THE CITY-COUNTY OF
Butte-Silver Bow
State of Montana

Fiscal Year 2018-2019
Performance Budget

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Preliminary Information

The City-County of Butte-Silver Bow

City-County of Butte-Silver Bow, Montana
Consolidated Government

APPROVED
OPERATING AND CAPITAL BUDGET
Fiscal Year 2018 - 2019

CHIEF EXECUTIVE

Dave Palmer

COUNCIL OF COMMISSIONERS

Shawn Fredrickson-Dolan, District 1
Vacant, District 2
John P. Morgan, District 3, Chairman
John Sorich District 4
Dan Olsen District 5
Jim Fisher District 6
David Walker District 7
Brendan McDonough District 8
Dan Foley District 9
Bill Andersen District 10
Cindi Shaw District 11, Vice-Chair
Dan Callahan District12

DIRECTOR OF FINANCE AND BUDGET

Danette Gleason

COUNTY ATTORNEY

Eileen Joyce

TREASURER

Lori Patrick

CLERK & RECORDER

Sally Hollis

DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award of Distinguished Budget Presentation to the City and County of Butte-Silver Bow for its annual budget for the fiscal year beginning July 1, 2017. This was the fourth consecutive year the City-County applied and received this award.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria. The document serves as a policy document, financial plan, and operation guide to be used in communicating to various stakeholders.

This award is valid for a period of one year only. The Finance & Budget Department believes our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City & County of Butte-Silver Bow

Montana

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morrill

Executive Director

Executive Summary (A)

The City-County of Butte-Silver Bow

THE CITY-COUNTY OF BUTTE-SILVER BOW, MONTANA
OFFICE OF THE CHIEF EXECUTIVE
&
OFFICE OF FINANCE AND BUDGET
Courthouse, 155 W. Granite Street
Butte, Montana 59701

BUDGET MESSAGE

August 15, 2018

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

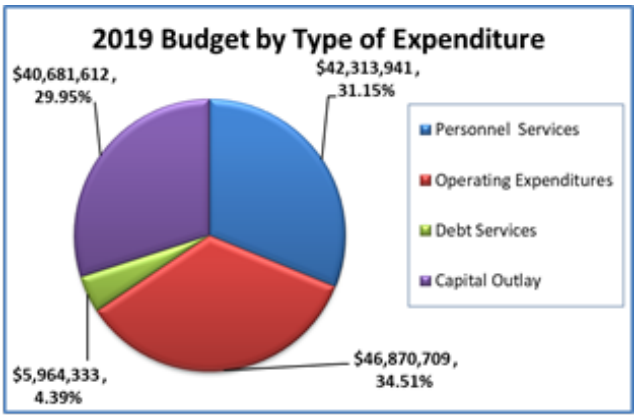
Transmitted with this letter we are pleased to present the balanced Operating and Capital Budget for the City-County of Butte-Silver Bow, Montana, for the fiscal year ending June 30, 2019, effective July 1, 2018 as adopted by the Council of Commissioners. As required by the State of Montana of Montana Code Annotated Local Government Budget Act (Title 7, Chapter 5, Part 40) the annual budget must be submitted by the later of October 1, 2018 or 60 days after the receipt of the taxable values from the State of Montana Department of Revenue.

The annual budget provides the financial framework and foundation for accomplishing the goals, objectives, and performance measures of the strategic plan established by the Chief Executive Office's, Council of Commissioners, Elected Officials, Departments and the citizens of the city-county. Each Department submits their budgets including 1) A program description that summarize the services to be provided and functions within the department, 2) summarizes the long-term and short-term goals and objectives of the department, 3) provides an update on individual performance measures and action items stated as results, outputs, demands, and efficiencies, and 4) provides a schedule updating any requests to required budget funds either decreasing particular categories based on efficiencies gained or requests for additional funds to meet the needs to provide the services.

The Office of the Chief Executive, Council of Commissioners, and Finance and Budget Department fielded public input and participation on the Budget and Capital Improvement Plan through an on-line survey, at numerous public meetings, and holding listening sessions and public hearings as the budget was developed. A summary of the goals is contained within this document. The associated capital projects are detailed in the Capital Improvement Plan & Capital Budget in Section M. In 2017, the Chief Executive and Management continued to work on the action items contained within the consolidated strategic plan for the city-county. The strategic plan is used as the framework by which the Executive and Legislative branches will achieve better guidance for budget and policy decisions. The strategic plan, including the timeline of the action items within the plan, and the capital improvement plan are reviewed during each budget cycle. The plans are flexible allowing for the shift in priorities because of the public and management input.

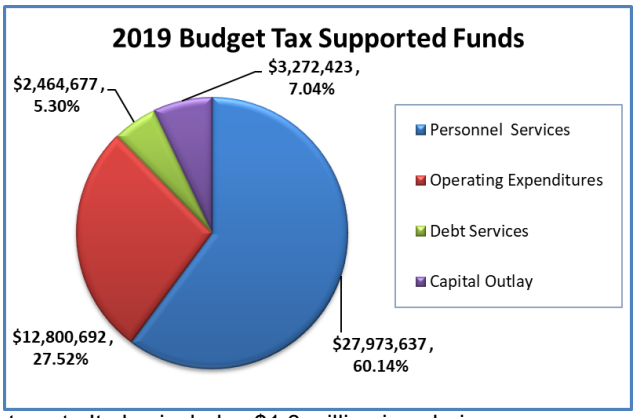
The local government continues to seek citizen participation and transparency. During fiscal year 2018, the Department Heads gave numerous public presentations for various community and service groups to inform them on the different aspects of the local government. Also, during fiscal year 2018, each Department appeared before the Finance and Budget Committee of the Council of Commissioners to discuss the performance of the respective departments, budget requests and long-range goals. The public meetings were held weekly throughout the fiscal year and noticed on the Council of Commissioners' agendas. These meetings allowed for public input and comment.

The fiscal year 2019 budgeted expenditures total $135.8 million compared to $130.9 million in fiscal year 2018 for an increase of 3.78%. Personnel services increased by $1.8 million, operation and maintenance expenses increased by $1 million, debt service payments decreased by $414,000 and capital outlay increased by $2.5 million. The $1.8 million increased personnel services included a 2% cost of living increase and an additional $360 annually towards employees' health insurance contributions for the union, non-union and elected officials. This increase also includes the addition of seven new positions and the absorption of two police officers hired under a Department of Justice, COPS Universal Hiring Grant. The grant requirements were fulfilled in fiscal year 2018. The budget also contained the restructuring of departments to stream-line the use of staff which resulted in reallocation of staff costs and reduction in some areas. The numbers of FTEs were also reduced due to grant funding. The over FTE increase was 1.45. The local government continues to work on identifying cost containment practices, sought additional funding, and makes every effort to focus on efficiencies and cost saving opportunities to accomplish many of its goals and objectives providing the best services for each tax and service fee dollar charged. Because of these efforts combined with a taxable value increase of 3.36%, the fiscal year 2019 budget does not contain a projected tax increase. However, the Water Utility Division, an Enterprise Fund will implement the second year of a two-part 10% increase effective October 1st. Prior to fiscal year 2018, the Water Utility Division had not raised rates for greater than twenty years. The four existing Road Special Improvement Districts (SIDs) have been revamped to form a county-wide district. There will be an increased charge under the new county-wide district, but the amount of the increase is dependent on whether a parcel of property was in a district or which district prior to the changes. The greatest increase will be approximately $72.05 per parcel with a market value over $5,000.



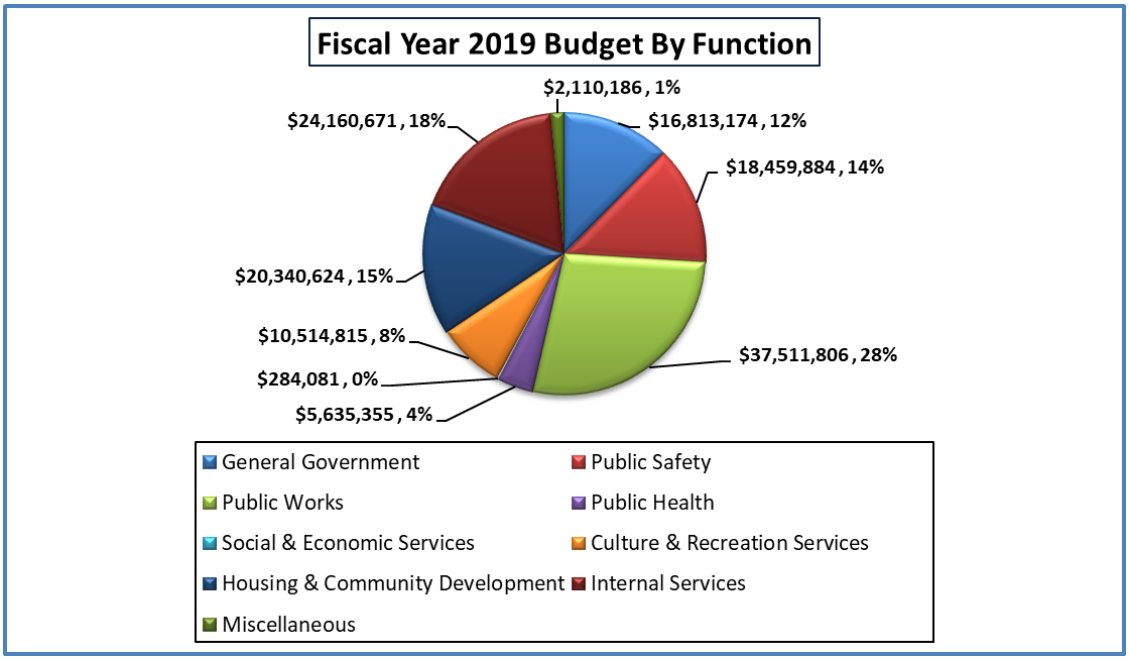
The graphs to the left describes the 2019 total budget by expenditure type for all funds.

The graph below illustrates the appropriations for the tax supported funds:



The budgets within the tax supported funds include general obligation debt service funds, which are funded through the assessment of property taxes. The fiscal year 2019 budget for tax supported funds is projected to be $46.5 million. This compares to $44 million for fiscal year 2018. The amount of property tax revenue to cover the expenditures is projected to be $24.5 million (52.20% of the appropriations). The 5.49% increase includes an increase in capital outlay of $1.1 million. The major purchases will be equipment replacement for the Road Department. It also includes $1.3 million in salaries and benefits, and an increase of $197,000 in operation and maintenance related to the operation of the new community pool and facilities.

Below is a chart of the fiscal year 2019 budget by function.



This pie chart includes all expenditures of the local government. Public Works, including the Road Department, Parks & Recreation, Water Utility Division, Metro Sewer Operations, and Landfill continues to be the largest area of expenditures. In fiscal year 2019, the internal service function is inflated by $12 million in capital projects related to the relocation and construction of the city-county shops. On average, the internal services functions are less than 8% of the annual budget. The Housing and Economic Development functions include the activities of the economic development districts, which are funded through the incremental tax revenue generated within each district. For fiscal year 2019 the budgets of these districts were $18.3 million. Public Safety, which includes law enforcement, detention center operations, and fire services, comprises 14% or $18.5 million of the annual budget. General government function includes the financial and administrative functions, support for the 11 elected officials, 12 Council of Commissioners, and the lower court system. The budget is approximately $17 million annually (12%).

The city-county continues a solid financial path by planning and developing community partnerships and good financial stewardship. The Chief Executive and the Finance and Budget Department recommended a 16% average reserve for all tax and user fee-supported funds, with the necessary internal controls to assure financial stability and good governance to be approved by the Council of Commissioners in the final budget resolution. The reserves are critical for cash flow between payment dates, to bridge financing on reimbursable grant projects, to cover protested taxes or delinquencies, and to establish a source of funds in the event of an emergency. The local government has additional financial policies such as asset management and capital planning, investment, issuance of debt, and grant administration oversight.
For the past 31 years, the Finance and Budget Department has received unqualified opinion on the Comprehensive Annual Financial Report (CAFR) and for the past 29 years has submitted the CAFR to the Government Finance Officers Association (GFOA) and has received the distinguished GFOA award for excellence in the Financial Reporting Program.

In addition to the financial path above and in accordance with the financial policies on debt management, the local government on September 6, 2017 sought a bond rating from S&P Global Ratings for the General Obligation Refunding Bonds, Series 2017, as part of refunding of $9.160 million in general obligation bonds that were callable in 2018. The net present value of the refunding was $664,708. Based on S&P Global

Ratings review, the underlying rating (SPUR) from “A+” to “AA- “with a stable outlook was maintained from the increase in rate as December 6, 2016. The rationale was based on strong management, with good financial policies and practices. The rating action also considered the local governments adequate financial performance and maintenance of its very strong flexibility score. The local government has a very strong debt contingency liability position, with debt service carrying charges at 13.1% of total governmental expenditures and net direct debt that is 34.2% of total government fund revenue. Overall net debt is low at .7% of market value. The local government also received a strong institutional framework score like other municipalities in Montana. The city-county has been able to issue several forms of debt over the past 25 years and has been able to tap the credit markets without issue.

Picture: Photograph from the southeast side of Butte on a lower section of the continental divide. The “M” in the background is a monument of the city and maintained in partnership between the city-county and Montana Technological University formerly Montana Tech of the University of Montana.

The administration continues to focus on new strategies and the implementation of action plans related to the following:

- Training employees, including the training of managers and supervisors
- Improvement of infrastructure including, roads, bridges, water lines, sewer lines, and storm water system.
- Building a culture of performance excellence
- Managing of Superfund activities
- Establishing a safe and healthy workplace and assuring the public is safe
- Increasing efforts to make local government more transparent and accountable to citizens
- Developing an Executive Leadership Team
- Promoting and marketing our community and resources
- Restructuring and Organizing Departments and Divisions to improve efficiency and effectiveness of functions or services provided by the local government
- Expanding the use of and access to technology in the local government for employees and citizens

A summary of the fiscal year 2019 Final Budget follows.

Overview of Budgeted Resources

The following table depicts the projected beginning balances, estimated revenues, recommended budgeted expenditures, and projected ending balances for fiscal year 2019. All county funds are included in the foregoing budget. The table reflects estimated revenues of $115,340,204 and budgeted expenditures of $140,723,468 resulting in a projected ending balance of $171,845,501 for all funds. The internal governmental transfers included in the expenditures and revenues total $5,032,379. The internal government transfers are for internal administrative charges, debt service payments, and shared capital acquisitions.

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

	Governmental Fund Types				Proprietary Fund Types		Total
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	All Funds
Actual Beginning Fund/Working Capital Balance	$ 8,435,516	$ 55,739,225	$ 4,477,415	$ 3,012,787	$ 123,475,397	$ 2,088,425	$ 197,228,765
Total Estimated Revenues	24,831,294	37,706,741	5,906,200	299,786	21,963,804	24,632,379	115,340,204
Budgeted Expenditures	28,286,426	57,026,150	4,148,333	2,188,744	24,650,722	24,423,093	140,723,468
Projected Ending Fund Balance/Net Position	$ 4,980,384	$ 36,419,816	$ 6,235,282	$ 1,123,829	$ 120,788,479	$ 2,297,711	$ 171,845,501

Listed below are explanations of the changes in fund balance and net position for each of the major fund groups. The significant changes (more than 10%) have been further detailed.

General Fund
The budgeted change in the General Fund balance is a decrease of 41%, or $3.4 million. The decrease is inflated by the following: 1) During fiscal year 2018, a projected 10% or $2.9 million of the budget expenditures were not made. Projects carried over by the local

Picture: The picture to the left is of the Granite Mountain Memorial located north of the city of Butte. The memorial was dedicated on June 8, 1996.

government to fiscal year 2019 include professional services for review of Courthouse capital improvements, Government-wide information technology projects, FEMA grant funds for disaster and emergency service equipment, machinery and equipment in Law Enforcement Agency, and repair and maintenance expenses that were not completed due to weather. 2) The budget also had $67,000 of unused training and travel expenditures. The Departments were encouraged to use webinars and to seek more cost-effective trainings. The funding sources for these expenditures are grant funds, loan proceeds, and tax revenue. For the above-mentioned projects, the funds have been received and will be carried over and expended in fiscal year 2019. Some of the cost savings allowed for increased reserves thus assisted the local government in not requiring a property tax increase for fiscal year 2019. 3) The General Fund also has $509,047 in reserves for special projects related to code enforcement, community enrichment, animal control and public health. The funds have accumulated over time and are budgeted each fiscal year for potential use. It is the goal of the local government to have less than a 5% variance within most funds where practical. The current projected fund balance, adjusted for the variance described above, would result in less than a 1% with respect to expenditures. The revenue variance for fiscal year 2018 was 2.55% projected to actual.

Special Revenue Fund

The City-County of Butte-Silver Bow has 139 Special Revenue Funds for which annual budgets are prepared. Many of these funds have been established to account for various state and federal grants, tax increment districts, urban revitalization, other economic development activities, special improvement districts, and superfund trust accounts. The Special Revenue Funds are projected to decrease by 35% overall or approximately $19 million. The Special Revenue Funds projects and activities are often not

Picture above: Maud S Canyon trail system. This is popular trail for hiking, running, and biking.

completed within a fiscal year due to several factors including weather and construction constraints. In fiscal year 2018, $20.1 million will be projected to be carried over into fiscal year 2019 for these types of projects and activities. The projects include the anticipated use of cash reserves estimated to be $9 million to fund potential projects and capital expenditure within the Ramsay Tax Increment Financing District. These expenditures are related to infrastructure improvements including potable waterline, rail spur development and fiber optic upgrades, land acquisition, and the development of manufacturing warehouse facilities. This district will sunset in fiscal year 2022 and is in the process of completing the strategic plan prior to sunset. During fiscal year 2017, the City-County of Butte-Silver Bow received a $2.5 million donation from the Dennis & Phyllis Washington Foundation to be used at Stodden Park on a *Central Park Improvement Plan*. The fiscal year 2019 budget contains $1.3 million in expenditures that will be drawn down from the Parks

grant fund reserves funds and anticipates the receipt of an additional $3 million granted by the Dennis & Phyllis Washington Foundation for this project. The Urban Revitalization Agency (URA) budgeted to expend $700,000 in reserves and $745,000 in loans for economic development opportunities with the URA district. An additional decrease in the Special Revenue funds of $1.3 million relates to the anticipated expenditures in the Arco Redevelopment Trust account. Butte-Silver Bow received over $14 million in trust funds from Atlantic Richfield because of a settlement agreement. In compliance with the agreement, an advisory group, Superfund Advisory Redevelopment Trust Authority (SARTA), comprised of local citizens recommends a budget to the Council of Commissioners on an annual basis. The only additional funds received by this fund come through the generation of interest revenue. This fund is a trust of Butte-Silver Bow to be expended in areas which have been remediated and reclaimed and/or impacted from past mining activities. Allowable expenditures are described in the Allocation and Settlement Agreement Mutual Release of Claims by and between the City-County of Butte-Silver Bow and Atlantic Richfield Company.

The Special Revenue Fund reserves in fiscal year 2019 will also be reduced by expenditures within the Economic Development Hard Rock Trust fund. The anticipated decrease is $273,000. The city-county is allocated funds to be deposited within the Hard Rock Trust fund in compliance with 7-6-2225, Montana Code Annotated (MCA). Per 7-6-2225, MCA, the funds must remain in the hard-rock mine trust account and may not be appropriated by the governing body until mining operations cease or the number employed full-time by the mining operations is less than one-half of the average number of persons employed full-time in mining activities by mining operation during the immediately preceding 5-year period. In 2003, mining operations were suspended, thus an allocation was made to the Economic Development Hard Rock fund to be expended as outlined by a program created by management and in accordance with 7-6-2225, MCA. The funding has been appropriated in fiscal year 2019 to the extent of funds committed to economic development projects approved by the Council of Commissioners.

Debt Service Fund

The Debt Service funds have a projected increase of $1.76 million (39%) in fund balance for fiscal year 2019 primarily due from two new bond issues. During fiscal year 2017, the local government issued $8 million in Tax Increment Urban Renewal Revenue Bonds, Series 2016 for the construction of a parking garage. The bond covenants require the tax revenues to be collected within the debt service fund to secure debt service payments. Excess funds are then allocated to the URA Districts operating budget which is a Special Revenue fund. The tax collections are made in November and May of each year. The bond requirements also include the highest annual debt service be held in a debt service reserve fund which amount to $556,882 and to hold the next fiscal year annual payments in a current debt service reserve account which amounted to $562,000 as of June 30, 2018 for a total of $1.12 million in reserves for this bond issue. Also, in fiscal year 2017, the local government issued $6.845 million General Obligation Bond Series, 2016. The funds were used to finance the construction of a new community pool. The bonds have a debt service payment on July 1st of each year. This resulted in an increase of $467,000 in the debt service funds over the prior year.

Capital Project Funds

The Capital Project Funds are projected to decrease by $1.89 million or 63%. The decrease is a result of the appropriation including $350,000, to complete the parking garage financed by Tax Increment Renewal Revenue bonds that were issued in August 2016, and $950,745 to complete the aquatic facility, which was funded by the general obligation bonds issued in December 2016.

Picture to Left: Parking garage in the Uptown URA District #2. The $7.5 million garage opened in February 2018. The garage has 250 spaces for monthly lease or daily use.

The fiscal year 2019 budget also consists of $888,000 to be expended out of the city-county Capital Improvement Fund. This amount consists of $300,000 allocated to repair the Courthouse steps and refurbish the copper entry doors; $320,000 for upgrades to the logical control units which operate the cell doors at the detention center, $40,000 in boiler improvements, and $228,000 for police vehicles.

Enterprise Funds

The Enterprise Funds net positions are projected to decrease by $2.7 million or 2% in fiscal year 2019. The reduction includes $1,000,000 in water and sewer line construction for the Southwest Montana Veterans Home, which is being constructed in Silver Bow County. The allocation of these funds was a result of a memorandum of understanding between Butte-Silver Bow and the State of Montana to get the commitment of the $12 million project in Silver Bow County. The Water Utility Division and Metro Sewer Enterprise funds will cover the cost of the construction in fiscal year 2019, however, the funds will be reimbursed over a five-year period from economic development funds allocated from the general fund. The Water Utility Division will also use $200,000 for capital reserves for improvements to buildings including a roof at the Moulton Treatment Plant, septic and well repairs to home at Basin Creek Reservoir, and dam repairs. The fund will also use $330,000 for an excavator as planned in the CIP. The Landfill will expend $325,000 of capital reserve funds to cover the cost improvements to a scraper. The improvements are projected to add an additional 15 years of life to the piece of equipment.

Pictures below: The pictures are at the city-county landfill located west of Butte.

The Landfill will use $50,000 of capital reserves to study landfill programs including recycling options and review the ordinance for changes related to litter control and general use of the landfill. In the Storm Water Fund, $400,000 of additional capital reserves have been allocated to complete work on the system. These funds have been reserved over the past five fiscal years to be used on the master plan including work outside the remedial work sites. During fiscal year 2019, the Storm Water and Landfill Ordinances will be reviewed to assure the rate structure are proper for the types of users and a review of the rates will be completed.

Internal Service Funds

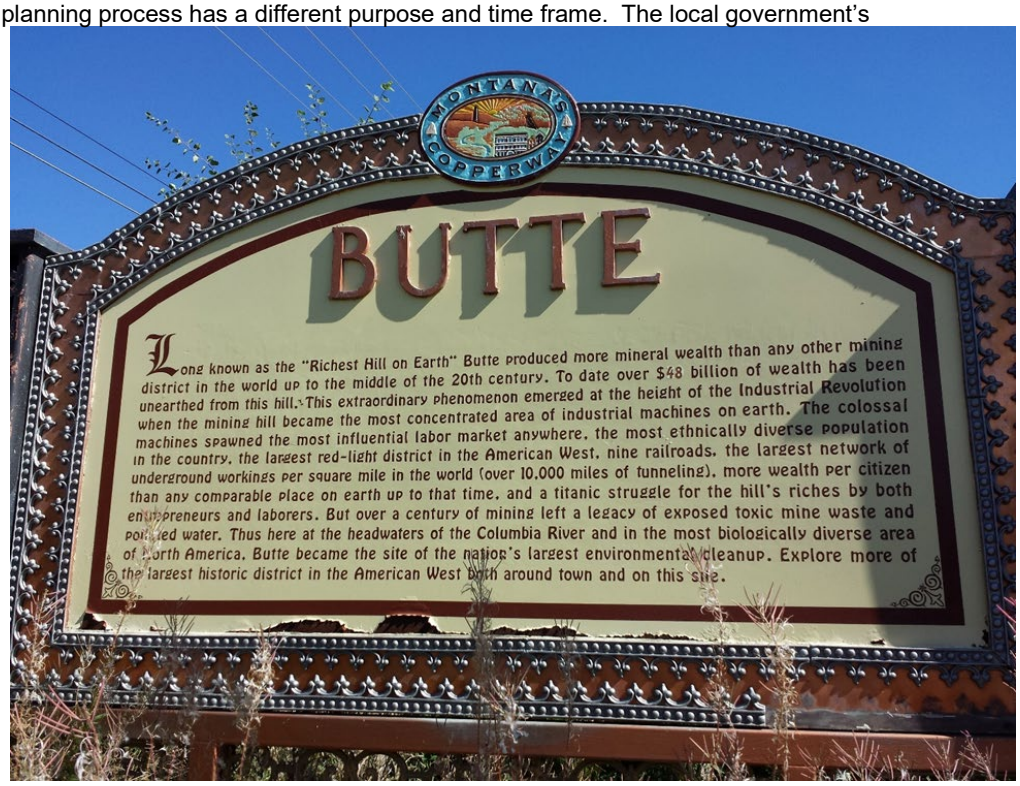
The Internal Service funds are established to finance and account for services and commodities furnished by a designated department within the governmental unit. Internal Service funds are used to gain greater economy, efficiency, and effectiveness in the acquisition and distribution of common goods and services. Within the Internal Service funds are the local government's equipment maintenance program and facilities (known as the city-county shops). As part of the superfund remedial efforts, the City-County of Butte-Silver Bow anticipates receiving an excess $12.4 million to relocate the city-county shops and bus facilities. As part of this project, Butte-Silver Bow has reserved funds for future impacts to the local government because of the relocation. In fiscal year 2019, the reserves are projected to be $200,000. The Internal Services net position are projected to increase by 10% or $209,286.

(Pictures above are attractions around Butte)

Planning Processes

The City-County of Butte-Silver Bow conducts various planning processes (long-term, mid-term and short-term), to help guide the government and to ensure that decisions are made in the context of the organization and with a long-term perspective. Diligent efforts are made to ensure each of these component planning processes are in concert with one another. This so called "linkage" is paramount to ensure short-term decisions are consistent with the overriding values embodied in the mid-term and long-term planning processes.

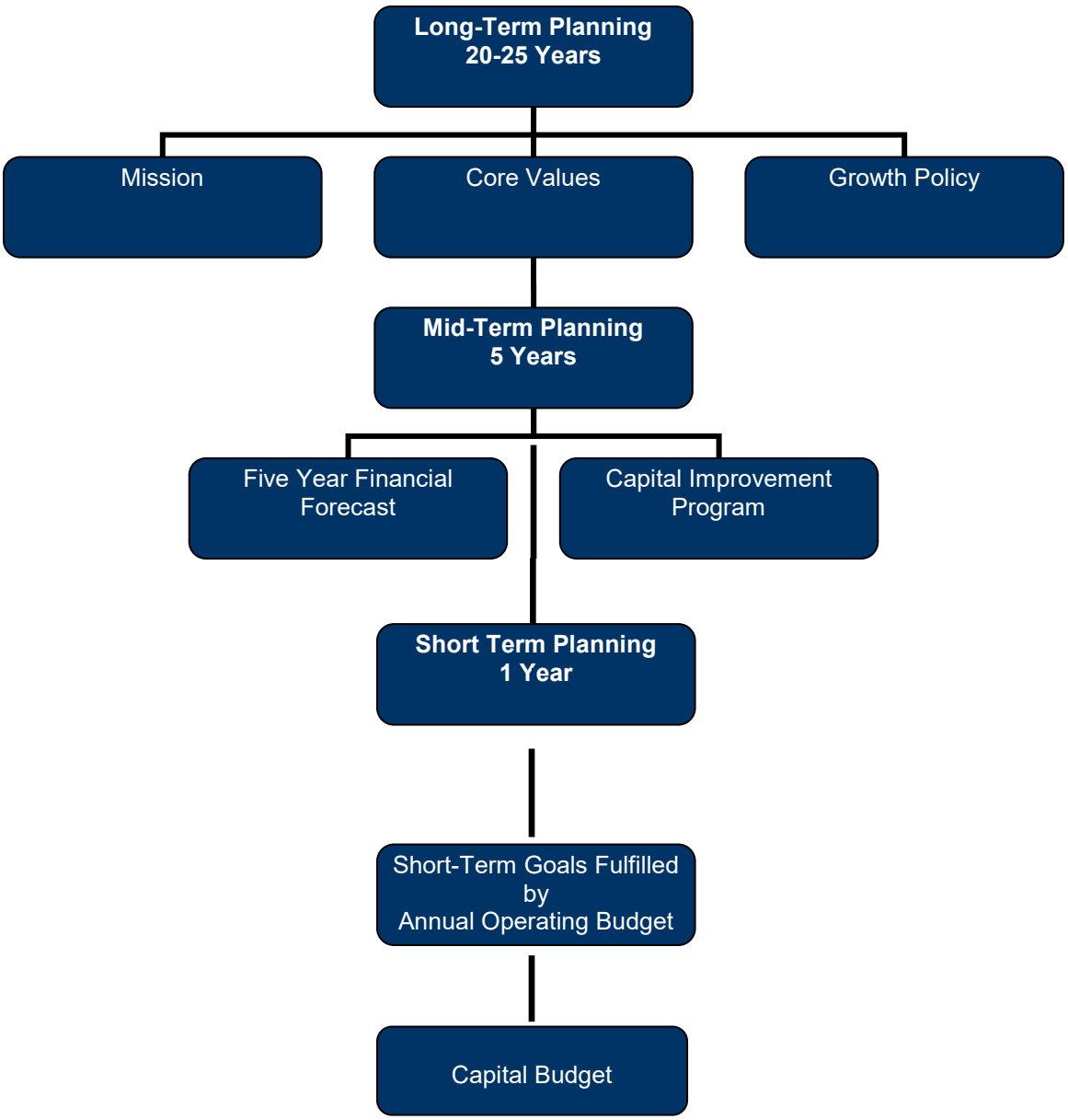
Picture below: This is one of the many interpretive signs explaining the history of the city of Butte. Many signs are found at the historical sites throughout the city and along the many trails. This sign is at the Lexington Gardens.



Each element of the planning process has a different purpose and time frame. The local government'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—five years. The Annual Budget and the Annual Capital Budget are short-term—covering a one-year time frame. The most important requisite is that they are coordinated efforts. The strategic plan was developed in manner which allows for flexibility if new action plans are required or tasks take longer than originally planned. Annually, the responsible departments are required to give status updates to the Chief Executive and Council of Commissioners incorporated within their Performance Budget presentation and discuss how the strategies and actions have been or will be integrated within the goals and objectives of the annual performance budget. The annual budget process covers many months allowing for the 12 Council of Commissioners, who are not full-time employees of the local government, sufficient time to make the proper decisions and include public input once the executive team releases the budget to them. Prior to the annual budget formally being turned over to the Council, many forums, department budget meetings, and public input is gathered. On annual basis the city-county evaluates the policies and processes in attempt to add productivity and to maintain or reduce costs where possible. This is included in the early stages of the planning process. The initiatives in the fiscal year 2019 budget process included an assessment of overtime on night callouts and used afternoon

shift employees. It was concluded that overtime could be reduced and two laborer/watchman positions for afternoon shift could be added to the budget. Also, in fiscal year 2019, a grant writer will be hired to seek lost opportunities in all areas of government, including sustainability, energy efficiency, and public private partnerships.

Shown below is a hierarchy of the City-County of 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 Plan

Strategic planning suggests ways (strategies) to identify and to move toward desired future conditions. It consists of the process of developing and implementing plans to reach goals and objectives. Within government, strategic planning provides guidance for organizational management like 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, rate-setting and functional plans such as the local government'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 and providing for measurable goals and objectives the local government intends to achieve. Many new elected officials and department heads have taken their positions since the 2016 strategic plan was approved. As a result, the city-county leadership, including managers, supervisors, project managers, and elected officials will revisit the strategic plan. During this process, it is anticipated that there will be revisions and actions items modifications or additions. The changes will be incorporated into the 20-25 year and 5-year plans beginning after fiscal year 2020.

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. As mentioned above there is expectation of some slight modifications beginning with fiscal year 2020 in addition to some action items that have already been modified from the existing plan.

Pictures above: "Our Lady of the Rockies", standing 90 feet atop the Continental Divide, at 8,510 feet, overlooking Butte. This is one of the many attractions to visit in Butte.

City & County of Butte-Silver Bow
Strategic Direction

Goal Statement

Workforce/Organizational Development and Maintenance: Develop, empower, and support our most valuable asset, our employees, in a safe and healthy environment in order to continually improve service to our citizens.

Infrastructure: Develop, maintain, and promote new and existing infrastructure that will positively impact the community now and into the future.

Environment: Engage the community as partners in environmental restoration, sustainability, and stewardship as we work to be the world's leader in environmental restoration.

Health and Safety: Protect the public from threats to health and safety, conduct educational activities to prevent behaviors leading to disease, injury and harm, and provide health and safety services that the public requires, including response and mitigation.

Community and Economic Development: Promote and grow a diverse, vibrant, and sustainable local economy by leveraging our abundant natural, cultural, and historic resources and outstanding recreational opportunities with a qualified and dedicated workforce.

A Statement of Core Values and Goals are important tools for an organization. The core values:

- Reflect the shared priorities of the organization
- State the operating principles or rules of a group of people
- Serve as a training and orientation tool for new employees
- Give the "customer," i.e., citizen an idea about what to expect
- Reinforce the priorities of the organizational culture

A summary of the local government's long-term initiatives and actions can be found in Appendix O.

The City-County of Butte-Silver Bow Goals – Short-Term Initiatives – Principal Issues – Proposed Action

The city-county also created a set of objectives to accomplish the goals within the strategic plan. The short-term objectives are those that guide the development of the budget for the coming year.

Listed below are the objectives that helped guide the development of the fiscal year 2019 Budget:

Performance Budgeting and Management Project

- Create the fiscal year 2019 Budget as linked to the strategic plan and include goals and objectives from each department/office along with funding requests.
- Create a management system and evaluation process that will allow the Chief Executive and the Council of Commissioners to measure performance in each department/office relating to the approved goals and objectives as documented as part of the annual budget process.
- Have regular meetings, with Chief Executive, Finance & Budget Committee, and Department Heads on the outcomes in various functional areas.

Personnel Management Improvement

- Continue training of Human Resource Director and Analysts to effectively implement the enterprise Human Resource modules. In fiscal year 2019, it is a goal to complete set-up to allow the use of the employee-self service module prior to July 1, 2019.
- Start a county-wide wellness program including bio-metric screening of employees and significant others.
- Continue to revise and update Human Resource Policies and Procedures Manual.
- Continue to develop the Safety Department and review the cost /benefit of adding staff and programs to improve workers compensation rates and the safety for the employees of the local government.
- Review, analyze, the self-funded health insurance plan to assure the best products and services are afforded to employees enrolled in the plan. Continue to add employee options within the self-funded plan when reasonable and strengthen the plan overall. In fiscal year 2019, a high deductible plan option will be added as a choice to plan participants. It will also include the oversite and education of health savings accounts (HSA).
- Continue to work on expanding the wellness committee established in fiscal year 2018.

Capital Improvement Plan Program

- Review and make improvements to the formal five-year Capital Improvement Plan (CIP). This will include training new departments heads, staff, and elected officials.
- Study policy and methodology for establishing rates within Enterprise funds allowing for sufficient funding to meet the demands of the CIP.
- Adjustments may need to be made based on available resources. But, typically, the CIP needs will be budgeted annually as per the CIP.
- Review Capital Improvement Policy to assure compliance with federal grant guidelines.
- Prepare analysis to determine the benefit of changing the asset tag system to bar codes.

Financial Reports

- Continue to provide transparency and accountability to financial reporting by making sure that all monthly, quarterly, bi-annual and annual reporting are available on the city-county's website or available for view within the Finance & Budget Department.
- Continue work on informing the community about the budget and financial activities of the local government by giving presentations to service and volunteer groups within the community.
- Seek guidance and research the development of a government-wide dashboard with the major financial aspects of the local government, which is updated in real-time as easily accessible and understood by the citizens and other users.
- Continue training sessions with Accounting User Group to assure accounting functions in accordance with sound accounting practices. The User Group will also revise and update the internal controls within their departments and functions.
- Continue to 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.
- Complete annual training to assure all relevant staff and elected officials understand the requirements in the continued disclosure undertaking, material event notification, and complete overview of Butte-Silver Bow's obligations under federal securities law.

Building Facility Needs

- Continue to invest $325,000 annually into Courthouse improvements. The fiscal year 2019 project will include completion of the repair of the granite steps in front of the Courthouse, refurbishing and repairing the large copper entry doors, completion of corridor, and the additions of benches and picnic tables.
- In negotiations with the State of Montana and Atlantic Richfield Company to remove a superfund site known as the Parrott Tailings, the local government was tasked with the relocating the city-county shops and bus facilities. Over $12 million project is fully funded by the State of Montana Natural Resource and Damage funds. The construction on the new site is anticipated to begin in the spring of 2019 with the relocation completed by fall of 2020.
- Continue restoration and construction on the Headframes and Mine yard areas. The projects total $100,000 and will completed over the next five fiscal years.
- Complete ADA accessible improvements at the Public Library. In fiscal year2019, $20,000 was allocated to complete the 3rd floor door improvements.
- Roof replacements in the fiscal year 2019 budget consist of at the Animal Control and the Longfellow Community facilities which were anticipated to be completed during fiscal year 2018. These projects which total cost was $32,000 were not completed in fiscal year 2018 but have been scheduled for the fall of 2018.
- Roof replacement also includes the Civic Center complex and entry area. The cost is anticipated to be $268,500. In addition, a roof replacement is scheduled to be completed on the Moulton Treatment Plant at a cost of $80,000.
- Begin the renovation of the caretaker's house at the Basin Creek Reservoir Park. Completion of the project has been moved to fall of 2019. The project was delayed in fiscal year 2018 as additional work was required for septic and well.

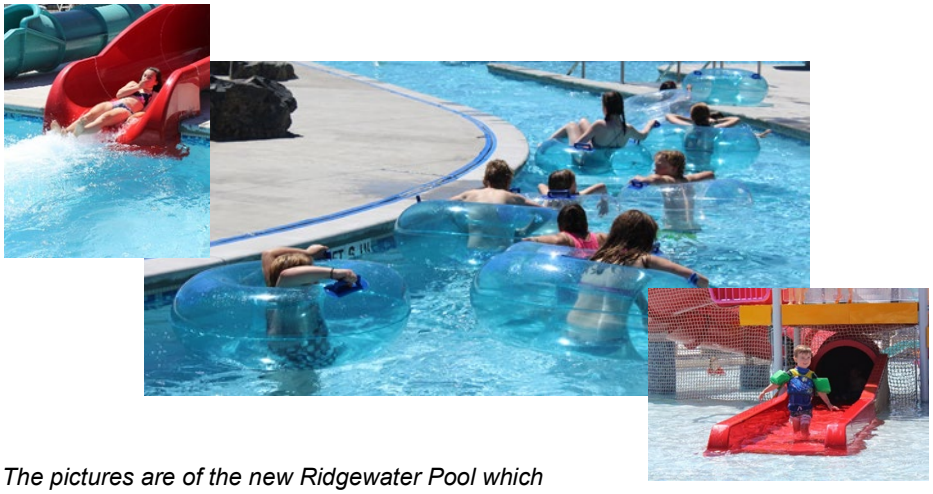
- Complete the plan for short-term and long-term security at Moulton Reservoir and Basin Creek Reservoir as recreation plans continue to develop for these areas. The necessity of temporary housing and camp hosts are being evaluated.
- Complete the repairs of retaining wall in Centerville neighborhood. This is part of a neighborhood improvement plan with the National Affordable Housing project and the Superfund Advisory and Redevelopment Trust Authority funding.
- Work continues at the volunteer fire stations. In fiscal year 2019, $20,000 was allocated for new siding at Rocker VFD and Centerville VFD with work to be completed by Butte-Silver Bow staff.
- The fiscal year 2019 budget includes the addition of a grant writer position. This position will be tasked with assisting the Government Buildings manager in the evaluation of energy performance contracting to help defray expenditures related to future energy retrofits and opportunities
- Start design and process to construct a solar power system at public library. This project is a public-private partnership with NorthWestern Energy, the main utility company in the State of Montana. The projected cost of the project is $80,000, Butte-Silver Bow share is $8,000. This will an assigned to the new grant writer position.
- Two of the Butte-Silver Bow Fire Stations, and ten of the volunteer stations will be retrofitted with new efficient LED lighting. The project cost is $35,000 with an estimated 1.71-year payback.

Public Safety

- Maintain appropriate staffing levels within the Fire Department and Law Enforcement Division and continue to provide training to employees. The fiscal year 2019 budget was developed to include the retention of two officer positions originally funded through a Department of Justice, Universal COPS Hiring Grant.
- The fiscal year 2019 budget includes the addition of one detention officer position.
- The city-county received a FEMA-Assistance to Firefighters Grant which included the addition of four firefighters to the Fire Services Department. Fiscal year 2019 is the second year of the grant.
- Butte-Silver Bow will continue to support the nine Volunteer Fire Departments with equipment and training requirements. Additional funds received under a MOU with the Tax Increment Financing District, allows for the sustainability of quality personal protective equipment and other fire equipment.
- An evaluation will be completed in fiscal year 2019 to determine if the local government's abandoned building ordinance require revisions and the potential of moving some of the Building Code Enforcement staff under the Community Enrichment Department.
- In collaboration, the Law Enforcement Division, Disaster & Emergency Service Department, and the Information Technology Department were granted Homeland security grants in the amount of $85,000 and $60,000 allocated to replace a search and rescue trailer and $25,000 to assist with the purchase of enhance microwave project to assist a four-county region with emergency services.
- The Emergency Services 911 Department, IT Department, Law Enforcement, Disaster & Emergency Services, and Fire Services are assessing the replacement of equipment and radios and other communication options. They will make a recommendation in fiscal year 2019 of a plan to improve the current services.
- Security systems are being updated and installed at various public property locations within the city-county.

Parks and Recreation

- The Parks & Recreation Department is working on developing programs for the community. These programs include pickle ball leagues, youth programs and outdoor recreation activities.
- The Parks & Recreation Department is exploring contract options to assist with the cost of some the facilities and to encourage longer use. During 2019, the department will work with the possibility of housing an Expedition Team at the 3 Legends Stadium, the Legion baseball field.
- The department will also assess the fees charged to use some the park facilities for private functions.
- In June 2018, the city-county opened a new pool and water park. During fiscal year 2019, the Parks and Recreation Department will assess the first season operations and implement changes prior the 2019 season.
- The fiscal year 2019 also includes $52,378 to replace 10 golf carts as included in the CIP and part of the strategic plan to increase the membership.
- Butte-Silver Bow will continue to work with the Greenway Service District and Forest Service to develop and maintain trail systems within the county. The fiscal year 2019 budget contains $1.5 million in Greenway Trail construction and improvements, and $300,000 for recreation and trail improvements at the Moulton Reservoir.
- During fiscal year 2017, the local government received a donation in the amount of $2.5 million from the Dennis & Phyllis Washington Foundation and Montana Resources. In fiscal 2018, the city-county was granted an additional $3 million. The donated funds are restricted to the "Central Park Improvement" (CPI) plan at Stodden Park. The improvements will greatly enhance the area and around the new community pool and facilities, tennis courts, Carousel project, and add a $1 million in new playground equipment. The construction will be 95% complete during fiscal year 2019.
- Parks & Recreation will continue to look for grant funding opportunities to improve the recreation opportunities within the community.



Pictures: The pictures are of the new Ridgewater Pool which opened in June 2018.

Community and Economic Development

- Butte-Silver Bow 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 the Neighborhood Stabilization Program in cooperation with the National Affordable Housing Agency.
- The local government will continue to utilize Targeted Economic Development Districts (TEDD) and Urban Revitalization Agency (URA) Districts in Butte-Silver Bow, including the East Park Street Revitalization Agency (RRA), the Urban Renewal District #2, the Ramsay TIFID, and new TEDD District located in the southern portion of the town in an industrial district. In fiscal year 2018, Crypto Watt, a bitcoin mining operation, announced an investment of $62 million into a facility located within the newly developed South Butte TEDD district. As of March 2018, over $42 million had been invested.
- The Ramsay TIFID Board completed a five-year strategic plan in fiscal year 2015. This plan included projects to be addressed in fiscal year 2016 and 2017 such as signage, road improvements, and development of manufacturing space. The fiscal year 2019 plan includes the completion of the potable water, development of a rail spur, and construction of an additional building to lease for manufacturing and development. Also, in fiscal year 2019, agreements will be finalized allowing for access to the fiber optic services for entities within the district.
- The Community Development Department will continue to assist local businesses with market tax credits and act as a pass-through entity for Economic Development and Community Development grant projects. The Community Development Department will act as lead on the Greeley Storm-Water Community Development Grant Block Project. Phase I of the project was designed in fiscal year 2018 with expectations that construction will be completed in summer 2019.

Surplus Property

- The city-county will continue the successful practice of transferring surplus, county-owned properties to private ownership. Because of these efforts, a respectable 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 (IT)

- Management of Butte-Silver Bow formed a citizens-based Information Technology Advisory Committee to analyze the IT structure and functionality. The Committee made recommendations for gaps in staffing, structure, practices, and equipment. The city-county is in the fourth year of implementation of the IT Project. During fiscal year 2019, an automated work order system, which includes access to an on-line help desk will be implemented. In addition, continued assessment and implementation of policies on security and storage will be completed.
- The local government will continue to develop transparency through enhancements to the internet site. The public information officer will create a process and assist departments to assure the website is frequently updated with accurate and relevant information.

- Butte-Silver Bow will continue training sessions for employees to better assist the end-users. The Phase III recommendations for policy and procedure improvements will be sent to Council for approval and implemented during fiscal year 2019.
- During fiscal year 2019, the IT Department will finalize the evaluation on the current internal fee structure. The plan will include creating a catalog of services with the fees that will be assessed to the Departments.
- The IT Department, during fiscal year 2019, will make recommendation of assessment on a capital improvement plan for the PBX system and continued maintenance plan.
- The IT Department is lead on a government-wide project of determining and assessing a suite of software products to be acquired to leverage GIS for the use by Public Works, Health Department, Planning Department, Land Records, Assessor, SID, and Treasurers Office. During fiscal year 2018, the assessment was made and presented to the Chief Executive and Council. During fiscal year 2019, the IT Department will lead the request for proposals. Implementation is scheduled to start in April 2019.

Infrastructure Funding Options

- The local government is a member of the Montana Infrastructure Coalition which includes other local governments, non-profits, corporations, and sole proprietorships with an interest in maintaining, improving, and expanding infrastructure across Montana. The local government's goal is to obtain funding and the necessary tools to get funding to address infrastructure deficits within the city-county. The group believes that infrastructure and economy are inextricably linked.
- During the 2017 Legislative Session, the Coalition was influential in getting House Bill #473 passed increasing the state fuel tax. As a result, the local governments across Montana are allocated additional funds under the Bridge & Road Safety Accountability Act to be used on roads, streets and related infrastructure. Statewide the new funding is anticipated to add $24 million to local governments for road, bridge, and related construction. In fiscal year 2019, the city-county will use $960,000 in additional funds for road and bridge improvements.
- The Public Works Director will be implementing a comprehensive infrastructure review process to assure that the CIP and related improvements are made in conjunction reducing costs and improving efficiency of construction crews and contractors.

Listed below is a summary of the major infrastructure projects in the fiscal year 2019 budget:

Public Works-Water Utility Division, Metro Sewer, and Storm-Water Departments

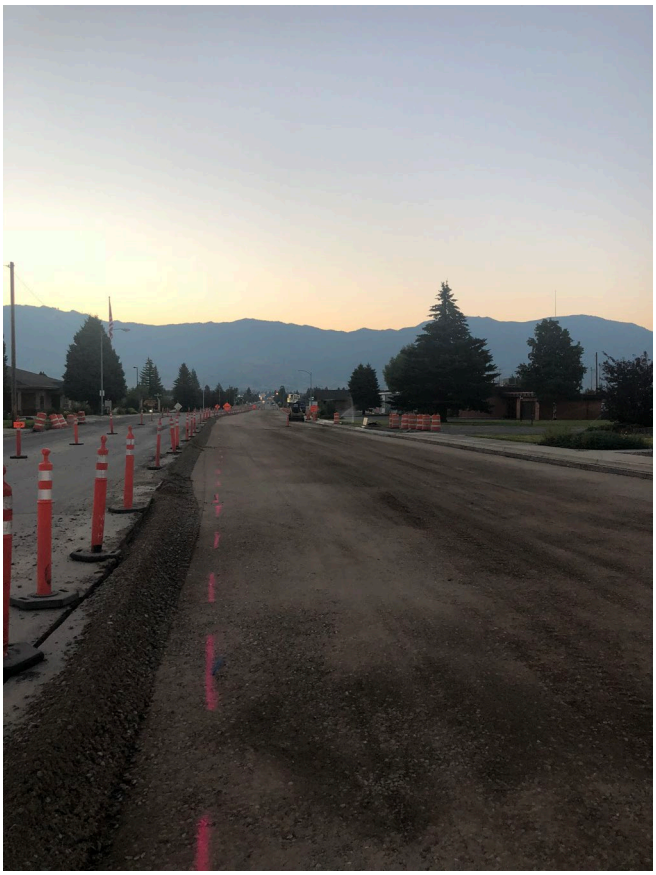
- The Water Utility Division will continue construction to replace the 36" Big Hole Transmission line. The $3.5 million in construction costs is funded by NRD funds. It is projected that $1.1 million will be expended on the project.
- The budget also contains $740,000 in water distribution line replacements and $350,000 in metro sewer line replacements.
- In addition, $1 million has been allocated for water and sewer service main extension projection for the Southwest Montana Veterans Home project. Butte was selected to house the Veterans Home, which is valued at more than $12 million. The State of Montana had a process for communities in southwest Montana to compete for the site to house the home. As part of the local government's package, water and sewer line main extensions were included. The construction of these services

is scheduled to begin in the Fall 2018 and completed Spring of 2019. The Water Utility Division and Metro Sewer funds will be reimbursed by the General fund economic development funding over the next five fiscal years.

- The local government received a Community Development Block Grant (CDBG) for storm water improvements in the Greeley Neighborhood area. Phase I of the project is estimated to cost $450,000. The design work was completed in fiscal year 2018. The project was out for bid in fiscal year 2018, but no bids were received. The technical review committee is exploring the options for construction with timeline of construction to begin in spring of fiscal year 2019.

Road Department

- An ad-hoc committee made of local government executive team and commissioners studied the impact of revising the current maintenance district structure and funding. Over a two-year period, structure and funding options allowable under the State Laws were reviewed and presented to the Council of Commissioners and at other public forums. In fiscal year 2019, it is anticipated that the Council of Commissioners will pass Council Ordinance 18-2, which was introduced in late fiscal year 2018. The ordinance removes the existing four street maintenance districts and creates a single street maintenance district boundary, which is more equitable. The changes are anticipated to cover the $1.3 million in operation and maintenance costs. These costs have been funded through the Road budget, causing a shortfall in the amount of capital funds available capital for projects.
- The 2017 State of Montana Legislative Session passed House Bill (HB) # 473. HB #473 included an increase on the gasoline tax assessed in Montana. A portion of the increase was allocated to cities and counties based on street and road mileage. The funds use is restricted for the construction and repair of streets, roads, bridges and related infrastructure. The funds require a local match to acquire the allocated funding. During fiscal year 2019, the Road Department will receive $695,000 for this purpose. The local match for these funds is $35,000. The funds received for fiscal year 2018 will be carried over into 2019 for future project in the amount of $230,000. In total, the fiscal year 2019 budget has an additional $960,000 for paving.



- During fiscal year 2019, the Road Department is scheduled to replace large equipment under the CIP plan. This

includes two new graders and a force feed loader at a cost of $940,000. The Department will also replace two flusher trucks and a liquid deicer storage tank under the State of Montana Air Quality Mitigation Program. The cost of the equipment is $383,460. The local government share is $51,460 (13.42%).

- The process to reconstruct and enhance the West Park Street corridor and Excelsior Avenue is under review and design. This is a joint project with the State of Montana, Montana Tech of the University of Montana, the Public Transportation Committee, Butte-Silver Bow Officials, and the public.
- Butte-Silver Bow will continue to implement the recommendations of the Master Road Plan in addition to the Park Street/Excelsior Avenue project mentioned above. This plan provides for the systematic repair and/or replacement of specific thoroughfares within Butte-Silver Bow.

Community Enrichment and Health Initiatives

- Butte-Silver Bow will continue its practice of ensuring targeted properties are cleaned up to community standards.
- Management will continue to work with the Council of Commissioners and public to refine ordinances related to abatement of dangerous or condemned structures.
- Butte-Silver Bow will continue to balance community enrichment with a strong and continuing commitment to historic preservation.
- The Health Department was successful in getting continued grant funding for a Health Preservation Grant which includes the Arthritis program, Montana Asthma Control, and public health improvement. The Department, which has provided services in a multiple of areas, will continue their programs on H.I.V. Prevention, Immunization, Air Quality, and Health Preservation with a focus on breast, cervical and colorectal cancer screenings, Maternal/Child Health, W.I.C., Emergency Preparedness, Family Planning, and Tobacco Prevention.
- The Health Department's Environmental Health Divisions will continue to focus on the interrelationships between Butte-Silver Bow residents and their environment to foster a safe, healthful environment.
- The Health Department received a State of Montana Department of Health and Human Services grant to purchase a $85,000 mobile van. The van will used to complete community outreach allowing for many services including HIV testing and education, immunization and other programs and services to be delivered to clients.
- The Health Department and Butte School District #1 have combined to fund a new Community Coordinator Position. This position will assist individuals with accessing all community services. An automated system will be used to schedule appointments for clients across the agencies and allow for follow-up on clients to assure the individuals are being properly served and test the success of the program.

Superfund Activities

- Superfund is the most significant initiative within the local government. The local government is working with the State of Montana and BP-Atlantic Richfield Company to finalize the work that will completed under superfund activities and assure the proper cleanup remedies for current and future generations. The Superfund programs will continue to focus on abatement of yards and attics within the operable unit to assure a healthy environment for residents and businesses.

- During fiscal year 2015, the Superfund Advisory Redevelopment Trust Authority (SARTA) was established to make recommendations and oversee the $14 million in funds received from BP-Atlantic Richfield Company as part of Addendum No. 3 to the Allocation and Settlement Agreement and Mutual Release of Claims. This citizens' advisory group is made up of 11 at-large voting members and 4 Ex-Officio members. The objective of the Authority is to evaluate and direct plans, programs and projects which promote redevelopment of properties affected by past mining, recommend infrastructure improvements to promote redevelopment on the impacted properties, and promote economic development and activities that provide incentives for growth within the Butte Priority Soils Operable Unit (BPSOU). The advisory group established a budget of $1.3 million to be expended in fiscal year 2019.
- The fiscal year 2019 budget also contains over $4.6 million in expenditures related to a settlement with BP-Atlantic Richfield Company to perform certain duties associated with the long-term stewardship of the BPSOU.
- Butte-Silver Bow, as stated above and in conjunction with Superfund activities, will continue to work on the relocation of the Butte-Silver Bow shops to remove the Parrot Tailings located under the current shop and office building. This project was further described under the Building Facilities needs of the local government.

Capital Improvement Plan

The local government prepared 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 which are not well-defined or which the operating budget will not support. Significant discussion on sustainability and fiscal analysis is completed to support the CIP.

The annual budget process includes 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 fiscal year 2019 Operating Budget is included in the Appendix of the budget on page M-1.

STAFFING CHANGES

The final budget includes a net overall increase of 1.45 full-time equivalent employees (FTE). The chart below shows the change in FTE for the budget year for each department. Also included in the appendix on page O-1, is a chart which shows the county's FTE over the last four years.

Staffing Changes (FTE)

DEPARTMENT/DIVISION	Net Increase (Decrease)
General Government	
Finance & Budget	(0.06)
County Attorney	0.50
Clerk of the Court	(1.00)
Government Buildings	1.75
Public Safety	
Sheriff (Law Enforcement Agency)	2.00
Fire Services	3.00
Crime Control Grants	(0.25)
Public Works	
Road & Bridge	(1.45)
Water Utility Division	(1.65)
Metro Sewer/Storm Water	(1.95)
Landfill	(0.35)
Transit (On Call Drivers)	(0.92)
Public Health	
Animal Control	0.30
Health Department	2.55
Superfund	(0.95)
Culture & Recreation	
Public Works-Parks & Recreation	0.04
Public Library	0.40
Archives-Grants	(1.55)
Housing & Community Development	
Econ Develop/Neighborhood Improvement	0.50
Intergovernment Activities	
Finance & Budget	(0.66)
Central Equipment	1.20
TOTAL CHANGE	**1.45**

Below is a brief description of the staffing changes for fiscal year 2019:

General Government:

- In the County Attorney's Office, the .50 FTE position was reclassified from a temporary/internship position to a part-time permanent position.

- The Finance & Budget was reduced to account for a position being reclassified to include some payroll specialist duties and included the time allocated to payroll functions being charged to the Internal Service Payroll Fund at .06 FTE.
- Clerk of Court temporary staff position was reclassified reducing the FTE count.
- Service Workers at 1.50 FTE and Accounting Clerk at .25FTE, were added within the Government Buildings Department. The Department did not have clerical or accounting staff to assist with managing contracts. The need to cover the janitorial services of the Butte-Silver Bow buildings required the addition of service workers.

Public Safety:

- A Detention Officer at 1FTE was added to the budget. This addition was netted by moving .50FTE of the 911 Coordinator to be fully funded by the 911 Grant funds. In addition to this change, 2FTE were added to account for the addition of police officers hired under a United States Department of Justice Grant, COPS Universal Hiring grant. The terms of the grant were fulfilled in fiscal year 2018. It was determined the additional FTE to the force were needed.
- In fiscal year 2018, four firefighters were hired under a FEMA-Assistance to Firefighters Grant. The positions were not hired until later in fiscal year 2018 therefore, the positions were only partially funded in fiscal year 2018. The increase in fiscal year 2019, is a result of the positions being fully funded.
- The reduction of .25 FTE in Crime Control Grants is moving a Victim Witness Advocate from 1FTE to .75 FTE.

Public Works:

- The Transit Department restructured requiring .92 less FTE on-call and part-time drivers. The restructure of the union contract will benefit services and the transit drivers.
- The decrease of 5.42 FTE is the Public Works Road, Water Utility Division, Metro Sewer, and Landfill, can be explained by a change in the allocation of the various staffing buckets within the departments under capital projects. The position was previously budgeted as FTE positions within capital budgets but are position(s) were the FTE is fully accounted for under the operations and maintenance section of the budgets.

Public Health:

- The addition of .30 FTE in Animal Control is a result of adding 2 FTE afternoon shop watchman/laborer positions in the local government. Various departments were allocated a portion of the costs in the fiscal year 2019 budget. The addition of the positions will be offset by the overtime costs incurred for callouts in the respective areas and to provide security in some of the facilities.
- The Public Health Department budget increased by 2.55 FTE. In the fiscal year 2019 budget, a Connect Outreach Coordinator position, which includes advance billing duties, was added. The position is funded 50% by Butte School District #1 grant funds and 50% by the local government fees assessed for Health Department Services and subsidized by tax revenue. The remaining 1.55 FTE is funded by various grant programs and includes a Health Educator and a per diem advanced nurse position for the family planning area.
- The reduction of .95 FTE in the Superfund area was to reduce allocation of staffing time that has been stream-lined so additional services and projects could be accomplished in the residential metals program.

Culture & Recreation

- The addition of .04 FTE in public works area was within the Parks & Recreation Department is a result of adding 2 FTE afternoon shop watchman/laborer positions in the local government. Various departments were allocated a portion of the costs in the fiscal year 2019 budget. The addition of the positions will be offset by the overtime costs in the respective areas and to provide security in some of the facilities. The positions in Parks & Recreation will be used to close park gates, respond to call-out issues, and provide security.
- The increase of .40 FTE in the Public Library was the change in scheduling on-call staff and allocate to a position to improve the scheduling of staff.
- The reduction of 1.55 FTE in the Archives budget was result of the completion of the, "The Smithers Collection," a grant funded project. Part-time staff went to full time and an intern was added to assist with completing this two-year project.

Housing & Community Development

- The Housing and Community Development staff grew by .50 FTE. The position added is a full-time Grant Writer/Special Projects position. In fiscal year 2019, the position was funded with Community Development through 50% general fund economic funding and 50% allocated to Landfill. The position in fiscal year 2019 will work on grants government-wide and focus on a recycle program in the community.

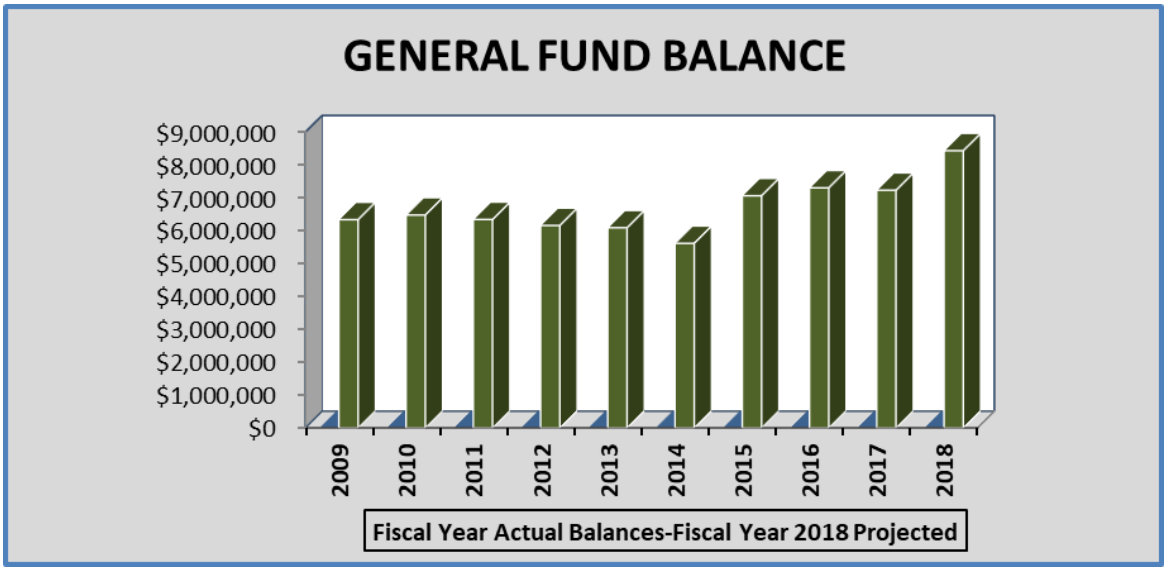
Intergovernmental Activities:

- Intergovernmental activities were reduced by .66 FTE in Finance & Budget. An internship was removed in the IT Department accounting for a reduction of 1 FTE. Two interns were hired in the past three fiscal years to work on special projects. It was determined that only one intern was needed for future projects. The .34 FTE increase was the result of correctly allocating the cost of an Accounting Specialist/Payroll Clerk to the payroll activities.
- Within the Central Equipment budget, one Apprentice Machinist/Mechanic position was added. As part of succession planning process, it was determined that an apprentice was needed. The remaining .20 FTE increase was the allocation of the Administrative Assistant functions to the proper areas.

Picture: Winter scene In the countryside of Butte.

BUDGETARY TRENDS

Shown below are a series of key financial indicators and budgetary trends which 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 city-county. The general fund balance represents the best indicator of the government's overall financial health. Shown by the graph above, the city-county's actual general fund balance from fiscal year 2009– fiscal year 2018. Management has projected to end fiscal year 2018 with a General Fund balance of $8.4 million. This a 16.63% over the fiscal year 2017 fund balance of $7.2 million. The increase was a result of a $840,822 (5%) increase in tax revenue, $245,000 (32%) increase in investment revenue, and $569,000 (11%) increase in health insurance premiums and $780,000 (3%) decrease in operating expenditures. The 2019 budget continues to be structurally balanced and the county will maintain a fiscally responsible general fund reserve at the end of fiscal year 2019. The fund balance has been projected to be 16%.

Generally, 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 different classes of property are taxed at different percentages of their market valuation. The State imposes a beneficial use tax upon property otherwise exempt from property tax used by private parties or for industrial trade or business purposes. Property valuations are based on comprehensive appraisals of all taxable property performed by the Department of Revenue. A majority of the property tax in Silver Bow County consists of Centrally Assessed and Class Four Property (Commercial and Residential).

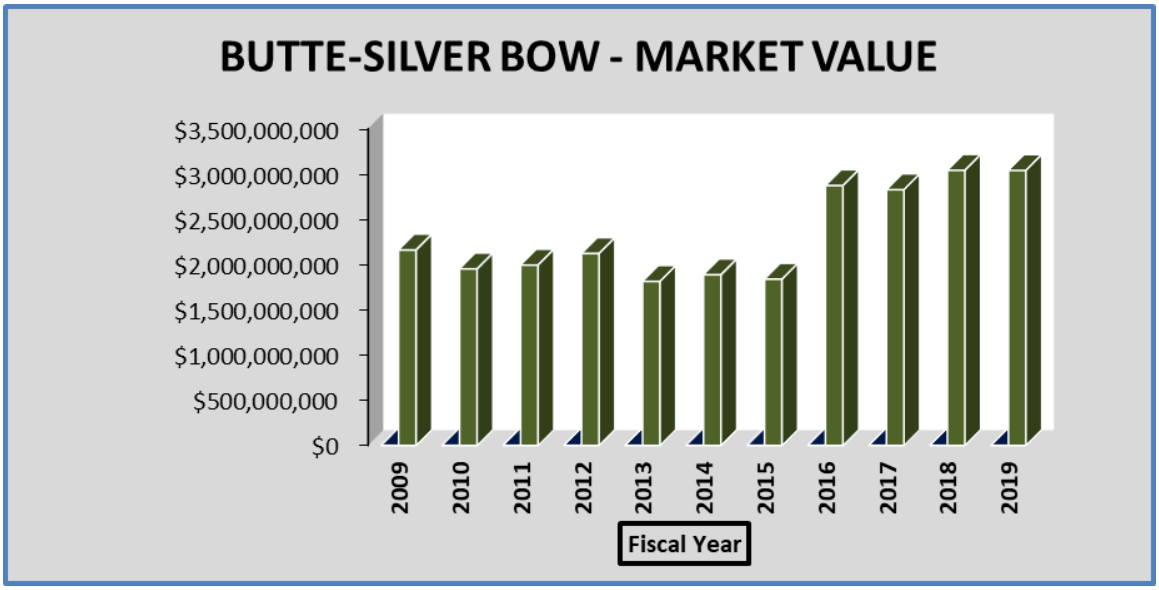
Centrally Assessed Property. The Department of Revenue (DOR) is required to "centrally assess" certain types of property owned by corporations or other entities operated as a single, integrated continuous property located in more than one county. Property to be centrally assessed includes telegraph, telephone, microwave, electric power or transmission lines, natural gas or oil pipelines; property of scheduled airlines; railroad transportation properties operating in more than one county or more than one state; net proceeds of mines; and gross proceeds of coal mines. These properties are assessed each year, and the property values, other than railroad property values, are apportioned by the DOR among the counties in which such

property is located, either on a mileage basis or based on the original installed cost of the property located in the respective counties. If neither of these methods is appropriate, the DOR may adopt such other method or basis of apportionment as it determines to be proper. Centrally assessed property constitutes a significant amount of taxable values of most counties. The DOR and the owner of property to be centrally assessed may agree to have the property assessed by a qualified independent appraiser, agree to share the costs of the appraisal and agree to accept the result.

Class Four Property Tax Rates. Class Four property consists of residential and commercial properties. Effective January 1, 2015, the applicable tax rates for commercial property changed 1.89% and the tax rate for real property to 1.35%. Prior rates for commercial property were 2.47% with 21.50% exemption and with a real property tax rate was 2.47% with 47% exemption.

For tax years 2017 and 2018 (fiscal year 2018 and fiscal year 2019), the tax base for the most part consisted of the following: 34.5% of the tax base was residential, 34% was centrally assessed pipelines, telecoms, gross proceeds from mining and railroads, 15.9% commercial property, 13.8% business equipment, and the remaining 1.8% consisted of agricultural and forest lands.

The table below shows the market value history of the local government for the past ten years.

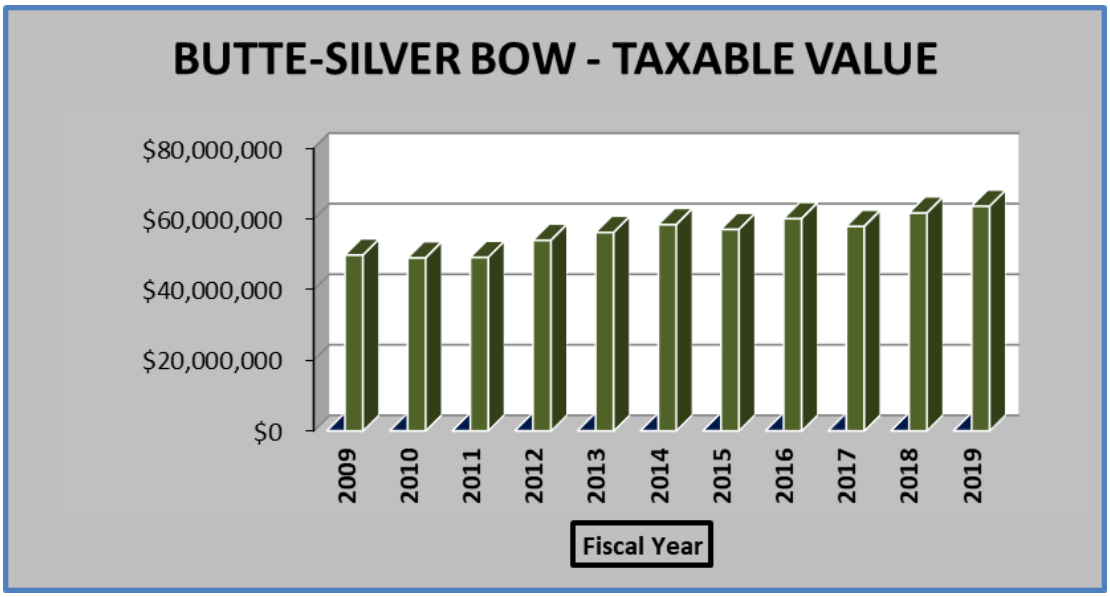


The increase in market value in 2016 was a result of newly enacted laws. Prior to 2016, the market values were adjusted by an exemption and then multiplied by a higher tax rate. The 2015 legislative session changed to a lower tax rate approach with no exemptions to calculate the amount of taxable value. The chart includes the market value of the economic districts within the city-county.

The market value decreased by $2 million or .07% in fiscal year 2019 over fiscal year 2018. The decrease was a result of the decrease in market value in the Ramsay Tax Increment Industrial Financing District. The decrease in value slightly impacts the increment value of this district. For the most part the value declines based on the allowable depreciation of the personal property and plant and equipment in the district. In fiscal year 2019 the market value on the gross proceeds from mining grew by $51 million, which is reflected the graph of taxable values exclusive of the economic districts.

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. Prior to fiscal year 2016, the applicable ratio for most commercial and residential real properties was 2.47% which applied after the exemptions for phase-in of the total assessed value was applied. As briefly described above, beginning in fiscal year 2016, per newly enacted laws, the tax structure has been simplified to exclude phase-in exemptions applied to the market value and lowered the tax rate to accommodate the loss of the exemption. Under the new model, the tax rate on Commercial Property is 1.89%, Residential Property 1.35%, and 2.16% for Class 3 agriculture.

Shown in the table below is a history of the county's actual taxable value since 2009.



For the period of fiscal year 2009 through fiscal year 2015, 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. Beginning with fiscal year 2016, the change in the tax structure will allow for a more direct linkage to the market values. In fiscal year 2019, the taxable values were projected to grow by $1.95 million (3%) over fiscal year 2018.

The Butte-Silver Bow has four different tax increment districts. The Tax Increment Financing District (Taxing Economic Development Districts [TEDDs]) and two Urban Revitalization Districts (URA) also impact the taxable values. There is approximately $3.6 million incremental taxable value in Tax Increment Industrial Infrastructure Districts and Targeted Economic Development Districts and $2 million incremental taxable value in the URA Districts which is not available for tax-supported operations. The amounts shown in the graph are less these economic development districts and include only the base value at the year of implementation. 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, Butte-Silver Bow had a taxable value of $49.8 million in fiscal year 2009. The taxable value has since increased to $63.7 million in fiscal year 2019 (28%). Tax revenues increased by $10 million over the same period. Even though tax revenues have increased,

over the past 5 years, real property taxes per $100,000 market value decreased $5.64. The reason for the tax revenue increase can be generally explained by the increase in residential construction, commercial construction, the sunset an economic district, and the increase in gross proceeds tax generate from the copper mining operations.

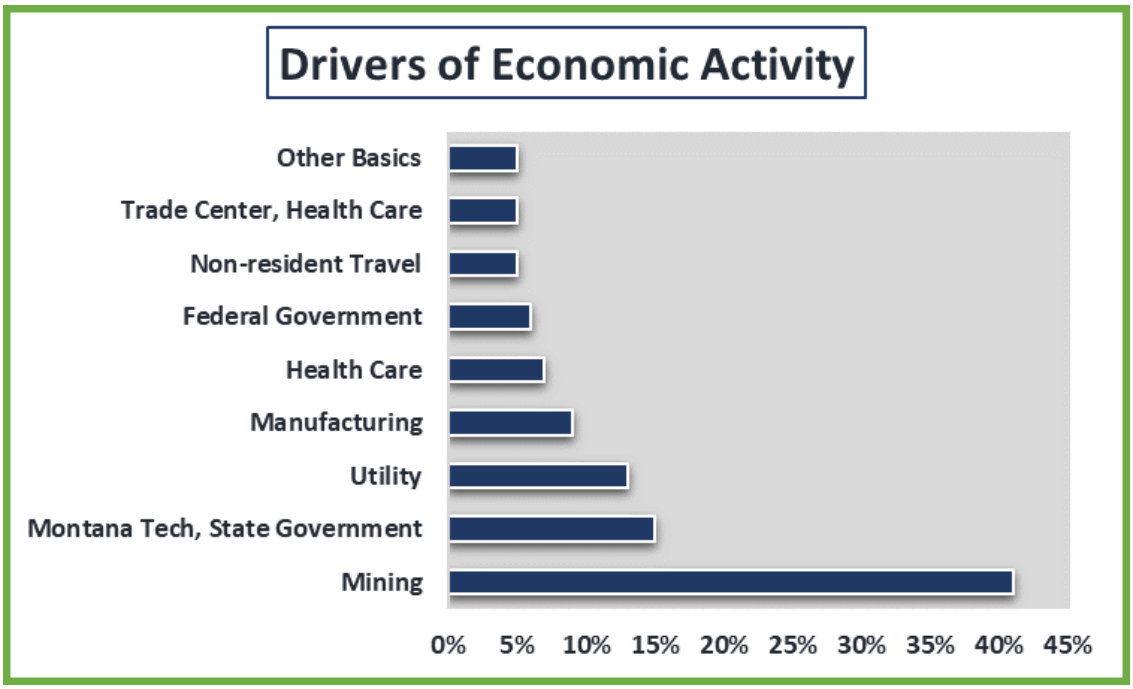
ECONOMIC FACTORS

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 2018 Montana Economic Report, relating to Silver Bow County and the region of Southwest Montana are restated below.

Five counties make up the Southwest Montana region. Movement in copper prices was felt throughout the economy in Silver Bow County during 2017. Home of Montana Resources mine, the county is one of the few in the state of Montana that saw an increase in mining earnings. Related businesses saw a successful year. However, there were weaker performance in construction, utilities, and manufacturing employers. Health care was another sector of growth, but less than what was saw across the state. Butte has experienced consistent growth, with exception of years in the recession, for the past 15 years, but the rate of growth is lower than average for the State of Montana.

Major economic events that impacted the State of Montana that are beginning to impact local government is fiscal year 2018 and beyond as stated by BBER, include the most severe and prolonged fire season in the summer of 2017. Approximately 1.3 million acres burned in over 2,100 fires across the state. The estimated cost was $74.2 million which overwhelmed the $32.3 million budget for the biennium. The surprisingly poor performance of Montana general fund revenue collections combined with the higher fire suppression costs necessitated a special session of the Legislature called by the Governor in November 2017. Because of the legislative session, local governments immediately began to feel the cuts in programs funded through the Montana Department of Health & Human Services and Department of Revenue. Funding has been reduced directly impacting programs and added pressure on the communities will continue as local governments will see the pressure of cuts in mental health, substance abuse, and overall case management.

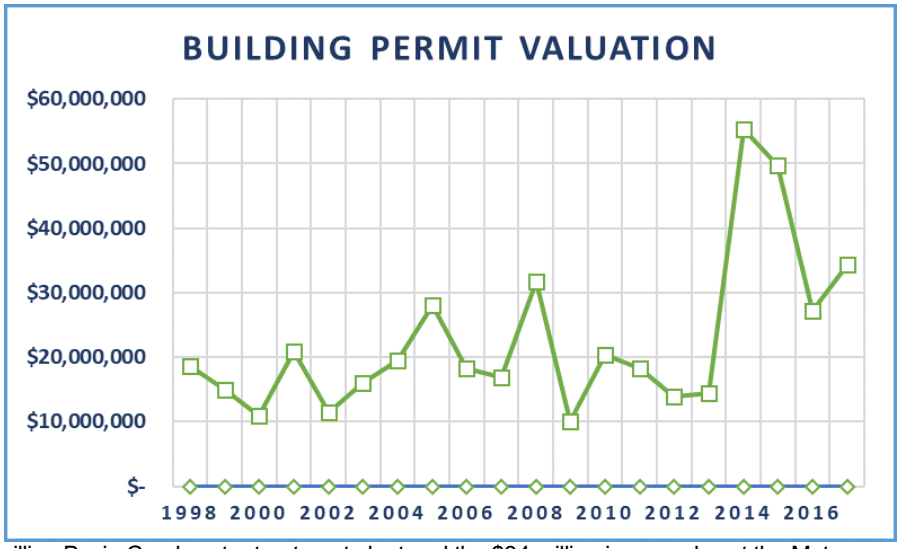
Silver Bow County is the most populated county in the region. The total population in 2016 was 34,553, ranking the county the 8th in population. Seventeen percent of the population is 65 years or older. The per capita income in southwest Montana exceeds the statewide average. Silver Bow's per-capita income ranks 16th highest in the 56 counties in Montana. The 2016 per capita income was $52,912 ranking the county the second in the state. The median income was $39,580 and the poverty rate is 15.5% compared to statewide median household income of $48,380 and poverty percent of 12.5%. In Silver Bow County the unemployment rate was 3.6% compared to the statewide average of 3.2% as of July 2018. Overall, since the recession of 2007, employment for Southwest Montana has remained relatively flat.



