



# APPROVED BUDGET

BUTTE-SILVER BOW CONSOLIATED GOVERNMENT

FISCAL YEAR 2008-2009

# Butte-Silver Bow, Montana Consolidated Government

APPROVED  
OPERATING AND CAPITAL BUDGET  
Fiscal Year 2008 - 2009

## **CHIEF EXECUTIVE**

Paul David Babb

## **COUNCIL OF COMMISSIONERS**

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Glen Granger  
Joseph Lee  
James Fay  
John Sorich  
Walter Frasz  
Mark Moodry  
David Coleman  
Dan Foley  
Mike Sheehy  
Cindy Shaw  
Michael Mulcahy

## **FINANCE & BUDGET DIRECTOR**

Jeff Amerman

## **TREASURER**

Patrick Callaghan

## **CLERK & RECORDER**

Mary McMahon





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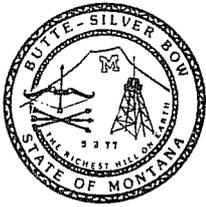
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BUTTE-SILVER BOW  
OFFICE OF CHIEF EXECUTIVE  
COURTHOUSE  
BUTTE, MONTANA 59701

September 17, 2008

Dear Council Members and Citizens of Silver Bow County:

Today, as I write this letter, as your Chief Executive, Our Community, State, Country, and for that matter, the World, face a future that will be even more challenging. As your Chief Executive, I am not going to be satisfied to see the progress we have made slip away, or our community's economic development efforts be thwarted by excuses attributed to the U.S. and worldwide economic downturn.

You can rest assured that this administration will continue to work hard, and will make the tough and not always popular decisions needed to create significant change. My message to you is simple, you elected me to create and implement a series of plans to stop our community's decline and create a straight forward path to rebuilding of our community.

This budget document is a completely new way of presenting our budget. The information presented in this document is designed to clearly show how individual departments are tied to performance and the expenditure of tax dollars, while at the same time stating your government's vision, mission, goals, and objectives.

"Butte is open for business!" remains a central theme of our administration. Continuing expansion in the business community demonstrates this is not just a catch-phrase, it is truly a reality. Establishments spanning a broad spectrum of business sectors have recently completed construction of new facilities in Butte-Silver Bow.

In uptown Butte, the URA (Urban Revitalization Agency) has partnered with several businesses to enhance and renovate historic buildings through a combination of grants and loans. Current renovations are underway at the Sears Building, the Miners Bank (Phoenix Building), the Leonard Hotel, the Kelly Block, and the Acoma. New construction is almost complete on the new Gilder House, a partnership with Western Montana Mental Health Center. AFFCO recently completed an addition to their facility located in the Kelly Mine Yard. Metals Sports Bar & Grill enjoyed a successful opening in the recently refurbished, historic Metals Bank Building located at the corner of Park and Main.

The URA continues to partner with the School District to complete upgrades to Naranche Stadium including the installation of stadium seating for 1900 spectators. The sidewalk replacement program continues through partnerships with private property owners.

A major undertaking in the URA district is the renovation and new construction on the Butte-Silver Bow Archives. This \$7.5 million, voter approved project recently broke ground and is now underway. The initial bond issue of \$4.5 million occurred in July. This issue was boosted by favorable market interest rates and an "A+" underlying bond rating. This was the first time Butte-Silver Bow has obtained an independent bond rating for a general obligation bond. This resulted in a municipal bond rating of "AAA" for this issue, saving the taxpayers approximately \$340,000 in interest as compared to the rates used when the voters approved the bond.

The East Butte Renovation and Rehabilitation Agency (RRA) experienced another year of remarkable growth, as a drive down East Park Street will confirm. The RRA was able to partner in three small projects including; the Helsinki Yacht Club, 445 E. Park, and 108 S. Arizona. In addition to Water and Environmental Technologies (WET), Big Bear Repair, REO Business Condos, and Community, Counseling and Correctional Services Inc., (CCCS) all completed their construction projects. Mountain West Federal Credit Union, recently built on East Park Street, is now open for business. Dr. Peggy Cheman-Lowney, Dentist, and the Craftsman's Corner have also started constructing new buildings in the RRA.

In downtown Butte, the old Safeway Distribution Center has completed over \$800,000 in improvements and is the new home of Thompson Distributing. Eight other companies are housed in the 237,000 square foot building, now re-named the Montana Freeport Center. The Montana Club completed new construction of a lodge-style restaurant on Harrison Avenue, employing over 50 people. Developer Randy Farris completed a \$1.4 million upscale apartment complex off Wynne Avenue. Toyota of Butte is completing construction on a new facility on south Harrison. Construction is also underway for new commercial developments including Starbucks and Aaron's.

In the Port of Montana Business Development District, REC Silicon recently completed a \$50 million expansion and upgrade of its silane gas plant. REC is the world's largest dedicated producer of silicon materials for photovoltaic applications. SeaCast, Inc., in conjunction with Butte-Silver Bow, has broke ground on Phase II of a \$5.5 million project that is projected to provide 80 - 100 new jobs in the foundry and casting business. The Phase II construction will include a titanium component that positions SeaCast in an elite group as one of only a handful of titanium foundries in the nation. Additionally, Bell Mont Properties are currently constructing a \$1.8 million distribution center for Old Dominion Trucking in the Port of Montana Business Development District. When complete the center will boast twenty four cross-dock bays and employ 20-25 people. Local officials are also nearing completion on obtaining General Purpose Foreign Trade Zone (FTZ) status for Butte-Silver Bow. FTZ status will greatly benefit current and future companies in the district as well as companies located outside the district.

Butte-Silver Bow garnered national recognition by being awarded the host site of the National Folk Festival for the years 2008 – 2010. This is the first time the Festival has been held in Montana and was considered an outstanding success. This cultural event reinforces Butte's status as a city of festivals, joining Evel Knievel Days, An Ri Ra Montana Irish Festival and, of course, Butte's famous St. Patrick's Day celebrations.

As part of an on-going campaign to beautify our city, staff and administration have come together in a joint effort with community members to establish a uniform and comprehensive evaluation method to address surplus, county-owned properties. This successful community enrichment effort has seen a number of targeted properties transferred to private ownership. A good number of structures are now being renovated and returned to the tax rolls. Previously vacant properties are being developed. These improvements have all been accomplished while balancing community development with a strong and continuing commitment to historic preservation.

It is with a continued spirit of optimism that Butte looks to the future. The "can do" attitude of our great citizens serves us well as we move forward. Make no mistake, Butte is open for business; and together, we will build a better Butte!

Sincerely,

A handwritten signature in black ink, appearing to read "Paul David Babb". The signature is fluid and cursive, with a large initial "P" and "D".

Paul David Babb  
Chief Executive

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# Office of Finance and Budget Administration

Butte-Silver Bow Courthouse

Butte, Montana 59701

(406) 497-6320

## Budget Message

September 17, 2008

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

This document is the Approved Operating and Capital Budget for the City and County of Butte-Silver Bow, Montana for the fiscal year ending June 30, 2009 (FY 09). A summary of the 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 FY 09. All county funds are included in the foregoing budget. The table reflects estimated revenues of \$91,195,279, budgeted expenditures of \$102,314,622, resulting in a projected ending balance of \$132,870,891 for all funds. An explanation of the significant changes in fund and cash balances (those greater than 10%) is provided on the following page.

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

	Governmental Fund Types				Proprietary Fund Types		Fiduciary Fund Types	Component Units	Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	Trust & Agency		
Projected Beginning									
Fund Balance/Net assets - July 1, 2008	\$ 6,433,410	\$ 36,017,098	\$ 3,369,864	\$ 4,351,734	\$ 64,644,670	\$ 2,738,217	\$ 21,368,680	\$ 5,066,561	\$ 143,990,234
<u>Total Estimated Revenues</u>	16,898,286	33,438,298	7,587,615	7,623,725	20,349,648	5,297,707	-	-	91,195,279
<u>Total Budgeted Expenditures</u>	18,695,063	47,016,535	6,843,083	8,896,051	14,857,010	6,006,880	-	-	102,314,622
Fund Balance/Net assets - June 30, 2009	\$ 4,636,633	\$ 22,438,861	\$ 4,114,396	\$ 3,079,408	\$ 70,137,308	\$ 2,029,044	\$ 21,368,680	\$ 5,066,561	\$ 132,870,891

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

### General Fund

- The budgeted change in General Fund balance is a decrease of 28% or about \$1.8 million. Because we traditionally budget conservatively,



the actual expenditures for the last three years average only 90% of budget. True projected expenditures will leave the fund balance with a 2% decrease or approximately \$136,000.

### Special Revenue Fund

- Special Revenue Funds are projected to decrease 38% overall. The vast majority of this decrease is due to budgeted capital expenditures of \$12 million in the Ramsey TIFID. These expenditures are related to the SeaCast building project and Waste Water Treatment Line infrastructure project. An additional \$2.9 million in capital expenditures are budgeted for the NRD Greenway restoration projects.

### Debt Service Funds

- Debt Service Funds show a projected increase of 22% or \$744,532. Two new voter approved debt service funds will be levied in fiscal 2009. These relate to the Ladder Truck and Archives project General Obligation bonds.

### Capital Project Funds

- The Capital Projects Funds are projected to decrease \$1,272,326 or 29%. There are three major projects currently underway. \$600,000 has been appropriated to repair and renovate the historic elevators in the Courthouse. \$400,000 has been appropriated for energy retrofits in various government facilities. The largest project is the \$7.5 million



Archives renovation and expansion project financed with \$7.5 million in General Obligation bonds.

### Enterprise Funds

- Stable fees and controlled expenses will result in an 8% increase, or \$5,492,638 in the Enterprise Funds.

## Planning Processes

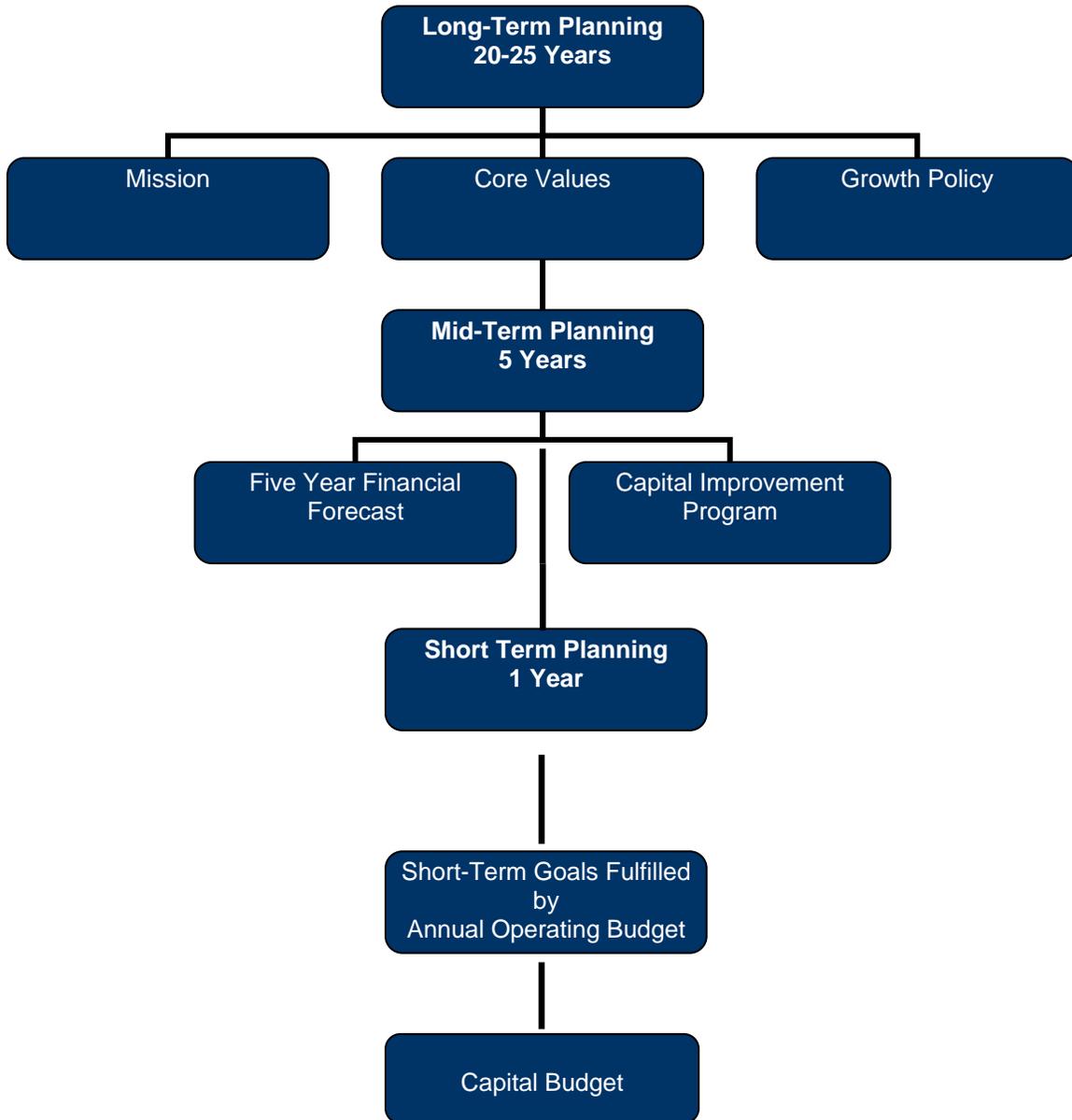
Butte-Silver Bow conducts various planning processes (long-term, mid-term and short-term), to help guide the government and to insure that decisions are made in the context of the organization as a whole and with a long-term perspective. Diligent efforts are made to insure each of these component planning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

Each element of the City-County's planning process has a different purpose and timeframe. The County's Mission, Core Values Statement and Growth Policy are the most far-reaching in nature—20 to 25 years. The Capital Improvement Program and the Five-Year Financial Forecast are mid-term in nature—5 years.



