded from nonrecurring funding sources such as debt proceeds and grants; these 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 Council of Commissioners has adopted policies relating to the Capital Improvement Plan and the Capital Budget, which are discussed later in this section.

## LINKAGE

Butte-Silver Bow 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 Council of Commissioners. This required linkage dictates that the CIP be developed within the context of and consistent with, the long-term and mid-term plans.

Each element of the 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 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 planning process hierarchy.



**CAPITAL PLANNING**

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

Butte-Silver Bow updates its informal CIP each year. The Capital Budget is adopted annually. A short term goal for BSB is to begin the process of creating a formal CIP during the current budget year. The CIP will be prepared 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 long-term and mid-term plans is of utmost importance to the Council of Commissioners in their deliberations and decision making process.

The CIP will be prepared under the direction of the Chief Executive and Finance Director. The CIP update will begin in late Fall as part of the budget kickoff. At this kickoff, the Chief Executive and the Finance Director meet with the 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.

All pertinent information is required including the justification for the project, project funding requirements by fiscal year, proposed project schedule and completion dates, and anticipated operating cost impacts. The submissions are reviewed and evaluated by the Chief Executive and the Finance Director. In preparing the CIP, the Chief Executive and Finance Director confer with each of the departments to ascertain that the proposed request is in accordance with the Comprehensive Strategic Plan and Growth Policy. Throughout the development process, the Chief Executive and Finance Director attend meetings with the Council of Commissioners to keep them up-to-date, provide them with revenue projection updates, and to obtain overall policy guidance. Upon completing their review, the Chief Executive and Finance Director will meet with the appropriate program directors and representatives to resolve outstanding issues and ensure that all are in agreement with the current information.

As the process continues and the new CIP begins to take shape, the information is forwarded to and reviewed by the CIP Committee. This committee consists of the Chief Executive, Economic Development Director, Finance Director and two members of the Council of Commissioners. The committee is free to modify the proposed CIP as they deem necessary. After the projects are approved by the CIP Committee, the proposed CIP is forwarded to the Council of Commissioners for review in the month of December. The Council then holds work sessions and public hearings to obtain public comment. In late April, the Council of Commissioners considers and adopts a capital improvement plan. The Capital Budget is finalized as part of the Annual Operating Budget in late August 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 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 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 long-term plans.

## CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

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

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

Listed on the following pages are the capital items included in this year's Annual Budget, together with projected impacts on future operating budgets.

## 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 use of 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 general fund is available for use for any expenditure deemed to be in the public interest.
<b>State Revenues:</b>	The City/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 City/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 City or 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 instead of donating park land when they are subdividing bare land.
<b>Other &amp; Private:</b>	This fund source represents other miscellaneous categories.

## CAPITAL IMPROVEMENT POLICIES

Butte-Silver Bow 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 Executive, the Finance Director and the Council of 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 existing fixed assets.
- 2) CIP Criteria.** Construction 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.

# CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

## FY 2015 Capital Budget & Operating Budget Impacts Projects by Department/Project Name

Capital Budget			Annual Operating Budget Impacts			
Department/Project Title	Appropriation		Personal Services Costs	Other Operating Costs	Debt Service Costs	Total
111 Law Enforcement Services	2 Motorcycle Helmets	1,420	\$ -	\$ -	\$ -	\$ -
103 Parks	Lighting Project	100,000	-	2,500	-	2,500
103 Cemetery	Backhoe	20,000	-	1,250	-	1,250
103 Cemetery	Buildings	25,000	-	2,000	-	2,000
111 Law Enforcement Services	Bullet Proof Vests	10,000	-	-	-	-
132 Protective Inspection	Computer	4,000	-	-	-	-
999 Unallocated Costs	Computer Hardware	38,000	-	-	-	-
999 Unallocated Costs	Computer Servers	16,000	-	-	-	-
111 Law Enforcement Services	Police Vehicle	27,000	-	2,200	-	2,200
111 Detention and Correction	Security Camera & DVR	30,000	-	-	-	-
999 Unallocated Costs	SIP Trunking (Century	8,000	-	-	-	-
103 Parks Grants and	Skate Park Improvements	6,228	-	-	-	-
103 Cemetery	Utility Vehicle	5,000	-	-	-	-
103 Road and Street	Chipseal/mill and fill	150,000	-	-	-	-
126 Contributed Funds	ATV or UTV	15,000	-	2,500	-	2,500
126 Legacy Program	Equipment Reserve	3,349	-	-	-	-
126 Contributed Funds	Equipment Reserve	95,978	-	-	-	-
147 Civic Center	Civic Center Fire Alarm	46,800	-	-	-	-
147 Civic Center	Scoreboard	70,000	-	2,200	-	2,200
200 Land Management & GIS	Tablets	4,000	-	500	-	500
801 Air Quality Program	(2) Inspection Vehicles	25,000	-	2,200	-	2,200
801 Family Planning	(4) Computers	6,000	-	-	-	-
801 Immunization Program	Computer	1,500	-	-	-	-
801 MCH	Computer - new grant	1,500	-	-	-	-
801 Immunization Program	Generator	6,473	-	1,200	-	1,200
801 MCH	Home Visiting Vehicle	25,000	-	2,200	-	2,200
801 Immunization Program	Wheelchair Accessible	5,500	-	-	-	-
200 Residential Metals	Computer	5,000	-	-	-	-
200 Source Area & Storm	Capital Improvements	100,000	-	-	-	-
200 Source Area & Storm	Computer	1,000	-	-	-	-
200 Superfund Stormwater	Computer	1,500	-	-	-	-
200 Superfund Stormwater	Improvements	760,500	-	-	-	-
200 Superfund Stormwater	Land	5,000	-	-	-	-
291 Tax Increment	Computer	2,000	-	-	-	-
293 Tax Increment	Additional Software	4,000	-	-	-	-
293 Tax Increment	Improvements	4,000,000	-	3,500	-	3,500

# CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

## FY 2015 Capital Budget & Operating Budget Impacts Projects by Department/Project Name

Department/Project Title		Appropriation	Personal Services Costs	Other Operating Costs	Debt Service Costs	Total
293 Tax Increment	Improvements	9,000,000	-	-	-	-
293 Tax Increment	Land Purchase	600,000	-	-	-	-
122 Planning	Building Improvements	50,000	-	-	-	-
122 Planning	Infrastructure	50,000	-	-	-	-
169 PARA Transit Service	(4) Para Transit Vans	180,000	-	8,800	-	8,800
164 Fire Prevention	Big Butte VFD Bldg.	75,000	-	1,500	-	1,500
122 NRD Green Way Project	Greenway Improvements	2,752,200	-	-	-	-
950 Unallocated Costs	Pup Trailer	50,000	-	-	-	-
200 ARCO Source Area	Building Improvements	50,000	-	-	-	-
200 ARCO Source Area	Capital Improvements	50,000	-	-	-	-
200 ARCO Source Area	Computer	4,000	-	-	-	-
111 911 Emergency	Equipment Reserve	140,000	-	-	-	-
103 Recreational Trails	Facility Improvements	25,000	-	-	-	-
122 Belmont GPM System	Water Treatment	22,856	-	-	-	-
122 NRD Thompson Park	Building Improvements	7,865	-	-	-	-
122 NRD Fish Pond	Building Improvements	12,139	-	-	-	-
122 NRD Biug Butte	Land	1,500	-	-	-	-
880 Facilities	Technology Upgrade	2,000	-	-	-	-
122 Historic Preservation	Building Improvements	212,000	-	-	-	-
195 Victim Advocacy	Web Protral for Attorney	28,000	-	2,500	-	2,500
416 DUI Court	Computer	2,313	-	-	-	-
416 Justice Asst Grant	Computer Equipment	17,810	-	-	-	-
416 URA Community	Roof Belmont Sr. Center	40,600	-	-	-	-
122 CTEP Landscape &	Facility Improvements	123,900	-	-	-	-
122 Butte Mineyard	Sidewalk Improvements	102,000	-	-	-	-
122 CTEP Butte Sidewalk	Sidewalk Improvements	600,000	-	-	-	-
999 Sheriff's	2 Patrol Cars	69,000	-	-	-	-
128 Detention & Correction	Emerg Mngmt Software	45,000	-	-	-	-
128 Detention & Correction	EOC Backup Generator	153,941	-	-	-	-
128 Detention & Correction	EOC Equipment	365,753	-	-	-	-
136 Facilities	Equipment Archives Bond	37,303	-	-	-	-
293 Tax Increment	Improvements in TIFID #2	251,693	-	-	-	-
103 Transmission &	(4) Tablets	2,500	-	-	-	-
103 Purification and Treatment	Basin Creek Water	36,000,000	-	-	-	-
103 Administration	Computer for Water Main	2,000	-	-	-	-
103 Transmission &	Dump Truck - 10 Wheel	75,000	-	3,000	-	3,000
103 Transmission &	Dump Truck - Leak Gang	55,000	-	2,000	-	2,000
103 Transmission &	Walk Behind Compactor	35,000	-	1,500	-	1,500
103 Administration	Water Billing Software	85,000	-	-	-	-
103 Transmission &	Waterline Replacement	832,754	-	-	-	-
103 Transmission &	Meyers Dam Floor &	50,000	-	-	-	-
103 Transmission &	Replace Pond Intake	60,000	-	-	-	-
103 Treatment & Disposal	Compressor	3,000	-	-	-	-
103 Treatment & Disposal	Office Computer	1,500	-	-	-	-