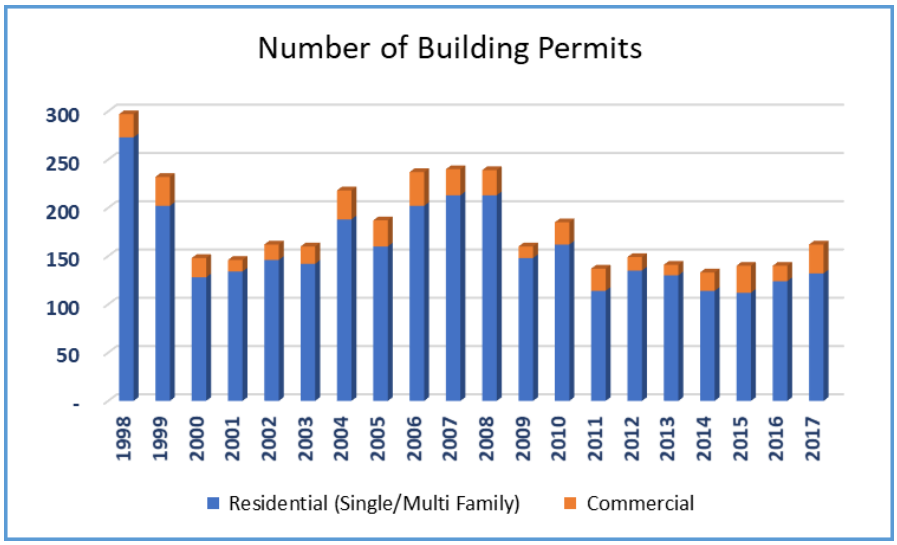
Illustrated in the chart above is the major drivers of economic activity in the city-county as percent share of income in basic industry.

The state government and utility industries are traditionally relatively stable and help to buffer volatility in other basic industries. The bright spots around Montana and true for Silver Bow County are manufacturing, tourism, and health care. Locally, mining employment has remained stable since the mid-2000s, but worker earnings may be reflective of the bonuses paid (or not paid) depending on world metals prices. Non-farm earnings grew by .6% in 2017 and is projected to grow by 1.2% in fiscal years 2018 and 2019.

Additional Economic Information



The graph to the right describes the valuation of new residential (single & multi-family) and commercial permits. In fiscal years 2014 through 2016 the valuation peaked because of the construction of the NorthWestern Energy's $25 million corporate office, the construction of a $35 million Basin Creek water treatment plant and the $34 million in upgrades at the Metro Wastewater plant. The valuation continues to show growth with an increase of 26% in 2017 over 2016. The permits for 2018 are projected to increase by 28%.



The graph to the left illustrates the number of residential and commercial permits over the past twenty years. Residential permits grew by 6% in 2017 with 8 additional permits. The Commercial permits grew by 88% with 14 additional permits. An additional increase is anticipated in 2018 as additional construction continues with SCL Health-Saint James Hospital, Montana Tech, and industries in the tax increment and targeted economic development districts. CryptoWatt LLC, announced in February 2018 that the company will invest $62 million in the former Mike Mansfield Advanced Technology Center (MSE facility). By March 2018, the company began the bitcoin mining with an investment of $40 million. The facility is in the South Butte Targeted Economic District. In January 2017, investors announced that Montana Craft Malt would build a new $15 million plant. The plant is anticipated to open late 2019. St. James Healthcare, part of the SCL Health System, received a $4.68 million grant from the Helmsley Charitable Trust to improve cardiovascular care and an additional cardia catheterization suite. In the spring 2019, Montana Tech will open a new $24 million Student Success Center. Mining also continues to be a strong industry. In fiscal year 2019, gross proceeds taxable value grew by $1.5 million (27.62%). Also, in the spring 2018, co-founders of the National Center for Health Care Informatics announced their intention to construct a $35 million major medical training center in Butte. The facility known as the Praxis Center for Innovative Learning, will be the nation's first independently owned, nonprofit medical simulation facility dedicated to rural health care. The city-county's economic team consisting of government employees and other local agencies continue to market and explore opportunities for growth and diversity.

Closing

The annual budget process represents what is arguably the local government's most important work. The budget conveys the priorities and policies that are the most significant for the local government. Butte-Silver Bow continues to improve financial planning and improvement of city-county services through Performance Budgeting. The budget framework used to prepare the fiscal year 2019 budget linked the strategic plan with the day-to-day operations of the local government. This is the fifth year in preparing the performance budget and using this framework. Butte-Silver Bow was honored to have received the Government Finance Officers Associations Distinguished Budget Presentation Award for the past four fiscal years (2015-2018), which were the first years of implementation of the Performance Budget. Butte-Silver Bow will submit the Performance Budget to the GFOA for fiscal year 2019 for consideration of this award and the highest achievement in governmental budgeting.

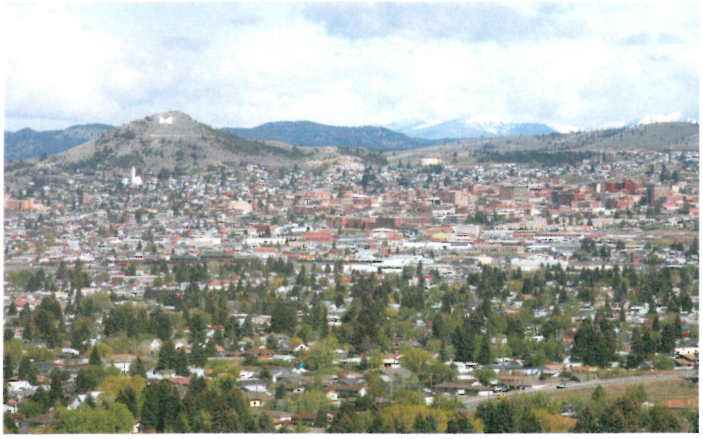
Personally, we want to express our sincere thanks to all those who helped assemble this budget. This includes Department Heads and Elected Officials, the Council of Commissioners, and the Finance and Budget Office staff.

It is our honor and privilege to serve and work for the citizens of the City-County of Butte-Silver Bow. In compiling the approved budget document in this format, one of the goals was to be transparent and make it easier for the reader to understand the local government operations and finances. To this end, we believe we have accomplished this task. Further, the performance budget model increases the accountability of each department and elected office, and the city-county government collectively. Our pledge is to strive for continual improvement and to provide the necessary, high quality services to the citizens of Butte-Silver Bow. Feel free to contact our offices with feedback regarding this document or any of the figures or processes described herein.

Respectfully,

Dave Palmer
Chief Executive

Danette Gleason
Director of Finance & Budget



The City-County of Butte-Silver Bow 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 based on 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 utilizes 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.

Fiscal year 2019 will be the fifth consecutive year the city-county has prepared the budget using the performance-based budgeting with details provided in a line-item budget.

FINANCIAL TREND ANALYSIS

The budget process begins in the January 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

Mid-February - March

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 improvement plan that forecasts, but does not obligate, future spending for all anticipated capital projects. Capital Expenditures are rolled into a document with Operating Budgets to give complete financial needs.

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 presentations, listening sessions, and computer-generated surveys are conducted to engage and communicate the needs identified by the Community members. The last step, prior to the approval of the budget include public hearings in accordance with 7-6-4024, MCA, which further 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.

Pursuant to 7-6-4024(3), MCA and 7-6-4036, MCA, the annual budget must be adopted, and the mill levies fixed, by the later of the first Thursday after the first Tuesday in September or within 30 calendar days of receiving certified taxable values. A copy of the final budget including the levy card and mill calculations under 15-10-420, MCA, must be presented to the State of Montana, Department of Administration by the later of October 1 or 60 days after receipt of taxable values.

Management control of the budget is maintained by monthly revenue and expenditure reports, whereby departments can compare actual results to the budget throughout the fiscal year. In addition, the Finance & Budget 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 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 & Budget 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 & Budget Department. The Finance & Budget 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 at the fund level. The chart of accounts complies with the Budgeting, Accounting, and Reporting System for the State of Montana. The summary object of expenditure level (salaries, operations, and capital) are identified by Fund and then Department within the fund. Departments can spend funds within the summary line-items. If transfers are needed within the summary objects, the Finance & Budget Director must approve the transfers.

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.
Finance & Budget Department and Chief Executive holds Budget meeting- Personnel numbers, budget estimates, budget timeline and forms are presented to Elected Officials and Department

March

Department Heads and Elected Officials work with members of their staff to prepare the line-item and performance budget requests. Departments also work on requested changes to the capital improvement plan, which must include justification for the changes. Public Comment is taken on the Community Priorities.

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 priorities for the proposed budget. Finance Office prepares preliminary budget information for elected officials and department heads.

The Chief Executive, Finance & Budget Director, and Council of Commissioners hold public work sessions, give public presentations, and set schedule for adoption of the budget.

June

Elected Officials and Department Heads continue to request changes based on year-end projections. The Chief Executive recommended budget is presented to Council at the end of June or first week of July dependent on the schedule of meetings of the Council of Commissioners. The Clerk & Recorder receives a copy of the prelliminary budget by July 1st.

July

Public Hearings and public presentations are continued on the Budget. The Finance & Budget Director gives budget projections based on revenue projections. The preliminary budget is adopted.

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.
The Final Budget is adopted and mill levies are set.

September

On-going review and monitoring of current year budget.

Preparations being made for the coming year.

October

On-going review and monitoring of current year budget.

Preparations being made for the coming year.

November

On-going review and monitoring of current year budget.

Preparations being made for the coming year.

December

On-going review and monitoring of current year budget.

Preparations being made for the coming year.

The overall goal of the City-County of 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 City-County of Butte-Silver Bow, the investment community, and the credit rating industry that City-County is committed to a strong financial management and fiscal integrity;

2. Set forth guidelines against which current budgetary performance can be measured;

3. Provide precedents for future policy makers and financial managers for financial goals and strategies;

4. Improve 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 more than 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 unless federal or grant revenues or additional resources have sought to fund the project or program.

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 at the fund level. 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 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 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. Reserve levels for the tax supported funds are established each fiscal year through the adoption of the Final Budget Resolution. Current reserves are set at 16%, with expectation to maintain this level of reserves.

2) Enterprise Funds. Enterprise Fund Reserves will be maintained to meet four objectives: (1) ensure adequate funding for operations; (2) to ensure infrastructure repair and replacement; (3) to provide working capital to provide level rate change for customers, and (4) to meet requirements of bond resolutions.

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 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 regarding 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 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 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.

5) Municipal Securities Disclosure. The Council of Commissioners adopted Council Resolution #14-48; *Resolution Approving Procedures Regarding Municipal Securities Disclosure.* Pursuant to the laws of the State of Montana, the City-County has publicly offered certain of its municipal securities, and in connection therewith has undertaken to comply with the continuing disclosure obligations specified in Rule 15c2-12 under the Securities Exchange Act of 1934. For transactions, larger than $1 million in size that include an official statement, the City-County enters a continuing disclosure undertaking (the "CDU"). The CDU is a contractual obligation of the City-County, pursuant to which the City-County agrees to provide certain financial information filings (at least annually) and material event notices to the public. Filings under the CDU must be made electronically on the Electronic Municipal Market Access ("EMMA") website (www.emma.msrb.org). The Finance and Budget Director shall be responsible for compliance with the City-County's obligations under continuing disclosure agreements, undertakings or certificates (the "CDU"), including without limitation annual filings, material event notice filings, voluntary filings and other filings required by the CDU.

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. Butte-Silver Bow accounts are maintained within the framework of the State of Montana, Budgetary Accounting and Reporting System (BARS) for Montana Cities, Towns, and Counties, which is also in compliance with the principle of fund accounting. 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 ***DEPARTMENT*** (Organizational Code), is optional under the BARS system. The Department is an organizational or budgetary breakdown which is found within the City-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. The Department is used by the local government to assist with assigning the accounts by which a Department Head, Elected Official, or Board has the authority to manage. A Department Head or Elected Official may be responsible for many funds. The Department code allows for the linkage back to the Department and Function responsible for the expenditure accounts budgetary and actual expenditures. Therefore, the Department code is used only within the expenditure accounts.

The ***FUNCTION CODE*** the numeric indicator assigned to designate a group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible. The performance budget is categorized by function. The function is used for ease by the users of the budget to determine the actual costs of the various functions of the government.

An ***ACTIVITY CODE*** is the numeric indicator assigned to identify a specific line of work carried on by a government unit to perform one its functions. The activity code often is directly related to the Department code.

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 (1000) — 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(2XXX) — 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 (4XXX) — 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 (3XXX) —- 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 like those often found in the private sector. The following proprietary funds are used by the county.

Enterprise Funds(5XXX) —- 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.

Internal Service Funds(6XXX) —- are established to finance and account for service and commodities furnished by a designated department within the government unit. The local government uses Internal Service Funds to 1) attain greater economy, efficiency, and effectiveness in the acquisition and distribution of common goods and services used by several departments within the city-county; 2) to facilitate equitable sharing of costs of those goods and services to the various departments of the governmental unit. Funds include: Payroll, Human Resources, Risk Management, Central Garage, Central Information Services and Self-funded Insurance.

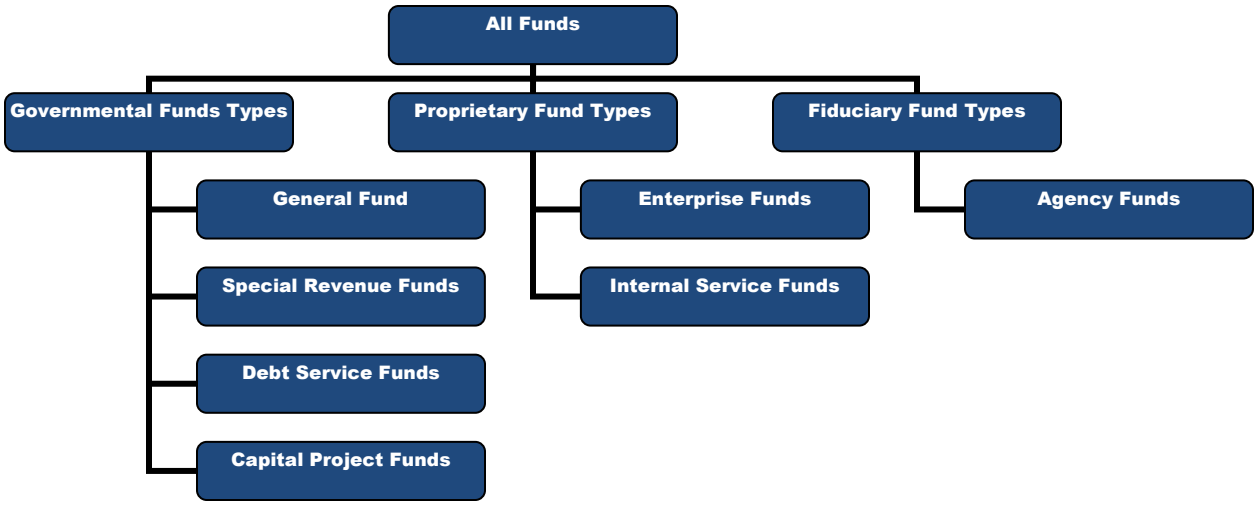
FIDUCIARY FUND TYPES

Trust and Agency Funds(**7XXX**): 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 government's fund Structure. The following pages provide a detailed organizational graphic presentation of each of the city-county funds.



The tables below show the relationship between the functional units, funds, and departments within the city-County of Butte-Silver Bow and the adopted budget for Fiscal Year 2019 for each Department within the function. All major and non-major funds are included within the matrices.

Function: General Government

Function Description	Fund	Fund Description	Department	Department Description	Fiscal Year 2019 Budget
General Government	1000	General Fund	101	Chief Executive	$ 264,037
General Government	1000	General Fund	102	Finance & Budget	678,860
General Government	1000	General Fund	105	Delinquent Property	43,510
General Government	1000	General Fund	106	Council Of Commissioners	465,335
General Government	1000	General Fund	107	Clerk And Recorders	834,916
General Government	1000	General Fund	109	Auditor	111,999
General Government	1000	General Fund	110	Treasurer	807,076
General Government	1000	General Fund	113	County Attorney	1,150,623
General Government	1000	General Fund	115	J. P. Court II	568,298
General Government	1000	General Fund	117	Government Buildings	1,424,368
General Government	1000	General Fund	121	Superintendent of Schools	169,491
General Government	1000	General Fund	122	Planning Board	559,857
General Government	1000	General Fund	124	Public Administrator	16,806
General Government	1000	General Fund	131	Land Records	266,226
General Government	1000	General Fund	133	City Court	392,916
General Government	1000	General Fund	999	Non-Dept Aligned Activity	1,569,146
General Government	2180	District Courts	148	District Court I	155,340
General Government	2180	District Courts	149	District Court II	36,727
General Government	2180	District Courts	151	Juvenile Defenders	67,500
General Government	2180	District Courts	153	Clerk of the Court	772,688
General Government	2190	Comprehensive Insurance	999	Non-Dept Aligned Activity	600,328
General Government	2252	Superfund Land Mng & GIS	200	Superfund Allocation	139,427
General Government	2276	Superfund Wtr Quality Dist	200	Superfund Allocation	84,710
General Government	2383	Arco Historic Pres Fund	122	Planning Board	163,918
General Government	2389	PIT Watch	122	Planning Board	43,413
General Government	2396	NRDP Greenway Project	122	Planning Board	1,606,784
General Government	2500	SID Admin	950	Maintenance SIDS	87,519
General Government	2854	Subsidence Mitigation	200	Superfund Allocation	48,381
General Government	2856	DNRC Grants	122	Planning Board	73,166
General Government	2857	NRDP Grants	122	Planning Board	166,231
General Government	2858	MT DOC-NSP3 Grant	122	Planning Board	649,281
General Government	2860	Land Planning	122	Planning Board	44,281
General Government	2956	Transportation Alternative/CTEP	122	Planning Board	282,000
General Government	3115	GO Bond Refunding Series 2017	999	Non-Dept Aligned Activity	1,605,000
General Government	3620	Aquatic Facility DS	999	Non-Dept Aligned Activity	502,850
General Government	4040	Capital Improvements	999	Non-Dept Aligned Activity	660,000
General Government	4610	Aquatic Facility	999	Non-Dept Aligned Activity	950,744
General Government	5711	Community Facilities	117	Government Buildings	94,391
General Government	6010	Central Equipment	102	Finance & Budget	66,500
General Government	6010	Central Equipment	117	Government Buildings	95,386
General Government	6035	GIS Operations	122	Planning Board	100,536
		General Government Total			$ 18,420,565

Function: Public Safety

Function	Fund	Fund Description	Department	Department Description	Fiscal Year 2019 Budget
Public Safety	1000	General Fund	111	Sheriff	$ 11,067,436
Public Safety	1000	General Fund	116	Coroner	136,238
Public Safety	1000	General Fund	128	Disaster and Emergency Services	402,068
Public Safety	1000	General Fund	132	Code Enforcement	348,051
Public Safety	1000	General Fund	999	Non-Dept Aligned Activity	4,470
Public Safety	2180	District Courts	152	Probation Office	239,700
Public Safety	2288	Emergency Services	164	Fire	1,101,782
Public Safety	2388	Fire Fund	164	Fire	4,015,188
Public Safety	2488	Fire Equipment Training	164	Fire	249,511
Public Safety	2850	911 Emergency Services	111	Sheriff	402,687
Public Safety	2915	Crime Control	195	Crime Control Grants	169,973
Public Safety	2921	Dept of Justice Grants	416	Planning and Management	130,054
Public Safety	4040	Capital Improvements	999	Non-Dept Aligned Activity	228,000
		Public Safety Total			$ 18,495,158

Function: Public Works

Function	Fund	Fund Description	Department	Department Description	Fiscal Year 2019 Budget
Public Works	1000	General Fund	103	Public Works	$ 563,093
Public Works	1000	General Fund	169	Transit System	11,503
Public Works	2110	Road Fund	103	Public Works	5,521,735
Public Works	2130	Bridge Fund	103	Public Works	455,286
Public Works	2140	Weed Control	126	Extension Services	443,275
Public Works	2145	Parking Commission	146	Parking Commission	179,277
Public Works	2146	Parking Garage	146	Parking Commission	64,779
Public Works	2278	ARCO Source Area/SW	200	Superfund Allocation	3,198,450
Public Works	2386	Transit System	169	Transit System	1,285,098
Public Works	2400	SID 20	950	Maintenance SIDS	641,395
Public Works	2501	Melrose Garbage	999	Non-Dept Aligned Activity	10,000
Public Works	2502	Divide Garbage	999	Non-Dept Aligned Activity	14,000
Public Works	2508	Street Maintenance District	950	Maintenance SIDS	178,990
Public Works	2600	SID 401	950	Maintenance SIDS	371,514
Public Works	2601	SID 402	950	Maintenance SIDS	76,996
Public Works	2630	Sidewalk SID	950	Maintenance SIDS	348,157
Public Works	2821	Road-Gas Tx Cap Imp Fund	103	Public Works	960,000
Public Works	2830	Junk Vehicle	999	Non-Dept Aligned Activity	54,686
Public Works	5210	Water Utility Division	103	Public Works	11,748,242
Public Works	5212	Silver Lake Wtr Sys Oper	103	Public Works	654,019
Public Works	5310	Metro Sewer Operation	103	Public Works	7,100,227
Public Works	5320	Metro Repl. & Depr.	103	Public Works	150,000
Public Works	5330	Storm Water	103	Public Works	813,613
Public Works	5410	Solid Waste	103	Public Works	2,994,966
		Public Works Total			$ 37,839,301

Function: Public Health

Function	Fund	Fund Description	Department	Department Description	Fiscal Year 2019 Budget
Public Health	1000	General Fund	104	Animal Control	$ 730,151
Public Health	1000	General Fund	119	Health Department	1,448,241
Public Health	2180	District Courts	148	District Court I	143,800
Public Health	2180	District Courts	813	Drug & Alcohol	14,514
Public Health	2270	Health	801	Health Department	1,918,850
Public Health	2275	Superfund Resident Metals	200	Superfund Allocation	1,182,028
Public Health	2277	Superfund Health Studies	200	Superfund Allocation	16,477
Public Health	2399	MT Pole Institute	200	Superfund Allocation	45,000
Public Health	2650	Mosquito SID	950	Maintenance SIDS	18,119
Public Health	2701	ARCO Redevelopment Trust	200	Superfund Allocation	109,994
Public Health	2994	Clrk Tailings O & M Trust	200	Superfund Allocation	12,000
		Public Health Total			$ 5,639,174

Function: Social & Economic Services

Function	Fund	Fund Description	Department	Department Description	Fiscal Year 2019 Budget
Social & Economic Services	1000	General Fund	126	Extension Services	$ 50,336
Social & Economic Services	1000	General Fund	999	Non-Dept Aligned Activity	52,000
Social & Economic Services	2280	Senior Citizens	999	Non-Dept Aligned Activity	76,044
Social & Economic Services	2984	Developmentally Disabled	156	Developmentally Disabled	105,701
		Social & Economic Services Total			$ 284,081

Function: Cultural & Recreation

Function	Fund	Fund Description	Department	Department Description	Fiscal Year 2019 Budget
Cultural & Recreation	1000	General Fund	103	Public Works	$ 1,902,358
Cultural & Recreation	1000	General Fund	127	Fairs	87,840
Cultural & Recreation	1000	General Fund	130	Board of Recreation	143,542
Cultural & Recreation	1000	General Fund	136	Public Library	1,231,392
Cultural & Recreation	2210	Civic Center	147	Civic Center	1,588,732
Cultural & Recreation	2215	Ridge Waters Pool	103	Public Works	425,249
Cultural & Recreation	2253	Parks-Payment in Lieu	103	Public Works	21,529
Cultural & Recreation	2254	Parks-Grants & Donations	103	Public Works	4,324,596
Cultural & Recreation	2385	Public Archives	137	Archives Fund	555,864
Cultural & Recreation	2701	ARCO Redevelopment Trust	200	Superfund Allocation	59,882
Cultural & Recreation	2880	Library	880	Grants	32,500
		Cultural & Recreation Total			$ 10,373,484

Function: Housing & Community Development

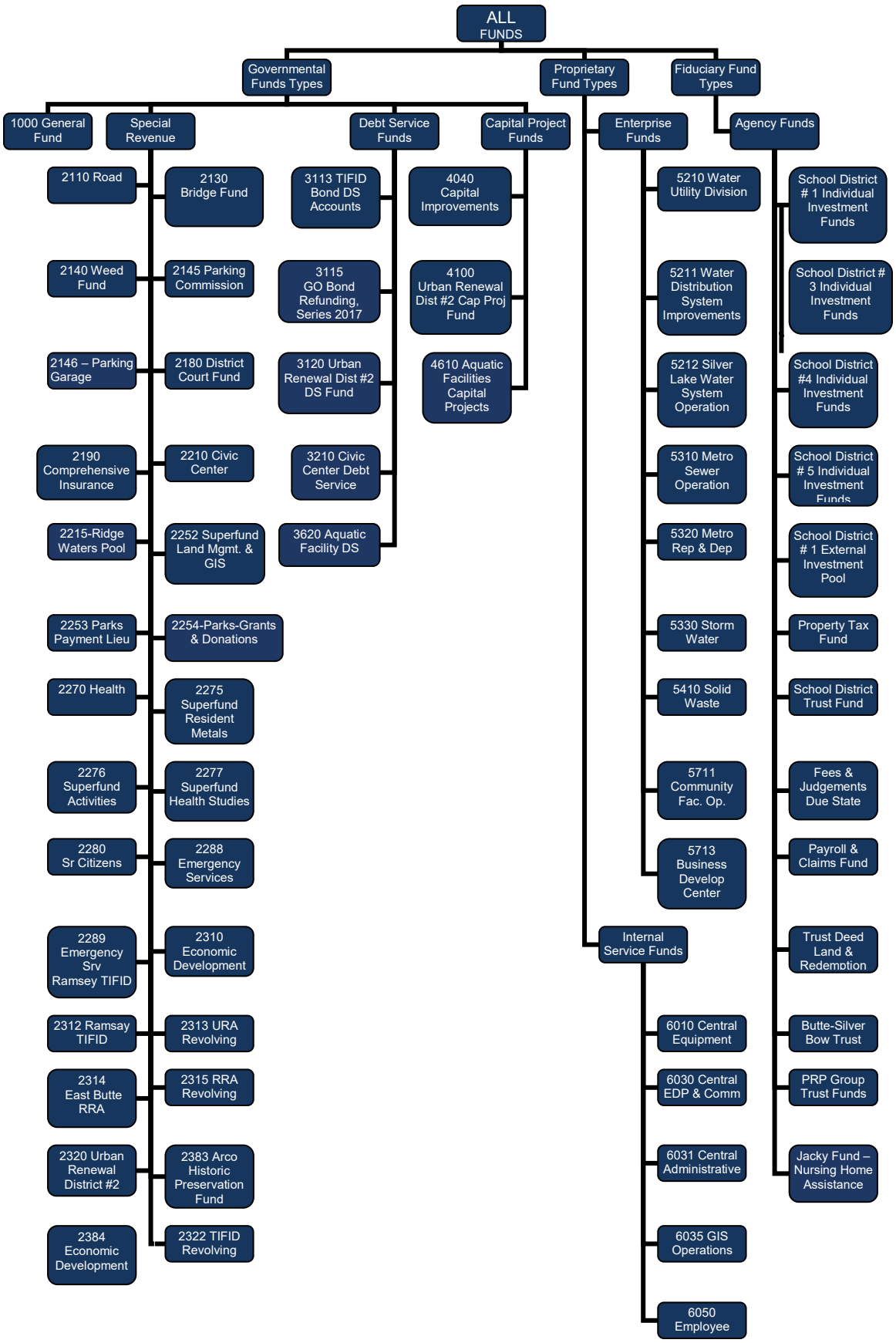
Function	Fund	Fund Description	Department	Department Description	Fiscal Year 2019 Budget
Housing & Community Development	2180	District Courts	148	District Court I	$ 106,635
Housing & Community Development	2310	Econ Development	291	Uptown Revitalization	127,246
Housing & Community Development	2312	Ramsay TIFID#2	293	TIFID Industrial	11,896,339
Housing & Community Development	2313	URA Revolving Loans-Dist #1	291	Uptown Revitalization	745,500
Housing & Community Development	2314	East Butte RRA	294	East Butte RRA	451,063
Housing & Community Development	2320	Urban Renewal District #2	291	Uptown Revitalization	827,439
Housing & Community Development	2321	URA District #2-Loan Fund	291	Uptown Revitalization	125,000
Housing & Community Development	2322	TIFID Revolving Loan Fund	293	TIFID Industrial	2,000,000
Housing & Community Development	2384	Economic Development	999	Non-Dept Aligned Activity	63,692
Housing & Community Development	2392	Program Income CDBG	410	Neighborhood Improvement	35,814
Housing & Community Development	2394	Anaconda ARCO Fund	999	Non-Dept Aligned Activity	10,000
Housing & Community Development	2397	Community Development	410	Neighborhood Improvement	147,347
Housing & Community Development	2397	Community Development	416	Planning and Management	321,800
Housing & Community Development	2397	Community Development	423	CDBG & ED	457,274
Housing & Community Development	2398	Economic Development	410	Neighborhood Improvement	8,365
Housing & Community Development	2701	ARCO Redevelopment Trust	200	Superfund Allocation	1,101,246
Housing & Community Development	2895	Economic Development	122	Planning Board	273,159
Housing & Community Development	2940	CDBG Sure Way	416	Planning and Management	57,188
Housing & Community Development	3113	TIFID Series Bonds	293	TIFID Industrial	634,763
Housing & Community Development	3120	Urban Renewal Dist#2 DS Fund	291	Uptown Revitalization	557,767
Housing & Community Development	4100	Urban Renewal Dist #2 Cap Proj	291	Uptown Revitalization	350,000
Housing & Community Development	5713	Small Business Incubator	190	B-SB Econ Development	158,950
Housing & Community Development	5714	Kelley Warehouse Facility	200	Superfund Allocation	38,068
		Housing & Community Development Total			$ 20,494,655

Function: Intergovernmental Activities

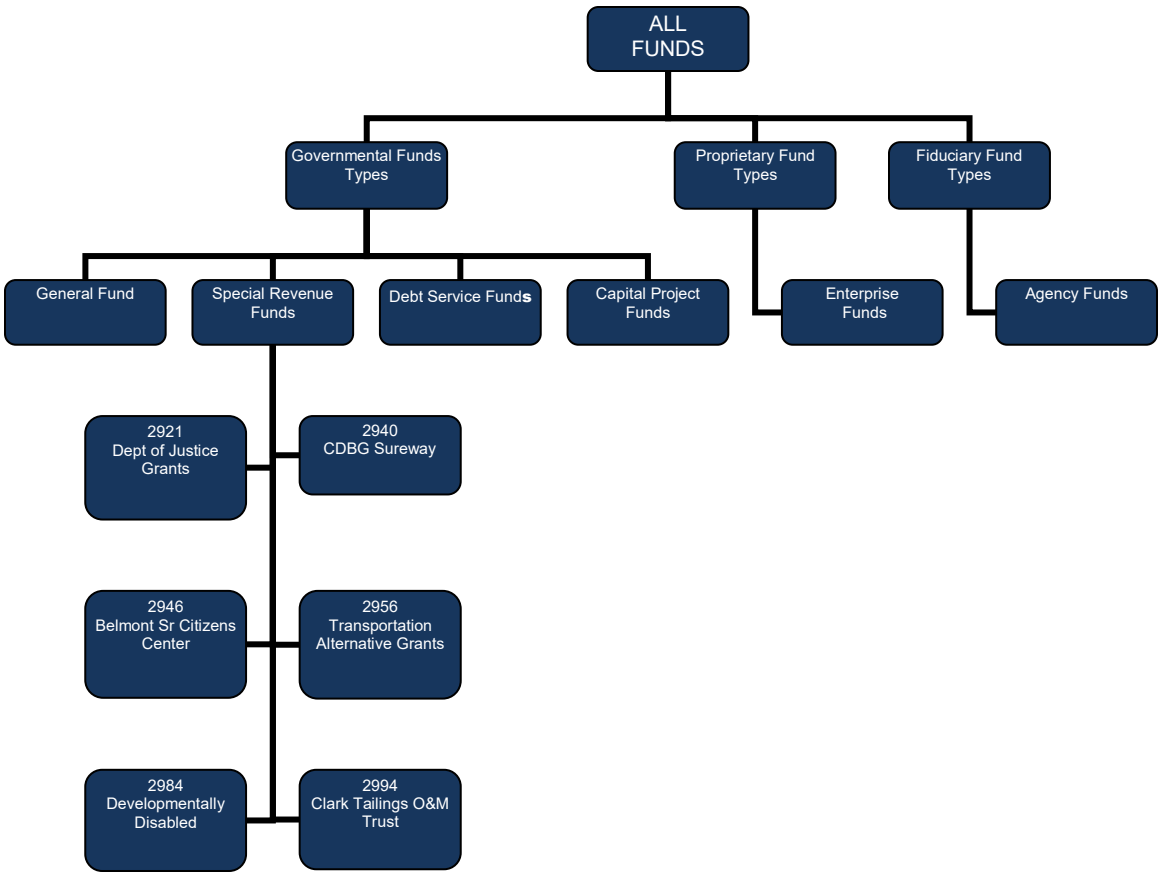
Function	Fund	Fund Description	Department	Department Description	Fiscal Year 2019 Budget
Intergovernmental Activities	6010	Central Equipment	320	Central Equipment	$ 14,371,845
Intergovernmental Activities	6015	Central Services	999	Non-Dept Aligned Activity	273,451
Intergovernmental Activities	6030	Central Edp & Comm	102	Finance & Budget	894,031
Intergovernmental Activities	6030	Central Edp & Comm	999	Non-Dept Aligned Activity	245,199
Intergovernmental Activities	6031	Central Admin Services	102	Finance & Budget	142,032
Intergovernmental Activities	6031	Central Admin Services	108	Personnel Office	549,030
Intergovernmental Activities	6031	Central Admin Services	416	Planning and Management	19,398
Intergovernmental Activities	6040	Central Capital Vehicle Fund	320	Central Equipment	550,932
Intergovernmental Activities	6050	Employee Health Ins	108	Personnel Office	7,114,753
		Intergovernmental Activities Total			$ 24,160,671

Function: Transfers

Function	Fund	Fund Description	Department	Department Description	Fiscal Year 2019 Budget
Transfers	1000	General Fund	111	Sheriff	$ 21,280
Transfers	1000	General Fund	999	Non-Dept Aligned Activity	770,963
Transfers	2310	Econ Development	291	Uptown Revitalization	25,886
Transfers	2312	Ramsay TIFID#2	293	TIFID Industrial	1,384,178
Transfers	2315	RRA Revolving Loan Fund	294	East Butte RRA	20,000
Transfers	2320	Urban Renewal District #2	291	Uptown Revitalization	724,256
Transfers	2396	NRDP Greenway Project	122	Planning Board	50,000
Transfers	2399	MT Pole Institute	200	Superfund Allocation	171,649
Transfers	2400	SID 20	950	Maintenance SIDS	35,277
Transfers	2507	SID 1029-Fleecer Rd Carriger Ln	950	Maintenance SIDS	26,282
Transfers	2600	SID 401	950	Maintenance SIDS	19,133
Transfers	2601	SID 402	950	Maintenance SIDS	3,965
Transfers	2690	Uptown Parking	146	Parking Commission	500
Transfers	2701	ARCO Redevelopment Trust	200	Superfund Allocation	25,000
Transfers	2830	Junk Vehicle	999	Non-Dept Aligned Activity	2,811
Transfers	2859	County Land Information	122	Planning Board	5,000
Transfers	3120	Urban Renewal Dist#2 DS Fund	291	Uptown Revitalization	847,953
Transfers	5210	Water Utility Division	103	Public Works	320,684
Transfers	5310	Metro Sewer Operation	103	Public Works	392,302
Transfers	5330	Storm Water	103	Public Works	11,500
Transfers	5410	Solid Waste	103	Public Works	173,760
Total Intergovernmental Transfers					$ 5,032,379
Total Fiscal Year 2018 Budget with Intergovernmental Transfers					$ 140,739,467


ALL FUNDS
Governmental Funds Types
Proprietary Fund Types
Fiduciary Fund Types
1000 General Fund
Special Revenue
Debt Service Funds
Capital Project Funds
Enterprise Funds
Agency Funds
2110 Road
2130 Bridge Fund
2140 Weed Fund
2145 Parking Commission
2146 – Parking Garage
2180 District Court Fund
2190 Comprehensive Insurance
2210 Civic Center
2215-Ridge Waters Pool
2252 Superfund Land Mgmt. & GIS
2253 Parks Payment Lieu
2254-Parks-Grants & Donations
2270 Health
2275 Superfund Resident Metals
2276 Superfund Activities
2277 Superfund Health Studies
2280 Sr Citizens
2288 Emergency Services
2289 Emergency Srv Ramsey TIFID
2310 Economic Development
2312 Ramsay TIFID
2313 URA Revolving
2314 East Butte RRA
2315 RRA Revolving
2320 Urban Renewal District #2
2383 Arco Historic Preservation Fund
2384 Economic Development
2322 TIFID Revolving
3113 TIFID Bond DS Accounts
3115 GO Bond Refunding, Series 2017
3120 Urban Renewal Dist #2 DS Fund
3210 Civic Center Debt Service
3620 Aquatic Facility DS
4040 Capital Improvements
4100 Urban Renewal Dist #2 Cap Proj Fund
4610 Aquatic Facilities Capital Projects
5210 Water Utility Division
5211 Water Distribution System Improvements
5212 Silver Lake Water System Operation
5310 Metro Sewer Operation
5320 Metro Rep & Dep
5330 Storm Water
5410 Solid Waste
5711 Community Fac. Op.
5713 Business Develop Center
Internal Service Funds
6010 Central Equipment
6030 Central EDP & Comm
6031 Central Administrative
6035 GIS Operations
6050 Employee
School District # 1 Individual Investment Funds
School District # 3 Individual Investment Funds
School District #4 Individual Investment Funds
School District # 5 Individual Investment Funds
School District # 1 External Investment Pool
Property Tax Fund
School District Trust Fund
Fees & Judgements Due State
Payroll & Claims Fund
Trust Deed Land & Redemption
Butte-Silver Bow Trust
PRP Group Trust Funds
Jacky Fund – Nursing Home Assistance

ALL FUNDS
Governmental Funds Types
Proprietary Fund Types
Fiduciary Fund Types
General Fund
Special Revenue Funds
Debt Service Funds
Capital Project Funds
Enterprise Funds
Agency Funds
2386 Transit System
2385 Public Archives
2387 Damages & Judgements
2388 & 2488 Fire; Fire Equip
2389 PIT Watch Ed Program
2391 Hard Rock Mine Trust Rsrv
2392 Program Income - CDBG
2394 Anaconda ARCO Rev Loan
2396 NRDP Greenway Project
2397 Community Development
2398 Economic Develop Asst
2399 MT Pole Institute
2401 – 2601 SID's
2630 Sidewalk Special Improvement
2650 Mosquito District
2690 Uptown Parking
2701 ARCO Redevelopment Trust
2830 Junk Vehicle
2854-Subsidence Mitigation
2850 9-1-1 Emergency Systems
2855 RTP Grants
2856 DNRC Grants
2857 NRDP Big Butte Acquisition
2858 MT DOC-NSP3 Grant
2859 County Land Information
2860 Land Planning
2880 Library Grants
2892 MT Historic Preservation
2895 Economic Development
2915 Crime Control


ALL FUNDS
Governmental Funds Types
Proprietary Fund Types
Fiduciary Fund Types
General Fund
Special Revenue Funds
Debt Service Funds
Capital Project Funds
Enterprise Funds
Agency Funds
2921 Dept of Justice Grants
2940 CDBG Sureway
2946 Belmont Sr Citizens Center
2956 Transportation Alternative Grants
2984 Developmentally Disabled
2994 Clark Tailings O&M Trust

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.

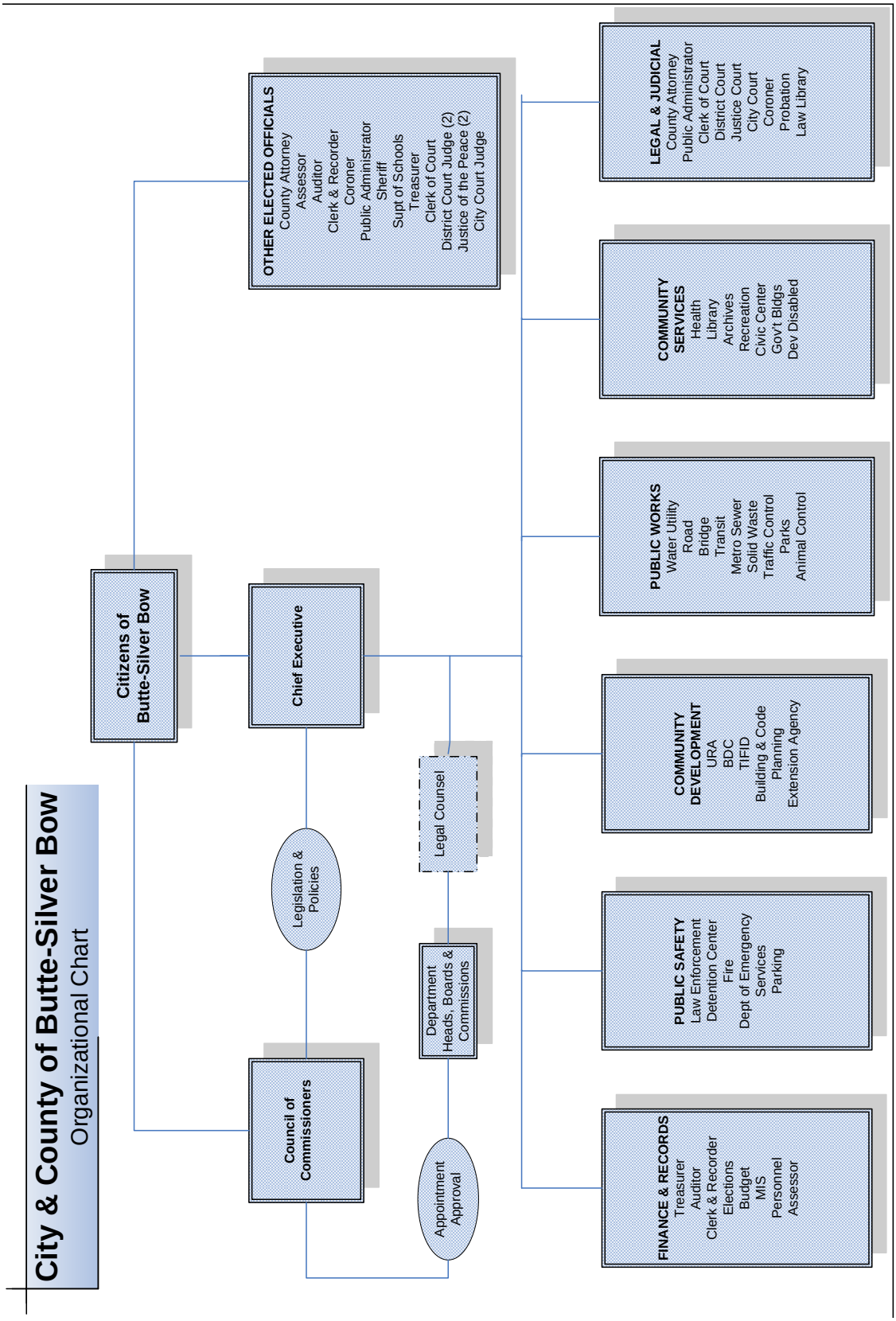
PROGRAM/ACTIVITY

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

PROGRAM/ACTIVITY BUDGET DESCRIPTONS

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

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


City & County of Butte-Silver Bow
Organizational Chart
Citizens of Butte-Silver Bow
Council of Commissioners
Legislation & Policies
Appointment Approval
Chief Executive
Department Heads, Boards & Commissions
Legal Counsel
OTHER ELECTED OFFICIALS
County Attorney
Assessor
Auditor
Clerk & Recorder
Coroner
Public Administrator
Sheriff
Supt of Schools
Treasurer
Clerk of Court
District Court Judge (2)
Justice of the Peace (2)
City Court Judge
FINANCE & RECORDS
Treasurer
Auditor
Clerk & Recorder
Elections
Budget
MIS
Personnel
Assessor
PUBLIC SAFETY
Law Enforcement
Detention Center
Fire
Dept of Emergency Services
Parking
COMMUNITY DEVELOPMENT
URA
BDC
TIFID
Building & Code
Planning
Extension Agency
PUBLIC WORKS
Water Utility
Road
Bridge
Transit
Metro Sewer
Solid Waste
Traffic Control
Parks
Animal Control
COMMUNITY SERVICES
Health
Library
Archives
Recreation
Civic Center
Gov't Bldgs
Dev Disabled
LEGAL & JUDICIAL
County Attorney
Public Administrator
Clerk of Court
District Court
Justice Court
City Court
Coroner
Probation
Law Library

Financial Summary (B)

The City-County of Butte-Silver Bow

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

	Governmental Fund Types				Proprietary Fund Types		Total
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	All Funds
Actual Beginning Fund/Working Capital Balance	$ 8,435,516	$ 55,739,225	$ 4,477,415	$ 3,012,787	$ 123,475,397	$ 2,088,425	$ 197,228,765
Total Estimated Revenues	24,831,294	37,706,741	5,906,200	299,786	21,963,804	24,632,379	115,340,204
Budgeted Expenditures	28,286,426	57,026,150	4,148,333	2,188,744	24,650,722	24,423,093	140,723,468
Projected Ending Fund Balance/Net Position	$ 4,980,384	$ 36,419,816	$ 6,235,282	$ 1,123,829	$ 120,788,479	$ 2,297,711	$ 171,845,501

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

	Governmental Fund Types				Proprietary Fund Types		
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	Total All Funds
Estimated Beginning Fund/Working Capital Balance	$ 8,435,516	$ 55,739,225	$ 4,477,415	$ 3,012,787	$ 123,475,397	$ 2,088,425	$ 197,228,765
Estimated Revenues							
Taxes & Assessments	15,018,241	12,267,705	4,846,496	-	-	-	32,132,442
Licenses & Permits	950,610	1,100	-	-	-	-	951,710
Intergovernmental	5,211,610	10,688,661	28,155	-	2,300,000	12,314,944	30,543,370
Charges for Services	1,421,076	1,171,718	-	-	16,954,497	-	19,547,291
Fines & Forfeitures	364,000	32,500	-	85,700	-	-	482,200
Miscellaneous	255,700	9,437,426	-	25,000	2,373,807	2,750	12,094,683
Investment Earnings	300,000	877,005	2,500	21,625	230,500	2,513	1,434,143
Transfers	1,187,123	3,230,626	1,029,049	167,461	105,000	829,149	6,548,408
Internal Services	122,934	-	-	-	-	11,483,023	11,605,957
Total Estimated Revenues	24,831,294	37,706,741	5,906,200	299,786	21,963,804	24,632,379	115,340,204
Budgeted Expenditures							
General Government	8,324,419	4,421,366	2,107,850	1,610,744	94,391	262,422	16,821,192
Public Safety	11,958,263	6,308,895	-	228,000	-	-	18,495,158
Public Works	574,596	13,624,648	-	-	23,461,067	-	37,660,311
Public Health	2,178,392	3,460,782	-	-	-	-	5,639,174
Social and Economic Services	102,336	181,745	-	-	-	-	284,081
Culture and Recreation	3,365,132	7,008,352	-	-	-	-	10,373,484
Housing & Community Dev	-	18,755,107	1,192,530	350,000	197,018	-	20,494,655
Intergovernmental Activities	-	-	-	-	-	24,160,671	24,160,671
Miscellaneous	991,045	771,318	-	-	-	-	1,762,363
Transfers	792,243	2,493,937	847,953	-	898,246	-	5,032,379
Total Budgeted Expenditures	28,286,426	57,026,150	4,148,333	2,188,744	24,650,722	24,423,093	140,723,468
Projected Change in Fund/Working Capital	(3,455,132)	(19,319,409)	1,757,867	(1,888,958)	(2,686,918)	209,286	(25,383,264)
Projected Ending Fund Balance/Net Position	$ 4,980,384	$ 36,419,816	$ 6,235,282	$ 1,123,829	$ 120,788,479	$ 2,297,711	$ 171,845,501

SUMMARY OF MAJOR REVENUES, EXPENDITURES AND OTHER FINANCING SOURCES/USES
July 1, 2017 through June 30, 2018 (FY 2018)

	Governmental Fund Types				Proprietary Fund Types		
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	Total All Funds
Actual Beginning Fund/Working Capital Balance	$ 7,233,013	$ 56,435,357	$ 4,035,828	$ 13,652,876	$ 120,066,622	$ 1,119,438	$ 202,543,133
Actual Revenues							
Taxes & Assessments	15,453,590	14,155,985	2,344,227	-	-	-	31,953,802
Licenses & Permits	993,163	1,372	-	-	-	-	994,535
Intergovernmental	5,950,719	7,408,554	27,968	150,000	1,512,432	186,488	15,236,162
Charges for Services	1,296,277	900,711	-	-	16,704,902	-	18,901,890
Fines & Forfeitures	343,039	31,257	-	80,922	-	-	455,218
Miscellaneous	638,601	5,009,795	-	111,571	2,505,019	14,671	8,279,657
Investment Earnings	346,302	638,670	18,781	114,588	185,239	5,237	1,308,818
Transfers	1,158,246	1,401,277	1,415,430	132,437	91,283	113,786	4,312,458
Internal Services	126,090	-	-	-	-	9,677,974	9,804,064
Total Actual Revenues	26,306,027	29,547,622	3,806,406	589,517	20,998,875	9,998,157	91,246,604
Actual Expenditures							
General Government	6,952,583	1,972,432	727,113	6,410,115	42,393	157,845	16,262,480
Public Safety	11,275,817	5,955,650	1,032,722	188,268	-	-	18,452,457
Public Works	512,870	8,009,266	-	24,000	16,522,198	-	25,068,335
Public Health	1,820,380	2,944,418	-	-	-	-	4,764,799
Social and Economic Services	87,516	172,571	-	-	-	-	260,088
Culture and Recreation	2,928,450	2,541,078	449,279	-	-	-	5,918,808
Housing & Community Dev	-	5,083,863	1,155,196	4,607,224	149,398	-	10,995,681
Intergovernmental Activities	-	-	-	-	-	8,871,324	8,871,324
Miscellaneous	927,583	1,025,901	-	-	-	-	1,953,484
Transfers	598,325	2,538,574	508	-	876,111	-	4,013,518
Total Actual Expenditures	25,103,525	30,243,754	3,364,818	11,229,606	17,590,100	9,029,170	96,560,972
Actual Change in Fund/Working Capital	1,202,503	(696,132)	441,588	(10,640,089)	3,408,775	968,987	(5,314,368)
Actual Ending Fund Balance/Net Position	$ 8,435,516	$ 55,739,225	$ 4,477,415	$ 3,012,787	$ 123,475,397	$ 2,088,425	$ 197,228,765

SUMMARY OF MAJOR REVENUES, EXPENDITURES AND OTHER FINANCING SOURCES/USES
July 1, 2016 through June 30, 2017 (FY 2017)

	Governmental Fund Types				Proprietary Fund Types		
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	Total All Funds
Actual Beginning Fund/Working Capital Balance	$ 7,306,096	$ 53,913,430	$ 2,731,524	$ 3,046,312	$ 111,254,486	$ 1,334,282	$ 179,586,129
Actual Revenues							
Taxes & Assessments	14,612,771	13,627,759	2,181,289	-	-	-	30,421,819
Licenses & Permits	980,897	1,378	-	-	-	-	982,275
Intergovernmental	5,983,952	7,708,019	27,829	-	11,625,768	63,577	25,409,145
Charges for Services	1,615,216	745,259	-	-	16,522,182	-	18,882,657
Fines & Forfeitures	392,128	42,663	-	85,876	-	-	520,667
Miscellaneous	1,258,223	8,422,875	83,442	166,512	2,516,332	50,993	12,498,377
Investment Earnings	140,177	504,356	7,890	104,986	109,697	(33,906)	833,201
Transfers	1,340,696	2,337,265	1,832,881	15,306,639	142,742	10,000	20,970,222
Internal Services	123,964	-	-	-	-	8,804,489	8,928,453
Total Actual Revenues	26,448,024	33,389,573	4,133,331	15,664,013	30,916,721	8,895,154	119,446,814
Actual Expenditures							
General Government	6,909,346	3,105,101	38,000	1,425,533	50,629	183,967	11,712,576
Public Safety	11,356,116	6,124,728	1,159,741	8,709	-	-	18,649,295
Public Works	603,522	7,366,325	-	-	20,909,858	-	28,879,705
Public Health	1,700,456	2,737,579	-	-	-	-	4,438,035
Social and Economic Services	125,722	173,401	-	-	-	-	299,123
Culture and Recreation	4,016,437	1,822,689	558,609	-	-	-	6,397,734
Housing & Community Dev	-	6,026,737	1,071,048	3,049,836	274,925	-	10,422,546
Intergovernmental Activities	-	-	-	-	-	8,926,031	8,926,031
Miscellaneous	1,262,011	1,001,293	-	-	-	-	2,263,304
Transfers	547,496	2,509,793	1,629	573,370	869,173	-	4,501,461
Total Actual Expenditures	26,521,107	30,867,645	2,829,027	5,057,449	22,104,585	9,109,998	96,489,811
Actual Change in Fund/Working Capital	(73,083)	2,521,927	1,304,304	10,606,564	8,812,136	(214,844)	22,957,004
Actual Ending Fund Balance/Net Position	$ 7,233,013	$ 56,435,357	$ 4,035,828	$ 13,652,876	$ 120,066,622	$ 1,119,438	$ 202,543,133

SUMMARY OF MAJOR REVENUES, EXPENDITURES AND OTHER FINANCING SOURCES/USES
July 1, 2015 through June 30, 2016 (FY 2016)

	Governmental Fund Types				Proprietary Fund Types		
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	Total All Funds
Actual Beginning Fund/Working Capital Balance	$ 7,029,937	$ 58,548,981	$ 2,722,567	$ 2,651,774	$ 98,519,073	$ 2,331,197	$ 171,803,528
Actual Revenues							
Taxes & Assessments	14,817,668	9,275,610	1,498,131	-	-	-	25,591,409
Licenses & Permits	981,648	1,326	-	-	-	-	982,974
Intergovernmental	5,546,721	8,123,474	26,913	-	13,450,524	88,242	27,235,873
Charges for Services	1,501,832	968,403	-	-	16,553,627	-	19,023,863
Fines & Forfeitures	366,637	43,289	-	79,543	-	-	489,469
Miscellaneous	926,254	9,555,233	90,430	501,000	6,721,807	340,750	18,135,475
Investment Earnings	77,408	843,310	-	9,402	46,624	20,538	997,282
Transfers	862,138	1,752,480	6,605,278	-	15,000	10,000	9,244,896
Internal Services	122,229	-	-	-	-	8,147,343	8,269,572
Total Actual Revenues	25,202,535	30,563,124	8,220,752	589,945	36,787,582	8,606,873	109,970,811
Actual Expenditures							
General Government	6,496,386	3,063,020	-	-	59,814	239,970	9,859,190
Public Safety	10,811,638	6,233,987	1,147,068	83,502	-	-	18,276,195
Public Works	565,057	8,651,979	-	-	19,923,043	-	29,140,079
Public Health	1,578,551	2,721,607	-	-	-	-	4,300,157
Social and Economic Services	131,401	175,229	-	-	-	-	306,630
Culture and Recreation	3,746,626	1,679,749	554,769	8,585	-	-	5,989,729
Housing & Community Dev	-	3,750,758	6,466,900	97,006	337,635	-	10,652,298
Intergovernmental Activities	-	-	-	-	-	9,363,819	9,363,819
Miscellaneous	1,086,486	971,184	-	-	-	-	2,057,670
Transfers	510,256	7,951,161	43,058	6,289	3,731,678	-	12,242,442
Total Actual Expenditures	24,926,401	35,198,674	8,211,795	195,382	24,052,170	9,603,789	102,188,210
Actual Change in Fund/Working Capital	276,134	(4,635,550)	8,957	394,563	12,735,413	(996,916)	7,782,601
Actual Ending Fund Balance/Net Position	$ 7,306,072	$ 53,913,430	$ 2,731,524	$ 3,046,337	$ 111,254,486	$ 1,334,282	$ 179,586,130

BUDGETED CHANGES IN FUND AND WORKING CAPITAL BALANCES
DETAIL OF ALL FUNDS
July 1, 2018 through June 30, 2019 (FY 2019)

Fund #	Fund Name	Actual Beginning Balances 7-1-18	FY - 19 Year-To-Date Revenues	FY - 19 Year-To-Date Expenditures	Projected Ending Balances 6-30-19
1000	General Fund	**8,435,492**	**24,831,294**	**28,286,426**	**4,980,360**
SPECIAL REVENUE FUNDS					
2110	Road Fund	1,698,718	4,643,325	5,521,735	820,308
2130	Bridge Fund	172,410	361,748	455,286	78,872
2140	Weed Control	194,778	320,220	443,275	71,723
2145	Parking Commission	(233,852)	178,165	179,277	(234,964)
2146	Parking Garage	8,376	66,000	64,779	9,597
2180	District Courts	474,379	1,281,753	1,536,904	219,228
2190	Comp Ins & Claims	114,820	581,560	600,328	96,052
2210	Civic Center	448,485	1,328,207	1,588,732	187,960
2215	Ridge Waters Pool	12,780	603,509	425,249	191,040
2252	Superfund Land Mng & GIS	11,998	139,427	139,427	11,998
2253	Parks-Payment in Lieu	38,614	-	21,529	17,085
2254	Parks-Grants & Donations	1,320,096	3,004,500	4,324,596	0
2270	Health	561,404	1,794,907	1,918,850	437,461
2275	Superfund Resident Metals	-	1,182,028	1,182,028	-
2276	Superfund Wtr Quality Dist	142,944	69,710	84,710	127,944
2277	Superfund Health Studies	24,889	16,477	16,477	24,889
2278	ARCO Source Area/SW	408,900	3,198,450	3,198,450	408,900
2280	Senior Citizens	12,123	76,087	76,044	12,166
2288	Emergency Services	213,772	1,064,295	1,101,782	176,285
2289	Emergency Serv 3T	94,557	-	-	94,557
2310	Econ Development	138,958	15,018	153,132	844
2312	Ramsay TIFID#2	11,857,362	2,620,171	13,280,517	1,197,016
2313	URA Revolving Loans-Dist #1	5,878,209	202,500	745,500	5,335,209
2314	East Butte RRA	160,924	205,535	451,063	(84,604)
2315	RRA Revolving Loan Fund	168,954	4,240	20,000	153,194
2320	Urban Renew al District #2	700,992	850,703	1,551,695	0
2321	URA District #2-Loan Fund	-	131,500	125,000	6,500
2322	TIFID Revolving Loan Fund	2,452,386	435,000	2,000,000	887,386
2383	Arco Historic Pres Fund	546,031	4,000	163,918	386,113
2384	Economic Development	11,586	62,296	63,692	10,190
2385	Public Archives	113,111	547,784	555,864	105,031
2386	Transit System	103,283	1,103,397	1,285,098	(78,418)
2387	Damages & Judgements	13,932	613	-	14,545
2388	Fire Fund	866,154	3,693,964	4,015,188	544,930

BUDGETED CHANGES IN FUND AND WORKING CAPITAL BALANCES
DETAIL OF ALL FUNDS
July 1, 2018 through June 30, 2019 (FY 2019)

Fund #	Fund Name	Actual Beginning Balances 7-1-18	FY - 19 Year-To-Date Revenues	FY - 19 Year-To-Date Expenditures	Projected Ending Balances 6-30-19
2389	PIT Watch	159,882	1,000	43,413	117,469
2391	Hard Rock Mine Trust	9,483,404	730,000	-	10,213,404
2392	Program Income CDBG	72,988	364	35,814	37,538
2393	Planning Fund-ARCO Grant	-	-	-	-
2394	Anaconda ARCO Fund	755,939	15,000	10,000	760,939
2396	NRDP Greenw ay Project	(245,980)	1,606,784	1,656,784	(295,980)
2397	Community Development	29,847	952,455	926,421	55,881
2398	Economic Development	57,950	50	8,365	49,635
2399	MT Pole Institute	57,539	6,000	216,649	(153,110)
2400	SID 20	101	-	-	101
2401	SID 21	1,439	2,290	2,955	774
2402	SID 25	3,334	5,916	7,387	1,863
2403	SID 26	8,075	18,963	21,610	5,428
2404	SID 28	5,043	11,147	12,947	3,243
2405	SID 111	12,855	24,184	29,350	7,689
2406	SID 196	20,712	33,911	43,297	11,326
2407	SID 212-219	3,865	5,776	7,632	2,009
2408	SID 221	4,629	8,631	10,527	2,733
2409	SID 247	2,349	3,773	4,869	1,253
2410	SID 260	4,166	7,441	9,245	2,362
2411	SID 264	2,167	4,054	4,976	1,245
2412	SID 270-278	882	2,187	2,434	635
2413	SID 291	2,888	4,725	6,009	1,604
2414	SID 316	1,805	4,061	4,677	1,189
2415	SID 317-319	9,611	14,521	19,185	4,947
2416	SID 330	1,601	3,321	3,917	1,005
2417	SID 340	860	1,705	2,035	530
2418	SID 346	404	557	768	193
2419	SID 364	4,827	10,365	12,112	3,080
2420	SID 367	783	2,011	2,227	567
2421	SID 368	2,249	4,106	5,044	1,311
2422	SID 391	251	326	461	116
2423	SID 392	7,985	16,776	19,749	5,012
2425	SID 400	147,009	210,739	283,797	73,951
2426	SID 405	1,755	4,188	4,745	1,198
2427	SID 408	1,777	2,852	3,686	943
2428	SID 409	796	930	1,372	354

BUDGETED CHANGES IN FUND AND WORKING CAPITAL BALANCES
DETAIL OF ALL FUNDS
July 1, 2018 through June 30, 2019 (FY 2019)

Fund #	Fund Name	Actual Beginning Balances 7-1-18	FY - 19 Year-To-Date Revenues	FY - 19 Year-To-Date Expenditures	Projected Ending Balances 6-30-19
2429	SID 410	896	1,197	1,665	428
2430	SID 1004	3,110	6,980	8,063	2,027
2431	SID 1005	2,789	6,090	7,098	1,781
2432	SID 1006	3,160	3,778	5,529	1,409
2433	SID 1007	1,984	2,453	3,533	904
2434	SID 1009	916	2,358	2,598	676
2435	SID 1010	3,559	10,883	11,552	2,890
2436	SID 1011	2,975	6,319	7,419	1,875
2437	SID 1012	2,017	4,435	5,161	1,291
2438	SID 1013	1,635	2,135	3,004	766
2439	SID 1013A	1,206	1,180	1,907	479
2440	SID 1014	6,562	11,078	14,072	3,568
2441	SID 1015	1,475	3,024	3,599	900
2442	SID 1016	2,477	5,350	6,257	1,570
2443	SID 1017	4,916	21,013	20,642	5,287
2444	SID 1018	5,148	10,223	12,256	3,115
2445	SID 1019	1,074	2,258	2,657	675
2446	SID 1020	4,870	9,280	11,312	2,838
2447	SID 1021	734	622	1,083	273
2448	SID 1022	886	1,908	2,236	558
2449	SID 1023	1,163	2,330	2,794	699
2450	SID 1024	2,704	3,848	5,240	1,312
2451	SID 1026	2,588	3,121	4,526	1,183
2452	SID 1027	1,118	1,638	2,204	552
2453	SID 1028	2,157	1,919	3,252	824
2488	Fire Equipment Training	183,437	96,114	249,511	30,040
2500	SID Admin	270,358	73,375	87,519	256,214
2501	Melrose Garbage	9,938	8,793	10,000	8,731
2502	Divide Garbage	5,792	13,260	14,000	5,052
2503	Maint 1(82) & 4(85)	117,350	-	-	117,350
2504	Maint 2(83)	4,498	-	-	4,498
2505	Maint 3(84)	458	-	-	458
2506	SID 1025-Blacktail Loop	1,331	-	-	1,331
2507	SID 1029-Fleecer Rd Carriger Ln	14,016	12,266	26,282	(0)
2508	Street Maintenance District	-	172,257	170,990	1,267
2600	SID 401	179,224	328,001	390,647	116,578
2601	SID 402	69,482	90,501	80,961	79,022

BUDGETED CHANGES IN FUND AND WORKING CAPITAL BALANCES
DETAIL OF ALL FUNDS
July 1, 2018 through June 30, 2019 (FY 2019)

Fund #	Fund Name	Actual Beginning Balances 7-1-18	FY - 19 Year-To-Date Revenues	FY - 19 Year-To-Date Expenditures	Projected Ending Balances 6-30-19
2630	Sidewalk SID	(14,372)	335,040	348,157	(27,489)
2650	Mosquito SID	20,038	7,737	18,119	9,656
2690	Uptown Parking	0	500	500	0
2701	ARCO Redevelopment Trust	13,680,991	384,100	1,296,122	12,768,969
2821	Road-Gas Tx Cap Imp Fund	250,286	745,102	960,000	35,388
2830	Junk Vehicle	-	58,397	57,497	900
2850	911 Emergency Services	458,863	258,500	402,687	314,676
2854	Subsidence Mitigation	48,381	-	48,381	-
2855	RTP Grants	-	-	-	-
2856	DNRC Grants	17,353	73,166	73,166	17,353
2857	NRDP Grants	4,807	166,231	166,231	4,807
2858	MT DOC-NSP3 Grant	114,084	584,281	649,281	49,084
2859	County Land Information	65,667	7,100	5,000	67,767
2860	Land Planning	40,315	3,966	44,281	0
2880	Library	55,798	8,500	32,500	31,798
2892	Mt Historic Preservation	453	-	-	453
2895	Economic Development	279,112	-	273,159	5,953
2915	Crime Control	132,476	149,833	169,973	112,336
2921	Dept of Justice Grants	48,313	130,054	130,054	48,313
2940	CDBG Sure Way	57,188	-	57,188	0
2946	Belmont Sr. Citizens Cntr	643	-	-	643
2950	Habitat Project Prgrm Inc	22	-	-	22
2956	CTEP	43,227	282,000	282,000	43,227
2957	Butte SD#1 SRTS	4,043	-	-	4,043
2984	Developmentally Disabled	44,042	82,799	105,701	21,140
2994	Clrk Tailings O & M Trust	111,634	1,250	12,000	100,884
Total Special Revenue Funds		**55,739,225**	**37,706,741**	**57,026,150**	**36,419,816**
DEBT SERVICE FUNDS:					
3110	GO Bond Det & Admin Proj	507	-	-	507
3113	TIFID Series Bonds	2,299,144	635,000	634,763	2,299,381
3115	GO Bond Refunding Series 2017	559,902	2,760,460	1,605,000	1,715,362
3120	Urban Renewal Dist#2 DS Fund	1,123,022	1,977,065	1,405,720	1,694,367
3210	Civic Center DS	97	-	-	97
3250	Ladder Truck DS	26,680	-	-	26,680
3270	Archives DS	-	-	-	-
3610	GO Bond Refunding	-	-	-	-
3620	Aquatic Facility DS	468,063	533,675	502,850	498,888
Total Debt Service Funds		**4,477,415**	**5,906,200**	**4,148,333**	**6,235,282**

BUDGETED CHANGES IN FUND AND WORKING CAPITAL BALANCES
DETAIL OF ALL FUNDS
July 1, 2018 through June 30, 2019 (FY 2019)

Fund #	Fund Name	Actual Beginning Balances 7-1-18	FY - 19 Year-To-Date Revenues	FY - 19 Year-To-Date Expenditures	Projected Ending Balances 6-30-19
CAPITAL PROJECT FUNDS:					
4040	Capital Improvements	1,837,513	101,200	888,000	1,050,713
4100	Urban Renew al Dist #2 Cap Proj	22,938	164,775	350,000	(162,287)
4120	Archives Building Project	24	-	-	24
4300	Junk Veh Cap Imprv Fund	14,726	3,811	-	18,537
4312	TIFID Electric Upgrade Fund	216,865	-	-	216,865
4512	Silver Lake Wtr System Imp	-	-	-	-
4610	Aquatic Facility	920,744	30,000	950,744	0
Total Capital Project Funds		**3,012,811**	**299,786**	**2,188,744**	**1,123,853**
ENTERPRISE FUNDS:					
5210	Water Utility Division	81,280,071	11,478,797	12,068,926	80,689,942
5211	Dist Sys Improvements	2,728,923	7,500	-	2,736,423
5212	Silver Lake Wtr Sys Oper	2,510,119	335,000	654,019	2,191,100
5213	Slvr Lke Wtr Sys-Cap R & R	19,302	-	-	19,302
5310	Metro Sew er Operation	24,023,828	6,772,700	7,492,529	23,303,999
5320	Metro Repl. & Depr.	1,205,362	9,500	150,000	1,064,862
5330	Storm Water	1,138,118	704,501	825,113	1,017,506
5410	Solid Waste	8,776,342	2,422,363	3,168,726	8,029,979
5711	Community Facilities	432,517	36,800	94,391	374,926
5713	Small Business Incubator	276,576	152,500	158,950	270,126
5714	Kelley Warehouse Facility	49,309	44,143	38,068	55,384
5715	MR Infrastructure Project	1,034,932	-	-	1,034,932
Total Enterprise Funds		**123,475,397**	**21,963,804**	**24,650,722**	**120,788,479**
INTERNAL SERVICE FUNDS					
6010	Central Equipment	1,710,745	14,531,858	14,533,731	1,708,872
6015	Central Services	6,832	273,069	273,451	6,450
6030	Central Edp & Comm	872,219	1,075,589	1,139,230	808,578
6031	Central Admin Services	163,131	684,000	710,460	136,671
6035	GIS Operations	69,405	65,317	100,536	34,186
6040	Central Capital Vehicle Fund	(238,016)	887,793	550,932	98,845
6050	Employee Health Ins	(495,889)	7,114,753	7,114,753	(495,889)
Total Internal Service Funds		**2,088,425**	**24,632,379**	**24,423,093**	**2,297,711**
Total All Funds		**$ 197,228,765**	**$ 115,340,204**	**$ 140,723,468**	**$ 171,845,501**

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 civic center, district court, emergency services comprehensive insurance, developmentally disabled, senior citizens, and a few additional special revenue funds that receive support from the general fund through operating transfers. The City-County also has many special assessment funds for lighting, fire hydrants, sidewalk, service lines, and street maintenance. Examples of user fees include the enterprise funds consisting of water, sewer, storm water, & solid waste, in which revenues are, generated through direct fees for service the local government charges for uses to cover the cost of landfill collection and disposal, water utility division collection, transmission, and distribution, waste water treatment and disposal, and storm water system. The City-County also operates the Silver Lake Water system for the large industrial users of the water system. The County will continue its policy of seeking alternative revenue sources to lower the tax burden for City-County services, charging users for specific services where feasible, and aggressively collecting all revenues due.

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, centrally assessed taxes, and heavy equipment 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, fire hydrants, sidewalk improvements, water service line replacements, road improvements, 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 from State of Montana Department of Natural Resource & Damages or Montana Department of Natural Resource and Conservation, Federal Community Enhancement Transportation Program, 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, storm water, and 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.

Assumptions, Estimates, & Trends

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.

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 bonds issued in the Tax Increment District, and Intercap loans from the Montana Board of Investments (MBOI), or direct bank loans for short-term or long-term financing requirements.

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

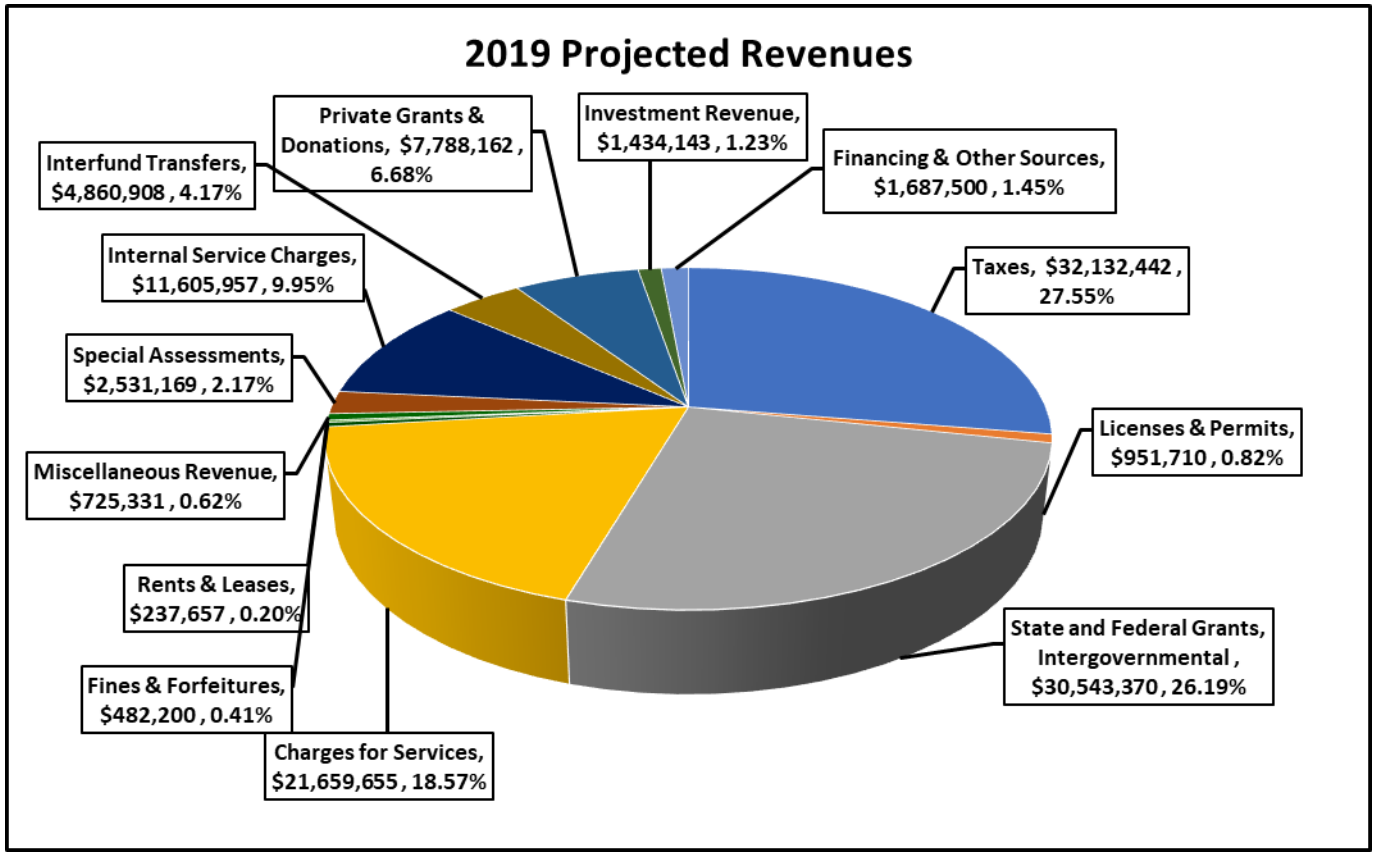
The following pages give a graphic overview of the revenues collected by the City-County. The First pie chart illustrates the projected revenue by source, and the second pie chart shows revenue by fund group.

Estimated Revenues by Type – All Funds – Fiscal year 2019

As depicted by the graph of revenues by type below, tax revenue, including the tax revenues within the tax increment districts, makes up the single largest category of the city-county revenues for Fiscal Year 2019 at 27.55%; the next largest categories are intergovernmental revenues, which includes the State of Montana entitlement share payment and the federal and state grants, at 26.19%, and charges for services at 18.57%. The intergovernmental revenues for fiscal year 2019 increased by $12 million. This is a result of the receiving State of Montana NRD funds to relocate the city-county shops. These three revenue categories make up 72% of city-county revenues. Interfund transfers and Internal Service Charges account for 14.12% of the total revenue. These charges are transfers between funds to cover services performed to another fund. The charges for services relate to the cost of services for Human Resources, Payroll, Information Technology, Central Services-technical and crafts, Central Equipment Capital Vehicle Replacement, and Central Equipment and Maintenance Fund.

Property tax revenues include the tax revenues with the tax increment districts in the amount of $4.18 million and $3.26 million in tax revenue levied to cover the debt service on general obligation bonds approved by the citizens of Butte-Silver Bow. The combination of the tax revenue from the tax increment districts and the voter approved levies, represent 23% of the total property tax revenue. The remaining $24.9 million in projected tax revenue assists with covering $47.6 million in the operation and capital expenditures within the tax supported funds.

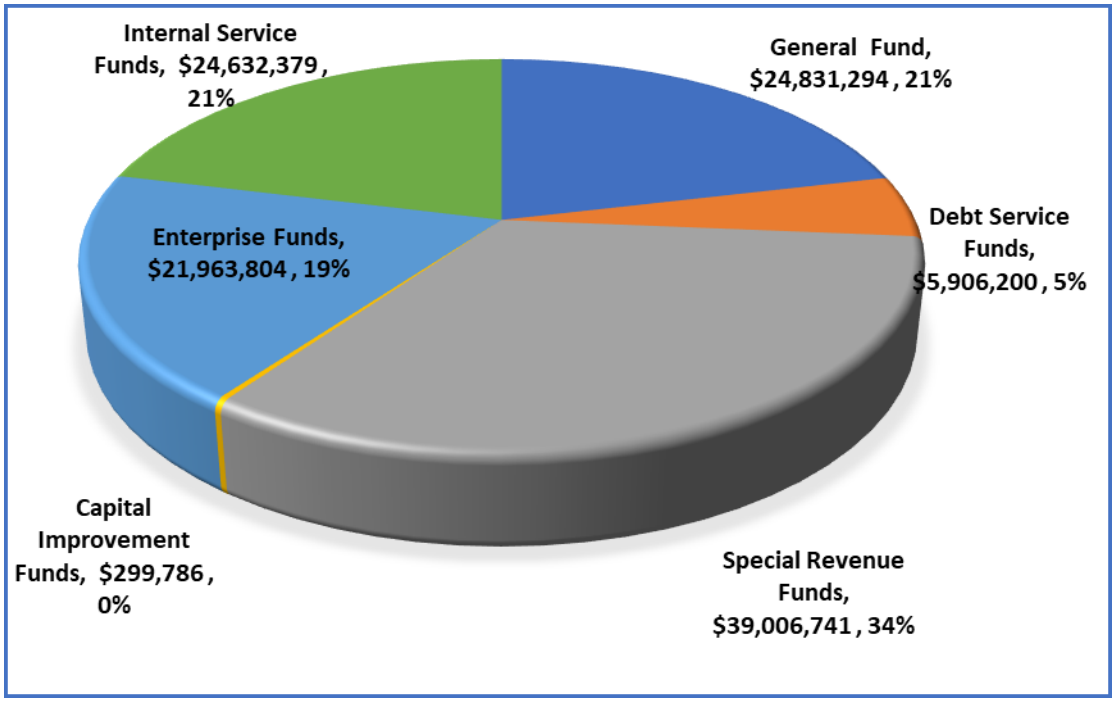
Projected Revenues Fiscal Year 2019



Estimated Revenues by Fund Group – Fiscal year 2019

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 (25.65%), Enterprise (25.87%), and Special Revenue Funds (35.55%), make up 87.07% of the city-county revenues.