The Annual Budget and the Capital Budget are short-term—covering a 1 year timeframe. The most important requisite is that they are coordinated efforts.

Shown on the following page is a hierarchy of the 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 states. It consists of the process of developing and implementing plans to reach goals and objectives. Within government, strategic planning provides guidance for organizational management similar to that for business, but also provides guidance for the evolution or modification of public policy and laws. Areas of such public policy include: funding of infrastructure and rate-setting and functional plans such as the City-County's Growth Policy, The Water Master Plan and the BSB Transportation Plan.

The Strategic Plan is an ongoing dynamic process that will give residents, taxpayers and interested persons a greater understanding of county government. The strategic plan focuses on performance. It provides for measurable goals and objectives the City-County intends to achieve.

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

## City & County of Butte-Silver Bow Strategic Direction

### *Vision Statement*

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

### *Mission Statement*

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

### *Our Core Values*

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

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

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

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

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

Listed below are the City-County's goals that helped guide the development of this budget.

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

- Create the FY 2009 Budget as a "business plan" including goals and objectives from each department/office along with funding requests.
- Create a management system that will allow the Commissioners to measure performance in each department/office relating to the approved goals and objectives as documented as part of the annual budget process.
- A new budget format will be completed following the creation of the FY 2009 Budget that will become both a management tool and user friendly document for the benefit of the public we serve.



#### **Personnel Management Improvement**

- Hire a Personnel Analyst to assist in implementation and management of Fox Lawson compensation study.
- BSB will implement Year One of the Fox Lawson compensation study recommendations. These salary adjustments for non-union (& Fire Dept) personnel will be implemented over a three year period with the goal of achieving the mid point of the pay grade for each position.
- We will continue to monitor our compensation plan to maintain a competitive position in the market place.

### **Capital Improvement Plan Program**

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

### **Financial Reports**

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

### **Building Facility Needs**

- We will continue an ongoing process to evaluate needs, identify solutions and funding sources to solve these needs.
- We will repair and rehabilitate the historic elevators in the Courthouse. The non-functional "freight" elevator will be renovated and brought in to compliance with ADA standards. The funds for this project are non-tax cash reserves.
- The office at the Chelsea Bailey Animal Shelter will be completely renovated to house the newly created Animal Services operations. This department was created in response to the recommendations of the Study Commission and overwhelmingly approved by voters.
- We will complete repairs and renovations at the Community Health Facility. These renovations were started in the prior year and included extensive roof repairs and additional interior work.
- We will complete the installation of the chiller at the Butte Public Library. This chiller was funded in the prior year and provides environmental controls to protect the Library assets and afford a comfortable environment for patrons of the library.
- We will utilize non-tax supported cash reserves to begin energy retrofits in various government facilities throughout BSB. The Civic Center will be the pilot facility for the energy retrofits.
- We will utilize energy performance contracting to help defray expenditures related to the energy retrofits. These retrofits will result in demonstrable energy savings and resultant tax savings to the citizens of BSB.
- We will begin construction on the Archives rehabilitation and expansion project approved by the voters in a bond levy election in November, 2007.

### **Public Safety**

- We will maintain staffing levels at the Fire Department.
- We will maintain and fully utilize the newly purchased equipment, specifically, two (2) new pumper trucks (2007) and a new 100 ft aerial ladder truck (2008).
- We will maintain staffing levels in the Law Enforcement Agency (LEA).
- We will continue to maintain the recently constructed state of the art detention facility (2004) and renovated LEA building.
- We will hire an additional Animal Control Officer.

### **Parks and Recreation**

- We will complete the Parks and Recreation Master Plan.
- We will continue to accept and welcome public input on recreational opportunities in BSB.

### **Community Development**

- We will continue community enhancement by leveraging state and federal funds in the areas of : (1) Housing and Neighborhood Rehabilitation, (2) Public Facilities, and (3) Economic Development.
- We will continue the Main Street rehabilitation project on south Main St.
- We will complete the Gilder House and Food Bank construction projects.
- We will continue to utilize the three Tax Increment Financing districts in BSB (URA), (RRA), and (Ramsey TIFID).
- We will begin Phase Two construction on the SeaCast facility.
- We will continue the waste water treatment line project in the Port of Montana Business Development District.

### **Surplus Property**

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

- We will implement the phased-in installation Voice Over Internet Protocol (VOIP) telecommunications systems. The installation will begin in the Courthouse and Civic Center this fiscal year. Deployment in other county buildings will follow in subsequent fiscal years.
- We will continue installation and support of upgraded hardware and software solutions in all departments of BSB as required and requested.
- We will continue the upgrade of the Water Utility billing database.
- We will install a Docu Pro document imaging and indexing system in the Clerk & Records Office.
- We will maintain e-mail service by providing maximum service with minimum spam.

### **Infrastructure Funding Options**

- We will continue leveraging Natural Resource Damage (NRD) funds to replace waterlines in BSB.
- NRD funds will also be leveraged to begin construction on the Big Hole Dam replacement project and the Big Hole Waterline replacement.
- BSB will leverage Army Corp of Engineers funds to assist with Waste Water Treatment upgrades.

### **Growth Policy Adoption**

- The Growth Policy will be presented to the Council of Commissioners for adoption. This process will be fully open to the public.

### **Road Department**

- We will fully utilize newly purchased equipment, specifically the Roto Mill (2006) and Thermo Lay Patching Truck (2007) to maintain and repair BSB roads and streets.

- We will hire three new employees to assist with the maintenance and repair of roads. These will include a Teamster, a Laborer, and an Operator.
- We will continue to implement the recommendations of the Master Road Plan. This plan provides for the systematic repair and/or replacement of specific thoroughfares within BSB.

### **Community Enrichment**

- We will continue to meet as a Community Enrichment Committee to identify areas of concern and take appropriate actions to remedy those situations.
- We will continue our practice of ensuring targeted properties are cleaned up to community standards.
- We will continue to work with the Council of Commissioners and public to refine ordinances related to abatement of dangerous or condemned structures.
- We will continue to balance community development with a strong and continuing commitment to historic preservation.
- We will continue to recognize local businesses and business owners that contribute to the beautification of our community.

### **Capital Improvement Plan**

The City-County prepares a Capital Improvement Program (CIP) which is summarized within the Annual Operating Budget. The CIP is a multi-year capital improvement plan that forecasts, but does not obligate, future spending for all anticipated capital projects. The CIP is developed and updated annually. The proposed five-year CIP uses conservative financial forecasts and reflects only those projects with the highest priority and most realistic expectation for completion during the next five years. This approach avoids raising expectations for projects that are not well defined or that the operating budget will not support.

The Annual Budget Process includes a re-evaluation of the capital projects included in the CIP for the coming year as well as the anticipated funding sources for the projects. If approved in the Annual Budget Process, the capital items appear in the Annual Operating Budget, which constitutes the formal spending authority. The capital items included in the Annual Operating Budget, represent the "Capital Budget".

A summary of the significant capital projects included in the FY 09 Operating Budget is included in the Appendix of the budget on page M-1.

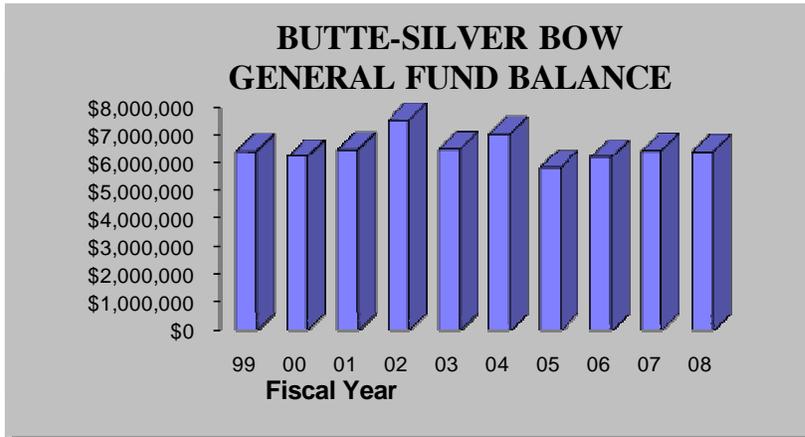
## **STAFFING CHANGES**

The final budget includes a net overall increase of 10.75 full-time equivalent employees (FTE). The chart on the following page shows the change in FTE for the budget year for each department. Also included in the appendix on page O-1, is a chart that shows the county's FTE over the last four years.

STAFFING CHANGES (FTE)	
DEPARTMENT/DIVISION	Net Increase (Decrease)
<b>Finance &amp; Budget</b>	
Accounting Assistant	0.5
<b>Personnel</b>	
Personnel Analyst	1.0
<b>Treasurer</b>	
Clerk	0.5
<b>Extension Office</b>	
Clerk	0.5
<b>Civic Center</b>	
Service Employee II	(0.75)
<b>Road Fund</b>	
Teamster	1.0
Laborer	1.0
Operator	1.0
<b>Justice Court</b>	
Clerk	0.5
<b>Public Health-Environmental Health</b>	
Environmental Protection Specialist	3.0
<b>Public Safety-Sheriff</b>	
Sworn Officer	1.0
<b>Government Facilities</b>	
Service Employee II	1.50
<b>TOTAL CHANGE</b>	<b>10.75</b>

## BUDGETARY TRENDS

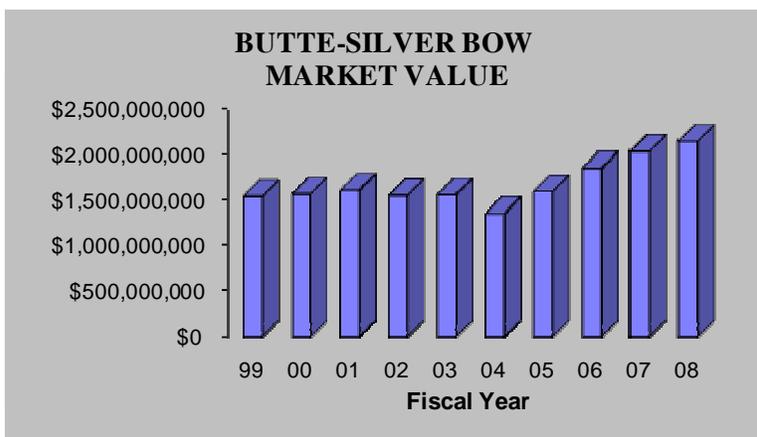
Shown below are a series of key financial indicators and budgetary trends that affect the ability of the county to sustain current service levels, while maintaining financial stability.



Fund balance measures the net financial resources available to finance expenditures of future periods. Rating agencies examine fund balance when considering the credit quality of the County. The general fund balance represents the best indicator of the county's overall financial health. Shown by the graph on the left is the county's actual

general fund balance from FY 99 – FY 08. After the reduction in FY 05 the general fund balance has returned to historical levels. We ended FY 08 with a General Fund balance of \$6,433,410. The City-County's 2009 budget continues to be structurally balanced and the county will maintain a safe general fund reserve at the end of FY 09.