## Butte-Silver Bow Debt Management

Debt in a governmental entity is an effective financial management tool. Active debt management provides fiscal advantages to the city-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 City-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 Butte-Silver Bow's financial operations. The city-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, and 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.

## Major Bond/Debt Issues

Listed below is a brief description of the city-county major General Obligation outstanding bond issues and loans, followed by a graphic overview of all outstanding debt, by purpose.

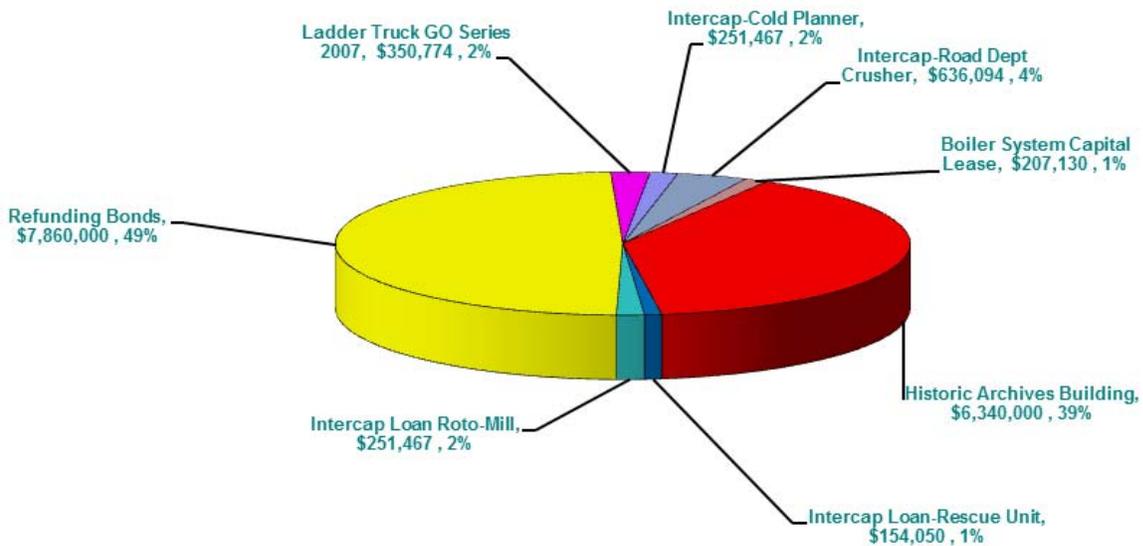
- General Obligation Bonds outstanding as of June 30, 2014
  - Aerial Ladder Truck – Voter Approved - \$350,774
  - Historic Archives Building – Voter Approved - \$6,340,000
  - Refunding Bonds for Law Enforcement Center, Detention Center, and Civic Center Renovation- \$7,860,000
- General Obligation Loans are issued by the State of Montana Intercap Loan program. The interest rate on these loans is variable and is set by the State of Montana, Board of Investments with effective date of July 1<sup>st</sup>. The average rate of interest over the past 10 years has been 2.805% with current rate of 1%. The balance of June 30, 2014 consists of:
  - Fire Department Rescue Unit - \$154,050
  - Road Dept – Roto Mill Equipment - \$251,467
  - Road Department – Cold Planner - \$636,094
- General Obligation Leases consist of a capital lease to replace the main boiler in the Courthouse. The balance as of June 30, 2014 was \$207,130.