Fiscal Year 2019 Projected Revenues by Fund Group



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 monthly, have revealed consistent patterns in the monthly collections. Trends are identified, along with an analysis of whether the trend is likely to continue. These have been good indicators of revenue collections during a year and help to set a basis for future projections. Forecasting variances are analyzed and used to improve forecasting in future periods. Expert Judgment is a projection methodology that relies upon individual department directors and financial managers to make projections for the revenues that affect their operations.

Revenue Estimates

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

Projection of revenues and other resources is critical 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 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.

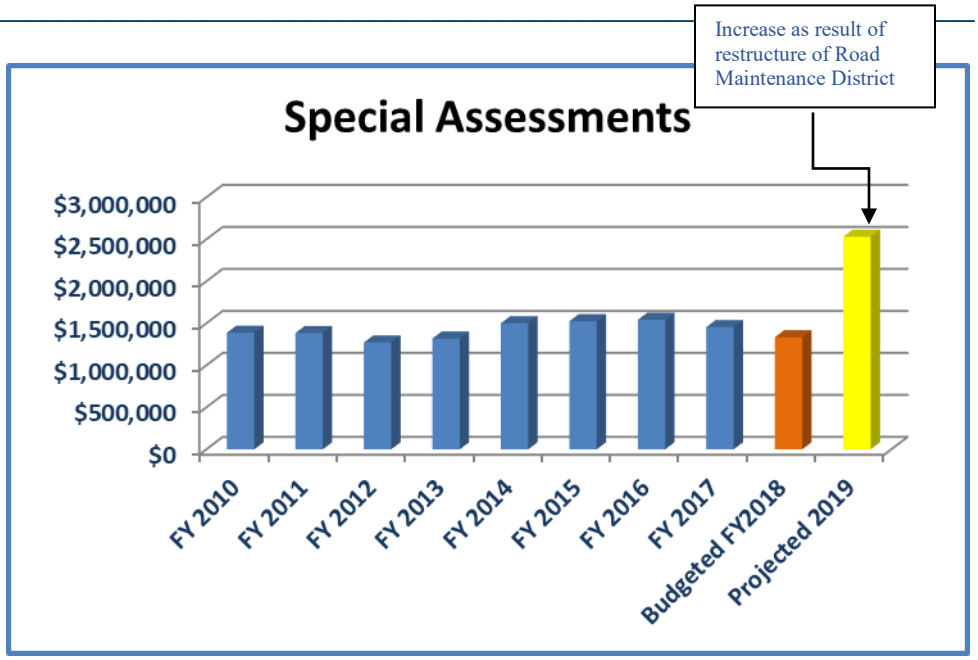
Individual revenue categories, their trends, and estimates follow.

Key Revenue Estimates & Trends

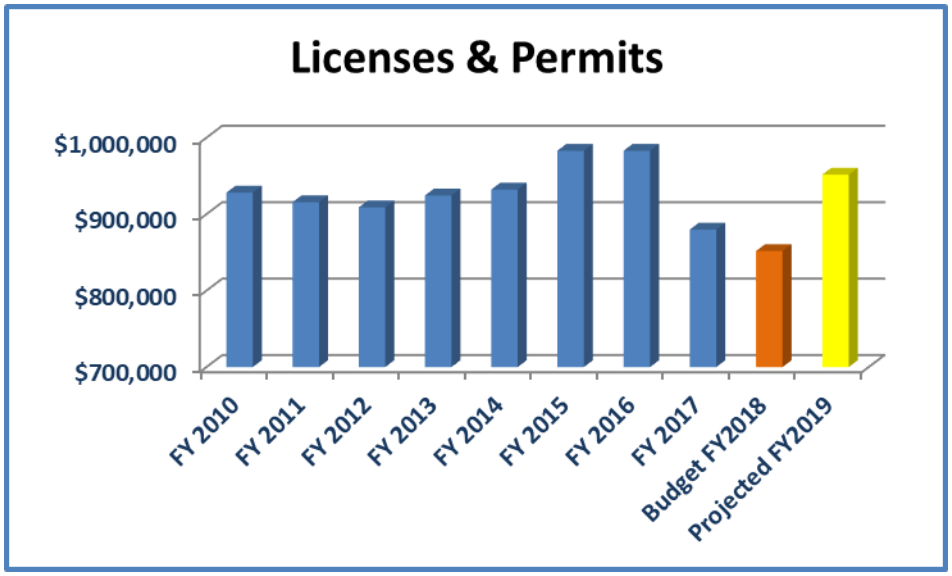
This section provides a 10-year trend analysis of each of the eight revenue categories described previously. The 10-year trend analysis includes 8 years of actual revenue history, the current year actual revenues projected as of June 30th, and the next year's projected revenues—together making up the 10-year analysis. Following this presentation of the 8 major revenue categories is a similar graphic presentation of selected individual revenue sources.

Shown by the graph on the left, 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. Over the last ten years property tax revenue has increased by 25.88%. Over the past five years the percentage change is 11.18%. The net change in fiscal year 2018 verses projection for fiscal year 2019 is a decrease of 2.45%. The decrease is a result of the decrease in the values in the Ramsay Tax Increment District. The goal of the property tax structure of the State of Montana is to keep revenue neutral apart from additional property tax resulting from new construction and a moderate inflation factor. The tax revenues for the city-county also include taxes generated from the tax increment districts and mill levies for voter approved general obligation bonds. The taxable value excluding the economic development districts increased by 3.36% in fiscal year 2019 over fiscal year 2018.

Assumptions, Estimates, & Trends



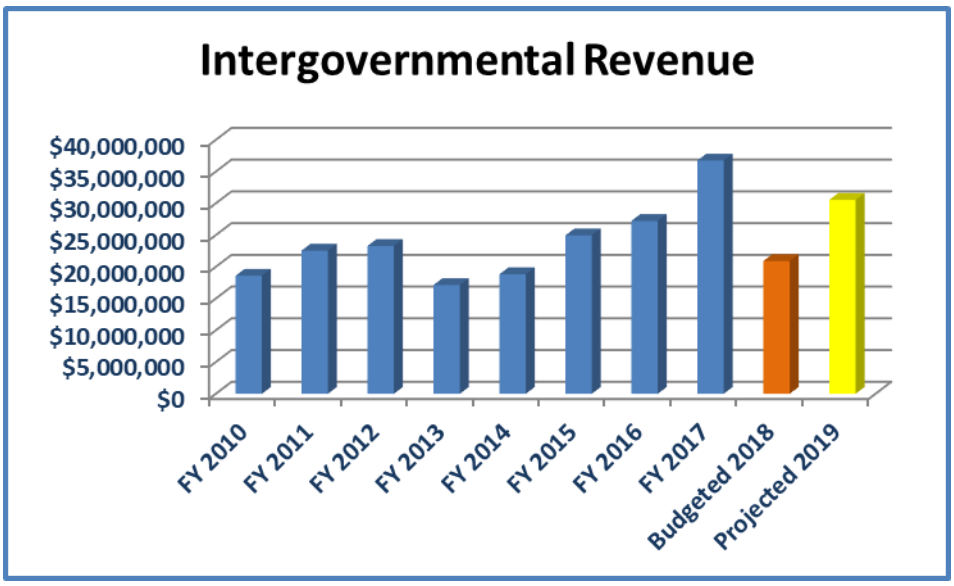
The graph to the right, represents the city-county assessment revenues. This revenue is derived from fees assessed to users of basic government services to cover the costs of specific expenditures such as street lights, road and street maintenance and improvements, and sidewalk program. The special assessments have remained stable until fiscal year 2019. Over the past 2 years the city-county reviewed various options to race funds to cover the cost street maintenance, including the services related to snow removal, street sweeping, and patching. It was necessary to find a method of payment to cover the costs of maintenance. For many years the Road Department capital budget was depleted to cover the costs. It is determined that in fiscal year 2019, approximately $1.1 million in additional funds will be generated to cover these maintenance costs and allowing for the proper allocation of capital expenditures. The assessment fees are established by the actual costs related to lighting, street maintenance, and fire hydrants, and the costs associated with installation of the sidewalks. The annual operating budgets and fees are reviewed during each budget cycle and adopted through a public hearing process. The street/road maintenance district also requires annual update on the work-plan.

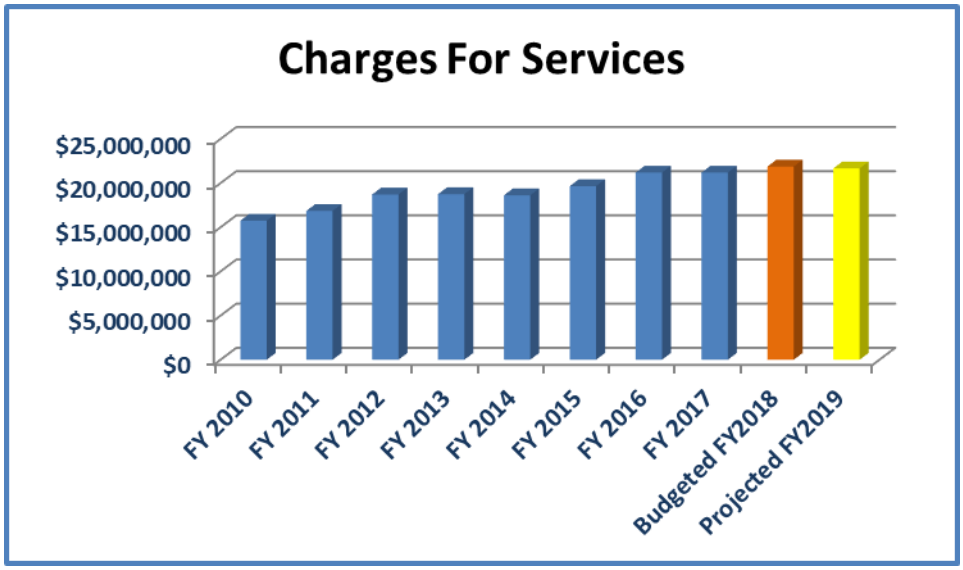


Shown by the graph on the left are the city-county License & Permit revenues. Licenses & permits include video gaming fees, business licenses, and liquor licenses. The Licenses and Permits have averaged $925,853 over the past 10-year period. The amounts fluctuate therefore the revenue projects are the average collected over a 10-year period with consideration given to changes in laws and regulations. The increases in fiscal year 2015 and 2016 account for the construction in over $64 million in projects of the local government that are also assessed many of the construction permit and

inspection fees. The fees are projected to increase in fiscal year 2019 as result anticipated increase in construction within the Ramsay Tax Increment District and major construction within the new targeted economic district.

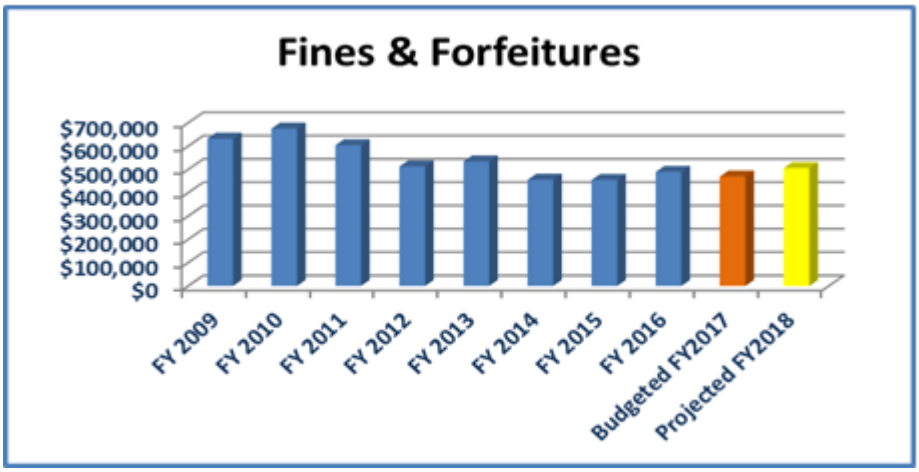
Shown by the graph on the right are the city-county intergovernmental revenues. The city-county revenue projection for intergovernmental revenue in FY 2019 is $30.5 million. These revenues include entitlement money received from the state, Payment in Lieu of Tax revenue from the Federal government, and various contract and grants from both state and federal sources. The larger than normal projection for fiscal year 2017 includes over $21 million from the State of Montana Natural Resource & Damages Program (NRDP) funds. The NRDP funds have been allocated to Butte-Silver Bow to cover the cost of constructing a filtration plant to treat the waters from the Basin Creek Reservoir. In fiscal year 2019, the projections include an additional $12 million from the State of Montana NRD program to construct the city-county shops. It also includes entitlement share payments of $4.9 million, $1.5 million from NRD for trails, $1.1 million from NRD for 36" line replacement and remaining water treatment plant improvements, and $650,000 in grants for air quality equipment.



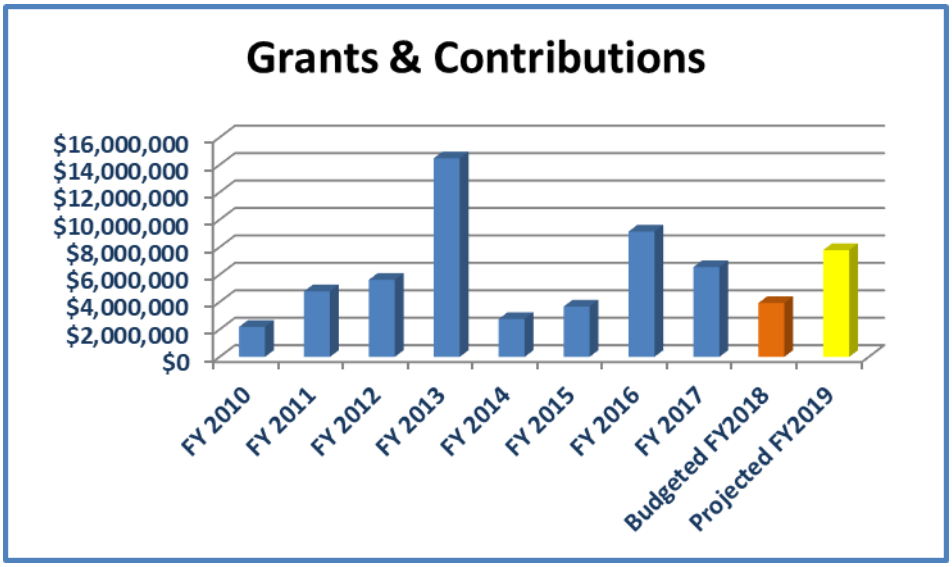


Shown by the graph on the left are the city-county Charges for Service Revenues. Charges for Service revenues include various processing fees, Civic Center use, Health Services, Water Utility Services, Metro Sewer Fees, Storm Water Fees, Transit fees and Landfill fees. These fees generally budgeted conservatively. We anticipate the Charges for Services revenues will continue to remain strong in future years. The Metro rates were increased by 3% each year from fiscal year 2014 through

fiscal year 2017. The rate increases were necessary to cover the debt service and debt service coverage amounts on $30.86 million in revenue bonds that were issued to make the EPA and State mandated plant upgrades. The bonds are 25-year bonds with a fixed rate of 2.25%. The landfill collection rates were increased in fiscal year 2016 from $73 annually to $93 annually, adjusting the rates back to the amount assessed prior to fiscal year 2009. The adjustment is needed to cover the cost of the collection contract. The fiscal year 2018 and 2019 budget projections included a 10% rate increase in the Water Utility Division rates. The increase was necessary to cover additional $684,000 in operating costs with the addition of the newly constructed $34 million Basin Creek Water Treatment facility and the ongoing operations and capital needs of the system. The overall rates assessed by the local government will decrease by 1% for fiscal year 2019.



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. Fines & Forfeiture revenue has decreased by over 25% or by an average of $135,000 annually in the past ten years. The revenue source was impacted by laws that no longer allow for quotas to be placed for any criminal offense including violations of traffic or motor vehicle laws and related assessments. This source of revenue was also impacted the change in philosophy over the collection process of fines. New measures have been instituted and include the use of a collection agency to collect on overdue fines and newly elected officials are implementing new revenue sources.



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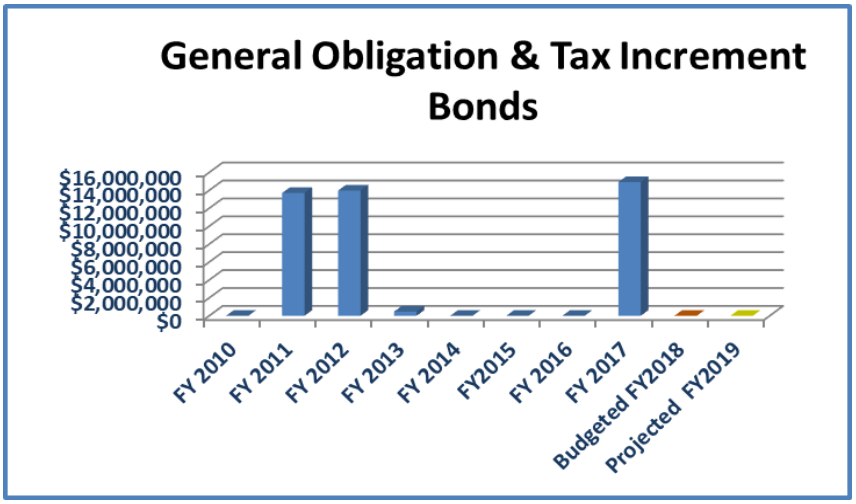
Shown by the graph on the left are the city-county Grants & Contributions. This revenue source includes funds from the ARCO Superfund settlement agreement. The spike in 2013 was result of the signing of the allocation agreement whereby the local government received an additional $9.375 million for remediation activities in the Butte Priority Soils Operating Unit (BPSOU) in addition to the $5 million received in 2007. The local government has established a citizen advisory committee, the Superfund Advisory Redevelopment Authority (SARTA) to oversee the expenditures related to the $14.375 million that has

been received. The fiscal year 2016 increase is primarily due to $4.36 million from the Montana Department of Environmental Quality, the Montana Pole Remedial Action Account to be used for the Metro Sewer Waste Water Treatment Plant Upgrade Project and over $500,000 in private donations to be used at the new aquatic facility, which will begin construction in the fall of 2017. In fiscal year 2017, the local government received $2.5 million from the Dennis & Phyllis Washington Foundation for the Central Park Improvement Plan at Stodden Park. In fiscal year 2018, the city-county received $3.4 from ARCO for Superfund operation and maintenance and capital expenditures. In fiscal year 2019, the city-county will receive an additional $3 million from the Dennis & Phyllis Washington Foundation for the Central Park Improvement Plan at Stodden Park.

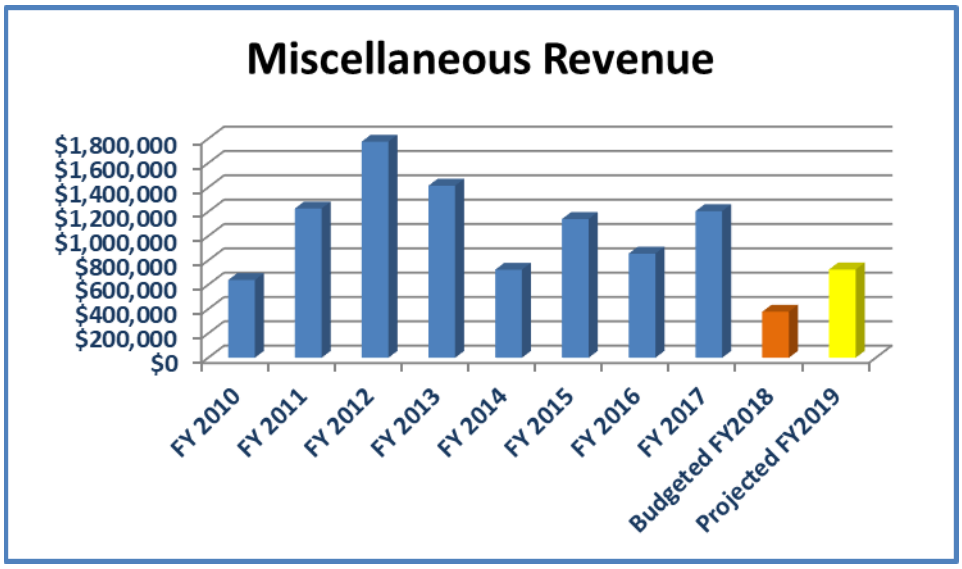


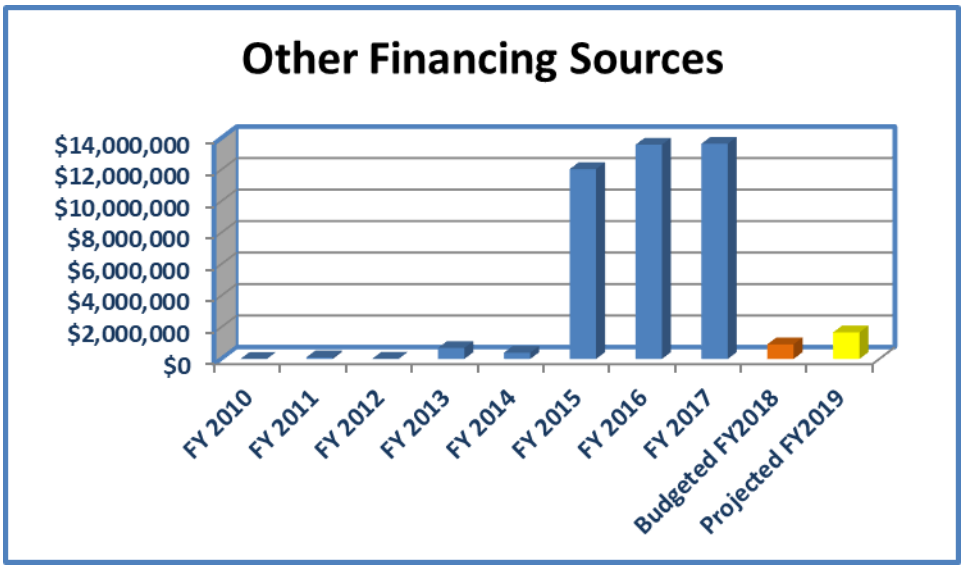
Shown by the graph on the right are General Obligation Bond issues. This revenue source includes the funds from the sale of General Obligation bonds. (See page N-1 for details.) In fiscal 2017 the local government issued general obligation bonds in the amount of $6.85 million. The electorate in June 2016 passed a general obligation bond issue for a new community pool. The Council of Commissioners, with the adoption of the fiscal year 2017 budget, issued of the bonds in the December 2016. The City-County also issued $8.08 million in Tax Increment Urban Renewal Revenue Bonds to construct a parking garage in the Uptown Urban Renewal District.

Shown by the graph on the left are the city-county Investment Earnings. This revenue source includes interest earned on idle cash reserves. Butte-Silver Bow invests cash reserves in the Montana Board of Investments (MBOI) Short Term Investment Pool (STIP), in certificate of deposits and U.S. securities as allowed by the adopted investment policy of the city-county and in compliance with 7-6-202 of the Montana Code Annotated. These funds have traditionally earned a reliable rate of return, but earnings decreased in fiscal year 2010 to fiscal year 2015 due to the world-wide economic downturn. The local government has anticipated an increase in earnings based on the results for actual earnings over the past year and the anticipation of additional increase in rates by the Federal Reserve Bank. Also,

the city-county finance department is implementing processes to better assess various investment options.

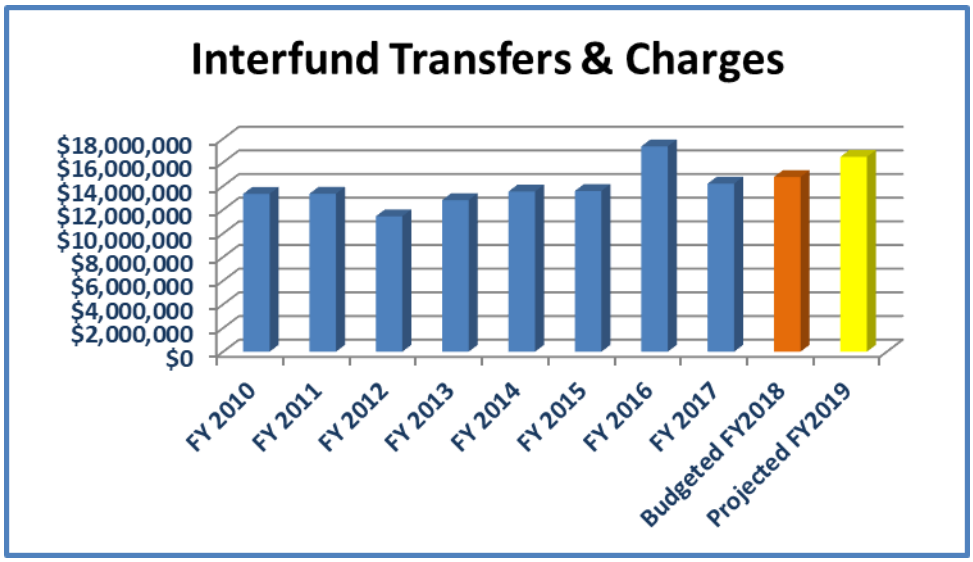
Shown by the graph on the right are the city-county Misc Revenues. This source of revenue includes incidental earnings not related to a specific operation. The practice is to always budget conservatively for this source of revenue. The increase in fiscal year 2019 projections accounts for the increase in the activity by the Planning and Community Development Departments as it relates to generating grant program income to be reinvested in additional low to moderate income housing.





Shown by the graph on the left are the city-county Other Financing Sources. This category includes revenue derived from the Intercap loans from the Montana Board of Investments. (MBOI), issuance of revenue bonds, and issuance of other financing to meet capital needs. In fiscal year 2015 the city-county began a series of issuing revenue bonds for the over $30 million for the Metro Sewer Waste Water Treatment Plant upgrade project. In fiscal year 2015, the local government used $11.9 million of the proceeds. In fiscal year 2016, the local government is projected to have expended $10 million and fiscal year 2017 will use the remaining $8.1 million in bond proceeds. Also, in fiscal year 2016, the local government entered into capital leases totally $151,523 for equipment used in the Superfund budgets. In fiscal year 2017, in addition to the Metro Project, the city-county obtain loans in the amount of $800,000 to purchase a tender truck and pumper truck. In fiscal year 2018, the remaining funds were drawn on the Metro Sewer funds, Special Improvement District revolving fund for

Sidewalk Project in the amount of $330,000, and $346,000 of internal financing for capital equipment fund. In fiscal year 2019, the city-county anticipates entering into intercap or direct loans to purchase capital larger capital equipment in various funds. The notes or loans are anticipated to be five-year term.



Shown by the graph on the right are the city-county Inter-fund transfer revenues. This category includes revenues transferred for various funds for 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. The increase for fiscal year 2016, was to move funds from the operating fund to the debt service with the Ramsay TIFID. The TIFID Board approved a $4.6 million advanced funding of the Series 2010 TIFID Refunding Bonds.

GENERAL GOVERNMENT (C)

The City-County of Butte-Silver Bow

Program Description

The Chief Executive Officer (CEO) serves the City-County of Butte-Silver Bow by managing all executive aspects of the local government and assuring 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 by the Council; prepares and submits an annual budget to Council; executes the annual budget adopted by 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 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.

Goals and Objectives

* Promote economic development through strategic coordination of public and private resources as a means of enhancing economic prosperity and quality of life
* Improve public infrastructure and the quality of services delivered to the citizens of Butte-Silver Bow
* Ensure that all decisions are protective of the health, safety, and general welfare of the citizens of Butte-Silver Bow
* Provide the Council with timely, accurate, unbiased information in order to facilitate informed decisions
* 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
* Maintain a structurally balanced budget
* 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 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 206,183	$ 209,568	$ 212,541	$ 217,025	$ 4,484	2%
Operating Expenditures	$ 24,365	$ 26,191	$ 45,893	$ 47,012	$ 1,119	2%
Total	**$ 230,548**	**$ 235,759**	**$ 258,434**	**$ 264,037**	**$ 5,603**	**2%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 230,548	$ 235,759	$ 258,434	$ 264,037	$ 5,603	2%
Total	**$ 230,548**	**$ 235,759**	**$ 258,434**	**$ 264,037**	**$ 5,603**	**2%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Chief Executive	1	1	1	1
Executive Aide	1	1	1	1
Total	2.00	2.00	2.00	2.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Assure an Open and Accessible Local Government through Established, Maintained, and Published Agendas and Public Meetings	100%	100%	100%	100%
Make Public Records and Other Information Available via the Internet	100%	100%	100%	100%
Support Council of Commissioners in their Decision Process by Always Delivering Unbiased, Accurate Research and Data from Staff a Minimum of Two Days Prior to the Introduction of an Agenda Item	100%	100%	100%	100%
Support the Council of Commissioners in their Policy Direction Decisions by Supplying, with Regular Frequency, Current Operations Status Reports, State and Federal Legislative Activity Reports, Regular Financial Reports, and Staff Research Reports	100%	100%	100%	100%
Allocate Public Resources 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%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Presiding Over Regular Council Meetings	N/A	N/A	21	24
Bargaining Units Negotiation Meetings	N/A	N/A	80	40
Agreements Negotiated with Bargaining Units	N/A	N/A	17	5
BSB Department Head Meetings	N/A	N/A	9	12
Grievances Resolved	N/A	N/A	6	5
Economic Development Meetings	N/A	N/A	23	25
Joint Coordinating Committee Meetings with Montana Tech	N/A	N/A	10	12
Radio Call-In Q&A	N/A	N/A	12	12

Program Description

The mission of the Finance & Budget Office is to ensure that the City-County's financial resources are protected through sound financial management, and to provide timely, accurate, and reliable information that will assist in making informed decisions.

The Finance & Budget Office responds to inquiries and provides a variety of financial services to the Public, Chief Executive, Council of Commissioners, and other City-County Elected Officials, and staff. The Finance & Budget Department manages the accounting activities of over 300 funds. 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

Goals and Objectives

* Prepare a balanced, comprehensive annual budget, which encompasses all funds, and meets the requirements and deadlines as outlined in the Montana Code Annotated (MCA)
* Seek to maintain a stable revenue base and reserve balances to effectively provide services to the residents of Butte-Silver Bow
* Prepare an accurate, informative and easily understood budget for use by the Chief Executive, Council of Commissioners, department heads, elected officials, staff, and general public (the Performance Budget will be reviewed by the Government Finance Officer's Association (GFOA) as part of the Distinguished Budget Presentation Awards Program)
* Assist 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 Financial Report (CAFR) for review by the GFOA for the Certificate of Achievement Program (the CAFR should contain an unmodified audit opinion, free of any material audit findings)
* 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 all Butte-Silver Bow claims for payment in a prompt and efficient manner, preparing annual 1099s as prescribed by the IRS
* Safeguard and maintain fixed assets, including a monthly reporting system and adequate budget compliance monitoring
* Review Capital Improvement Plan and make recommendations for funding changes and approval
* Prepare and administer bi-weekly payroll and related reporting requirements, including the preparation of quarterly reports and W-2s in compliance with all regulations
* Process all payrolls timely, and in accordance with all contracts and agreements
* Provide fiscal policy advice and planning to the Chief Executive and Council of Commissioners
* Monitor all department grants for compliance with federal and state regulations and reporting requirements and prepare reports for the annual Single Audit related to Federal Financial Assistance
* Develop sound internal controls around cash management, accounting, financial reporting, asset management, grant reporting, and within other systems of the local government
* Seek the highest rate of return on investments and present timely investment reports to the Council of Commissioners
* Maintain monthly reporting system and budget compliance monitoring, including forecasting and monitoring of revenue projections
* Facilitate the issuance of all debt, including the sale of general, limited obligation and revenue bonds and other notes and loans 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, disclosing all required information on an annual basis and material events promptly via uploads to the Electronic Municipal Market Access (EMMA) website

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 423,325	$ 432,164	$ 528,489	$ 533,342	$ 4,853	1%
Operating Expenditures	$ 186,923	$ 177,996	$ 211,561	$ 212,018	$ 457	0%
Total	**$ 610,248**	**$ 610,160**	**$ 740,050**	**$ 745,360**	**$ 5,310**	**1%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 549,828	$ 556,975	$ 677,350	$ 678,860	$ 1,510	0%
Internal Service	$ 60,420	$ 53,185	$ 62,700	$ 66,500	$ 3,800	6%
Total	**$ 610,248**	**$ 610,160**	**$ 740,050**	**$ 745,360**	**$ 5,310**	**1%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Accountant III	2	2	1	0.75
Accounting Manager	0	0	1	1
Accounting Specialist	1	0	1	0.66
Accounts Payable Supervisor	0	0	0	1
Accts Payable Clerk	1	1	1	0
Asst Finance & Budget Director	1	1	1	1
Finance & Budget Director	0.9	0.9	0.9	0.9
Interns	0.45	0	0	0
Project Manager/Accountant	0	0	0	0.53
Total	6.35	4.90	5.90	5.84

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Produce a Financial Report that Receives an Unmodified (Clean) Audit Opinion with No Material Findings	100%	100%	100%	100%
Earn Certificate of Achievement for Excellence in Financial Reporting Award from the GFOA	Achieved	Achieved	Will Apply	Will Apply
Earn Distinguished Budget Presentation Award	Achieved	Achieved	Achieved	Will Apply
Produce Internally Prepared Workpapers, Delivered to Auditors by Agreed Upon Delivery Dates	100%	100%	100%	100%
Maintain or Increase City-County's Bond Rating	100%	100%	100%	100%
Deliver Preliminary and Final Budgets to Council of Commissioners by Agreed Upon Delivery Dates	100%	100%	100%	100%
Reconcile Accounts and Submit Accurate, Timely State Report as per MCA	100%	100%	100%	100%
Properly Account for Federal and State Grants, Following the Office of Management and Budget Guidelines	100%	100%	100%	100%
Process Vendor Claims in a Timely Manner and Generate Reports for Commissioners and the Public every Tuesday, Prior to Wednesday Council Meeting	100%	100%	100%	100%
File 1099s in Accordance With Internal Revenue Service (IRS) Guidelines and Maintain Proper Vendor W-9 Forms	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
MONETARY INDICATORS				
Accounts Payable Claims Processed	$64,703,226	$56,628,300	$81,000,000	$70,000,000
VOLUME INDICATORS (NUMBER OF…)				
Accounts Payable Invoices Processed	25,007	24,667	26,500	27,000
Accounts Receivable Invoices Processed	1,620	908	915	900
Journal Entries Processed	1,160	1,261	1,225	1,200
1099s Issued	165	161	154	160
Bonds Issued and/or Retired	1	2	3	0
Public and Service Group Budget Presentations	8	6	7	7
Accounts Payable Claims Processed	12,862	12,510 *	12,400 *	12,600

* Claim reductions are a result of the implementation of new processes on utility payments and does not include Jury, Water Utility Billing, or Payroll

Program Description

The Delinquent Property Program tracks properties that are delinquent in paying taxes. The program tracks Mobile Homes, Personal/Business, and Real Estate. The program enforces time constraints and takes necessary steps to complete Tax Deed and Sheriff Sales, dependent on the type of property.

Delinquent Mobile Homes and Personal/Business Property can be sold at a Sheriff sale as soon as the taxes become delinquent, per Montana Code Annotated (MCA) 15-17-911.

Delinquent Real Estate can be sold at a Tax Deed Sale when the delinquent taxes remain unpaid for 3 years.

Goals and Objectives

* Continuously work to reduce the amount of delinquent taxes within Silver Bow County
* Implement effective and efficient policies and procedures to create a streamlined process for collection
* Review records to ensure proper penalty and interest calculations on delinquent properties
* Provide proper notification to customers regarding Real Tax Property delinquencies, per MCA 15-16-101
* Implement changes to Tax Deed Process directed by laws enacted by the Montana State Legislature
* Work with Silver Bow County Assessor to verify the legal description of all Tax Deed Parcels

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Operating Expenditures	$ 32,562	$ 22,737	$ 43,510	$ 43,510	$ 0	0%
Total	**$ 32,562**	**$ 22,737**	**$ 43,510**	**$ 43,510**	**$ 0**	**0%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 32,562	$ 22,737	$ 43,510	$ 43,510	$ 0	0%
Total	**$ 32,562**	**$ 22,737**	**$ 43,510**	**$ 43,510**	**$ 0**	**0%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
There are no employees associated with this section.	0	0	0	0
Total	0.00	0.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Review Penalty and Interest Calculations Monthly for Accuracy	12	12	12	12
Provide Proper Notification to Customers Regarding Delinquencies	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Delinquent Mobile Home Parcels	161	202	200	200
Delinquent Personal/Business Parcels	27	1	2	1
Delinquent Real Estate Parcels	3,095	862	3,055	2,000

Program Description

The Council of Commissioners is the legislative body of the City-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 chair. 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; levying taxes and fees; appropriations; approving contracts; etc.

Goals and Objectives

* Work closely with the administration and other government officials to lobby for state legislation beneficial to the City-County
* Develop broad-based county-wide support for economic development and foster coordination of public and private resources as a means of enhancing economic prosperity and environmental quality
* Improve public facilities and the quality of services delivered to the public in order to meet the needs of the citizenry
* 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
* Ensure that all decisions are protective of the health, safety and the general welfare of the citizens of the City-County

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 290,501	$ 288,904	$ 303,092	$ 328,205	$ 25,113	8%
Operating Expenditures	$ 102,423	$ 102,921	$ 136,914	$ 137,130	$ 216	0%
Total	**$ 392,924**	**$ 391,825**	**$ 440,006**	**$ 465,335**	**$ 25,329**	**6%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 392,924	$ 391,825	$ 440,006	$ 465,335	$ 25,329	6%
Total	**$ 392,924**	**$ 391,825**	**$ 440,006**	**$ 465,335**	**$ 25,329**	**6%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Chair	1	1	1	1
Commissioner	11	11	11	11
Council Secretary	0	0	0	1
Secretary	1	1	1	0
Total	13.00	13.00	13.00	13.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Citizens are Assured an Open and Accessible Local Government through Established, Maintained and Published Agendas and Public Meetings - Public Records and Other Information are Made Available via the Internet	100%	100%	100%	100%
Council of Commissioners is Supported in their Decision Processes 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%
Council of Commissioners are 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%	100%
Public Resources are Allocated Effectively and Lawfully - Qualified Independent Auditors Perform Annual Audits; the Budgeting Process is a Public Process; and the Budget Emphasizes Outcomes	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Council Meetings	48	48	48	49
Communications Submitted	562	647	605	611
Public Hearings	21	24	23	21
Presentations	35	31	33	35
Bid Openings	21	22	22	22
Budget Resolutions	10	10	10	10
Resolutions and Ordinances Passed	86	79	83	90
Special Events / Street Closure Applications	33	39	36	35
Property Transfers	33	14	24	27
Agreements / MOUs	138	187	163	160
Grants / Applications	20	19	20	20

Program Description

ACCOUNTING

The Clerk & Recorder 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 and ex-officio recorder of all documents recorded and/or filed. In this position, the Clerk & Recorder processes all vouchers and warrants as approved by the Council of Commissioners' Finance & Budget Committee. Responsibilities include filing all vouchers and their related documentation for retention, monitoring and eventual disposal per the State's records retention and disposal guidelines. The Clerk & Recorder's Office strives to be professional, courteous, open and helpful in assisting the public, employees and vendors with their associated warrants.

RECORDS ADMINISTRATOR

As gatekeeper of county records, the Clerk & Recorder bears the ultimate responsibility of safely keeping, cataloging or disposing (according to law) all records which may be filed or deposited in the Clerk's office. These records include, but are not limited to, deeds, liens (including IRS federal tax liens), birth / death records, as well as Council of Commissioners' tape recordings of meetings, Resolutions, Ordinances and recorded votes. Additionally, Montana State law mandates the Clerk & Recorder maintain indices on various records recorded and filed in the office. The Clerk & Recorder also assists the public with property ownership and genealogy research projects.

In this arena, the office is responsible for records preservation, accomplished through a separate, mandated fund under Montana State law (a fee is charged for documents recorded and filed in the office). This fund is the main support for the preservation and protection of critical, irreplaceable records of historic value. Without this fund, important, historic records would be in jeopardy and preservation efforts would be halted. The Clerk & Recorder's Office strives to be professional, courteous, open and helpful in assisting the public with all recorded documents.

ELECTIONS

The Clerk & Recorder's role as the ex-officio election administrator has evolved into an ever-increasing and complex position of responsibility, ensuring fair campaign practices and efficient conduction of elections. This function has changed dramatically under federal mandates of the Help America Vote Act (HAVA) and the National Voter Registration Act (NVRA). As required, these acts were adopted by the State Legislature. They impose increased 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, the Chief Deputy and other selected staff must attend 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 must monitor, plan, schedule and train other staff and judges for all elections, including federal primary and general, state, county, Walkerville municipal, three water/sewer districts, nine volunteer fire departments elections, as well as any special elections that may arise. The Clerk & Recorder 's Office strives to be professional and courteous in its role as election administrator.

Goals and Objectives

* Monitor budgets to ensure efficient line-item expenditures, processing transfer requests as needed
* Ensure accurate and timely processing of all claims and associated warrants 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, 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 for efficient retrieval
* Assist vendors with warrant direct deposits (decreasing staff processing time, warrant costs, and postage)
* Encourage Butte-Silver Bow employees to use direct deposit
* Communicate federal and state unfunded mandates and budgetary impacts to Council
* Ensure accurate and timely recordings and filings (document return to customers within two weeks)
* Educate customers on Legislature document standards mandates
* Continue efforts to preserve original birth and death records into approved archival materials
* Accumulate record preservation funds for purchase of document indexing system
* Preserve "permanent files" database
* Develop database of all Council-passed resolutions and ordinances
* Educate public and increase activity of the eRecording process
* 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 lists (and labels), and registers to local and rural school districts
* Ensure hiring and training of an adequate number of election judges (150-200)
* Pursue matching grants for procedural improvements
* Develop historical index of local elected officials
* Continue, as a legislative participant, to lobby State Legislature regarding maintenance and improvements to the integrity of the election process
* Encourage voter registration throughout the year(s) with various civic and educational groups and the general public
* Educate voting public on upcoming elections, candidates and issues
* Continue to look for improved efficiencies in the election process

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 406,451	$ 433,907	$ 431,988	$ 429,148	$ -2,840	-1%
Operating Expenditures	$ 230,010	$ 305,357	$ 286,274	$ 294,768	$ 8,494	3%
Captial Outlay	$ 0	$ 0	$ 111,500	$ 111,000	$ -500	0%
Total	**$ 636,461**	**$ 739,264**	**$ 829,762**	**$ 834,916**	**$ 5,154**	**1%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 636,461	$ 739,264	$ 829,762	$ 834,916	$ 5,154	1%
Total	**$ 636,461**	**$ 739,264**	**$ 829,762**	**$ 834,916**	**$ 5,154**	**1%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Chief Deputy Clerk and Recorder	1	1	1	1
Clerk and Recorder	1	1	1	1
Deputy Clerk	3	3	3	0
Deputy Clerk & Recorder	0	0	0	3
Total	5.00	5.00	5.00	5.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Processing Time of Weekly Warrants and Expenditure Approval List Maintenance	1 Day	1 Day	1 Day	1 Day
Review Dates for Record Storage, Archiving and Purging	July & Dec	July & Dec	July & Dec	Jul & Dec
Voter Base (# Of Voters)	4,000	22,062	4,000	20,000
PERCENTAGE MEASURES:				
Assist with Retrieval of Claims / Files	100%	100%	100%	100%
Issue Birth Certificates Same Day as Requested	100%	100%	100%	100%
Issue Death Certificates Same Day as Requested	100%	100%	100%	100%
Record/File Documents Same Day as Received	100%	100%	100%	100%
Process & Return Documents Within 2 Weeks of Receipt	100%	100%	100%	100%
Portion of all Transactions Completed Electronically	25%	26%	25%	27%
Accumulate Records Preservation Funds for Ongoing Projects	100%	100%	100%	100%
Preserve Original Birth/Death Records	100%	100%	100%	100%
Ensure Accurate & Timely Recordings and Filings	100%	100%	100%	100%
Process Voter Registration Applications Within 7 Days	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
PERCENTAGE INDICATOR				
Portion Of Receipts Written Without Voids	100%	100%	100%	100%
MONETARY INDICATOR				
Total Fees Collected From Documents Recorded	$243,459	$205,572	$250,000	$199,888
VOLUME INDICATORS (NUMBER OF…)				
Claims / Warrants Processed	10,000	12,510	10,000	11,635
Direct Deposit Vendors	500	463	700	470
Birth or Death Certificates Issued (Certified)	500	4,908	600	2,500
Documents Recorded/Filed	8,000	6,779	8,500	6,864
Total Pages Recorded	29,498	30,819	30,000	30,133
Documents Indexed And Proofed	14,000	11,000	15,000	11,255
Voter Records Processed Per Week	50	307	40	50
Registered Voters	21,475	22,062	22,062	21,877
Election Judges Trained	180	120	130	130
Ballots Mailed	8,500	9,424	10,000	9,900
Signatures Verified	8,500	16,000	9,500	10,000
Successful Elections Conducted	4	2	4	2
NVRA Cards Mailed	N/A		3,000	3,000
Undeliverable Ballot Notices	50	50	210	210
Petition Signatures Verified	3,000	3,000	2,000	5,000

Program Description

The purpose of the Auditor's Office is to provide the City-County of Butte-Silver Bow with an internal auditing capacity. This office performs internal audits to ensure that internal controls exist and are monitored to minimize risk of theft, loss, and abuse. Internal audits are conducted in offices holding cash outside of the Treasurer's Office and certain smaller school districts within the county. The Auditor reviews, analyzes and verifies the accuracy of accounting and financial records and completeness against contracts, agreements or other City guidelines and documents. The Auditor distributes the Butte-Silver Bow payroll to employees and reconciles travel records. The Auditor serves as the program administrator for the OneCard Program. Duties include the issuing of cards, training users on proper purchasing policy when using the card, auditing expenditures made with the card, reconciling statements before payment, and reviewing card activity. The Auditor is authorized to administer any oath or affirmation rendered necessary for the performance of the duties of the office. The Auditor assists the Finance & Budget Department in establishing internal controls and procedures to safeguard all assets of the City-County.

Goals and Objectives

* To promote an open and accountable government by providing independent and impartial reviews, public access to information, and service for City-County government and the public
* To ensure that City-County government is honest, efficient, effective, equitable and fully accountable to its citizens
* 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 followed by all local governmental operating units
* Perform post audit reviews, make recommendations respective to problems disclosed in audit reports 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, all bills, claims, accounts and 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 monthly bank statement reconciliations, comparing government receipts and expenditures to ensure the accuracy and reliability of financial information

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 96,611	$ 99,881	$ 100,931	$ 103,392	$ 2,461	2%
Operating Expenditures	$ 4,987	$ 5,732	$ 8,126	$ 8,607	$ 481	6%
Total	**$ 101,598**	**$ 105,613**	**$ 109,057**	**$ 111,999**	**$ 2,942**	**3%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 101,598	$ 105,613	$ 109,057	$ 111,999	$ 2,942	3%
Total	**$ 101,598**	**$ 105,613**	**$ 109,057**	**$ 111,999**	**$ 2,942**	**3%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Auditor	1	1	1	1
Total	1.00	1.00	1.00	1.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Work Independently to Audit Internal Processes and Information, to Verify Reliability, so Management May Use Such Information in the Decision Making Processes	N/A	100%	100%	100%
Encourage and Assist Management to Utilize and Enforce Written Policies and Procedures	N/A	100%	100%	100%
Review Policies and Procedures, to Ensure the Information is Suitable for the County's Current Goals and Objectives and Make Recommendations to Improve such Policies and Procedures	N/A	100%	100%	100%
Communicate Effectively with Employees and the General Public about Government Activities	N/A	100%	100%	100%
Review Travel Request Reimbursements for Accuracy	N/A	100%	100%	100%
Review County Credit Card Transactions (OneCard) on a Weekly Basis, to Verify Suitability of Charges	N/A	100%	100%	100%
Reconcile County Credit Cards on a Monthly Basis and Compile All Required Documentation from Each Department	N/A	100%	100%	100%
Review, Analyze and Verify the Accuracy of Accounting and Financial Records and Completeness Against Contracts, Agreements or Other City/County Guidelines and Documents	N/A	100%	100%	100%

Note: The Auditor is an elected position and took office January 1, 2017, therefore no data available for FY2016

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Travel Requests Reviewed and Approved	N/A	92	66	75
OneCard Accounts Established and Maintained	N/A	33	11	15
Internal Audit Findings Noted and Monitored	N/A	2	3	5

Note: The Auditor is an elected position and took office January 1, 2017, therefore no data available for FY2016

Program Description

The Treasurer serves as custodian for all public funds within the City-County of Butte-Silver Bow. The activities of the Treasurer's Office involve the collection of all City-County monies, (cash, check, credit, wires, and electronic funds). Those collections include, but are not limited to, property taxes (real, mobile home, personal, centrally assessed and protested), license fees (business, liquor and motor vehicle), intergovernmental monies, School District funds and burn permits. The Office maintains contract payments from tax deed property sales, for both owner-redeemed and publicly purchased properties, as well as maintaining contracts from bankruptcy proceedings. The Treasurer also follows all laws and statutes relating to tax deeds and assignments, ensures the distribution of collected monies to appropriate entities, invests idle funds and submits various State reports on a monthly and yearly basis.

Motor Vehicle directives for procedures come from the Title and Registration Bureau, State of Montana, Department of Justice. Assurances must be made that laws, applications, and procedures are being observed and enforced. Accurate records are critical because the information is accessed by Law Enforcement Agencies.

Goals and Objectives

TREASURER / TAX DEPARTMENT:

* Make customer service a priority and make the flow of the office more customer friendly
* Keep citizens of the County aware of all property 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
* Stay well versed on tax sales processes and tax deeds
* Continue to process workloads with existing staff and today's technology
* Process daily balance in the absence of the chief deputy
* Stay abreast of all new laws or statutes dealing with taxes, sales, or assignments
* Issue business and liquor licenses
* Issue burn permits
* Maintain a low balance of delinquent taxes
* Improve public access to tax records through electronic media

TREASURER / RECORDS SPECIALIST:

* Account for all monies delivered to the Treasurer's Office
* Record accounting transactions in a timely manner
* Submit State motor vehicle and County collection reports by the 20th of every month
* Assist Budget Department in completing month-end reports
* Provide implementation support and help maintain new services

TREASURER / MOTOR VEHICLE:

* Process title work and file liens
* Process daily balance in the absence of the chief deputy (TAC)
* Develop comment survey for City-County website
* Maintain fleet work spreadsheets
* Track GVWs and Form 2290 regarding Heavy Highway Use Tax annually
* Process current and delinquent taxes
* Provide business and liquor licenses back-up
* Submit appropriate forms under Montana State Code
* Assign and perform VIN inspections
* Process moving decks, special mobiles registration and personal property tax on heavy equipment
* Stay well versed in Merlin, Montana's motor vehicle data base
* Follow all legislative changes
* Implement the insurance verification system
* Process motor vehicle registrations in a timely and polite manner

Make customer service a priority and make the flow of the office more customer friendly.

TREASURER / SCHOOL DISTRICT RECORDS CLERK:

* Process daily balance in the absence of the chief deputy
* Process cash receipts daily/work with IT to complete new receipting process
* Set up and maintain account codes
* Confer with appropriate authority on daily fund investments
* Transfer funds as authorized and approved
* Process current and delinquent tax reports
* Compile monthly reports for submission to appropriate departments
* Provide back-up support for tax and license clerks
* Balance City Court accounting system monthly

TREASURER / CHIEF DEPUTY:

* Ensure that County balances match the State of Montana's database balances
* Assist the Treasurer in managing the office, paying bills, and ensuring all supplies are adequate
* Learn and understand every office task
* Process all protested and centrally assessed taxes
* Comply with auditor requests and instructions
* Process City-County and School District investments

* Account for all monies delivered to the Treasurer's Office
* Perform all accounting transactions in a timely manner
* Submit State motor vehicle and county collection reports by the 20th of every month
* Assist Budget Department in completing month-end reports
* Provide implementation support and help maintain new services

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 516,402	$ 519,615	$ 557,567	$ 588,060	$ 30,493	5%
Operating Expenditures	$ 166,257	$ 160,514	$ 208,546	$ 219,016	$ 10,470	5%
Total	**$ 682,659**	**$ 680,129**	**$ 766,113**	**$ 807,076**	**$ 40,963**	**5%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 682,659	$ 680,129	$ 766,113	$ 807,076	$ 40,963	5%
Total	**$ 682,659**	**$ 680,129**	**$ 766,113**	**$ 807,076**	**$ 40,963**	**5%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Chief Deputy Treasurer	1	1	1	1
Clerk I	2.5	1.5	0.5	0
Clerk II	3	4	5	0
Clerk III	0	0	1	0
Deputy Clerk	1	1	0	0
License & Tax Collection Clerk	0	0	0	3
License & Tax Collection Deputy Supervisor	0	0	0	1
License/Fleet & Tax Collection Clerk	0	0	0	1
School District Records Clerk	0	0	0	0.5
Tax Collection Clerk	0	0	0	1
Treasurer	1	1	1	1
Total	8.50	8.50	8.50	8.50

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Cash Report Submitted to Department of Revenue by 20th, Monthly	100%	100%	100%	100%
Checks Submitted to State by 20th, Monthly	100%	100%	100%	100%
Office Open to Public 8:00 a.m. - 5:00 p.m., Weekdays	100%	100%	100%	100%
MVD Open to Public 8:30 a.m. - 4:30 p.m., Weekdays	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
MONETARY INDICATORS				
Taxes Collected	$59,038,675	$59,636,922	$61,409,765	$61,532,584
Licenses Collected	$5,673,685	$5,735,422	$5,638,071	$5,649,347
Incoming Receipts	$82,826,330	$82,133,568	$82,991,983	$83,157,966
VOLUME INDICATORS (NUMBER OF…)				
Tax Bills Mailed	22,500	22,500	22,500	22,500
Licenses Sold	72,737	76,061	73,124	73,124

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. The office 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.

Goals and Objectives

* 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 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 942,030	$ 985,119	$ 1,011,014	$ 1,045,729	$ 34,715	3%
Operating Expenditures	$ 83,377	$ 78,195	$ 101,893	$ 99,394	$ -2,499	-2%
Captial Outlay	$ 0	$ 0	$ 0	$ 5,500	$ 5,500	N/A
Total	**$ 1,025,407**	**$ 1,063,314**	**$ 1,112,907**	**$ 1,150,623**	**$ 37,716**	**3%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 1,025,407	$ 1,063,314	$ 1,112,907	$ 1,150,623	$ 37,716	3%
Total	**$ 1,025,407**	**$ 1,063,314**	**$ 1,112,907**	**$ 1,150,623**	**$ 37,716**	**3%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Chief Deputy County Attorney	1	0	1	1
County Attorney	1	1	1	1
Deputy County Attorney	4	5	4	4
Legal Asst	2	3	3	3.5
Secretary	1	0	0	0
Total	9.00	9.00	9.00	9.50

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Prosecution of Criminal Offenses Occurring in City-County in a Timely Manner	100%	100%	100%	100%
Draft Ordinances in a Timely Manner	100%	100%	100%	100%
Draft/Review Resolutions, and Regulations, or Policies in a Timely Manner	100%	100%	100%	100%
Draft/Review Contracts, Deeds, Easements, Licenses/Permits, Affidavits/Leases and Miscellaneous Documents in a Timely Manner	100%	100%	100%	100%
Research and Prepare Formal Written Legal Opinions in a Timely Manner	100%	100%	100%	100%
Provide Informal Written, E-mail, or Verbal Opinions and Legal Advice to Other Departments in the City-County in a Timely Manner	100%	100%	100%	100%
Respond daily to public inquiries by telephone and in person	100%	100%	100%	100%
Respond Daily to Other City-County Department Inquiries	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Resolutions Drafted/Reviewed	72	76	65	80
Ordinances Drafted/Reviewed	14	13	25	30
Prosecution of Criminal Cases - District Court	202	271	270	300
Prosecution of Criminal Cases - City Court	941	966	1,200	1,000
Prosecution of Criminal Cases - Justice Court	267	359	350	375
Prosecution of Criminal Cases - Juvenile/Youth Court	35	37	75	40
Involuntary Mental Commitments	26	49	40	50
City Court Tickets Prosecuted	2,454	2,369	3,500	3,000
Justice Court Tickets Prosecuted	2,099	2,445	2,500	2,500

Program Description

JUSTICE COURT

Butte-Silver Bow Justice Court is constitutionally entrusted to preserve the rule of law and to protect the rights and liberties guaranteed by the United States and Montana Constitutions. We are dedicated to providing professional, accurate, and courteous services to the State of Montana and its citizenry, while applying judicious justice under the law.

Department Overview

The court currently has two elected Justices of the Peace serving four-year terms, as set forth in the Montana Codes Annotated (MCA).

The Butte-Silver Bow Justice Courts are each administered by a full-time Justice of the Peace/Judge. These two courts have a dedicated staff and provide an effective and efficient court system for the residents of Butte-Silver Bow. The Justice Court is divided into three divisions: Criminal, Civil and Small Claims. Each Justice Court handles all divisions. Below is a brief overview of each of the divisions:

Criminal Division:

The Criminal Division handles citations issued by the Montana Highway Patrol, Fish and Game, Airport and the Department of Transportation. The Court is also responsible for seeing people making their initial appearance on felony charges. The Justice Court may also issue search warrants.

Civil Division:

The Civil Division handles actions involving personal or property damages, contract disputes and the recovery of personal property. The Civil Division of the Justice Court also handles orders of protections, landlord/tenant disputes and contract disputes. The amount in dispute cannot exceed $12,000.

Small Claims Division:

The Small Claims Division handles contracts involving the recovery of money, recovery specific personal property, and interpleader. The amount in controversy, or the value of the property, cannot exceed $7,000. Counter claims cannot exceed $6,500. The Justice Court does not have jurisdiction which involves the title or possession of real property or the legality of any tax.

While the Justice Court clerks are pleased to assist in any way possible, they are unable to provide legal advice. If legal advice is needed, please contact an attorney.

DRIVING UNDER THE INFLUENCE (DUI) COURT PROGRAM

Butte-Silver Bow's DUI Court exists to enhance public safety by reducing the number of repeat offenders and related financial and societal costs to the citizens of Butte-Silver Bow. The Court provides a judicially supervised intensive program, utilizing effective mandated treatment, intensive supervision, and support, thereby assisting individuals to become sober, productive, law abiding members of the community.

Goals and Objectives

Justice Court

* Increase the quality of services through education, training, and technology
* Ensure staff is helpful, friendly, and accurate in their dealings with the public
* Promote efficient use of video arraignments
* Increase departmental training
* Move forward in implementing technology into the courts' operations as it becomes feasible and applicable
* Continue success with implementation of the following programs:
    - Order of Protection service
    - Overdue processing
    - Online citation payments
    - DUI Court expansion
    - Revenue collections of old, outstanding debts

DUI Court Program

* Reduce the number of crashes and fatalities related to operating a motor vehicle while under the influence of alcohol and drugs
* Provide incentives through treatment and supervision for the offender not to re-offend
* Make offenders responsible for their actions and change their negative behaviors
* Reduce number of multiple DUI offenders
* Return the multiple offender to the community as a sober, productive member

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 364,901	$ 375,359	$ 383,513	$ 407,108	$ 23,595	6%
Operating Expenditures	$ 85,222	$ 95,131	$ 140,202	$ 161,190	$ 20,988	15%
Total	**$ 450,123**	**$ 470,490**	**$ 523,715**	**$ 568,298**	**$ 44,583**	**9%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 450,123	$ 470,490	$ 523,715	$ 568,298	$ 44,583	9%
Total	**$ 450,123**	**$ 470,490**	**$ 523,715**	**$ 568,298**	**$ 44,583**	**9%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Clerk	0	3	3	0
Justice Court Clerk	0	0	0	3
Justice of Peace	2	2	2	2
Secretary	3	0	0	0
Total	5.00	5.00	5.00	5.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Ensure Staff is Helpful, Friendly, and Accurate in Public Dealings	100%	100%	100%	100%
Provide Professional, Accurate, and Courteous Service to the People of Montana, while Applying Judicious Justice Under the Law	100%	100%	100%	100%
Continue Our Success with the Following Programs:				
* Order of Protection Service	100%	100%	100%	100%
* Overdue Processing	100%	100%	100%	100%
* Online Citation Payments	100%	100%	100%	100%
* DUI Court	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Justice Court I				
Criminal Complaints / Hearings	145	198	200	294
Civil Collection Agency Cases	361	104	400	154
Civil Contacts / Collection	43	340	100	504
Landlord / Tennant Cases	70	113	120	168
Orders of Protection Civil	86	151	125	224
Other Civil Cases	45	37	45	55
Small Claims Civil Cases	10	20	25	30
Search Warrants	33	32	35	47
Citations -Fish & Game, Montana Highway Patrol, Other	1,060	1,064	1,200	1,549
Weddings	N/A	N/A	N/A	N/A
Justice Court II				
Criminal Complaints / Hearings	133	177	200	223
Civil Collection Agency Cases	411	89	400	112
Civil Contacts / Collection	51	349	100	440
Landlord / Tennant Cases	91	108	120	136
Orders of Protection Civil	74	102	125	129
Other Civil Cases	39	31	45	39
Small Claims Civil Cases	27	18	25	23
Search Warrants	N/A	26	35	33
Citations Fish & Game, Montana Highway Patrol, Other	1,188	1,065	1,200	1,342
Weddings	N/A	98	70	124
DUI Court				
Clients Served	N/A	28	29	30

Program Description

The object of Government Buildings is to maintain 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:

Inspection of All Buildings Regularly

* This is important in the prevention of malfunctions or safety mishaps.

Provide Service to Buildings' Occupants

* This not only is providing the occupant normal activities of operation, such as snow removal, custodial duties, and other building maintenance requirements, but when funding and procedures are followed, we can also perform office remodels and other projects.

Maintain Boiler Licenses

* Butte-Silver Bow has 2 employees who are properly licensed for boiler maintenance. This is designed to make the department more efficient and eliminate excessive contracted services.

Locate and Obtain Proper Professionals When Needed

* Many large projects require contracting with outside agencies. 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 for using contracted services.

Provide Qualified Staff to Aid in Remodeling Projects

Provide Staff to Assist in Moving Office Equipment and Records Throughout the City-County

Provide 24 Hour/7 Days a Week Scheduled/On-Call Services

Goals and Objectives

* Maintain 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
* Develop plan for Courthouse front steps and landing repair

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 675,597	$ 706,058	$ 679,406	$ 803,582	$ 124,176	18%
Operating Expenditures	$ 295,564	$ 318,875	$ 588,059	$ 657,047	$ 68,988	12%
Debt Services	$ 52,395	$ 52,395	$ 97,626	$ 111,915	$ 14,289	15%
Captial Outlay	$ 37,209	$ 180,667	$ 206,775	$ 41,601	$ -165,174	-80%
Total	**$ 1,060,765**	**$ 1,257,995**	**$ 1,571,866**	**$ 1,614,145**	**$ 42,279**	**3%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 977,848	$ 1,183,432	$ 1,415,725	$ 1,424,368	$ 8,643	1%
Enterprise	$ 59,814	$ 50,629	$ 96,437	$ 94,391	$ -2,046	-2%
Internal Service	$ 23,103	$ 23,934	$ 59,704	$ 95,386	$ 35,682	60%
Total	**$ 1,060,765**	**$ 1,257,995**	**$ 1,571,866**	**$ 1,614,145**	**$ 42,279**	**3%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Account Specialist	0	0	0	0.25
Bldg Mgr./Engineer	0	1	1	1
Bldg Mgr/Engineer	1	0	0	0
Electrical Inspector	0.25	0.25	0.25	0.25
Engineer	1.4	1.4	1.4	1.4
Night Watchman	1	1	1	1
Painter	1	1	0	0
Service Employee	0	0	0	1
Service Employee II	5.8	5.8	5.8	5.8
Shop Watchman/Laborer	0	0	0	0.5
Total	10.45	10.45	9.45	11.20

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Preventative Maintenance / Daily Maintenance / Boiler Check	80%	80%	80%	80%
Custodial Ability to Complete Tasks	93%	93%	93%	93%
Snow Removal	85%	85%	85%	85%
Work Orders Completed	95%	95%	95%	95%
Inspection of Facilities and Grounds	85%	75%	85%	85%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
TIME INDICATORS (HOURS)				
Snow Removal	200	200	200	201
On-Call Emergencies	20	17	25	30
Preventative Maintenance Checks / Boiler Checks	1,095	1,095	1,398	1,398
VOLUME INDICATORS (NUMBER OF…)				
Weekend & Holiday Building Checks	113	113	113	113
Phone Contacts	6,820	6,820	6,800	6,800
Work Orders Received Through Office	1,300	1,300	1,350	1,350

Program Description

The Office of Butte-Silver Bow County Superintendent of Schools performs administrative, financial and legal record keeping and transportation-supervisory services for all schools in the County.

The Office assists school boards, educators, students, parents, and taxpayers in general to understand and implement federal, state, and local laws applicable to education. The Superintendent is a liaison between the state and local governmental units 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 also reviews specified state money disbursements to school districts.

The Superintendent serves as a hearing officer for school controversies resulting from trustees' decisions, a responsibility that 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 retained with notifications sent to individuals and schools regarding 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, trustee election data, final budgets, trustee annual reports, school audits, home school notifications and required student records.

The Superintendent, in accordance with Montana law, is the chairperson of the County Transportation Committee that reviews and approves all transportation contracts, bus routes, bus driver certificates and monitors bus inspections.

Goals and Objectives

ADMINISTRATIVE / EXECUTIVE:

* Ensure 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, as directed by Montana Code Annotated (MCA)
* Submit required reports to the Office of Public Instruction (OPI)
* Monitor schools' accreditation status, assist district trustees, evaluate small rural school teachers, and complete reports for OPI
* Collect home school notifications and file yearly reports to OPI

FINANCIAL:

* Maintain oversight of schools' budget processes (laws, deadlines, preparation and checklists)
* Assist with audit preparation as requested, assist with internal controls and review completed audits

LEGAL:

* Publish annual reports in the newspaper
* Stay current on school law, school-law case studies, and OPI policies and procedures
* Conduct hearings as needed
* Notify schools of lapsing staff/administrator licensure
* Classify school districts, review school boundaries, approve isolation status
* Election calendar oversight

RECORD KEEPING / PRESERVATION:

* Approve out-of-district attendance agreements
* Collect and file required annual school documents, financials and other reports

TRANSPORTATION:

* Annually review all bus routes and approve new or amended routes
* Maintain bus driver certificates and monitor bus inspections
* Provide Treasurer's Office with on-schedule transportation amounts to be distributed to schools

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 137,740	$ 141,352	$ 141,754	$ 155,711	$ 13,957	10%
Operating Expenditures	$ 13,868	$ 12,428	$ 13,862	$ 13,780	$ -82	-1%
Total	**$ 151,608**	**$ 153,780**	**$ 155,616**	**$ 169,491**	**$ 13,875**	**9%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 151,608	$ 153,780	$ 155,616	$ 169,491	$ 13,875	9%
Total	**$ 151,608**	**$ 153,780**	**$ 155,616**	**$ 169,491**	**$ 13,875**	**9%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Deputy Clerk	1	1	1	0
Deputy Superintendent of Schools	0	0	0	1
Superintendent of Schools	1	1	1	1
Total	2.00	2.00	2.00	2.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Administrative Duties (MCA) Performed Within Mandated Time Frames	100%	100%	100%	100%
Office of Public Instruction Mandated Reports Completed and Submitted per Deadlines	100%	100%	100%	100%
School Finance and Accounting Responsibilities Done in Timely Manner	100%	100%	100%	100%
School Boards, Districts, Parents and Taxpayers Assisted with School Law, Policy, Finance and Follow-up as Requested	100%	100%	100%	100%
Provide Conflict Resolution Within / Among School Districts and Between Schools and the State Office of Public Education	100%	100%	100%	100%
Observe Proper Retention Schedule for School Records and Documents	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Out-of-District Attendance Agreements Processed	25	27	25	27
Teacher / Administrator Certificates Registered	115	103	120	77
Home School Students Registered	85	62	85	85
Bus Routes Reviewed / Approved	67	67	67	67
Individual Transportation Contracts Honored	1	2	1	3
Community and School Related Meetings Attended Monthly	27	22	20	25

Program Description

Under the general guidance and supervision of the Planning Board, the Planning Department's responsibilities include: long-range planning, zoning enforcement, subdivision reviews, floodplain administration, and Geographic Information System (GIS) operations (Building Code Enforcement and Land Records Division are described in separate sections). 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 and Objectives

LONG-TERM LAND USE PLANNING

* Research, evaluate and propose new and/or amended land use regulations and policies through the Planning Board
* Administer, update and ensure compliance with the adopted Growth Policy; monitor land use activities, research current affairs and identify trends to propose changes in the Growth Policy to advance community goals
* 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; and keep transportation plan updated
* Prepare and propose revisions in development standards, as needed, to facilitate orderly development, with emphasis on 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 Adjustments (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

GIS OPERATIONS:

* 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 Department of Revenue Orion Database files; and 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 (HP) 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; and 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

GRANTS ADMINISTRATION:

* Prepare and submit grant proposals related to housing, land use planning, environmental reclamation and restoration, and land-use based transportation improvements, including pedestrian sidewalks and trails
* Manage grant projects and ensure compliance with all deliverables and milestone schedules, as per the scope of work for each grant
* Work with all Butte-Silver Bow departments, provide progress reports to grantor agencies and stakeholders, as outlined in grant contracts, including but not limited to: the Natural Resource Damage (NRD) Program (Montana Department of Justice); the Transportation Alternatives Program (TAP) (Montana Department of Transportation); the Save America's Treasures (SAT) Program (National Historic Trust); and the Certified Local Government (CLG) Program (National Park Service)

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 506,792	$ 479,525	$ 636,150	$ 577,608	$ -58,542	-9%
Operating Expenditures	$ 660,453	$ 740,676	$ 1,341,683	$ 1,156,693	$ -184,990	-14%
Captial Outlay	$ 1,314,775	$ 1,298,863	$ 1,768,824	$ 1,955,166	$ 186,342	11%
Total	**$ 2,482,020**	**$ 2,519,064**	**$ 3,746,657**	**$ 3,689,467**	**$ -57,190**	**-2%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 409,460	$ 405,519	$ 545,834	$ 559,857	$ 14,023	3%
Special Revenue	$ 1,978,992	$ 2,006,697	$ 3,107,672	$ 3,029,074	$ -78,598	-3%
Internal Service	$ 93,568	$ 106,848	$ 93,151	$ 100,536	$ 7,385	8%
Total	**$ 2,482,020**	**$ 2,519,064**	**$ 3,746,657**	**$ 3,689,467**	**$ -57,190**	**-2%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Asst Planning Director	1	1	1	0
Building Official	0.2	0.2	0.2	0.2
Clerk	0	0	0.8	0
Community Dev Coordinator	0.5	0.5	0.5	0.5
Data Manager/Special Projects Planner	0	0	0	0.5
Department Director	0.65	0.65	0.65	0
GIS Program Analyst II	0.9	1	0.4	0
GIS Specialist II	0	0	0	0.4
Hist Preservation Officer	1.01	0.66	0.66	0
Historic Preservation Officer	0	0	0	0.66
Laborer	0.25	1	0	0
Land Use Planner	0	0	1	1
Planning Director	0	0	0	0.65
Reclamation Manager	1	1	0	0
Secretary	1	1	0	0.8
Senior Planner	1	1	0	1
Special Projects Planner	0.5	0.5	0.5	0
Summer Laborer	0	0	0.5	0.5
Total	8.01	8.51	6.21	6.21

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
SILVER BOW CREEK GREENWAY				
Provide Oversight Log SBC Greenway Construction Phases	100%	100%	100%	100%
Land Acquisition Research, Planning and Implementation, including Easements and Purchase Agreement Preparation and Negotiations	100%	100%	100%	100%
Staff Work for Greenway Service District Board	100%	100%	100%	100%
Bid Management of SBC Greenway Construction Management	100%	100%	100%	100%
Financial Management of SBC Greenway Projects and Activities	100%	100%	100%	100%
Quarterly Reporting/Reimbursement Requests for SBC Greenway to Granting Agency	100%	100%	100%	100%
PLANNING				
Process Site Plan Reviews (Zoning Certifications) Within 5 Workdays	98%	98%	100%	100%
Prepare and Submit Zoning Staff Reports Within Time Frames Established by the Zoning Board of Adjustment's Bylaws	98%	99%	100%	100%
Process Subdivision Applications Within Time Frames Established in Montana Code Annotated	100%	100%	100%	100%
Geographic Information System (GIS)				
Timeliness & Completeness of GIS Databases	100%	100%	100%	100%
Reliability of Mapping Information	98%	98%	100%	100%
Complete Address Assignment to Emergency Services Database Within 10 Days	97%	98%	100%	100%
HISTORIC PRESERVATION				
Process Demolition Requests Within 3-20 Working Days, Depending on Level of Historic Significance	98%	99%	100%	100%
Conduct Determination of Eligibility for Previously Unevaluated Properties that are 50 Years or Older	100%	100%	100%	100%
Administer and Provide Progress Reports as Outlined in Grant Contracts	100%	98%	100%	100%

Conduct design review to preservation standards for projects receiving a local incentive	100%	100%	100%	100%
GRANTS ADMINISTRATION				
Prepare and Submit Grant Proposals Related to Housing, Land Use Planning, Environmental Reclamation and Restoration, Transportation Improvements, etc.	100%	100%	100%	100%
Administer Grant Projects and Ensure Compliance with all Deliverables and Milestone Schedules, as per the Scope of Work Negotiated for each Grant	98%	100%	100%	100%
Provide Progress Reports to Grantor Agencies and Stakeholders, as Outlined in Grant Contracts	95%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
SILVER BOW CREEK GREENWAY				
SBC Greenway Construction Projects	2	0	1	2
Secure Access for Construction	4	0	3	3
Interagency Development of Access Features, Easements	5	2	6	6
Permit Applications Completed and Managed: Storm Water Protection, Army Corp of Engineers, Floodplain, Railroads, etc.	9	4	5	9
Greenway Service District Board Updates, Meetings, Action Items	12	11	12	12
Work with Anaconda-Deer Lodge County and Butte-Silver Bow in Regard to Developing SBC Greenway	4	4	4	4
Financial Management of Construction Projects, Planning and Consultant Engineering Activities	2	0	2	2
Grants Administration: Reports and Reimbursement Requests Filed	4	4	4	4
PLANNING				
Zoning Certifications Received, Reviewed and Issued	314	285	347	347
Special Use, Conditional Use, and Variance Applications Processed	52	49	55	55

Minor Subdivision Applications Processed	1	0	5	5
Major Subdivision Applications Processed	1	1	2	2
Subdivision Exemptions Reviewed	33	49	40	50
Floodplain Permits Processed	2	5	5	5
Zoning, Subdivision, Growth Policy and Floodplain Amendments	4	2	5	5
GEOGRAPHIC INFORMATION SYSTEM (GIS)				
Internal and External Map Requests	1,408	1,264	1,650	1,300
GIS Database Maintenance (Number of Databases)	79	83	85	88
Addressing Related Information Processed	114	79	120	120
Data Exports	0	1,930	0	2,027
Maintenance of ArcGis Online Databases	0	5	0	8
HISTORIC PRESERVATION				
Design Review (Urban Revitalization Agency Funded Projects and Butte-Silver Bow Initiated Projects)	10	12	15	15
Demolition Review of Secondary Buildings	25	25	30	25
Determination of Eligibility for Potential Demolition Review	9	10	15	12
Demolition Review Certificate of Appropriateness (Involving Historic Resources)	9	0	15	10
Section 106 Reviews Performed	7	12	10	10
GRANTS ADMINISTRATION				
Grant Proposals Prepared and Submitted for the TAP, NRD, CLG and SAT Programs	9	2	11	3
Number of Grants for which Scope Work is Managed and Administered	12	14	11	10
Number of Grants for which Required Reports are Prepared and Submitted	12	14	11	10

Program Description

The Public Administrator, by Statute, administers the probate of estates for deceased persons with no heirs, successors or relatives, or where no heirs are willing or able to serve as Personal Representative, within the City-County of Butte-Silver Bow. Activities include sale and appropriate disposal of estate assets; location of heirs; asset investment and protection; negotiation of tax and other debt; proration of limited estate assets; and providing legitimate and timely monthly and annual accounting to the Courts. Other activities include appointment as guardian and/or conservator for individuals with no family, and recovery of escheated funds in certain cases where heirs are located within statute of limitations. This elected office receives no salary but is eligible to assess a fee against each estate probated. The Public Administrator is also eligible to receive a health insurance benefit.

Goals and Objectives

*Identify estate heirs and disseminate funds upon appropriate claim rather than escheat

*Provide consistent first Monday and Annual Reports

*Strengthen and improve office function, interaction and cooperation with other county offices

*Improve compliance with statutory requirements of elected position

*Continue to develop and implement electronic forms and procedures for small, special, and other estate administration

*Strengthen Public Administrator's Registry procedures per Section 72-15-204, Montana Code Annotated (MCA)

*Strengthen and improve services to the community and interaction with community providers

*Improve cooperation with coroner, staff and others as to investigative/research support per location of family/next of kin

*Retire remaining unresolved cases

*Long-term goals: Strengthen and improve small cases form bank; how-to process for each type of case; meeting all auditor and oversight expectancies of the office.