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

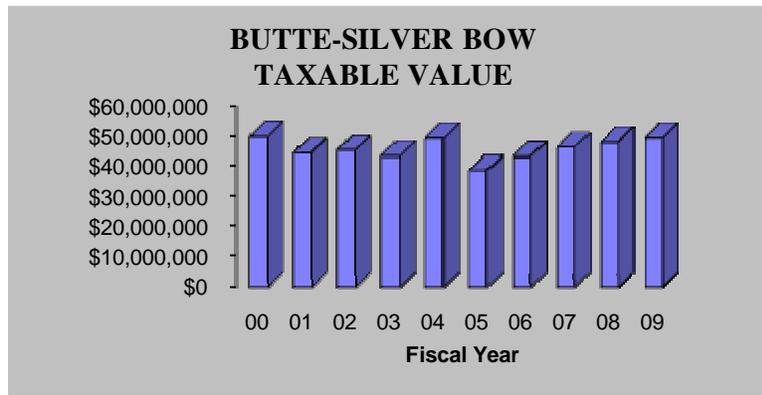


Property valuations are based on comprehensive appraisals of all taxable property performed by the Department of Revenue each year. The Department of Revenue certifies market and taxable values to each county on or before the 1<sup>st</sup> Monday in August. The trend of the Butte-Silver Bow market value is shown by the graph on the left. As shown by the graph, the county's market value has

increased from \$1.5 billion in fiscal year 1998 to \$2.1 billion in fiscal year 2008, for a 39% increase over this period. The market value of property in the County reflects the steady growth the County is experiencing. The graph of taxable values that follows, reflects the county's ability to raise general tax revenue necessary to support the growing demand for government services.

The taxable value for property is determined by applying a statutorily established percentage ratio to the market value of the property, according to its property classification. The applicable ratio for most commercial and residential real properties is currently 3.22%.

Shown on the right is a history of the county's actual taxable value



since 1998. 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. Additionally, Butte-Silver Bow currently applies statutorily allowed tax abatements to several local enterprises as an economic development tool. Another factor impacting Taxable Value in BSB is the impact of three Tax Increment Financing districts. Approximately \$11.8 million in taxable value is in TIFs in BSB and not available for tax supported operations. The amounts shown in the graph are less the TIF values resulting in net taxable values. The net taxable values (as opposed to market values) more accurately reflect the ability of the county to raise tax revenues. As shown in the graph, BSB had a taxable value of \$39 million in FY 05. The taxable value has since increased each year, reaching the current taxable value of \$49.8 million in FY 09, a 28% increase.

## ECONOMIC FACTORS

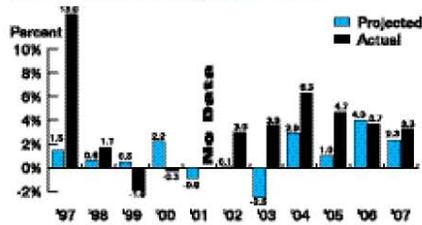
The Bureau of Business and Economic Research (BBER) is the research and public service branch of the University of Montana's School of Business Administration. The Bureau is regularly involved in a wide variety of activities, including economic analysis and forecasting. Excerpts from the Bureau's forecasts contained in the Spring 2008 issue of the Montana Business Quarterly relating to Silver Bow County are restated below.

10 outlook

### Silver Bow County

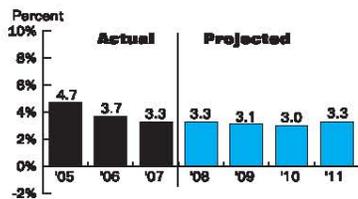
The worldwide energy/commodity boom is having direct impacts on the Butte-Silver Bow economy. The sizable increases in 2004, 2005, and 2006 reflect the direct and indirect impacts of the reopening of the Montana Resources Mine. Continued environmental cleanup activities (which are reported in the construction industry) and capacity of operation of the mine underlie the projections of 3.0 to 3.5 percent annual growth from 2008 to 2011. Both trade center components (retail and services) reported sizable growth from 2001 to 2005, reflecting Butte's continued development as a regional trade and service center.

**Figure 1**  
**Actual and Projected Percent Change in Nonfarm Labor Income, Silver Bow County, 1997-2007**



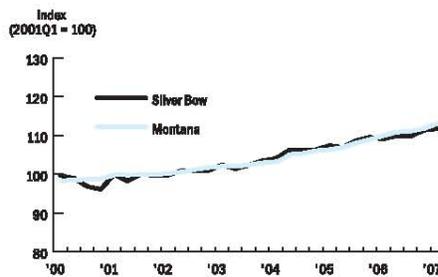
The University of Montana-Missoula; Bureau of Economic Analysis, U.S. Department of Commerce.

**Figure 2**  
**Actual and Projected Change in Nonfarm Labor Income, Silver Bow County, 2005-2011**



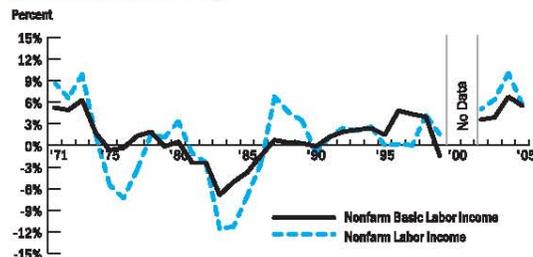
Sources: Bureau of Business and Economic Research, The University of Montana-Missoula; Bureau of Economic Analysis, U.S. Department of Commerce.

**Figure 3**  
**Nonfarm Wage and Salary Employment, Montana & Silver Bow County, 2001 Q1 to 2007 Q2**



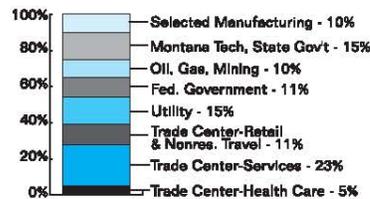
Note: Data seasonally adjusted by BBER. Source: U.S. Bureau of Labor Statistics.

**Figure 4**  
**Nonfarm Labor Income and Nonfarm Basic Labor Income, Silver Bow County, Percent Change, [in constant dollars]**



Note: 1971-1999 are three-year averages. Source: Bureau of Economic Analysis, U.S. Department of Commerce.

**Figure 5**  
**Labor Income in Basic Industries, Silver Bow County, 2005-2007 (percent of total)**



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

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outlook

## The Montana Economy Zooms Along

by Paul E. Polzjin

Wheat selling at greater than \$8/bushel turbocharged the crops sector of Montana agriculture during late 2007. Montana's economic base is now firing on almost all cylinders, and the state is completing a record-breaking streak of four straight years of greater than 4 percent real growth. Looking to the future, annual growth of 4 percent is likely to continue into 2008, and maybe even beyond.

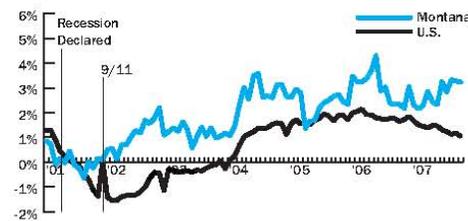
The state's strong economic performance is attributable to buoyant conditions in most basic industries:

- The metal (especially copper) and energy-related sectors of mining have been mushrooming because of worldwide demand growth associated with China and other developing countries.
- Moderate (but persistent) 2 percent overall increases in nonresident travel, despite gas prices rise.
- Robust commercial and residential construction activity (especially in Gallatin and Flathead counties).
- Although it occurred earlier in the decade, right after Sept. 11, the federal government expanded as a result of homeland security (military and border-related) activity.
- The wood products industry is the one exception. There have been several mill closings as a result of a long-term decline in timber availability and numerous market driven curtailments in 2006-07.
- The other manufacturing sectors (which include Montana's small, but robust high-tech producers) continue to expand, counter to the national trend.

The major risks to the forecast are:

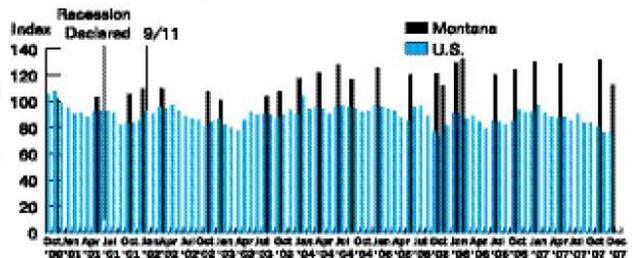
- 1) A worldwide bumper crop, which would quickly depress wheat prices.

**Figure 1**  
**Annual Percent Change in Nonfarm Wage and Salary Employment**  
**January 2001 to November 2007**



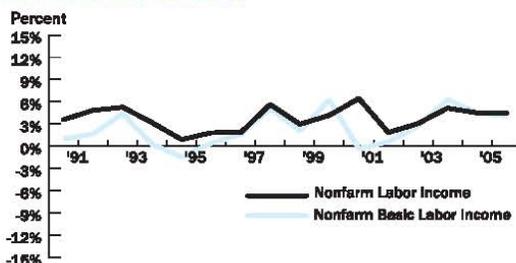
Source: Research and Analysis Bureau, Montana Department of Labor and Industry.

**Figure 2**  
**Index of Consumer Sentiment, U.S. and Montana, October 2000 to December 2007**



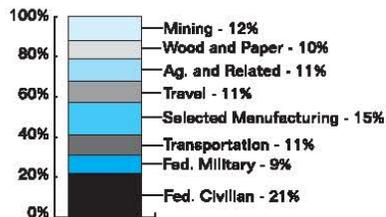
Sources: Bureau of Business and Economic Research, The University of Montana-Missoula; The University of Michigan.

**Figure 3**  
**Nonfarm Labor Income and Nonfarm Basic Labor Income, Montana, Percent Change, [in constant dollars]**



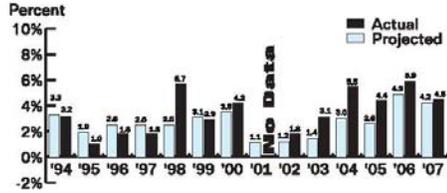
Source: Bureau of Economic Analysis, U.S. Department of Commerce.

**Figure 4**  
**Labor Income in Basic Industries, Montana, 2005-2007**  
**[percent of total]**



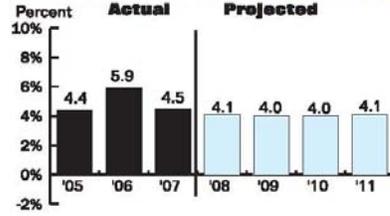
Sources: Bureau of Business and Economic Research, The University of Montana-Missoula; Bureau of Economic Analysis, U.S. Department of Commerce.

**Figure 5**  
**Actual and Projected Percent Change in Nonfarm Labor Income, Montana, 1994-2007**



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

**Figure 6**  
**Actual and Projected Change in Nonfarm Labor Income, Montana, 2005-2011**



Source: Bureau of Business and Economic Research, The University of Montana-Missoula; Bureau of Economic Analysis, U.S. Department of Commerce.

2) The U.S. economy does go into recession, and the recession takes an unanticipated turn that impacts important Montana industries.

3) Terrorist attacks and/or geopolitical events (such as financial or political crisis) that could dampen fast growth in developing countries and slow the natural resource boom.

4) After bucking the national trend, Montana construction activity nosedives.

**Table 2**  
**Index of Single-Family Home Prices, Annual Percent Change**

	Missoula County	Cascade County	Yellowstone County	MT	U.S.
2006Q3 - 2007Q3	5.8	6.5	9.1	7.7	1.8
2005Q3 - 2006Q3	10.6	13.3	6.2	13.0	7.5
2004Q3 - 2005Q3	10.6	7.1	10.6	12.5	12.4

Source: U.S. Office of Federal Housing Oversight.