**Outstanding General Obligation Debt**

Listed below is a pie chart which presents the city-county current outstanding indebtedness by purpose.

**BUTTE – SILVER BOW – OUTSTANDING GENERAL OBLIGATION DEBT**

As of June 30, 2014 \_\_\_\_\_



**Proposed Debt in the Next Five Years**

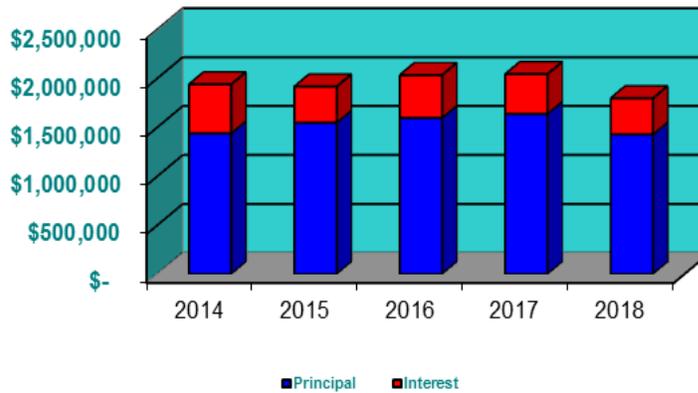
Listed below is a brief description of potential major projects, which may require the issuance of debt over the course of the next five years. The projects discussed are in the initial Engineering and Study stages. The projected costs and source of funding such as; bonds, loans, leases, grants, and private partnerships are yet to be determined.

- Outdoor Aquatic Facility and Park Improvements
- Facility Improvements including the Butte-Silver Bow Courthouse, Retaining walls and landscape of the Courthouse, and Public Works Office Building
- Energy Efficient Infrastructure Improvements
- Information Technology infrastructure

**Debt Service on General Obligation Debt**

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

**SCHEDULE OF FUTURE PRINCIPAL AND INTEREST PAYMENTS**



Most major debt obligations 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.

**Bond Rating**

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

Butte-Silver Bow 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 ratings for its general obligation bonds through innovations in financial and debt administration.

## Management of Debt and Equity Funding of Capital Needs

An integral part of the City-County 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

Butte-Silver Bow 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 financial management policies on included in the Executive Summary. Listed below are excerpts from those policies, which relate specifically to debt management.

### Restrictions on Debt Issuance.

- 1) **Repayment of Borrow Funds.** The city-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 City-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 city-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 government's financial position or operations.
  - The City-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 produces 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.