*Improve aged case clearance (Goal of 100%)

*Resolve remaining aged cases in process (Goal of 100%)

*Maintain regular case clearance at 100%

*Collect sufficient funds from administration to refund postage and copy reimbursement where required

*Improve statutory compliance per accounting in aged cases

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 13,192	$ 12,436	$ 26,150	$ 13,358	$ -12,792	-49%
Operating Expenditures	$ 631	$ 814	$ 3,223	$ 3,448	$ 225	7%
Total	**$ 13,823**	**$ 13,250**	**$ 29,373**	**$ 16,806**	**$ -12,567**	**-43%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 13,823	$ 13,250	$ 29,373	$ 16,806	$ -12,567	-43%
Total	**$ 13,823**	**$ 13,250**	**$ 29,373**	**$ 16,806**	**$ -12,567**	**-43%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
County Administrator	1	1	1	1
Total	1.00	1.00	1.00	1.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Locate Heirs; Settle and Distribute Outstanding Old Estates	N/A	48%	100%	100%
Devise and Implement Computer Forms for Summary Estates	N/A	100%	100%	100%
Provide First Monday Reports Timely	N/A	90%	100%	100%
Provide Annual Report Accurate and Timely	N/A	100%	100%	100%
Upgrade Public Administrator Register to Electronic and Hard Copy	N/A	100%	100%	100%
Achieve Statutory Compliance and Balanced Bookkeeping	N/A	80%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATOR (NUMBER OF…)				
Open Estates*	N/A	13	26	13
Estates Closed/Finalized*	N/A	8	16	8
Attempted Contacts to Family/Others*	N/A	30	60	60
Recover Escheated Funds	N/A	0	2	1
Unreconciled or Unclaimed Estates	N/A	8	6	6

* Please note that the FY2017 figures only reflect 6 months of data, as new Public Administrator took office January 1, 2017

Program Description

The objective of the Land Records Division is to maintain the Silver Bow County land records. Personnel is committed to organizing, managing and administering land records data, including overseeing requests to purchase Butte-Silver Bow held property.

The division is responsible for the management of all facets of land records, principally Land Ownership, Special Improvement Districts, Delinquent Tax Properties and the transfer of City-County land.

Division Mission Statement:

The Land Records Department strives to provide excellent customer service and timely response, when information or assistance is requested from all Butte-Silver Bow Departments, members of the public, State of Montana representatives, and local organizations for the most current, and accurate information on land related issues. The Land Records Division is committed to the modernization and preservation of all Silver Bow County land records.

Goals and Objectives

* Ensure that all land records are protected from loss
* Ensure survey and deed document compliance with the Montana Platting and Subdivision Act and also with the Montana Surveying Laws and Regulations
* Maintain a land records system which shall:
    - Provide a single point of contact for public access to information related to land records
    - Provide and use automated tools to manage land records
    - Furnish timely and accurate land information to facilitate decisions on land issues
    - Allow for timely and efficient data sharing within all offices and departments of the City-County
* Ensure that adequate processes are in place to track the transfer of land ownership for input into the State of Montana Department of Revenue for tax assessment purposes
* Coordinate the automation of land records with all departments to provide digital files that are useable for all land related activities
* Maintain the cadastral data files and digital land records
* Oversee all land transactions for the County, including sales of County owned property

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 188,109	$ 126,883	$ 170,875	$ 186,152	$ 15,277	9%
Operating Expenditures	$ 40,509	$ 33,902	$ 79,310	$ 80,074	$ 764	1%
Total	**$ 228,618**	**$ 160,785**	**$ 250,185**	**$ 266,226**	**$ 16,041**	**6%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 228,618	$ 160,785	$ 250,185	$ 266,226	$ 16,041	6%
Total	**$ 228,618**	**$ 160,785**	**$ 250,185**	**$ 266,226**	**$ 16,041**	**6%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Delinquent Property Clerk	1	0	0	0
Delinquent Property Specialist	0	0	0	1
GIS Program Analyst II	0	1	0.4	0
GIS Specialist II	0	0	0	0.1
Land Records Asst	1	2	2	1
Land Records Coordinator	0	0	0.1	0.4
Land Records Director	1	0	0	0
Total	3.00	3.00	2.50	2.50

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Ensure Accurate and Timely Processing of Land Records Requests	100%	100%	100%	100%
Review and Process Deeds and Surveys the Same Day as Received for Filing	100%	100%	100%	100%
Process Property Transfers and Parcel Splits for Up-To-Date Property Information	100%	100%	100%	100%
Review Surveys for Compliance with the Montana Subdivision and Platting Act and Montana Surveying Laws Within One Week from Receipt of Exemption Request	100%	100%	100%	100%
Conduct Tax Deed Process According to All Statutes and Timeframes	100%	100%	100%	100%
Conduct Sales and Transfers of City-County Owned Property According to Local and State Statutes	100%	100%	100%	100%
Provide Requests for Ownership and Land Records Information in a Timely Manner	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Deeds Received, Reviewed and Processed	2,000	1,874	1,700	1,930
Property Splits Received, Reviewed and Processed	89	95	111	105
Records Modernized and Databases Maintained	133	50	165	55
Surveys Filed and Scanned to Electronic Database	44	46	50	48
Surveys Reviewed for Compliance with the Montana Subdivision and Platting Act and Montana Survey Laws	44	46	45	48
Requests to Purchase/Transfer City-County Owned Property	12	11	20	15
Properties Reviewed and Processed for Tax Deed	48	112	100	120
Research Street/Alley Vacation Requests	8	6	8	9

Program Description

CITY COURT:

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

Per the Montana Code Annotated (MCA), the City Court Judge provides administration of the City Court, which has jurisdiction over matters regarding Butte-Silver Bow's county authorities.

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 Court processes misdemeanor cases involving city ordinance violations, traffic citations, and criminal charges.

MISDEMEANOR PROBATION:

The Adult Misdemeanor Probation Office was established by Council through appropriations in 2009 to oversee and supervise convicted offenders adherence to court orders and conditions. The Office also facilitates the Butte Silver Bow 24/7 Sobriety Program, Vehicle Immobilization Program, and Adult Community Service.

Goals and Objectives

CITY COURT:

* Maintain a current and efficient criminal docket
* Enter all citations and criminal complaints as filed
* Communicate with County Attorney, Public Defender, Law Enforcement, and other agencies
* Utilize all available training for staff
* Maintain an efficient collection system for overdue fines using Collection Bureau Services
* Streamline trial calendar
* Schedule and prepare for trials in an efficient and timely manner
* Maintain up-to-date records in Fullcourt
* Process deferred cases on a monthly basis
* Provide accurate case information to requesting agencies
* Prepare warrants, summons, subpoenas, orders, notices of trial, trial lists and jury instructions

MISDEMEANOR PROBATION:

* Supervise individuals placed on probation by City, Justice, and District Courts of Butte-Silver Bow
* Conduct field work, including employment and residence verification and ensure compliance with conditions set by the Court
* Facilitate the performance of community service by the probationers and work cooperatively with the entities scheduling the community service
* Monitor probationers' payments of restitution, fines, and fees as ordered by the Court
* Facilitate the 24/7 Sobriety and Vehicle Immobilization Programs for the City-County of Butte-Silver Bow
* Account for all fees collected and refunded for the 24/7 Sobriety and Vehicle Immobilization Program
* Remain up-to-date on all required training and certifications
* Coordinate and work cooperatively with other City-County departments, outside agencies, and treatment providers

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 321,755	$ 319,986	$ 339,994	$ 352,106	$ 12,112	4%
Operating Expenditures	$ 30,136	$ 30,828	$ 40,420	$ 40,810	$ 390	1%
Total	**$ 351,891**	**$ 350,814**	**$ 380,414**	**$ 392,916**	**$ 12,502**	**3%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 351,891	$ 350,814	$ 380,414	$ 392,916	$ 12,502	3%
Total	**$ 351,891**	**$ 350,814**	**$ 380,414**	**$ 392,916**	**$ 12,502**	**3%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Adult Misdemeanor Probation Officer	1	1	1	1
City Court Clerk	0	0	0	3
City Judge	1	1	1	1
Clerk II	3	3	3	0
Total	5.00	5.00	5.00	5.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
CITY COURT:				
Monies Collected for Butte-Silver Bow, Including Fines, Contempt Fees, Court Costs, and Copy and Search Fees	$217,933	223,952	$213,552	$198,730
Monies Collected for Other Agencies, Including Law Enforcement Academy Fees, Misdemeanor and Technology Surcharges, and Victim/Witness Administration Fees and Surcharges	$64,311	$57,550	$56,373	$53,407
MISDEMEANOR PROBATION:				
24/7 Program Fees Collected	$37,898	$39,430	$40,586	$34,534

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
CITY COURT:				
Tickets Filed	2,454	2,369	2,401	2,381
Complaints Filed	941	966	974	949
Hearings/Trials Set	2,073	2,525	2,529	2,440
Non-Jury Trials Held	4	6	4	0
Jury Trials Held	2	1	1	0
Warrants Issued	1,019	1,082	1,042	1,088
Bonds Entered	538	455	483	440
Cases Deferred/Dismissed By Prosecutor	1,308	683	600	820
Cases Dismissed by Court	561	714	656	641
Cases Deferred by Court	906	846	886	817
MISDEMEANOR PROBATION:				
Individuals Assigned to Misdemeanor Probation	113	72	76	96
Number of Vehicle Immobilizations Placed	3	2	3	3
Individuals Assigned to 24/7 Program	112	91	101	89
Individuals that Passed 24/7 Tests	18,922	19,665	20,224	17,237
Individuals that Failed 24/7 Tests	29	19	49	23

Program Description

District Court I is one of two departments within the Montana Second Judicial Court of Butte-Silver Bow. Activities within this section of the budget include:

General District Court

Butte-Silver Bow provides supplemental support for the adjudication and management activities of District Court, mainly providing a portion of their operations, maintenance and professional services expenses, as well as office space. The Court is funded mainly by the State of Montana, along with the aforementioned supplemental funding from Butte-Silver Bow. District judges are elected officials, serving 6 year terms. District Judge Kurt Krueger presides over this District Court.

The District Court is a court of general jurisdiction with authority over criminal cases and a wide variety of civil cases. In summary, the District Court is where citizens of all walks of life go to resolve their legal disputes.

The District Court has authority over all felony crimes (major offenses), and shares concurrent authority with lower courts over misdemeanor crimes (minor offenses).

With respect to civil cases, the District Court presides over actions involving contracts, torts and real property rights. The District Court has exclusive jurisdiction over domestic relations cases (dissolution of marriage and parenting plans). The District Court presides over other civil actions, including but not limited to juvenile delinquency and misconduct, probate matters, mental health commitments, and guardianship/conservatorship actions concerning incapacitated persons. As provided by statute and state constitution, the District Court also exercises limited appellate jurisdiction over cases arising initially in the lower courts.

Residential Substance Abuse Treatment (RSAT) Program

The RSAT program is funded through both a federal grant and Butte-Silver Bow. The purpose of the RSAT Program is to assist governments in implementing substance abuse treatment programs in jails, correctional and detention facilities and to create and maintain community-based aftercare services for offenders. RSAT enhances the capability of government to provide treatment for incarcerated inmates; prepares offenders for their reintegration into the communities from which they came by incorporating reentry planning activities into treatment programs; and assists offenders and their communities through the reentry process by delivering community-based treatment and other broad-based aftercare services.

Law Library

The District Courts maintain a Law Library for both the court's and public's benefit. The Library provides updated resources for statute and case law research. Because of the facility's existence, many individuals have been able to file legal documents pro se (without a lawyer), and the volume of such filings seems to increase every year. Access to justice is the Library's goal, particularly for those who are unable to hire an attorney and do not have a computer. These services are very important, as they allow individuals to have their day in court.

Goals and Objectives

General District Court

* Perform the duties of the judicial District Courts impartially and diligently while providing access to justice for the citizens of Butte-Silver Bow

RSAT Program

* Provide an evidence-based chemical dependency treatment to incarcerated adults in the Butte-Silver Bow County Detention Center using licensed addiction counselors with particular focus on adults with children who are at risk of removal or have been removed from the home due to substance abuse
* Provide evidence based therapy and treatment modalities to incarcerated adults in the Butte-Silver Bow County Detention center who have co-occurring mental illness and chemical dependence
* Provide random drug testing to participants in the Butte-Silver Bow Detention Center for community re-entry by providing multi-disciplinary treatment planning and community re-entry planning in a collaborative team format
* Provide aftercare services to participants in the post incarceration period that support complete recovery and community integration

Law Library

* Maintain updated law books and computer programs in order to facilitate access to the justice program for pro se litigants

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Operating Expenditures	$ 97,493	$ 99,989	$ 127,259	$ 155,340	$ 28,081	22%
Captial Outlay	$ 0	$ 0	$ 11,500	$ 0	$ -11,500	-100%
Total	**$ 97,493**	**$ 99,989**	**$ 138,759**	**$ 155,340**	**$ 16,581**	**12%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 97,493	$ 99,989	$ 138,759	$ 155,340	$ 16,581	12%
Total	**$ 97,493**	**$ 99,989**	**$ 138,759**	**$ 155,340**	**$ 16,581**	**12%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
There are no employees associated with this section.	0	0	0	0
Total	0.00	0.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
General District Court				
Please refer to data in Clerk of Court Section				
RSAT Program				
Participants are Engaged in Professional Evidence-Based Chemical Dependency Treatment	100%	100%	100%	100%
Participants with Co-Occurring Mental Illness and Chemical Dependency Needs are Receiving Appropriate Treatment	100%	100%	100%	100%
Participants are Receiving Random Drug Testing While in Jail	100%	100%	100%	100%
Law Library				
Maintain an Open and Accessible Law Library, Containing Relevant Law Books	100%	100%	100%	100%
Provide Access to Justice for Pro Se Litigants (Individuals Without an Attorney)	100%	100%	100%	100%
Provide Up-To-Date Research and Other Materials	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
General District Court				
Please refer to data in Clerk of Court Section				
RSAT Program				
Data not available by District Court				
Law Library				
VOLUME INDICATORS (NUMBER OF…)				
Pro Se Contacts & General Law Library Patrons	7,400	7,995	7,800	7,800
Pro Se Litigant Court Filings	300	563	500	500
Pro Bono Inquiries/Assignments	175	492	450	450
TIME INDICATORS (HOURS)				
Law Library Maintenance & Budget	500	798	700	700
State Meetings & Conferences	50	0	250	250
Meetings with Judges & Law Clerks	280	398	350	350
District Court Appearances	50	156	100	100

Program Description

The Montana Second Judicial Court is divided into two Departments (Department 1 and Department 2). Both District Court Judges are elected officials. The Judges are elected to 6-year terms in office. This budget is for Department 2 operations of the Montana Second Judicial Court.

The District Court is a Court of general jurisdiction with authority over criminal cases and a wide variety of civil cases. In summary, the District Court is where citizens of all walks of life go to resolve their legal disputes.

The District Court has authority over all felony crimes (major offenses), and shares concurrent authority with lower courts over misdemeanor crimes (minor offenses).

With respect to civil cases, the District Court presides over actions involving contracts, torts and real property rights. The District Court has exclusive jurisdiction over domestic relations cases (dissolution of marriage and parenting plans). The District Court presides over other civil actions, including but not limited to juvenile delinquency and misconduct, probate matters, mental health commitments, and guardianship/conservatorship actions concerning incapacitated persons. As provided by statute and state constitution, the District Court also exercises limited appellate jurisdiction over cases arising initially in the lower courts.

Goals and Objectives

* Montana citizens enjoy a constitutional right of access to justice and to the court system. The mission of the Montana Second Judicial District Court, Department 2, is to administer justice fairly and impartially. The Court is committed to serving the citizens who come before it for resolution of legal disputes.

* The District Court caseload is substantial. However, the Court recognizes that justice delayed is justice denied. Accordingly, Department 2 strives to provide timely hearings and rulings on the numerous matters before it.

* Moreover, justice is not dependent on economic or social status, but rather on the merits of the cases that come before the Court. For this reason, both Departments 1 and 2 provide and promote a pro bono program matching civic-minded attorneys with low-income litigants in domestic relations cases at no fee/charge to such litigants, and a pro se program offering support to litigants who represent themselves in all types of civil actions.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Operating Expenditures	$ 6,072	$ 5,985	$ 13,090	$ 9,227	$ -3,863	-30%
Captial Outlay	$ 0	$ 0	$ 0	$ 27,500	$ 27,500	N/A
Total	**$ 6,072**	**$ 5,985**	**$ 13,090**	**$ 36,727**	**$ 23,637**	**181%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 6,072	$ 5,985	$ 13,090	$ 36,727	$ 23,637	181%
Total	**$ 6,072**	**$ 5,985**	**$ 13,090**	**$ 36,727**	**$ 23,637**	**181%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
There are no employees associated with this section.	0	0	0	0
Total	0.00	0.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019

Please refer to data in Clerk of Court Section

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019

Please refer to data in Clerk of Court Section

Program Description

This fund relates to Butte-Silver Bow's responsibility to provide legal counsel to the Montana Department of Public Health and Human Services (DPHHS) Child & Family Services Division (CFS) in cases of child abuse, neglect, and dependency as set forth in Section 41-3-101, et seq. Montana Code Annotated. Often referred to as "Youth in Need of Care" matters, the number of CFS cases has mostly increased each year from 37 cases initiated in fiscal year 2008 to 114 cases initiated in fiscal year 2017. Since the institution of the policy of having the Office of the Public Defender appoint counsel for parents of youths at the outset of cases, the volume of the pleadings in each case has increased dramatically. Once a case is opened, it can take several years to reach disposition. If a case falls under the federal Indian Child Welfare Act, the case is further complicated by involvement of Tribal counsel. While the ultimate goal is to reunify the youth with family, in some cases the Court terminates parental rights and awards custody of the youth to the state for appropriate placement. In the event of family reunification and subsequent allegations of parental abuse or neglect, the matter is reopened under the original case number.

Goals and Objectives

Continue to fund legal services provided to the Montana DPHHS Child & Family Services Division for their prosecution of Youth in Need of Care cases in the City-County of Butte-Silver Bow

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Operating Expenditures	$ 56,400	$ 56,400	$ 67,500	$ 67,500	$ 0	0%
Total	**$ 56,400**	**$ 56,400**	**$ 67,500**	**$ 67,500**	**$ 0**	**0%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 56,400	$ 56,400	$ 67,500	$ 67,500	$ 0	0%
Total	**$ 56,400**	**$ 56,400**	**$ 67,500**	**$ 67,500**	**$ 0**	**0%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
There are no employees associated with this section.	0	0	0	0
Total	0.00	0.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Assist with Youth in Need of Care Cases - DPHHS, CFS	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (Number Of…)				
Number of Youth in Need of Care (Dependent Neglect) Cases - DPHHS, CFS	95	114	105	111

Program Description

CLERK OF COURT

The Clerk of the District Court is an elected position with a four-year term. The Clerk's duties and responsibilities are established through various sections of the Montana Code Annotated (MCA). The Clerk is the custodian of the District Court records. The records currently consist of both printed documents and electronic records and physical trial evidence. By statute, the Clerk is required to attend all court hearings and maintain minutes thereof. The Clerk also issues and records marriage licenses and certificates.

Cases administered in District Court include civil legal matters involving monetary damages exceeding $12,000 in contract, personal injury or death, employment and wrongful discharge, real property ownership, and legal name change actions, among others. The District Court is also the venue for family and domestic law matters regarding dissolution of marriage, parenting, child support, and neglect of minor dependents. Felony criminal charges, both adult and juvenile, are heard in District Court as are probate matters of estates, guardianships, and conservatorships. The District Court is the appellate court for Justice and City Courts.

The Clerk's office works with practically all other departments of the local government and particularly closely with the District Court judges' staffs, the lower courts, the County Attorney's office, and the Sheriff's office. The Clerk's office provides the interface between the local and state bars and the general public with the District Court judges. The Clerk is the primary contact for Pro se litigants who prosecute their cases without an attorney.

PSYCHIATRIC PRECOMMITMENT

Also falling within this section of the budget, are funds set aside to fulfill Butte-Silver Bow's obligation to cover certain costs associated with psychiatric precommitment as per MCA 53-21-132.

Goals and Objectives

* Maintain complete, accurate, and accessible records of all District Court cases
* Provide competent, courteous, and professional service to members of the public and other government departments
* Continue to work with the Office of the Supreme Court Administrator toward the eventual use of exclusively electronic records and to update and upgrade our technology as needed
* Fulfill obligation to cover certain psychiatric precommitment costs as per MCA 53-21-132

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 434,236	$ 461,440	$ 479,317	$ 512,687	$ 33,370	7%
Operating Expenditures	$ 224,324	$ 167,423	$ 241,531	$ 260,001	$ 18,470	8%
Total	**$ 658,560**	**$ 628,863**	**$ 720,848**	**$ 772,688**	**$ 51,840**	**7%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 658,560	$ 628,863	$ 720,848	$ 772,688	$ 51,840	7%
Total	**$ 658,560**	**$ 628,863**	**$ 720,848**	**$ 772,688**	**$ 51,840**	**7%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Chief Deputy Clerk of the Court	1	1	1	1
Clerk	0	1	0	0
Clerk of District Court	1	0	1	1
Deputy Clerk	5	5	5	0
District Court Clerk	0	0	1	5
Total	7.00	7.00	8.00	7.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Maintain Physical Files for All District Court Records	100%	100%	100%	100%
Attend and Record Minutes of All Court Proceedings	100%	100%	100%	100%
Issue Marriage Licenses, Maintain Marriage Records, and Report to Appropriate State Agencies	100%	100%	100%	100%
Provide Due Process to All Individuals Regardless of Ability to Pay	100%	100%	100%	100%
Implement and Maintain an Electronic Records System	100%	100%	100%	100%
Cover Certain Psychiatric Precommitment Costs per MCA 53-21-132	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (Number of…)				
Party Driven Civil Cases:				
Civil	449	439	439	477
Domestic Relations	311	302	302	295
Dissolution	146	144	149	151
Parenting Plan/Custody	58	42	49	45
Probate	116	115	112	125
Guardianship/Conservator	30	42	32	33
Marriage License	232	237	239	237
Prosecutor Driven Cases:				
Criminal	207	271	245	320
Investigative Subpoenas	21	30	24	28
Search Warrants	33	29	29	28
Delinquent Youth (See Note 1)	35	37	46	56
Mental Commitment (See Note 1)	51	49	46	55
Developmental Disability	1	0	1	0

State of Montana Driven Cases:				
Dependent Neglect (CFS) (See Note 1)	95	114	103	111
Statutory Liens (Department of Revenue) (See Note 2)	209	123	198	112
Confidential Civil Cases:				
Adoptions	24	21	23	27
Paternity	0	1	1	0
Other:				
Special Book / Miscellaneous (See Note 3)	35	17	22	8
Hearing Minutes Entered	2,118	2,119	2,119	2,741
Jury Panels Drawn	9	9	9	17
Jury Panels Summoned	6	6	6	12
Jury Panels Reporting	5	5	5	11
Jury Trials Held	5	4	4	11

Note 1: Previously opened Mental Commitment, Delinquent Youth, and Dependent Neglect cases are re-opened under the existing case number. No new case number is generated.

Note 2: Clerks from around the State have reported a dramatic reduction in Statutory Liens being filed by the Montana Department of Revenue

Note 3: The Supreme Court Administrator's Office is phasing out the "Special Book" category in favor of placing them in specific sub-divisions of other existing categories.

Program Description

This program supports Superfund-related processes in Butte-Silver Bow as it involves and affects the government's implementation of a 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 the best available technical information and present testimony and reports. The Superfund ICP also includes implementation of the Residential Metals Abatement Program (RMAP); implementation of the Water Quality District (WQD); Geographic Information System (GIS) operations and data management/archival; and implementation of a comprehensive operation and maintenance program for remediated properties and associated storm water facilities.

Goals and Objectives

SUPERFUND ALLOCATION

In 2006, Butte-Silver Bow 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 (BPSOU) of the Butte/Silver Bow Creek Superfund Site. The agreement was amended in 2012 to expand certain duties and eliminate certain other duties. There are several activities ongoing within Butte-Silver Bow related to the performance of those duties, as follows:

2252-200-4110-54 – Data Management & GIS Operations:

Under this program account, Butte-Silver Bow performs GIS mapping and data management services (reports, archives, etc.), as well as legal and land records services (deeds, covenants, surveys, etc.) to all other projects within the Superfund Program.

2276-200-4110-34 – Water Quality District:

Under this program account, Butte-Silver Bow monitors the use of ground water throughout the City-County. Duties include implementing and enforcing ground water control areas as related to properties within Superfund areas such as Butte Priority Soils, Rocker, Clark Tailings, Montana Pole, etc.

MAJOR SHAFTS PROGRAM

In 2018, Butte-Silver Bow received the remaining balance of a multi-year grant from the State of Montana Department of Natural Resources and Conservation Resource Indemnity Trust Reclamation and Development Grant Program to investigate and repair reported subsidence related to mine shafts.

2854.200.4110.78 - Subsidence Mitigation Trust Account

Under this program account, Butte-Silver Bow inspects and performs repairs to mitigate subsidence related to mine shafts on private and publicly owned land.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 171,281	$ 177,144	$ 184,205	$ 193,963	$ 9,758	5%
Operating Expenditures	$ 17,467	$ 22,252	$ 20,892	$ 78,555	$ 57,663	276%
Total	**$ 188,748**	**$ 199,396**	**$ 205,097**	**$ 272,518**	**$ 67,421**	**33%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 188,748	$ 199,396	$ 205,097	$ 272,518	$ 67,421	33%
Total	**$ 188,748**	**$ 199,396**	**$ 205,097**	**$ 272,518**	**$ 67,421**	**33%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Asst Hlth Director	0.1	0.1	0	0
Data Manager/Planning Specialist	0.5	0.5	0.5	0
Data Manager/Special Projects Planner	0	0	0	0.5
Env Program Manager	0.2	0.2	0.2	0.2
Environmental Health Div Manager	0	0	0.1	0
Environmental Health Division Director	0	0	0	0.1
GIS Program Analyst II	0.1	1	0.1	0
GIS Program Analyst III	0.4	0.4	0	0
GIS Specialist II	0	0	0	0.4
Land Records Coordinator	0	0	0.4	0.1
Residential Metals Data Specialist	0.5	0.5	0.5	0.5
Residential Metals Sampling Specialist	0.5	0.5	0.5	0.5
Total	2.30	3.20	2.30	2.30

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Respond to Requests for Superfund or Mining Related Map Products by Producing / Plotting Maps or Providing PDFs	100%	100%	100%	100%
Respond to Reports of Identified Shafts / Hazards and Document Location for Addition to the GPS Shafts / Hazards Layer	100%	100%	100%	100%
Manage ArcGIS Online Account to Monitor Collection of Shapefiles Related to Field Evaluations, Operations and Maintenance (O & M) Data, and Storm Water Inspection Data for Incorporation into BRES Database	N/A	100%	100%	100%
Input All O & M Data Provided by Crew Members into Butte Reclamation Evaluation System (BRES) Database	100%	100%	100%	100%
Manage BRES Database by Performing Quality Control / Quality Assurance on Monthly Basis	100%	100%	100%	100%
Prepare Maps and Map Products for Incorporation into Superfund-Related Annual Reports to Regulatory Agencies	100%	100%	100%	100%
Assist with Land Use-Related Decisions Pertaining to Properties within BPSOU	100%	100%	100%	100%
Implement Education and Well Abandonment Program	100%	100%	100%	100%
Prevent Development of New Wells Within Controlled Groundwater Area	100%	100%	100%	100%
Monitor and Enforce Institutional Controls Related to Controlled Groundwater Area	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Create, Produce, and Deliver Superfund / Mining-Related Map Products within 48 Hours of Project Initiation	As Needed	130	As Needed	130
Record locations using Global Positioning System (GPS) Technology and Inspect Reported Shafts / Mine Hazards within 24 Hours of Report	As Needed	0	As Needed	As Needed
Update Shafts / Hazards Shapefile with Coordinates of Shaft / Hazard	N/A	3	As Needed	As Needed
Edit Field Data and Incorporate into BRES Program Geodatabase Twice Monthly	N/A	24	24	24
Perform Routine Monitoring of ArcGIS Online (AGOL) to Quality Assurance / Quality Control Data Collection Weekly	N/A	52	52	52
Make Field Evaluation and O & M Data Available to Regulatory Agencies and Potentially Responsible Parties (PRPs) via (AGOL)	N/A	1	1	1
Enter O & M Work Completed into Database Four or Five Days per Week	N/A	208	24	208
Prepare Site Maps for Annual Reports	2	2	2	2
Coordinate with Planning Board, Zoning Board of Adjustment, and Land Sales Committee on BPSOU-Area Land Use Projects at Least One Time Monthly	As Needed	24	As Needed	12
Perform Outreach to Well Drilling Agencies, Developers, and private citizens to Educate about the Controlled Groundwater Area	4	4	4	4
Work with Bureau of Mines and Geology to Ensure Drillers Complete Well Logs within 30 Days of Completion	N/A	4	4	As Needed
Query Bureau of Mines and Geology Permit Log	N/A	12	12	12
Ensure New Wells are Registered with Groundwater Information Center	N/A	12	12	12
Sample Domestic Wells in Butte Alluvial Groundwater Area Annually	8	8	8	20
Sample Clark Tailings Controlled Groundwater Area	4	4	4	4
Document Metals and Organics Related to Clark Tailings Sampling	1	1	1	1
Updates of WQD Database with Well Sampling Results	12	12	12	12
Prepare Outreach Materials Advising Property Owners of Sampling Results	12	12	12	12

Conduct Investigations of Reported Subsidence	N/A	N/A	N/A	As Needed
Repair and Mitigate Identified Instances of Subsidence	N/A	N/A	N/A	As Needed

Program Description

A Special Improvement District (commonly referred to as an SID) is an area of properties which petition Butte-Silver Bow to receive specific property improvements. These improvements are funded by the residents in this area. The costs are then added to their property taxes accordingly. Common improvements requested are: sidewalks, curb, gutter, water service lines, sanitary sewer/storm water features and lighting.

Goals and 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
* Supplement resolutions for the Council of Commissioners to apply 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 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 47,182	$ 53,556	$ 53,417	$ 54,629	$ 1,212	2%
Operating Expenditures	$ 29,575	$ 29,221	$ 32,890	$ 32,890	$ 0	0%
Total	**$ 76,757**	**$ 82,777**	**$ 86,307**	**$ 87,519**	**$ 1,212**	**1%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 76,757	$ 82,777	$ 86,307	$ 87,519	$ 1,212	1%
Total	**$ 76,757**	**$ 82,777**	**$ 86,307**	**$ 87,519**	**$ 1,212**	**1%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
GIS Program Analyst II	0	0	0.1	0
GIS Specialist II	0	0	0	0.1
Land Records Coordinator	0	0	0.5	0.5
SID Administrator	0.5	0.6	0	0
Total	0.50	0.60	0.60	0.60

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Allocate SID's to Correct Parcel Number in CSA	100%	100%	100%	100%
Track and Balance Parcels with SID Construction Liens	100%	100%	100%	100%
Calculate Lineal Feet of Parcels Falling Within SID Boundary	100%	100%	100%	100%
Set SID Rates for Annual Real Property Tax Statements	100%	100%	100%	100%
Reconcile Assessment Balancing Reports (CSA & Excel)	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Parcel Transfers Reviewed to Ensure Correct SID Assessment	2,000	1,874	1,700	1,930
Property Combinations and Splits Reviewed for Correct SID Assessment	89	95	111	105
SID Boundaries Maintained	127	127	129	129
SID Tax Rates Calculated	54	54	55	55
SID Tax Inquiries Reviewed and Processed	9	5	10	10

Program Description

Non-Departmental expenditures include indirect costs and services within the local government. Costs included in this function include the County Assessor, independent audits, internal control, as well as miscellaneous employee costs such as termination compensation. Segments falling within this budget section are detailed below:

1000.999.4105.32 - Independent Audits and Investment Fees

This function covers the indirect costs of Financial Statement audits, along with audit requirements of the Office of Management and Budget's Super-Circular 2CRF Part 200 related to federal awards. In addition, it covers investment fees and costs associated with the investment activities of the local government.

1000.999.4105.90 - Assessor

The County Assessor is an elected position. The Assessor is responsible for assessing personal property and business taxes, maintaining parcel and tax records, reviewing records for accuracy, issuing refunds, and filing reports with the State of Montana. Butte-Silver Bow does have a cost sharing agreement with the State of Montana for the County Assessor's salary.

1000.999.4108.90 - Employee Associated Costs

This budget accounts for administrative costs associated with the Employee Health Insurance Flex Plan and the Employee Assistance Program (EAP). The fund also is used to cover all or partial amounts of the payout of key employees when positions are vacated and the vacancy saving process is not practical or results in additional costs such as overtime or contracted services. The funds also allow for the availability of some budget authority during an emergency situation.

3620.999.4112.01 & 4610.999.4112.01 - Debt Service for Aquatic Facility and Recreation Complex

On June 7, 2016, the electors of the City-County authorized the issuance of $7,200,000 of general obligation bonds for the construction of an aquatic and recreation complex at Stodden Park. This section of the budget relates to the capital project and debt service funds associated with this project.

4040.999.4112.01 - Capital Improvement Facility Administration

Larger capital improvements within tax supported funds are accounted for within this capital project budget. Specific improvements vary between budget years.

Goals and Objectives

Independent Audits and Investment Fees

* Utilize independent auditors, to ensure accurate accounting and financial statements for the taxpayers of Butte-Silver Bow
* Review investment costs and fees regularly, to determine feasibility

Assessor

* Provide accurate valuation of City-County property as required by law
* Work in conjunction with the Treasurer to minimize the number of delinquent tax properties
* Provide excellent customer service to Butte-Silver Bow taxpayers

Other

* Appropriately account for and prudently monitor other activities within this budget, including certain employee associated costs, as well as certain debt service and capital project activities within tax supported funds

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 117,408	$ 219,306	$ 347,856	$ 350,343	$ 2,487	1%
Operating Expenditures	$ 143,618	$ 249,122	$ 526,255	$ 227,258	$ -298,997	-57%
Debt Services	$ 0	$ 0	$ 680,850	$ 2,102,850	$ 1,422,000	209%
Captial Outlay	$ 0	$ 1,370,773	$ 6,724,866	$ 1,608,244	$ -5,116,622	-76%
Total	**$ 261,026**	**$ 1,839,201**	**$ 8,279,827**	**$ 4,288,695**	**$ -3,991,132**	**-48%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 261,026	$ 375,668	$ 558,791	$ 570,101	$ 11,310	2%
Debt Service	$ 0	$ 38,000	$ 728,350	$ 2,107,850	$ 1,379,500	189%
Capital Project	$ 0	$ 1,425,533	$ 6,992,686	$ 1,610,744	$ -5,381,942	-77%
Total	**$ 261,026**	**$ 1,839,201**	**$ 8,279,827**	**$ 4,288,695**	**$ -3,991,132**	**-48%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Assessor	1	1	1	1
Total	1.00	1.00	1.00	1.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Earn Certificate of Achievement for Excellent Financial Statement Reporting from GFOA	100%	100%	100%	100%
Review Investment Fees for Feasibility	Monthly	Monthly	Monthly	Monthly
Maintain Assessor Cost-Sharing Agreement with the State of Montana by Filing Annual Report	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Full Audit of City-County Financial Statements and Supporting Documentation	1	1	1	1
Phone/Email Contact with Investment Company Representatives (minimum)	12	12	12	12
City-County Parcels Assessed	21,754	21,375	21,260	21,500
Certification of Value Reports Filed with State of Montana	1	1	1	1

PUBLIC SAFETY (D)

Program Description

The Office of Sheriff serves as the Police and Sheriff for the City-County of Butte-Silver Bow. Activities of the Butte-Silver Bow Law Enforcement Department include operating the Detention Center; overseeing/ operating the 911 Center and Dispatch; apprehending/arresting individuals committing or attempting to commit public offenses; serving legal papers; suppressing breaches of peace, riots and insurrections; performing crime prevention/deterrence activities; providing traffic and patrol services; facilitate evidence collection, investigating crimes, testifying in court proceedings and administering various community relation and prevention programs.

SHERIFF'S OFFICE

* 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 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.

DETENTION CENTER

* The purpose of the Butte-Silver Bow Detention Center is to provide security for the citizens of Butte-Silver Bow and safety for both the staff and the inmates in a professional manner.
* Detention Center personnel are responsible for performing their duties as effectively as possible.
* The Detention Center provides secure, constitutional and humane care for adult male and female inmates. The inmates are on pretrial status (until disposition of their cases) and/or post trial status (awaiting transfer to another facility to serve the remainder of their sentence).
* 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. Montana Code Annotated (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

SHERIFF'S OFFICE:

* Maintain a high level of service to citizens of Butte-Silver Bow
* Recruit and retain the best possible police officers; hire quality civilian employees
* Provide quality training for every position in the department
* 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
* Enforce traffic laws, expedite the safe movement of traffic and pedestrians, and investigate accidents
* Establish collaborative, community problem solving partnerships
* Take equal and timely enforcement action on violations of criminal law
* Take necessary steps toward crime prevention
* Provide services consistent with statutory requirements
* Continue to work with our federal and state partners on task forces that promote multi-jurisdictional enforcement initiatives and information sharing
* Continue to strengthen partnerships with the public school system, through utilization of School Resource Officers (SRO) and all police personnel, in order to provide a safer environment for students and faculty

DETENTION CENTER:

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

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 8,651,382	$ 9,090,144	$ 9,670,897	$ 9,151,723	$ -519,174	-5%
Operating Expenditures	$ 1,655,998	$ 1,598,653	$ 2,064,848	$ 2,158,600	$ 93,752	5%
Debt Services	$ 1,043,688	$ 1,057,088	$ 1,080,000	$ 0	$ -1,080,000	-100%
Captial Outlay	$ 27,757	$ 48,971	$ 194,748	$ 159,800	$ -34,948	-18%
Total	**$ 11,378,825**	**$ 11,794,856**	**$ 13,010,493**	**$ 11,470,123**	**$ -1,540,370**	**-12%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 10,126,418	$ 10,557,936	$ 11,575,639	$ 11,067,436	$ -508,203	-4%
Special Revenue	$ 208,369	$ 179,332	$ 353,354	$ 402,687	$ 49,333	14%
Debt Service	$ 1,044,038	$ 1,057,588	$ 1,081,500	$ 0	$ -1,081,500	-100%
Total	**$ 11,378,825**	**$ 11,794,856**	**$ 13,010,493**	**$ 11,470,123**	**$ -1,540,370**	**-12%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
911 Coordinator	1	1	1	1
Admin Support Asst/Civil & Payroll Secretary	0	0	0	1
Admin Support Asst/Detective Secretary	0	0	0	2
Admin Support Asst/Records & Warrants Secretary	0	0	0	1
Administrative Staff	4	4	4	0
Captain	3	3	3	3
Civil Deputy	0	0	1	1
Confirmed Officer	29	26	26	29
Cook	3	3	3	3
Detective	4	4	3	5
Detective/Lieutenant	0	1	1	0
Detective/Sergeant	2	2	2	2
Detention Officer	22	23	22	22
Detention Officer/Sergeant	6	5	6	6
Detention Officer/Supervisor	1	1	1	1
Dispatcher	9	9	9	10
Kitchen Supervisor/Staff	1	1	1	1
Law Enforcement Office Coordinator	1	1	1	1
LEA/Detention Cntr Budget Proj Coord	0	0	0	1
LEA/Detention Cntr Budgt Proj Coord	1	1	1	0
LEA/Detention office Project Technician	1	1	0	0
Lieutenant	2	3	3	3
Non-Confirmed Officer	3	4	5	2
Sergeant	6	6	6	6
Sheriff	1	1	1	1
Undersheriff	1	1	1	1
Total	101.00	101.00	101.00	103.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
TIME MEASURES (MINUTES)				
Average Response Time of Officers (Entire County Including Melrose, Divide, Ramsay, Fairmont, Walkerville, 9-Mile)	10.31	9.81	10.31	9.54
Average Time of Officer on Scene	19.87	20.27	19.87	19.63
VOLUME MEASURES (NUMBER OF…)				
Calls for Service Resulting in Officer on Scene	28,998	28,033	28,998	28,216
Calls for Service Resulting in Officer on Scene 1-14 min.	19,339	18,284	19,339	19,008
Calls for Service Resulting in Officer on Scene 15-60+ min.	9,659	9,749	9,659	9,208
DUI Violations (Citation Summary)	108	115	108	123
MIP Violations (Citation Summary)	85	53	85	128
MONETARY MEASURES				
Inmate Boarding Fees Collected From Outside Agencies	$438,204	$564,888	$419,102	$120,000
Medical Reimbursement Fees Collected from Inmates	$4,981	$2,840	$5,418	$4,320
PERCENTAGE MEASURES				
Case Clearance Rate (Goal 70% or More)	73%	72%	73%	73%
Fiscal Year Expenditures Under Approved Budget	100%	100%	100%	100%
Open Door Policy for LED Personnel to Office of Sheriff	100%	100%	100%	100%
Sexual & Violent Offenders Data Up-to-Date	100%	100%	100%	100%
National Incident Based Reporting to State	100%	100%	100%	100%
POST Certified Training for All New Police Recruits	100%	100%	100%	100%
Maintain High Standards/Procedures for Recruit Hiring	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Existing BSB Sworn Officers Per 1,000 BSB Residents	1.49	1.49	1.49	1.49
Target Sworn Officers Per 1,000 Residents	1.91	1.91	1.91	1.91
Total Existing Sworn Officers (Including SROs, Traffic, Det., Admin.)	51	51	51	51
BSB Sworn Officers Needed to Meet Target	65	65	65	65
BSB Sworn Officers Short of Target	14	14	14	14
Total Existing Patrol Officers (Not SRO, HA, Capt., Det., Admin, Traffic)	37	37	37	37
Average Sworn Patrol Officers per Shift (3 Shifts / Day)	5	5	5	5
Average Dispatch Calls per Patrol Officer per Year	912	887	878	887
Calls for Service (CAD Summary)	33,735	32,816	31,196	31,939
Calls Received at 911 Dispatch Center (CAD Summary)	38,694	37,084	37,300	37,698
Civil Papers Served or Attempted to Serve	1,537	1,850	1,490	1,581
Arrestees (Arrest Summary)	3,747	3,915	3,929	3,926
Traffic Stops (CAD Summary on Scene)	4,552	4,101	5,169	4,820
Cases (IBR Summary)	4,964	5,430	4,761	5,019
Part 1 Crime Cases (Murder, Rape, Robbery, Larceny, Aggravated Assault, Burglary, Vehicle Theft) (FY IBR Summary)	452	584	375	447

Program Description

The purpose of the Coroner's Office is to investigate deaths, within the City-County of Butte-Silver Bow, which occur from "other than natural causes." The Coroner is an elected position with a four year term. The Coroner appoints Deputy Coroners who are recognized as independent contractors. Deputy Coroners receive a flat rate of $50 per call.

The activities of the office include: investigation of deaths involving foul play; conduct investigations with appropriate law enforcement agencies; maintain records of inquiries as required by good practice and by law; arrange forensic autopsies as applicable; conduct inquests upon the instructions of the County Attorney or Attorney General; impanel juries and summon witnesses at inquests.

Goals and Objectives

* Maintain the highest level of professionalism while determining cause of death
* Utilize "common practice" procedures to create an efficient and effective system of investigating deaths
* Attend continuing education courses to obtain advanced knowledge pertaining to Coroner duties
* Provide timely information to citizens of Butte-Silver Bow about current investigations
* Provide necessary equipment to Coroner and Deputy Coroner staff

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 75,070	$ 75,712	$ 87,532	$ 80,935	$ -6,597	-8%
Operating Expenditures	$ 35,363	$ 48,023	$ 47,415	$ 55,303	$ 7,888	17%
Total	**$ 110,433**	**$ 123,735**	**$ 134,947**	**$ 136,238**	**$ 1,291**	**1%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 110,433	$ 123,735	$ 134,947	$ 136,238	$ 1,291	1%
Total	**$ 110,433**	**$ 123,735**	**$ 134,947**	**$ 136,238**	**$ 1,291**	**1%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Coroner	1	1	1	1
Total	1.00	1.00	1.00	1.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME MEASURES (NUMBER OF…)				
Deaths Reported to Coroner's Office	346	356	345	360
Cases Requiring a Cremation Authorization	188	222	195	220
Cases Requiring an Investigator On-Site	148	134	145	140
Cases Requiring Multiple Coroner's Office Investigators	N/A	29	20	35
Number of Cases Requiring an Autopsy be Completed	N/A	18	32	24
Cases Requiring "Outside" Agency Investigation	N/A	0	2	1
Cases Requiring a Coroner's Jury to be Impaneled	N/A	1	1	1
PERCENTAGE MEASURES				
Calls Reported To Within 30 Minutes	97%	98%	97%	98%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME MEASURES (NUMBER OF…)				
Natural Cause Deaths Investigated	114	104	97	112
Suicide Deaths Investigated	11	8	15	13
Accidental Deaths Investigated	18	19	20	23
Homicidal Deaths Investigated	3	0	2	2
Other Deaths Investigated	10	2	13	8
Could Not Be Determined	1	1	2	2

Program Description

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

EMERGENCY PREPAREDNESS AND RESPONSE

* 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

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

COMMUNITY ENGAGEMENT

* Facilitate an informed and prepared community for those who live, work, and visit within the City and County and develop citizen volunteer opportunities through the Local Emergency Planning Committee

TRAINING EXERCISES

* 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 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 143,422	$ 147,258	$ 148,871	$ 154,906	$ 6,035	4%
Operating Expenditures	$ 79,502	$ 69,334	$ 122,726	$ 101,362	$ -21,364	-17%
Captial Outlay	$ 73,118	$ 181,015	$ 77,343	$ 145,800	$ 68,457	89%
Total	**$ 296,042**	**$ 397,607**	**$ 348,940**	**$ 402,068**	**$ 53,128**	**15%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 296,042	$ 397,607	$ 348,940	$ 402,068	$ 53,128	15%
Total	**$ 296,042**	**$ 397,607**	**$ 348,940**	**$ 402,068**	**$ 53,128**	**15%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Account Specialist	0	0	0.75	0.75
Accounting Specialist	0	0.75	0	0
Accounting Tech	0.75	0	0	0
Emergency Management Coordinator	1	1	1	1
Total	1.75	1.75	1.75	1.75

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Prepare and Maintain Plans, Procedures, and Guidelines to be Compliant with Appropriate Federal, State, and Local Initiatives and Programs	100%	100%	100%	100%
Provide 3 Annual Training and Exercise Opportunities to Public, Non-Profit, and Private Sector Entities to Practice and Refine Emergency Management Capabilities	100%	100%	100%	100%
Maintain Compliance with Federal National Incident Management System Requirements by Submitting 1 Annual Report to the State DES and 4 Quarterly Updates to the Council of Commissioners on Emergency Management	100%	100%	100%	100%
Continue to Administer a Comprehensive Emergency Preparedness Website	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Response Plans Reviewed, Developed or Updated	2	4	4	6
Community Outreach Presentations	5	4	7	5
Training and Exercises Attended or Convened	5	11	10	10
Ensure City-County Compliance with Federal National Incident Management System Requirements	1	1	1	1
Local Emergency Planning, Fire Protection, Interoperability, Regional and State Committee Commitments	10	25	15	25

Program Description

Working through the Planning Department, 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 International Building Codes, as adopted by the governing body. Specific activities include controlling the design, construction, use, occupancy and location of all buildings and structures by enforcing applicable codes. The Office enforces the International Mechanical, Fuel Gas, Building, Residential, Existing Building, Energy Conservation, National Electric, NFPA 99C Gas and Vacuum System, ANSI - ICC/ANSI A117.1, and Uniform Plumbing codes and is responsible to review all building plans and issue respective permits.

Goals and Objectives

* Effectively administer the Butte-Silver Bow Building Codes;
* 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 appropriate code;
* Expand upon the use of the City-County website relating to the permitting process. Provide more information as needed and analyze the capability of beginning the permit process from this location;
* Analyze the current permit applications and begin modifying in accordance to what is required by the Building Codes and what would be the most relevant information in today's industry;
* Improve upon educating contractors and the general public in what type of projects require permitting and the relevant codes related to those projects;
* Continue to work towards the automation of the permitting process for submitting applications and receiving permits.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 237,379	$ 233,765	$ 250,892	$ 257,739	$ 6,847	3%
Operating Expenditures	$ 38,067	$ 39,768	$ 48,772	$ 55,312	$ 6,540	13%
Captial Outlay	$ 0	$ 0	$ 0	$ 35,000	$ 35,000	N/A
Total	**$ 275,446**	**$ 273,533**	**$ 299,664**	**$ 348,051**	**$ 48,387**	**16%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 275,446	$ 273,533	$ 299,664	$ 348,051	$ 48,387	16%
Total	**$ 275,446**	**$ 273,533**	**$ 299,664**	**$ 348,051**	**$ 48,387**	**16%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Building Official	0.8	0.8	0.8	0.8
Department Director	0.35	0.35	0.35	0.35
Electrical Inspector	0.75	0.75	0.75	0.75
Secretary	1	1	1	1
Total	2.90	2.90	2.90	2.90

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Building Permit Inspection Requests Scheduled Within 24 Hours	100%	100%	100%	100%
Plumbing Permit Inspection Requests Scheduled Within 24 Hours	100%	100%	100%	100%
Mechanical Permit Inspection Requests Scheduled Within 24 Hours	100%	100%	100%	100%
Electrical Permit Inspection Requests Scheduled Within 24 Hours	100%	100%	100%	100%
Residential Plan Review Completed Within 5 Working Days	100%	100%	100%	100%
Commercial/Industrial Plan Reviews Completed Within 15 Working Days	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Building Permits Received, Processed, Reviewed and Issued	392	425	422	446
Sign Permits Received, Processed, Reviewed and Issued	27	46	30	48
Plumbing Permits Received, Processed, Reviewed and Issued	82	77	91	80
Mechanical Permits Received, Processed, Reviewed and Issued	63	56	75	70
Electrical Permits Received, Processed, Reviewed and Issued	330	349	383	366
Demolition Permits Received, Processed, Reviewed and Issued	48	28	50	30
Moving Permits Received, Processed, Reviewed and Issued	0	2	1	2

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 and/or monitoring of youth offenders. The Probation Officers and staff are employees of the State of Montana.

Goals and Objectives

* Continue to apply for grant funds, on an annual basis, from the State of Montana Board of Crime Control to obtain funding for juvenile detention programs
* Remit quarterly reimbursement reports to obtain grant funds to offset juvenile detention costs
* Control costs associated with juvenile detention by using step-down detention measures
* Continue to implement programs to reduce the number of juveniles placed in detention facilities

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Operating Expenditures	$ 221,441	$ 122,472	$ 239,700	$ 239,700	$ 0	0%
Total	**$ 221,441**	**$ 122,472**	**$ 239,700**	**$ 239,700**	**$ 0**	**0%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 221,441	$ 122,472	$ 239,700	$ 239,700	$ 0	0%
Total	**$ 221,441**	**$ 122,472**	**$ 239,700**	**$ 239,700**	**$ 0**	**0%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
There are no employees associated with this section.	0	0	0	0
Total	0.00	0.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Apply for Grant Funds from the State of Montana Board of Crime Control	100%	100%	100%	100%
Remit Quarterly Reimbursement Reports to Obtain Grant Funds	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Youth Detained (Unduplicated)	19	20	25	25
Total Days Youth Detained	304	418	170	450
Average Number of Days Placed at Detention Facility	16	18	17	18
Youth Assigned to Electronic Monitor/Global Positioning System (GPS)	2	0	4	4
Average Number of Days Electronic Monitoring/GPS Utilized	4	0	60	14

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.

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.

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, and public outreach programs designed in keeping the public safe. These services will be provided to the highest national standards consistent with the resources that are available.

PROGRAMS:

Operations

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

Fire Marshall's Office

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

Goals and 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 the most 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 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 4,518,295	$ 4,622,955	$ 4,951,228	$ 4,367,099	$ -584,129	-12%
Operating Expenditures	$ 671,424	$ 459,549	$ 532,608	$ 555,271	$ 22,663	4%
Debt Services	$ 148,175	$ 209,043	$ 213,582	$ 124,600	$ -88,982	-42%
Captial Outlay	$ 470,427	$ 529,250	$ 170,844	$ 319,511	$ 148,667	87%
Total	**$ 5,808,321**	**$ 5,820,797**	**$ 5,868,262**	**$ 5,366,481**	**$ -501,781**	**-9%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 5,705,291	$ 5,718,643	$ 5,816,630	$ 5,366,481	$ -450,149	-8%
Debt Service	$ 103,030	$ 102,154	$ 51,632	$ 0	$ -51,632	-100%
Total	**$ 5,808,321**	**$ 5,820,797**	**$ 5,868,262**	**$ 5,366,481**	**$ -501,781**	**-9%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Appointed Firefighter	3	0	0	5
Asst Chief /Fire Prevention	1	1	1	0
Asst Chief/Fire Prevention	0	0	0	1
Battalion Chief	4	4	4	4
Captain	8	8	8	8
Dispatcher	2	2	2	2
Fire Services Director	1	1	1	1
Firefighter I	0	0	1	1
Firefighter II	2	0	0	1
Firefighter III	15	19	17	14
Office Manager	0.8	0.8	0.8	0.8
Probationary Firefighter	0	1	3	3
Total	36.80	36.80	37.80	40.80

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Respond to All Incidents in Under 4 Minutes	70%	64%	70%	70%
Provide Adequate Training to All Firefighters in Complying with National Standards and NFPA Guidelines	80%	85%	85%	90%
Enforce and Inspect Life Safety Issues as They Pertain to the Adopted Fire Code	90%	90%	90%	90%
Provide Adequate Continuing Education for Emergency Medical Technicians to Include Additional Endorsements	90%	95%	90%	95%
Conduct at Least 10 Public Outreach Presentations for Fire Prevention and Safety Throughout the Community Each Year	110%	120%	100%	100%
Conduct Timely and Competent Fire Cause/Origin Investigations of all Fires	100%	100%	100%	100%
Maintain High Standards for Recruitment and Selection of Firefighters and Fire Officers Within Department	100%	100%	100%	100%
Accurate Reporting to National Fire Incident Reporting System	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
TIME INDICATOR (MINUTES)				
Average Emergency Incident Response Time	4.02	4.37	4	4.37
VOLUME INDICATORS (NUMBER OF…)				
Service Calls Answered	3,666	3,743	3,800	3,900
Fire-Related Civilian Injuries	5	2	0	2
Fire-Related Civilian Fatalities	1	0	0	0
Life Safety/Code Inspections	203	427	220	427
Plans Review	68	109	75	109
Burning Permits Issued	174	57	200	200

Program Description

The Crime Control Grant 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 advocate training opportunities
* Recruiting and training victim/witness volunteers
* Providing community outreach through presentations in person, as well as publishing information via media, brochures, and newsletters
* Providing referrals to individuals needing assistance from other agencies
* Providing information, support, and legal assistance through the County Attorneys' office
* Providing assistance with victims' compensation, Victim Impact Statements and restitution requests
* Assisting individuals with Orders of Protection
* Providing assistance with MT Legal Aide, Silver Bow's Law Library, Safe Space, and the Sheriff Department

Goals and 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 assist victims/witnesses in preparing for upcoming court dates
* Collaborate with Safe Space to ensure that all the needs of domestic violence/sexual assault victims are being met and that the victim understands the criminal process as well as the healing process
* Deliver brochures to various agencies providing information regarding the County Attorney's Victim Advocate Services
* Refer victims to housing agencies to include Section 8, the Public Housing Authority and Action Inc.
* Give referral packets to victims for therapeutic help
* Refer victims to community agencies including: Safe Space, Montana Legal Aide, Department of Public Health and Human Services (Child Protective Services, Adult Protective Services, TANF, food stamps, etc.), The Vine Hotline, Career Futures, Butte Job Service, Adult Protective Team and the Sheriff's Department
* Help victims with Victim Compensation Forms and inform all victims of this service
* Assist individuals with Temporary Orders of Protection and guide them through the process
* Familiarize children with the court process so they are comfortable with their surroundings; also work with the local Child Evaluation Center to ensure all needs of the child victim are being met
* Support the victim during interviews with police, medical providers and the County Attorney's office
* Work with local media outlets to strengthen the public's awareness of available services for victims
* Assist victims in writing Victim Impact Statements as well as filling out restitution forms

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 62,146	$ 58,517	$ 99,708	$ 117,963	$ 18,255	18%
Operating Expenditures	$ 20,247	$ 27,346	$ 52,236	$ 52,010	$ -226	0%
Total	**$ 82,393**	**$ 85,863**	**$ 151,944**	**$ 169,973**	**$ 18,029**	**12%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 82,393	$ 85,863	$ 151,944	$ 169,973	$ 18,029	12%
Total	**$ 82,393**	**$ 85,863**	**$ 151,944**	**$ 169,973**	**$ 18,029**	**12%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Vic/Wit Clerk	0	0	0	0.75
Vic/Wit Program Director	0	0	0	1
Vict/Wit Clerk	0	0	1	0
Vict/Wit Program Director	1	1	1	0
Total	1.00	1.00	2.00	1.75

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME MEASURES (NUMBER OF…)				
Victims Successfully Assisted	211	298	325	400
Temporary Restraining Order Requests Granted	91	194	100	125
Stay Away Letters Provided	65	39	65	65

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Speaking Engagements	10	2	10	5
Referrals To and From Other Agencies	30	47	60	55
Temporary Restraining Order Requests	91	194	125	150
Stay Away Letters	65	32	75	60

Program Description

Justice Assistance Grant (JAG) funds are used to support a broad range of activities/programs related to basic Law Enforcement and DUI Court.

Within Law Enforcement, JAG funds support the procurement of tasers with applicable training and duty rounds, digital recording and camera equipment, body wire equipment, surveillance equipment, computer hardware and software, a wrestling/training mat, a crime-scene trailer, a police vehicle and other equipment directly related to basic law enforcement functions.

JAG funds are used to enhance existing Driving Under the Influence (DUI) Court operations.

Goals and Objectives

Although there are many factors associated with law enforcement, the Butte-Silver Bow Law Enforcement Department's (BSB LED) JAG Grant projects seek to support a range of activities to assist in the prevention and control of crime and Basic Law Enforcement Programs consisting of the acquisition and implementation of computers, other equipment and supplies to enhance local law enforcement efforts. These acquisitions will assist in the investigation and prevention of crime, as well as controlling crime through the enhancement of law enforcement initiatives and the judicial process.

DUI Court enhancement funding ensures the ability to consistently meet and exceed all the "Best Practices Standards" for the DUI Courts set by the National Association of Drug Court Professionals (NADCP) and National Center of Driving While Intoxicated Courts (NCDC). The funds will help to focus on increased collaboration with city courts and other organizations to ensure increased community outreach goals are met, and the DUI Court is able to service all participants. Also, the funds will be used to contract with an evaluator who regularly conducts team interviews, helps design the data collection system to reflect goals and objectives, monitors data collection and authors the BSB DUI Court annual evaluations.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 1,535	$ 0	$ 0	$ 0	$ 0	N/A
Operating Expenditures	$ 14,958	$ 18,420	$ 113,693	$ 130,054	$ 16,361	14%
Total	**$ 16,493**	**$ 18,420**	**$ 113,693**	**$ 130,054**	**$ 16,361**	**14%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 16,493	$ 18,420	$ 113,693	$ 130,054	$ 16,361	14%
Total	**$ 16,493**	**$ 18,420**	**$ 113,693**	**$ 130,054**	**$ 16,361**	**14%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Administration Costs	1	0	0	0
There are no employees associated with this section.	0	0	0	0
Total	1.00	0.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Successfully Manage JAG Grants	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Number of Grants Managed	1	1	2	2

Program Description

This budget includes the operation of the City-County Law Enforcement Commission. The purpose and scope of the Commission is defined in Chapter 2.24 of the City-County Municipal Code. In general, the Commission, which consists of appointed citizens of the City-County, has the authority to examine new applicants, appointments and promotions within the Law Enforcement Department and make recommendations accordingly. They also have the jurisdiction and duty to hear and decide all appeals of any disciplinary action taken against any members or officers of the Law Enforcement Department, all in accordance with the provisions of the Montana Municipal Police Force Law and the Butte-Silver Bow Local Government Charter.

In addition, the Sheriff's Office acquires, on average, three patrol vehicles each year with the capital improvements portion of this budget. Appropriations for these vehicles are funded primarily from a surcharge and allocation (21%) of traffic citation revenues.

Goals and Objectives

* Continue to allocate traffic citation revenues efficiently and effectively in order to ensure the purchase of new police vehicles

* Maintain a Law Enforcement Commission as outlined in City-County Municipal Code, Chapter 2.24

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Operating Expenditures	$ 3,300	$ 3,300	$ 4,470	$ 4,470	$ 0	0%
Captial Outlay	$ 83,502	$ 8,709	$ 189,099	$ 228,000	$ 38,901	21%
Total	**$ 86,802**	**$ 12,009**	**$ 193,569**	**$ 232,470**	**$ 38,901**	**20%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 3,300	$ 3,300	$ 4,470	$ 4,470	$ 0	0%
Capital Project	$ 83,502	$ 8,709	$ 189,099	$ 228,000	$ 38,901	21%
Total	**$ 86,802**	**$ 12,009**	**$ 193,569**	**$ 232,470**	**$ 38,901**	**20%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
There are no employees associated with this section.	0	0	0	0
Total	0.00	0.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Number of New Police Vehicles Purchased (Annually)	3	0	3	3
Police Commission Meetings Held (Annually)	12	12	12	12

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
MONETARY INDICATOR				
Traffic Citation Surcharge Allocated to Police Commission for Purchase of New Police Cars	$77,563	$84,636	$75,000	$75,000

PUBLIC WORKS (E)

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 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 re-constructs 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 Division maintains approximately 425 miles of maintained roadways and 150 miles of unmaintained roads, over 7,000 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-ways; striping roads, crosswalks and walkways; sweeping roads; and implementing a crushing and hot plant operation. In addition, the Road Division deals with budget issues, right-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 6 to 8 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, 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 an Administration Section, a Purification and Treatment Section, and a 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 $85 million in capital improvements 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 12 full-time employees in the Administration Section of the Water Utility.

* The Purification and Treatment Section of the Water Utility Division is responsible for operation and maintenance of water sources and the filtration and treatment of the community's water supplies. There are 13 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 Butte-Silver Bow'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 19 employees in the Transmission and Distribution Section of the Water Utility.

* In total, 44 employees work for Butte-Silver Bow 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 a Collection and Transmission Section and a Treatment and Disposal Section.

* The Collection and Transmission Section is responsible for providing sewer tap connections, inspecting catch basin and sewer lines, operating and maintaining 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 operations and maintenance of the treatment facility, testing, sampling collection, and performance reporting to the EPA and the Montana Department of Environmental Quality.

* In total 25 employees work for the Butte-Silver Bow 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 7 full-time employees.

CEMETERY

* The Butte-Silver Bow Cemetery Division maintains cemetery grounds, including trees/shrubs, landscape and irrigation systems, roads, and buildings. They perform burial and other services as needed. They also preserve and maintain all cemetery contracts and burial records.

Goals and Objectives

ROAD

Goal:

* Provide a transportation system and services that focus on quality, safety, cost effectiveness, and sensitivity to the environment

Objectives:

* Develop a budget for the Road Plan that encompasses both the necessary equipment and labor needs for budget planning and implementation
* Ensure safety of the public by providing the best quality roads possible with available funding
* Participate in Dust Abatement Policies to ensure air and water quality
* Continue to improve drainage by re-shaping ditches and installing culverts
* Continue to maintain signs and install new ones as required by state guidelines
* Create and implement gravel and paved road management systems to provide data driven priority projects

WATER UTILITY DIVISION

Goal:

* Provide safe, reliable, and affordable drinking water to Butte-Silver Bow

Objectives:

* Replace all deteriorated, leaking and undersized water mains in Butte-Silver Bow
* Promote water conservation
* Continue to replace deteriorated transmission line from Basin Creek Reservoir
* Continue to replace deteriorated transmission line from the Big Hole River
* Incrementally meter all water system service connections within the next five years

METRO SEWER

Goal:

* Provide safe and reliable treatment, disposal and transmission of both storm water and waste water to Butte-Silver Bow consumers

Objectives:

* Provide for a public education and outreach program to discuss impacts of storm water discharges on receiving waters
* Provide sufficient public participation regarding the storm water management program
* Map and plan for elicit discharge detention to help eliminate storm water discharges to surface water
* Repair and replace deteriorated, leaking and undersized sanitary sewer mains
* Continue routine maintenance of sanitary sewer mains by jetting, camera imaging, and root removal as necessary

SOLID WASTE

Goal:

* 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
* Utilize vertical expansion cell for remainder of useful life, approximately four years
* Implement more precise methodology of weighing refuse - using weights rather than volume
* Divert as many recyclable items as possible from the waste stream

CEMETERY

Goals:

* Provide prompt, professional, timely burial services to the community that focus on quality, safety and cost effectiveness and sensitivity to individuals
* Provide a beautiful and safe environment for final resting place and for visitation by public

Objectives:

* Continue to maintain grounds, trees/scrubs, buildings, irrigation system, roads
* Continue to provide public access to burial information and burial grounds
* Continue to work with individuals, families, and organizations to locate and enhance individual graves
* Continue to work with mortuaries, families and individuals to schedule and implement accurate, professional and compassionate burial services
* Continue to maintain and store all cemetery records from 1955 to present time

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 8,010,797	$ 8,650,966	$ 9,167,622	$ 9,435,223	$ 267,601	3%
Operating Expenditures	$ 13,176,004	$ 14,309,082	$ 10,576,755	$ 10,787,489	$ 210,734	2%
Debt Services	$ 719,475	$ 920,639	$ 2,298,814	$ 2,137,491	$ -161,323	-7%
Captial Outlay	$ 1,489,090	$ 885,074	$ 10,746,393	$ 8,600,978	$ -2,145,415	-20%
Total	**$ 23,395,366**	**$ 24,765,761**	**$ 32,789,584**	**$ 30,961,181**	**$ -1,828,403**	**-6%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 565,057	$ 603,524	$ 565,140	$ 563,093	$ -2,047	0%
Special Revenue	$ 4,573,209	$ 3,262,823	$ 5,337,774	$ 6,937,021	$ 1,599,247	30%
Enterprise	$ 18,257,100	$ 20,899,414	$ 26,886,670	$ 23,461,067	$ -3,425,603	-13%
Total	**$ 23,395,366**	**$ 24,765,761**	**$ 32,789,584**	**$ 30,961,181**	**$ -1,828,403**	**-6%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Accounting Specialist III	1.92	0.92	0.92	0
Accounting Supervisor	0	1	1	1
Acct/Sys Analyst	1	1	1	1
Administrative Asst	0	0	0	1.64
Budget Analyst	0	0	0	1
Bus Mgr/CR Mgr/Shop Mgr	1	1	1	1
Carpenter	1	1	0	0
CBD Worker	0.5	0.5	0.5	0.5
Cemetery Coordinator	1	1	1	1
Central Serv Prog Mgr	1	1	1	0
Chief Operator	1	1	2	2
Construction Foreman	0	0	0	2
Construction Forman	1	1	1	0
Customer Service Rep	5.5	6	4	4
Electrician	2	2	3	2
Engineer Technician	2	2	2	2
General Foreman	1	1	1	1
Golf Course & Pool Manager	0	0	0	0.06
Golf Course Manager	0	0	0.08	0
Golf Pro/Driving Range	0	0.08	0	0
Graphics Tech	1	1	0	0
Inspector	2	5	5	2
Laborer	18	18.5	18	18
Landfill Attendant	0	0	0	2
Landfill Manager	0	0	1	1
Leakman	7	7	7	7
Leakman Foreman	0	0	0	1
Leakman Forman	1	1	1	0
Locator	1	1	1	1
Maintenance Foreman	0	0	0	1
Meter Reader	2	2	2	1
Metro Operator	4	4	0	0
Metro Rate Superintendent	1	1	1	1
Metro Superintendent	1	1	0	0
Office Manager	1	1	1	0
Operating Engineer	1	1	0	0
Operations Manager	1.75	1.75	1.88	1
Operator	32	32	35	33

Painter	1	1	0	0
Plant Superintendent	0	0	1	0
Plant Supervisor	0	0	1	1
Project Manager	0	0	0	0.88
Public Works Director	0.8	0.8	0.8	0.8
PW Project Coordinator	1	0	0	0
Road Foreman	1	1	1	1
Scale Attendants	2	2	2	0
Shop Watchman/ Laborer	0	0	0	0.15
Shop Watchman/Laborer	0	0	0	0.75
Special Projects Developer / Grant Writer	0	0	0	0.5
Summer Help	0	0	0	1
Superintendent	2	2	0	0
Sys Analyst/Meters	0	0	1	0
System Analyst/Meters	0	0	0	1
Teamster	6.25	7.25	7.25	7.25
Utility Div Operations Mgr	0.75	0.75	0.75	0.75
Water Treatment Supervisor	0	0	0	1
Total	108.47	112.55	108.18	105.28

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
ROAD				
Maintain Safe, Reliable Roadways Throughout the County	100%	100%	100%	100%
Answer Emergency Calls Within 48 Hours	100%	100%	100%	100%
Complete Special Projects Throughout the County	100%	100%	100%	100%
WATER UTILITY DIVISION				
Provide Safe Clean Drinking Water That Meets Regulatory Standards	100%	100%	100%	100%
Service All Hydrants Once Annually	100%	100%	75%	100%
Promote Water Conservation by Implementing Sprinkling Restrictions	100%	100%	100%	100%
Repair Leaking Water Lines	100%	100%	100%	100%
METRO SEWER				
Complete Sanitary Sewer Master Plan	0%	0%	0%	0%
Continue Scheduled Maintenance to the Collection System to Prevent Backups	100%	100%	100%	100%
Recycle Metro Bio-Solids	100%	100%	100%	100%
Complete Upgrade of Wastewater Treatment Plant	27%	100%	100%	N/A
LANDFILL				
Provide Reliable, Efficient Service to Our Citizens	100%	100%	100%	100%
Safely Dispose of all Municipal and Demolition Waste	100%	100%	100%	100%
Recycle as Much Material as Possible from the Waste Stream	70%	80%	80%	90%
CEMETERY				
Provide Accurate Grave Location and Respectful Opening/Closing Work	100%	100%	100%	100%
Work in Partnership with Mortuaries, the Public and Other BSB Staff	100%	100%	100%	100%
Mow / Trim Property and Level Headstones to Provide Best Maintained Grounds Possible	100%	100%	100%	100%
TRAFFIC				
Meet MUTCD and ADA Signage Standards	100%	100%	100%	100%
Upgrade Traffic Signal Lights Utilizing LED Technology	100%	100%	100%	100%
SPECIAL IMPROVEMENT DISTRICTS				
Sweep Streets Daily (Weather Permitting)	100%	100%	100%	100%
Flush Streets Daily (Weather Permitting)	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
ROAD				
Miles of Roads Paved	2.84	2.8	3	3
Number of Potholes Repaired	9,433	10,279	5,000	10,000
Miles of Millings on Rural Roads	4.42	1.58	5	5
Number of Culverts Replaced	8	12	10	10
Tons of De-Icer Used	1,206	2,167	1,200	1,500
WATER UTILITY DIVISON				
Number of Repaired Leaking Water Lines	143	149	150	219
Footage of Replaced Water Lines	3,930	5,419	5,000	5,000
Number of Hydrants Flushed / Serviced	595	218	700	865
Number of Water Meters Installed	217	217	30	250
Millions of Gallons of Water Treated Daily (Average)	106	106	106	106
METRO SEWER				
Number of Sanitary Sewer Calls	137	59	125	100
Footage of Sanitary Sewer Lines Replaced	5,000	6,224	6,000	6,000
Sewer Back-Up Claims Paid	$34,538	$27,080	$20,000	$20,000
Tons of Bio-Solids Recycled	4,463	4,288	5,000	5,000
LANDFILL				
Tons of Municipal Solid Waste Accepted	66,452	42,207	62,000	50,000
Commercial Account Revenues	$833,186	$759,756	$300,000	$600,000
Tons of Recyclables Diverted from Landfill:				
Metals	272	229	250	250
Batteries	75	71	100	80
Cardboard	26	17	20	20
Waste Oil (gallons)	4,300	4,416	4,000	4,000
CEMETERY				
Cemetery Staff Hours Spent on Burials	819	705	630	700
Cemetery Staff Time Spent on General Ground Maintenance (Hours)	2,865	2,727	2,850	2,850
Number of Burials	63	57	50	50

TRAFFIC				
Number of Streets Signs Replaced	481	490	490	490
Number of Traffic Lights Upgraded	8	0	4	4
SPECIAL IMPROVEMENT DISTRICTS				
Miles of Streets Swept	213	213	213	213
Miles of Streets Flushed	213	213	213	213
Miles of Trails Maintained	85	85	110	110

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-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 and Objectives

FUND REGULAR (01)

* Manage weeds on all Butte-Silver Bow properties
* Coordinate all weed management efforts within Silver Bow county with state, federal and private land managers
* Build public awareness through community groups, news articles and public contact

FUND GRANTS (02)

* Utilize a youth education program, within 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 when possible
* Continue to pursue grant opportunities to help all land owners in the county deal with the expense of weed control

FUND CONTRACTED SERVICES (03)

* Provide services to private and public land managers to help manage noxious weeds in Silver Bow County
* Continue to participate in contracts to provide cost effective weed control in Silver Bow County
* Offer coordination expertise to help land managers cost effectively manage weeds in the county

FUND NON-COMPLIANCE WORK AND URBAN MOWING PROGRAM (04)

* Control undesirable vegetation on Butte-Silver Bow property in the urban area of Silver Bow County
* Enforce local ordinances to bring private properties in the urban area into compliance
* Mow Butte-Silver Bow properties on a regular basis to bring into compliance
* Communicate with the public to help them understand the importance of community enrichment

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 262,233	$ 261,163	$ 285,142	$ 280,532	$ -4,610	-2%
Operating Expenditures	$ 88,632	$ 107,045	$ 99,278	$ 113,474	$ 14,196	14%
Captial Outlay	$ 0	$ 0	$ 40,840	$ 49,269	$ 8,429	21%
Total	**$ 350,865**	**$ 368,208**	**$ 425,260**	**$ 443,275**	**$ 18,015**	**4%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 350,865	$ 368,208	$ 425,260	$ 443,275	$ 18,015	4%
Total	**$ 350,865**	**$ 368,208**	**$ 425,260**	**$ 443,275**	**$ 18,015**	**4%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Community Enrichment Coordinator	0	0.1	0	0
Community Enrichment Specialist II	2	2	2	2
Communtiy Enrichment Coordinator	0.1	0	0	0
Compliance Officer	0.5	0	0	0
Director, Community Enrichment Dept.	0	0	0.1	0.1
HELP	0.5	1	0.5	0
Weed Control Supervisor	1	1	1	1
Weed Tech Seasonal	0	0	0	0.5
Total	4.10	4.10	3.60	3.60

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME MEASURES (NUMBER OF…)				
FUND - 01				
Acres Treated	3,200	3,100	3,500	3,500
Contacts	1,000	1,300	1,200	1,500
FUND - 02				
Presentations	30	25	25	25
Grant Applications	2	2	2	2
FUND - 03				
Acres Treated	3,000	3,000	2,500	3,000
Contracts	5	5	2	5
FUND - 04				
Properties Identified	900	1,100	1,000	1,200
Non-Compliance Actions	17	19	20	20
Butte-Silver Bow Properties Mowed	225	325	200	350

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Acres Treated	6,200	6,100	6,000	6,000
Acres Mowed	450	350	500	350
Presentations	30	25	35	30
Public Contacts	325	250	300	300

Program Description

The Parking Commission regulates and controls parking in the uptown Butte area to facilitate a continual flow of vehicles in order to promote commerce, while ensuring safety. The functions of the Department include: providing adequate parking facilities for the area work force and retail trade traffic, and providing patrol and ticketing services. Recently, a parking garage was built to provide safe, accessible, off-street parking options for the public. The garage is intended to increase commerce and the economic vitality in Uptown Butte. The Parking Department supports the greater Butte area by responding to complaints, general patrolling and coordinating actions related to abandoned and junk vehicles with both Law Enforcement and Community Enrichment. The Department also provides regular patrols and enforcement of the Residential Parking Area surrounding Montana Tech.

Goals and Objectives

* Effectively patrol the uptown 2-hour parking district and the parking garage in order to encourage parking space turnover and availability for business patrons
* Manage Butte-Silver Bow parking lots and the parking garage effectively, and strive to 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 collections of fines to reach 60% - 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 ordinances involving trailers
* Implement a program to manage handicapped parking permitted spaces in Butte, including 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 related implementation 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 using the 2-hour parking district
* Strive to educate and inform the public regarding the parking garage, regulations and permit options.
* Work to maintain all systems in the parking garage

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 136,292	$ 154,182	$ 158,491	$ 168,543	$ 10,052	6%
Operating Expenditures	$ 29,020	$ 31,463	$ 28,480	$ 45,148	$ 16,668	59%
Debt Services	$ 0	$ 0	$ 30,365	$ 30,365	$ 0	0%
Total	**$ 165,312**	**$ 185,645**	**$ 217,336**	**$ 244,056**	**$ 26,720**	**12%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 165,312	$ 185,645	$ 217,336	$ 244,056	$ 26,720	12%
Total	**$ 165,312**	**$ 185,645**	**$ 217,336**	**$ 244,056**	**$ 26,720**	**12%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Community Dev Coordinator	0	0	0	0.05
Community Dev Director	0	0.05	0.05	0
Deputy Clerk	2	2	2	0
Lead Parking Enforcement Officer	1	1	1	1
Parking Department Supervisor	0.05	0	0	0
Parking Enf Officer	0	0	0	2
Total	3.05	3.05	3.05	3.05

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Patrol Downtown and Permit Lot Parking Twice Daily to Ensure Compliance	70%	85%	90%	90%
Patrol MT Tech Residential District Three Times Weekly	80%	80%	80%	85%
Patrol Butte Area, Including the Flats, a Minimum of 3 Times Weekly, Enforcing Trailer Ordinance	80%	80%	80%	85%
Respond to Complaints, Follow-Up on Issues	80%	85%	80%	90%
Manage Parking Lot Leases (Permit Parking) and the Parking Garage Effectively, Maximizing Occupancy and Sales	80%	80%	100%	90%
Patrol Parking Garage 3 Times Daily to Ensure Compliance and Safety.	N/A	N/A	N/A	85%
Track and Monitor Monthly Use of the Parking Garage	N/A	N/A	N/A	90%
Ensure that all Systems in the Parking Garage are in Top Condition	N/A	N/A	N/A	90%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
BUTTE STREET & LOT PARKING:				
Parking Citations Issued	7,500	7,000	8,000	8,000
Permitted (Paid) Parking Spaces Sold and Managed	460	500	500	500
Tickets Successfully Collected	4,000	3,000	5,200	4,000
PARKING GARAGE:				
Parking Citations Issued	N/A	N/A	N/A	2,000
Permitted (Paid) Parking Spaces Sold and Managed	N/A	N/A	N/A	1,200
Tickets Successfully Collected	N/A	N/A	N/A	1,500

Program Description

The Butte-Silver Bow Transit System provides reliable, affordable transportation services through both a fixed-route bus system and a complementary Para-Transit service for people with disabilities that are unable to utilize the fixed-route system. 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 and Objectives

* Meet the mobility needs of the transit dependent population of 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
* Expand public transportation services 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 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 749,941	$ 765,631	$ 850,360	$ 792,425	$ -57,935	-7%
Operating Expenditures	$ 343,907	$ 382,797	$ 461,411	$ 457,265	$ -4,146	-1%
Debt Services	$ 6,556	$ 4,379	$ 52,028	$ 46,911	$ -5,117	-10%
Captial Outlay	$ 0	$ 66,705	$ 10,248	$ 0	$ -10,248	-100%
Total	**$ 1,100,404**	**$ 1,219,512**	**$ 1,374,047**	**$ 1,296,601**	**$ -77,446**	**-6%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 0	$ 0	$ 0	$ 11,503	$ 11,503	N/A
Special Revenue	$ 1,100,404	$ 1,219,512	$ 1,374,047	$ 1,285,098	$ -88,949	-6%
Total	**$ 1,100,404**	**$ 1,219,512**	**$ 1,374,047**	**$ 1,296,601**	**$ -77,446**	**-6%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Administrative Asst	0	0	0	0.08
Administrative Specialist	1	1	1	1
Driver	7.5	7.5	7.5	7
Para Transit Driver	4	4	4	3.5
Transit Coordinator	1	1	1	1
Total	13.50	13.50	13.50	12.58

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Provide Reliable, Affordable Transportation Services to the Community	100%	100%	100%	100%
Provide Customer Service that Produces Highly Satisfied Riders and Respects the Needs of People with Disabilities	100%	100%	100%	100%
Examine Schedules to Improve On-Time Performance	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Rides Utilizing Transit Services	201,142	199,276	202,000	200,000
Rides Utilizing Para-Transit Services	10,480	10,237	10,500	10,500
Miles Traveled	241,227	234,901	242,000	240,000
MONETARY INDICATORS				
Cost per Mile (Public Transit and Para-Transit Combined)	$4.85	$5.26	$6.25	$5.83
Cost per Ride (Public Transit and Para-Transit Combined)	$5.57	$6.21	$7.30	$6.65

Program Description

In 2006, Butte-Silver Bow 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 (BPSOU) of the Butte-Silver Bow Creek Superfund Site. The agreement was amended in 2012 to expand certain duties and eliminate certain other duties. There are several activities ongoing within Butte-Silver Bow related to the performance of those duties.