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

	Thousands of Persons				Average Annual Percent Change		
	1990	2000	2006	2010	1990-2000	2000-2006	2005-2010
Montana	800	902	945	980	1.2%	0.8%	0.9%
West	335	400	421	450	1.8%	0.9%	1.7%
Missoula	79	95	102	108	1.9%	1.2%	1.4%
Flathead	60	75	85	93	2.3%	2.1%	2.3%
Silver Bow	34	35	33	37	0.3%	-1.0%	2.9%
Lewis and Clark	48	56	59	61	1.5%	0.6%	0.8%
Ravalli	25	36	41	43	3.7%	2.2%	1.2%
Rest of West	89	103	101	108	1.5%	-0.3%	1.7%
North-Central	181	183	183	184	0.1%	0.0%	0.1%
Cascade	78	80	80	82	0.3%	0.0%	0.6%
Hill	18	17	16	17	-0.6%	-1.0%	1.5%
Fergus	12	12	12	13	0.0%	0.0%	2.0%
Rest of North-Central	73	74	75	72	0.1%	0.2%	-1.0%
Southeast	284	319	341	346	1.2%	1.1%	0.4%
Yellowstone	114	128	138	145	1.2%	1.3%	1.2%
Gallatin	51	68	81	88	2.9%	3.0%	2.1%
Richland	11	10	9	11	-0.9%	-1.7%	5.1%
Custer	12	12	11	12	0.0%	-1.4%	2.2%
Rest of Southeast	96	101	102	90	0.5%	0.2%	-3.1%

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

As the result of the recent severe financial crisis, the Bureau of Business and Economic Research (BBER) has revised its economic forecasts from this past Spring. Some excerpts from the revised forecasts are restated below:

A University of Montana economist, Patrick Barkey, has scaled back his forecast of the state's economic performance for 2008 and 2009 – from 4 percent annual growth to 3.3 percent.

The state-level employment and personal income data are encouraging, he said. Montana's year-over-year payroll employment growth of 1.3 percent over the last 12 months was better than all but four of the 50 states, Barkey said. Non-farm labor income grew at an annual rate of 4.6 percent during the first quarter of 2008 and 4.5 percent during the second quarter. These figures were down from where they were at this same time last year – 5.7 percent to 6.5 percent, respectively, which is consistent with the modest slowing BBER is predicting. Other news on the state's important industries is more mixed. The era of robust growth in construction ended in Montana in mid-2007, and employment trends are now stable, which is better than the rest of the country where steep declines are the norm, Barkey said.

A more severe than expected U.S. recession is always a risk to BBER's forecast for the Montana economy, Barkey said. The impacts of the last two recessions (in 2001-02 and 1990-91) have been milder in Montana than the national average.

## Closing

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

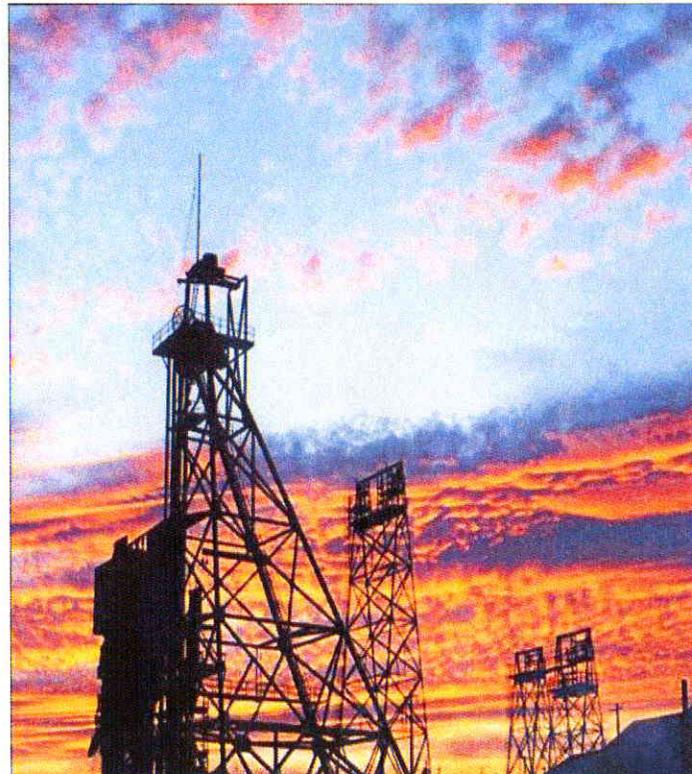
I want to express my sincere thanks to all those who helped assemble and balance this budget. This includes Chief Executive Babb, Department Heads and Elected Officials, the Council of Commissioners, the entire Finance and Budget Office staff and particularly Steve Descharme, Budget Analyst and database administrator extraordinaire.

It is my honor and privilege to serve the great citizens of Butte-Silver Bow. In compiling the approved budget document in this new format one of the goals was to be transparent and make it easier for the reader to understand City-County operations and finances. To this end, my belief is that we have achieved some measure of success. My pledge is to strive for continual improvement in the future. Feel free to contact my office with feedback regarding this document or any of the figures, or processes described herein.

Respectfully,

A handwritten signature in dark ink, consisting of a series of loops and a long horizontal stroke extending to the right.

Jeff Amerman  
Finance & Budget Director



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

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

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

## BUDGET DEFINITION

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

A good budget process is characterized by several essential features.

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

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

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

## MISSION OF THE BUDGET PROCESS

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

## PERFORMANCE BUDGETING

Butte-Silver Bow is moving to a Performance Budgeting approach for the development of its annual operating budget. Performance budgets emphasize the accomplishment of program objectives as opposed to a description of what is going to be purchased by the government.

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

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

# THE BUDGET PROCESS

## FINANCIAL TREND ANALYSIS

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

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

The financial trend analysis assists the Council of Commissioners and the Chief Executive and the administration in focusing on the "Big Picture" of the government's financial operations.

## NEEDS ASSESSMENT PHASE

### Late Winter – Early Spring

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

From this process, they prepare their preliminary departmental budgets.

## BUDGET DEVELOPMENT AND PRIORITIZATION PHASE

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

Within the framework of the City-County financial capacity, Executive branch priorities and departmental needs assessments, budget requests are reviewed and a preliminary operating budget takes shape. Modified budget level requests are evaluated for possible funding.

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

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

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

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

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

## ADOPTION/IMPLEMENTATION PHASE

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

## THE BUDGET PROCESS

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

Management control of the budget is maintained by monthly revenue and expenditure reports, whereby departments are able to compare actual results to the budget throughout the fiscal year. In addition, the Finance Director prepares mid-year and third-quarter budget reviews on a county-wide basis, with presentations to the Council of Commissioners at a public meeting. These budget reviews are aimed at examining expenditure patterns, and recommending corrective action to be taken during the year.

## AMENDING THE BUDGET

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

The Council of Commissioners exercises budgetary control at the summary object of expenditure level (salaries, operations, and capital). Within those areas departments, can spend as needed for individual line items.

**OPERATING BUDGET CALENDAR**

**January**

Finance & Budget Department prepares mid year report with estimated year-end cash balances, estimates revenue for the coming year, and adjusts current year's budget to project next year's needs - information presented to Council of Commissioners.

**February**

Finance Department updates all estimates, adjusts expenses for known one time expenses and adjustments, presents updated estimates to County Commission, recommends reserve for wage adjustments, operational expense adjustment and changes to capital reserves.

**March**

Budget meeting held-Personnel numbers, budget estimates, budget timeline and forms are presented to Elected Officials and Department Heads.

**April**

Individual budget meetings with each department are held with the Finance & Budget Department. Each department presents their budget. All new budget requests are presented and discussed. Budget processing schedule is presented to Council for approval.

**May**

Individual budget meetings with each department are held with the Finance & Budget Department. Each department presents their budget. All new budget requests are presented and discussed. Budget requests can also be presented to the Chief Executive at individual budget meetings.

**June**

Finance & Budget Department finalizes Chief Executive's recommended budget (Preliminary Budget) from data gathered in previous months.

**July**

Chief Executive's recommended budget (Preliminary Budget) is presented to the Council of Commissioners for consideration and adoption. Elected Officials and Department Heads prepare requested changes to budget. Requested changes presented at public meeting to provide information to the public as well as the Council of Commissioners.

**August**

Certified Taxable Values are received from the Department of Revenue and mill levies are calculated. Mill levy resolution is adopted by the Council of Commissioners. The Final Approved Budget is adopted and the Budget Resolutions are adopted by the Council of Commissioners.

**September**

On-going review and monitoring of current year budget.  
Preparations being made for the coming year.

**October**

On-going review and monitoring of current year budget.  
Preparations being made for the coming year.

**November**

On-going review and monitoring of current year budget.  
Preparations being made for the coming year.

**December**

On-going review and monitoring of current year budget.  
Preparations being made for the coming year.

## FINANCIAL POLICIES

The overall goal of the Butte-Silver Bow fiscal policy is to establish and maintain effective management of its financial resources. Formal policy statements and major objectives provide the foundation for achieving this goal. Accordingly, this section outlines the policies used in guiding the preparation and management of the Butte-Silver Bow overall budget and the major objectives to be accomplished.

Financial policies are guidelines for operational and strategic decision making related to financial matters. Financial policies identify acceptable and unacceptable courses of action, establish parameters in which the government can operate, and provide a standard against which the government's fiscal performance can be judged.

The following financial policies, endorsed by the Council of Commissioners through this budget document, establish the framework for Butte-Silver Bow's overall fiscal planning and management.

These financial policies:

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

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

### OPERATING BUDGET POLICIES

#### Links to Financial Plans

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

#### Scope.

1) **Comprehensive Budget.** A comprehensive annual budget will be prepared for all funds expended by Butte-Silver Bow. State law (7-6-4005 MCA), states that "Local government officials may not make a

disbursement or an expenditure or incur an obligation in excess of the total appropriations for a fund." Inclusion of all funds in the budget enables the Council of Commissioners, the administration, and the public to consider all financial aspects of city/county government when preparing, modifying, and monitoring the budget, rather than deal with the government's finances on a "piece meal" basis.

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

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

## FINANCIAL POLICIES

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

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

### Budgeting Control System.

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

**2) Budget to Actual Reports.** Reports comparing actual revenues and expenditures to budgeted amounts will be prepared monthly. Monthly reports comparing actual revenues and expenditures to budget amounts provide the mechanism for the Council and the administration to regularly monitor compliance with the adopted budget.

### Balanced Budget Definition and Requirement.

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

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

### Performance Measurement Integration.

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

## REVENUE POLICIES

### Diversification and Stabilization.

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

**2) Aggressive Collection.** Butte-Silver Bow will pursue an aggressive policy of collecting revenues. An aggressive policy of collecting revenues will help to insure Butte-Silver Bow revenue estimates are met, all taxpayers are treated fairly and consistently, and delinquencies are kept to a minimum.

**3) Grant Opportunities.** Butte-Silver Bow will aggressively pursue opportunities for Federal or State grant funding. An aggressive policy of pursuing opportunities for Federal or State grant funding provides citizens assurance that the government is striving to obtain all state and federal funds to which it is entitled--thereby reducing dependence upon local taxpayers for the support of local public services.

**4) Current Revenues for Current Uses.** Butte-Silver Bow will make all current expenditures with current revenues, avoiding procedures that balance current budgets by

postponing needed expenditures, accruing future revenues, or rolling over short-term debt.

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

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

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

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

**User Fees.**

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

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

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

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

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

## EXPENDITURE POLICIES

### Maintenance of Capital Assets.

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

## RESERVE POLICIES

### Unreserved Fund Balance.

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

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

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

4) **Required Reserves.** Reserves will be established for funds which are not available for expenditure or are legally segregated for a specific use, in accordance with Governmental Accounting and Financial Reporting Standards (GAFR). The County's policy is to manage and

account for its financial activity in accordance with Generally Accepted Accounting Principles (GAAP), as set forth by the Governmental Accounting Standards Board (GASB). This policy is consistent with GASB requirements.

### Utilizing Unreserved Fund Balances.

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

## CAPITAL IMPROVEMENT POLICIES

### CIP Formulation.

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

2) **CIP Criteria.** Construction projects of \$25,000 or more and equipment of \$20,000 or more will be included in the Capital Improvement Plan (CIP); minor capital outlays will be included in the regular operating budget. The Capital Improvement Plan (CIP) differentiates the financing of high cost long-lived physical improvements from low cost "consumable" equipment items contained in the operating budget. CIP items may be funded through debt financing or current revenues while operating budget items are annual or routine in nature and should only be financed from current revenues.

3) **Deteriorating Infrastructure.** The capital improvement plan will include, in addition to current operating maintenance expenditures,

adequate funding to support repair and replacement of deteriorating infrastructure and avoidance of a significant unfunded liability.

### Project Financing.

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

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

## DEBT MANAGEMENT POLICIES

### Restrictions on Debt Issuance.

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

### Limitations on Outstanding Debt

**1) Reliance on Long-Term Debt.** Butte-Silver Bow will limit long-term debt to capital improvements which cannot be financed from current revenues. Incurring long-term debt serves to obligate future taxpayers. Excess reliance on long-term can cause debt levels to

reach or exceed the government's ability to pay. Therefore, conscientious use of long-term debt will provide assurance that future residents will be able service the debt obligations left by former residents.