# STAFFING TRENDS

## Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
<b>General Government</b>				
Chief Executive	2.00	2.00	2.00	2.00
Finance & Budget	4.60	4.60	4.95	5.00
Council of Commissioners	13.00	13.00	13.00	13.00
Clerk & Recorder	5.00	5.00	5.00	5.00
Internal Auditor	1.00	1.00	1.00	1.00
Treasurer	10.00	9.50	9.50	8.50
County Attorney	9.00	9.00	9.00	9.00
JP Courts	5.00	5.00	5.00	5.00
Government Buildings	10.70	10.55	11.45	10.85
Superintendent of Schools	3.00	2.00	2.00	2.00
Planning	5.51	5.51	9.27	8.01
Public Administrator	1.00	1.00	1.00	1.00
City Court	5.00	5.00	5.00	5.00
Land Records	3.00	3.00	3.00	3.00
Superfund Allocation	1.90	1.90	2.05	2.30
Clerk of Courts	7.00	7.00	7.00	7.00
Non-Departmental	1.00	1.00	1.00	1.00
Maintenance SID's	0.50	0.50	0.50	0.50
<b>Sub-Total General Government</b>	<b>88.21</b>	<b>86.56</b>	<b>91.72</b>	<b>89.16</b>
<b>Public Safety</b>				
Sheriff	98.00	98.00	102.00	100.00
Coroner	4.00	2.00	1.00	1.00
DES	1.00	1.00	1.00	1.75
Code Enforcement	2.90	2.80	2.90	2.90
Fire	33.00	34.00	39.00	37.00
Crime Control Grants	1.00	1.00	1.00	1.00
Planning & Management	-	-	-	1.00
<b>Sub-Total Public Safety</b>	<b>139.90</b>	<b>138.80</b>	<b>146.90</b>	<b>144.65</b>
<b>Public Works</b>				
Public Works	97.14	105.92	104.17	105.42
Extension Agent	4.33	4.50	4.50	4.00
Parking Commission	3.00	3.00	3.00	3.00
Transit System	10.50	10.50	10.50	10.50
Non-Departmental	0.65	0.65	0.60	0.60
Superfund Allocation	2.00	8.04	7.70	7.67
<b>Sub-total Public Works</b>	<b>117.62</b>	<b>132.61</b>	<b>130.47</b>	<b>131.19</b>
<b>Public Health</b>				
Animal Control	8.30	8.30	8.30	7.30
Health Office	7.10	8.85	9.50	9.90
Family Services	12.75	15.15	12.55	12.70
Home Health	4.93	5.30	4.30	-
Drugs & Alcohol	20.23	15.03	1.33	1.00
Superfund	6.35	6.35	10.20	10.20
<b>Sub-total Public Health</b>	<b>59.66</b>	<b>58.98</b>	<b>46.18</b>	<b>41.10</b>
<b>Sub-Total</b>	<b>405.39</b>	<b>416.94</b>	<b>415.27</b>	<b>406.10</b>

# STAFFING TRENDS

## Staffing Summary

Title	Actual FY 2012	Actual FY 2013	Budgeted FY 2014	Recommended FY 2015
<b>Social &amp; Economic Services</b>				
Extension Agent	1.00	1.00	1.00	1.00
Developmentally Disabled	1.00	1.00	1.00	1.00
<b>Sub-Total Social &amp; Economic Ser</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Culture &amp; Recreation</b>				
Public Works	8.08	9.58	10.08	11.58
Board of Recreation	0.25	0.25	0.25	1.00
Public Library	17.16	13.94	13.50	14.25
Public Archives	-	3.75	4.75	5.75
Civic Center	3.80	3.80	3.80	3.80
<b>Sub-total Culture &amp; Recreation</b>	<b>29.29</b>	<b>31.32</b>	<b>32.38</b>	<b>36.38</b>
<b>Housing &amp; Community Development</b>				
BSB Economic Development	1.10	1.10	1.10	1.10
Uptown Revitalization	1.94	1.94	1.94	1.94
TIFID Industrial	1.30	1.30	1.30	1.30
Neighborhood Improvements	1.50	1.50	1.50	1.50
<b>Sub-total Housing &amp; CD</b>	<b>5.84</b>	<b>5.84</b>	<b>5.84</b>	<b>5.84</b>
<b>Intergovernmental Activities</b>				
Finance & Budget	4.65	4.65	5.05	5.00
Personnel	3.00	3.50	5.50	5.50
Central Equipment	9.00	9.00	9.00	9.00
Non-Departmental	1.50	1.50	1.75	3.00
<b>Sub-total Intergovernmental Act</b>	<b>18.15</b>	<b>18.65</b>	<b>21.30</b>	<b>22.50</b>
<b>Miscellaneous</b>				
Maintenance SID's	1.95	1.95	1.95	1.95
<b>Sub-total Judgment &amp; Losses</b>	<b>1.95</b>	<b>1.95</b>	<b>1.95</b>	<b>1.95</b>
<b>GRAND TOTAL</b>	<b>462.62</b>	<b>476.70</b>	<b>478.74</b>	<b>474.77</b>