Source area and storm water structures and storm water capital Improvements are two components of the Butte-Silver Bow Superfund Program. These programs pertain to the comprehensive management and maintenance of remediated lands and associated storm water management infrastructure including select pipes, catch basins, ditches and other components.

2278-200-4306-35 – Source Area and Storm Water Structures:

Under this program account, Butte-Silver Bow conducts inspections and performs operation and maintenance of storm water structures and reclaimed mine sites ("source areas") on the Butte Hill.

2278-200-4306-38 / 2278-200-4306-41 – Storm Water Capital Improvements:

Under this program account, Butte-Silver Bow retains consulting services to analyze/study the municipal underground storm water system and prepare designs for capital improvements; approximately $700,000 is budgeted annually for construction, with emphasis on the municipal system facilities, to complement the storm water structures that have been installed under the Superfund remedial efforts in the BPSOU site.

Goals and Objectives

2278-200-4306-35 – Source Area and Storm Water Structures:

* Ensure long-term protection of human health and the environment by monitoring and maintaining the integrity of reclaimed areas.
* Monitor and maintain the integrity of superfund-related storm water structures to mitigate storm water-related degradation to surface water quality.

2278-200-4306-38 – Storm Water Capital Improvements:

* Procure consulting services to perform analysis of the storm water system to identify infrastructure needs and prioritize locations for infrastructure investments.
* Make available approximately $700,000 annually to support design work for capital improvements, with emphasis on the municipal system facilities, to complement the storm water structures that have been installed under the Superfund remedial efforts in the BPSOU site.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 523,112	$ 554,780	$ 796,509	$ 669,586	$ -126,923	-16%
Operating Expenditures	$ 288,208	$ 356,041	$ 407,584	$ 861,765	$ 454,181	111%
Debt Services	$ 24,126	$ 32,168	$ 103,060	$ 0	$ -103,060	-100%
Captial Outlay	$ 572,852	$ 314,750	$ 987,097	$ 1,667,099	$ 680,002	69%
Total	**$ 1,408,298**	**$ 1,257,739**	**$ 2,294,250**	**$ 3,198,450**	**$ 904,200**	**39%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 1,396,070	$ 1,247,296	$ 2,294,250	$ 3,198,450	$ 904,200	39%
Enterprise	$ 12,228	$ 10,443	$ 0	$ 0	$ 0	N/A
Total	**$ 1,408,298**	**$ 1,257,739**	**$ 2,294,250**	**$ 3,198,450**	**$ 904,200**	**39%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Clerk	0	0	0.1	0
Laborer	1	0	0	0
Operations Manager	0.5	0.5	0.5	0.5
Operations Superintendent	0	0	1	0
Operations Superintentent	1	0	0	0
Operator	3.25	3	3	3
Reclamation Laborer	1	2	2	2
Secretary	0	0	0	0.1
Site Inspector	1	1	1	1
Superfund Coordinator	0	0	2	0.5
Utility Div Operations Mgr	0.25	0.25	0.25	0.25
Total	8.00	6.75	9.85	7.35

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Superfund Storm Water Structure Inspections	100%	100%	100%	100%
Excavation Review and Oversight	100%	100%	100%	100%
Monitor Residential, Commercial and Industrial Projects for Appropriate Implementation of Best Management Practices (BMP)	100%	100%	100%	100%
Train and Educate Contractors on Proper Construction BMPs and Waste Disposal	100%	100%	100%	100%
Coordinate Implementation of the Butte Reclamation Evaluation System on 178 Reclaimed Sites Over Four Years, with 1/4 of the Acreage being Evaluated Annually	100%	100%	100%	100%
Prepare and Submit 12 Monthly Reports for Activities within the BPSOU	100%	100%	100%	100%
Prepare and Submit Annual Report of O & M Objectives Completed within the BPSOU	100%	100%	100%	100%
Routine O & M of Source Areas	100%	100%	100%	100%
Prepare and Submit Annual Field Evaluation of Reclaimed Sites Summary Report	100%	100%	100%	100%
Mine Waste Repository Maintenance	100%	100%	100%	100%
Prepare and Submit Corrective Action Plans for Identified Reclaimed Site Deficiencies Annually	100%	100%	100%	100%
Implement Maintenance Objectives in Accordance with Corrective Action Plans	100%	100%	100%	100%
Vegetation and Weed Control on Reclaimed Areas	100%	100%	100%	100%
Implement Appropriate Institutional Controls in Accordance with the Record of Decision	100%	100%	100%	100%
Install Storm Water Inlets and Pipes that Complement Remedial Storm Water Efforts	100%	100%	100%	100%
Install Best Management Procedures to Minimize Storm Water Runoff and Sediment Migration	100%	100%	100%	100%
Identification and Removal of Illicit Connections within BPSOU	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Low Impact Development Projects Installed in BPSOU to Retain Storm Water On Site and Minimize Inflow to the Municipal System	0	2	2	0
Storm Water Pond Constructed at Casey and Noyes to Retain Residual Storm Water Runoff Post-Property Development	0	0	1	1
'Smoking Program' Resumed to Identify Illicit Connections	0	0	1	400,000 linear feet
Illicit Connections Repaired to Separate Storm and Sanitary Sewer	As Necessary	3	As Necessary	150
Storm Water Structures Inspected Twice Annually	N/A	68	64	68
Storm Water Structures Inspected after any Precipitation Event Equal to or Greater than .5 Inches in 24 Hours	N/A	34	32	34
Maintenance Objectives Completed as Determined by Inspections	As Needed	27	As Needed	As Needed
Routine and BRES-Related O & M Documented, Utilizing Database Tracking System Weekly	12	52	12	52
Monthly Reports of Activities within the BPSOU Prepared	12	12	12	12
Annual Report of Completed O & M Objectives within the BPSOU Prepared and Submitted	1	0	1	1
Annual Field Evaluation of Reclaimed Sites Summary Report Prepared and Submitted	1	1	1	1
Mine Waste Repository Maintenance Performed Monthly or as Needed During Construction Season	12	12	12	12
Corrective Action Plans for Identified Reclaimed Site Deficiencies Prepared and Submitted Annually	As Needed	1	As Needed	1
Maintenance Objectives Implemented in Accordance with Corrective Action Plans	As Needed	22	As Needed	As Needed
Excavation and Dirt Moving Permits within the Silver Bow Creek Watershed Reviewed within 48 Hours of Receipt	As Needed	189	As Needed	190
Excavation and Dirt Moving Permits within the Silver Bow Creek Watershed Issued within 5 Business Days of Review	412	189	As Needed	As Needed

Program Description

Special Improvement Districts (commonly referred to as SIDs) are groups of properties that become legal entities in order to construct public improvements. Some improvements that may 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 and Objectives

* Administer SID fee allocations to property in the City-County
* Prepare timely reports, related to SID administration, and submit to the Budget Office
* Maintain accurate records of SID boundaries and assessment rates
* Maintain accurate records of property dimensions and improvements related to SID assessments
* Supplement resolutions for the Council of Commissioners to implement assessments related to 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 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Operating Expenditures	$ 1,005,064	$ 1,017,613	$ 1,415,091	$ 1,372,741	$ -42,350	-3%
Debt Services	$ 0	$ 0	$ 0	$ 65,321	$ 65,321	N/A
Total	**$ 1,005,064**	**$ 1,017,613**	**$ 1,415,091**	**$ 1,438,062**	**$ 22,971**	**2%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 1,005,064	$ 1,017,613	$ 1,415,091	$ 1,438,062	$ 22,971	2%
Total	**$ 1,005,064**	**$ 1,017,613**	**$ 1,415,091**	**$ 1,438,062**	**$ 22,971**	**2%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
There are no employees associated with this section.	0	0	0	0
Total	0.00	0.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Allocate SID's to Correct Parcel Numbers in Property Tax Software	100%	100%	100%	100%
Track and Balance Parcels with SID Construction Liens	100%	100%	100%	100%
Calculate Lineal Feet of Parcels Falling Within SID Boundary	100%	100%	100%	100%
Set SID Rates for Annual Real Property Tax Statements	100%	100%	100%	100%
Reconcile Assessment Balancing Reports (Property Tax Software & Excel)	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Parcel Transfers Reviewed to Ensure Correct SID Assessment	2,000	1,870	1,700	As Needed
Property Combinations and Splits Reviewed for Correct SID Assessment	89	94	111	As Needed
SID Boundaries Maintained	127	128	128	130
SID Tax Rates Calculated	54	55	55	55
SID Tax Inquiries Reviewed and Processed	9	8	10	8

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 Community Enrichment Department, with consult from the Health Department as needed.

Goals and Objectives

Health Department representatives meet once annually with representatives of the Melrose and Divide Refuse Districts, for the management of solid waste. Junk vehicles are managed by the Community Enrichment Department, with consult by the Health Department.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 36,069	$ 33,137	$ 37,136	$ 38,104	$ 968	3%
Operating Expenditures	$ 24,985	$ 32,088	$ 41,365	$ 40,582	$ -783	-2%
Captial Outlay	$ 0	$ 0	$ 24,000	$ 0	$ -24,000	-100%
Total	**$ 61,054**	**$ 65,225**	**$ 102,501**	**$ 78,686**	**$ -23,815**	**-23%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 61,054	$ 65,225	$ 78,501	$ 78,686	$ 185	0%
Capital Project	$ 0	$ 0	$ 24,000	$ 0	$ -24,000	-100%
Total	**$ 61,054**	**$ 65,225**	**$ 102,501**	**$ 78,686**	**$ -23,815**	**-23%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Community Enrichment Coordinator	0	0.1	0	0
Community Enrichment Specialist I	0	0.5	0.5	0.5
Director, Community Enrichment Dept.	0	0	0.1	0.1
HELP	0.6	0	0	0
Total	0.60	0.60	0.60	0.60

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME MEASURES (NUMBER OF…)				
Melrose Refuse District Meeting *	0	0	0	0
Divide Refuse District Meeting	1	1	1	1
Junk Vehicles Removed / Disposed	73	98	70	70

* Butte-Silver Bow Council oversees the Melrose Refuse District through the Health Department - therefore there are no Meetings.

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Melrose Meeting Attended	100%	100%	100%	100%
Divide Meeting Attended	100%	100%	100%	100%
Junk Vehicles Removed / Disposed	100%	100%	100%	100%
Solid Waste Customers - Divide	122	125	120	131
Solid Waste Customers - Melrose	76	74	70	94

HEALTH (F)

Program Description

Butte Silver-Bow's Department of Community Enrichment was established in 2010. This department consists 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

Community Decay Division

The Community Decay Division is responsible for promoting safe and healthy neighborhoods by enforcing solid waste laws, assisting the public with such programs as Alley Rally, demolishing unsafe structures and removing junk motor vehicles.

Animal Control Division

The Animal Control Division enforces the city-county's animal ordinance and is responsible for delivering stray pets of Butte Silver-Bow to our Animal Shelter. The Division consists of two Animal Control Officers who respond to calls in the field, provide on-call services for emergencies, issue citations, investigate complaints, and seize stray and unlicensed animals.

Animal Sheltering and Confinement

The shelter staff consists of one Animal Shelter Supervisor, one Assistant Animal Shelter Supervisor, one Animal Care Technician/Volunteer Coordinator, and one Animal Care Technician/Foster Coordinator. All four of these positions share responsibilities in caring and feeding the animals, as well as performing routine health exams and other procedures for impounded animals at the shelter. Shelter staff also maintains lost and found pet reports in order to reunite owners with their lost animals.

There is one Administrative Assistant who shares 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.

Goals and Objectives

* Provide public safety through enforcement of the county ordinance
* Prevent injury and illness through rabies control and licensing
* Work closely with and maintain positive relationships with the public
* Work closely with all government agencies
* Provide public education regarding county ordinance and responsible pet ownership and community enrichment issues
* Provide timely, accurate information to facilitate decisions on animal control and community decay violations
* Humanely house and care for animals impounded at the city-county animal shelter
* Receive animals and return them, when possible, to their rightful owners
* Prevent the spread of infectious disease within the city-county animal shelter
* Spay and neuter all animals adopted from the animal shelter
* Offer a public information center providing books, videos, and hand-outs related to animal breeds, problem solving, and responsible pet ownership

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 479,197	$ 506,358	$ 518,346	$ 563,480	$ 45,134	9%
Operating Expenditures	$ 113,541	$ 101,856	$ 124,010	$ 166,671	$ 42,661	34%
Total	**$ 592,738**	**$ 608,214**	**$ 642,356**	**$ 730,151**	**$ 87,795**	**14%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 592,738	$ 608,214	$ 642,356	$ 730,151	$ 87,795	14%
Total	**$ 592,738**	**$ 608,214**	**$ 642,356**	**$ 730,151**	**$ 87,795**	**14%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Administrative Asst	1	1	1	1
Animal Control Officer	2	2	2	2
Animal shelter coordinator	1	1	1	1
Animal Shelter Manager	0	0	1	1
Animal Shelter Technician	2	2	1	1
Asst Animal Shelter Supervisor	1	1	1	1
Community Enrichment Coordinator	0.3	0.3	0	0
Director, Community Enrichment Dept.	0	0	0.3	0.3
Shop Watchman/Laborer	0	0	0	0.3
Total	7.30	7.30	7.30	7.60

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Answer All Calls Professionally and Within 24 Hours - All Emergency Calls Handled Immediately	100%	100%	100%	100%
Schedule and Prepare All Outreach and Educational Opportunities	100%	100%	100%	100%
Place Notices on Junk Motor Vehicles	95%	37%	100%	85%
Market and License Canines in County	76%	80%	100%	100%
Take Steps to Reduce Shelter Feline Population	100%	100%	100%	100%
Perform Inspections on All Licensed Facilities	100%	100%	100%	100%
Attend All Scheduled Committee and Other Meetings	74%	100%	100%	100%
Attend Scheduled Council Meetings to Update Members	100%	100%	100%	100%
Review All Department Ordinances	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Incoming Phone Contacts	6,288	5,950	6,800	6,800
Outreach and Education Opportunities Provided	44	49	40	60
Notices on Junk Motor Vehicles	498	184	500	325
Canine Licenses Sold	649	520	650	650
Shelter Feline Population Reduction	52	50	40	40
Inspections of Licensed Wrecking Facilities	9	9	9	9
Monthly Board, Committee and Other Commitments Attended	26	29	35	35
Quarterly Updates to Council	2	2	2	2

Program Description

MISSION

The mission of the Butte-Silver Bow Health Department is to protect and improve the health of Butte-Silver Bow residents.

VISION

The vision of the Butte-Silver Bow Health Department is for Butte-Silver Bow to be Montana's healthiest county.

CORE VALUES

Respect, Quality, Service, Stewardship, Vision, Integrity, Leadership, Innovation and Science

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 prompt provision of the 10 essential public health services:

ASSESSMENT

* Monitor health status to identify and solve community health problems.
* Diagnose and investigate health problems and health hazards in the community.

POLICY DEVELOPMENT

* Inform, educate and empower people about health issues.
* Mobilize community partnerships and actions to identify and solve health problems.
* Develop policies and plans that support individual and community health efforts.

ASSURANCE

* Enforce laws and regulations that protect health and ensure safety.
* Link people to needed personal health services and assure the provision of healthcare when otherwise unavailable.
* Assure a competent public and personal healthcare workforce.
* Evaluate effectiveness, accessibility and quality of personal and population-based health services.
* Research for new insights and innovative solutions to health problems.

ENVIRONMENTAL HEALTH DIVISION

The Environmental Health Division focuses on the health interrelationships between Butte-Silver Bow residents and their environment, promotes human health and well-being, and fosters a safe and healthful environment.

* Food/Consumer Safety
* Air Quality
* Environmental Land Management

COMMUNITY HEALTH DIVISION

The Community Health Division promotes health and prevents disease.

* Asthma Home Visiting
* Breastfeeding/Lactation Program
* Chronic Disease Program -- Cancer Screening/Control, Tobacco Use Prevention, Worksite Wellness
* Family Planning
* HIV Prevention/Early Intervention/Case Management
* Immunization Program
* Maternal/Child Health -- Nurse-Family Partnership, Parents as Teachers
* Personal Responsibility Education Program
* Women, Infants and Children Program (WIC)

PUBLIC HEALTH and EMERGENCY PREPAREDNESS DIVISION

The Public Health and Emergency Preparedness Division focuses on readiness to respond to public health emergencies and other disasters.

* Communicable Disease Management
* Emergency Preparedness
* Public Health Nursing

OPERATIONS DIVISION

The Operations Division focuses on the Butte-Silver Bow Health Department's systems and resources that enable the department to perform its core functions and essential services. Infrastructure categories encompass organizational, informational and fiscal

* Administrative Management
* Facility Management
* Finance/Budget

Goals and Objectives

PUBLIC HEALTH ACCREDITATION:

Conduct and Disseminate Assessments on Population Health Status and Public Health Issues

* Participate in or lead a collaborative process in 2018/2019, resulting in a comprehensive community health improvement plan
* 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, and interventions
* Investigate Health Problems and Environmental Public Health Hazards to Protect the Community
* 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 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

Inform and Educate about Public Health Issues and Functions

* 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 Community to Identify and Address Health Problems

* 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

Develop Public Health Policies and Plans

* Serve as a primary and expert resource for establishing and maintaining public health policies, practices, and capacity
* Participate in collaborative comprehensive planning process resulting in a Community Health Improvement Plan
* Develop and implement a health department organizational strategic plan
* Maintain an all-hazards emergency operations plan

Enforce Public Health Laws

* 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

Promote Strategies to Improve Access to Health Care

* Identify and implement strategies to improve access to health care services

Maintain a Competent Public Health Workforce

* 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
* Implement Workforce Development Plan

Evaluate and Continuously Improve Processes, Programs and Interventions

* Use a performance management system to monitor achievement of organizational objectives
* Develop and implement quality improvement processes integrated into organizational practice, processes, and interventions

Contribute to and Apply the Evidence Base of Public Health

* 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

Maintain Administrative and Management Capacity

* Develop and maintain an operational infrastructure to support the performance of public health functions
* Operate within an effective financial management system

Maintain Capacity to Engage the Public Health Governing Entity

* 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

* Chronic Disease Prevention and Self-Management
* Focus on priority areas -- nutrition, physical inactivity, tobacco use, obesity, hypertension and access to preventative healthcare
* Promote Behavioral Health -- Prevention, Treatment and Recovery Support
* Focus on prevention of and treatment for alcohol, illicit drug use and opioid abuse
* Focus on access to care
* Focus on suicide prevention
* Focus on motor vehicle crashes to reduce unintentional injuries in the community
* Focus on access to Family Planning services with an emphasis on disproportionately affected populations to reduce unintended pregnancy
* Decrease the proportion of adults who report they engage in no leisure time physical activity
* Decrease the proportion of adults who report they are overweight or obese
* Increase the proportion of adults who report they are up to date with colorectal, breast and cervical cancer screening
* Decrease the average consumption of cigarettes per tobacco-using adult
* Decrease the proportion of youth who report they have smoked cigarettes in the past 30 days
* Decrease the proportion of adults who report they are smokers
* Support worksites and schools in implementing health promotion policies that promote chronic disease prevention (i.e., 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
* Promote the implementation of smoke-free multi-dwelling housing
* Support and promote the adoption and implementation of policies addressing the built environment (i.e., 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 (i.e., blood pressure control)
* Increase awareness of chronic disease prevention and control through public education (i.e., Montana Tobacco QuitLine)
* Implement programs to facilitate chronic disease prevention and self-management (i.e., Chronic Disease Self-Management Program)
* Implement quality improvement activities that improve the delivery of clinical preventive services and the use of clinical practice guidelines (i.e., cancer screenings, 5A's for tobacco cessation)
* Use available and emerging technologies to improve the delivery of clinical preventive services (i.e., 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
* Implement programs to facilitate chronic disease prevention and management (i.e., heart disease and diabetes prevention, asthma, arthritis, disability)
* Encourage the collaboration and integration of programs and services to prevent, identify and manage chronic disease
* Increase the proportion of pregnant women who report they entered prenatal care in the first trimester
* Decrease the proportion of women who report they smoke during pregnancy
* Decrease the rate of teen pregnancy, girls ages 15 to 19
* Support worksites and schools to implement health promotion policies that promote maternal, child and infant health (i.e., 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, child abuse prevention, etc.)
* Implement evidence-based protocols intended to reduce teen pregnancy through both abstinence and contraception
* Operate 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 (i.e., childhood immunizations, reproductive health plans, highly effective contraceptives, etc.)
* Use available and emerging technologies to improve the delivery of clinical preventive services (i.e., tracking care, use of recall/reminders for care)
* Maintain public health surveillance systems to monitor the health of women, infants and children and produce regular surveillance reports based on the data collected
* Implement programs that improve modifiable risk factors for adverse outcomes of pregnancy (smoking cessation, obesity, access to prenatal care)
* 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 referred to the Health Department from healthcare providers within 24 hours of identification 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
* Increase the proportion of reported sexually transmitted infection cases with one or more contacts identified and the proportion for which at least one contact was notified
* Increase the proportion of children ages 19 to 35 months who are fully immunized
* 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)
* Increase the proportion of adults immunized against influenza and adults age 65 and older immunized against pneumococcal infection

* Increase the proportion of reports of selected enteric pathogens and events (i.e., salmonella, shigella, E. coli or enteric outbreaks) for which investigative questionnaires are completed and ensure thorough investigations are conducted when appropriate
* Support worksites and schools to implement health promotion policies that promote communicable disease control and prevention (i.e., child and adult immunization, immunization policies in healthcare settings, hand-washing campaigns)
* Comply with up-to-date communicable disease reporting policies
* Support healthcare settings to implement policies encouraging appropriate immunizations for employees and patients
* Ensure only valid medical exemptions to Montana immunization policies
* Increase awareness of communicable disease prevention and control through public education and in key settings (i.e., child, adolescent and adult immunizations 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 (i.e., investigation and follow-up, electronic health records, recall/reminder systems)
* Use available and emerging technologies to improve the delivery of clinical preventive services, such as the Montana Infectious Disease Information System (MIDAS), Electronic Laboratory Reporting (ELR), electronic health records, telehealth, the Montana immunization information system, etc.
* Expand use and documentation of patient-delivered partner therapy
* Improve access to child, adolescent and adult immunization services (i.e., 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 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 owners in Butte-Silver Bow who report they wear seat belts
* Decrease the proportion of fatalities due to motor vehicle crashes that involve alcohol-impaired drivers
* Increase the proportion of children continuously enrolled in Medicaid ages 1 to 5 years who are screened at least once for lead
* Maintain the proportion of all state-licensed establishments inspected annually by a registered sanitarian
* Decrease the proportion of children age 17 or younger who live in households with adults who report smoking
* Strengthen and enforce motor vehicle safety policies
* Collaborate to maintain and enforce the Repeat DUI Offender Program
* 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 mon
* Implement evidence-based fall prevention program
* Promote 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 the Asthma Home Visiting Program, Nurse-Family Partnership and Parents as Teachers
* 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 (i.e., blood lead screening for high-risk children ages 1 to 5 years, asthma control plans for children with asthma)
* Ensure that children with blood lead levels >5ug/dL receive appropriate treatment and make referrals to the Residential Metals Abatement Program
* 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 (i.e., 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 (i.e., protocols to identify and investigate potential adverse health effects attributed to environmental causes) and produce regular surveillance reports based on data collected
* License and inspect all applicable establishments (restaurants, public accommodations, other recreational facilities)
* Decrease the proportion of youth who report using alcohol in the past 30 days
* Decrease the proportion of adults who report binge drinking
* Decrease the proportion of youth who report having smoked marijuana in the past 30 days
* Decrease the proportion of youth who report being depressed and abandon regular activities for two or more consecutive weeks in the past 10 months
* Increase the proportion of adults who report no days of poor mental health in the past 30 days
* Support worksites to implement health promotion policies that support substance abuse prevention and mental health (i.e., employee assistance programs)
* Promote the implementation of policies and laws that restrict youth access to alcohol (i.e., Minor in Possession laws and Social Host ordinances)
* Promote implementation of the Montana Strategic Suicide Prevention Plan, and co-facilitate monthly meetings of the Butte-Silver Bow Community Action Team
* 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 (i.e., 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 (i.e., the “Above the Influence” media campaign)
* Implement quality improvement activities that improve the delivery of clinical preventive services and the use of clinical practice guidelines (i.e., 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 programs and services to improve mental health and reduce substance abuse
* Improve services to traumatized children using evidence-based practices in the public health system
* Support training and resources related to responsible alcohol sales (i.e., Responsible Alcohol Sales and Service training and compliance checks to sellers and servers)
* Strengthen partnerships between the healthcare sector and the Health Department
* Collaborate to build the public health system’s capacity to turn data into information for action
* Accelerate the use of the Public Health Accreditation Board’s national standards for the department’s public health practice
* Promote the use of quality improvement methods to strengthen services, programs and processes
* Create a system for workforce and leadership development
* Enhance the use of health information technology
* Support and maintain an integrated emergency preparedness system

COUNTY HEALTH RANKINGS

* Reduce years of potential life lost before age 75 per 100,000 population
* Reduce percent of adults reporting fair or poor health
* Reduce the average number of physically unhealthy days reported in past 30 days
* Reduce the average number of mentally unhealthy days reported in past 30 days
* Reduce the low birth weight rate
* Reduce the percentage of adults who report currently smoking more than or equal to 100 cigarettes
* Reduce the percentage of adults who report a BMI greater than or equal to 30
* Maintain the food environment index – the index of factors that contribute to a healthy food environment
* Reduce the percentage of adults, age 20 and over, reporting no leisure-time physical activity
* Maintain access to exercise opportunities – the percent of the population with adequate access to locations for physical activity
* Maintain excessive drinking rate – binge plus heavy drinking
* Maintain alcohol-impaired driving deaths – the proportion of driving deaths with alcohol involvement
* Decrease the chlamydia rate
* Reduce the teen birth rate of females ages 15-19
* Decrease the percentage of population under age 65 without health insurance
* Maintain the ratio of population to primary care physicians
* Maintain the ratio of population to dentists
* Maintain the ratio of population to mental health providers
* Collaborate to maintain preventable hospital stays – the hospitalization rate for ambulatory-care sensitive conditions among Medicare enrollees
* Collaborate to increase the percentage of diabetic Medicare enrollees who receive HbA1c screening
* Increase the percentage of female Medicare enrollees who receive mammography screening
* Reduce injury deaths – injury mortality per 100,000
* Collaborate to reduce drinking water violations – the percentage of population potentially exposed to water exceeding a violation limit during the past year
* Collaborate to decrease severe housing problems – the percentage of households with at least one of four housing problems (overcrowding, high housing costs, lack of kitchen or plumbing facilities)

DEPARTMENT-SPECIFIC OBJECTIVES

* Educate staff about mission, vision and core values of department
* Plan for succession related to pending retirements of tenured individuals

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 817,306	$ 869,967	$ 989,746	$ 1,089,636	$ 99,890	10%
Operating Expenditures	$ 168,508	$ 183,727	$ 263,925	$ 358,605	$ 94,680	36%
Captial Outlay	$ 0	$ 38,545	$ 0	$ 0	$ 0	N/A
Total	**$ 985,814**	**$ 1,092,239**	**$ 1,253,671**	**$ 1,448,241**	**$ 194,570**	**16%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 985,814	$ 1,092,239	$ 1,253,671	$ 1,448,241	$ 194,570	16%
Total	**$ 985,814**	**$ 1,092,239**	**$ 1,253,671**	**$ 1,448,241**	**$ 194,570**	**16%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Administrative Specialist	1.05	0.25	1	1
Asst Hlth Director	0.365	0	0	0
Central Services Director	1	0	0	0
Community Enrichment Coordinator	0.5	0.5	0	0
Community Enrichment Specialist	1	1	1.5	1.5
Community Enrichment Specialist I	0.5	0.5	0	0
Community Health Director	0.6	0.6	0	0
Community Health Division Director	0	0	0	0.8
Community Health Manager	0	0	0.75	0
Connect Coordinator	0	0	0	1
Director, Community Enrichment Dept.	0	0	0.5	0.5
Env Program Manager	0.45	0.45	0.45	0
Environmental Health Director	0	0.525	0	0
Environmental Health Div Manager	0	0	0.75	0
Environmental Health Division Director	0	0	0	0.75
Food & Consumer Safety Prgm Mnger	1	1	0	0
Health Director	1	1	1	1
Health Educator	0	0.2	0.2	0.2
Health Promotion & Family Svs Educator	0.2	0	0	0
Health Receptionist	0	0	0	0.25
IBCLC	0	0	0	0.05
LPN	0	0	0	0.05
Operations Director	0	0.9	1	1
Program Manager	0	0	0	0.05
Receptionist	0.2	0.25	0.25	0
Registered Sanitarian	0	0	0	2.45
RN	2.5	2.75	2.2	2.2
RN/Communicable Disease Director	0	0	0	0.2
Sanitarian	1	1	2	0
Tobacco Use Prevention Specialist	0	0.15	0.15	0
Urban Forestry/Certified Arborist	0	0	1	1
Total	11.37	11.08	12.75	14.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME MEASURES (NUMBER OF…)				
Community Action Team Meetings	11	12	12	12
FICMMR Cases Reviewed	5	2	10	3
Communicable Diseases Reported to State	300	549	200	550
Communicable Disease Patients Treated/Counseled	600	1,380	600	1,400
Sexually Transmitted Diseases Reported to State	450	1,190	100	1,200
Patients Treated/Counseled for Sexually Transmitted Diseases	220	1,190	200	1,190
Public Health Inquiries Answered	200	200	200	200
Latent TB Clients Seen Monthly / Probable TB Clients	7 and 7	10	Variable	10
Perinatal Hepatitis B Clients	6	4	Variable	5
Post Exposure Clients Seen Quarterly	2	2	2	2
Hepatitis B Clients Counseled	8	10	Variable	10
WIC Client Count	3,500	8,215	3,500	8,215
WIC Collaboration IZ Records Reviewed / Children up to Date	1,500/357	1,500/1,200	1,500/357	1,500/1,200
Flu Vaccines Given / Flu Clinics Held Off Site	1,900/60	1,361/39	1,740/50	1,500/40
Private Tdap Clients / 317 Adult Tdap Clients	310/83	200/90	200/90	220/90
Children Fully Breastfed at 3 mo / 6 mos	40/20	50/25	40/20	50/25
Family Planning Patient Count	1,590	1,042	1,550	1,050
Family Planning Outreach Encounters	1,500	1,200	1,200	1,200
Maternal Child Health Caseload	40	40	40	40
Hepatitis C Tested Counseled for Hepatitis C	15	50	50	50
Car Seats Distributed	40	50	50	50
Asthma Home Visiting Caseload	20	16	15	15
Chronic Disease Self-Management Classes Held	6	4	1	4
Walk with Ease Classes Held	4	4	5	5
Health Study	1	1	1	1
Septic Permits	50	60	50 to 75	60
Site Evaluations of Failed Systems	40	38	Variable	40
Site Evaluations of New Development	Variable	23	Variable	25
Waste Water Licensed Installers Program	1	1	Annually	1
Sewage Complaints (City)	25	10	10	10
Sewage Complaints (Rural)	8	6	5	5

Land Subdivision Local and DEQ Review	28	25	Variable	25
Reviews / Approvals for Plats and Certificates of Survey	100	80	Variable	80
Food Service Establishment Inspections	285	343	290	360
Educational Food Service Establishment Inspections	140	120	20	120
Follow-Up Food Service Inspections	22	36	30	35
Training Inspections for New Registered Sanitarian	25	25	0	0
New Registered Sanitarian Training	Variable	0	0	0
Food Service Plan Reviews	10	28	20	30
Pre-Opening Food Service Inspections	15	22	20	36
Temporary Food Establishment Inspections	60	60	75	50
Temporary Food Establishment Plan Reviews	10	12	15	12
Food Service Manager Trainings	4	4	4	4
Gold Star Program Awards Issued	25	25	20	48
Regular Inspections of Public Pools / Spas	48	48	48	48
Follow-Up Inspections of Public Pools / Spas	5	8	5	14
Regular Inspections of Public Accommodations	26	24	26	25
Follow-up Inspections of Public Accommodations	5	5	5	5
Regular Inspections of Licensed Trailer Courts / Campgrounds	26	40	40	40
Follow-Up Inspections of Trailer Courts / Campgrounds	3	3	3	3
Regular Inspections of Daycare Centers	9	11	9	12
Regular Inspections of Group Homes	15	14	15	15
Accounts Payable Claims	978	1,000	1,200	1,200
Accounts Receivable Claims	1,330	1,650	1,650	1,800
Grant Reports	62	62	62	66
FTE	25.4	25.9	27	27

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Community Action Team Meetings	100%	100%	100%	100%
FICMMR Cases Reviewed	100%	100%	100%	100%
Communicable Diseases Reported to State	100%	100%	100%	100%
Patients Treated / Counseled for Communicable Disease	100%	100%	100%	100%
Sexually Transmitted Diseases (STD's) Reported to State	100%	100%	100%	100%
Patients Treated / Counseled for STD's	100%	100%	100%	100%
Latent TB Clients Seen	100%	100%	100%	100%
Perinatal Hepatitis B Clients Seen	100%	100%	100%	100%
Post-Exposure Clients Seen	100%	100%	100%	100%
Hepatitis B Clients Counseled	100%	100%	100%	100%
Flu Clinic Clients Served	100%	100%	100%	100%
Tdap Vaccination Clients Served	100%	100%	100%	100%
Travel Vaccine Clients Served	100%	100%	100%	100%
Family Planning Patients Served	100%	100%	100%	100%
Family Planning Fees Collected	100%	100%	100%	100%
Family Planning Insurance Claims Submitted	100%	100%	100%	100%
Family Planning Donations Requested (Patient Appropriate)	100%	100%	100%	100%
Fulfill Family Planning Outreach Encounters Commitments	100%	100%	100%	100%
Requesting Cancer Clients Screened	100%	100%	100%	100%
MIECHV Caseload Filled	100%	80%	100%	100%
Car Seats Distributed	100%	100%	100%	100%
Asthma Caseload Managed	100%	80%	100%	100%
Chronic Disease Self-Management Class Target Met	100%	20%	100%	100%
Septic Permit Requests Acted Upon	100%	100%	100%	100%
Failed System Site Evaluations Performed	100%	100%	100%	100%
New Development Site Evaluations Performed	100%	100%	100%	100%
Wastewater Licensed Installers Training Completed	100%	100%	100%	100%
Sewage Complaints (City) Addressed	100%	100%	100%	100%
Sewage Complaints (Rural) Addressed	100%	100%	100%	100%

Land Subdivision Local and DEQ Reviews Completed	100%	100%	100%	100%
Reviews / Approvals for Plats and Certificates of Survey Completed	100%	100%	100%	100%
Wastewater Rules and Regulations Updated	As needed	As needed	As needed	As needed
Food Service Establishment Inspections Completed	100%	100%	100%	100%
Educational Food Service Establishment Inspections Completed	100%	80%	100%	100%
Follow-Up Food Service Inspections Completed	100%	100%	100%	100%
Food Service Plan Reviews Completed	100%	100%	100%	100%
Pre-Opening Food Service Inspections Completed	100%	100%	100%	100%
Temporary Food Establishment Inspections Completed	100%	100%	100%	100%
Temporary Food Establishment Plan Reviews Completed	100%	100%	100%	100%
Quarterly Food Service Manager Trainings Completed	100%	100%	100%	100%
Gold Star Awards Issued to Deserving Programs	100%	50%	100%	100%
Regular Inspections of Public Pools / Spas Performed	100%	100%	100%	100%
Follow-Up Inspections of Public Pools / Spas Performed	100%	100%	100%	100%
Optimum P.M. Design Value Achieved or Exceeded	100%	100%	100%	100%
Regular Public Accommodation Inspections Completed	100%	100%	100%	100%
Follow-Up Public Accommodation Inspections Completed	100%	100%	100%	100%
Regular Licensed Trailer Courts / Campgrounds Inspections Completed	100%	100%	100%	100%
Follow-Up Trailer Courts / Campgrounds Completed	100%	100%	100%	100%
Regular Daycare Center Inspections Completed	100%	100%	100%	100%
Regular Group Home Inspections Completed	100%	100%	100%	100%

Program Description

Family Drug Court

Butte-Silver Bow's District Court operates a Family Drug Court Program, funded through both a federal grant and the local government. The Drug Court was established to restructure judicial participation in the Department of Public Health and Human Services Child and Family Services Division's (DPHHS-CFS) abuse and neglect cases involving chemically dependent parents or guardians. A more efficient, structured, balanced, and centralized system was developed to meet the needs of minors residing in homes where chemical dependency issues precipitated DPHHS-CFSD intervention. The purpose of the program is to direct parents, seeking reunification with their children, into a comprehensive program of chemical dependency treatment and related ancillary services. The program is family-based and is primarily open to parents whose children have been placed into temporary legal custody of social workers due to child abuse and/or neglect related to substance abuse.

This program aids struggling families by providing urinalysis tests to adults to assist them in abstaining from illegal drugs and alcohol; providing parents and teenage clients with appropriate levels of chemical dependency services; helping parents educationally by offering tutoring while parents study for their GED or college; helping parents better their employment by linking them to Vocational Rehabilitative Services; providing individual and family counseling; providing financial assistance so children can attend after school programs, camps, dance schools, etc.; providing legal services to both parents and children; and by helping families in any of their day to day needs.

The Butte-Silver Bow Family Drug Court seeks to ensure child safety by focusing on permanency for children while ensuring clean and sober parenting, with the preferred outcome of family reunification.

Goals and Objectives

* Reunite parents with children who have been removed from the home due to neglect or abuse whenever possible by facilitating the path to sober parenting and establishing permanency of children
* Ensure staff and team members are qualified and trained in the Family Drug Court model and have the competency to ensure positive outcomes for participants
* Maintain effective systems that are evaluated for their effectiveness through use of accurate and regularly evaluated data
* Reduce client relapses and the duration of those relapses while increasing the duration of their sobriety
* Inspire successful parenting
* Reduce the number of cases where parental rights are terminated
* Increase and improve client life skills

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Operating Expenditures	$ 91,574	$ 89,544	$ 138,800	$ 143,800	$ 5,000	4%
Total	**$ 91,574**	**$ 89,544**	**$ 138,800**	**$ 143,800**	**$ 5,000**	**4%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 91,574	$ 89,544	$ 138,800	$ 143,800	$ 5,000	4%
Total	**$ 91,574**	**$ 89,544**	**$ 138,800**	**$ 143,800**	**$ 5,000**	**4%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
There are no employees associated with this section.	0	0	0	0
Total	0.00	0.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Participants are Engaged in Professional Evidence-Based Chemical Dependency Treatment in the Community	100%	100%	100%	100%
Participants are Engaged in Self-Help Groups as a Part of Their Recovery Plan	100%	100%	100%	100%
Participants are Engaged in Positive Parenting at Home	100%	100%	100%	100%
Participants are Employed or are Volunteering in Their Community	100%	100%	100%	100%
Participants Have No New Drug or Alcohol Related Charges or Convictions	100%	100%	100%	100%
Participants are Receiving Random Drug Testing 1 - 5 Times Per Week	100%	100%	100%	100%
Participants are Working Toward Permanency of Children in the Home	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Data not available by District Court				

Program Description

The Residential Metals Program (Multi-Pathway Lead Program or RMAP) is a program that is administered by the Superfund Division in coordination with the 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.

The Butte-Silver Bow Health Board, through the Redevelopment Trust, shall implement healthy lifestyle initiatives that directly address the significant health needs of the community detailed in the Community Health Needs Assessment including access to health care, nutrition and physical activity, and the prevention of substance abuse, tobacco use, and injury and violence among others.

Goals and Objectives

In 2006, Butte-Silver Bow 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. The agreement was amended in 2012 to expand certain duties and eliminate certain other duties. There are several activities ongoing within Butte-Silver Bow related to the performance of those duties, including:

2275-200-4401-89 – Residential Metals Abatement Program:

Under this program account, Butte-Silver Bow duties include: testing residential housing units and yards for the presence of arsenic, lead and mercury; remediating these contaminants where tests reveal exceedances above safe levels; educating the public in the health hazards associated with these contaminants and giving the public information on ways that they can minimize their exposure; and filing all work plans, sampling data and associated property deed documents with the Clerk and Recorders office.

2277-200-4401-10 – Health Studies:

Under this program account, Butte-Silver Bow monitors the general health of residents within Superfund areas, such as Butte Priority Soils, Rocker, Clark Tailings, Montana Pole, etc., and performs health studies related to exposure to mine waste.

2701-200-4401-41 – Superfund Redevelopment Trust:

These funds are appropriated by the Butte-Silver Bow Board of Health with the concurrence of the Superfund Advisory and Redevelopment Trust Authority to support healthy lifestyle initiatives.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 628,309	$ 645,119	$ 669,826	$ 679,880	$ 10,054	2%
Operating Expenditures	$ 570,629	$ 531,932	$ 698,081	$ 685,619	$ -12,462	-2%
Captial Outlay	$ 0	$ 7,934	$ 0	$ 0	$ 0	N/A
Total	**$ 1,198,938**	**$ 1,184,985**	**$ 1,367,907**	**$ 1,365,499**	**$ -2,408**	**0%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 1,198,938	$ 1,184,985	$ 1,367,907	$ 1,365,499	$ -2,408	0%
Total	**$ 1,198,938**	**$ 1,184,985**	**$ 1,367,907**	**$ 1,365,499**	**$ -2,408**	**0%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Abatement Techs	6	0	0	0
Asst Hlth Director	0.375	0.375	0	0
Central Services Director	0.1	0	0	0
Clerk	0	0	0.1	0
Environmental Health Div Manager	0	0	0.15	0
Environmental Health Division Director	0	0	0	0.15
Environmental Health Specialist	0	6	1	0
Operations Manager	0.5	0.5	0.5	0.5
Reclamation Laborer	0	0	5	6
Residential Metals Data Specialist	0.5	0.5	0.5	0.5
Residential Metals Sampling Specialist	0.5	0.5	0.5	0.5
RMAP Attic Abatement Supervisor	1	1	1	1
RN	0	0	0.3	0
RN/Communicable Disease Director	0	0	0	0.3
Secretary	0	0	0	0.1
WIC-CPA	0.1	0.1	0.05	0.1
WIC-Registered Dietician	0	0	1	0
Total	9.08	8.98	10.10	9.15

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Meet RMAP Properties Sampled / Owner Education Goal	100%	84%	100%	100%
Complete RMAP Completed Soils Projects as Necessary	100%	100%	100%	100%
Complete RMAP Completed Attic Projects as Necessary	100%	100%	100%	100%
Complete RMAP Completed Indoor Dust Projects as needed	100%	100%	100%	100%
Meet RMAP Education Presentations Goal	100%	100%	100%	100%
Meet RMAP Outreach Mailers Goal	100%	100%	100%	100%
RMAP Blood Lead Sampling/Parent Education	100%	100%	100%	100%
Perform Public Health Study Every Five Years for a Period of 30 Years	N/A	N/A	N/A	N/A
Monitor Epidemiological Literature Related to Contaminants of Concern	100%	100%	100%	100%
Evaluate RMAP Routine Activities to Identify Opportunities for Future Health Studies Improvements	100%	N/A	100%	N/A
Implement Wood Stove Change Out Program	100%	N/A	N/A	N/A
Fund Public Health Needs Assessment	N/A	100%	0%	0%
Coordinate Call for Proposals for Health Initiatives Grants	N/A	100%	100%	N/A

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
RMAP Properties Sampled / Owner Education	240	200	240	240
RMAP Soil Projects Completed	30	30	As Needed	As Needed
RMAP Dust Projects Completed	126	102	As Needed	100
RMAP Education Presentations	8	8	8	8
RMAP Outreach Mailers	500	600	500	600
Public Health Study Performed Every Five Years for a Period of 30 Years	0	0	0	1
RMAP Blood Lead Sampling / Parent Education	500	440	500	440
Reviews of Epidemiological Literature Related to Human Health Contaminants of Concern	12	12	12	12
RMAP Data Evaluations Monthly to Identify Trends and Scope Future Health Studies	12	12	12	12
UAO Staff Meetings Attended to Discuss BPSOU Related Projects and their Progress	12	12	12	12
Grant Expenditures Monitored Quarterly	4	4	4	4
Provide Grant Applicant Assistance Provided where Necessary	2	2	2	2

Program Description

Air Quality Program

The Air Quality Program monitors, assesses and provides information on county-wide ambient air quality conditions and trends.

Asthma Home Visiting

The Montana Asthma Home Visiting Program is a multi-component intervention for asthma. Services are available to Butte-Silver Bow children diagnosed with asthma ages 0 to 17. Our public health nurse works one-on-one with families to improve asthma control, increase knowledge to manage symptoms and medication, and complete an environmental assessment to reduce and/or eliminate identified asthma triggers.

Breastfeeding/Lactation Support

Successful breastfeeding provides lifelong health benefits for women and children. Breastfeeding is a public health concern -- as breastfeeding rates improve, so does the overall health of a community. Butte-Silver Bow has lower breastfeeding rates than similarly sized communities in Montana, and our Lactation Program aims to change that. The department's International Board Certified Lactation Consultant provides a level of support to babies and parents not available at any other location in the region. Local physicians refer patients to the IBCLC for full clinical evaluations and breastfeeding management. The IBCLC also works with the community to promote and protect breastfeeding through high profile outreach projects and consultations with organizations and business that support breastfeeding families. In addition, our peer breastfeeding counselor provides breastfeeding support to WIC clients.

Cancer Screening/Control

This program supports comprehensive cancer control by providing ongoing quality screening services to women and education in a manner that is appropriate, accessible, cost-effective and sensitive to the client's needs. Our free cancer screening services include mammograms, Pap tests and some diagnostic tests. Eligibility is open to women who are uninsured or under-insured and meet age and income guidelines.

Chronic Disease Program

This program features three areas -- the Montana Living Life Well project, the Walk With Ease program, and Worksite Wellness. Living Life Well is an evidence-based self-management education program developed at Stanford University for people with chronic health problems. These workshops empower participants to take an active role in managing their health by providing to them key skills needed to manage any chronic condition, such as arthritis, diabetes or congestive heart failure. The Walk With Ease program is a community-based walking program specifically designed to help individuals start and maintain a safe walking routine. Our Worksite Wellness program is about health promotion activity and organizational policy designed to support healthy behavior in the workplace and improve health outcomes.

Family Planning

Our Family Planning Clinic provides reproductive and sexual health services for men and women, including teen-agers. Services also focus on preventing or achieving pregnancy. Services include those that can influence a person's ability to conceive or to have a healthy birth outcome, including contraceptive services to prevent or space pregnancies, pregnancy testing and counseling, services to assist in achieving pregnancy, basic infertility services, preconception health services, and screening and treatment services for sexually transmitted infections, including HIV/AIDS. All services are provided on a sliding fee schedule and are confidential.

HIV Prevention/Early Intervention/Case Management

HIV and Hepatitis C Prevention provides anonymous testing, counseling and referral services for high-risk clients at no charge. Rapid tests are performed on clients to increase the number of people who know what their status is, so that they do not transmit the viruses to others. Outreach and education events are conducted in the community to normalize the idea of getting tested and individuals knowing their status. HIV Early Intervention provides no-cost non-clinical rapid HIV testing, education, healthcare navigation and mentoring to reduce the transmission of HIV, improve the health of people living with HIV, and expand our network of care while avoiding duplication of services and efforts. HIV Ryan White Case Management is a multi-step process that ensures coordination of medical and specialty care, along with access to a range of appropriate medical, psychosocial and social services for the client and family. The program also promotes and supports the independent functioning of the client and family. Our case management program links HIV-positive clients with special HIV health providers for medical care. Our case manager helps to provide medication, housing, transportation, medical bills and other assistance.

Immunization Program

This program reduces the burden of vaccine-preventable disease in our community, to all residents through their life span through education and guidance, along with distribution of publicly funded vaccine to those most at risk. This program leads the department's efforts in annual administration of the influenza vaccine to the general public, organizations and businesses.

Maternal/Child Health

In addition to being the umbrella program for our Breastfeeding/Lactation Support program, our Maternal/Child Health Program facilitates the Fetal, Infant, Child, Maternal Mortality Review (FICMMR) team. Under Montana law, the Health Department annually reviews every fetal, infant, child and maternal death (if the mother dies within one year of giving birth). The state FICMMR mission statement is to identify, address and potentially decrease the numbers of preventable fetal, infant, child and maternal deaths in Montana. The Health Department's Maternal/Child Health program shares that mission for Butte-Silver Bow.

Nurse-Family Partnership

This program pairs first-time pregnant mothers with their own nurse home visitor who works alongside the family until the baby is 2 years old. The nurse offers mom the support she needs to help her have a healthy pregnancy, by offering advice, answering questions and easing the anxieties associated with becoming a first-time parent. The nurse builds a support relationship with mom, becoming a trusted and dependable source of information as mom learns about the healthiest and safest ways to care for her growing baby. During this time, the nurse also works with mom finding useful resources and offering encouragement as mom takes steps toward achieving her goals and providing a stable life and future for her and her child.

Parents as Teachers

PAT is an evidence-based, comprehensive home visiting program dedicated to providing children with the skills they need to be ready for school, and building resources families need to help their children be successful. Parents can enroll in PAT from pregnancy until the child starts kindergarten. Families that complete the PAT program show an increase in parental knowledge of child development and an increase in children's school readiness and success. PAT also aids in early detection of developmental delays and prevention of child abuse and neglect. The program's philosophy: Parents are children's first and most influential teachers.

Personal Responsibility Education Program

PREP is an evidence-based program that provides youth with medically accurate and age-appropriate information regarding the prevention of unintended pregnancy, HIV/AIDs, and other sexually transmitted infections. The program emphasizes abstinence and gives accurate information on contraception. The Health Department teaches PREP at Butte High School, East Middle School, Ramsay School and Jefferson High School in Boulder, and administers the program in Beaverhead County.

Tobacco Use Prevention

The mission of this program is to address the public health crisis caused by the use of all forms of tobacco products. The program works to eliminate tobacco use, especially among young people, through education, programs and policies.

Women's, Infants and Children Program (WIC)

The Women's, Infants, and Children program is the Special Supplemental Nutrition Program designed to improve health outcomes and influence lifetime nutrition and health behaviors in a targeted, at-risk population. Nutrition education is the cornerstone of the WIC program. WIC serves pregnant women, breastfeeding and postpartum women, single fathers, foster care parents, and children up to age 5. Families who use WIC are provided support, education and referrals to helpful community resources.

Communicable Disease Program

This program oversees investigation, case management and treatment of infectious diseases to minimize the harm caused by potential outbreak, epidemic or pandemic situations.

Public Health Emergency Preparedness

Public health emergencies can arise anywhere and at any time. Hazards in Butte-Silver Bow may result from communicable disease outbreaks, food and water contaminations, chemical spills, wildland fires and smoke, drought, flooding, earthquakes, tornados and avalanches. Collaborating with a broad-based coalition of agencies and organizations, the main purpose of the Health Department's Emergency Preparedness Division is to upgrade and enhance local public health capacity to respond to events impacting the public's health, through planning, assessment and development of preparedness and response activities defined by the CDC's Public Health Preparedness Capabilities Planning Guide and to move toward achieving the 15 Public Health Preparedness Capabilities and other activities that promote safer and more resilient communities.

Goals and Objectives

* Focus on priority areas -- nutrition, physical inactivity, tobacco use, obesity, hypertension and access to preventative healthcare
* Focus on prevention of and treatment for alcohol, illicit drug use and opioid abuse
* Focus on access to care
* Focus on suicide prevention
* Increase the proportion of motor vehicle owners in Butte-Silver Bow who report they wear seat belts
* Decrease the proportion of fatalities due to motor vehicle crashes that involve alcohol-impaired drivers
* Focus on access to Family Planning services with an emphasis on disproportionately affected populations
* Decrease the proportion of adults who report they engage in no leisure time physical activity
* Decrease the proportion of adults who report they are overweight or obese
* Increase the proportion of adults who report they are up to date with colorectal, breast and cervical cancer screening
* Decrease the average consumption of cigarettes per tobacco-using adult
* Decrease the proportion of youth who report they have smoked cigarettes in the past 30 days
* Decrease the proportion of adults who report they are smokers
* Support worksites and schools in implementing health promotion policies that promote chronic disease prevention (i.e., 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)
* Promote the implementation of smoke-free multi-dwelling housing
* Support and promote the adoption and implementation of policies addressing the built environment (i.e., 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 (i.e., blood pressure control)
* Increase awareness of chronic disease prevention and control through public education (i.e., Montana Tobacco QuitLine)
* Implement programs to facilitate chronic disease prevention and self-management (i.e., Chronic Disease Self-Management Program)
* Implement quality improvement activities that improve the delivery of clinical preventive services and the use of clinical practice guidelines (i.e., cancer screenings, etc.)
* Use available and emerging technologies to improve the delivery of clinical preventive services (i.e., 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
* Implement programs to facilitate chronic disease prevention and management (i.e., heart disease and diabetes prevention, asthma, arthritis, disability)
* Encourage the collaboration and integration of programs and services to prevent, identify and manage chronic disease
* Increase the proportion of pregnant women who report they entered prenatal care in the first trimester
* Decrease the proportion of women who report they smoke during pregnancy
* Decrease the rate of teen pregnancy, girls ages 15 to 19
* Support worksites and schools to implement health promotion policies that promote maternal, child and infant health (i.e., 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, child abuse prevention, etc.)
* Implement evidence-based protocols intended to reduce teen pregnancy through both abstinence and contraception
* Operate 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 (i.e., childhood immunizations, reproductive health plans, highly effective contraceptives, etc.)
* Use available and emerging technologies to improve the delivery of clinical preventive services (i.e., tracking care, use of recall/reminders for care)
* Maintain public health surveillance systems to monitor the health of women, infants and children and produce regular surveillance reports based on the data collected
* Implement programs that improve modifiable risk factors for adverse outcomes of pregnancy (smoking cessation, obesity, access to prenatal care)
* 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 referred to the Health Department from healthcare providers within 24 hours of identification 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
* Increase the proportion of reported sexually transmitted infection cases with one or more contacts identified and the proportion for which at least one contact was notified
* Increase the proportion of children ages 19 to 35 months who are fully immunized
* 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)
* Increase the proportion of adults immunized against influenza and adults age 65 and older immunized against pneumococcal infection
* Increase the proportion of reports of selected enteric pathogens and events (i.e., salmonella, shigella, E. coli or enteric outbreaks) for which investigative questionnaires are completed and ensure thorough investigations are conducted when appropriate
* Support worksites and schools to implement health promotion policies that promote communicable disease control and prevention (i.e., child and adult immunization, immunization policies in healthcare settings, hand-washing campaigns)
* Comply with up-to-date communicable disease reporting policies
* Support healthcare settings to implement policies encouraging appropriate immunizations for employees and patients
* Ensure only valid medical exemptions to Montana immunization policies
* Increase awareness of communicable disease prevention and control through public education and in key settings (i.e., child, adolescent and adult immunizations 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 (i.e., investigation and follow-up, electronic health records, recall/reminder systems)
* Use available and emerging technologies to improve the delivery of clinical preventive services, such as the Montana Infectious Disease Information System (MIDIS), Electronic Laboratory Reporting (ELR), electronic health records, telehealth, the Montana immunization information system, etc.
* Expand use and documentation of patient-delivered partner therapy
* Improve access to child, adolescent and adult immunization services (i.e., 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 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 children continuously enrolled in Medicaid ages 1 to 5 years who are screened at least once for lead
* Maintain the proportion of all state-licensed establishments inspected annually by a registered sanitarian
* Decrease the proportion of children age 17 or younger who live in households with adults who report smoking
* Strengthen and enforce motor vehicle safety policies
* Collaborate to maintain and enforce the Repeat DUI Offender Program
* 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)
* Implement evidence-based fall prevention program
* Promote 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 the Asthma Home Visiting Program, Nurse-Family Partnership and Parents as Teachers
* 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 (i.e., blood lead screening for high-risk children ages 1 to 5 years, asthma control plans for children with asthma)
* Ensure that children with blood levels >5ug/dL receive appropriate treatment and make referrals to the Residential Metals Abatement Program
* 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 (i.e., 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 (i.e., protocols to identify and investigate potential adverse health effects attributed to environmental causes) and produce regular surveillance reports based on data collected
* License and inspect all applicable establishments (restaurants, public accommodations, other recreational facilities)
* Decrease the proportion of youth who report using alcohol in the past 30 days
* Decrease the proportion of adults who report binge drinking
* Decrease the proportion of youth who report having smoked marijuana in the past 30 days
* Decrease the proportion of youth who report being depressed and abandon regular activities for two or more consecutive weeks in the past 10 months
* Increase the proportion of adults who report no days of poor mental health in the past 30 days
* Support worksites to implement health promotion policies that support substance abuse prevention and mental health (i.e., employee assistance programs)
* Promote the implementation of policies and laws that restrict youth access to alcohol (i.e., Minor in Possession laws and Social Host ordinances)

* Promote implementation of the Montana Strategic Suicide Prevention Plan, and co-facilitate monthly meetings of the Butte-Silver Bow Community Action Team
* 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 (i.e., 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 (i.e., the "Above the Influence" media campaign)
* Implement quality improvement activities that improve the delivery of clinical preventive services and the use of clinical practice guidelines (i.e., 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 programs and services to improve mental health and reduce substance abuse
* Improve services to traumatized children using evidence-based practices in the public health system
* Support training and resources related to responsible alcohol sales (i.e., Responsible Alcohol Sales and Service training and compliance checks to sellers and servers)
* Strengthen partnerships between the healthcare sector and the Health Department
* Collaborate to build the public health system's capacity to turn data into information for action
* Accelerate the use of the Public Health Accreditation Board's national standards for the department's public health practice
* Promote the use of quality improvement methods to strengthen services, programs and processes
* Create a system for workforce and leadership development
* Enhance the use of health information technology
* Support and maintain an integrated emergency preparedness system

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 947,457	$ 967,287	$ 1,086,512	$ 1,097,542	$ 11,030	1%
Operating Expenditures	$ 394,684	$ 412,045	$ 793,251	$ 736,308	$ -56,943	-7%
Captial Outlay	$ 0	$ 0	$ 0	$ 85,000	$ 85,000	N/A
Total	**$ 1,342,141**	**$ 1,379,332**	**$ 1,879,763**	**$ 1,918,850**	**$ 39,087**	**2%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 1,342,141	$ 1,379,332	$ 1,879,763	$ 1,918,850	$ 39,087	2%
Total	**$ 1,342,141**	**$ 1,379,332**	**$ 1,879,763**	**$ 1,918,850**	**$ 39,087**	**2%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Administrative Specialist	0.75	0.75	0	0
Central Services Director	0.06	0	0	0
Chronic Disease Program Coordinator	0	0	1	0
Clerk	0.25	0	0	0
Community Health Director	0.4	0.4	0	0
Community Health Division Director	0	0	0	0.2
Community Health Manager	0	0	0.25	0
Env Program Manager	1.35	0.35	0.35	0
Health Educator	1.5	4.3	3.3	2.5
Health Promotion & Family Svs Educator	0.4	0	0	0
Health Receptionist	0	0	0	0.75
Home Visitor PAT	1	1	0	0
IBCLC	0	0.5	0.5	0.45
LPN	0	0	0	0.95
MT Asthma Program	0.5	0	0	0
Nurse Practitioner	1.4	1.4	1.4	1
Operations Director	0	0.1	0	0
PAT Home Visitor	0	0	1	1
Per Diem Nurse Practitioner	0	0	0	1
Program Director	1	1	0	0
Program Manager	1	0	0	1.95
Project Coordinator	1.4	0	0	0
Public Health LPN	1	1	1	0
Receptionist	0.8	0.75	0.75	0
Registered Sanitarian	0	0	0	0.35
RN	1.5	1.75	2	1.3
RN/Communicable Disease Director	0	0	0	0.5
Seasonal Health Educator	0	0	0	0.5
Secretary	1	1	1	1
Tobacco Use Prevention Specialist	0	0	0.85	1
WIC Aide	0	0	0	0.3
WIC-CPA	1.9	1.9	0.95	1.9
WIC-Registered Dietician	0	0	1	0
Total	17.21	16.20	15.35	16.65

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME MEASURES (NUMBER OF…)				
FICMMR Cases Reviewed	5	5	10	3
Communicable Diseases Reported to State	300	300	200	300
Communicable Disease Patients Treated/Counseled	600	600	600	600
Sexually Transmitted Diseases Reported to State	450	450	100	450
Patients Treated/Counseled for Sexually Transmitted Diseases	220	220	200	220
Public Health Inquiries Answered	200	300	200	300
Latent TB Clients Seen Monthly	7	36	Variable	36
Perinatal Hepatitis B Clients	6	12	Variable	12
Post Exposure Clients Seen Quarterly	2	5	2	5
Hepatitis B Clients Counseled	8	12	Variable	12
WIC Client Count	3,500	3,500	3,500	3,500
WIC Collaboration IZ Records Reviewed / Children up to Date	1,500/357	1,500/1,000	1,500/357	1,500/1,000
Flu Vaccines Given / Flu Clinics Held Off Site	1,900/60	1,740/40	1,740/50	2,000/39
Private Tdap Clients / 317 Adult Tdap Clients	310/83	310/83	200/90	310/83
Children Fully Breastfed at 3 mo / 6 mos	40/20	40/20	40/20	40/20
Family Planning Patient Count	1,590	1,800	1,550	1,800
Family Planning Outreach Encounters	1,500	1,500	1,200	1,500
Maternal Child Health Caseload	40	40	40	40
Hepatitis C Tested Counseled for Hepatitis C	15	50	50	50
Asthma Home Visiting Caseload	20	15	15	15
Chronic Disease Self-Management Classes Held	6	2	1	4
Walk with Ease Classes Held	4	4	5	6
FTE	16.25	16.75	16.75	16.75

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
IZ Record Reviews for Childcare Facilities and Rural Schools	100%	100%	100%	100%
IZ Patient Fees Collected	100%	100%	100%	100%
IZ Clients Seen, Vaccines Given	100%	100%	100%	100%
WIC Collaboration IZ Records Reviewed and Children Up to Date	100%	100%	100%	100%
IZ Planned Presentations Given	100%	100%	100%	100%
WIC / Breastfeeding Participants Served	100%	100%	100%	100%
WIC / Breastfeeding Participants Consulted, as Requested	100%	100%	100%	100%
Teach PREP 7th Graders "Draw the Line/Respect the Line"	100%	100%	100%	100%
Teach PREP Students "Reducing the Risk"	100%	100%	100%	100%
HIV / Hepatitis Patients Tested / Counseled for HIV	100%	100%	100%	100%
HIV / Hepatitis C Tested / Counseled for Hepatitis C	100%	100%	100%	100%
HIV / Hepatitis C Ryan White Caseload Managed	100%	100%	100%	100%
Air Quality Complaints Addressed	100%	100%	100%	100%
Daily Air Monitoring	100%	100%	100%	100%
Air Data Quality Assurance / Quality Control Monthly Monitoring	100%	100%	100%	100%
Air Quality Training Twice / Year	100%	100%	100%	100%

Program Description

There are two programs related to this portion of Butte-Silver Bow's budget:

Tobacco Use Prevention Program (TUP)

The Tobacco Use Prevention Program addresses the public health crisis caused by the use of commercial tobacco products, thereby reducing disease, disability and death related tobacco use. Beginning in fiscal year 2018, this program is accounted for in the Health Department section of this budget.

District Court's Family Drug Court Program

This portion of Butte-Silver Bow's budget accounts for minimal expenses not covered under the program's federal grant. Butte-Silver Bow's District Court operates a Family Drug Court Program, funded through both a federal grant and matching funds from the local government. The Drug Court was established to restructure judicial participation in the Department of Public Health and Human Services Child and Family Services Division's (DPHHS-CFS) abuse and neglect cases involving chemically dependent parents or guardians. A more efficient, structured, balanced, and centralized system was developed to meet the needs of minors residing in homes where chemical dependency issues precipitated DPHHS-CFSD intervention. The purpose of the program is to direct parents, seeking reunification with their children, into a comprehensive program of chemical dependency treatment and related ancillary services. The program is family-based and is primarily open to parents whose children have been placed into temporary legal custody of social workers due to child abuse and/or neglect related to substance abuse.

Goals and Objectives

Tobacco Program (Accounted for in Health Department Section of this budget beginning in fiscal year

* Coalition Building
* Publicity
* Education
* Events
* Compliance Checks
* Smoking Cessation Assistance and Referral

Family Drug Court

* Family Drug Court Program assistance with expenses not covered under the federal grant

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 61,475	$ 66,001	$ 0	$ 0	$ 0	N/A
Operating Expenditures	$ 13,502	$ 8,569	$ 12,132	$ 14,514	$ 2,382	20%
Total	**$ 74,977**	**$ 74,570**	**$ 12,132**	**$ 14,514**	**$ 2,382**	**20%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 74,977	$ 74,570	$ 12,132	$ 14,514	$ 2,382	20%
Total	**$ 74,977**	**$ 74,570**	**$ 12,132**	**$ 14,514**	**$ 2,382**	**20%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Env Prev Program Officer	1	0	0	0
Tobacco Use Prevention Specialist	0	0.85	0	0
Total	1.00	0.85	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Tobacco Use Prevention Program (TUP) - Accounted for in Health Department				
VOLUME MEASURES (NUMBER OF…)				
Medical/Dental/Social Tobacco Cessation Service Partnerships	6	6	N/A	N/A
TUP Newspaper Articles - Eliminate Exposure to Second Hand Smoke	1	2	N/A	N/A
TUP Days of Action - Eliminate Exposure to Second Hand Smoke	2	2	N/A	N/A
TUP Community Events - Eliminate Exposure to Second Hand Smoke	11	4	N/A	N/A
Clean Indoor Air Act Compliance Checks	5	5	N/A	N/A
TUP Coalition Meetings	4	12	N/A	N/A
TUP Required State Trainings / Webinars	6	6	N/A	N/A
TUP Non-Required State Trainings / Webinars	8	4	N/A	N/A
Montanan Tech Student Wellness Task Force Meetings	5	2	N/A	N/A
Family Drug Court				
Participants are Engaged in Professional Evidence-Based Chemical Dependency Treatment in the Community	100%	100%	100%	100%
Participants are Engaged in Self-Help Groups as a Part of Their Recovery Plan	100%	100%	100%	100%
Participants are Engaged in Positive Parenting at Home	100%	100%	100%	100%
Participants are Employed or are Volunteering in Their Community	100%	100%	100%	100%
Participants Have No New Drug or Alcohol Related Charges or Convictions	100%	100%	100%	100%
Participants are Receiving Random Drug Testing 1-5 Times Per Week	100%	100%	100%	100%
Participants are Working Toward Permanency of Children in the Home	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Tobacco Use Prevention Program (TUP) - Accounted for in Health Department section				
Medical/Dental/Social Tobacco Cessation Service Partnerships Goal Met	100%	20%	N/A	N/A
Tobacco Use Prevention (TUP) Newspaper Articles Goal Met - Eliminate Exposure to Second Hand Smoke	100%	20%	N/A	N/A
TUP Days of Action Goal Met- Eliminate Exposure to Second Hand Smoke	100%	50%	N/A	N/A
TUP Community Events Goal Met - Eliminate Exposure to Second Hand Smoke	100%	20%	N/A	N/A
Clean Indoor Air Act Compliance Checks Goal Met	100%	40%	N/A	N/A
TUP Coalition Meetings	100%	100%	100%	100%
Community / Montana Tech Health Fairs Participation Goal Met	100%	100%	N/A	N/A
TUP Required State Trainings / Webinars Attended	100%	100%	N/A	N/A
TUP Non-Required State Trainings / Webinars Goal Met	100%	20%	N/A	N/A
Montanan Tech Student Wellness Task Force Meeting Attendance Goal Met	100%	20%	N/A	N/A
TUP Community Partner Goal Met	100%	0%	N/A	N/A
TUP Presentation Goal Met - Reduce Youth Initiation to Tobacco	100%	0%	N/A	N/A
Family Drug Court				
Data not available by District Court				

Program Description

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

Goals and Objectives

* Provide larvae surveys to focus on mosquito breeding areas
* Provide mosquito abatement through use of EPA certified chemicals on regular approved schedule
* Provide mosquito control information to general public
* Work closely with all government agencies
* Work closely and maintain positive relationships with the public

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Operating Expenditures	$ 13,969	$ 9,144	$ 18,119	$ 18,119	$ 0	0%
Total	**$ 13,969**	**$ 9,144**	**$ 18,119**	**$ 18,119**	**$ 0**	**0%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 13,969	$ 9,144	$ 18,119	$ 18,119	$ 0	0%
Total	**$ 13,969**	**$ 9,144**	**$ 18,119**	**$ 18,119**	**$ 0**	**0%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
There are no employees associated with this section.	0	0	0	0
Total	0.00	0.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Address All Citizen Concerns Within 24 Hours	100%	100%	100%	100%
Coordinate with Licensed Contractor to Ensure All Work is Completed in Timely Manner	100%	100%	100%	100%
Report to Health Board Semi-Annually	100%	100%	100%	100%
Provide Update on Mosquito District Activities	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Incoming Phone Contacts	92	89	100	100
Meetings with Licensed Contractors	2	2	2	2
Presentations at Health Board	1	1	1	1

SOCIAL & ECONOMIC SERVICES (G)

Program Description

The mission of the Butte-Silver Bow MSU Extension Office is to provide educational programming to the citizens of Butte-Silver Bow in the area of Family Consumer Science, nutrition, youth and community development.

The office includes a Montana State University (MSU) Extension Agent focusing on youth development and family consumer science.

Goals and Objectives

FAMILY CONSUMER SCIENCE:

* Plan, deliver and evaluate research-based educational programs in Family Consumer Science which includes the topics of nutrition, wellness, family financial education, family and human development
* Determine needs of the community by monitoring trends and issues and through discussions with local agencies, nonprofits and local residents and establish policies and procedures to meet those specific needs
* Partner and collaborate with other extension agents, agencies, nonprofits, other organizations and the public, to meet the educational needs of local residents

4-H AND YOUTH DEVELOPMENT:

* Provide leadership to the Silver Bow 4-H program and manage its day-to-day operations. Montana 4-H is the youth development program of Montana State University Extension. 4-H is the largest, out-of-school youth development program in the state
* Plan, execute and evaluate the 4-H Youth Development educational programming focusing on leadership, citizenship, life skills and other topics of interest to local citizens
* Identify, recruit, train, support, and manage volunteers to implement and carry out 4-H educational programming. 4-H projects rely on trained adult volunteers who work with youth as partners and a resource for hands-on learning

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 45,663	$ 57	$ 0	$ 0	$ 0	N/A
Operating Expenditures	$ 53,063	$ 77,265	$ 47,556	$ 50,336	$ 2,780	6%
Total	**$ 98,726**	**$ 77,322**	**$ 47,556**	**$ 50,336**	**$ 2,780**	**6%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 98,726	$ 77,322	$ 47,556	$ 50,336	$ 2,780	6%
Total	**$ 98,726**	**$ 77,322**	**$ 47,556**	**$ 50,336**	**$ 2,780**	**6%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Secretary	1	0	0	0
Total	1.00	0.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME MEASURES (NUMBER OF…)				
Citizens Receiving Butte-Silver Bow MSU Extension Office Publications, Workshops, Programs, and One-on-One Consultations	N/A*	503	943	943
Youth and Adult Leaders Utilizing 4-H Programs Hosted by Butte-Silver Bow MSU Extension Office	N/A*	72	100	80
PERCENTAGE MEASURE				
Available for Support of Community Development Programs in Butte-Silver Bow County as Requested by the Chief Executive and Others	100%	100%	100%	100%
Comply with Reporting Requirements **	N/A*	N/A*	100%	100%
Provide Outstanding Customer Service to All Patrons Visiting, Calling, or Emailing the Office **	N/A*	N/A*	100%	100%

* These items reflect N/A due to change in staff and lack of data availability at the Butte-Silver Bow Extension Office.

** New Measures for Fiscal Year 2018.

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Phone Calls / Walk-Ins (Estimated)	N/A*	300	480	480
Workshops / Presentations (Nutrition, Wellness, Family Financial Education, etc.) **	N/A	N/A	15	40
Publications Provided (Estimated)	N/A*	851	1,000	1,000
Media Releases and Articles Written	N/A*	12	12	12
Youth Enrolled 4-H	N/A*	47	90	50

* These items reflect N/A due to change in staff and lack of data availability at the Butte-Silver Bow Extension Office.

**New Indicators for Fiscal Year 2018.

Program Description

The Developmental Disabilities Program provides services 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 and 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 receiving services from the 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 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 90,463	$ 91,369	$ 94,700	$ 90,031	$ -4,669	-5%
Operating Expenditures	$ 8,722	$ 5,987	$ 17,312	$ 15,670	$ -1,642	-9%
Total	**$ 99,185**	**$ 97,356**	**$ 112,012**	**$ 105,701**	**$ -6,311**	**-6%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 99,185	$ 97,356	$ 112,012	$ 105,701	$ -6,311	-6%
Total	**$ 99,185**	**$ 97,356**	**$ 112,012**	**$ 105,701**	**$ -6,311**	**-6%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Program Coordinator	1	1	1	1
Program Staff	0	1	0	0
Total	1.00	2.00	1.00	1.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
M1: 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]	118%	152%	100%	100%
M2: Transportation: People with Developmental Disabilities Have Access to Affordable and Equitable Transportation Options in Order to Participate in Their Communities. [Transportation meetings Attended]	91%	93%	100%	100%
M3: 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	89%	100%	100%	100%
M4: 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	108%	117%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Personal Support Plans (PSP's) Developed with Individuals and Their Families (M1)	54	52	50	50
Transportation Advisory Committee Meetings (M2) Attended	3	3	3	3
Para-Transit Meetings (M2) Attended	7	6	7	7
Regularly Scheduled Conference Calls/Meetings with MT DDP(M3) Attended	4	4	4	4
County ADA Advisory Committee Meetings(M3) Attended	4	6	4	8
Monthly Training/Conference Call/Webinars Provided, Promoting Innovative and/or Best Practices (M4)	7	4	6	6
Newsletters Highlighting Self Advocates, Achievements and Community Involvement (M4) Provided	0	1	1	3
Local Emergency Preparedness Committee (LEPC) Meetings Attended to Increase Preparedness of People with Disabilities (M4)	7	6	6	6
Direct Support Professional Hour Reviews Conducted (Every Other Week to Assure PSP's are Properly Assigned) (M1)	25	20	10	20

Note: M1, M2, M3, M4 Refer to the Previous Performance Measure Table

Program Description

Butte-Silver Bow contributes $76,044 to the County Council on Aging. The Council provides a variety of services to community senior citizens, including services at the senior citizens center, the diner's club, and various social activities.

Annual costs related to the burial of soldiers, as required under Montana Code Annotated (MCA) 10-2-501, are also included in this budget. Butte-Silver Bow contributes $500 for burial costs and $100 for headstone setting fees for each veteran that is a resident of the county.

Goals and Objectives

* Comply with state law in regards to the Interment Allowance for Veterans to assist in a proper burial of soldiers
* Continue to provide funds to the Council on Aging to support senior citizen activities in our community

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Operating Expenditures	$ 108,718	$ 124,444	$ 128,044	$ 128,044	$ 0	0%
Total	**$ 108,718**	**$ 124,444**	**$ 128,044**	**$ 128,044**	**$ 0**	**0%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 32,674	$ 48,400	$ 52,000	$ 52,000	$ 0	0%
Special Revenue	$ 76,044	$ 76,044	$ 76,044	$ 76,044	$ 0	0%
Total	**$ 108,718**	**$ 124,444**	**$ 128,044**	**$ 128,044**	**$ 0**	**0%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
There are no employees associated with this section.	0	0	0	0
Total	0.00	0.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Continue to Provide Cost Assistance, In a Timely Manner, for Deceased Soldiers Interment Costs	100%	100%	100%	100%
Continue to Subsidize Senior Citizen Activities in the Community	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Soldiers with Burial Costs Provided	61	77	85	80
Soldiers with Headstone Setting Fees Provided	13	9	10	10
Senior Citizen Assistance Grants	1	1	1	1

CULTURE & RECREATION (H)

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 using existing resources. There are presently 31 completed parks in Butte-Silver Bow. Included in these 31 parks, are 10 major neighborhood parks, 5 tot lots, and 3 large community parks. Butte-Silver Bow also owns the Highland Municipal Golf Course. This golf course features a nine hole regulation course and a par 3 course. It is open from April to October and serves over 400 active members, in addition to walk-ons. Operation and maintenance of the golf course is the responsibility of Butte-Silver Bow's Department of Public Works. The Highland Municipal Golf Course is an integral part of the community's largest park, Stodden. BSB will also begin operations in 2018 of the new Ridge Waters Water Park. The water park will include 2 big slides and 2 children's slides as well as a kids play area with water buckets and a climbing wall. Ridge Waters also has the longest lazy river in Montana. BSB Parks also takes care of 19 baseball/softball fields, 1 splashpad, 1 wading pool, 3 football fields, 7 soccer fields, 14 tennis courts, and one community dog park with a kids fishing pond.