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

### Debt Refinancing

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

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

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

**3) Net Present Value Savings.** Refinancing that produces net present value savings of less than five percent will be considered on a case-by-case basis, provided that the present value savings are at least three percent (3%) of the refunded debt. Refinancing with savings of less than three percent (3%), or with negative savings, will not be considered unless there is a compelling public policy objective.

### ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES

**1) GAAP.** Butte-Silver Bow will manage and account for its financial activity in accordance with Generally Accepted Accounting Principles (GAAP), as set forth by the Governmental Accounting Standards Board (GASB). GASB is recognized as the authority with respect to governmental accounting.

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

**2) Basis of Accounting.** Butte-Silver Bow will maintain its accounting records for general governmental operations on a modified accrual basis, with revenues recorded when available and measurable, and expenditures recorded when services or goods are received and liabilities incurred. Accounting records for proprietary fund types and similar trust funds will be maintained on an accrual basis, with all revenues recorded when earned and expenses recorded at the time liabilities are incurred, without regard to receipt or payment of cash. Adherence to this policy will enable Butte-Silver Bow to prepare its financial statements in accordance with Generally Accepted Accounting Principles as set forth by the Governmental Accounting Standards Board. The basis of accounting is the same for both the budget and the financial statements.

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

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

## FUND ACCOUNTING

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

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

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

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

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

An **OBJECT OF EXPENDITURE** refers to specific, detailed expenditure classification. It

relates to a specific type of item purchased or service obtained. Examples of objects of expenditure include salaries, supplies, contracted services, travel, etc.

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

## GOVERNMENTAL FUND TYPES

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

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

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

**Capital Project Funds** — account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds.) Examples include: the Capital Projects Fund.

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

## PROPRIETARY FUND TYPES

Proprietary Funds are used to account for ongoing organizations or activities which are similar to those often found in the private sector.

# FINANCIAL STRUCTURE

The following proprietary funds are used by the county.

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

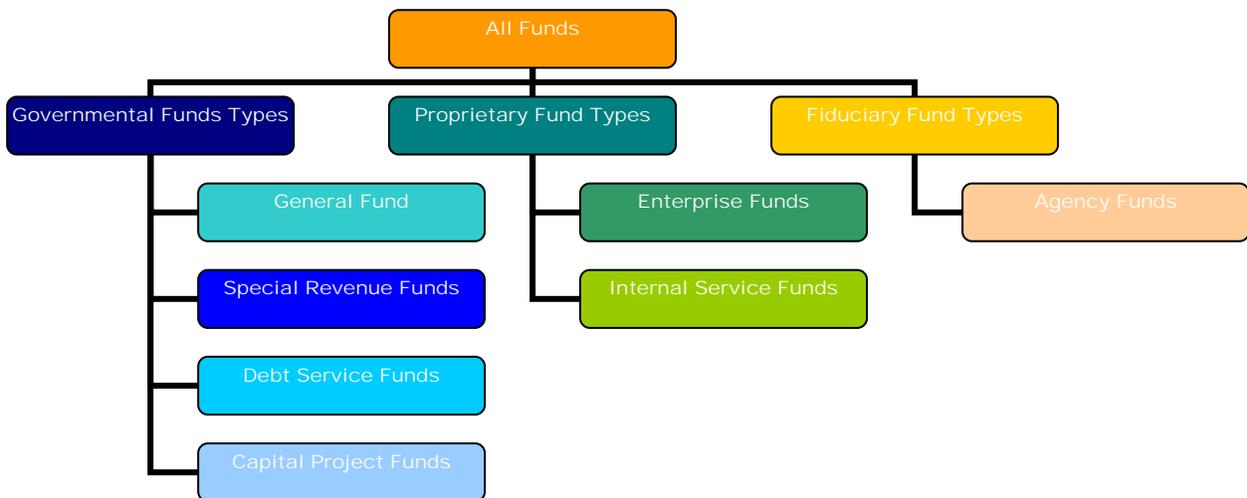
## FIDUCIARY FUND TYPES

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

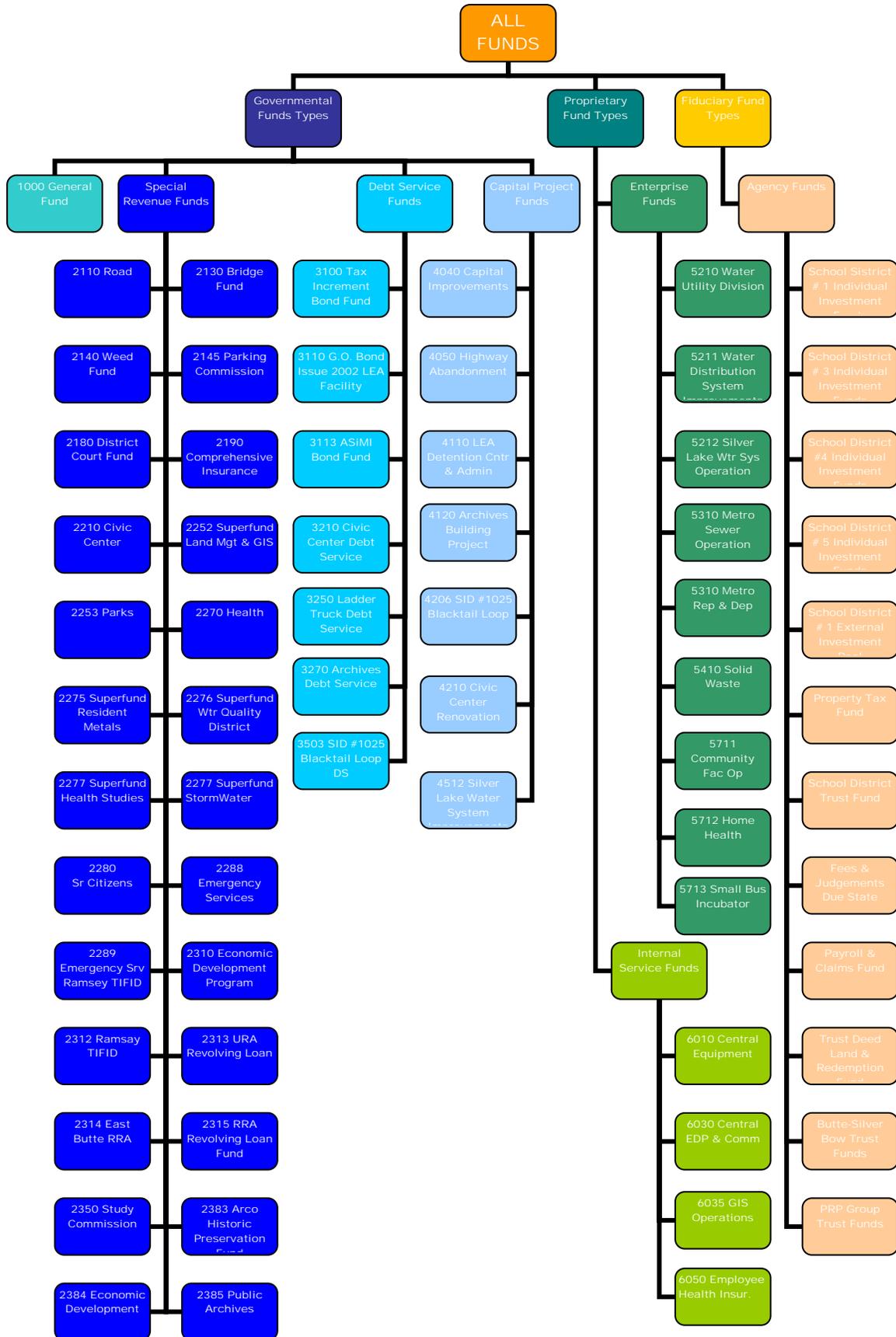
## CONSISTENCY WITH AUDITED FINANCIAL STATEMENTS

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

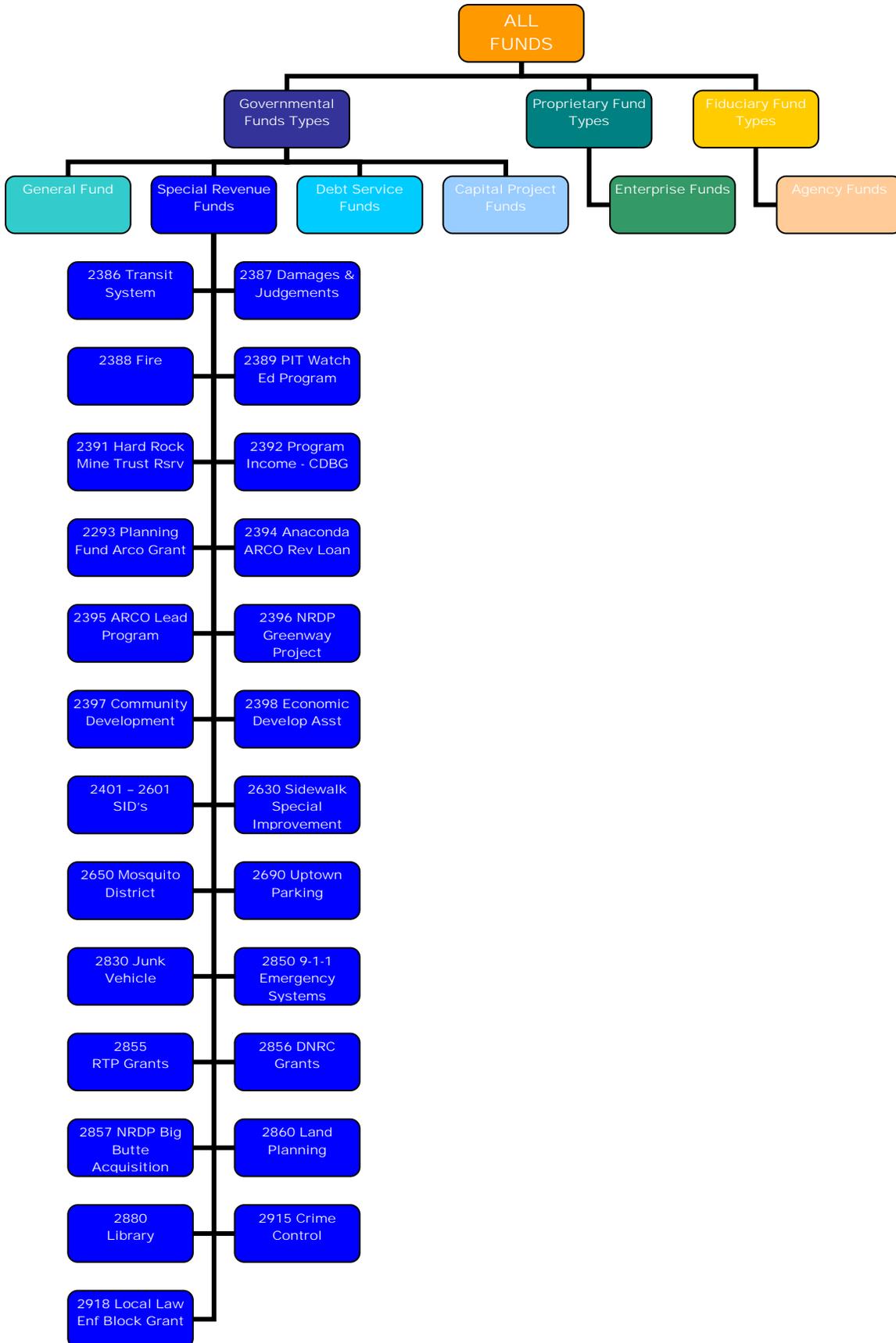
Shown below is a graphic summary of the City-County's fund Structure. The following pages provide a detailed organizational graphic presentation of each of the City-County funds.