U.S. CONSUMER PRICE INDEX

	<b>Calendar Year</b>	<b>U.S. Consumer Price Index</b>	<b>Percent Change</b>
▼	1997	160.5	
▼	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	215.3	3.9
	2009	214.5	-0.4
	2010	218.1	1.7
	2011	224.9	3.1
	2012	229.6	2.1
	2013	232.9	1.4

**GENERAL OBLIGATION BOND**

Maximum Allowable Debt - Butte-Silver Bow City-County, Montana

Assessed Valuation: FY 14 Certified Market Value \$ 1,886,469,066

Factor Allowed for Indebtedness 2.5%

---

Total Indebtedness Allowed \$ 47,161,727

---

Less Current Indebtedness:

General Obligation Bonds \$ 14,550,774

General Obligation Notes 1,248,741

Total Current Indebtedness ----- \$ 15,799,515

---

Maximum Indebtedness Available \$ 31,362,212

---

GENERAL STATISTICAL INFORMATION

Class of County.....	First
County Seat.....	Butte
Year Organized .....	May 1977
Registered Voters .....	19,329
Area (square miles).....	719
Courthouse Elevation (Butte).....	5,755
Incorporated Cities.....	2
Population of County (2013 estimate).....	33,854
Form of Government.....	Consolidated City-County (Charter)

**TOP TEN TAXPAYERS****TOP TEN TAXPAYERS IN BUTTE-SILVER BOW**  
Tax Year 2014

Taxpayer	Market Value	Taxable Value
MONTANA RESOURCES	\$ 473,806,574	\$ 12,633,228
NORTHWESTERN CORPORATION	164,447,073	19,733,649
ADVANCED SILICON MATERIALS LLC	474,025,571	10,746,026
BASIN CREEK PARTNERS, LLC	16,348,157	978,949
QWEST CORPORATION	13,291,193	797,471
WAL-MART REAL ESTATE BUSINESS TRUST	12,324,117	292,824
PRAXAIR INC	52,820,912	1,107,774
HYMAN ANNE & NORTHERN TRUST BANK	10,734,483	265,142
VERIZON WIRELESS	5,493,859	329,632
BRESNAN BROADBAND	11,762,597	705,755
	<u>\$ 1,235,054,536</u>	<u>\$ 47,590,450</u>

## GLOSSARY

**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 Council of Commissioners which permits the government 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 for levying 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.

**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 (Butte-Silver Bow'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 City-County follows in the preparation, adoption, and administration of the budget.

**Budget Message** - The opening section of the budget which provides the Council of Commissioners 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.

**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.

## GLOSSARY

**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/county 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 government'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 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 City-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.

## GLOSSARY

**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 Council of Commissioners. 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 city & county.

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

**Overlapping Debt** – The 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.

**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.

## GLOSSARY

**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 the City-County.

**Resolution** - A special or temporary order of a legislative body (Council of Commissioners) 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 City-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).