Goals and Objectives

* Provide for a park and recreational system that will be well designed and maintained, with a variety of recreational opportunities provided throughout the year
* Operate the Ridge Waters, Butte Silver-Bow's new water park in the community's largest park, Stodden
* Complete the Stodden Park Central Improvement Plan that includes a $5.5 million donation from the Dennis and Phyllis Washington Foundation that will include new parking, entrance, tennis courts, plaza area between the water park and carousel, and a new million dollar playground. Estimated completion is November 2018
* Play home baseball games at the new Miners Field and 3 Legends Stadium with the American Legion Baseball teams located at Copper Mountain Park. Prepare for the Expedition League team to start playing ball at the stadium in the summer of 2019 in conjunction with the American Legion Baseball teams.
* Create a well designed and maintained park and trail system
* Provide an efficient system of well connected trails and open spaces, with access to natural areas throughout Silver Bow County
* Establish a management structure that will implement Butte-Silver Bow's vision of the park, trails, and open space plan

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 1,019,767	$ 1,068,330	$ 1,117,645	$ 1,310,069	$ 192,424	17%
Operating Expenditures	$ 505,734	$ 514,450	$ 814,306	$ 954,689	$ 140,383	17%
Captial Outlay	$ 973,273	$ 1,405,835	$ 2,372,872	$ 4,408,974	$ 2,036,102	86%
Total	**$ 2,498,774**	**$ 2,988,615**	**$ 4,304,823**	**$ 6,673,732**	**$ 2,368,909**	**55%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 2,498,774	$ 2,751,848	$ 1,953,677	$ 1,902,358	$ -51,319	-3%
Special Revenue	$ 0	$ 236,767	$ 2,351,146	$ 4,771,374	$ 2,420,228	103%
Total	**$ 2,498,774**	**$ 2,988,615**	**$ 4,304,823**	**$ 6,673,732**	**$ 2,368,909**	**55%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Account Specialist	0.25	0.25	0.25	0
Accounting Specialist III	0.08	0.08	0.08	0
Administrative Asst	0	0	0	0.08
Asst Pool Manager - Seasonal	0	0	0	0.5
Golf Course & Pool Manager	0	0	0	0.94
Golf Course Manager	0.67	0.92	0.92	0
Laborer	6	4.5	5	5
Laborer -Seasonal	0	0	0	1.5
Laborer-Seasonal	0	1	1.5	0
Operation Manager	0.13	0.13	0	0
Park & Rec Coordinator	1	0.75	0	0
Park & Rec Director	0	0	0.75	0
Park Superintendent	1	1.5	1	1
Parks & Rec Director	0	0	0	0.75
Pool Manager	0	0	1	0
Project Manager/Accountant	0	0	0	0.47
Public Works Director	0.12	0.12	0.12	0.12
Rec Aide	1	1	1	0.5
Shop Watchman/Laborer	0	0	0	0.3
Teamster	2	2	2	2
Teamster - Seasonal	0	0	0	0.5
Total	12.25	12.25	13.62	13.66

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Offer Recreational Opportunities to Community	100%	100%	100%	100%
Provide a System of Well Connected Parks and Open Spaces Throughout the Community	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Playgrounds Maintained	29	31	31	31
Water Parks Maintained	2	3	3	3
Tennis Courts Maintained	15	16	16	16
Holidays and Festivals for which the Parks Dept. Installs and Removes Decorations and Banners	15	12	15	15
Public Parking Lots, Landscapes, and Sidewalks Maintained	35	36	36	36
Miles of Trails Maintained	85	85	110	110
Public Restrooms Maintained for Recreational Areas	6	24	7	26
Mine Yards Maintained	7	7	7	7
Dollar Amount of Scholarships for Families	$40,000	$42,000	$40,000	$42,000
Dollar amount of Scholarships for admission to Ridgewaters for under privileged children	N/A	N/A	N/A	$10,000
Baseball & Softball Fields Maintained	18	22	18	22

Program Description

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

The Fair is scheduled the first week of August, and attendance is consistently increasing, as approximately 2,000 people attended the fair this past year.

A viable, sustainable, year-round economy is a key factor in a healthy community. The Silver Bow County Fair plays a critical role in helping facilitate a portion of this vision that includes 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 and Objectives

* Increase the size and scope of the Fair by 20% per year
* Increase revenues and donations to offset burden on the taxpayers
* Maintain a high level of entertainment and learning venues for the public in a safe manner
* Show the Community projects and the importance of 4-H and other youth groups 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 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Operating Expenditures	$ 95,911	$ 82,653	$ 85,100	$ 87,840	$ 2,740	3%
Total	**$ 95,911**	**$ 82,653**	**$ 85,100**	**$ 87,840**	**$ 2,740**	**3%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 95,911	$ 82,653	$ 85,100	$ 87,840	$ 2,740	3%
Total	**$ 95,911**	**$ 82,653**	**$ 85,100**	**$ 87,840**	**$ 2,740**	**3%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
There are no employees associated with this section.	0	0	0	0
Total	0.00	0.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Build Steady Customer Base and Retain Repeat Customers	100%	100%	100%	100%
Increase Funding Through Outside Sources, Donations and Gate Fees to Offset Taxpayer Burden	100%	100%	100%	100%
Address Complaints Quickly and Professionally	100%	100%	100%	100%
Continue to Create a Safe, Clean Environment for Spectators and People Working the Fair	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
MONETARY INDICATOR				
Maintain a Balanced Budget	$60,911	$47,653	$50,000	$50,000
PERCENTAGE INDICATORS				
Increase Entertainment and Vendors by 20%	100%	100%	100%	100%
Avoid Duplication of Complaints	100%	100%	100%	100%
Continue Positive Relationships with Vendors and Entertainment	100%	100%	100%	100%
Positive Feedback from the Public	100%	100%	100%	100%

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 pickleball leagues.

Goals and Objectives

* Provide for recreational programming that will be well-designed, with a variety of recreational opportunities offered throughout the year
* Create a fun, well-designed summer program within the recreation department
* Offer a variety of recreational opportunities that allow enjoyment of the park system throughout the year
* Provide a strong relationship between Butte-Silver Bow and the area's major festivals

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 89,690	$ 99,663	$ 108,591	$ 105,597	$ -2,994	-3%
Operating Expenditures	$ 22,270	$ 9,104	$ 33,690	$ 37,945	$ 4,255	13%
Total	**$ 111,960**	**$ 108,767**	**$ 142,281**	**$ 143,542**	**$ 1,261**	**1%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 111,960	$ 108,767	$ 142,281	$ 143,542	$ 1,261	1%
Total	**$ 111,960**	**$ 108,767**	**$ 142,281**	**$ 143,542**	**$ 1,261**	**1%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Park & Rec Coordinator	0.25	0.25	0	0
Park & Rec Director	0	0	0.25	0.25
Rec & Program Spcl Event Coord	1	0	0	0
Recreation & Special Events Coordinator	0	1	1	1
Total	1.25	1.25	1.25	1.25

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Offer Recreational Opportunities to Community and Increase Participation by 5% in Each Program	100%	100%	100%	100%
Offer Summertime Recreational Programs Twice Weekly for Children of Butte-Silver Bow, with a Goal of Having an Average of 25 Children Participating	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Recreational Programs Offered	10	9	10	10
Summer Kids Programs Offered	12	15	15	15
Facility Reservations	477	371	500	400
Special Event Permits	50	55	50	55

Program Description

The Library is committed to free and unfettered access to resources, technology, and services that support the community. We are dedicated to life-long learning and investing in every generation. Libraries are places for community conversations, connections to local government and nonprofit organizations. We provide assistance and support to local entrepreneurs and small businesses, and help individuals develop 21st century workforce skills. We operate for the betterment of the community, inviting residents, old and new, and connecting citizens and institutions to the best resources available.

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
* Continuously improve a professional, proficient and courteous staff

Goals and Objectives

PUBLIC SERVICES

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

FACILITIES

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

COLLECTIONS

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

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 819,675	$ 826,483	$ 878,978	$ 879,039	$ 61	0%
Operating Expenditures	$ 224,185	$ 222,662	$ 262,756	$ 252,353	$ -10,403	-4%
Captial Outlay	$ 4,708	$ 24,024	$ 6,000	$ 100,000	$ 94,000	1567%
Total	**$ 1,048,568**	**$ 1,073,169**	**$ 1,147,734**	**$ 1,231,392**	**$ 83,658**	**7%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 1,039,983	$ 1,073,169	$ 1,147,734	$ 1,231,392	$ 83,658	7%
Capital Project	$ 8,585	$ 0	$ 0	$ 0	$ 0	N/A
Total	**$ 1,048,568**	**$ 1,073,169**	**$ 1,147,734**	**$ 1,231,392**	**$ 83,658**	**7%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Adult Services Librarian	1	1	1	1
Branch Librarian	0	1	1	1
Branch Manager	1	0	0	0
Children's Librarian	0	0	1	1
Information Specialist	1	0	0	0
Librarian Technical Specialist	0	1	0	0
Library Associate	3.5	3.75	3.75	3.75
Library Asst	3.75	3.5	3.5	3.4
Library Asst II	0	0	0	0.5
Library Director	1	1	1	1
Reference Librarian	1	1	1	1
Senior Librarian	2	2	0	0
Technical Services Supervisor	0	0	1	1
Technology Specialist	0	0	1	1
Total	14.25	14.25	14.25	14.65

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
TIME MEASURES (WEEKLY HOURS)				
Provide Accessible Facilities for Public	81	81	85	81
VOLUME MEASURES (NUMBER OF…)				
Library Materials Checked Out per Year	71,649	66,432	70,000	72,000
People Using Public Computers per Year	34,224	38,876	41,300	39,000
Attendees at Programs	9,275	6,781	13,500	10,000

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Materials Circulated	71,649	66,432	70,000	72,500
Children's Programs Provided	318	354	300	350
Adult Programs Provided	61	114	100	120
Interlibrary Loans	1,964	2,065	2,000	2000
Registered Borrowers	15,615	16,480	16,300	17,300
New Library Materials Cataloged	10,933	7,592	11,000	11,000
Public Computer Usage Hours	34,224	38,876	41,300	40,000
Catalog Visits - Page Views	48,108	34,041	27,000	39,800
Web Site Visits	49,736	80,378	60,000	105,000
Social Media Hits - Facebook	1,107	6,063	3,500	6,500
Mobile Access Hits	2,953	4,509	3,500	6,555
Downloadable - eBook & Audio	14,000	14,370	11,000	14,500
Gale Database Searches	N/A	266	300	500
Ancestry.com Searches *	N/A	3,500	N/A	3,800

* New indicator beginning with fiscal year 2017 actuals and 2019 budget

Program Description

MISSION:

Archives

* 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 collection 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.
* Manage, Preserve and Maintain the Clark Chateau.

Charles Clark Chateau

* To preserve and maintain the historic building under the ownership of Butte-Silver Bow, and encourage its active use by providing a space and support for the community and visitors to gather and engage in cultural, artistic, historic and humanities programming.

GOVERNANCE:

* The Archives and the Charles Clark Chateau are governed by a seven member Board of Directors, three full time and four part-time professional staff and have received assistance from 50 volunteers.

FACILITIES:

Archives

* The Archives is housed in Butte Fire Station No. 1 constructed in 1900. In 2010, the Archives opened the doors to a $7.5 million dollar renovation and addition.

Charles Clark Chateau

* The Clark Chateau was built in 1898-1899. The Chateau was the home of Charles Clark and most notably, U.S. Senator James Murray.

COLLECTIONS:

Archives

* The Butte-Silver Bow Archives actively acquires, schedules, manages and disposes of government records. Additionally we collect 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.

Charles Clark Chateau

* The Charles Clark Chateau holds the furniture of the Paul Clark Home and provides public programming.
* The Clark Chateau operates as a tourist destination and a space where the community and visitors may gather and engage in cultural, artistic, historic and humanities programming.

Goals and Objectives

ARCHIVES

* Acquire and manage government records
* Implement a county-wide records management plan and work with department heads to ensure their records are scheduled and appropriately archived or disposed
* Work with the Buildings Manager to establish appropriate and secure storage in courthouse basement
* Work with Montana State Local Government Records Committee to ensure all records are handled properly
* Ensure public access to local government records is in compliance with Montana State Code
* Develop a new website that meets the needs of Archives online users. Work with professionals to build a suitable platform for Archives databases
* Work on the acquisition of collections and records 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 the transfer of those collections to the Butte-Silver Bow Archives
* Provide public access to the manuscript and photo collections within the Archives
* Complete digitization and cataloging of 90 oral histories
* Ensure that the Smithers Grant goals and objectives are met
* See that collections are available and fully accessible for academic and popular journals, books and publications to ensure greater knowledge of our collections
* Ensure that all digital files are catalogued and available through Past Perfect
* Work with KBMF to ensure that the goals and objectives of the National Endowment For the Humanities grant are met.
* Continue to raise the profile of the Archives through our strong social media presence and public programming
* Provide students and educators with facility tours, information regarding our collections, and how to access and use the collections
* Work with elementary and secondary school administrators and teachers to provide historic records for use in classroom and Archives
* Provide research and document preservation services 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
* Maintain Archives building, checking all systems weekly and monitoring potential problems as they develop
* Work with 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

CHARLES CLARK CHATEAU

* Provide quality exhibits and tours
* Provide quality public programming
* Raise funds for projects and programs

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 341,480	$ 393,665	$ 435,443	$ 443,596	$ 8,153	2%
Operating Expenditures	$ 108,780	$ 159,577	$ 112,008	$ 112,268	$ 260	0%
Debt Services	$ 554,069	$ 557,909	$ 569,410	$ 0	$ -569,410	-100%
Captial Outlay	$ 47,348	$ 2,724	$ 0	$ 0	$ 0	N/A
Total	**$ 1,051,677**	**$ 1,113,875**	**$ 1,116,861**	**$ 555,864**	**$ -560,997**	**-50%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 496,908	$ 555,266	$ 545,951	$ 555,864	$ 9,913	2%
Debt Service	$ 554,769	$ 558,609	$ 570,910	$ 0	$ -570,910	-100%
Total	**$ 1,051,677**	**$ 1,113,875**	**$ 1,116,861**	**$ 555,864**	**$ -560,997**	**-50%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Admin Asst	1	1	1	0
Administrative Asst	0	0	0	1
Archives Director	1	1	1	1
Archives Scheduler	0	0	0	0.75
Archives Technician	0.75	0.75	1	1
Asst Manager	1	1	1	1
Clark Chateau Staff	0	1	1	0
Event Coordinator	0.75	0.75	0.75	0
Intern	1	1	2	0.19
Museum Curator	0	0	0	0.75
Program Director	0	0	0	0.51
Tech Service Archivist	0.5	0.5	1	0
Technical Services Archivist	0	0	0	1
Total	6.00	7.00	8.75	7.20

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME MEASURES (NUMBER OF…)				
Archives				
Feet of Government Records Accepted and Managed	1,200	3,000	1,250	900
Butte-Silver Bow Historical Records Collected	165	154	170	125
Collections Accessed by Public	7,926	4,311	8,200	5,000
Schools and Students Assisted on the History of Butte-Silver Bow, Montana and the Nation	450	375	500	400
Times Building Accessed	8,307	8,853	8,500	8,000
Exhibits Provided	5	8	6	2
Programs Provided	25	128	30	64
Individuals Reached through Social Media	N/A	250,000	250,000	250,000
Charles Clark Chateau				
Charles Clark Chateau Programs Presented	10	29	10	10
Charles Clark Chateau Exhibits and Tours Presented	15	150	75	75
Charles Clark Chateau Fundraisers Held	1	4	1	1
Public Served Through Charles Clark Chateau Tours	1,500	2,209	1,500	1,500
PERCENTAGE MEASURES				
Archives				
Maintain the Archives Building to Ensure Long-Term Preservation of our Collections	100%	100%	100%	100%
Charles Clark Chateau				
Implement the Clark Chateau Operations and Maintenance Plan	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Public Access to Clark Chateau	1,053	1,500	1,500	1,500
Provide Exhibits	9	12	3	3
Implement Operations and Maintenance Plan	1	1	1	1
Volunteer Hours	400	400	400	400
Quality Programming	9	12	9	9

Program Description

The mission of the Butte Civic Center is to maximize the community's use and enjoyment of this multi-purpose facility. 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 and Objectives

* Gain support from our community members in order to maximize the use of the Civic Center facility
* Target members in the Butte community and other Southwest Montana communities to attend events in our facility
* Develop our venue into a truly multipurpose facility and rely on our core strengths to optimize our position for the future
* Implement marketing tactics to reposition ourselves and increase the number of quality events at our facility, as well as the number of community members attending the events
* Continue to allow certain community wide events to utilize this facility free of charge (BHS Graduation, Election Polls, County Fair, Public Hearings and Meetings, Parks and Recreation-Volleyball & Pickleball)
* Provide the five person Civic Center Citizen's Board with timely, accurate, unbiased information, allowing them to make informed decisions
* Keep Civic Center budget structurally balanced
* Work with the Chief Executive and Council of Commissioners to appropriately fund the Civic Center to keep it a state of the art facility
* Provide quality food service through concessions
* Provide ticket sales online through our website and walk-up sales through our box office

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 445,541	$ 463,143	$ 522,467	$ 555,365	$ 32,898	6%
Operating Expenditures	$ 573,184	$ 523,086	$ 620,162	$ 693,427	$ 73,265	12%
Captial Outlay	$ 112,388	$ 1,688	$ 85,805	$ 339,940	$ 254,135	296%
Total	**$ 1,131,113**	**$ 987,917**	**$ 1,228,434**	**$ 1,588,732**	**$ 360,298**	**29%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 1,131,113	$ 987,917	$ 1,228,434	$ 1,588,732	$ 360,298	29%
Total	**$ 1,131,113**	**$ 987,917**	**$ 1,228,434**	**$ 1,588,732**	**$ 360,298**	**29%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Administrative Asst	0	0	0	1
Civic Center Manager	1	1	1	1
Engineer	0.6	0.6	0.6	0.6
Secretary	1	1	1	0
Service Employee II	2.2	2.2	2.2	2.2
Total	4.80	4.80	4.80	4.80

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Use Marketing Efforts to Attract More Community Members, Entertainment Events and Community Support	100%	100%	100%	100%
Expand the Civic Center Market Outside Southwest Montana, While Retaining Existing Market	100%	100%	100%	100%
Increase Potential Users, Event Goers, and Ticket Sales Through Our User Friendly Website and Online Ticketing System	100%	100%	100%	100%
Continue to Host Community Events, Often Donating Tables, Chairs, Stage Set-Up and Associated Labor	100%	100%	100%	90%
Print and Mail Ticket Orders for Events Outside the Civic Center (Rockin' the Rivers, East/West Shrine Game, etc.)	100%	100%	100%	50%
Sell Advertising Opportunities at the Civic Center	48%	100%	100%	100%
Promote and Produce the NRA Rodeo Finals, Winter Bazaar, & Valentine's Party, Along with Other Opportunities as They Arise	93%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Incoming Phone Contacts (Box Office Included)	26,770	28,250	27,050	28,500
Monthly Board Meetings, Commitments	148	155	142	140
Number of Facility Use Days	160	258	155	250
Number of Proposed Events	61	66	57	61
Stage Set-up, Table & Chair Delivery for Community Events	45	51	45	40
Customers Served at Concessions	66,212	64,507	69,000	78,766

MONETARY INDICATORS

Advertising Revenue	$16,900	$17,925	$15,000	$12,500
Ticketing Revenue	$11,386	$11,786	$10,500	$5,250
Net Income From In-House Promotions	$17,779	$11,325	$12,000	$9,500

Program Description

Superfund Redevelopment Trust: This fund is exists to provide for an appointed Authority of citizens to direct, manage and distribute funds from the Trust in a manner that complies with the provisions set forth in the Atlantic Richfield Corporation / Butte-Silver Bow Allocation Agreement. The primary objective is to promote the redevelopment of land on the Butte Hill and the re-use of properties that have been remediated and reclaimed from past mining impacts.

Goals and Objectives

Arco Redevelopment Trust has authorized operations and maintenance expenses associated with recreational and open spaces that have been developed by Butte-Silver Bow and Atlantic Richfield in concert with reclamation and remedial activities including, without limitations, the Missoula Ballfields, Foreman's Park, the Copper Mountain Recreational Complex, the Visitors Center and the trails system within Butte Priority Soils Operable Unit (BPSOU).

2701-200-4604-39 – Redevelopment Trust Allocation:

In this program account, Butte-Silver Bow Parks & Recreation performs operational & maintenance services for all parks & trails that have been reclaimed.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 3,854	$ 34,958	$ 14,783	$ 17,883	$ 3,100	21%
Operating Expenditures	$ 5,109	$ 2,988	$ 3,589	$ 32,117	$ 28,528	795%
Captial Outlay	$ 38,075	$ 0	$ 31,643	$ 9,882	$ -21,761	-69%
Total	**$ 47,038**	**$ 37,946**	**$ 50,015**	**$ 59,882**	**$ 9,867**	**20%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 47,038	$ 37,946	$ 50,015	$ 59,882	$ 9,867	20%
Total	**$ 47,038**	**$ 37,946**	**$ 50,015**	**$ 59,882**	**$ 9,867**	**20%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Parks Personnel	1	1	0	0
Total	1.00	1.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Operate and Maintain Superfund-Related Park Facilities	100%	100%	100%	100%
Operate and Maintain Superfund-Related Trail Systems	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Trail Maintenance / Cleanings Twice Weekly	104	104	104	104
Bathroom Daily Cleanings During Summer Recreational Season - (Bathrooms locked down due to freezing conditions in winter)	60	60	60	60
Weeks of Lawns Mowing	12	12	12	12
Weeks of Trail Snow Removal and De-Icing	40	40	40	40
Ballfield Groomings During Baseball Season	60	60	60	60

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 and Objectives

* Provide support for literacy programs, especially early reading and technology literacy
* Upgrade hardware and software for public use
* Improve buildings to accommodate increased utilization of facilities

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Operating Expenditures	$ 4,690	$ 4,795	$ 32,500	$ 32,500	$ 0	0%
Total	**$ 4,690**	**$ 4,795**	**$ 32,500**	**$ 32,500**	**$ 0**	**0%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 4,690	$ 4,795	$ 32,500	$ 32,500	$ 0	0%
Total	**$ 4,690**	**$ 4,795**	**$ 32,500**	**$ 32,500**	**$ 0**	**0%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
There are no employees associated with this section.	0	0	0	0
Total	0.00	0.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
TIME MEASURES (WEEKLY HOURS)				
Provide Accessible Facilities for Public	81	81	85	81
VOLUME MEASURES (NUMBER OF…)				
Library Materials Checked Out per Year	71,649	66,432	70,000	72,000
People Using Public Computers per Year	34,224	38,876	41,300	39,000
Attendees at Programs	9,275	6,781	13,500	10,000

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Materials Circulated	71,649	66,432	70,000	72,500
Children's Programs Provided	318	354	300	350
Adult Programs Provided	61	114	100	120
Interlibrary Loans	1,964	2,065	2,000	2,000
Registered Borrowers	15,615	16,480	16,300	17,300
New Library Materials Cataloged	10,933	7,592	11,000	11,000
Public Computer Usage - Hours per Year	34,224	38,876	41,300	40,000
Catalog Visits - page views	48,108	34,041	27,000	39,800
Web Site Visits	49,736	80,378	60,000	105,000
Social Media Hits - Facebook	1,107	6,063	3,500	6,500
Mobile Access Hits	2,953	4,509	3,500	6,555
Downloadable - eBook & audio	14,000	14,370	11,000	14,500
Gale database searches	N/A	266	300	500
Ancestry.com Searches *	N/A	3,500	N/A	3,800

* New indicator beginning with fiscal year 2017 actuals and 2019 budget

Housing and Community Development (I)

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 collected and expended in accordance with Montana Code Annotated (MCA), sections 7-6-2225, 15-37-117, 15-37-101 and the City-County Project Development Assistance Program.

The local government receives Metalliferous Mines License Tax "Hard-rock" funds as part of a distribution of the metal mines license tax imposed by the State of Montana. The local government and local impacted school districts receive 35% of the total collection each year. Of the funds distributed to the local government and impacted school districts, 37.5% must be deposited within a local government Hard Rock Mine Trust Account established under 7-6-2225, MCA. The remaining annual allocation is distributed as follows: 33 1/3% is allocated to the local government for general planning functions or economic development activities and 33 1/3% is allocated to both the elementary and high school districts impacted by the development and operation of the metal mine.

Per 7-6-2225, MCA, the local government must retain the funds in the Hard Rock Trust account and invest the funds per the local government investment policy. The funds can only be accessed when the mining operation has permanently ceased all mining-related activity or the number of persons employed full-time in mining activities by the mining operation is less than one-half of the average number of persons employed full-time in mining activities by the mining operation during the immediately preceding 5 year period. In 2000, Montana Resources, who operates the open pit copper and molybdenum mine in Butte, MT, suspended operations due to high energy costs and low copper prices. The suspension of operations triggered the distribution of funds within the Hard Rock Trust account. Funds were distributed 1/3 to the local government, 1/3 to impacted elementary school and 1/3 to the impacted high school district. The local government then established the Hard Rock Economic Development account and developed a program, which incorporated 7-6-2225, MCA to distributed the funds to retain and expand economic development within the City-County.

Goals and Objectives

* Promote diversification and development of the economic base within the jurisdiction of a local government unit through assistance to existing businesses for retention and expansion or to assist new businesses
* Attract new industry to the area
* Provide cash incentives for expanding the employment base of areas impacted by changes in mining activity
* Provide grants or loans to other local government jurisdictions to assist with impacts caused by the changes in mining activity

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Operating Expenditures	$ 68,902	$ 1,017,733	$ 822,275	$ 273,159	$ -549,116	-67%
Total	**$ 68,902**	**$ 1,017,733**	**$ 822,275**	**$ 273,159**	**$ -549,116**	**-67%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 68,902	$ 1,017,733	$ 822,275	$ 273,159	$ -549,116	-67%
Total	**$ 68,902**	**$ 1,017,733**	**$ 822,275**	**$ 273,159**	**$ -549,116**	**-67%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
There are no employees associated with this section.	0	0	0	0
Total	0.00	0.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Support Existing and New Businesses in Accordance with Hard Rock Mining Trust and the City-County Project Development Assistance Program Guidelines	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
* Projects Supported with Hard Rock Mine Trust Funds	1	4	3	2

* Funds were fully committed during fiscal year 2018. Those commitments will exhaust remaining funds in fiscal year 2019.

Program Description

In 2017, the Montana Legislature allocated funds to establish pilot pretrial release programs in five counties in the State of Montana in accordance with Senate Bill 59. Butte-Silver Bow was selected as one of the pilot counties, and it operates its program in conjunction with the State of Montana Office of the Supreme Court Administrator. The purpose of the pretrial release program is to ensure that the rights of individuals accused of a misdemeanor or a felony offense are protected and to ensure that the safety of victims of crime and the general public is evaluated prior to releasing a defendant.

Goals and Objectives

* Use the Arnold Foundation Public Safety Assessment Instrument for all defendants (except those specifically excluded per the related interagency agreement) that are arrested by law enforcement agencies and detained in Butte-Silver Bow
* Ensure that a method of defendant notification for all court appearances is developed and maintained
* Enter arrest, detention and release data on all individuals arrested in Butte-Silver Bow for felony and misdemeanor offenses into the AutoMon Management Information System
* Provide case management services via a third party contractor, as needed, for defendants released from custody to aid in the their success while on pretrial status

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Operating Expenditures	$ 0	$ 0	$ 130,000	$ 106,635	$ -23,365	-18%
Total	**$ 0**	**$ 0**	**$ 130,000**	**$ 106,635**	**$ -23,365**	**-18%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 0	$ 0	$ 130,000	$ 106,635	$ -23,365	-18%
Total	**$ 0**	**$ 0**	**$ 130,000**	**$ 106,635**	**$ -23,365**	**-18%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
There are no employees associated with this section.	0	0	0	0
Total	0.00	0.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Utilize Arnold Foundation Public Safety Assessment Instrument for all Applicable Defendants	N/A	N/A	N/A	100%
Notify Defendants of all Court Appearances	N/A	N/A	N/A	100%
Enter Arrest, Detention and Release Data into AutoMon Management Information System	N/A	N/A	N/A	100%
Provide Case Management Services as Needed	N/A	N/A	N/A	100%
Maintain a Pretrial Release Program Local Advisory Council	N/A	N/A	N/A	100%
Provide Pretrial Release Program Data, as Requested, to the State of Montana Office of the Supreme Court Administrator	N/A	N/A	N/A	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Number of Defendants Managed in the Pretrial Services Program	N/A	N/A	N/A	600
Quarterly Reports Submitted to the State of Montana Office of the Supreme Court Administrator	N/A	N/A	N/A	4

Program Description

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

Goals and Objectives

* The goal of the BDC is to stimulate economic development activities through support of local new businesses. The BDC currently serves 19 different outside entities (2 Butte-Silver Bow, 3 State and 16 private offices). Additionally, 2 Board Rooms are scheduled regularly for a variety of community, Butte-Silver Bow and private meetings.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 71,466	$ 68,873	$ 70,605	$ 74,473	$ 3,868	5%
Operating Expenditures	$ 221,095	$ 180,262	$ 76,619	$ 57,251	$ -19,368	-25%
Debt Services	$ 0	$ 3,019	$ 30,552	$ 27,226	$ -3,326	-11%
Total	**$ 292,561**	**$ 252,154**	**$ 177,776**	**$ 158,950**	**$ -18,826**	**-11%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Enterprise	$ 292,561	$ 252,154	$ 177,776	$ 158,950	$ -18,826	-11%
Total	**$ 292,561**	**$ 252,154**	**$ 177,776**	**$ 158,950**	**$ -18,826**	**-11%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Building Manager	1	1	1	0
Building Manager/TIFID Secretary	0	0	0	1
Community Dev Director	0.1	0.05	0.05	0.05
Total	1.10	1.05	1.05	1.05

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
BDC Administration - Occupancy	96%	95%	97%	90%
Tenant Support	80%	85%	85%	90%
Community Use and Support	80%	85%	85%	90%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Tenant Leases	30	30	30	25
Community Use of Rooms - Days	70	70	65	70
Service to Tenants - Responses	115	125	125	150

Program Description

The Arco Redevelopment Trust provides funds for projects across seven program areas with the approval of the Superfund Advisory and Redevelopment Trust Authority (SARTA), including support for Development of Mine Waste Source Areas, Historic Preservation, Festivals and Events, and Community and Economic Development.

2701.200.4702.61 - Development of Mine Waste Source Areas

Program supports the development of any Mine Waste Source Area and related properties within the Butte Priority Soils Operable Unit, particularly where mining wastes have been capped in place. Funds contribute toward soils testing, the excavation and hauling of mine waste, and the related time and materials costs associated with constructing foundations and/or installing/upgrading utilities to support the development.

2701.200.4702.62 - Historic Preservation

Program includes a Regional Historic Preservation Plan and amendments thereto, including, without limitations, brick and mortar improvements to National Register listed or eligible historic buildings, structures, signage or objects located within the Butte Priority Soils Operable Unit as well as the installation of recreational and historical interpretive features at Lower Area One (LAO), the Granite Mountain Memorial Interpretive Area (GMMIA) and other historic mining locations.

2701.200.4702.63 - Events

Program supports economic and community events that benefit Butte residents. Such events include the Montana Folk Festival, an event free to the public and administered through Main Street Uptown Butte, Inc., a Montana nonprofit, public benefit corporation. Additional community events are eligible to receive funding through a successful grant application process approved by the SARTA.

2701.200.4702.64 - Community and Economic Development

Program supports the implementation of community and economic development projects approved by the Superfund Advisory and Redevelopment Trust Authority as well as the payment of the operations expenses of the governing authority to administer and guide the planning and use of the funds.

2701.200.4702.65 - Redevelopment Trust (Undesignated)

Contingency funds set aside in the event a project emerges outside of a grant cycle. Eligible projects must meet specified criteria to warrant transfer from this fund to a designated program or project.

5714.200.4702.10 - Kelly Warehouse Facility

Facility is utilized by both the City-County Residential Metals Program and a local manufacturing business. It's dual purpose includes cost savings and economic development.

Goals and Objectives

The Arco Redevelopment Trust provides funds for projects across seven program areas with the approval of SARTA, including support for Development of Mine Waste Source Areas, Historic Preservation, Festivals and Events, and Community and Economic Development.

Community and Economic Development and Land Redevelopment:

Projects address development challenges present due to Superfund activities in Butte, such as:

* Support beneficial reuse of undeveloped or underdeveloped land
* Build or improve existing infrastructure, building stock, and community amenities
* Support repair, restoration, redevelopment or mitigation of damage to existing building stock, cultural resources, or natural resources
* Operate distinct from activities that can or should be provided under local government, general tax-supported or utility rate-supported activities or activities implemented by remedy or restoration

Historic Preservation:

Projects directly address challenges of the preservation of historic buildings, structures, and objects due to Superfund activities in Butte such as:

* Ensure long-term preservation of historic buildings, structures, or historic signage through the use of quality materials and historically appropriate design elements
* Utilize exterior façade restoration or rehabilitation - in cases of severe structural deficiency and immediate need, improvements other than exterior façade work may be considered
* Incorporate architectural elements of substantial scale and provide significant visual improvements to commercial or residential blocks or neighborhoods, thus encouraging further investment and improvement

Events:

Program will build experience, assets, and skills within the community to support successful events that attract visitors and families to Butte, thereby contributing to the economy and enhancing Butte's cultural history

* Support / promote the viable use of existing building stock, cultural resources, and public spaces that encourage investment and long-term sustainability of the community's infrastructure
* Utilizes volunteer assistance to leverage economic investments

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Operating Expenditures	$ 96,281	$ 300,014	$ 875,932	$ 1,139,314	$ 263,382	30%
Captial Outlay	$ 0	$ 69,068	$ 38,121	$ 0	$ -38,121	-100%
Total	**$ 96,281**	**$ 369,082**	**$ 914,053**	**$ 1,139,314**	**$ 225,261**	**25%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 96,281	$ 346,313	$ 875,303	$ 1,101,246	$ 225,943	26%
Enterprise	$ 0	$ 22,769	$ 38,750	$ 38,068	$ -682	-2%
Total	**$ 96,281**	**$ 369,082**	**$ 914,053**	**$ 1,139,314**	**$ 225,261**	**25%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
There are no employees associated with this section.	0	0	0	0
Total	0.00	0.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Support the Redevelopment of Mining Impacted Lands within the BPSOU	N/A	100%	100%	100%
Coordinate Call for Proposals for Historic Preservation and Community and Economic Development Grants Bi-Annually	N/A	100%	100%	100%
Coordinate a Call for Proposals for Event-Related Grants on an Annual Basis	N/A	100%	100%	100%
Provide Applicant Assistance through Assistance Sessions	N/A	100%	100%	100%
Grant Redevelopment Trust Funds from Specified Program Areas to Successful Proposals	N/A	100%	100%	100%
Administer Grant Program	N/A	100%	100%	100%
Develop Criteria to Determine Eligibility for Access to Undesignated Funds	N/A	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
SARTA Assistance with Development Grant Criteria, Customized to Support Redevelopment and Reinvestment Projects	1	5	1	1
Calls for Proposals Coordinated for Historic Preservation and Community and Economic Development Grants	1	1	1	1
Calls for Proposals Coordinated for Event-Related Grants Annually	0	1	1	1
Review Materials Prepared for Authority Members within One Week of Submittal Deadline	1	1	1	1
Quarterly Grant Monitoring through Review of Progress Reports	0	4	4	4
Minutes and Agendas Drafted and Posted 48 Hours Prior to Every Meeting (2x per month)	24	20	24	24
Reimbursement Requests Processed within 14 days of Receipt	N/A	20	As Needed	As needed
Office Hours Provided for Applicant Assistance per Grant Period	6	6	6	As needed
Grant Writing Education Sessions Planned, Coordinated and Implemented	2	2	2	As needed

Program Description

The mission of Urban Revitalization through both the Urban Revitalization (URA) and the East Butte Renovation and Rehabilitation (RRA) Agencies, is to promote 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 and 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 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 129,892	$ 132,373	$ 205,239	$ 220,838	$ 15,599	8%
Operating Expenditures	$ 420,063	$ 573,260	$ 2,643,914	$ 1,604,347	$ -1,039,567	-39%
Debt Services	$ 0	$ 124,814	$ 552,435	$ 557,767	$ 5,332	1%
Captial Outlay	$ 0	$ 3,094,741	$ 4,635,102	$ 350,000	$ -4,285,102	-92%
Total	**$ 549,955**	**$ 3,925,188**	**$ 8,036,690**	**$ 2,732,952**	**$ -5,303,738**	**-66%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 549,955	$ 828,316	$ 2,872,013	$ 1,825,185	$ -1,046,828	-36%
Debt Service	$ 0	$ 124,814	$ 554,935	$ 557,767	$ 2,832	1%
Capital Project	$ 0	$ 2,972,058	$ 4,609,742	$ 350,000	$ -4,259,742	-92%
Total	**$ 549,955**	**$ 3,925,188**	**$ 8,036,690**	**$ 2,732,952**	**$ -5,303,738**	**-66%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Accountant	0	0	1	1
Community Dev Director	0.55	0.4	0.4	0.4
Historic Preservation Officer	1	0.34	0.34	0.34
Secretary	1	1	1	1
Total	2.55	1.74	2.74	2.74

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Assist in Capital Improvements through Public / Private Partnerships	30%	50%	20%	50%
Assist in Infrastructure Improvements and the Elimination of Blight	80%	80%	80%	65%
Assist in Promotional and Cultural Activities	10%	10%	10%	20%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Matching Grants Awarded	15	22	20	20
Re-Development Loans Issued	10	2	10	5
Sidewalks Repaired and Replaced	5	5	10	5
Parking Garage Constructed (over 2 fiscal years)	N/A	1	1	0

Program Description

The Tax Increment Financing Industrial District's (TIFID) 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 and Objectives

* Complete infrastructure – including rail served parcels, potable water system, and fiber loop connection
* Follow master plan with appropriate land usage
* Create and maintain certified, shovel-ready sites
* Strengthen/support services provided by Port of Montana
* Work with existing businesses (retention)
* Market park to developers – attend trade conferences, direct marketing lists and marketing materials, list property on Loopnet, work with Real Estate Agents, partner with the Port of Montana on marketing efforts, and provide familiarization tour

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 126,532	$ 153,660	$ 155,147	$ 158,649	$ 3,502	2%
Operating Expenditures	$ 2,345,903	$ 2,892,703	$ 5,456,292	$ 6,456,690	$ 1,000,398	18%
Debt Services	$ 6,461,900	$ 941,235	$ 650,069	$ 629,763	$ -20,306	-3%
Captial Outlay	$ 381,507	$ 533,837	$ 7,586,000	$ 7,286,000	$ -300,000	-4%
Total	**$ 9,315,842**	**$ 4,521,435**	**$ 13,847,508**	**$ 14,531,102**	**$ 683,594**	**5%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 2,751,936	$ 3,497,422	$ 13,192,439	$ 13,896,339	$ 703,900	5%
Debt Service	$ 6,466,900	$ 946,235	$ 655,069	$ 634,763	$ -20,306	-3%
Capital Project	$ 97,006	$ 77,778	$ 0	$ 0	$ 0	N/A
Total	**$ 9,315,842**	**$ 4,521,435**	**$ 13,847,508**	**$ 14,531,102**	**$ 683,594**	**5%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Community Dev Director	0.3	0.5	0.5	0.5
TIFID Administrator	1	1	1	1
Total	1.30	1.50	1.50	1.50

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Build Manufacturing Space	25%	50%	100%	50%
Complete Master Plan/Land Use Report	100%	100%	100%	75%
Update Website with New Information Monthly	10%	75%	50%	100%
Market the Industrial Park	50%	75%	75%	50%
Complete Infrastructure	50%	25%	25%	25%
Work with Existing Businesses (Retention)	100%	50%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Projects Started/Completed	2	2	2	1
Monthly Updates to Website	3	6	12	6
Conferences/Industry Show Attendance	1	3	3	3

Program Description

The mission of Urban Revitalization through both the Urban Revitalization (URA) and the East Butte Renovation and Rehabilitation (RRA) Agencies, is to promote 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 eliminate blight.

Goals and Objectives

* 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 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Operating Expenditures	$ 78,074	$ 128,909	$ 349,241	$ 451,063	$ 101,822	29%
Total	**$ 78,074**	**$ 128,909**	**$ 349,241**	**$ 451,063**	**$ 101,822**	**29%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 78,074	$ 128,909	$ 349,241	$ 451,063	$ 101,822	29%
Total	**$ 78,074**	**$ 128,909**	**$ 349,241**	**$ 451,063**	**$ 101,822**	**29%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
There are no employees associated with this section.	0	0	0	0
Total	0.00	0.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Assist in Property Improvements through Public-Private Partnerships	65%	75%	75%	85%
Assist in Infrastructure Improvements and the Elimination of Blight	50%	50%	50%	60%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Matching Grants Awarded	10	4	10	10
Beautification - Public Projects	0	1	2	2

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 and 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 our goals
* Administer grant programs in compliance with CDBG regulations

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 100,060	$ 50,296	$ 48,570	$ 83,172	$ 34,602	71%
Operating Expenditures	$ 37,548	$ 78,084	$ 131,154	$ 108,354	$ -22,800	-17%
Total	**$ 137,608**	**$ 128,380**	**$ 179,724**	**$ 191,526**	**$ 11,802**	**7%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 137,608	$ 128,380	$ 179,724	$ 191,526	$ 11,802	7%
Total	**$ 137,608**	**$ 128,380**	**$ 179,724**	**$ 191,526**	**$ 11,802**	**7%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Community Dev Coordinator	0.5	0.5	0.5	0.5
Secretary	1	0	0	0
Special Projects Developer / Grant Writer	0	0	0	0.5
Total	1.50	0.50	0.50	1.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Hold at Least 2 Public Meetings to Determine the Most Pressing Needs of the Community	100%	100%	100%	100%
Complete Grant Applications for Selected Projects	75%	75%	85%	85%
Assist Businesses with Low Interest Loans Through the EDA Fund	25%	15%	50%	25%
Complete Existing Neighborhood Revitalization Projects	25%	50%	75%	75%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Public Meetings Held	4	4	4	4
Grant Applications Completed	3	4	2	4
Houses Rehabilitated	3	1	2	2
Public Facilities Constructed	0	0	1	1

Program Description

Economic Development Revolving Loan Funds -- loan payments are revolved to loan out for the purpose of economic development. Debt payments are granted out through Community Development.

Goals and Objectives

* The goal of the Planning and Management function is to ensure all loan payments are made in a timely manner & properly accounted for.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Operating Expenditures	$ 0	$ 0	$ 57,188	$ 378,988	$ 321,800	563%
Total	**$ 0**	**$ 0**	**$ 57,188**	**$ 378,988**	**$ 321,800**	**563%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 0	$ 0	$ 57,188	$ 378,988	$ 321,800	563%
Total	**$ 0**	**$ 0**	**$ 57,188**	**$ 378,988**	**$ 321,800**	**563%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
There are no employees associated with this section.	0	0	0	0
Total	0.00	0.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Loans are Available for Economic Development Purposes	100%	100%	100%	100%
Loan Portfolio Reports Done Annually for Montana Department of Commerce	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Number of Annual Reports Completed	2	2	2	2

Program Description

The purpose of the 2018 Big Sky Economic Development Trust Fund Program (BSTF) Grant from the Montana Department of Commerce is to assist Marcom, LLC and Headframe Spirits with the purchase of equipment, machinery, software and wage reimbursement to enable job creation.

Goals and Objectives

* Administer the BSTF Grant to assist Marcom, LLC in the expansion of their business and the hiring of new employees

* Administer the BSTF Grant to assist Headframe Spirits in providing more high quality jobs

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Operating Expenditures	$ 0	$ 14,664	$ 550,202	$ 457,274	$ -92,928	-17%
Total	**$ 0**	**$ 14,664**	**$ 550,202**	**$ 457,274**	**$ -92,928**	**-17%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 0	$ 14,664	$ 550,202	$ 457,274	$ -92,928	-17%
Total	**$ 0**	**$ 14,664**	**$ 550,202**	**$ 457,274**	**$ -92,928**	**-17%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
There are no employees associated with this section.	0	0	0	0
Total	0.00	0.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Administer BSTF Grant	100%	75%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Grant Start-Ups	1	2	1	2
Quarter Reports Submitted	4	4	4	8
Grant Draw Requests	2	2	3	6

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”.

Goals and Objectives

* Foster economic development in Butte-Silver Bow
* Disburse grant funds fairly and effectively

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Operating Expenditures	$ 68,000	$ 65,000	$ 76,450	$ 73,692	$ -2,758	-4%
Total	**$ 68,000**	**$ 65,000**	**$ 76,450**	**$ 73,692**	**$ -2,758**	**-4%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 68,000	$ 65,000	$ 76,450	$ 73,692	$ -2,758	-4%
Total	**$ 68,000**	**$ 65,000**	**$ 76,450**	**$ 73,692**	**$ -2,758**	**-4%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
There are no employees associated with this section.	0	0	0	0
Total	0.00	0.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Foster Economic Development through the Economic Development Grant Program	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Grants Issued under the Economic Development Program	10	11	10	10

INTERGOVERNMENTAL ACTIVITIES (J)

Program Description

MANAGEMENT INFORMATION SYSTEM

The Management Information System (MIS) Department manages Butte-Silver Bow's central information technology infrastructure and provides numerous services and applications for use in daily administration and business activities. MIS's goal is to ensure that the solutions delivered meet Butte-Silver Bow's needs for providing effective and efficient services to the community as well as inter-department and inter-organizational collaboration. This department is financed by internal and external user charges.

PAYROLL

The Payroll Department is responsible for processing all payroll checks for Butte-Silver Bow. The Department also pays all related employer provided benefits and deductions.

Goals and Objectives

MANAGEMENT INFORMATION SYSTEM

* Provide prompt, secure and efficient delivery of the best technology services available to Butte-Silver Bow and its citizens, and support those information systems through a variety of methods and channels
* Ensure that MIS services meet Butte-Silver Bow's needs for providing effective and efficient services to the community as well as inter-department and inter-organizational collaboration
* Position MIS as a valued partner that is actively engaged in, and has a thorough understanding of, the connection between information technology and Butte Silver Bow's business of serving its citizens
* Ensure that Butte-Silver Bow is consistently able to meet its regulatory compliance, institutional policy, emergency management, and risk management objectives
* Empower MIS staff to find solutions to technological challenges and continuously seek out opportunities for improvements in how Butte-Silver Bow conducts business and provides services
* Engage with the City-County and community to help anticipate and support the information technology needs of a continuously evolving organization with diverse technological needs
* Effectively assist and direct incoming calls from the public in the most effective and efficient manner possible

PAYROLL

* Prepare and administer bi-weekly payroll and related reporting requirements, including the preparation of quarterly reports and W-2s in compliance with all regulations
* Process all payrolls timely, and in accordance with all contracts and agreements

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 481,175	$ 783,040	$ 683,703	$ 766,556	$ 82,853	12%
Operating Expenditures	$ 220,465	$ 59,410	$ 265,322	$ 269,507	$ 4,185	2%
Total	**$ 701,640**	**$ 842,450**	**$ 949,025**	**$ 1,036,063**	**$ 87,038**	**9%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Internal Service	$ 701,640	$ 842,450	$ 949,025	$ 1,036,063	$ 87,038	9%
Total	**$ 701,640**	**$ 842,450**	**$ 949,025**	**$ 1,036,063**	**$ 87,038**	**9%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
(2) IT Positions	1	0	0	0
Accounting Specialist	0.25	1	1	0.34
Computer Systems Analyst Network Engineer	0	0	0	2
Contractor	0	0	0	1
Data Base Administrator	0	0	1	1
Desktop Support Specialist	1	0	0	0
Finance & Budget Director	0.1	0.1	0.1	0.1
IT Computer Analyst	0	1	1	1
IT Computer Analyst/Projects	0	0	0	0
IT Manager	1	1	1	1
IT Programmer	2	1	0	0
JR Systems Engineer	0	1	1	0
Payroll Supervisor	1	1	1	1
Project Manager	0	1	1	0
Public Information Officer	1	1	1	1
System Administrator	1	1	1	0
Total	8.35	9.10	9.10	8.44

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
MANAGEMENT INFORMATION SYSTEM				
Network Availability (24/7)	99%	99%	99%	99%
Server Availability (24/7)	99%	99%	100%	99%
Provide Quality Customer Service to All Departments	99%	98%	100%	99%
Computers with Security Patches and Upgrades Installed	98%	98%	100%	99%
PAYROLL				
Complete Payrolls Accurately, Timely and in Accordance with Union Contracts and Other Agreements	100%	100%	100%	100%
File all Payroll Reports in Accordance with the State of Montana, the Internal Revenue Service and Union Contracts	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
MANAGEMENT INFORMATION SYSTEM				
LANS Supported	29	15	20	15
Employees Served (FT)	475	475	480	480
Computers / Laptops / Servers / Electronic Services	635	635	635	635
Committee Participation (IT Related)	5	5	5	5
Databases (Enterprise)	23	23	23	23
Databases (Standalone)	13	13	10	5
Software Applications	36	36	36	36
Phones (Including Cell Phones)	550	550	550	550
PAYROLL				
Internal Revenue Service W-2's Processed	626	618	655	660
MONETARY INDICATORS				
PAYROLL				
Payrolls Processed	$25,449,638	$26,415,976	$26,678,155	$26,680,000

Program Description

The Human Resources (HR) Department provides all human resource related functions, including health/safety and risk management for the City-County Government in a comprehensive and cost effective manner. The established human resource system shall:

* provide for a sound program of human resource administration and employee relations
* provide for hiring and promotion of employees on the basis of qualifications and merit
* provide for equitable compensation
* assure fair and equitable treatment of employees and applicants for employment in accordance with state and federal laws

The Human Resources Department has the responsibility and the authority to 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 benefit programs; oversee the preparation and maintenance of position classifications 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 and employees; participate in the collective bargaining process; administer day-to-day labor relations tasks, including monitoring contract compliance, participate in the handling and resolution of employee grievances, and coordinate 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; and manage the overall administration of the health/safety and risk management programs.

The Wellbeing Program provides education, opportunities, and support for employees to pursue and achieve their wellness goals whether they be physical, emotional, intellectual, social, spiritual, environmental, financial, or occupational, resulting in more productive employees both at work and at home, lower health insurance claims, and a higher quality of life for employees and their families.

Goals and Objectives

* Link human resource management to desired governmental outcomes by reviewing existing jobs, reviewing job functions through job analysis, planning the nature and number of new positions, and determining appropriate compensation levels
* Attract and retain a highly qualified workforce by offering competitive wages/salaries and benefits
* Retain and develop a highly qualified workforce and nurture a positive and productive work culture by ensuring effective performance evaluations are conducted and by providing training, educational, and promotional opportunities
* Maintain labor peace by working with unions in all collective bargaining matters, including the bargaining process and the administration of union contracts
* Avoid legal liabilities by maintaining up-to-date personnel policy documents and respecting the rights of employees and job applicants
* Strengthen a high-performance organizational culture by clearly communicating employee and employer responsibilities
* Avoid organizational discourse by dealing with problem employees in a timely manner
* Manage and implement quality health/safety and risk management measures to help mitigate and control hazards and claims costs

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 312,138	$ 385,457	$ 388,777	$ 413,244	$ 24,467	6%
Operating Expenditures	$ 5,451,489	$ 5,944,003	$ 6,811,617	$ 7,250,539	$ 438,922	6%
Total	**$ 5,763,627**	**$ 6,329,460**	**$ 7,200,394**	**$ 7,663,783**	**$ 463,389**	**6%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Internal Service	$ 5,763,627	$ 6,329,460	$ 7,200,394	$ 7,663,783	$ 463,389	6%
Total	**$ 5,763,627**	**$ 6,329,460**	**$ 7,200,394**	**$ 7,663,783**	**$ 463,389**	**6%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Benefits Specialist	0	0	0	1
Health & Safety Coordinator	0	0	1	1
HR & Payroll Tech	1	1	1	0
HR Specialist	1	1	1	1
Human Resource Director	1	1	1	1
Risk Mgmt Analyst	2	2	1	1
Total	5.00	5.00	5.00	5.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Provided Consultation and Advice in Employee Management Due Process Issues	100%	100%	100%	100%
Offer Appropriate Training for Management Personnel and Employees	100%	100%	100%	100%
Provide Accurate and Automated HR, Health/Safety, and Risk Management Information to Management Personnel, Employees and the General Public	100%	100%	100%	100%
Provide Departmental Support and Guidance Relative to Efficient and Objective Employee Recruitment and Selection	100%	100%	100%	100%
Allocate Public Resources Effectively in the Management of Wage/Salary and Benefit Systems for Non-Bargaining Unit Employees and in the Collective Bargaining Process and Administration of Union Contracts for Bargaining Unit Employees	100%	100%	100%	100%
Maintain Strong, Efficient, and Effective Safety/Health and Risk Management Programs Through On-Going Training, Comp/Insurance Claim Reviews, Involvement of a Working Safety Committee, Safety Audits, and Dissemination of Updated Information	100%	100%	100%	100%
Continually Review and Update Personnel Policies to Ensure Compliance with Current Laws and Regulations	100%	100%	100%	100%
Provide Education, Opportunities and Support for Employees to Achieve their Wellness Goals *	N/A	N/A	N/A	100%

*Wellness program was established in fiscal year 2018.

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Performance Issues - Consultation	16	24	46	31
Performance Issues Resolved Without Formal Action	4	13	28	19
Performance Issues Resolved With Formal Action	10	11	18	14
Grievances Resolved	37	6	68	7
Number of Information Requests Received and Processed from the Public and Union Organizations	20	20	19	30
Number of Recruitment and Selection Efforts Undertaken for Regular Employees	59	71	66	80
Number of Labor Contracts Negotiated	9	17	17	5
Health / Safety Claims Review, Risk Management Claims Review, Inspections, Audits and Information Dissemination	282	379	440	440
Number of employees who participate in the annual bio-metric screening offered as a part of the Wellbeing Program *	N/A	N/A	N/A	50%

*Wellness program was established in fiscal year 2018.

Program Description

The Butte-Silver Bow Public Works Central Equipment Maintenance (CEM) Division maintains all vehicles and heavy equipment owned by Butte-Silver Bow. The CEM Division is responsible for approximately 749 pieces of equipment, vehicles and heavy equipment.

Goals and Objectives

Goal:

* Provide Butte-Silver Bow Government with effective maintenance of its equipment and vehicles and ensure the safety of its fleet

Objectives:

* Develop an effective, cost saving and energy-efficient vehicle plan for the local government
* Provide for a capital improvement program where obsolete or over used vehicles and equipment may be recycled for new, energy efficient vehicles
* Upgrade existing asphalt hot plant, making sure that it is energy efficient
* Ensure that the safety of our fleet and those who use the vehicles are enhanced

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 737,618	$ 878,458	$ 774,247	$ 868,872	$ 94,625	12%
Operating Expenditures	$ 794,237	$ 700,610	$ 908,604	$ 936,380	$ 27,776	3%
Debt Services	$ 0	$ 0	$ 115,970	$ 230,432	$ 114,462	99%
Captial Outlay	$ 0	$ 0	$ 1,808,124	$ 12,887,093	$ 11,078,969	613%
Total	**$ 1,531,855**	**$ 1,579,068**	**$ 3,606,945**	**$ 14,922,777**	**$ 11,315,832**	**314%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Internal Service	$ 1,531,855	$ 1,579,068	$ 3,606,945	$ 14,922,777	$ 11,315,832	314%
Total	**$ 1,531,855**	**$ 1,579,068**	**$ 3,606,945**	**$ 14,922,777**	**$ 11,315,832**	**314%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Administrative Asst	0	0	0	0.2
Apprentice Machinist	0	0	0	1
Equip Maint Worker	1	0	0	0
Equipment Maintenance Worker	0	1	1	0
Equipment Maintenance Worker/Teamster	0	0	0	1
Machinist	7	7	7	7
Machinist/Foreman	1	1	1	1
Total	9.00	9.00	9.00	10.20

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Maintain Vehicles and Keep in Safe Operating Condition	100%	100%	100%	100%
Maintain Equipment and Keep in Good Operating Condition	100%	100%	100%	100%
Track Fuel Costs and Usage for County Vehicles and Equipment	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Vehicles and Equipment Maintained	749	749	750	749
Gallons of Diesel Fuel Used	148,643	154,846	150,000	150,000
Gallons of Unleaded Fuel Used	136,016	130,022	150,000	150,000

Program Description

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

Goals and Objectives

* Provide high volume copying capabilities to Butte-Silver Bow Departments

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Operating Expenditures	$ 16,294	$ 15,101	$ 20,010	$ 19,398	$ -612	-3%
Total	**$ 16,294**	**$ 15,101**	**$ 20,010**	**$ 19,398**	**$ -612**	**-3%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Internal Service	$ 16,294	$ 15,101	$ 20,010	$ 19,398	$ -612	-3%
Total	**$ 16,294**	**$ 15,101**	**$ 20,010**	**$ 19,398**	**$ -612**	**-3%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
There are no employees associated with this section.	0	0	0	0
Total	0.00	0.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Ensure High-Volume Copying Capabilities are Available as Needed	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Copies Made / Printed	185,698	127,203	180,000	160,000
Departments Using Copier	24	22	24	22

Program Description

This portion of Butte-Silver Bow's budget funds the following activities:

The Private Branch Exchange (PBX) offers telephone and voice mail services to all departments and agencies of Butte-Silver Bow. The network is financed by charges based on the number of extensions used by each department or agency. The current PBX network was installed in 1999. Mail is also processed within the PBX budget.

The Central Service budget accounts for Butte-Silver Bow's painters and carpenter. This division of the local government services all government programs and buildings.

Goals and Objectives

PBX

* Provide excellent customer service in response to requests for information
* Process mail in a timely manner
* Schedule extra help when required
* Effectively assist and direct incoming calls from the public in the most effective and efficient manner possible

CENTRAL SERVICES

* Provide excellent customer service
* Complete projects efficiently and on time
* Effectively manage workload while satisfying the local government's Central Services needs

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 119,960	$ 98,394	$ 378,534	$ 368,414	$ -10,120	-3%
Operating Expenditures	$ 35,772	$ 61,556	$ 88,353	$ 102,486	$ 14,133	16%
Debt Services	$ 0	$ 0	$ 47,750	$ 47,750	$ 0	0%
Total	**$ 155,732**	**$ 159,950**	**$ 514,637**	**$ 518,650**	**$ 4,013**	**1%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Internal Service	$ 155,732	$ 159,950	$ 514,637	$ 518,650	$ 4,013	1%
Total	**$ 155,732**	**$ 159,950**	**$ 514,637**	**$ 518,650**	**$ 4,013**	**1%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
Carpenter	0	0	1	1
Clerk I	0	0	0	1
Intern	0	1	0	0
Operator	1	1	1	0
Painter	0	0	2	2
Receptionist/Floater	0	0	0	1.5
Relief Operator/Sec II	1.5	1.5	1.5	0
Total	2.50	3.50	5.50	5.50

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
PBX:				
Answer Incoming Phone Calls and Direct Walk-In Customers to the Appropriate Department	99%	100%	100%	100%
Track Postage for Each Butte-Silver Bow Department	100%	100%	100%	100%
Assist Other Departments When Extra Help is Required	90%	100%	95%	100%
Central Services				
Provide Professional Painting Services as Needed in a Timely Manner	N/A	100%	100%	100%
Provide Professional Carpentry Work as Needed In a Timely Manner	N/A	100%	100%	100%
Prioritize Jobs Effectively and Appropriately	N/A	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
PBX				
Calls Received and Directed to Butte-Silver Bow Departments	20,050	21,418	30,178	25,000
Walk-Ins to Help Desk	2,417	5,487	3,150	5,500
Pieces of Mail Processed	72,361	85,267	80,500	87,500
Departments Requesting Extra Help	7	40	15	45
Central Services				
Painting Work Orders Completed	N/A	17	10	20
Construction Work Orders Completed	N/A	48	25	50

MISCELLANEOUS (K)

Program Description

The City-County of Butte-Silver Bow passed Ordinance #18-2 on August 1, 2018. The ordinance established a single street maintenance district (SMD) boundary for the City-County of Butte-Silver Bow to be named “Street Maintenance.” All persons and entities owning a parcel of property with a market value of more than $5,000 are assessed a road maintenance fee. This budget accounts for those fees which are determined as follows: annually, no later than the second Monday in August, the department of public works shall provide to the Council of Commissioners an estimate, specifying as near as practicable, the cost of the maintenance for the fiscal year. The Council of Commissioners shall pass and finally adopt a Resolution specifying the equal assessment option and levying and assessing with an amount equal to not less than 75% of the entire cost of the street maintenance work to be completed each fiscal year.

"Street Maintenance" includes, but is not limited to sprinkling, graveling, oiling, chip sealing, seal coating, overlaying, treating, general cleaning, sweeping, flushing, snow removal, leaf and debris removal, signal systems operation and maintenance, traffic sign repair, pavement markings, curb and gutter repair and minor sidewalk repairs.

Prior to August 1, 2018, this portion of the budget accounted for road maintenance fees related to specifically established Special Improvement Districts (SIDs) within Butte-Silver Bow. The SIDs did not cover the entire boundary of the City-County.

Goals and Objectives

* Administer SMD fee allocations to property in the City-County
* Prepare timely reports to the Budget Office related to SMD administration
* Draft resolutions for the Council of Commissioners to implement assessments of SMD budgets
* Calculate payments for public property which the City-County makes for SMD fees
* Enter SMD fees into City-County computer records for property billing
* Receive SMD fee appeals from property owners
* Input SMD data into Geographic Information System (GIS) using a digitizer, heads up digitizing and/or database entries
* Collect and input SMD 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 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Personnel Services	$ 135,504	$ 164,672	$ 164,897	$ 167,172	$ 2,275	1%
Operating Expenditures	$ 249,721	$ 339,666	$ 345,839	$ 3,818	$ -342,021	-99%
Total	**$ 385,225**	**$ 504,338**	**$ 510,736**	**$ 170,990**	**$ -339,746**	**-67%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 385,225	$ 504,338	$ 510,736	$ 170,990	$ -339,746	-67%
Total	**$ 385,225**	**$ 504,338**	**$ 510,736**	**$ 170,990**	**$ -339,746**	**-67%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
HELP	0.2	0	0	0
Operation Manager	0	0.12	0.12	0
Project Manager	0	0	0	0.12
Public Works Director	0	0.08	0.08	0.08
Relief Operator/Sec II	1	0	0	0
Teamster	1.75	1.75	1.75	1.75
Total	2.95	1.95	1.95	1.95

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Allocate SIDs / SMDs to Correct Parcel Numbers in Tyler Software	100%	100%	100%	100%
Track and Balance Parcels with SID / SMD Construction Liens	100%	100%	100%	100%
Calculate Number of Qualifying Parcels Falling Within SID / SMD Boundary	100%	100%	100%	100%
Set SID / SMD Rates for Annual Real Property Tax Statements	100%	100%	100%	100%
Reconcile Assessment Balancing Reports (Tyler Software & Excel)	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
VOLUME INDICATORS (NUMBER OF…)				
Parcel Transfers Reviewed to Ensure Correct SID / SMD Assessment	2,000	1,874	1,700	1,930
Property Combinations and Splits Reviewed for Correct SID /SMD Assessment	89	95	111	105
SID / SMD Boundaries Maintained	127	128	129	130
SID / SMD Tax Rates Calculated	54	55	55	1
SID / SMD Tax Inquiries Reviewed and Processed	10	8	10	25
SMD Parcels Assessed	N/A	N/A	N/A	18,190

Program Description

The miscellaneous non-departmental activities in this section account for those governmental expenditures covered by taxes, fees, and grants. The expenditures are a 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 user fees or costs; government-wide technology enhancements and associated capital needs; and contractual obligations for non-direct services and economic development activities. These obligations include contracts with Western Montana Mental Health and a grant to the Foster Grandparents Program. This program also covers the Chief Executive's ad hoc economic development activities and the county assumed welfare activities following the state cessation of general assistance. A significant component of this section of the budget 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 the worker's compensation insurance program.

Goals and Objectives

* Manage non-departmental expenses effectively and efficiently
* Stay within budget guidelines related to government-wide activities

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Operating Expenditures	$ 1,446,411	$ 1,493,101	$ 1,700,064	$ 1,526,373	$ -173,691	-10%
Captial Outlay	$ 226,036	$ 265,867	$ 71,655	$ 65,000	$ -6,655	-9%
Total	**$ 1,672,447**	**$ 1,758,968**	**$ 1,771,719**	**$ 1,591,373**	**$ -180,346**	**-10%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 1,086,486	$ 1,262,012	$ 1,167,176	$ 991,045	$ -176,131	-15%
Special Revenue	$ 585,961	$ 496,956	$ 604,543	$ 600,328	$ -4,215	-1%
Total	**$ 1,672,447**	**$ 1,758,968**	**$ 1,771,719**	**$ 1,591,373**	**$ -180,346**	**-10%**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019
There are no employees associated with this section.	0	0	0	0
Total	0.00	0.00	0.00	0.00

Performance Measures

Measure	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Manage Government-Wide Expenses on a Fair, Equitable and Effective Basis	100%	100%	100%	100%
Stay Within Budget Guidelines Related to Government-Wide Activities	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2016	Actual FY 2017	Budget FY 2018	Projected FY 2019
Non-Departmental, Government-Wide Funds Managed	7	7	5	5

TRANSFERS (L)

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, (2) utilize unrestricted revenues in the general fund to finance various programs accounted for in other funds in accordance with budgetary authorization and (3) facilitate administrative functions related to the major business-type funds.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Transfers Out	$ 575,600	$ 869,173	$ 876,111	$ 898,246	$ 22,135	3%
Total	**$ 575,600**	**$ 869,173**	**$ 876,111**	**$ 898,246**	**$ 22,135**	**3%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 3,856	$ 0	$ 0	$ 0	$ 0	N/A
Enterprise	$ 571,744	$ 869,173	$ 876,111	$ 898,246	$ 22,135	3%
Total	**$ 575,600**	**$ 869,173**	**$ 876,111**	**$ 898,246**	**$ 22,135**	**3%**

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Transfers Out	$ 44,924	$ 10,185	$ 22,715	$ 21,280	$ -1,435	-6%
Total	**$ 44,924**	**$ 10,185**	**$ 22,715**	**$ 21,280**	**$ -1,435**	**-6%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 8,750	$ 8,750	$ 21,280	$ 21,280	$ 0	0%
Debt Service	$ 36,174	$ 1,435	$ 1,435	$ 0	$ -1,435	-100%
Total	**$ 44,924**	**$ 10,185**	**$ 22,715**	**$ 21,280**	**$ -1,435**	**-6%**

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Transfers Out	$ 108,172	$ 35,750	$ 123,381	$ 55,000	$ -68,381	-55%
Total	**$ 108,172**	**$ 35,750**	**$ 123,381**	**$ 55,000**	**$ -68,381**	**-55%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 108,172	$ 35,750	$ 123,381	$ 55,000	$ -68,381	-55%
Total	**$ 108,172**	**$ 35,750**	**$ 123,381**	**$ 55,000**	**$ -68,381**	**-55%**

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Transfers Out	$ 6,289	$ 0	$ 0	$ 0	$ 0	N/A
Total	**$ 6,289**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**N/A**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Capital Project	$ 6,289	$ 0	$ 0	$ 0	$ 0	N/A
Total	**$ 6,289**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**N/A**

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Transfers Out	$ 3,832	$ 276	$ 302	$ 500	$ 198	66%
Total	**$ 3,832**	**$ 276**	**$ 302**	**$ 500**	**$ 198**	**66%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 3,832	$ 276	$ 302	$ 500	$ 198	66%
Total	**$ 3,832**	**$ 276**	**$ 302**	**$ 500**	**$ 198**	**66%**

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Transfers Out	$ 6,884	$ 194	$ 1,000	$ 0	$ -1,000	-100%
Total	**$ 6,884**	**$ 194**	**$ 1,000**	**$ 0**	**$ -1,000**	**-100%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Debt Service	$ 6,884	$ 194	$ 1,000	$ 0	$ -1,000	-100%
Total	**$ 6,884**	**$ 194**	**$ 1,000**	**$ 0**	**$ -1,000**	**-100%**

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Transfers Out	$ 144,192	$ 123,282	$ 125,000	$ 0	$ -125,000	-100%
Total	**$ 144,192**	**$ 123,282**	**$ 125,000**	**$ 0**	**$ -125,000**	**-100%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 144,192	$ 123,282	$ 125,000	$ 0	$ -125,000	-100%
Total	**$ 144,192**	**$ 123,282**	**$ 125,000**	**$ 0**	**$ -125,000**	**-100%**

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Transfers Out	$ 51	$ 119,465	$ 302,897	$ 196,649	$ -106,248	-35%
Total	**$ 51**	**$ 119,465**	**$ 302,897**	**$ 196,649**	**$ -106,248**	**-35%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 51	$ 119,465	$ 302,897	$ 196,649	$ -106,248	-35%
Total	**$ 51**	**$ 119,465**	**$ 302,897**	**$ 196,649**	**$ -106,248**	**-35%**

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Transfers Out	$ 230,696	$ 516,605	$ 762,435	$ 1,598,095	$ 835,660	110%
Total	**$ 230,696**	**$ 516,605**	**$ 762,435**	**$ 1,598,095**	**$ 835,660**	**110%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 230,696	$ 516,605	$ 762,435	$ 750,142	$ -12,293	-2%
Debt Service	$ 0	$ 0	$ 0	$ 847,953	$ 847,953	N/A
Total	**$ 230,696**	**$ 516,605**	**$ 762,435**	**$ 1,598,095**	**$ 835,660**	**110%**

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Transfers Out	$ 7,376,597	$ 1,618,612	$ 1,437,221	$ 1,384,178	$ -53,043	-4%
Total	**$ 7,376,597**	**$ 1,618,612**	**$ 1,437,221**	**$ 1,384,178**	**$ -53,043**	**-4%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 7,376,597	$ 1,545,242	$ 1,437,221	$ 1,384,178	$ -53,043	-4%
Capital Project	$ 0	$ 73,370	$ 0	$ 0	$ 0	N/A
Total	**$ 7,376,597**	**$ 1,618,612**	**$ 1,437,221**	**$ 1,384,178**	**$ -53,043**	**-4%**

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Transfers Out	$ 19,965	$ 20,000	$ 180,000	$ 20,000	$ -160,000	-89%
Total	**$ 19,965**	**$ 20,000**	**$ 180,000**	**$ 20,000**	**$ -160,000**	**-89%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 19,965	$ 20,000	$ 180,000	$ 20,000	$ -160,000	-89%
Total	**$ 19,965**	**$ 20,000**	**$ 180,000**	**$ 20,000**	**$ -160,000**	**-89%**

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Transfers Out	$ 67,304	$ 123,539	$ 70,387	$ 84,657	$ 14,270	20%
Total	**$ 67,304**	**$ 123,539**	**$ 70,387**	**$ 84,657**	**$ 14,270**	**20%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Special Revenue	$ 67,304	$ 123,539	$ 70,387	$ 84,657	$ 14,270	20%
Total	**$ 67,304**	**$ 123,539**	**$ 70,387**	**$ 84,657**	**$ 14,270**	**20%**

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
Transfers Out	$ 497,650	$ 1,064,380	$ 1,096,365	$ 773,774	$ -322,591	-29%
Total	**$ 497,650**	**$ 1,064,380**	**$ 1,096,365**	**$ 773,774**	**$ -322,591**	**-29%**

Funding Summary

Funding Sources	Actual FY 2016	Actual FY 2017	Budget FY 2018	Recommended FY 2019	Increase (Decrease)	Percent Change
General Fund	$ 497,650	$ 538,746	$ 582,365	$ 770,963	$ 188,598	32%
Special Revenue	$ 0	$ 25,634	$ 14,000	$ 2,811	$ -11,189	-80%
Capital Project	$ 0	$ 500,000	$ 500,000	$ 0	$ -500,000	-100%
Total	**$ 497,650**	**$ 1,064,380**	**$ 1,096,365**	**$ 773,774**	**$ -322,591**	**-29%**

CAPITAL IMPROVEMENT PLAN (M)

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.

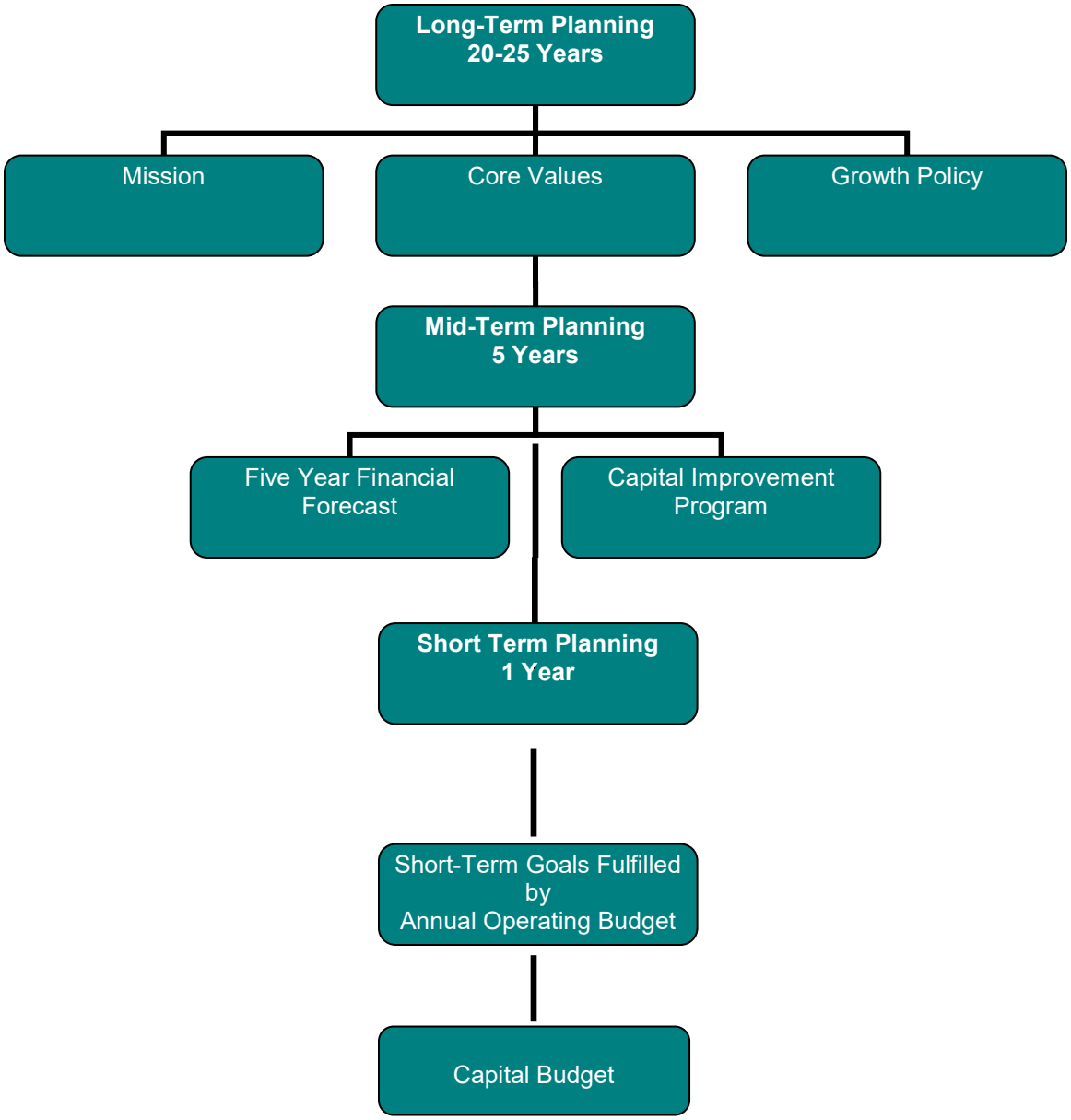
The capital budget is separate and distinct from the operating budget for several reasons. First, capital outlays reflect non-recurring capital improvements rather than ongoing expenses. Where possible, capital projects are funded from nonrecurring funding sources such as debt proceeds and grants; these 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 ensure that decisions are made in the context of the organization 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 1year 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.


Long-Term Planning
20-25 Years
Mission
Core Values
Growth Policy
Mid-Term Planning
5 Years
Five Year Financial Forecast
Capital Improvement Program
Short Term Planning
1 Year
Short-Term Goals Fulfilled by Annual Operating Budget
Capital Budget

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-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 Butte-Silver Bow is to continue 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 the Finance & Budget Director. The CIP update will begin in January as part of the budget kickoff. At this kickoff, the Chief Executive and the Finance & Budget 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 & Budget Director. In preparing the CIP, the Chief Executive and Finance & Budget 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 & Budget 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 & Budget Director will meet with the appropriate program directors and representatives to resolve outstanding issues and ensure that all agree 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, Public Works Director, Finance & Budget 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 February. The Council then holds work sessions and public hearings to obtain public comment. In late

May, 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 including the current year CIP items and 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.
- 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.

NON-CAPITAL BUDGET AND ITS IMPACT ON FUTURE OPERATING BUDGETS

To safeguard the expenditures for small equipment purchases and improvements, the city-county tracks purchases more than $500 and less than or equal to $4,999. These Non-capital fixed assets are tagged with a different number sequential and not part of the CIP. However, the local government finds it important to consider these purchases when preparing the CIP.

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. The last table shows the non-capital fixed assets included in the Annual Budget.