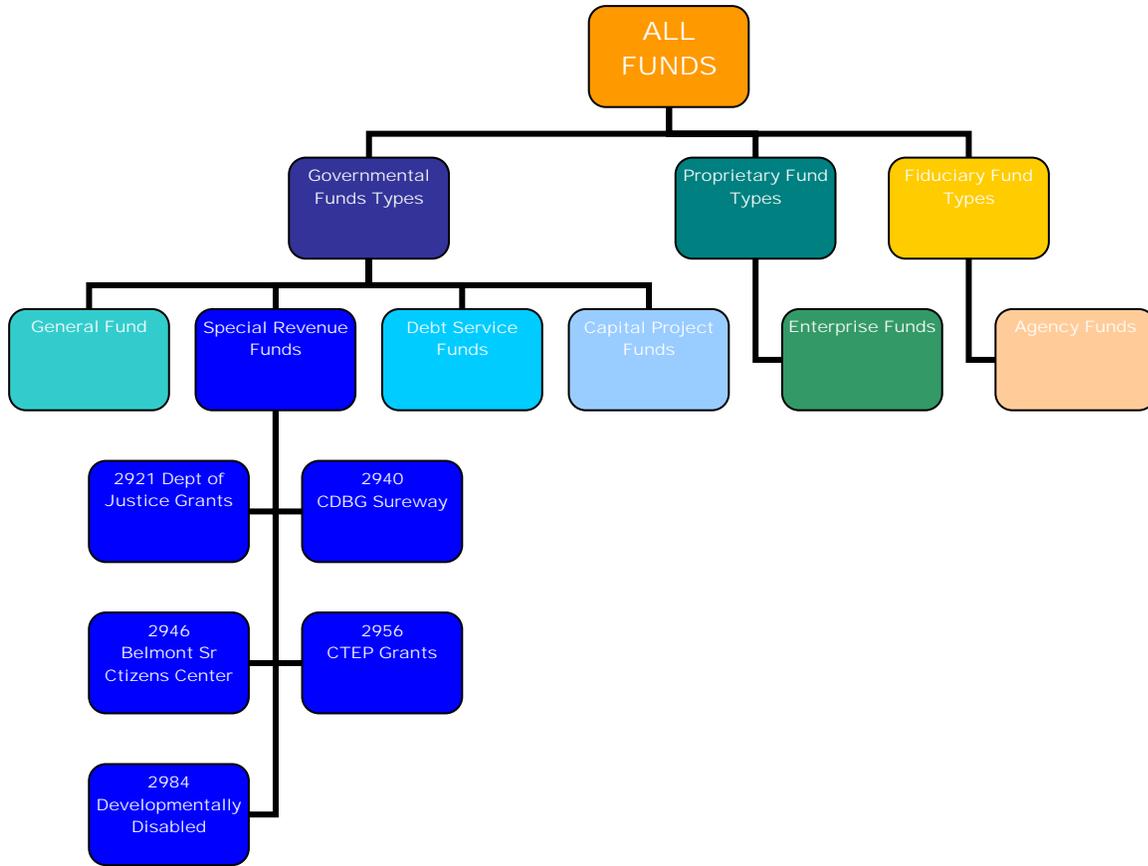
# FINANCIAL STRUCTURE



# FINANCIAL STRUCTURE



# FINANCIAL STRUCTURE



# ORGANIZATIONAL UNITS

## FUNCTIONS, DEPARTMENTS, PROGRAMS/ACTIVITIES

### PURPOSE

The organizational units set forth in this section of the Budget represent the City/County system of delivery of services and allows the City-County to accomplish the following:

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

### ORGANIZATION

The city/county operating expenditures are organized into the following hierarchical categories:

- Function
- Department
- Program/Activity

### FUNCTION

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

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

### DEPARTMENTS

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

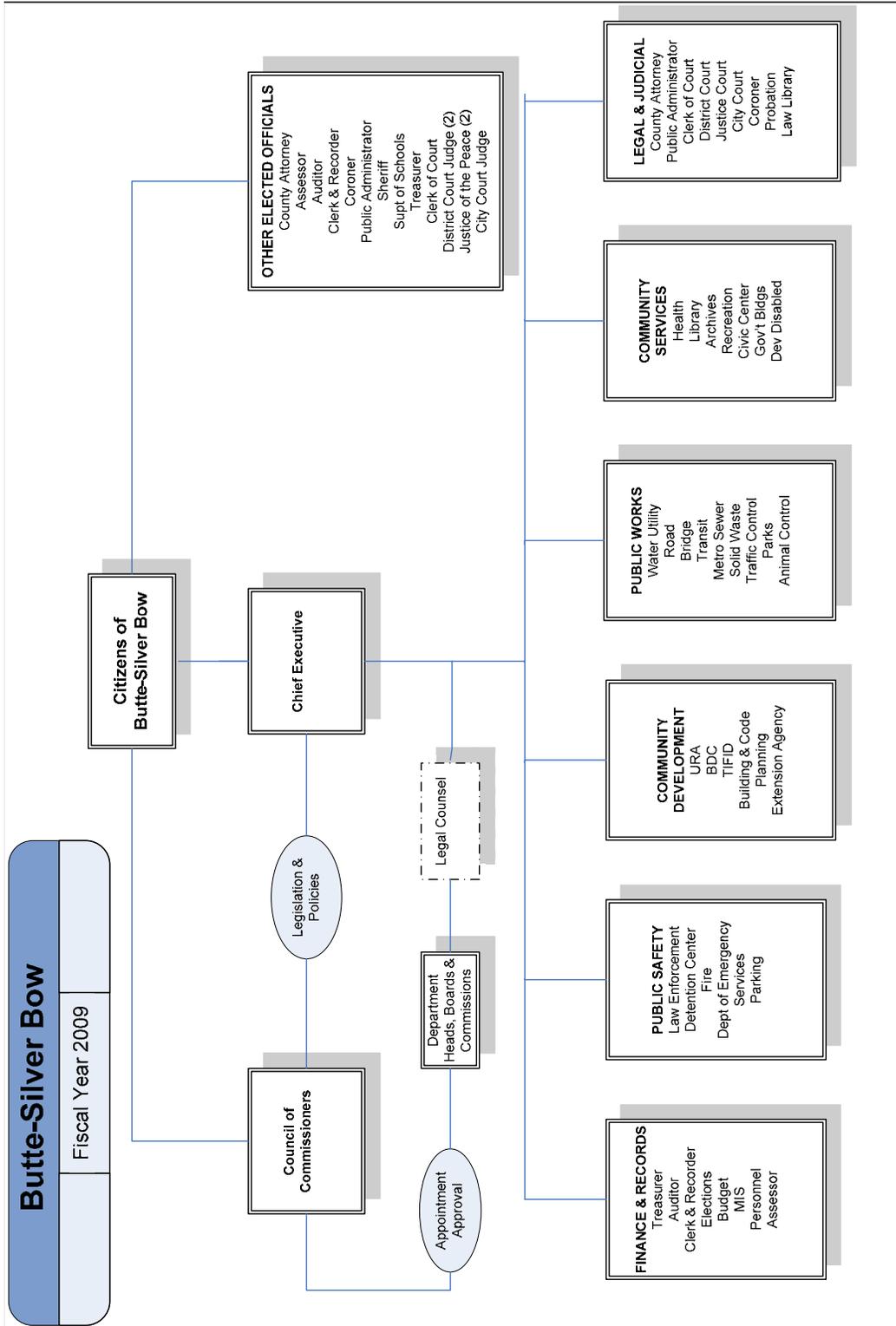
### PROGRAM/ACTIVITY

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

### PROGRAM/ACTIVITY BUDGET DESCRIPTORS

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

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



# OVERVIEW OF BUDGETED RESOURCES

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

	Governmental Fund Types				Proprietary Fund Types		Fiduciary Fund Types	Component Units	Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	Trust & Agency		
Projected Beginning									
Fund Balance/Net assets - July 1, 2008	\$ 6,433,410	\$ 36,017,098	\$ 3,369,864	\$ 4,351,734	\$ 64,644,670	\$ 2,738,217	\$ 21,368,680	\$ 5,066,561	\$ 143,990,234
<u>Total Estimated Revenues</u>	16,898,286	33,438,298	7,587,615	7,623,725	20,349,648	5,297,707	-	-	91,195,279
<u>Total Budgeted Expenditures</u>	18,695,063	47,016,535	6,843,083	8,896,051	14,857,010	6,006,880	-	-	102,314,622
Fund Balance/Net assets - June 30, 2009	\$ 4,636,633	\$ 22,438,861	\$ 4,114,396	\$ 3,079,408	\$ 70,137,308	\$ 2,029,044	\$ 21,368,680	\$ 5,066,561	\$ 132,870,891

# OVERVIEW OF BUDGETED RESOURCES

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

	Governmental Fund Types				Proprietary Fund Types		Fiduciary Fund Types	Component Units	Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	Trust & Agency		
<b>Revenues</b>									
Taxes & Assessments	9,309,441	13,534,508	2,948,021		1,900,000				27,691,970
Licenses & Permits	918,515	-							918,515
Intergovernmental	4,108,602	12,906,983	304,642		7,175,208	926			24,496,361
Charges for Services	1,180,525	1,165,669			10,824,214	5,270,781			18,441,189
Fines & Forfeitures	453,000	74,000		90,000					617,000
Miscellaneous	61,100	1,363,040	500,000	7,472,325	241,000	-			9,637,465
Investment Earnings	500,000	1,014,952	16,000	61,400	115,000	26,000			1,733,352
<b>Total Estimated Revenues</b>	<b>16,531,183</b>	<b>30,059,152</b>	<b>3,768,663</b>	<b>7,623,725</b>	<b>20,255,422</b>	<b>5,297,707</b>	<b>-</b>	<b>-</b>	<b>83,535,852</b>
<b>Expenditures</b>									
General Government	5,704,957	3,477,896			83,235	6,006,880			15,272,968
Public Safety	8,597,263	4,676,126	1,500	4,100					13,278,989
Public Works	416,396	6,384,365		100,000	12,104,308				19,005,069
Public Health	1,184,496	3,213,653		-	636,950				5,035,099
Social and economic services	102,915	143,520							246,435
Culture and recreation	1,854,349	1,052,390	2,200	17,740					2,926,679
Housing & Community Development		5,793,392	225,000		205,326				6,223,718
Miscellaneous						-			-
Debt Service	30,500	298,922	2,490,214		1,514,065				4,333,701
Capital Outlay	354,163	17,070,595		8,774,211					26,198,969
Business-type									-
<b>Total Budgeted Expenditures</b>	<b>18,245,039</b>	<b>42,110,859</b>	<b>2,718,914</b>	<b>8,896,051</b>	<b>14,543,884</b>	<b>6,006,880</b>	<b>-</b>	<b>-</b>	<b>92,521,627</b>
<b>Other Financing Sources (Uses)</b>									
Transfers In	367,103	3,379,146	3,818,952		94,226	-			7,659,427
Transfers Out	(428,129)	(4,842,703)	(2,088,596)		(300,000)				(7,659,428)
Issuance of Notes		-	-						-
Insurance reimbursements		-							-
Interest Expense					-				-
Operating Grants					-				-
Property Taxes									-
Gain/Loss on disposition of capital assets						-			-
Intergovernmental Revenues									-
Investment & Royalty Earnings									-
Debt Service Interest	(21,895)	(62,973)	(2,035,573)		(13,126)				(2,133,567)
<b>Total Other Financing Sources (Uses)</b>	<b>(82,921)</b>	<b>(1,526,530)</b>	<b>(305,217)</b>	<b>-</b>	<b>(218,900)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,133,568)</b>
<b>Excess (Deficiency) of Revenues and Other Sources Over Expenditures and Other Uses</b>									
	(1,796,777)	(13,578,237)	744,532	(1,272,326)	5,492,638	(709,173)	-	-	(11,119,343)
<b>Fund Balance/Net assets - July 1, 2008</b>									
	6,433,410	36,017,098	3,369,864	4,351,734	64,644,670	2,738,217	21,368,680	5,066,561	143,990,234
Restatement	-	-	-	-	-	-	-	-	-
Residual Equity Transfer	-	-	-	-	-	-	-	-	-
<b>Fund Balance/Net assets - June 30, 2009</b>	<b>4,636,633</b>	<b>22,438,861</b>	<b>4,114,396</b>	<b>3,079,408</b>	<b>70,137,308</b>	<b>2,029,044</b>	<b>21,368,680</b>	<b>5,066,561</b>	<b>132,870,891</b>

# OVERVIEW OF BUDGETED RESOURCES

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

	Governmental Fund Types				Proprietary Fund Types		Fiduciary Fund Types	Component Units	Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	Trust & Agency		
<b>Revenues</b>									
Taxes & Assessments	8,388,148	11,749,543	2,795,366					176,706	23,109,763
Licenses & Permits	877,399								877,399
Intergovernmental	4,403,859	7,423,277	303,872	45,000					12,176,008
Charges for Services	4,295,236	924,981			13,707,437	2,248,840		929,550	22,106,044
Fines & Forfeitures	489,335	62,764		91,879					643,978
Miscellaneous	80,941	1,180,818	352,075	9,150	273,252	1,931			1,898,167
Investment Earnings	666,185	1,296,821	21,180	161,601			710,596	34,229	2,890,612
<b>Total Estimated Revenues</b>	<b>19,201,103</b>	<b>22,638,204</b>	<b>3,472,493</b>	<b>307,630</b>	<b>13,980,689</b>	<b>2,250,771</b>	<b>710,596</b>	<b>1,140,485</b>	<b>63,701,971</b>
<b>Expenditures</b>									
General Government	7,693,370	2,325,270			136,530	2,215,047			12,370,217
Public Safety	8,033,510	4,276,558		1,429					12,311,497
Public Works	271,963	5,141,916			12,346,293				17,760,172
Public Health	960,078	2,463,303			463,871				3,887,252
Social and economic services	75,318	138,333							213,651
Culture and recreation	1,645,709	916,782	850						2,563,341
Housing & Community Development		3,072,282	10,822		252,543				3,335,647
Debt Service	60,910	250,544	2,736,496						3,047,950
Capital Outlay	311,929	1,789,183		329,624					2,430,736
Miscellaneous								1,129,529	1,129,529
<b>Total Budgeted Expenditures</b>	<b>19,052,787</b>	<b>20,374,171</b>	<b>2,748,168</b>	<b>331,053</b>	<b>13,199,237</b>	<b>2,215,047</b>	<b>-</b>	<b>1,129,529</b>	<b>59,049,992</b>
<b>Other Financing Sources (Uses)</b>									
Transfers In	438,498	2,602,104	3,299,502		246,350		129,022,587		135,609,041
Transfers Out	(604,431)	(3,694,016)	(1,742,712)		(545,295)		(114,195,481)		(120,781,935)
Issuance of Notes/Bonds		1,011,621							1,011,621
Insurance reimbursements									-
Interest Expense					(573,505)				(573,505)
Operating Grants					155,912				155,912
Gain/Loss on disposition of capital assets					(328,653)				(328,653)
Intergovernmental Revenues					3,090,877	754			3,091,631
Investment & Royalty Earnings					725,949				725,949
Debt Service Interest	(24,233)	(70,303)	(2,086,222)						
	(190,166)	(150,594)	(529,432)	-	2,771,635	754	14,827,106	-	16,729,303
<b>Excess (Deficiency) of Revenues and Other Sources Over Expenditures and Other Uses</b>	<b>(41,850)</b>	<b>2,113,439</b>	<b>194,893</b>	<b>(23,423)</b>	<b>3,553,087</b>	<b>36,478</b>	<b>15,537,702</b>	<b>10,956</b>	<b>21,381,282</b>
Fund Balance/Net assets - July 1, 2007	6,475,260	33,903,659	3,174,971	4,375,157	61,091,583	2,701,739	5,830,978	5,055,605	122,608,952
Residual Equity Transfer									-
Fund Balance/Net assets - June 30, 2008	6,433,410	36,017,098	3,369,864	4,351,734	64,644,670	2,738,217	21,368,680	5,066,561	143,990,234

# OVERVIEW OF BUDGETED RESOURCES

## SUMMARY OF MAJOR REVENUES, EXPENDITURES AND OTHER FINANCING SOURCES/USES July 1, 2006 through June 30, 2007 (FY 07)

	Governmental Fund Types				Proprietary Fund Types		Fiduciary Fund Types	Component Units	Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	Trust & Agency		
<b>Revenues</b>									
Taxes & Assessments	7,401,801	12,399,169	2,737,706		-			188,329	22,727,005
Licenses & Permits	805,522	-							805,522
Intergovernmental	4,362,857	5,626,110	305,714						10,294,681
Charges for Services	4,080,043	863,316			14,419,483	2,039,914		786,968	22,189,724
Fines & Forfeitures	449,855	49,128		83,246					582,229
Miscellaneous	82,181	7,136,633	260,560		164,166	6,169			7,649,709
Investment Earnings	880,364	1,389,221	36,435	198,754			696,005	40,086	3,240,865
<b>Total Estimated Revenues</b>	<b>18,062,623</b>	<b>27,463,577</b>	<b>3,340,415</b>	<b>282,000</b>	<b>14,583,649</b>	<b>2,046,083</b>	<b>696,005</b>	<b>1,015,383</b>	<b>67,489,735</b>
<b>Expenditures</b>									
General Government	7,300,578	2,181,098			141,674	2,076,165			11,699,515
Public Safety	7,354,453	3,522,512							10,876,965
Public Works	227,532	4,638,476			11,838,333				16,704,341
Public Health	830,303	2,180,060			478,039				3,488,402
Social and economic services	72,747	129,142							201,889
Culture and recreation	1,597,019	746,419	1,200						2,344,638
Housing & Community Development		5,398,327	10,910		258,162				5,667,399
Miscellaneous								1,042,412	1,042,412
Debt Service	89,035	90,585	2,890,000						3,069,620
Capital Outlay	367,183	3,349,412		194,467					3,911,062
Business-type									-
<b>Total Budgeted Expenditures</b>	<b>17,838,850</b>	<b>22,236,031</b>	<b>2,902,110</b>	<b>194,467</b>	<b>12,716,208</b>	<b>2,076,165</b>	<b>-</b>	<b>1,042,412</b>	<b>59,006,243</b>
<b>Other Financing Sources (Uses)</b>									
Transfers In	503,112	6,362,430	3,308,142		53,735	70,500	125,159,120		135,457,039
Transfers Out	(458,073)	(7,589,846)	(1,950,000)		(300,000)		(125,159,763)		(135,457,682)
Issuance of Notes		1,432,989							1,432,989
Insurance reimbursements		96,663							96,663
Interest Expense					(637,473)				(637,473)
Operating Grants					571,482				571,482
Property Taxes									-
Gain/Loss on disposition of capital assets					1,207	(2,241)		450	(584)
Intergovernmental Revenues					625,075				625,075
Investment & Royalty Earnings					889,296				889,296
Debt Service Interest	(28,667)	(17,353)	(2,258,607)						(2,304,627)
<b>Total Other Financing Sources (Uses)</b>	<b>16,372</b>	<b>284,883</b>	<b>(900,465)</b>	<b>-</b>	<b>1,203,322</b>	<b>68,259</b>	<b>(643)</b>	<b>450</b>	<b>672,178</b>
<b>Excess (Deficiency) of Revenues and Other Sources Over Expenditures and Other</b>									
	240,145	5,512,429	(462,160)	87,533	3,070,763	38,177	695,362	(26,579)	9,155,670
Fund Balance/Net assets - July 1, 2006	6,235,115	28,391,230	3,637,131	4,287,624	58,020,820	2,663,562	5,135,616	5,082,184	113,453,282
Restatement	-	-	-	-	-	-	-	-	-
Residual Equity Transfer	-	-	-	-	-	-	-	-	-
Fund Balance/Net assets - June 30, 2007	6,475,260	33,903,659	3,174,971	4,375,157	61,091,583	2,701,739	5,830,978	5,055,605	122,608,952

OVERVIEW OF BUDGETED RESOURCES

City and County of Butte-Silver Bow  
2008-2009  
Resources and Requirements

Assessor's Certified Report	Jurisdictions			Total Requirements	Cash	Receivables	Non-Tax Revenues	Property Taxes	Total Resources
	County	Urban	Suburban						
Real Property	50,043,253	43,782,562	49,690,023						
Personal	11,563,002	2,757,394	11,560,379						
Motor Vehicle	76,284	76,284	76,284						
Taxable Valuation	61,682,539	46,616,240	61,326,686						
Less: TID Net Valuation	(11,859,003)	(2,792,335)	(11,859,003)						
<b>Net Taxable Valuation</b>	<b>49,823,536</b>	<b>43,823,905</b>	<b>49,467,683</b>						
<b>Mill Levy By Fund</b>									
	General	152.09	Senior Citiz.	1.43					
	Road	11.91	Emergency Ser	12.87					
	Bridge	6.61	Econ. Devel.	1.19					
	Weed Control	2.07	Transit	6.18					
	District Courts	12.52	Dam. & Judg.	8.55					
	Comp. Insur.	12.76	Fire	40.28					
	Civic Center DS	0.15	LEA/Facilities DS	14.25					
	Civic Center	8.85	Dev. Disabled	0.93					
	Ladder Truck DS	2.17	Archive Debt Sys	1.85					
	<b>Total Levy</b>			<b>296.66</b>					
<b>Fund Name</b>	<b>Appropriation</b>	<b>Reserves</b>	<b>Payables</b>	<b>Total Requirements</b>	<b>Cash</b>	<b>Receivables</b>	<b>Non-Tax Revenues</b>	<b>Property Taxes</b>	<b>Total Resources</b>
General Fund	18,511,633	3,356,662	764,348	22,632,643	5,460,964	89,962	9,504,157	7,577,559	22,632,642
Road	2,588,891	447,294	86,544	3,122,729	1,186,322	6,164	1,340,964	389,279	3,122,729
Bridge	369,638	65,128	12,410	447,176	64,399	-	53,196	329,381	447,176
Weed Control	353,687	51,634	14,372	419,693	39,827	55,256	221,419	103,191	419,693
District Courts	947,190	123,966	114,124	1,185,280	350,524	24,654	186,419	623,682	1,185,279
Comprehensive Insurance	769,464	132,000	13,466	914,930	225,631	-	53,420	635,879	914,930
Ladder Truck Debt Service	139,242	4,873	-	144,115	32,937	-	3,114	108,064	144,115
Civic Center Debt Service	189,324	38,164	-	227,488	164,586	-	55,604	7,298	227,488
GO Bond Issue 2002-LEA Facilities	918,587	72,325	-	990,912	271,021	-	10,025	709,866	990,912
Civic Center	817,744	141,588	12,412	971,744	181,210	26,050	323,523	440,961	971,744
Senior Citizens	76,044	19,011	12,674	107,729	23,668	-	13,055	71,006	107,729
Emergency Services	898,031	169,509	27,242	1,094,782	181,359	-	276,533	636,890	1,094,782
Economic Development	68,000	10,000	-	78,000	8,184	-	10,640	59,176	78,000
Transit System	1,112,636	155,862	41,071	1,309,569	171,998	127,166	702,478	307,926	1,309,569
Damages & Judgments	-	-	-	-	(453,083)	40	26,816	426,227	-
Archive Debt Services	89,266	3,124	-	92,390	-	-	-	92,390	92,390
Fire	3,390,448	584,698	533,726	4,508,872	1,206,717	42	1,295,406	2,006,707	4,508,873
Developmentally Disabled	67,476	13,645	2,339	83,460	13,223	-	24,050	46,187	83,460
<b>Total</b>	<b>31,307,301</b>	<b>5,389,484</b>	<b>1,634,727</b>	<b>38,331,511</b>	<b>9,129,489</b>	<b>329,334</b>	<b>14,100,818</b>	<b>14,771,871</b>	<b>38,331,512</b>

OVERVIEW OF BUDGETED RESOURCES

City and County of Butte-Silver Bow  
2008-2009  
Resources and Requirements

Fund Name	Metro Sewer		Metro Improvements	Solid Waste		Maintenance Districts			Total Resources
	Transmission	Treatment		Collection	Disposal	Nos. 1 & 4	No. 2	No. 3	
Number of Units	56,765	56,765	56,765	12,059	20,564	1,053,801	168,777	17,419	Utility and Maintenance Activities
Unit Cost									
<b>Total Per Unit</b>	<b>\$30.00</b>	<b>\$30.00</b>	<b>\$24.00</b>	<b>\$125.39</b>		<b>\$0.2658</b>	<b>\$0.1155</b>	<b>\$0.2697</b>	
	Appropriation	Reserves	Payables	Total Requirements	Cash	Receivables	Other Revenues	Special Assmts.	
Maintenance #1 (84) (82&85)	375,958	63,971	5,573	445,502	162,370	-	3,046	280,086	445,502
Maintenance #2 (83)	57,917	3,698	131	61,746	41,833	-	426	19,487	61,746
Maintenance #3 (84)	6,617	4,151	-	10,768	5,961	-	110	4,697	10,768
Water Utility Division	17,259,092	358,096	2,710,825	20,328,013	4,320,886	2,343,997	-	13,663,129	20,328,013
Metro Sewer Operation	5,322,855	2,562,578	167,029	8,052,462	4,979,091	620	-	3,072,751	8,052,462
Metro Repl. & Depr.	523,000	327,601	-	850,601	850,601	-	-	-	850,601
Solid Waste	3,273,960	3,556,351	193,772	7,024,083	4,480,883	186,337	-	2,356,863	7,024,083
<b>Total</b>	<b>\$ 26,819,399</b>	<b>\$ 6,876,446</b>	<b>\$ 3,077,330</b>	<b>\$ 36,773,175</b>	<b>\$ 14,841,625</b>	<b>\$ 2,530,954</b>	<b>\$ 3,582</b>	<b>\$ 19,397,013</b>	<b>\$ 36,773,174</b>