CAPITAL IMPROVEMENT PROGRAM & CAPITAL BUDGET

Fiscal Year 2019 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
Parks & Recreation						
Cemetery	Stone for Retaining Wall	$ 5,000	$ -	$ -	$ -	$ -
Rocky Mtn Martial Arts Bldg	Roof	12,000	-	-	-	-
Parks & Recreation	Field Groomer	20,000	1,300	1,500	-	2,800
Golf Course	Golf Carts (10)	52,378	-	3,350	-	3,350
Capital Improvement	Utility Motorized Cart	6,075	-	1,675	-	1,675
Capital Improvement	Aquatic Facility	942,169	150,241	275,008	-	425,249
Stodden Park Improvments	Professional Services	4,324,596	45,250	100,000	-	145,250
		$ 5,362,218	**$ 196,791**	**$ 381,533**	**$ -**	**$ 578,324**
Clerk & Recorder						
Clerk & Recorder-Elections	850 Tabulator	**$ 111,000**	**$ -**	**$ 12,500**	**$ -**	**$ 12,500**
Law Enforcement Agency (LEA)						
Law Enforcement Services	Police Vehicle (1)	$ 46,000	$ -	$ 3,350	$ -	$ 3,350
Emergency Management	Machinery & Equip 911 Emergency	113,800	-	-	-	-
Capital Improvement Fund	Police Vehicles (2)	92,000	-	-	-	-
Capital Improvement Fund	Police Vehicles -MMIA (3)	136,000	-	10,050	-	10,050
		$ 387,800	**$ -**	**$ 13,400**	**$ -**	**$ 13,400**
County Attorney						
Legal Services	Copier / Printer (Confidential)	**$ 5,500**	**$ -**	**$ 12,500**	**$ -**	**$ 12,500**
Government Buildings and Facilities						
Government Facilities	Animal Shelter Roof	$ 20,000	$ -	$ -	$ -	$ -
Courthouse Improvements	Courthouse Retaining Wall	16,101	-	-	-	-
Courthouse Improvements	Courthouse Steps	200,000	-	-	-	-
Courthouse Improvements	Courthouse Doors	100,000	-	-	-	-
Law Enforcement Services	Boiler Controls	40,000				
Courthouse Improvements	Jacob's House Driveway	5,500	-	1,500	-	1,500
Detention Center	Fire Supression System	20,000				
Detention Center	Programmable Logic Controller	300,000	-	18,000	-	18,000
		$ 701,601	**$ -**	**$ 19,500**	**$ -**	**$ 19,500**
Planning Department						
Planning Grants	ST of MT Headframe Grant Proj	$ 100,000	$ -	$ -	$ -	$ -
NRDP Greenway	Greenway Trail System	1,500,000	57,510	50,000	-	107,510
DNRC Grants	Big Butte Trail Improvements		5,500	3,500	-	9,000
NRPD Grants	Headframe Improvements	73,166	-	10,500	-	10,500
Transportation Alertnatives Grant	Sidewalk / ADA Improvements	282,000	-	-	-	-
		$ 1,955,166	**$ 63,010**	**$ 64,000**	**$ -**	**$ 127,010**
Disaster & Emergency Services						
Emergency Management	Equipment update for Mobile Communication Van	$ 35,800	$ 3,193	$ 3,200	$ -	$ 6,393
Emergency Management	Search & Rescue Trailer	60,000	-	-	-	-
Emergency Operations Center	Enhance EOC Microwave Prjct	50,000	6,386	9,600	-	15,986
		$ 145,800	**$ 9,579**	**$ 12,800**	**$ -**	**$ 22,379**
Code Enforcement						
Protective Inspection	4 Wheel Drive Pickup	**$ 35,000**	**$ -**	**$ 3,350**	**$ -**	**$ 3,350**
Library Services						
Building Maintenance	Solar Power System	$ 80,000	$ 1,200	$ 5,500	$ -	$ 6,700
Building Maintenance	ADA Door - Third Floor	20,000	-	-	-	$ -
		$ 100,000	**$ 1,200**	**$ 5,500**	**$ -**	**$ 6,700**
General Government Capital Improvement						
Government Wide - IT	Server Replacement	**$ 65,000**	**$ 2,267**	**$ -**	**$ -**	**$ 2,267**

CAPITAL IMPROVEMENT PROGRAM & CAPITAL BUDGET

Fiscal Year 2019 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
Roads						
Road & Street Maintenance	Chip Seal/Mill and Asphalt	$ 400,000	$ -	$ -	$ -	$ -
Road & Street Maintenance	Graders / Blades (2)	680,000	-	9,600	-	9,600
Road & Street Maintenance	Force Feed Loader	260,000	-	4,500	-	4,500
Road & Street Maintenance	Flusher Trucks (2)	360,092	-	6,500	-	6,500
Road & Street Maintenance	Liquid Deicer Storage Tank	23,368	-	1,575	-	1,575
Road & Street Maintenance	12 Yard Dump Truck	180,000	-	4,800	-	4,800
Road & Street Maintenance	Dump Box - Insurance Rpcmnt	41,400	-	-	-	-
HB 473 Gas Tax Capital Improvements	Bridge & Road Safety	960,000	-	-	-	-
		$ 2,904,860	**$ -**	**$ 26,975**	**$ -**	**$ 26,975**
Bridges						
Infrastructure Improvements	Bridge Replacement	**$ 100,000**	**$ -**	**$ -**	**$ -**	**$ -**
Noxious Weed						
Weed Control - Legacy Program	Legacy Equipment Reserve	$ 12,461	$ -	$ -	$ -	$ -
Weed Control - Ordinance	ATV to Tow Mower	10,000	-	2,250	-	2,250
Weed Control - Fees	Equipment Reserve	26,808	-	-	-	-
		$ 49,269	**$ -**	**$ 2,250**	**$ -**	**$ 2,250**
District Court						
District Court II	Sound System	**$ 27,500**	**$ -**	**$ 2,350**	**$ -**	**$ 2,350**
Civic Center						
Civic Center	Roof Replacement - Front	$ 48,500	$ -	$ -	$ -	$ -
Civic Center	Roof Replacement - Main	220,000	-	-	-	-
Civic Center	Exterior Security Camera System	15,000	-	591	-	591
Civic Center	Basketball Floor Cover	35,000	-	-	-	-
Civic Center	Stage	15,052	3,200	1,500	-	4,700
Civic Center	Popcorn Popper	6,388	-	250	-	250
		$ 339,940	**$ 3,200**	**$ 2,341**	**$ -**	**$ 5,541**
Health Department						
HIV Early Prevention	Mobile Outreach Van	**$ 85,000**	**$ -**	**$ 3,350**	**$ -**	**$ 3,350**
Superfund Activities						
Superfund-Stormwater Capital	Greeley Neighborhood Project	$ 25,000	$ -	$ -	$ -	$ -
Superfund-Stormwater Capital	Stormwater Collection System Improvements	650,174	-	-	-	-
Superfund-Stormwater Capital	Soil Compactor	15,000	-	2,250	-	2,250
Superfund-Stormwater Capital	Sanitary Sewer Improvements	500,000	-	-	-	-
Superfund-Stormwater Capital	Storm Water Vactor Truck	380,475	-	6,500	-	6,500
Superfund-Stormwater Capital	Centerville Retaining Wall	96,450	-	-	-	-
Redevelopment Trust	Big Butte Fencing Project	9,882	-	-	-	-
		$ 1,676,981	**$ -**	**$ 8,750**	**$ -**	**$ 8,750**
Ramsay Tax Increment Financing District						
Ramsay Tax Increment District	Building	$ 650,000	$ -	$ -	$ -	$ -
Ramsay Tax Increment District	Site Dirt & Utility Work	600,000	-	25,000	-	25,000
Ramsay Tax Increment District	Fiber Optics	500,000	-	33,360	-	33,360
Ramsay Tax Increment District	Road & Utility Construction	2,286,000	-	-	-	-
Ramsay Tax Increment District	Railroad	2,650,000	-	-	-	-
Ramsay Tax Increment District	Potable Water	600,000	65,000	75,000	-	140,000
		$ 7,286,000	**$ 65,000**	**$ 133,360**	**$ -**	**$ 198,360**
Fire Services						
Fire Services	Rocker VFD Siding	$ 10,000	$ -	$ -	$ -	$ -
Fire Services	Centerville VFD Siding	10,000	-	-	-	-
Fire Services	Light Retrofit Project (VFD & Career Stations)	35,000	-	(14,180)	-	(14,180)
Fire Equip & Training	Personal Protective Equipment-Suits	15,000	-	-	-	-
Fire Prevention	Equipment Reserve	249,511	-	-	-	-
		319,511	**$ -**	**$ (14,180)**	**$ -**	**$ (14,180)**

CAPITAL IMPROVEMENT PROGRAM & CAPITAL BUDGET

Fiscal Year 2019 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
Community & Economic Development						
Urban Renewal District #2	Parking Garage Project	$ 350,000	$ 25,500	$ 95,000	$ 556,000	$ 676,500
Water Utility Division						
Water Utility - Administration	Multi-Function Copier	$ 5,000	$ -	$ 591	$ -	$ 591
Water Utility - DNRC Grants	Moulton Erosion Control Dam Upgrades	125,000	-	15,000	-	15,000
Water Utility- Army Corp Grants	Moulton Erosion Control Dam Upgrades	150,000	-	15,000	-	15,000
Water Utility - NRD Grants	Moulton Reservoir Recreation Improvements	100,000	35,000	15,000	-	50,000
Water Utility - NRD Grants	Ground Water Restoration	350,000	-	-	-	-
Water Utility - NRD Grants	Big Hole Transmission Line	1,100,000	-	-	-	-
Water Utility	Big Hole Water Treatment Plant Roof	80,000	-	-	-	-
Water Utility	Improvements at Basin Creek Caretaker's House	157,960	-	4,800	-	4,800
Water Utility	Septics at Basin Creek Caretaker's House	35,000	-	-	-	-
Water Utility	Basin Creek Parapet Wall	65,000	-	-	-	-
Water Utility	Basin Creek Bypass	50,000	-	-	-	-
Water Utility	Sand House Improvements	60,000	-	-	-	-
Water Utility	Moulton Heaters	40,000	-	-	-	-
Water Utility	Westside Take Inlet Mixer	20,000	-	-	-	-
Water Utility	Dewey Blvd Water Line Replacements	740,000	-	-	-	-
Water Utility	Veteran's Home Water Distribution Line	520,879	-	-	-	-
Water Utility	Portable Compressor	23,000	-	-	-	-
	Excavator	330,000	-	4,825	-	4,825
		$ 3,951,839	$ 35,000	$ 55,216	$ -	$ 90,216
Metro Sewer						
Metro-Collection/Transmission	Digester Gates	$ 88,500	$ -	$ -	$ -	$ -
Metro-Collection/Transmission	HVAC System	15,000	-	(85,000)	-	(85,000)
Metro-Collection/Transmission	Sewer Line Replacements	350,000	-	-	-	-
Metro-Treatment & Disposal	Veteran's Home Sewer Line	452,000	-	-	-	-
Metro-Treatment & Disposal	WWTP Phase 2 Upgrades		-	-	-	-
		$ 905,500	$ -	$ (85,000)	$ -	$ (85,000)
Stormwater						
Stormwater Improvements	Greeley Storm Water Improvements	$ 408,779	$ -	$ (57,000)	$ -	$ (57,000)
Landfill						
Disposal	Rebuild Scrapper	$ 325,000	$ -	$ (21,667)	$ -	$ (21,667)
Centeral Equipment & Maintenance						
Centeral Equipment	Two Ton Dump Truck	$ 80,000	$ -	$ 3,250	$ -	$ 3,250
Centeral Equipment	Shop Relocation	12,314,944	90,000	7,200	-	97,200
Centeral Equipment	Pole Barn Re-Assembly of Donated Barns	171,649	-	-	-	-
		$ 12,566,593	$ 90,000	$ 10,450	$ -	$ 100,450
Centeral Capital Vehicle Fund						
Animal Control	Trucks (2)	$ 70,000	$ -	$ 8,400	$ -	$ 8,400
Governmnet Buildings	Sport Utility Vehicle	28,500	-	4,200	-	4,200
Health Department	Sport Utility Vehicle	25,000	-	3,600	-	3,600
Disaster & Emergenct Services	Sport Utility Vehicle	28,500	-	3,600	-	3,600
Water Utility Division - Distribution	Trucks (2)	100,000	-	8,400	-	8,400
Stodden Pool	Sport Utility Vehicle	28,500	-	3,600	-	3,600
Metro-Collection/Transmission	Truck	40,000	-	3,600	-	3,600
		$ 320,500	$ -	$ 35,400	$ -	$ 35,400
Grand Total		$ 40,486,357	$ 491,547	$ 722,678	$ 556,000	$ 1,770,225

SUMMARY OF MAJOR CAPITAL FIXED ASSETS INCLUDED IN THE APPROVED OPERATING BUDGET

As shown above, the Capital Budget for the City-County of Butte-Silver is projected to be $40,486,357. Listed below are the major projects and the non-recurring capital costs. The major projects consist of the completion of the Parking Garage $350,000, and the Community Pool and features $942,169, $4.3 million in park improvements at Stodden Park, $1.3 million for Road and Bridge fund improvements, $1.5 million for new equipment within the Road Department, and $1.1 million for the replacement of the 36" water main line from the Big Hole Pump Station, and $450,000 in roof and door replacements in various government buildings . The Capital Budgets also contains $7.2 million in projects within the Ramsay Tax Increment District which are scheduled to be completed prior to the sunset of the district in 2022. The budget includes additions and improvements to trials and parks within the city-county. The State of Montana Department of Natural Resource and Conservation will continue to fund $1.5 million for Greenway Trail system and the Dennis & Phyllis Washington Foundation funded over $5.5 million in improvements at the Stodden Park facility. $4.4 million is included in the fiscal year 2019 budget. This includes over $1 million in new playground equipment. These projects account for 68% of the fiscal year 2019 capital budget. The additional capital projects within the fiscal year 2019 budget appear on the spreadsheet above and for the most part have been discussed in the budget message.

Water Utility Division

The Water Utility Division, an Enterprise Fund, major project consists of completion of the 36" transmission line that runs from the Big Hole Pump Station along the Big Hole River to the Feeley Water Treatment Plant. The $4 million project was funded by the State of Montana, NRD funds. The Water Utility Division's capital budget also consists a $1.26 million allocated for distribution line replacement, which $520,879 was allocated to lines at the Southwest Montana Veterans' Home. The fund will be paid back over five years for these costs. The equipment budget includes $330,000 to replace an excavator.

Metro Sewer Operations

The fiscal year 2019 budgeted consist of $802,000 in capital budget for the Metro Sewer Operations line replacements. The line-replacements consist of $452,000 allocated for lines at the Southwest Montana Veterans' Home. Like the Water Utility Division, the fund will be paid back over five years for these costs.

Parks and Recreation

The Parks & Recreation capital budget consist of $942,169 remaining in construction for a new outdoor aquatic facility. These funds consist of retainage and items to be added after the 2018 summer season. The community pool opened in June 2018. The Park & Recreation Department in total has received $5.5 million donation from the Dennis & Phyllis Washington Foundation. The funds are to be used to construct a new central park area at Stodden Park. The improvements will include playground equipment, picnic areas, sidewalk and parking improvements. The funds will also be used to design a new entry to Stodden Park. The improvements will enhance the area surrounding the new community pool and facilities. The fiscal year 2019 budget had $4.3 million in capital costs for this project.

Ramsay Tax Increment Financing District

The city-county upon the recommendation of the Board of the Ramsay Tax Increment Financing District approved $7.3 million in potential projects for this district. The improvements consist of the construction of another warehouse building; completion of the potable water and rail spur development, additional utilities and road construction, and fiber optic infrastructure improvements to the District. The TIFID Board's five-year strategic plan, includes these budget recommendations. The resources to fund these

projects consist of funds that have been carried over within the district and the tax collections during fiscal year 2019. The District will bare only minimal operating costs related to the improvements within the district.

Urban Renewal District #2

The City-County of Butte-Silver Bow established the Urban Renewal District #2 as of fiscal year 2015. The fiscal year 2019 budget contains $350,000 in funds to finish the construction of a new parking structure within the district. The parking structure is funded by the issuance of Tax Increment Urban Renewal Revenue bonds. A significant portion of tax increment will come from NorthWestern Energy. In January 2016, NorthWestern Energy moved into a new $25 million corporate office building located within the District. The increment value derived from the taxes of this building and additional tax increment from the district will be used for debt service on the new parking structure.

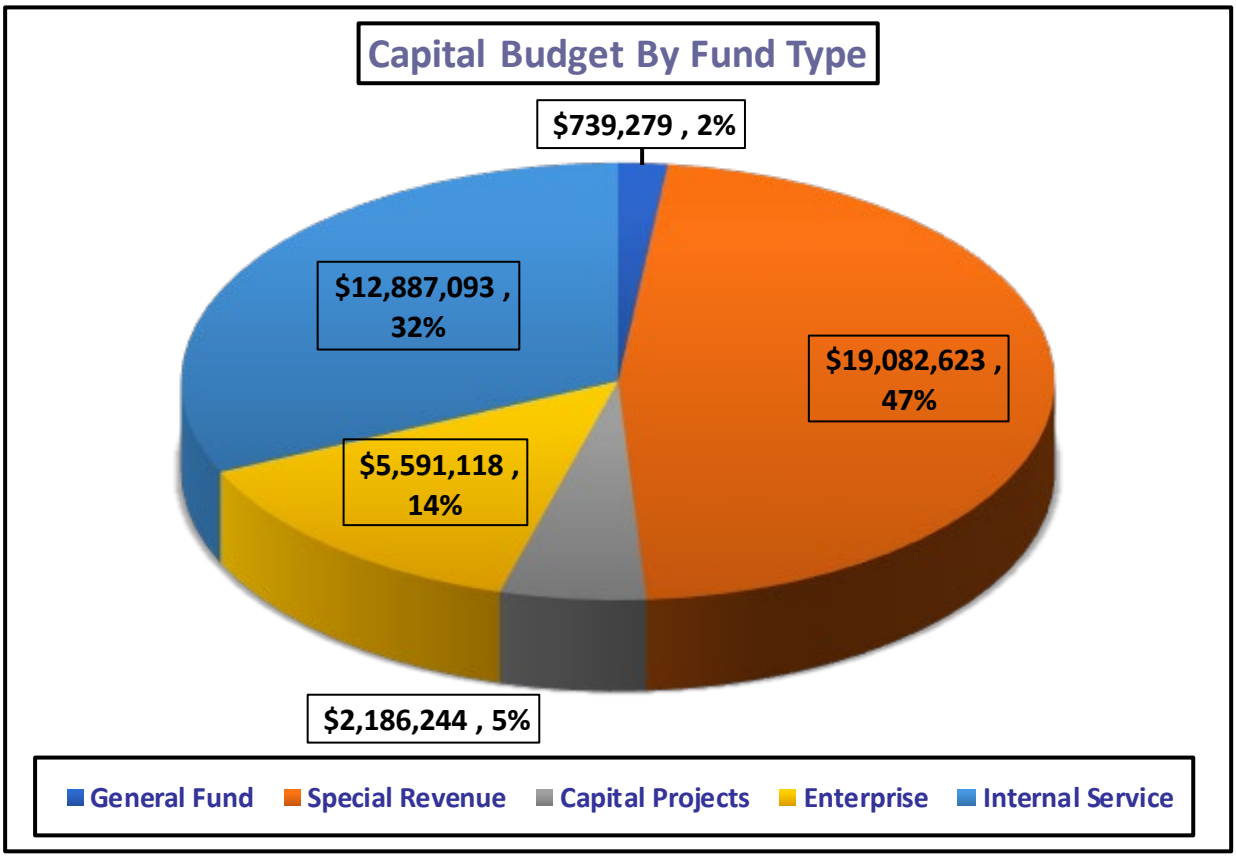
Roads

The Road Department capital budget for fiscal year 2019 is $2.9 million, up from $1.5 million in fiscal year 2018. The budget consists of $1.36 million in paving and chip seal projects and $1.5 million in new equipment. $380,00 in equipment budget is funded through the State of Montana Air Quality Mitigation grants. The increase in the budget authority for capital was a result in the change of the existing four road maintenance districts and fee assessment. During the budget process, the four districts were abolished, and a new city-countywide district was created. In the past, the four districts were short over $1 million in cost to maintain the districts. This depleted the Road Department budget and did not allow for the appropriate amount of capital budget. The new district, which is equitably assessed to all parcels in the county with a market value more than $5,000. The fee and workplan of the newly created district will be established during the budget process each fiscal year. The fiscal year 2019 fee is $72 per parcel and projected to raise $1.3 million for costs related to flushing, sweeping, snow removal, patching, and blading.

Central Equipment Capital Vehicle Fund

The Central Equipment Capital Vehicle Fund is a new fund created in fiscal year 2018 as part of the capital budgets. This program was designed to function as internal lease/purchase option to acquire and replace vehicles on a rotating basis. This will give those departments with limited funding the ability to purchase the necessary units to use within the operations. The vehicles in this program consist of cars, utility vehicles, and trucks. The fund will charge a lease amount per an amortization schedule developed by the Finance & Budget Department and approved by the Chief Executive and Department Heads. The term of the lease payments, in most cases, will not exceed five years. The goal of the program is to first replace units which are high mileage with significant maintenance costs. The second phase of the program, once a considerable number of the fleet are replaced, will be to implement a program that the units are traded every five to seven years so that the value of the vehicle can assist with the purchasing the of new unit. The remaining cost savings will be the ability to keep units that have minimal maintenance costs and run efficiently to recognize cost savings on fuel. The pilot project was continued in fiscal year 2019 budget with the addition of nine units being replaced at a cost of $320,500.

The graph below is the capital budgets by Fund Type:



SUMMARY OF LONG-TERM GOALS

- Continued focus on $300,000 to $500,000 annual improvements within the Butte-Silver Bow Courthouse with potential of issuing general obligation bonds within the next 5 years for major renovation of interior and exterior features of this historic building.
- Develop funding sources to implement the Road Infrastructure Program.
- Health Department will continue to work on plan for accreditation.
- Continue to design the Park Street Corridor transportation plan and work on the county-wide Transportation Plan
- Focus on Superfund activities and the relocation of the city-county shop and storage.
- Continue to invest in and provide the necessary equipment and tools to the employees, one of the best assets of the local government
- Centralize the location of public works facilities.
- Continue the aggressive water and sewer line replacement projects.
- Develop the technology used by the local government.

Non-Capital Fixed Assets

The table below illustrates the non-capital fixed assets. By policy these assets are not part of major capital projects and the value is greater than $500, but less than the $5,000 capitalization policy amount. The local government tracks these assets for proper custodial and asset management. These items are tagged with a different series of numbers than the capital fixed assets.

CAPITAL IMPROVEMENT PROGRAM & CAPITAL BUDGET

Fiscal Year 2019 Non-Capital Fixed Assets 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
Finance & Budget Department						
General Administration	Two Laptops	**$ 3,200**	**$ -**	**$ 1,182**	**$ -**	**$ 1,182**
Parks & Recreation						
Parks & Recreation	Riding Mower	$ 2,100	$ -	$ 1,150	$ -	$ 1,150
Cemetery	Riding Mower	3,000	-	1,150	-	1,150
		$ 5,100	**$ -**	**$ 2,300**	**$ -**	**$ 2,300**
Clerk & Recorder						
Accounting	Credit Card Terminal	$ 1,200	$ -	$ 591	$ -	$ 591
Elections	Security Monitor & Notification	1,000	-	150	-	150
Elections	Computer	2,600	-	591	-	591
		$ 4,800	**$ -**	**$ 1,332**	**$ -**	**$ 1,332**
Auditor						
General Administration	Stand-Up Desk	**$ 650**	**$ -**	**$ -**	**$ -**	**$ -**
Treasurer						
General Administration	Laptop	$ 1,600	$ -	$ 591	$ -	$ 591
General Administration	Scanner	1,000	-	197	-	197
General Administration	Color Printer	1,500	-	650	-	650
		$ 4,100	**$ -**	**$ 1,438**	**$ -**	**$ 1,438**
Law Enforcement Agency (LEA)						
General Administration	Tasers (4)	$ 5,400	$ -	$ -	$ -	$ -
General Admin-Grants	Bullet Proof Vests	10,000	-	-	-	-
General Admin-Grants	LED Network Switches	16,361	-	3,251	-	3,251
General Admin-Grants	Radar Units (5)	17,024	-	-	-	-
		$ 48,785	**$ -**	**$ 3,251**	**$ -**	**$ 3,251**
County Attorney						
General Administration	Laptop	**$ 1,800**	**$ -**	**$ 591**	**$ -**	**$ 591**
Government Buildings						
General Administration	Heating Coil - Courthouse	**$ 4,000**	**$ -**	**$ -**	**$ -**	**$ -**
Public Health						
General Administration	Computers (2)	$ 3,000	$ -	$ 1,182	$ -	$ 1,182
General Administration	Laptops (2)	3,000	-	1,182	-	1,182
General Administration	Big Screen Television	2,000	-	-	-	-
HIV Early Prevention Program	Smart Phone	500	-	-	-	-
HIV Early Prevention Program	Laptop	1,500	-	591	-	591
		$ 10,000	**$ -**	**$ 2,955**	**$ -**	**$ 2,955**

CAPITAL IMPROVEMENT PROGRAM & CAPITAL BUDGET

Fiscal Year 2019 Non-Capital Fixed Assets 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
Superintendent of Schools						
General Administration	Printer/Copier	**$ 750**	**$ -**	**$ 591**	**$ -**	**$ 591**
Planning						
General Administration	Computers with Dual Monitors (2)	$ 2,300	$ -	$ 1,182	$ -	$ 1,182
GIS Operations	Computer with Dual Monitor	2,300	-	591	-	591
		$ 4,600	**$ -**	**$ 1,773**	**$ -**	**$ 1,773**
Land Records						
General Administration	Computer	**$ 1,069**	**$ -**	**$ 591**	**$ -**	**$ 591**
Code Enforcement						
General Administration	Computer	**$ 1,550**	**$ -**	**$ 591**	**$ -**	**$ 591**
City Court						
General Administration	Combo Safe	**$ 675**	**$ -**	**$ -**	**$ -**	**$ -**
Parking						
General Administration	Computer	**$ 1,300**	**$ -**	**$ 591**	**$ -**	**$ 591**
District Court						
Drug Court	Equipment reserve	**$ 5,000**	**$ -**	**$ 591**	**$ -**	**$ 591**
Superfund						
Land Management & GIS	Computer	$ 2,500	$ -	$ 591	$ -	$ 591
Residential Metals	Computers w/ Monitors (2)	3,200	-	1,478	-	1,478
Residential Metals	iPad (2)	2,500	-	1,478	-	1,478
Source Area-Storm Water	BRES Site Equipment	3,500	-	-	-	-
Source Area-Storm Water	Excavator Bucket	2,000	-	-	-	-
Source Area-Storm Water	Extension Wand	900	-	-	-	-
		$ 14,600	**$ -**	**$ 3,546**	**$ -**	**$ 3,546**
Ramsay Tax Increment Financing Industrial District (TIFID)						
General Administration	Computer Equipment	**$ 1,000**	**$ -**	**$ 591**	**$ -**	**$ 591**
Community & Economic Development						
Urban Renewal District #2	Computer/Laptop	**$ 2,000**	**$ -**	**$ 591**	**$ -**	**$ 591**
Public Archives						
General Administration	Computers (2)	$ 2,400	$ -	$ 1,182	$ -	$ 1,182
General Administration	Five Drawer Steel Flat File	1,200	-	-	-	-
		$ 3,600	**$ -**	**$ 1,182**	**$ -**	**$ 1,182**
Fires Services						
General Administration	Computers (2)	$ 3,000	$ -	$ 1,182	$ -	$ 1,182
General Administration	Automatic External Defibrillators (2)	3,000	-	-	-	-
General Administration	Exhaust System Transmitters (5)	5,000	-	-	-	-
		$ 11,000	**$ -**	**$ 1,182**	**$ -**	**$ 1,182**

CAPITAL IMPROVEMENT PROGRAM & CAPITAL BUDGET

Fiscal Year 2018 Non-Capital Fixed Assets 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
911 Emergency Services						
Dispatch	Computer Replacement	**$ 10,700**	**$ -**	**$ 4,216**	**$ -**	**$ 4,216**
Water Operations						
Treatment	Snowmobile Trailer	$ 1,500	$ -	$ -	$ -	$ -
Transmission	Portable Hydraulic Unit	3,000	-	-	-	-
		$ 4,500	**$ -**	**$ -**	**$ -**	**$ -**
Metro Sewer Operations						
Treatment & Disposal	Grit Building HS2 Meter	1,700	-	-	-	-
Treatment & Disposal	Clean Air System	4,000	-	-	-	-
Treatment & Disposal	Laptop	1,500	-	591	-	591
		$ 7,200	**$ -**	**$ 591**	**$ -**	**$ 591**
Central Equipment & Maintenance						
Equipment Maintenance	Tough Book Laptop	$ 3,000	$ -	$ 591	$ -	$ 591
Equipment Maintenance	Equipment Reserve	11,500	-	-	-	-
		$ 14,500	**$ -**	**$ 591**	**$ -**	**$ 591**
Central Services						
Carpentry and Painting Services	Table Saw	$ 2,200	$ -	$ -	$ -	$ -
Carpentry and Painting Services	Sharper / Router	1,600	-	-	-	-
		$ 3,800	**$ -**	**$ -**	**$ -**	**$ -**
Information Technology-MIS						
General Administration	Backup Computers/Laptops	**$ 3,800**	**$ -**	**$ 1,182**	**$ -**	**$ 1,182**
Grand Total		**$ 174,079**	**$ -**	**$ 31,448**	**$ -**	**$ 31,448**

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 public. User fees, development fees, and/or contributions pay for projects that benefit specific users. The following summarizes the funding sources for the CIP.

General Fund: The general fund is available for use for any expenditure deemed to be in the public interest.

State Revenues: The local government receives various payments from the State of Montana for different purposes. Gas Tax revenue received by the state of Montana, Air Quality Grants, Department of Natural Resource and Damage Program (NRD), and Department of Natural Resource and Conservation are examples of State Revenues.

Grants/Donations: This fund source consists of Federal grants, State grants, and donations by citizens and businesses where the money is passed through the city-county.

Transportation Alternative/ CTEP: These are Federal grants primarily directed towards improving or expanding non-motorized transportation.

General Obligations Bonds: These are bonds for which the full faith and credit of the City or County is pledged. G.O. Bonds require voter approval.

Revenue Bonds Are bonds issued by the Enterprise Funds or business-like entities, which specific income from the function or activity secures the debt.

Special Assessments & Other Debt: 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.

User Fees: 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.

Parks Cash in Lieu Fund: This fund is set up to account for funding that developer's pay instead of donating park land when they are subdividing bare land.

Other & Private: This fund source represents other miscellaneous categories.

CAPITAL IMPROVEMENT POLICIES

Butte-Silver Bow has developed a set of fiscal management policies that cover all aspects of its financial operations. These and other policies are reviewed periodically by the Chief Executive, the Finance & Budget 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.

DEBT INFORMATION (N)

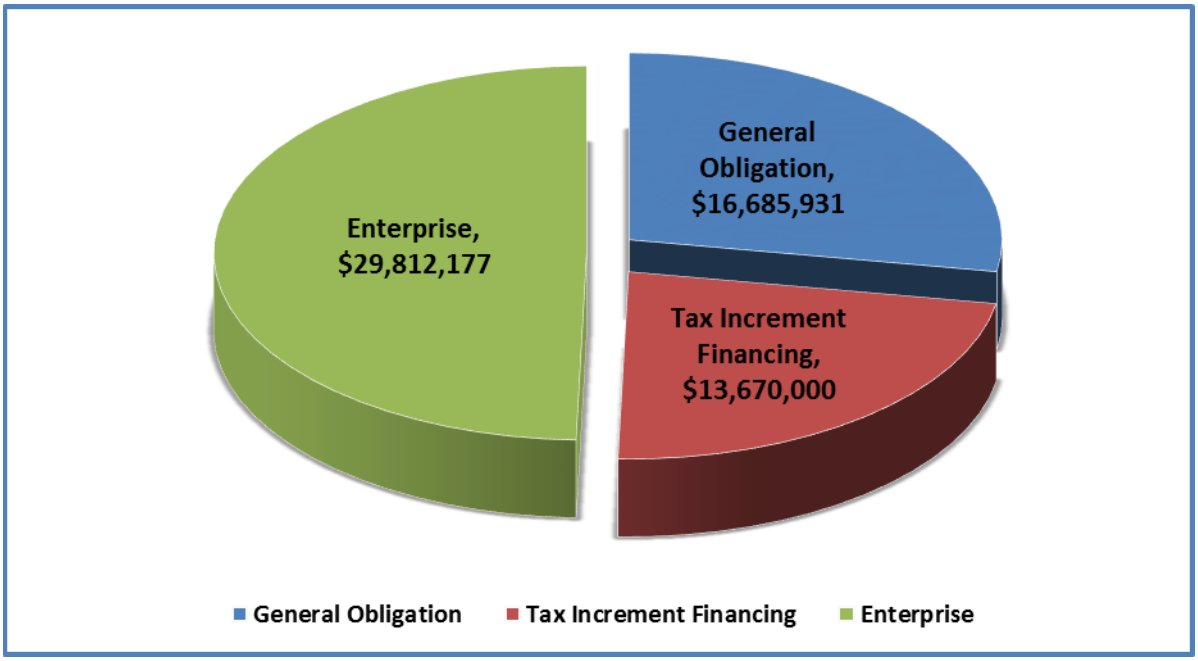
City-County of Butte-Silver Bow, Montana- Debt Management

Debt in a governmental entity is an effective fiscal 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; and it allows governments to build and acquire assets that would not otherwise be able to be built or acquired. Debt also 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, 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

The total debt outstanding for the City-County as of June 30, 2018 will total $60,168,108. The graph below illustrates the amount and type of debt outstanding, accompanied by a more detailed explanation of the debt.



General Obligation Bonds, Notes & Loans, and Leases

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. The total general obligation debt on June 30, 2018 was $16,685,931.

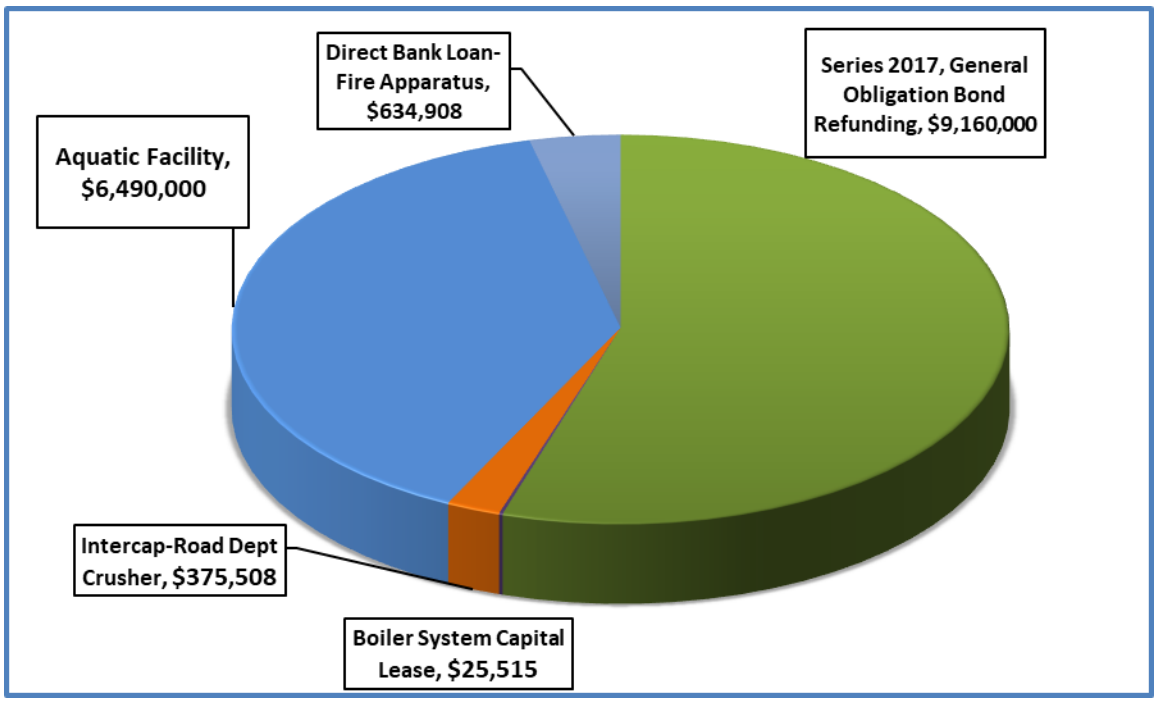
- General Obligation Bonds outstanding as of June 30, 2018 total $15,650,000
  - Refunding Bonds, Series 2017-This series of bonds refunded three general obligation bonds that were originally issued to renovate and construct the historic Archives Building, renovate the Law Enforcement Center, construct a Detention Center, and renovate the Civic Center. The refunding bonds were issued for $9,160,000 with final maturity of July 1, 2029.
  - Aquatic Facility - $6,490,000
- General Obligation Loans consist of those 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 an effective date of July 1st. The average rate of interest over the past 10 years has been 1.885% with current rate of 3.150%. The City-County also uses direct bank loans to achieve the greatest amount of savings. The balances as of June 30, 2018 consisted of:
  - Road Department – Crusher(Intercap) - $375,508
  - Fire Apparatus (Direct Bank Loan) - $634,908
- General Obligation Leases consist of a capital lease to replace the main boiler in the Courthouse. The balance as of June 30, 2018 was $25,515.

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, 2018



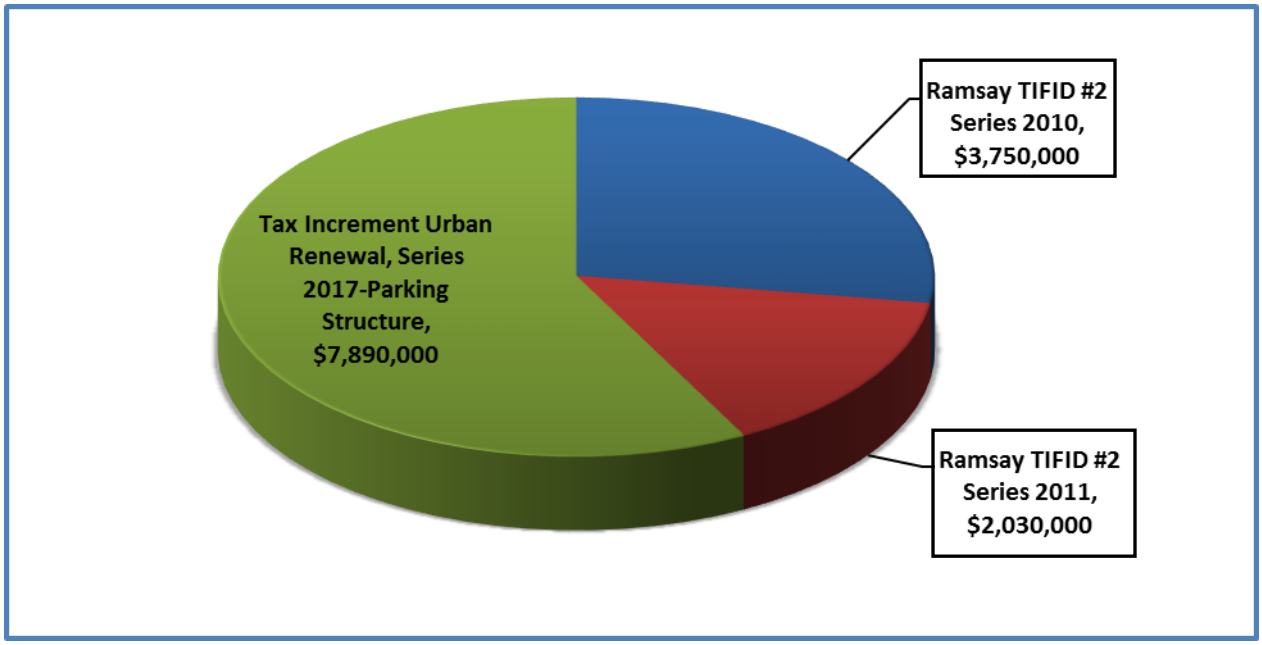
Tax Increment Revenue Bonds

The City-County of Butte-Silver Bow has one Tax Increment Financing District and two Urban Revitalization Agencies. Debt is issued for these districts to develop infrastructure and revitalization and expand certain districts within the City-County. Listed below is a brief description of the City-County major outstanding tax increment bond issues followed by a graphic overview of all outstanding debt, by purpose.

- Tax Increment Revenue Bonds outstanding as of June 30, 2018 total $13,670,000
  - Ramsay Series TIFID #2 Series 2010 –Refunding Substation Improvements- $3,750,000
  - Ramsay Series TIFID #2 Series 2011 –Waste Waterline Improvements- $2,030,000
  - Tax Increment Urban Renewal Bonds, Series 2017-Parking Structure-$7,890,000

BUTTE–SILVER BOW – OUTSTANDING TAX INCREMENT DEBT

- As of June 30, 2018



Enterprise - Revenue Bonds and Loans

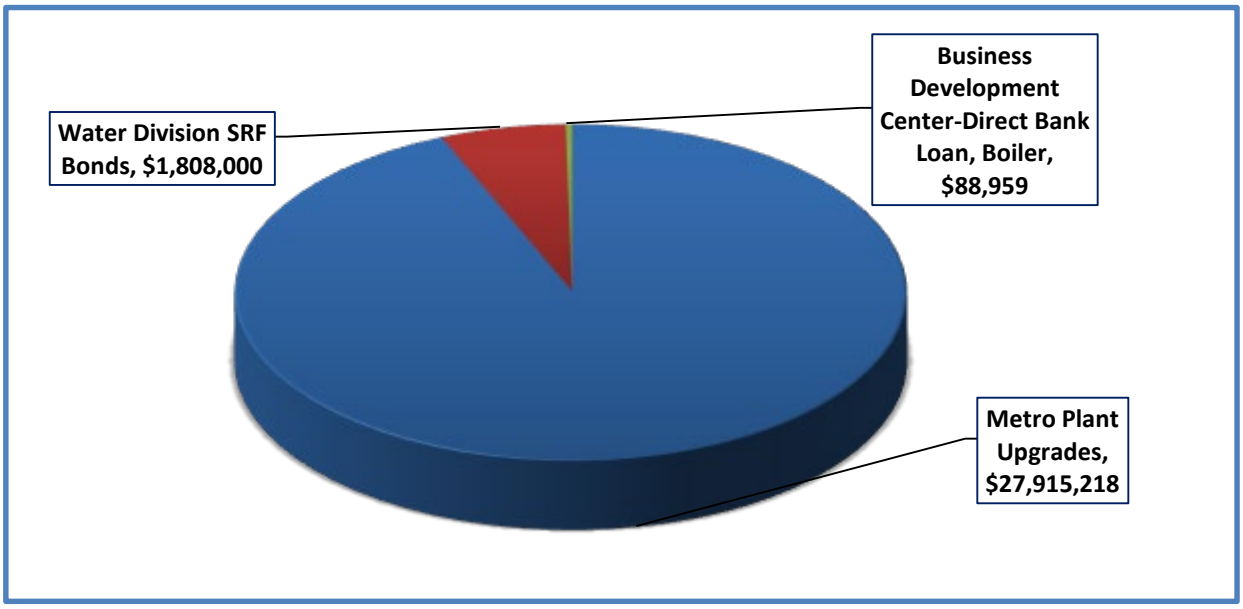
Listed below is a brief description of the City-County major outstanding revenue bond issues and loans, followed by a graphic overview of all outstanding debt, by purpose.

- Revenue Bonds outstanding as of June 30, 2018 total $29,723,218
    - Water Utility Division SRF Bonds for Plant Upgrades-$1,808,000
    - Metro Sewer Plant Upgrades SRF Bonds Series 2014-$9,101,000
    - Metro Sewer Plant Upgrades SRF Bonds Series 2015-$9,255,000
    - Metro Sewer Plant Upgrades SRF Bonds Series 2016-$9,559,218

- Enterprise funds Direct Bank Loans as of June 30, 2018 total $88,959
    - Business Development Center boiler replacement. The project was partially funded by capital reserves from lease payments and the balance of $125,000 was funded by this bank loan.

BUTTE–SILVER BOW – OUTSTANDING REVENUE BONDS

- As of June 30, 2018

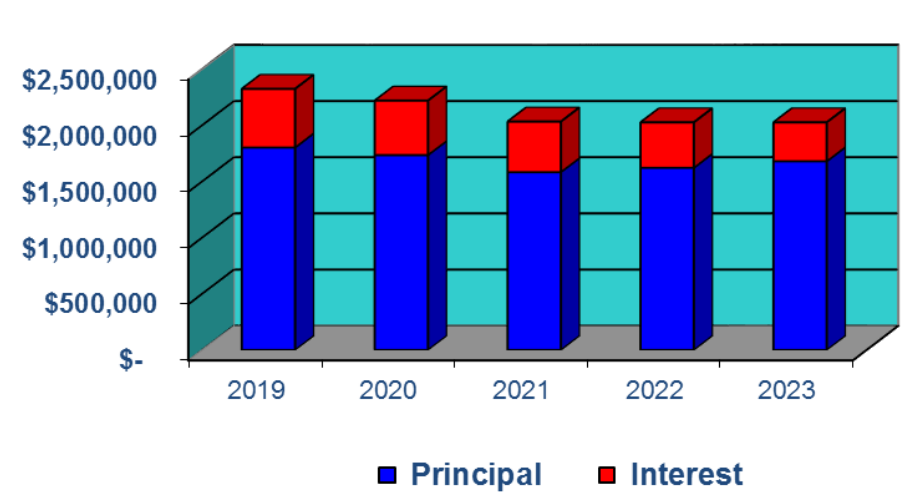


Debt Service on Outstanding Debt

The graphs below are representative of the City-County principal and interest payments in the budget year and four years beyond. As shown by the graph, principal payments and interest payments will decrease slightly over the next five years as debt is extinguished as debt service payments are made. It is a goal to issue debt relatively flat to avoid major changes in taxes or fees to cover the debt service payments.

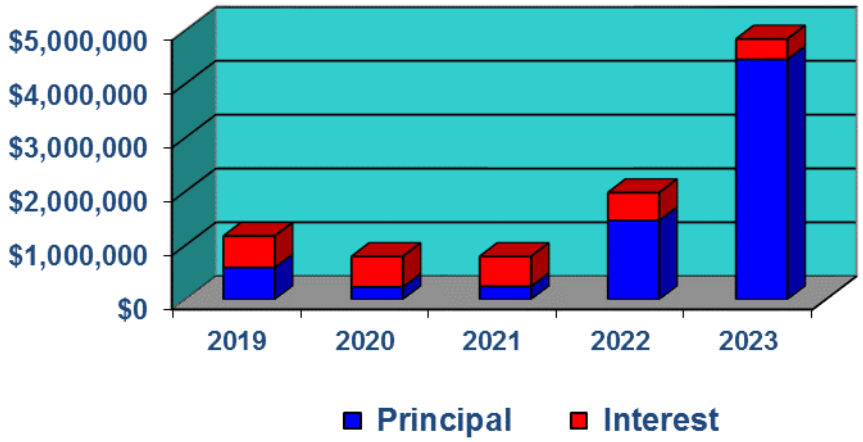
SCHEDULE OF FUTURE PRINCIPAL AND INTEREST PAYMENTS

GENERAL OBLIGATION DEBT



SCHEDULE OF FUTURE PRINCIPAL AND INTEREST PAYMENTS

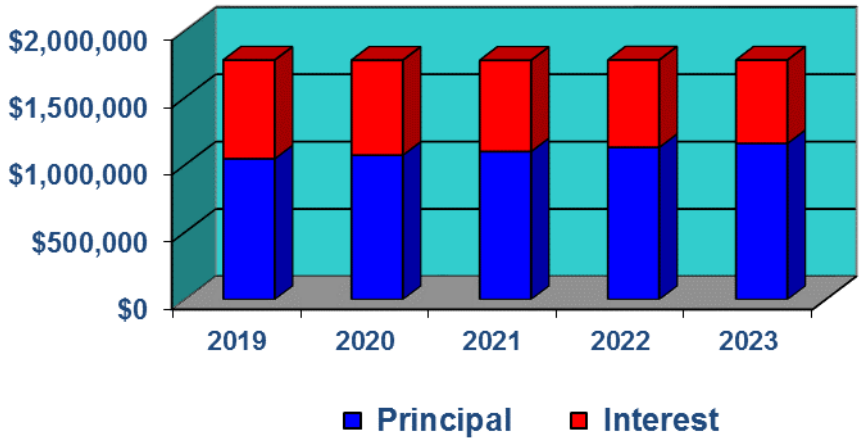
TAX INCREMENT REVENUE BONDS



Most major debt obligations are attempted to be structed to have relatively level debt service payments over the life of the bonds. A portion of the Tax Increment Industrial Infrastructure Bonds Ramsay TIFID Series 2010 and Series 2011 have been partially advance refunded. Therefore, in fiscal year 2019 through 2021 interest only payments will be made. In 2022 and 2023 there will be final principal payments on these series of bonds.

SCHEDULE OF FUTURE PRINCIPAL AND INTEREST PAYMENTS

ENTERPRISE REVENUE BONDS, AND LOANS



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.

General Obligation Debt

- Facility Improvements including the Butte-Silver Bow Courthouse, and Public Works Office Building
- Energy Efficient Infrastructure Improvements

Tax Increment Revenue Bonds

- No tax increment revenue bonds are anticipated over the next five-year fiscal periods.

Revenue Bonds

- No revenue bonds or loans are anticipated within the next five-year fiscal periods.

Special Improvement District Bonds

- SID bonds for the sidewalk, curb, and gutter improvements

Bond Rating

Bond ratings reflect the relative strength of the government's fiscal 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-county residents. High-grade ratings reduce the cost of raising capital for projects and results in a substantial savings for taxpayers. Of the bonds outstanding, the General Obligation Bonds are the only rated bonds. In December 2016, the city-county received an upgrade in its General Obligation rated bonds. S&P Global Ratings raised the underlying rating (SPUR) from "A+" to "AA-." The rating was issued for the General Obligation Bonds, Series 2016, to be used to construct an Aquatic Facility. In September 2017, the government sought a rating for the General Obligation Refunding Bonds, Series 2017. S&P Global Ratings continued the general obligation rating of "AA-." S&P Global Rating viewed the outlook for the rating as stable. The Revenue Bonds are issued through the State of Montana, State Revolving Fund (SRF) Loan Program. Therefore, the Revenue Bonds are not rated. The local government qualified for the low rate of 2.5% for twenty-five years and debt coverage of 110%.

Butte-Silver Bow continues to seek ways to improve and maintain these ratings to provide the finest quality services and lowest cost. Concentrated efforts have been made to maintain and improve the ratings for all 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 allows 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 fiscal management policies that cover all aspects of its financial operations. Policies on debt management are one component of those financial policies. All the fiscal management policies are included in the Executive Summary. Listed below are excerpts from those policies, which relate specifically to debt management.

Restrictions on Debt Issuance.

1) **Repayment of Borrow Funds.** The 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 regarding 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 debt can cause indebted 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 to achieve future working capital.

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 may 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.

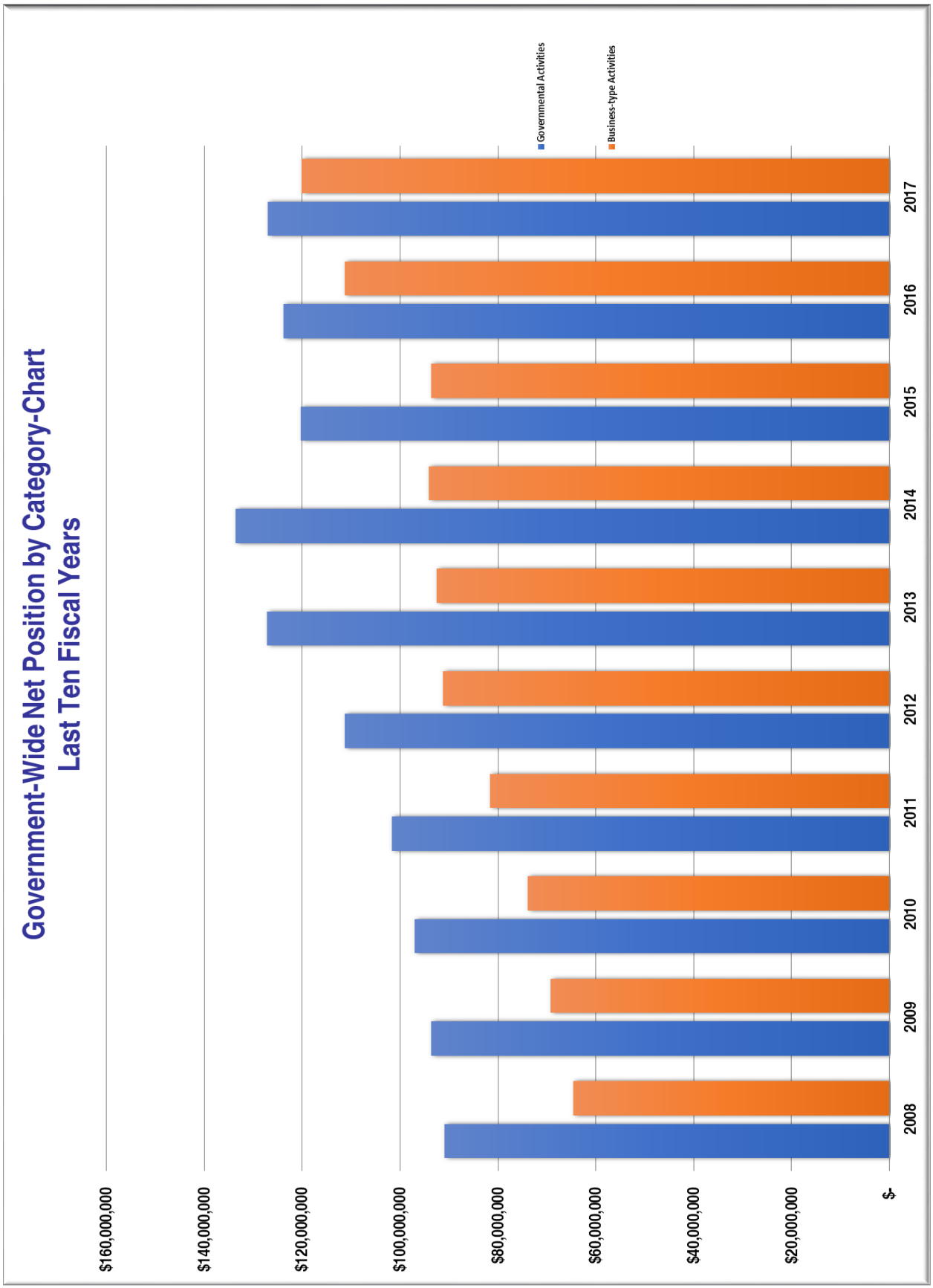
   - During fiscal year 2018, the city-county refunded three series of general obligation bonds. The net present value savings from this refunding was $664,708 and percentage savings of 7.015%.

Appendix (O)

City-County of Butte-Silver Bow, Montana
Government-Wide Net Position by Category [1]
Last Ten Fiscal Years
(accrual basis of accounting)

	Fiscal Year Ended June 30,									
	2008	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Governmental Activities										
Net investment in capital assets[2]	$ 38,272,244	$ 38,442,287	$ 47,028,355	$ 50,401,892	$ 57,219,300	$ 63,076,268	$ 66,024,334	$ 71,867,193	$ 79,253,693	$ 69,237,797
Restricted	6,363,688	8,445,945	9,159,399	48,008,881	50,344,473	56,913,460	59,550,982	64,242,850	56,950,393	74,492,419
Unrestricted	46,260,401	46,805,978	40,833,029	3,258,886	3,665,055	7,192,230	7,784,308	(15,777,502)	(12,360,537)	(16,768,272)
Subtotal Governmental Activities Net Position	90,896,333	93,694,210	97,020,783	101,669,659	111,228,828	127,181,958	133,359,624	120,332,542	123,843,549	126,961,944
Business-type Activities										
Net investment in capital assets	43,757,726	50,181,875	55,900,034	65,748,260	76,568,957	80,412,219	81,199,290	84,459,995	96,985,790	104,536,163
Restricted	8,235,735	3,392,346	2,903,981	1,887,333	1,751,107	2,086,667	1,894,668	1,213,000	1,787,067	5,404,227
Unrestricted	12,651,209	15,614,520	15,100,428	13,983,687	13,003,185	9,996,531	10,992,919	7,987,367	12,481,649	10,126,255
Subtotal Business-type Activities Net Position	64,644,670	69,188,741	73,904,443	81,619,280	91,323,249	92,495,417	94,086,877	93,660,362	111,254,506	120,066,645
Primary Government										
Net investment in capital assets	82,029,970	88,624,162	102,928,389	116,150,152	133,788,257	143,488,487	147,223,624	156,327,188	176,239,483	173,773,960
Restricted	14,599,423	11,838,291	12,063,380	49,896,214	52,095,580	59,000,127	61,445,650	65,455,850	58,737,460	79,896,646
Unrestricted	58,911,610	62,420,498	55,933,457	17,242,573	16,668,240	17,188,761	18,777,227	(7,790,134)	121,111	(6,642,017)
Total Primary Government Net Position	$ 155,541,003	$ 162,882,951	$ 170,925,226	$ 183,288,939	$ 202,552,077	$ 219,677,375	$ 227,446,501	$ 213,992,904	$ 235,098,054	$ 247,028,589

	2008	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Governmental Activities										
Net investment in capital assets[2]	42.1%	41.0%	48.5%	49.6%	51.4%	49.6%	49.5%	59.7%	64.0%	54.5%
Restricted	7.0%	9.0%	9.4%	47.2%	45.3%	44.7%	44.7%	53.4%	46.0%	58.7%
Unrestricted	50.9%	50.0%	42.1%	3.2%	3.3%	5.7%	5.8%	-13.1%	-10.0%	-13.2%
Subtotal Governmental Activities Net Position	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Business-type Activities										
Net investment in capital assets	67.7%	72.5%	75.6%	80.6%	83.8%	86.9%	86.3%	90.2%	87.2%	87.1%
Restricted	12.7%	4.9%	3.9%	2.3%	1.9%	2.3%	2.0%	1.3%	1.6%	4.5%
Unrestricted	19.6%	22.6%	20.4%	17.1%	14.2%	10.8%	11.7%	8.5%	11.2%	8.4%
Subtotal Business-type Activities Net Position	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Primary Government										
Net investment in capital assets	52.7%	54.4%	60.2%	63.4%	66.1%	65.3%	64.7%	73.1%	75.0%	70.3%
Restricted	9.4%	7.3%	7.1%	27.2%	25.7%	26.9%	27.0%	30.6%	25.0%	32.3%
Unrestricted	37.9%	38.3%	32.7%	9.4%	8.2%	7.8%	8.3%	-3.6%	0.1%	-2.6%
Total Primary Government Net Position	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%


Government-Wide Net Position by Category-Chart
Last Ten Fiscal Years
Governmental Activities
Business-type Activities
$160,000,000
$140,000,000
$120,000,000
$100,000,000
$80,000,000
$60,000,000
$40,000,000
$20,000,000
$-
2008
2009
2010
2011
2012
2013
2014
2015
2016
2017

City-County of Butte-Silver Bow, Montana
Changes in Net Position - Governmental Activities
Last Ten Fiscal Years
(accrual basis of accounting)

	Fiscal Year Ended June 30,									
Source	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Expenses:										
General government	$ 10,226,319	$ 10,866,213	$ 12,091,322	$ 13,176,267	$ 12,901,775	$ 16,309,194	$ 15,461,234	$ 14,929,889	$ 16,037,269	$ 18,006,959
Public safety	12,870,631	14,105,614	14,293,718	14,411,049	14,977,684	15,848,869	16,683,675	17,499,981	16,957,453	16,346,936
Public works	6,138,150	6,601,992	6,870,507	6,711,497	7,345,814	8,601,763	8,982,667	8,069,104	8,443,986	8,196,821
Public health	3,407,409	4,141,100	4,530,875	4,292,094	4,102,699	3,378,195	2,867,355	4,353,244	4,395,311	4,636,015
Social and economic services	216,137	236,774	237,155	248,113	267,919	269,670	273,380	287,730	307,358	311,101
Culture and recreation	2,729,001	2,815,238	2,993,172	3,393,276	3,481,491	3,729,018	4,056,301	4,379,444	4,657,932	5,158,701
Housing and community development	5,108,680	5,272,460	4,781,874	7,180,028	5,299,101	7,116,256	5,467,638	4,548,435	6,035,926	8,046,825
Interest and fiscal charges	2,131,812	2,167,905	2,072,750	1,597,707	1,602,014	1,242,890	1,114,344	1,023,475	759,486	1,099,114
Total Expenses	42,828,139	46,207,295	47,871,373	51,010,030	49,978,498	56,495,855	54,906,594	55,091,302	57,594,721	61,802,472
Program Revenues:										
Charges for services:										
General government	4,445,776	4,241,383	4,426,863	4,579,421	4,858,792	6,455,214	6,455,214	7,581,958	7,615,849	8,156,979
Public safety	1,053,947	1,134,235	1,089,915	1,079,128	1,079,128	30,879	311,651	431,589	73,576	31,226
Public works	367,210	140,185	114,812	125,918	125,918	363,144	363,144	1,383,520	1,483,640	1,883,034
Other activities	573,947	1,241,495	1,125,064	1,073,583	1,073,583	551,267	595,278	540,684	727,410	464,648
Operating grants and contributions	12,752,094	16,604,680	16,455,376	14,512,131	17,847,412	28,281,896	15,772,142	14,117,260	14,697,720	15,486,295
Capital grants and contributions	753,789	-	-	4,678,246	4,182,411	3,123,752	3,744,461	7,447,081	2,810,483	4,845,593
Total Program Revenues	19,946,763	23,361,978	23,212,030	26,048,427	29,167,244	38,806,152	27,241,890	31,502,091	27,408,678	30,867,775
Net (Expense) Revenue	(22,881,376)	(22,845,317)	(24,659,343)	(24,961,603)	(20,811,254)	(17,689,703)	(27,664,704)	(23,589,211)	(30,186,044)	(30,934,697)
General Revenues and Transfers In:										
Taxes:										
Property	23,056,407	22,661,639	26,272,299	26,787,812	27,827,222	30,637,108	32,181,326	29,531,545	30,260,583	30,071,202
Franchise	300,714	321,282	330,218	350,428	350,428	398,075	398,075	399,416	402,377	407,610
Motor fuel	656,136	643,665	-	625,158	643,505	643,614	643,614	634,392	632,035	625,045
Investment earnings	2,145,787	937,855	396,421	355,257	342,376	235,723	199,806	255,327	950,574	1,062,881
Increase (decrease) investments to amortized cost	-	-	-	-	-	-	-	-	-	(339,377)
Gain (loss) on sale of fixed assets	-	-	-	-	-	-	17,000	-	20,000	106,890
Miscellaneous	569,371	872,978	1,084,810	1,600,472	960,627	1,482,050	700,374	597,095	874,739	1,264,669
Transfers in	298,945	205,774	246,265	246,264	246,265	246,265	246,265	442,446	556,742	854,172
General Revenues and Transfers In:	27,027,360	25,643,193	28,330,013	29,965,391	30,370,423	33,642,835	34,386,460	31,860,221	33,697,050	34,053,092
Change in Net Position	$ 4,145,984	$ 2,797,876	$ 3,670,670	$ 5,003,788	$ 9,559,169	$ 15,953,132	$ 6,721,756	$ 8,271,010	$ 3,511,006	$ 3,118,395

City-County of Butte-Silver Bow, Montana
Changes in Net Position - Governmental Activities - Percentage of Total
Last Ten Fiscal Years
(accrual basis of accounting)

	Fiscal Year Ended June 30,									
Source	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Expenses:										
General government	23.9%	23.5%	25.3%	25.8%	25.8%	28.9%	28.2%	27.2%	27.8%	31.3%
Public safety	30.1%	30.5%	29.9%	28.3%	30.0%	28.1%	30.4%	31.9%	29.4%	28.4%
Public works	14.3%	14.3%	14.4%	13.2%	14.7%	15.2%	16.4%	14.7%	14.7%	14.2%
Public health	8.0%	9.0%	9.5%	8.4%	8.2%	6.0%	5.2%	7.9%	7.6%	8.0%
Social and economic services	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Culture and recreation	6.4%	6.1%	6.3%	6.7%	7.0%	6.6%	7.4%	8.0%	8.1%	9.0%
Housing and community development	11.9%	11.4%	10.0%	14.1%	10.6%	12.6%	10.0%	8.3%	10.5%	14.0%
Interest and fiscal charges	5.0%	4.7%	4.3%	3.1%	3.2%	2.2%	2.0%	1.9%	1.3%	1.9%
Total Expenses	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Program Revenues:										
Charges for services:										
General government	22.3%	18.2%	19.1%	17.6%	16.7%	16.6%	23.7%	24.1%	27.8%	26.4%
Public safety	5.3%	4.9%	4.7%	4.1%	3.7%	0.1%	1.1%	1.4%	0.3%	0.1%
Public works	1.8%	0.6%	0.5%	0.5%	0.4%	0.9%	1.3%	4.4%	5.4%	6.1%
Other activities	2.9%	5.3%	4.8%	4.1%	3.7%	1.4%	2.2%	1.7%	2.7%	1.5%
Operating grants and contributions	63.9%	71.1%	70.9%	55.7%	61.2%	72.9%	57.9%	44.8%	53.6%	50.2%
Capital grants and contributions	3.8%	0.0%	0.0%	18.0%	14.3%	8.0%	13.7%	23.6%	10.3%	15.7%
Total Program Revenues	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
General Revenues and Transfers In:										
Taxes:										
Property	85.3%	88.4%	92.7%	89.4%	91.6%	91.1%	93.6%	92.7%	89.8%	88.3%
Franchise	1.1%	1.3%	1.2%	1.2%	1.2%	1.2%	1.2%	1.3%	1.2%	1.2%
Motor fuel	2.4%	2.5%	0.0%	2.1%	2.1%	1.9%	1.9%	2.0%	1.9%	1.8%
Investment earnings	7.9%	3.7%	1.4%	1.2%	1.1%	0.7%	0.6%	0.8%	2.8%	3.1%
Increase (decrease) investments to amortized cost	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-1.0%
Gain (loss) on sale of fixed assets	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.05%	0.0%	0.1%	0.3%
Miscellaneous	2.1%	3.4%	3.8%	5.3%	3.2%	4.4%	2.0%	1.9%	2.6%	3.7%
Transfers in	1.1%	0.8%	0.9%	0.8%	0.8%	0.7%	0.7%	1.4%	1.7%	2.6%
General Revenues and Transfers In:	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

City-County of Butte-Silver Bow, Montana
Changes in Net Position - Business-Type Activities
Last Ten Fiscal Years
(accrual basis of accounting)

	Fiscal Year Ended June 30,									
Source	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Expenses:										
Community facilities	$ 550,183	$ 96,146	$ 84,988	$ 82,468	$ 63,155	$ 61,072	$ 57,551	$ 51,241	$ 59,814	$ 50,629
Home health	463,873	477,407	455,141	431,861	481,204	444,272	330,585	16,884	-	-
Small business incubator	159,863	145,363	159,511	155,872	138,603	132,124	147,572	157,757	199,880	159,474
Water utility division	7,144,643	7,105,960	7,148,937	7,763,105	7,894,275	8,607,362	9,707,599	10,898,536	9,392,674	10,362,292
Metro sewer operations	3,447,702	3,415,305	3,458,844	3,686,853	3,853,671	3,978,771	4,446,076	4,565,633	5,707,749	7,297,557
Solid waste	2,096,777	2,027,230	2,181,947	2,170,407	2,352,772	2,510,707	2,661,399	2,774,180	2,748,446	2,818,768
Storm water system project	229,247	237,431	228,506	416,201	91,693	140,020	135,335	141,092	194,537	218,594
Silver lake water system	-	-	-	-	198,485	263,678	248,210	301,735	225,924	212,646
Kelley warehouse facility	-	-	-	-	-	-	-	-	-	22,769
MR infrastructure project	94,107	94,806	92,681	92,680	92,680	92,681	92,680	92,680	92,680	92,680
Total Expenses	14,186,395	13,599,648	13,810,555	14,799,447	15,166,538	16,230,687	17,827,007	18,999,738	18,621,704	21,235,409
Program Revenues:										
Charges for services										
Water utility division	7,091,827	7,102,346	6,802,722	6,107,699	7,248,235	8,098,141	8,760,730	8,604,483	8,714,267	8,602,815
Metro sewer operations	3,129,455	3,126,532	3,144,573	2,993,824	4,669,526	4,705,056	5,235,157	5,804,864	6,489,265	6,588,845
Solid waste	2,618,059	2,478,040	2,698,390	2,941,414	2,259,390	2,189,640	2,107,143	2,278,652	2,879,140	2,774,674
Other activities	868,096	750,527	727,752	1,259,049	774,766	783,291	805,174	500,814	465,723	531,678
Silver lake water system	-	-	-	-	1,045,280	92,808	142,912	348,956	320,513	297,839
Operating grants and contributions	3,246,789	4,418,961	5,117,876	230	230	3,415	504,414	121,050	124,457	113,610
Capital grants and contributions	-	-	-	8,678,630	8,328,536	1,259,602	1,923,702	6,214,625	17,686,066	11,512,159
Total Program Revenues	16,954,226	17,876,406	18,491,313	21,980,846	24,325,963	17,131,953	19,479,232	23,873,444	36,679,431	30,421,620
Net (Expense) Revenue	2,767,831	4,276,758	4,680,758	7,181,399	9,159,425	901,266	1,652,225	4,873,706	18,057,727	9,186,211
General Revenues and Transfers :										
Unrestricted intergovernmental	-									
Restricted investment earnings	725,949	258,092	50,062	42,948	38,508	35,654	27,652	26,036	46,626	109,466
Increase (decrease) investments to amortized cost	-	-	-	-	-	-	-	-	-	231
Gain (loss) on sale of fixed assets	-	-	-	-	-	-	9,850	13,272	-	127,743
Miscellaneous	358,252	214,997	231,147	736,754	752,138	481,513	147,998	104,687	46,533	242,661
Transfers	(298,945)	(205,774)	(246,265)	(246,264)	(246,265)	(246,265)	(246,265)	(442,446)	(556,742)	(854,173)
Total General Revenues and Transfers	785,256	267,315	34,944	533,438	544,381	270,902	(60,765)	(298,451)	(463,583)	(374,072)
Change in Net Position	$ 3,553,087	$ 4,544,073	$ 4,715,702	$ 7,714,837	$ 9,703,806	$ 1,172,168	$ 1,591,460	$ 4,575,255	$ 17,594,144	$ 8,812,139

City-County of Butte-Silver Bow, Montana
Changes in Net Position - Business-Type Activities - Percentage of Total
Last Ten Fiscal Years
(accrual basis of accounting)

	Fiscal Year Ended June 30,									
Source	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Expenses:										
Community facilities	3.9%	0.7%	0.6%	0.6%	0.4%	0.38%	0.32%	0.27%	0.32%	0.24%
Home health	3.3%	3.5%	3.3%	2.9%	3.2%	2.74%	1.85%	0.09%	0.00%	0.00%
Small business incubator	1.1%	1.1%	1.2%	1.1%	0.9%	0.81%	0.83%	0.83%	1.07%	0.75%
Water utility division	50.4%	52.3%	51.8%	52.5%	52.1%	53.03%	54.45%	57.36%	50.44%	48.80%
Metro sewer operations	24.3%	25.1%	25.0%	24.9%	25.4%	24.51%	24.94%	24.03%	30.65%	34.37%
Solid waste	14.8%	14.9%	15.8%	14.7%	15.5%	15.47%	14.93%	14.60%	14.76%	13.27%
Storm water system project	1.6%	1.7%	1.7%	2.8%	0.6%	0.86%	0.76%	0.74%	1.04%	1.03%
Silver lake water system	0.0%	0.0%	0.0%	0.0%	1.3%	1.62%	1.39%	1.59%	1.21%	1.00%
Kelley warehouse facility	0.0%	0.0%	0.0%	0.0%	0.0%	0.00%	0.00%	0.00%	0.00%	0.11%
MR infrastructure project	0.6%	0.6%	0.6%	0.6%	0.6%	0.57%	0.52%	0.49%	0.50%	0.43%
Total Expenses	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Program Revenues:										
Charges for services										
Water utility division	41.8%	39.7%	36.8%	27.8%	29.8%	47.27%	44.97%	36.04%	23.76%	28.28%
Metro sewer operations	18.5%	17.5%	17.0%	13.6%	19.2%	27.46%	26.88%	24.32%	17.69%	21.66%
Solid waste	15.4%	13.9%	14.6%	13.4%	9.3%	12.78%	10.82%	9.54%	7.85%	9.12%
Other activities	5.1%	4.2%	3.9%	5.7%	3.2%	4.57%	4.13%	2.10%	1.27%	1.75%
Silver lake water system	0.0%	0.0%	0.0%	0.0%	4.3%	0.54%	0.73%	1.46%	0.87%	0.98%
Operating grants and contributions	19.2%	24.7%	27.7%	0.0%	0.0%	0.02%	2.59%	0.51%	0.34%	0.37%
Capital grants and contributions	0.0%	0.0%	0.0%	39.5%	34.2%	7.35%	9.88%	26.03%	48.22%	37.84%
Total Program Revenues	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

City-County of Butte-Silver Bow, Montana
Changes in Net Position - Total
Last Ten Fiscal Years
(accrual basis of accounting)

	Fiscal Year Ended June 30,									
Source	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Expenses:										
Governmental activities [1]	$ 42,828,139	$ 46,207,295	$ 47,871,373	$ 51,010,030	$ 49,978,498	$ 56,495,855	$ 54,906,594	$ 55,091,302	$ 57,594,721	$ 61,802,472
Business-type activities [2]	14,186,395	13,599,648	13,810,555	14,799,447	15,166,538	16,230,687	17,827,007	18,999,738	18,621,704	21,235,409
Total Expenses	57,014,534	59,806,943	61,681,928	65,809,477	65,145,036	72,726,542	72,733,601	74,091,040	76,216,425	83,037,881
Program Revenues:										
Governmental activities [1]	19,946,763	23,361,978	23,212,030	26,048,427	29,167,244	38,806,152	27,241,890	31,502,091	27,408,678	30,867,775
Business-type activities [2]	16,954,226	17,876,406	18,491,313	21,980,846	24,325,963	17,131,953	19,479,232	23,873,444	36,679,431	30,421,620
Total Program Revenues	36,900,989	41,238,384	41,703,343	48,029,273	53,493,207	55,938,105	46,721,122	55,375,535	64,088,109	61,289,395
Net (Expense) Revenue	(20,113,545)	(18,568,559)	(19,978,585)	(17,780,204)	(11,651,829)	(16,788,437)	(26,012,479)	(18,715,505)	(12,128,317)	(21,748,486)
General Revenues and Transfers:										
Governmental activities [1]	27,027,360	25,643,193	28,330,013	29,965,391	30,370,423	33,642,835	34,386,460	31,860,221	33,697,050	34,053,092
Business-type activities [2]	785,256	267,315	34,944	533,438	544,381	270,902	(60,765)	(298,451)	(463,583)	(374,072)
Total General Revenues and Transfers	27,812,616	25,910,508	28,364,957	30,498,829	30,914,804	33,913,737	34,325,695	31,561,770	33,233,467	33,679,020
Change in Net Position	$ 7,699,071	$ 7,341,949	$ 8,386,372	$ 12,718,625	$ 19,262,975	$ 17,125,300	$ 8,313,216	$ 12,846,265	$ 21,105,150	$ 11,930,534

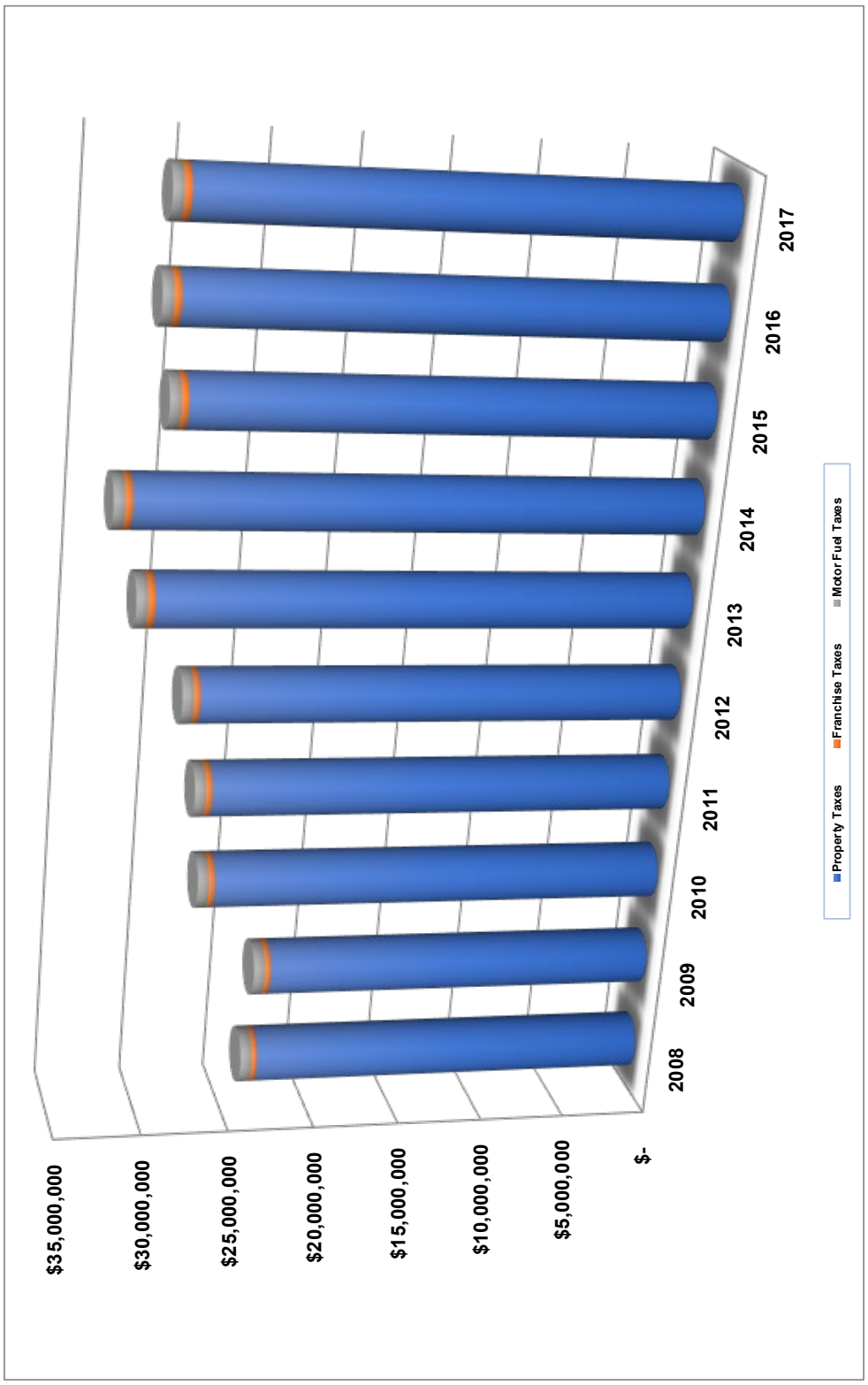
Data Source:
[1] *See Changes in Net Position - Governmental*
[2] *See Changes in Net Position - Business-Type*

City-County of Butte-Silver Bow, Montana
Tax Revenues by Source - Governmental Funds
Last Ten Fiscal Years
(accrual basis of accounting)

	Amounts			
Fiscal Year Ended June 30,	**Property**	**Franchise**	**Motor Fuel**	**Total**
2008	$ 23,056,407	$ 300,714	$ 656,136	$ 24,013,257
2009	$ 22,661,639	$ 321,282	$ 643,665	$ 23,626,586
2010	$ 26,272,299	$ 330,218	$ 631,574	$ 27,234,091
2011	$ 26,787,812	$ 350,428	$ 625,158	$ 27,763,398
2012	$ 27,827,222	$ 350,428	$ 643,505	$ 28,821,155
2013	$ 30,637,108	$ 398,075	$ 643,614	$ 31,678,797
2014	$ 32,181,326	$ 398,075	$ 643,614	$ 33,223,015
2015	$ 29,531,545	$ 399,416	$ 634,392	$ 30,565,353
2016	$ 30,260,583	$ 402,377	$ 632,035	$ 31,294,995
2017	$ 30,071,202	$ 407,610	$ 625,045	$ 31,103,857
Percentage Change In Dollars Over 10 Years Ago	30.4%	35.5%	-4.7%	29.5%

	Percentage of Total			
Fiscal Year Ended June 30,	**Property**	**Franchise**	**Motor Fuel**	**Total**
2008	96.0%	1.3%	2.7%	100%
2009	95.9%	1.4%	2.7%	100%
2010	96.5%	1.2%	2.3%	100%
2011	96.5%	1.3%	2.3%	100%
2012	96.6%	1.2%	2.2%	100%
2013	96.7%	1.3%	2.0%	100%
2014	96.9%	1.2%	1.9%	100%
2015	96.6%	1.3%	2.1%	100%
2016	96.7%	1.3%	2.0%	100%
2017	96.7%	1.3%	2.0%	100%

City-County of Butte-Silver Bow, Montana
Tax Revenues by Source - Governmental Funds-Chart
Last Ten Fiscal Years
(modified accrual basis of accounting)



City-County of Butte-Silver Bow, Montana
Fund Balances - Governmental Funds
Last Seven Fiscal Years
(modified accrual basis of accounting)

	Fiscal Year Ended June 30,						
	2011	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
General Fund							
Restricted	$ 1,472,578	$ 1,688,036	$ 556,878	$ 642,291	$ 1,914,225	$ 1,230,760	$ 283,568
Unassigned	4,870,939	4,473,581	5,533,497	5,210,404	5,886,489	6,416,643	6,810,345
Total General Fund	$ 6,343,517	$ 6,161,617	$ 6,090,375	$ 5,852,695	$ 7,800,714	$ 7,647,403	$ 7,093,913
General Fund Percentage Change	-2.1%	-2.9%	-1.2%	-3.9%	33.3%	-2.0%	-7.2%
All Other Governmental Funds							
Restricted							
Special revenue funds	$ 39,268,276	$ 42,739,475	$ 50,845,614	$ 53,635,990	$ 57,263,966	$ 52,389,933	$ 54,677,961
Debt service funds	2,168,637	2,814,405	2,582,468	2,530,743	2,412,886	1,514,149	2,664,242
Capital projects funds	5,099,390	3,102,557	2,928,500	2,827,371	2,651,773	3,046,311	13,652,878
Assigned							
Special revenue funds	298,714	329,012	3,745,485	3,980,406	2,186,246	2,121,443	2,295,670
Debt service funds	347,638	211,422	215,295	84,484	309,685	1,217,380	1,371,587
Capital projects funds	146,139	338,050	332,239	331,962	-	-	-
Unassigned							
Special Revenue Funds	(1,344,413)	(489,205)	(1,518,293)	(1,288,747)	(901,260)	(597,964)	(538,301)
Subtotal All Other Governmental Funds	$ 45,984,381	$ 49,045,716	$ 59,131,308	$ 62,102,209	$ 63,923,296	$ 59,691,252	$ 74,124,037
All Other Governmental Funds Percentage Change	4.2%	6.7%	20.6%	5.0%	2.9%	-6.6%	24.2%
Total Governmental Funds							
Restricted	$ 48,008,881	$ 50,344,473	$ 56,913,460	$ 59,636,395	$ 64,242,850	$ 58,181,153	$ 71,278,649
Assigned	792,491	878,484	4,293,019	4,396,852	2,495,931	3,338,823	3,667,257
Unassigned	3,526,526	3,984,376	4,015,204	3,921,657	4,985,229	5,818,679	6,272,044
Total Governmental Funds	$ 52,327,898	$ 55,207,333	$ 65,221,683	$ 67,954,904	$ 71,724,010	$ 67,338,655	$ 81,217,950
All Governmental Funds Percentage Change	3.4%	5.5%	18.1% [1]	4.2%	5.5%	-6.1%	20.6%

Notes:
The City-County implemented GASB Statement No. 54 in fiscal year 2011.
[1] *In fiscal year 2013, the City-County received a $9.75 million contribution from ARCO, which was unspent at June 30, 2013.*

City-County of Butte-Silver Bow, Montana
General Governmental Revenues by Source (Unaudited) [1]
Last Ten Fiscal Years
(modified accrual basis of accounting)

	Fiscal Year Ended June 30,									
Source	**2008**	**2009**	**2010**	**2011**	**2012**	**2013** [2]	**2014**	**2015**	**2016**	**2017**
Revenues:										
Taxes	$ 21,626,722	$ 24,857,438	$ 25,497,819	$ 27,298,789	$ 28,089,986	$ 30,671,872	$ 30,656,063	$ 30,999,034	$ 29,814,775	$ 30,407,258
Licenses and permits	877,399	830,666	928,139	915,665	908,840	923,446	930,775	1,036,383	982,974	982,275
Intergovernmental	9,000,547	11,171,822	10,212,639	11,683,405	12,490,588	12,122,994	16,755,995	18,715,447	13,697,105	13,719,801
Charges for services	5,220,217	5,615,561	5,483,436	5,688,730	6,065,730	6,340,499	2,717,945	2,558,203	2,456,819	2,352,659
Fines and forfeitures	643,978	632,353	675,297	604,083	513,279	534,634	455,725	455,105	489,469	520,666
Special assessments	1,306,335	1,287,271	1,375,779	1,383,897	1,271,343	1,318,172	1,500,518	1,532,277	1,534,782	1,595,599
Health insurance contributions	3,175,460	3,213,761	3,295,629	3,276,856	3,746,273	3,798,277	4,547,547	4,781,786	4,900,205	5,411,069
Other grants and donations	703,469	1,370,834	1,683,976	3,518,458	5,118,977	14,018,672	1,808,954	3,651,568	4,443,133	7,032,249
Letter of credit in lieu of taxes	352,075	-	-	-	-	-	-	-	-	-
Investment earnings	2,145,787	937,855	396,421	355,257	342,376	235,723	201,345	254,342	602,042	1,062,552
Increase (decrease) in investments to fair market value	-	-	-	-	-	-	(1,539)	985	348,532	(339,377)
Rent	-	-	-	-	-	-	-	-	59,453	66,142
Miscellaneous	567,440	809,217	1,080,856	1,591,208	994,491	1,476,686	687,632	585,735	805,161	1,275,464
Total Revenues	$ 45,619,430	$ 50,726,778	$ 50,629,991	$ 56,316,348	$ 59,541,883	$ 71,440,975	$ 60,260,960	$ 64,570,865	$ 60,134,450	$ 64,086,357
% change from prior year	-7.2%	11.2%	-0.2%	11.2%	5.7%	20.0%	-15.65%	7.15%	-6.87%	6.57%
Taxes	47.41%	49.00%	50.36%	48.47%	47.18%	42.93%	50.87%	48.01%	49.58%	47.45%
Licenses and permits	1.92%	1.64%	1.83%	1.63%	1.53%	1.29%	1.54%	1.61%	1.63%	1.53%
Intergovernmental	19.73%	22.02%	20.17%	20.75%	20.98%	16.97%	27.81%	28.98%	22.78%	21.41%
Charges for services	11.44%	11.07%	10.83%	10.10%	10.19%	8.88%	4.51%	3.96%	4.09%	3.67%
Fines and forfeitures	1.41%	1.25%	1.33%	1.07%	0.91%	0.75%	0.76%	0.70%	0.81%	0.81%
Special assessments	2.86%	2.54%	2.72%	2.46%	2.26%	1.85%	2.49%	2.37%	2.55%	2.49%
Health insurance contributions	6.96%	6.34%	6.51%	5.82%	6.29%	5.32%	7.55%	7.41%	8.15%	8.44%
Other grants and donations	1.54%	2.70%	3.33%	6.25%	8.60%	19.62%	3.00%	5.66%	7.39%	10.97%
Letter of credit in lieu of taxes	0.77%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Investment earnings	4.70%	1.85%	0.78%	0.63%	0.58%	0.33%	0.33%	0.39%	1.00%	1.66%
Increase (decrease) in investments to fair market value	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.58%	-0.53%
Rent	-	-	-	-	-	-	-	-	0.10%	0.10%
Miscellaneous	1.24%	1.60%	2.13%	2.83%	1.67%	2.07%	1.14%	0.91%	1.34%	2.00%
Total revenues	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Notes:

[1] *Includes all governmental fund types.*

[2] *In fiscal year 2013, the City-County received a $9.75 million contribution from ARCO. This contribution was an extraordinary item. The adjusted change in revenues from fiscal year 2013 to fiscal year 2014 would have been -1.94% in comparison to the -15.32%.*

City-County of Butte-Silver Bow, Montana

General Governmental Expenditures by Function (Unaudited) [1]

Last Ten Fiscal Years

(modified accrual basis of accounting)

	Fiscal Year Ended June 30,									
Function	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Expenditures										
Current:										
General government	$ 10,018,640	$ 10,457,497	$ 11,458,574	$ 12,474,199	$ 12,287,148	$ 15,498,469	$ 14,785,356	$ 14,417,570	$ 15,336,345	$ 16,405,041
Public safety	12,311,497	13,161,267	12,997,523	13,509,599	14,156,543	14,952,479	15,766,928	17,133,438	16,429,529	16,615,216
Public works	5,413,879	5,777,139	5,878,676	5,853,713	6,289,553	7,175,285	7,267,846	6,751,251	6,964,462	6,467,718
Public health	3,423,381	4,078,925	4,398,727	4,314,569	4,089,051	3,365,203	2,871,884	4,368,679	4,300,151	4,331,549
Social and economic services	213,651	234,981	232,947	244,450	266,718	267,669	277,888	293,566	306,629	299,122
Culture and recreation	2,563,341	2,594,179	2,823,045	2,985,930	3,204,264	3,295,892	3,650,028	4,019,982	4,259,871	4,405,557
Housing and community development	3,083,104	3,218,235	2,637,652	4,977,792	3,134,041	4,912,038	3,130,182	2,158,994	3,471,255	5,378,927
Total Current	$ 37,027,493	$ 39,522,223	$ 40,427,144	$ 44,360,252	$ 43,427,318	$ 49,467,035	$ 47,750,112	$ 49,143,480	$ 51,068,242	$ 53,903,130
% Change From Prior Year	2.3%	6.7%	2.3%	9.7%	-2.1%	13.9%	-3.5%	2.9%	3.9%	5.6%
Capital Outlay	$ 2,430,736	$ 9,009,423	$ 9,109,766	$ 6,025,536	$ 13,594,069	$ 8,911,599	$ 6,358,996	$ 8,257,423	$ 5,852,067	$ 10,354,040
% Change From Prior Year	-37.8%	270.6%	1.1%	-33.9%	125.6%	-34.4%	-28.6%	29.9%	-29.1%	76.9%
Debt Service										
Principal	$ 3,047,950	$ 2,777,083	$ 3,730,440	$ 4,082,022	$ 2,527,347	$ 2,813,182	$ 2,863,588	$ 2,847,439	$ 7,515,902	$ 2,279,320
Interest and fees	2,180,758	2,121,027	2,132,612	1,890,566	1,652,584	1,280,368	1,185,254	1,093,461	935,319	855,763
Bond issuance costs	-	193,760	-	272,160	260,644	-	-	-	-	-
Total Debt Service	$ 5,228,708	$ 5,091,870	$ 5,863,052	$ 6,244,748	$ 4,440,575	$ 4,093,550	$ 4,048,842	$ 3,940,900	$ 8,451,221	$ 3,135,083
% Change From Prior Year	-2.7%	-2.6%	15.1%	6.5%	-28.9%	-7.8%	-1.09%	-2.67%	114.4%	-62.9%
Total Expenditures	$ 44,686,937	$ 53,623,516	$ 55,399,962	$ 56,630,536	$ 61,461,962	$ 62,472,184	$ 58,157,950	$ 61,341,803	$ 65,371,530	$ 67,392,253
Debt Service as a % of Noncapital Expenditures	12.4%	11.0%	12.7%	11.8%	8.7%	7.6%	7.8%	7.4%	14.2%	5.5%

Notes:

[1] *Includes all governmental fund types.*

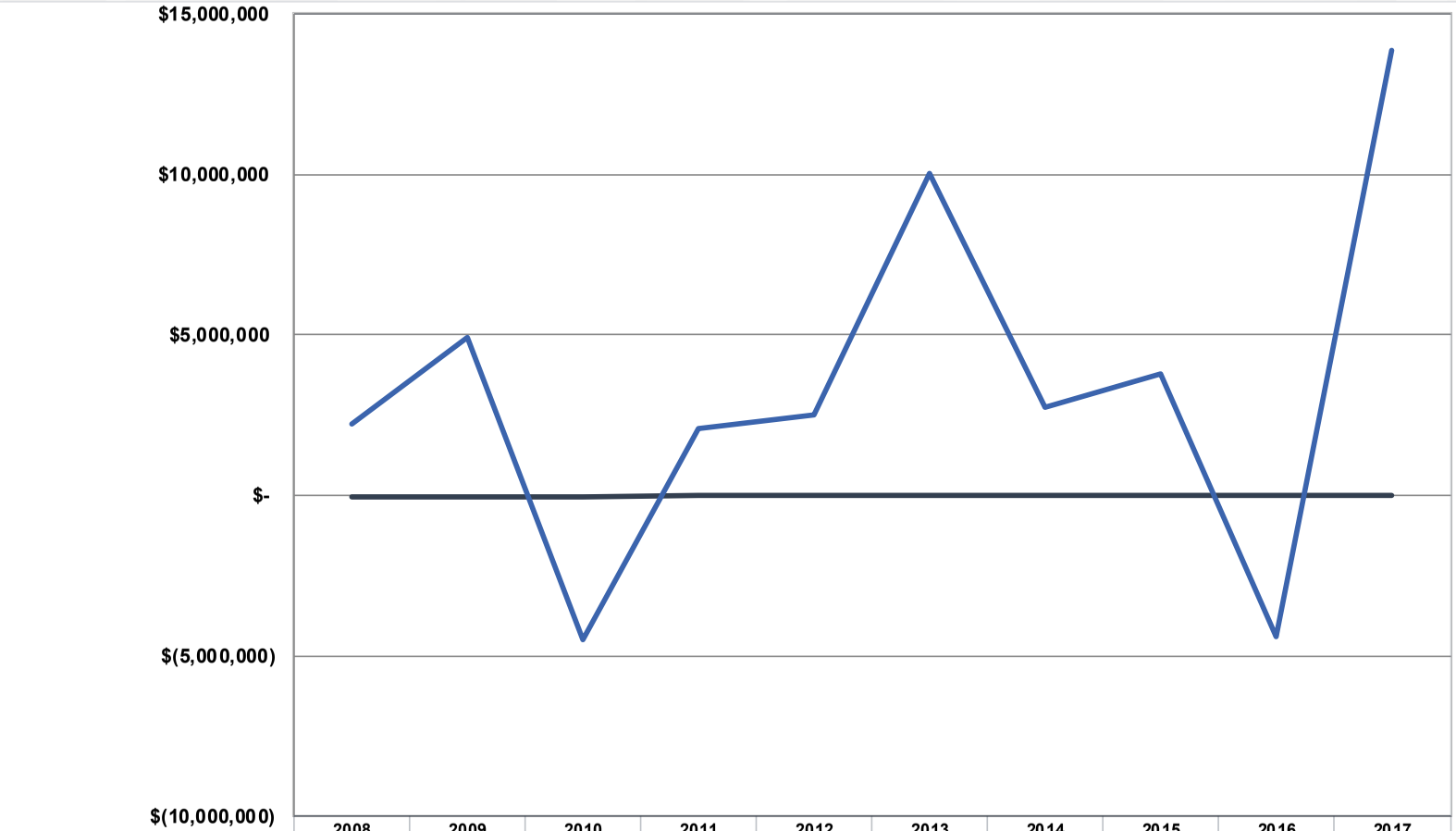
City-County of Butte-Silver Bow, Montana
General Governmental Current Expenditures by Function (Unaudited)
Last Ten Fiscal Years
(modified accrual basis of accounting)

	Fiscal Year Ended June 30,									
Function	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Expenditures:										
Current:										
General government	$ 10,018,640	$ 10,457,497	$ 11,458,574	$ 12,474,199	$ 12,287,148	$ 15,498,469	$ 14,785,356	$ 14,417,570	$ 15,336,345	$ 16,405,041
Public safety	12,311,497	13,161,267	12,997,523	13,509,599	14,156,543	14,952,479	15,766,928	17,133,438	16,429,529	16,615,216
Public works	5,413,879	5,777,139	5,878,676	5,853,713	6,289,553	7,175,285	7,267,846	6,751,251	6,964,462	6,467,718
Public health	3,423,381	4,078,925	4,398,727	4,314,569	4,089,051	3,365,203	2,871,884	4,368,679	4,300,151	4,331,549
Social and economic services	213,651	234,981	232,947	244,450	266,718	267,669	277,888	293,566	306,629	299,122
Culture and recreation	2,563,341	2,594,179	2,823,045	2,985,930	3,204,264	3,295,892	3,650,028	4,019,982	4,259,871	4,405,557
Housing and community development	3,083,104	3,218,235	2,637,652	4,977,792	3,134,041	4,912,038	3,130,182	2,158,994	3,471,255	5,378,927
Total Current	$ 37,027,493	$ 39,522,223	$ 40,427,144	$ 44,360,252	$ 43,427,318	$ 49,467,035	$ 47,750,112	$ 49,143,480	$ 51,068,242	$ 53,903,130
Current:										
General government	27.06%	26.46%	28.34%	28.12%	28.29%	31.33%	30.96%	29.34%	30.03%	30.43%
Public safety	33.25%	33.30%	32.15%	30.45%	32.60%	30.23%	33.02%	34.86%	32.17%	30.82%
Public works	14.62%	14.62%	14.54%	13.20%	14.48%	14.51%	15.22%	13.74%	13.64%	12.00%
Public health	9.25%	10.32%	10.88%	9.73%	9.42%	6.80%	6.01%	8.89%	8.42%	8.04%
Social and economic services	0.58%	0.59%	0.58%	0.55%	0.61%	0.54%	0.58%	0.60%	0.60%	0.55%
Culture and recreation	6.92%	6.56%	6.98%	6.73%	7.38%	6.66%	7.64%	8.18%	8.34%	8.17%
Housing and community development	8.33%	8.14%	6.52%	11.22%	7.22%	9.93%	6.56%	4.39%	6.80%	9.99%
Total Current	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

City-County of Butte-Silver Bow, Montana
Changes in Fund Balances - Governmental Funds
Last Ten Fiscal Years
(modified accrual basis of accounting)

	Fiscal Year Ended June 30,									
	2008	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Total Revenues - Exhibit IX	$ 45,619,430	$ 50,726,778	$ 50,629,991	$ 56,316,348	$ 59,541,883	$ 71,440,975	$ 60,260,960	$ 64,570,865	$ 60,134,450	$ 64,086,357
Total Expenditures - Exhibit X	44,686,937	53,623,516	55,399,962	56,630,536	61,461,962	62,472,184	58,157,950	61,341,803	65,371,530	67,392,253
Excess (Deficiency) of Revenues Over (Under) Expenditures	932,493	(2,896,738)	(4,769,971)	(314,188)	(1,920,079)	8,968,791	2,103,010	3,229,062	(5,237,080)	(3,305,896)
Other Financing Sources (Uses)										
Tax increment bonds issued	-	-	-	13,705,000	4,050,000	-	-	-	-	8,080,000
General obligation bonds issued	978,554	7,500,000	-	-	9,505,000	799,294	17,000	-	-	7,298,007
Bond premiums	-	124,635	-	-	355,770	-	-	-	-	-
General obligation notes issued	33,067	-	-	-	-	-	-	-	-	799,489
Insurance reimbursement	-	9,110	3,000	-	2,482	-	-	-	11,231	11,642
Payment to refunding bond escrow agent	-	-	-	(11,655,000)	(9,721,820)	-	-	-	-	-
Compensation for loss of an asset	-	-	-	-	-	-	324,783	97,598	-	-
Gain (loss) on sale of fixed assets	-	-	2,000	104,550	-	-	-	-	20,000	151,880
Issuance of general obligation notes & leases	-	-	-	-	-	-	42,163	-	151,523	-
Transfers in	6,340,104	6,918,720	6,979,676	7,479,978	5,084,279	5,654,553	5,582,273	4,740,572	8,742,976	4,405,561
Transfers out	(6,041,159)	(6,712,946)	(6,733,411)	(7,233,714)	(4,838,014)	(5,408,288)	(5,336,008)	(4,298,126)	(8,074,005)	(3,561,388)
Total Other Financing Sources (Uses)	1,310,566	7,839,519	251,265	2,400,814	4,437,697	1,045,559	630,211	540,044	851,725	17,185,191
Net Change in Fund Balances	$ 2,243,059	$ 4,942,781	$ (4,518,706)	$ 2,086,626	$ 2,517,618	$ 10,014,350	$ 2,733,221	$ 3,769,106	$ (4,385,355)	$ 13,879,295

City-County of Butte-Silver Bow, Montana
Changes in Fund Balances - Governmental Funds-Chart
Last Ten Fiscal Years
(modified accrual basis of accounting)



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Net Change in Fund Balance	$2,243,059	$4,942,781	$(4,518,706)	$2,086,626	$2,517,618	$10,014,350	$2,733,221	$3,769,106	$(4,385,355)	$13,879,295
Fiscal Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017

City-County of Butte-Silver Bow, Montana
Assessed Market Value
Last Ten Fiscal Years

		Market Value								
Fiscal Year Ended June 30,	**Tax Year**	**Real/Centrally Assessed Property**	**Mobile Home**	**Personal Property**	**Motor Vehicle**	**Less: Tax Exempt Property**	**Total Assessed Market Value**	**Total Direct Tax Rate[1]**	**Assessed Taxable Value**	**Assessed Taxable Value as a % of Assessed Market Value**
2008	2007	$ 1,998,987,798	$ 10,388,921	$ 31,971,153	$ 65,375	$ 59,146,227	$ 1,982,267,020	298.00	$ 48,415,555	2.44%
2009	2008	$ 2,109,161,389	$ 10,373,592	$ 36,058,107	$ 76,284	$ 64,113,888	$ 2,091,555,484	296.66	$ 49,823,536	2.38%
2010	2009	$ 2,651,836,937	$ 10,001,273	$ 35,204,322	$ 72,798	$ 78,211,071	$ 2,618,904,259	349.84	$ 49,017,375	1.87%
2011	2010	$ 2,482,909,530	$ 9,697,511	$ 39,178,194	$ 59,290	$ 84,798,691	$ 2,447,045,834	353.73	$ 49,174,441	2.01%
2012	2011	$ 2,575,523,449	$ 9,197,897	$ 41,163,465	$ 50,229	$ 93,796,301	$ 2,532,138,739	351.28	$ 54,024,236	2.13%
2013	2012	$ 2,243,877,041	$ 8,787,773	$ 40,912,963	$ 162,116	$ 100,134,151	$ 2,193,605,742	375.25	$ 56,237,781	2.56%
2014	2013	$ 2,300,947,870	$ 8,660,414	$ 46,280,126	$ 104,278	$ 102,876,219	$ 2,253,116,469	371.48	$ 58,451,664	2.59%
2015	2014	$ 2,176,904,734	$ 8,335,704	$ 45,233,222	$ 48,083	$ 109,472,600	$ 2,121,049,143	400.00	$ 57,091,906	2.69%
2016	2015	$ 2,820,968,639	$ 13,625,135	$ 46,229,321	$ 41,754	$ 157,452,276	$ 2,723,412,573	387.87	$ 60,156,618	2.21%
2017	2016	$ 2,770,793,518	$ 13,288,145	$ 47,610,307	$ 50,696	$ 161,841,862	$ 2,669,900,804	396.46	$ 58,969,078	2.21%
% Change from 2008 to 2017		38.6%	27.9%	48.9%	-22.5%	173.6%	34.7%	33.0%	21.8%	

Notes:

[1] Mills levied to provide funding for local government operations

Property in the City-County of Butte-Silver Bow is reassessed by the State Department of Revenue every 2 years, beginning in fiscal year 2015. Prior to 2015, property was reassessed every 6 years.

Data Source:

Montana Department of Revenue; City-County of Butte-Silver Bow Finance and Budget Department

TOP TEN TAXPAYERS IN BUTTE-SILVER BOW

Tax Year 2018

Taxpayer	Market Value	Taxable Value
Northwestern Energy	$ 211,373,300	$ 25,364,800
Montana Resources	492,012,262	12,657,902
REC	269,243,496	5,771,664
Praxair	44,034,352	894,681
Charter Communications	10,239,495	614,372
Basin Creek Equity Partners	9,422,957	561,990
Qwest Corporation	7,497,385	449,842
Verizon Wireless	6,021,324	361,279
Burlington Northern / Santa Fe Railroad	10,433,825	325,536
Walmart	14,631,110	283,651
Total	$ 1,074,909,506	$ 47,285,717

City-County of Butte-Silver Bow, Montana

Direct and Overlapping Property Tax Rates [1]

Last Ten Fiscal Years

		Direct Rate			Overlapping Rates [2]				
					County-Wide Schools & School District No. 1				
Fiscal Year	Tax Year	Operating	Debt Service	Total	Operating	Debt Service	Total	Special Districts	State of Montana
2008	2007	272.77	25.23	298.00	315.17	14.98	330.15	19.51	47.50
2009	2008	278.24	18.42	296.66	326.16	1.00	327.16	19.26	47.50
2010	2009	320.67	29.17	349.84	312.30	15.32	327.62	19.39	47.50
2011	2010	317.83	35.90	353.73	308.09	15.27	323.36	19.21	47.50
2012	2011	322.67	28.61	351.28	290.86	13.43	304.29	18.82	47.50
2013	2012	350.65	24.60	375.25	291.21	2.16	293.37	18.79	47.50
2014	2013	343.24	28.24	371.48	321.56	2.46	324.02	16.76	47.50
2015	2014	368.74	31.26	400.00	315.03	2.22	317.25	17.49	47.50
2016	2015	363.65	24.22	387.87	288.03	2.49	290.52	16.66	47.50
2017	2016	360.03	36.43	396.46	290.36	1.12	291.48	17.14	47.50
% Change From 2008-2017		32.0%	44.4%	33.0%	-7.9%	-92.5%	-11.7%	-12.1%	0.0%

Notes:

[1] *Tax rates expressed in rate per $1,000 of annual tax values (i.e., mills).*

[2] *Overlapping rates are those that coincide, at least in part, with the geographic boundaries of the City-County.*

Data Source:

Montana Department of Revenue; City-County of Butte-Silver Bow Finance and Budget Department

City-County of Butte-Silver Bow, Montana

Property Tax Levies and Collections for all Tax Jurisdictions [1]

Last Ten Fiscal Years

Fiscal Year Ended June 30,	Tax Year	Taxes Levied for the Fiscal Year	Collected Within the Fiscal Year of the Levy		Collections in Subsequent Years [2]	Total Collections to Date	
			Amount	Percentage of Levy		Amount	Percentage of Levy
2008	2007	$ 32,186,481	$ 29,032,690	90.20%	$ 1,308,240	$ 30,340,930	94.27%
2009	2008	32,123,733	29,464,328	91.72%	1,172,840	30,637,168	95.37%
2010	2009	33,503,983	31,298,511	93.42%	1,416,352	32,714,863	97.64%
2011	2010	33,281,458	31,435,793	94.45%	1,764,665	33,200,458	99.76%
2012	2011	35,931,784	33,568,370	93.42%	1,266,608	34,834,978	96.95%
2013	2012	38,188,890	35,996,426	94.26%	1,531,167	37,527,593	98.27%
2014	2013	40,683,406	38,571,283	94.81%	1,586,707	40,157,990	98.71%
2015	2014	39,797,376	38,308,670	96.26%	2,055,738	40,364,408	101.42%
2016	2015	39,071,539	38,137,617	97.61%	1,416,867	39,554,484	101.24%
2017	2016	38,792,127	37,584,636	96.89%	1,708,889	39,293,525	101.29%
Total		$ 363,560,777	$ 343,398,324	94.45%	$ 15,228,073	$ 358,626,397	98.64%

Notes:

[1] *Does not include Tax Increment Financing Industrial Districts (TIFID) or Urban Revitalization Agency (URA) Districts, but does include School Districts.*

[2] *The City-County did not implement GASB Statement No. 44, retroactively.*

Data Source:

City-County of Butte-Silver Bow Tax Records

City-County of Butte-Silver Bow, Montana

Property Tax Levies and Collections for City-County of Butte-Silver Bow [1]

Last Six Fiscal Years

Fiscal Year Ended June 30,	Tax Year	Taxes Levied for the Fiscal Year	Collected Within the Fiscal Year of the Levy		Collections in Subsequent Years	Total Collections to Date	
			Amount	Percentage of Levy		Amount	Percentage of Levy
2012	2011	$ 18,964,627	$ 17,469,187	92.11%	$ 655,319	$ 18,124,506	95.57%
2013	2012	21,086,279	18,901,581	89.64%	753,403	19,654,984	93.21%
2014	2013	21,699,055	19,111,274	88.07%	808,110	19,919,384	91.80%
2015	2014	22,401,785	22,562,566	100.72%	1,032,281	23,594,847	105.33%
2016	2015	22,923,273	21,703,290	94.68%	791,398	22,494,689	98.13%
2017	2016	22,916,646	21,764,942	94.97%	1,011,795	22,776,737	99.39%
Total		$ 129,991,665	$ 121,512,840	93.48%	$ 5,052,308	$ 126,565,148	97.36%

Notes:

[1] *This table contains the Taxes levied and Collections for the City-County of Butte-Silver Bow. All other jurisdictions have been excluded.*

Data Source:

City-County of Butte-Silver Bow Tax Records

City-County of Butte-Silver Bow, Montana
Ratios of Total Debt Oustanding by Type[1]
Last Ten Fiscal Years

	Governmental Activities					Business-Type Activities								
Fiscal Year Ended June 30,	General Obligation Bonds	Special Assessment Bonds	Capital Leases	Notes & Loans	Tax Increment Financing Bonds	Water Utility Revenue Bonds	Solid Waste Revenue Bonds	Metro Sewer Revenue Bonds	Notes & Loans	Capital Leases	Total Primary Government	Percentage of Personal Income	Population	Debt Per Capita
2008	$ 12,887,058	$ 280,000	$ 416,774	$ 1,512,861	$ 19,200,000	$ 11,751,863	$ -	$ -	$ 39,065	$ -	$ 46,087,621	3.76%	33,812	1,363
2009	$ 19,806,671	$ 240,000	$ 386,274	$ 1,256,492	$ 17,450,000	$ 9,008,158	$ -	$ -	$ -	$ -	$ 48,147,595	3.98%	34,008	1,416
2010	$ 18,811,630	$ 200,000	$ 354,120	$ 988,420	$ 14,935,000	$ 8,354,837	$ -	$ -	$ -	$ -	$ 43,644,007	3.38%	34,239	1,275
2011	$ 17,851,416	$ 155,000	$ 320,223	$ 815,507	$ 13,995,000	$ 6,772,316	$ -	$ -	$ -	$ -	$ 39,909,462	2.71%	34,388	1,161
2012	$ 16,951,202	$ 105,000	$ 284,489	$ 634,109	$ 16,830,000	$ 6,688,366	$ -	$ 1,041,322	$ -	$ -	$ 42,534,488	2.75%	34,493	1,233
2013	$ 16,155,668	$ 55,000	$ 246,817	$ 1,243,107	$ 15,510,000	$ 5,442,691	$ -	$ -	$ -	$ -	$ 38,653,283	2.55%	34,512	1,120
2014	$ 14,946,468	$ -	$ 207,103	$ 1,041,610	$ 14,170,000	$ 3,246,387	$ -	$ -	$ -	$ -	$ 33,611,568	2.16%	34,680	969
2015	$ 13,702,269	$ -	$ 165,235	$ 851,252	$ 12,775,000	$ 2,107,000	$ -	$ 12,203,779	$ -	$ 7,398	$ 41,811,933	2.72%	34,276	1,220
2016	$ 12,070,346	$ -	$ 251,499	$ 655,823	$ 6,780,000	$ 2,010,000	$ -	$ 28,299,032	$ -	$ 4,228	$ 50,070,928	3.26%	34,864	1,436
2017	$ 17,605,132	$ -	$ 176,560	$ 1,206,146	$ 14,215,000	$ 1,911,000	$ -	$ 28,682,144	$ 112,454	$ 1,057	$ 63,909,493	3.99%	34,553	1,850

Notes:

[1] Details regarding the City-County's outstanding debt can be found in the notes to the basic financial statements.

City-County of Butte-Silver Bow, Montana
Ratios of General Bonded Debt Outstanding
Last Ten Fiscal Years

Fiscal Year Ended June 30,	General Obligation Bonds	Less: Amounts Available in Debt Service Funds	Total	Population	Assessed Market Value	Percentage of Assessed Market Value of Property	Debt Per Capita
2008	$ 12,887,058	$ 468,545	$ 12,418,513	33,812	$ 1,982,267,020	0.63%	367
2009	$ 19,806,671	$ 206,511	$ 19,600,160	34,008	$ 2,091,555,484	0.94%	576
2010	$ 18,811,630	$ 89,377	$ 18,722,253	34,239	$ 2,618,904,259	0.71%	547
2011	$ 17,851,416	$ 163,220	$ 17,688,196	34,388	$ 2,447,045,834	0.72%	514
2012	$ 16,951,202	$ 293,279	$ 16,657,923	34,493	$ 2,532,138,739	0.66%	483
2013	$ 16,155,668	$ 89,887	$ 16,065,781	34,512	$ 2,193,605,742	0.73%	466
2014	$ 14,946,468	$ 89,138	$ 14,857,330	34,680	$ 2,253,116,469	0.66%	428
2015	$ 13,702,269	$ 309,685	$ 13,392,584	34,276	$ 2,121,049,143	0.63%	391
2016	$ 12,070,346	$ 266,340	$ 11,804,006	34,864	$ 2,723,412,573	0.43%	339
2017	$ 17,605,132	$ 843,786	$ 16,761,346	34,553	$ 2,669,900,804	0.63%	485

GENERAL OBLIGATION BOND

Maximum Allowable Debt - Butte-Silver Bow City-County, Montana

Assessed Valuation: Fiscal Year 2019 Certified Market Value	$	3,039,252,830		
Factor Allowed for Indebtedness		2.5%		
Total Indebtedness Allowed			$	75,981,321
Less Current Indebtedness:				
General Obligation Bonds	$	15,650,000		
General Obligation Loans & Capital Leases		1,035,931		
Total Current Indebtedness			$	16,685,931
Maximum Indebtedness Available			$	59,295,390

City-County of Butte-Silver Bow
Schedule of Debt Service Coverages [3]
Last Ten Fiscal Years

Business-Type Activities' Debt

Fiscal Year	Operating Revenues	Operating Expenses	Less Depreciation & Amortization	Net Revenue Available for Debt Service	Principal	Interest	Total Debt Service	Debt Service Coverage
Metro Sewer Operations [1]								
2015	$ 5,817,894	$ 4,481,047	$ 1,070,107	$ 2,406,954	$ -	$ 84,586	$ 84,586	28.46
2016	$ 6,505,441	$ 5,217,877	$ 1,545,430	$ 2,832,994	$ 437,000	$ 489,872	$ 926,872	3.06
2017	$ 6,771,438	$ 6,539,719	$ 2,427,903	$ 2,659,622	$ 896,000	$ 698,410	$ 1,594,410	1.67
Water Utility Operations								
2008	$ 7,258,140	$ 6,572,564	$ 2,267,677	$ 2,953,253	$ 1,595,000	$ 564,359	$ 2,159,359	1.37
2009	$ 7,154,881	$ 6,596,459	$ 2,329,557	$ 2,887,979	$ 1,660,000	$ 508,775	$ 2,168,775	1.33
2010	$ 6,904,199	$ 6,867,426	$ 2,582,629	$ 2,619,402	$ 1,580,000	$ 274,425	$ 1,854,425	1.41
2011	$ 6,802,283	$ 7,533,610	$ 3,121,916	$ 2,390,589	$ 1,645,000	$ 222,402	$ 1,867,402	1.28
2012	$ 7,664,876	$ 7,716,837	$ 3,170,978	$ 3,119,017	$ 1,690,000	$ 170,228	$ 1,860,228	1.68
2013	$ 8,138,864	$ 8,455,765	$ 3,691,086	$ 3,374,185	$ 1,753,000	$ 150,773	$ 1,903,773	1.77
2014	$ 8,845,836	$ 8,982,087	$ 3,477,154	$ 3,340,903	$ 1,907,000	$ 124,992	$ 2,031,992	1.64
2015	$ 8,677,035	$ 8,842,982	$ 3,706,308	$ 3,540,361	$ 1,139,387	$ 82,321	$ 1,221,708	2.90
2016	$ 8,717,563	$ 9,312,592	$ 3,587,354	$ 2,992,325	$ 97,000	$ 61,035	$ 158,035	18.93
2017	$ 8,610,444	$ 10,091,920	$ 3,834,080	$ 2,352,604	$ 99,000	$ 58,080	$ 157,080	14.98

Tax Increment Activties' Debt

Fiscal Year	Revenue Available for Debt Service	Principal [2]	Interest [2]	Total Debt Service	Debt Service Coverage
Ramsay Tax Increment Financing Industrial District Operations					
2012	$ 7,049,842	$ -	$ 42,553	$ 42,553	165.67
2013	$ 6,935,182	$ 345,000	$ 157,793	$ 502,793	13.79
2014	$ 6,050,364	$ 315,000	$ 147,893	$ 462,893	13.07
2015	$ 4,988,855	$ 325,000	$ 138,293	$ 463,293	10.77
2016	$ 4,240,521	$ 335,000	$ 128,393	$ 463,393	9.15
2017	$ 3,365,875	$ 345,000	$ 117,547	$ 462,547	7.28
Urban Renewal District Operations					
2017	$ 1,538,729	$ -	$ 124,814	$ 124,814	12.33

Notes:

[1] *Metro Operations Series 2014 and Series 2015 bonds were issued during fiscal year 2015 and Series 2016 bonds were issued during fiscal years 2016 and 2017.*

[2] *The principal and interest amounts only reflect the amounts due on the Series 2011 bonds. Other bonds, which were directly issued and purchased by REC Silicon, Inc., are still outstanding and payable.*

[3] *Schedule calculates debt service coverages based on fiscal year actuals. Debt service coverage calculations per bond covenant requirements are included in the long-term debt note to the financial statements.*

City-County of Butte-Silver Bow, Montana
Demographic and Economic Statistics
Last Ten Years

Year	Population[1]	*(in thousands of dollars)* Personal Income[1]	Per Capita Income[1] City & County	Per Capita Income[1] United States	Per Capita Income[1] County as a % of U.S.	Median Age	City School Enrollment[2]	Unemployment Rates[3 & 4] City & County	Unemployment Rates[3 & 4] State of Montana	Unemployment Rates[3 & 4] United States
2008	33,812	$ 1,224,607	$ 36,218	$ 40,873	89%	42.0	4,373	4.3%	4.1%	5.7%
2009	34,008	$ 1,208,378	$ 35,532	$ 39,379	90%	42.0	4,323	5.5%	6.4%	9.7%
2010	34,239	$ 1,289,755	$ 37,669	$ 40,144	94%	42.5	4,328	5.8%	6.7%	9.8%
2011	34,388	$ 1,471,806	$ 42,800	$ 42,332	101%	41.7	4,227	6.0%	6.6%	9.3%
2012	34,493	$ 1,545,215	$ 44,798	$ 44,200	101%	39	4,246	5.8%	6.0%	8.2%
2013	34,512	$ 1,513,001	$ 43,840	$ 44,765	98%	41.3	3,882	5.5%	5.6%	7.2%
2014	34,680	$ 1,556,543	$ 44,883	$ 46,405	97%	41.7	4,197	4.8%	4.7%	6.3%
2015	34,276	$ 1,535,776	$ 44,956	$ 46,512	97%	41	4,143	3.9%	4.0%	5.3%
2016	34,864	$ 1,535,667	$ 44,355	$ 48,112	92%	40.6	4,150	4.5%	4.2%	4.9%
2017	34,553	$ 1,603,081	$ 46,395	$ 49,246	94%	40.3	4,116	4.1%	3.9%	4.4%

Data Sources:

[1] *U.S. Bureau of Economic Analysis, http://www.bea.gov*

[2] *Butte School District No. 1*

[3] *Montana Department of Labor & Industry (MDLI), not seasonally adjusted, https://lmi.mt.gov*

[4] *United States Bureau of Labor Statistics, not seasonally adjusted, https://data.bls.gov*

City-County of Butte-Silver Bow, Montana
Operating Indicators by Function/Program
Last Ten Fiscal Years

	Fiscal Year Ended June 30,									
Function	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Police										
Physical arrests	1,794	4,191	3,860	3,730	3,649	3,930	4,072	3,968	3,747	3,910
Parking violations	20,695	14,769	7,335	9,576	11,149	11,235	10,465	9,353	7,193	6,459
Traffic violations	5,380	5,403	4,587	4,235	3,475	3,674	3,711	3,252	2,973	2,978
Fire										
Inspections	117	132	177	185	243	230	226	223	400	770
Highway and streets										
Street resurfacing (miles)	3.5	4.0	6.8	6.1	22.9	4.3	6.0	6.8	10.1	3.3
Potholes repaired	2,300	2,500	2,500	2,800	2,650	2,497	2,782	3,045	7,519	8,299
Sanitation										
Refuse collected (tons/day)	232.77	233.43	243.22	285.58	287.04	244.37	222.76	286.18	316.53	308.65
Recyclables collected (tons/day)	27.26	24.56	20.92	21.43	25.29	23.76	25.55	28.36	22.44	23.72
Water										
Connections	12,273	12,313	12,358	12,399	12,746	12,774	12,775	12,523	12,794	12,546
Water main breaks	268	284	240	232	212	231	243	215	337	174
Average daily consumption (thousands of gallons)	7,500	6,653	5,874	6,559	7,978	7,367	7,802	7,676	7,845	7,593
Wastewater										
Average daily sewage treatment (million of gallons/day)	3.56	3.21	3.58	3.94	3.78	3.75	3.87	3.87	3.77	4.20

GENERAL STATISTICAL INFORMATION

Class of County……..……..……..……..……First

County Seat……..……..……Butte

Year City-County Consolidated…..…… ……..……..……..……May 1977

Year County Organized……..…….....….February 1881

Year City Organized……..April 1879

Registered Voters……..……..……..……22,007

Area (square miles)……..……719

Courthouse Elevation (Butte)……..5,755

Incorporated Cities……..……..….2

Population of County
(2017 estimate)..……..……... 34,602

Form of Government……..……..…Consolidated City-County (Charter)

City-County of Butte-Silver Bow, Montana
Capital Asset and Infrastructure Statistics by Function/Program
Last Ten Fiscal Years

	Fiscal Year Ended June 30,									
Function	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Public Safety										
Police:										
Stations	1	1	1	1	1	1	1	1	1	1
Patrol Units	25	25	26	34	33	33	35	35	38	38
Fire stations	11	11	11	11	11	11	11	11	11	11
Sanitation										
Collection trucks	10	10	10	16	16	16	17	18	18	18
Highways and streets										
Streets (miles)	687	688	693	693	701	703	702	702	702	684
Streetlights	3,326	3,327	3,330	3,329	3,330	3,330	3,330	3,333	3,333	3,333
Traffic signals	40	40	40	48	48	46	50	50	48	48
Culture and recreation										
Parks acreage	4,195	4,195	4,195	4,195	4,195	4,195	4,195	4,195	4,249	4,250
Parks	44	44	44	44	44	44	44	44	45	46
Swimming pools	-	-	-	-	-	-	-	-	-	-
Tennis courts	14	14	14	14	14	14	14	14	14	14
Community centers	1	1	1	1	1	1	1	1	1	1
Water										
Water mains (miles)	217	217	217	217	217	217	217	217	217	217
Fire hydrants	1,099	1,100	1,144	1,165	1,187	1,203	1,218	1,252	1,272	1,281
Maximum daily capacity (millions of gallons)	23	23	23	23	23	23	23	23	23	23
Sewer										
Sanitary sewers (miles)	203.60	203.60	170.80	176.74	172.04	174.00	174.00	174.00	174.00	174.00
Storm sewers (miles)	50.30	50.30	69.61	69.61	81.27	81.27	81.27	81.83	81.83	81.83
Maximum daily treatment capacity (million of gallons/day)	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500	8,500

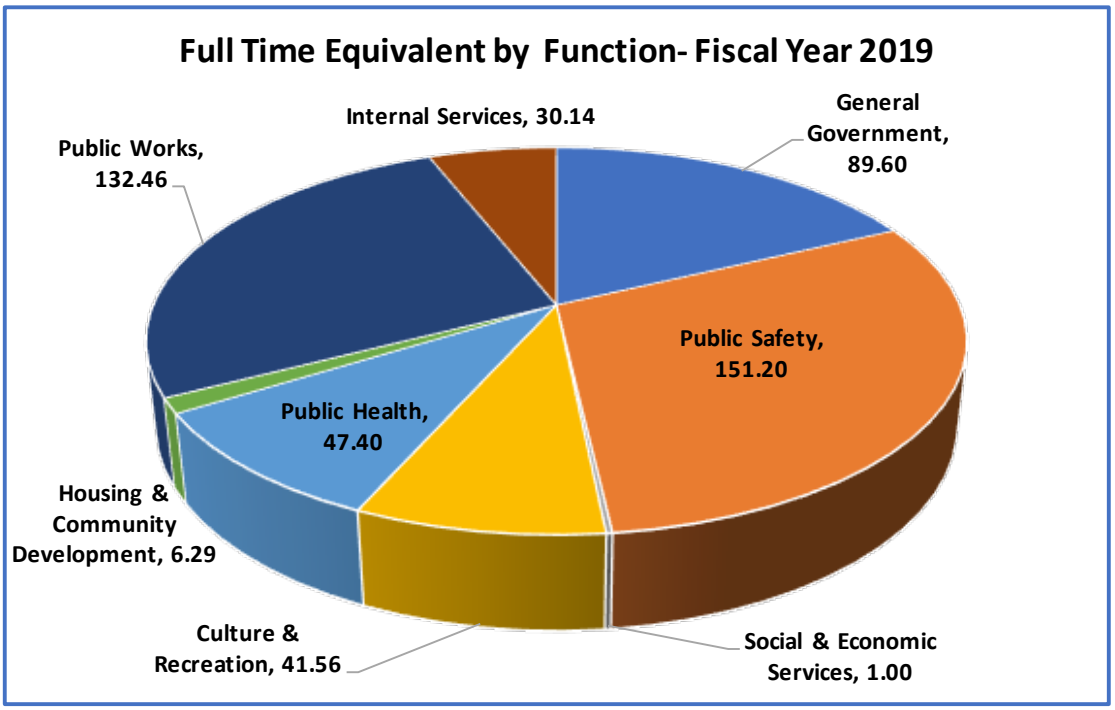
Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budgeted FY 2018	Recommended FY 2019
General Government				
Chief Executive	2.0000	2.0000	2.0000	2.0000
Finance & Budget	6.3500	4.9000	5.9000	5.8400
Council Of Commissioners	13.0000	13.0000	13.0000	13.0000
Clerk And Recorders	5.0000	5.0000	5.0000	5.0000
Auditor	1.0000	1.0000	1.0000	1.0000
Treasurer	8.5000	8.5000	8.5000	8.5000
County Attorney	9.0000	9.0000	9.0000	9.5000
J. P. Court II	5.0000	5.0000	5.0000	5.0000
Government Buildings	10.4500	10.4500	9.4500	11.2000
Superintendent Of Schools	2.0000	2.0000	2.0000	2.0000
Planning Board	8.0100	8.5100	6.2100	6.2100
Public Administrator	1.0000	1.0000	1.0000	1.0000
Land Records	3.0000	3.0000	2.5000	2.5000
City Court	5.0000	5.0000	5.0000	5.0000
Clerk Of The Court	7.0000	7.0000	8.0000	7.0000
Superfund Allocation	2.3000	3.2000	2.3000	2.3000
Maintenance Sids	0.5000	0.6000	0.6000	0.6000
Non-Dept Aligned Activity	1.0000	1.0000	1.0000	1.0000
Sub-Total General Government	**90.1100**	**90.1600**	**87.4600**	**88.6500**
Public Safety				
Sheriff	101.0000	101.0000	101.0000	103.0000
Coroner	1.0000	1.0000	1.0000	1.0000
Disaster and Emergency Services	1.7500	1.7500	1.7500	1.7500
Code Enforcement	2.9000	2.9000	2.9000	2.9000
Fire	36.8000	36.8000	37.8000	40.8000
Crime Control Grants	1.0000	1.0000	2.0000	1.7500
Planning and Management	1.0000	0.0000	0.0000	0.0000
Sub-Total Public Safety	**145.4500**	**144.4500**	**146.4500**	**151.2000**
Public Works				
Road	25.0700	26.8200	25.6500	24.2000
Water Utility Division	45.8700	47.1200	47.1200	45.4700
Metro Sew er/Storm Water	36.3200	36.3200	37.5450	35.5950
Landfill	10.8600	10.6900	9.3650	9.0150
Cemetery	2.0000	2.0000	2.0000	2.0000
Extension Services	4.1000	4.1000	3.6000	3.6000
Transit System	13.5000	13.5000	13.5000	12.5800
Sub-total Public Works	**137.7200**	**140.5500**	**138.7800**	**132.4600**
Public Health				
Animal Control	7.3000	7.3000	7.3000	7.6000
Health Department	28.5750	27.2750	28.1000	30.6500
Superfund Allocation	9.0750	8.9750	10.1000	9.1500
Drug & Alcohol	1.0000	0.8500	0.0000	0.0000
Tobacco Prevention	0.0000	0.0000	0.0000	0.0000
Sub-total Public Health	**45.9500**	**44.4000**	**45.5000**	**47.4000**
Sub-Total	**419.2300**	**419.5600**	**418.1900**	**419.7100**

Staffing Summary

Title	Actual FY 2016	Actual FY 2017	Budgeted FY 2018	Recommended FY 2019
Social & Economic Services				
Extension Services	1.0000	0.0000	0.0000	0.0000
Developmentally Disabled	1.0000	2.0000	1.0000	1.0000
Sub-Total Social & Economic Services	**2.0000**	**2.0000**	**1.0000**	**1.0000**
Culture & Recreation				
Public Works	12.2500	12.2500	13.6200	13.6600
Board Of Recreation	1.2500	1.2500	1.2500	1.2500
Public Library	14.2500	14.2500	14.2500	14.6500
Archives Fund	6.0000	7.0000	8.7500	7.2000
Civic Center	4.8000	4.8000	4.8000	4.8000
Superfund Allocation	1.0000	1.0000	0.0000	0.0000
Sub-total Culture & Recreation	**39.5500**	**40.5500**	**42.6700**	**41.5600**
Housing & Community Development				
B-SB Econ Development	1.1000	1.0500	1.0500	1.0500
Uptow n Revitalization	2.5500	1.7400	2.7400	2.7400
Tifid Industrial	1.3000	1.5000	1.5000	1.5000
Neighborhood Improvement	1.5000	0.5000	0.5000	1.0000
Sub-total Housing & CD	**6.4500**	**4.7900**	**5.7900**	**6.2900**
Intergovernmental Activities				
Finance & Budget	8.3500	9.1000	9.1000	8.4400
Personnel Office	5.0000	5.0000	5.0000	5.0000
Central Equipment	9.0000	9.0000	9.0000	10.2000
Non-Dept Aligned Activity	2.5000	3.5000	5.5000	5.5000
Sub-total Intergovernmental Act	**24.8500**	**26.6000**	**28.6000**	**29.1400**
Miscellaneous				
Maintenance SIDS	2.9500	1.9500	1.9500	1.9500
Sub-total Judgment & Losses	**2.9500**	**1.9500**	**1.9500**	**1.9500**
GRAND TOTAL	**495.0300**	**495.4500**	**498.2000**	**499.6500**

Staffing levels by function:



Strategic Plan

Workforce/Organizational Development and Maintenance

Develop, empower, and support our most valuable asset, our employees, in a safe and healthy environment, to continually improve service to our citizens.

STRATEGY	ACTION
Develop, train & educate our workforce with a goal of employee retention	Build leadership & professional skills
	Develop & implement training programs to achieve City-County's overall goals
	Research organizations that provide employee professional development (MMIA, MSU Local Government Center)
Provide increased services & efficiencies	Develop succession plans
	Develop cross training plans
	Establish customer service standards
	Develop ongoing communication channels to solicit employee input and participation
Build a culture of performance	Establish performance measurement plan and provide training to those responsible for evaluating employees
	Develop market-based & merit-based salary program
	Celebrate successes (years of service, certification acknowledgments)
Establish a safe and healthy workplace	Develop safety culture
	Develop safety and health program & plan, including updating policies & procedures
	Explore safety incentives and rewards
	Re-establish internal Safety Committee

Infrastructure

Develop, maintain, and promote new and existing infrastructure that will positively impact the community now and into the future.

STRATEGY	ACTION
Prioritize existing infrastructure and maintenance	Complete inventory and rating for current BSB infrastructure by department
	Prioritize the removal, retention, replacement and new development needs of BSB infrastructure by department
Develop road and sidewalks funding strategies	Develop inventory of all BSB roads and sidewalks
	Develop funding options
	Develop improvement standards and coordinate improvements along with other BSB infrastructure improvements

Environment

Engage the community as partners in environmental restoration, sustainability, and stewardship as we work to be the world's leader in environmental restoration.

STRATEGY	ACTION
Promote Butte's restoration economy worldwide	Partner with Montana Tech to develop a 4-year restoration program
	Coordinate a worldwide restoration symposium/expo
	Coordinate a robust local program
Land use plan for environmental cleanup areas	Increase creative public involvement
	Consult public and business in land use development
	Categorize all properties based on restrictions
Enhance technology use and funds for document sharing	Develop database tracking system for all real properties
	Include permits (storm, dirt), deed restrictions, and covenants
	Technology for field implementation and inspections
	Identify valuable partnerships (Montana Tech, IT Department, Private) to secure funding

Health and Safety

Protect the public from threats to health and safety, conduct educational activities to prevent behaviors leading to disease, injury and harm, and provide health and safety services that the public requires, including response and mitigation.

STRATEGY	ACTION
Engage public in health and safety strategies	Smoking education
	Car seat safety-seat belt usage
	Gun safety education and continued gun lock distribution
	Smoke alarm distribution and education
	Crime prevention
	Seek funding for mental health strategies
	Suicide Prevention Committee evolvement into Community Action Group
	Create Healthy Community Coalition
	Use social media and other communication strategies for messaging
	Drug enforcement and education
Promote active and healthy community	Implement Community Health Improvement Plan
	Implement the evidence-based “Walk with Ease” program
	Health Department, Law Enforcement Department and Public Works collaborate to create enhanced lighting, additional patrols, etc., so that people feel safe while active
	Enhance Health Department’s Worksite Wellness program to focus on work places as target sites for wellness strategies

Community and Economic Development

Promote and grow a diverse, vibrant, and sustainable local economy by leveraging our abundant natural, cultural, and historic resources and outstanding recreational opportunities with a qualified and dedicated workforce.

STRATEGY	ACTION
Promote and market our community and its resources	Develop a marketing plan
	Develop design standards for historic building and new infill construction
	Review and revise zoning as necessary
	Public outreach to engage community and partners
Build partnerships to promote economic growth	Develop working relationship with MT Tech and other major institutions to grow community together
	Strengthen and build Economic Gardening Program by encouraging collaborative partnerships
	Promote our highly qualified workforce to serve economic sectors

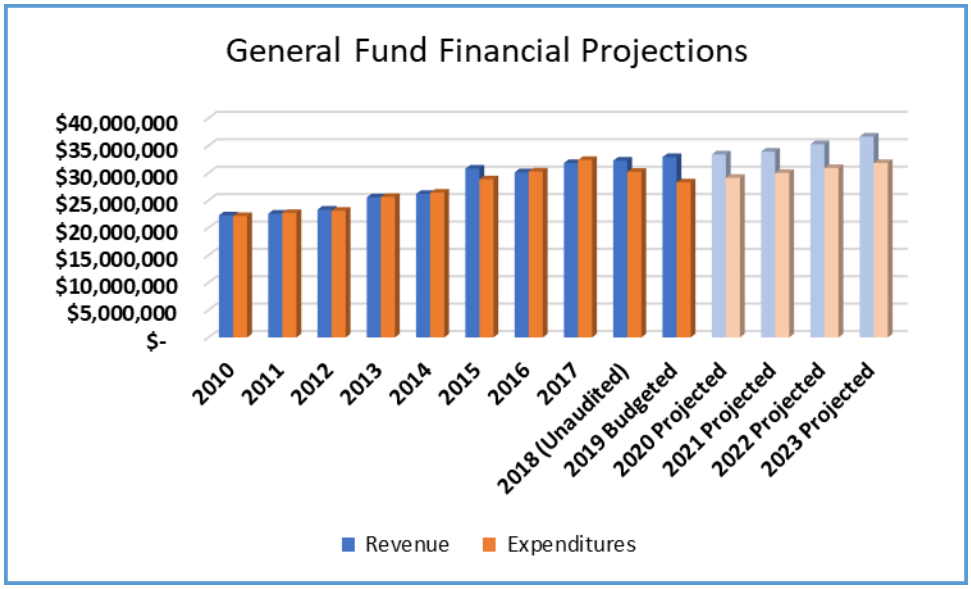
Long Range Financial Planning

5-year Financial Plans: Each year, the city-county also prepares and maintains plans for the current year and the ensuing 5 years for the following funds to ensure items identified in the action items of the strategic plan can be accomplished. It is important we complete forecasting to determine if taxes and rates are sufficient to cover the tasks within the plan.

- General Fund
- Road Fund
- Ramsay TIFID
- Urban Renewal District (URA) #2
- Water Utility Division Fund
- Metro Sewer (Wastewater) Fund
- Stormwater Fund
- Landfill (Solid Waste) Fund

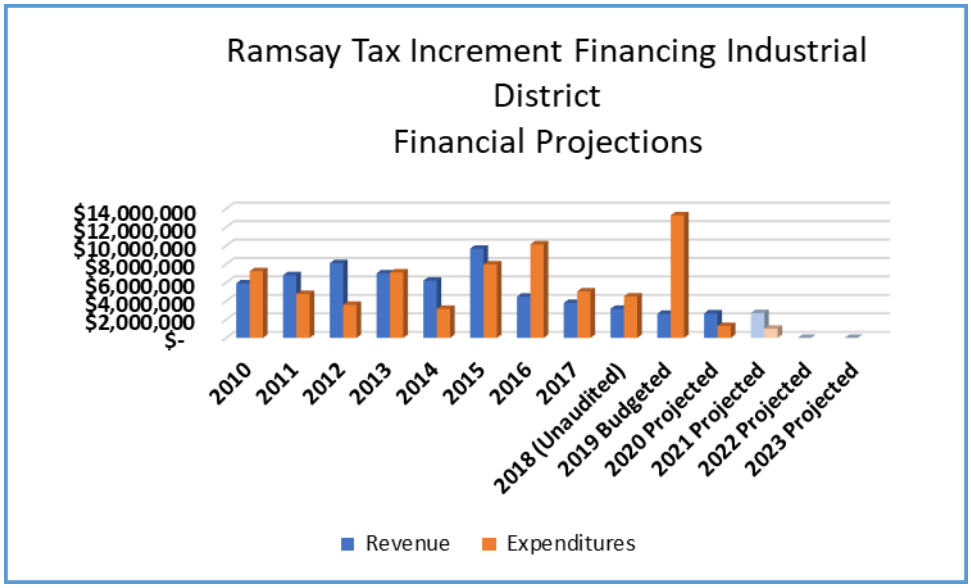
The plans are developed as part of the annual budget process and includes expenditure projection estimates in the following: staffing levels, operation and maintenance expenditures related to supplies, fuel, chemicals, and utilities, and includes the projected capital improvement plans. The process also includes revenue requirements and estimated reserve requirements for the five-year period.

General Fund:



The local government maintains the reserve funds within the general fund at 16%. The General fund supports many of the services for the local government and identified actions within the strategic plan. The local government anticipates tax revenue to grow at less than 1.5% per year. The additional revenue is anticipated in fees, charges for services, and growth in intergovernmental revenue. Expenditure increases is in salaries and benefits. The capital plan is included within the expenditures.

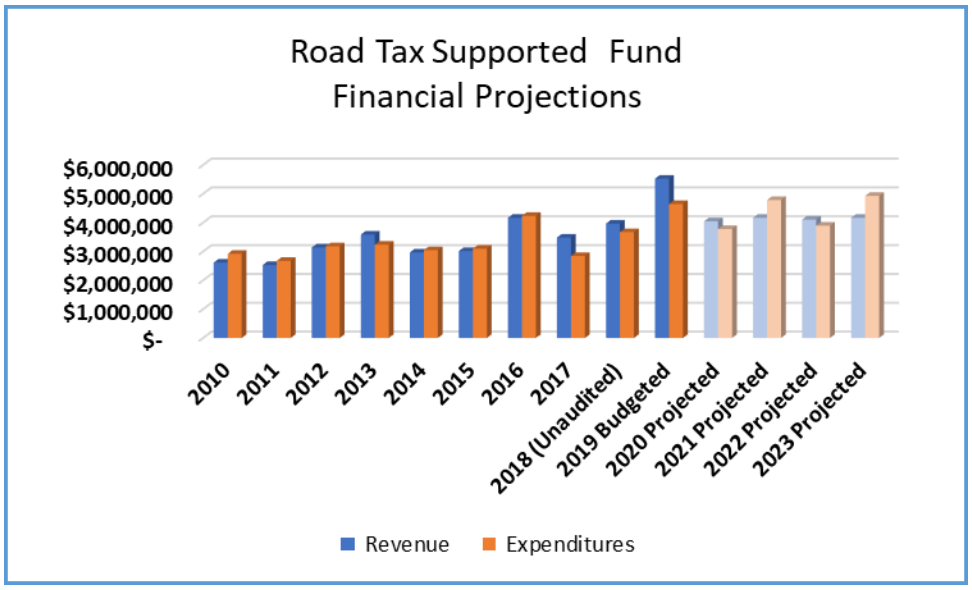
Ramsay Tax Increment Financing Industrial District:



The Ramsay Tax Increment Industrial Financing District will sunset in 2022 under Montana Law. The District is currently finishing a five-year strategic plan which entails completion of various infrastructure projects within the district. The reserve funds combined with current tax revenues are projected to cover the final projects.

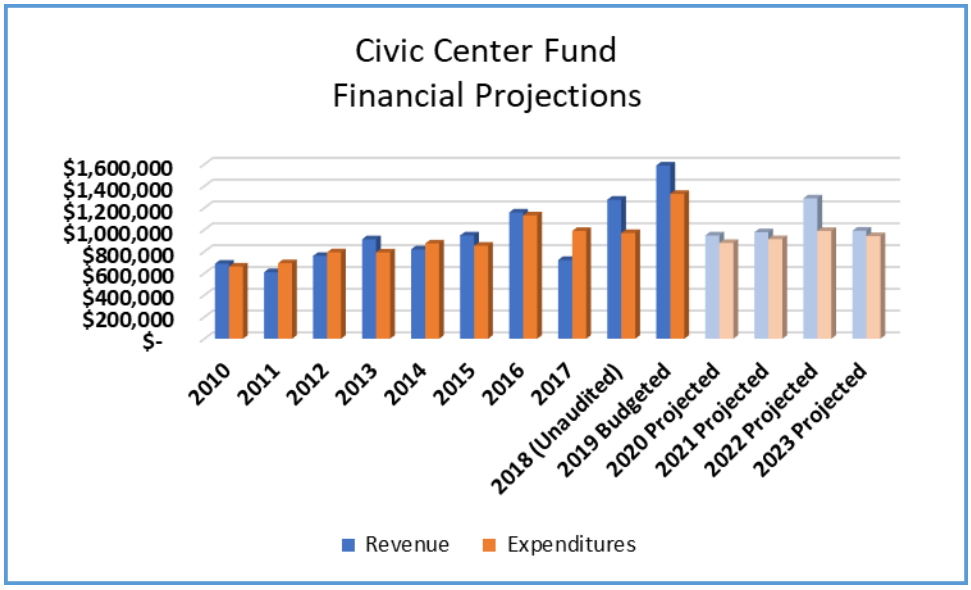
Road (Tax Supported) Fund:

The Road Fund has been one of the top priorities of the local government for the past three fiscal years and continues to be a focus of the efforts within the Public Works Department. The budgeted increase in fiscal year 2019 is to cover the cost of over $1 million in capital equipment. The equipment will be funded with a loan or note with a five to seven-year term. It is anticipated the local government will continue to focus in this area of infrastructure improvements.

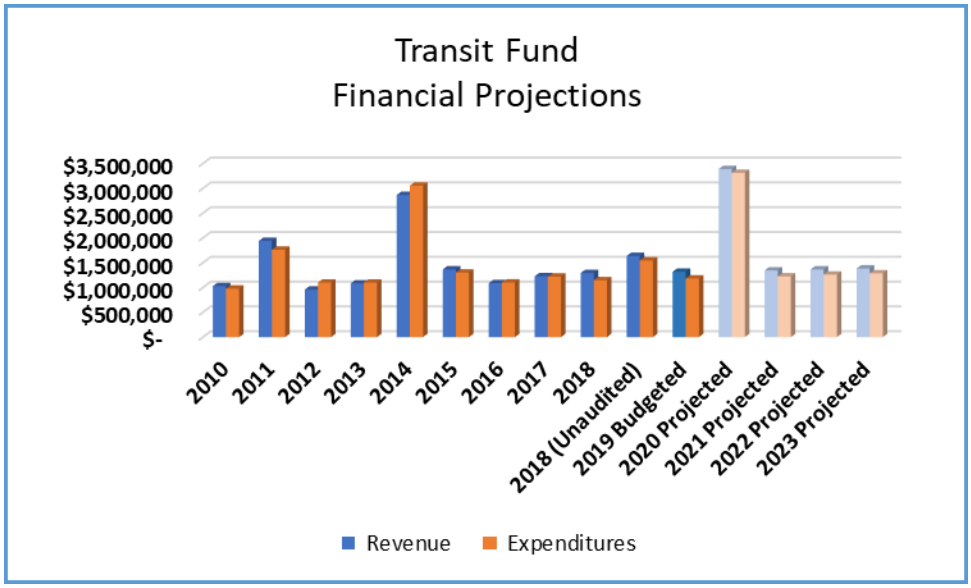


Civic Center:

The Civic Center fund is funded by revenue generated from events, including concerts, rodeos, and state tournaments and assisted with property tax revenue. The facility also contracts with the local schools to hold sporting events throughout the year and hosts many community events. The facility requires annual capital funding and oversight of operation and maintenance expenditures. Since the funding is both taxes and charges for services and fees, the fund requires long-range planning to assure it remains viable. In fiscal-year 2019, the capital budget contains a new roof, additional stage, and floor covering.

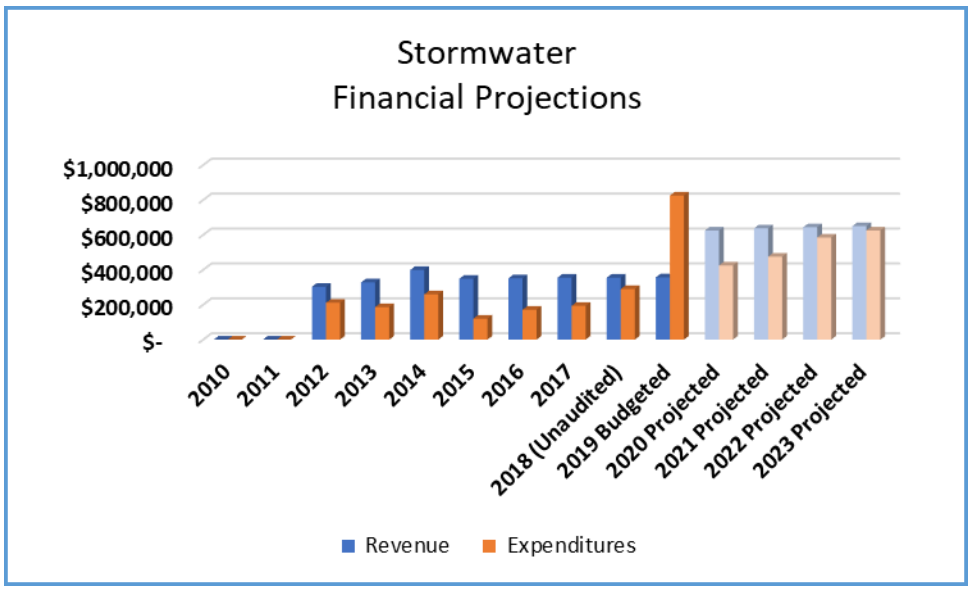


Transit:



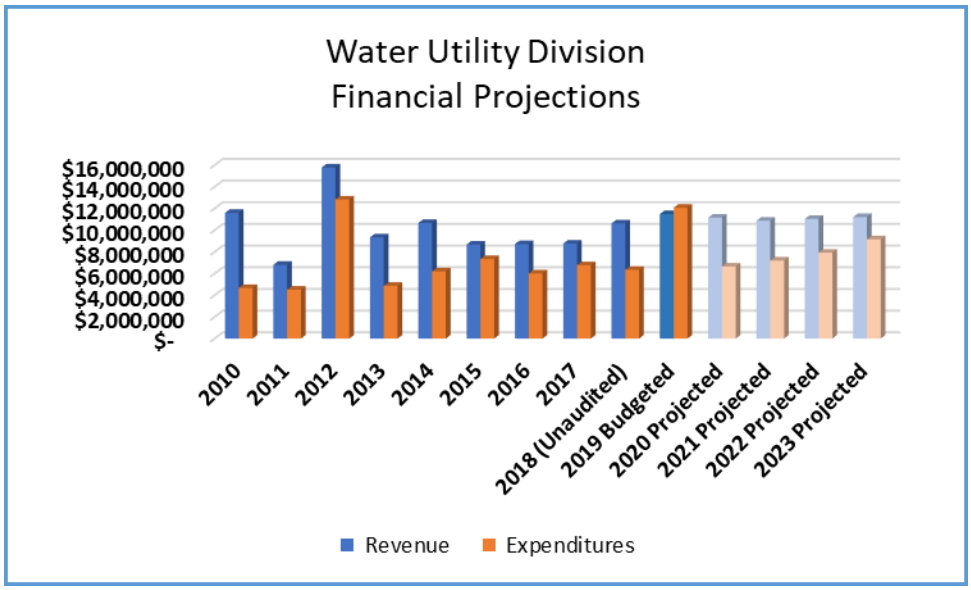
The transit system is funded by a federal grant and tax supported funds. In fiscal year 2015, management worked on new routes to better serve the community and increase the number of citizens using the transit system. In fiscal year 2016, management continued the efforts to increase ridership by eliminating the fee that was originally charged for the service. These efforts combined with a marketing campaign increased the ridership numbers significantly and has increased the federal transit grant awards. It also has considerably increased the value of the service to the citizens of Butte. Management identified the need to continue long-range planning as the transit system is funded through grants that have the potential to change funding and property taxes. It is essential to keep these services, therefore, crucial to properly manage the capital and operating costs. It is anticipated that in fiscal year 2020, several of the buses will need replacement. The department will apply for federal capital transit grants, but the match on a local side will be significant.

Stormwater:



The Stormwater ordinance was created in 2011 and implemented in fiscal year 2012. The purpose was to establish management requirements and controls to protect and safeguard the general health, safety, and welfare of the public by establishing proper discharge from new site development, and non-stormwater discharges to the storm drainage system. This business-like entity assessment is based on residential and commercial property type. In fiscal year 2019, a review of the assessment will be completed. It was determined in fiscal year 2018 that the class of property centrally assessed property and some tax-exempt parcels were not properly classified.

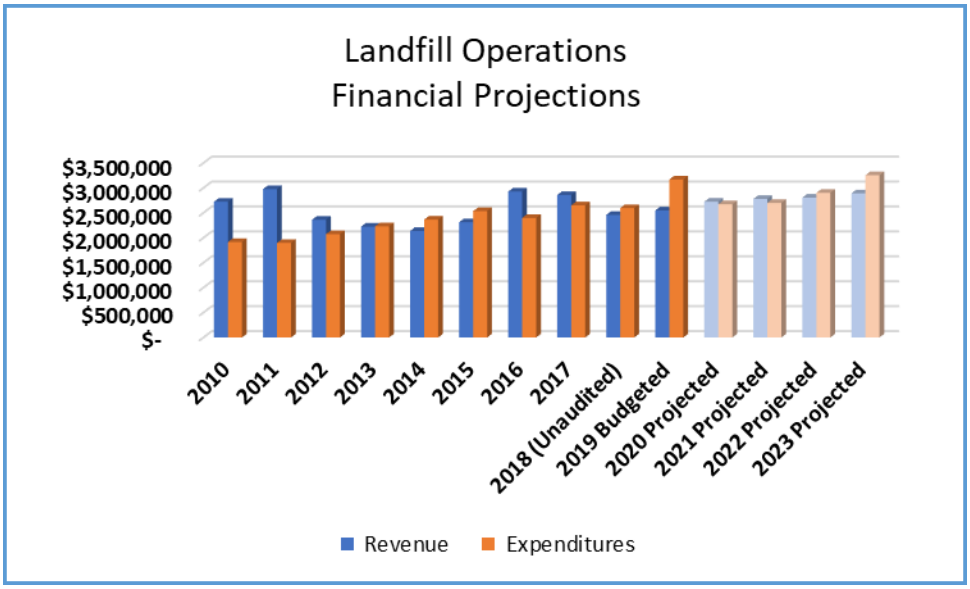
Water Utility Division:



Management has identified all major enterprise (business-like entities) as significant areas that are required to complete long-range planning. The Water Utility Division bills consumers of water on flat rates and meter accounts. The Water Division serves over 12,546 active premises. Management using State of Montana Natural Resource and Damage grants, as part of conservation efforts and assisted by the State of Montana Natural Resource and Damage (NRD) grant funds, has a free meter installation program. This program was implemented to encourage water conservation and assist the users with the costs. The conversion to meters has reduced revenue. Because of the shift in the payer mix, the Water Utility Division in fiscal year 2020 will complete further rate studies.

In fiscal year 2016, the Water Utility Division brought on line the new $34 million Basin Water Treatment Plant. The $34 million plant was also funded through a NRD grant. The reservoir was under an order to begin treating the water source. The technology used in the plant is the first in the United States and operates highly efficiently. The plant operates under gravity feed and an enhanced membrane technology. Management anticipates reducing the use of the other two plants, thus reducing the operating costs, including the utility and chemical costs. The cost to operate the Basin Creek Treatment Plant is estimated to be $640,000 annually. The shift in customer base and the addition of the new plant required the implementation of a water rate increase. The water rates had not changed for twenty years. The rate increase for fiscal year 2018 and 2019 will be 10% each year. Executive team and the Council of Commissioners have agreed to the long-range planning and continued analysis, which include smaller more often rate adjustments to the business-like entities.

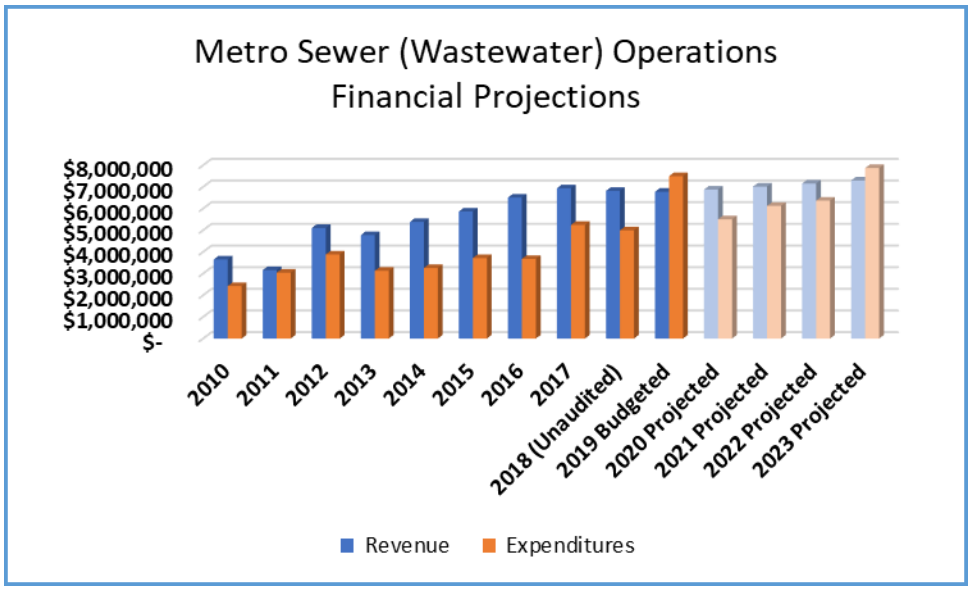
Landfill:



Under Title 75, Chapter, Part 1, of the Montana Code Annotated a local government has primary responsible for providing adequate solid waste management. Long-range planning, including future cell expansion and post closure costs, are required by a local

government. In fiscal year 2019, the local government will be completing an ordinance review to assure all users are appropriately charged for services. In fiscal year 2020, the local government will be working with engineers to determine if the next cell expansion will be required in fiscal year 2023 as originally estimated. This plan includes the project beginning in fiscal year 2022.

Metro Sewer (Wastewater) Operations:



The Metro Sewer (Wastewater) Operations is responsible for providing sanitary wastewater collection, treatment, and disposal of services for all properties within the limits of the district, which are connected to the system. All parcels with an improvement, within boundaries of the district, are required to be connected to the system. In fiscal year 2014, the city-county, as a result of many years of studies, began construction on $34.68 million in plant upgrades. The plant is the largest membrane bioreactor wastewater treatment plant in Montana and upper Rocky Mountain area. The upgrades were result of an order for the city-county to comply with federal and state environmental mandates issued through administrative orders of consent. The city-county issued $30 million in 25-year, 2.50% fixed rate, revenue bonds to cover the cost of the project. An additional $4.68 million was granted to the city-county from the State of Montana Pole Trust funds. The project was completed in September 2016. To cover the cost of the debt service payments and additional operating costs associated with the new pumps and chemicals, the city-county implemented a series of three rate increases each year beginning with fiscal year 2014. The average rate increases each year was 10%. The engineers have estimated that in fiscal year 2023, more significant capital improvements including pumps and telemetry equipment will be required. The current rate structure has allowed for a capital reserve account to replace these items, therefore, at this time a rate increase over the minimal adjustments for operations, will not be required.

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.

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.

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.

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).

Fiscal 2018-2019 Performance Budget
As Approved by The Council of Commissioners on August 15, 2018

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Prepared by The City-County of Butte-Silver Bow
Finance & Budget Department

The City-County of
BUTTE
SILVER BOW