# OVERVIEW OF BUDGETED RESOURCES

## City and County of Butte-Silver Bow 2008-2009 Resources and Requirements

Fund Name	Appropriation	Reserves	Payables	Total Requirements	Cash	Receivables	Other Revenues	Special Assmts.	Total Resources
Parking Commission	188,344	(13,054)	8,070	183,360	16,250	-	167,110	-	183,360
Superfund Land Mng. & GIS	125,649	(4,243)	1,593	122,999	8,487	-	114,512	-	122,999
Parks	12,400	33	-	12,433	12,433	-	-	-	12,433
Health	2,617,468	247,697	98,734	2,963,899	117,034	320,695	2,526,170	-	2,963,899
Superfund Residential Metals	569,185	(61,048)	13,384	521,521	6,212	-	515,309	-	521,521
Superfund Wtr Quality Dist	56,077	89,076	1,781	146,934	146,903	-	31	-	146,934
Superfund Health Studies	65,000	80,720	580	146,300	81,300	-	65,000	-	146,300
ARCO Source Area/SW	839,731	(14,752)	-	824,979	245,296	-	579,683	-	824,979
Emerg Srv-Ramsay TIFID	9,018	335	-	9,353	1,122	-	-	8,231	9,353
Econ. Dev Prog-URA	2,669,129	620,308	38,166	3,327,603	1,193,189	-	2,134,414	-	3,327,603
Ramsay TIFID#2	17,429,245	1,671,325	1,752,682	20,853,252	15,101,859	-	400,062	5,351,331	20,853,252
URA Revolving Loans	861,865	2,819,152	-	3,681,017	233,544	2,768,473	679,000	-	3,681,017
East Butte RRA	57,250	(4,626)	20,000	72,624	40,033	-	32,591	-	72,624
East Butte RRA Revolving Loan	32,091	271,196	-	303,287	11,993	282,242	9,052	-	303,287
Study Commission	-	-	-	-	-	-	-	-	-
Arco Historic Pres Funds	332,217	973,160	500	1,305,877	1,255,864	-	50,013	-	1,305,877
Public Archives	254,595	(21,087)	8,822	242,329	32,080	1,344	208,905	-	242,329
Pt. Watch Ed Program	15,600	190,139	38	205,777	198,027	-	7,750	-	205,777
Hard-Rock Mine Trust Rsv	-	3,943,824	-	3,943,824	2,993,824	-	950,000	-	3,943,824
Program Income - Cdbg	76,596	53,440	223	130,259	65,277	64,482	500	-	130,259
Planning Fund-Arco Grant	386,990	8	-	386,998	76,468	-	310,530	-	386,998
Anaconda/Arco C.R. Fund	-	613,218	-	613,218	182,531	415,687	15,000	-	613,218
Arco Lead Program	-	22,080	-	22,080	22,080	-	-	-	22,080
NRPD Greenway Proj.	3,006,722	125,831	34,981	3,167,533	(96,968)	49,039	3,215,462	-	3,167,533
Community Development	1,076,430	(60,509)	86,940	1,102,861	(182,640)	282,346	1,003,155	-	1,102,861
Economic Development Asst	30,545	120,367	-	150,912	41,618	106,644	2,650	-	150,912
Montana Pole Institutional Control	-	379,207	-	379,207	379,207	-	-	-	379,207
Sid 20	-	101	-	101	101	-	-	-	101
Sid 21	3,461	1,765	-	5,226	2,094	-	3,132	-	5,226
Sid 25	8,752	2,308	-	11,060	3,134	-	7,926	-	11,060
Sid 26	25,625	6,584	-	32,209	9,009	-	23,200	-	32,209
Sid 28	15,351	5,762	-	21,113	7,218	-	13,895	-	21,113
Sid 111	34,800	11,000	-	45,800	14,068	-	31,732	-	45,800
Sid 196	50,150	12,126	-	62,276	16,889	-	45,387	-	62,276
Sid 212-2199	8,953	4,071	-	13,024	4,913	-	8,111	-	13,024
Sid 221	12,432	3,052	-	15,484	4,254	-	11,230	-	15,484
Sid 247	5,432	1,836	-	7,268	2,382	-	4,886	-	7,268
Sid 260	10,855	6,085	-	16,940	7,047	-	9,893	-	16,940
Sid 264	5,780	4,161	-	9,941	4,786	-	5,155	-	9,941

# OVERVIEW OF BUDGETED RESOURCES

## City and County of Butte-Silver Bow 2008-2009 Resources and Requirements

Fund Name	Appropriation	Reserves	Payables	Total Requirements	Cash	Receivables	Other Revenues	Special Assmnts.	Total Resources
Sid 270-278	2,716	2,041	-	4,757	2,314	-	2,443	-	4,757
Sid 291	7,019	4,200	-	11,219	4,844	-	6,375	-	11,219
Sid 316	5,379	2,340	-	7,719	2,862	-	4,857	-	7,719
Sid 317-319	22,157	10,251	-	32,408	12,321	-	20,087	-	32,408
Sid 330	4,625	2,310	-	6,935	2,730	-	4,205	-	6,935
Sid 340	2,232	1,491	-	3,723	1,719	-	2,004	-	3,723
Sid 346	858	573	-	1,431	651	-	780	-	1,431
Sid 364	14,126	4,520	-	18,646	5,816	-	12,830	-	18,646
Sid 367	2,582	1,155	-	3,737	1,413	-	2,324	-	3,737
Sid 368	5,888	2,113	-	8,001	2,680	-	5,321	-	8,001
Sid 391	516	333	-	849	389	-	460	-	849
Sid 392	22,373	7,240	-	29,613	8,538	-	21,075	-	29,613
Sid 400	329,860	111,254	-	441,114	143,593	-	297,521	-	441,114
Sid 405	5,583	2,522	-	8,105	3,046	-	5,059	-	8,105
Sid 408	4,121	2,662	-	6,783	3,078	-	3,705	-	6,783
Sid 409	1,540	792	-	2,332	957	-	1,375	-	2,332
Sid 410	1,871	1,118	-	2,989	1,309	-	1,680	-	2,989
Sid # 1004	9,559	2,131	-	11,690	3,020	-	8,670	-	11,690
Sid # 1005	8,402	2,026	-	10,428	2,828	-	7,600	-	10,428
Sid # 1006	6,181	2,841	-	9,022	3,452	-	5,570	-	9,022
Sid # 1007	3,950	2,273	-	6,223	2,697	-	3,526	-	6,223
Sid 1009	2,744	1,495	-	4,239	1,787	-	2,452	-	4,239
Sid 371	13,662	4,958	-	18,620	6,192	-	12,428	-	18,620
Sid 1011	8,796	3,196	-	11,992	4,032	-	7,960	-	11,992
Sid # 1012	6,118	2,135	-	8,253	2,717	-	5,536	-	8,253
Sid 1013	3,365	1,709	-	5,074	2,069	-	3,005	-	5,074
SID, 1013-A	2,146	941	-	3,087	1,170	-	1,917	-	3,087
SID, 1014	16,298	5,926	-	22,224	7,494	-	14,730	-	22,224
SID, 1015	4,270	1,521	-	5,791	1,926	-	3,865	-	5,791
SID, #1016	7,411	2,581	-	9,992	3,272	-	6,720	-	9,992
Sid 1017	24,487	6,138	-	30,625	8,398	-	22,227	-	30,625
Sid 1018	14,532	4,049	-	18,581	5,434	-	13,147	-	18,581
Sid 1019	3,194	748	-	3,942	1,051	-	2,891	-	3,942
SID# 1020	13,424	4,024	-	17,448	5,293	-	12,155	-	17,448
SID# 1021	1,276	722	-	1,998	845	-	1,153	-	1,998
SID# 1022	2,644	1,574	-	4,218	1,727	-	2,491	-	4,218
SID #1023	3,304	1,848	-	5,152	2,162	-	2,990	-	5,152
SID #1024	6,099	2,197	-	8,296	2,801	-	5,495	-	8,296
SID #1026	4,155	2,398	-	6,553	2,743	-	3,810	-	6,553
Sid # 1027	2,603	1,880	-	4,483	1,801	-	2,682	-	4,483
SID #1028	3,658	1	-	3,659	-	-	3,658	1	3,659
Sid Admin.	84,578	60,820	2,565	147,963	46,076	-	101,887	-	147,963
Meirose Garbage	11,500	(292)	-	11,208	5,008	-	6,200	-	11,208

OVERVIEW OF BUDGETED RESOURCES

City and County of Butte-Silver Bow  
2008-2009  
Resources and Requirements

Fund Name	Appropriation	Reserves	Payables	Total Requirements	Cash	Receivables	Other Revenues	Special Assmnts.	Total Resources
Divide Garbage	12,280	1,661	-	13,941	6,021	-	7,920	-	13,941
Sid # 1025	49,715	38,574	-	88,289	36,789	-	51,500	-	88,289
Sid 401	287,854	118,608	-	406,462	113,462	-	293,000	-	406,462
Sid 402	71,585	30,647	-	102,232	33,882	-	68,350	-	102,232
Sidewalk Specials	100,000	(6,714)	-	93,286	47,786	-	45,500	-	93,286
Mosquito District	10,000	28,615	-	38,615	33,549	-	5,067	-	38,615
Uptown Parking	15,000	(320)	-	14,680	180	-	14,500	-	14,680
Arco Redevelopment Trust	-	5,551,849	-	5,551,849	5,351,849	-	200,000	-	5,551,849
Junck Vehicle	46,678	1,037	1,014	48,728	3,571	-	45,157	-	48,728
911 Emergency Services	384,626	165,713	10,641	560,980	308,287	68,433	184,259	-	560,980
RTP Grants	46,189	-	-	46,189	-	-	46,189	-	46,189
DNRC Grants	376,645	6,275	-	382,920	(42,429)	40,337	385,013	-	382,920
NRDP-Big Butte Acq	972,996	23,483	14,763	1,011,242	(210,891)	224,716	997,417	-	1,011,242
County Land Info	-	35,302	-	35,302	26,802	-	8,500	-	35,302
Land Planning	1,450	2,295	-	3,745	(247)	-	3,992	-	3,745
Library	12,000	(267)	322	12,056	2,056	-	10,000	-	12,056
Economic Development	244,029	2,541,715	-	2,785,744	2,654,664	131,080	-	-	2,785,744
Mt. Historic Preservation	26,005	1,000	6,116	33,121	1,000	6,116	26,005	-	33,121
Reclamation Fund	-	60,023	-	60,023	60,023	-	-	-	60,023
Crime Control	82,987	80,403	2,250	165,640	91,834	-	73,806	-	165,640
Local Law Enforce Blk Grit	-	783	-	783	783	-	-	-	783
Department of Justice Grants	7,174	666	-	7,840	(4,738)	4,738	7,840	-	7,840
CDBG Sure Way	7,300	3,332	-	10,632	2,922	7,460	250	-	10,632
Rental Rehabilitation	-	11	-	11	-	-	-	-	11
Home Grant	-	-	-	-	-	-	108,000	-	-
Belmont Sr. Citizens Cntr	106,822	11,133	-	117,955	9,955	-	-	-	117,955
Tullamore Housing Project	-	-	-	-	-	-	-	-	-
Columbus Plaza CDBG	-	-	-	-	-	-	-	-	-
Habitat Project Program Income Plan	-	21	-	21	21	-	-	-	21
CTEP	636,944	110,518	19,222	766,684	22,155	160,103	584,426	-	766,684
Clark Tallings O&M Trust Fund	-	126,102	-	126,102	121,602	-	4,500	-	126,102
Clark Tallings Alumni Coliseum Improv	22,975	(260)	862	23,578	23,578	-	-	-	23,578
Tax Increment Bond Fund	2,173,801	367,487	-	2,541,288	267,487	-	2,273,801	-	2,541,288
ASMI Bond Fund	3,283,148	3,537,025	-	6,820,173	916,698	1,625,737	4,277,737	-	6,820,173
Sid Revolving	-	54,666	-	54,666	54,666	-	-	-	54,666
Sid # 1003	-	-	-	-	-	-	-	-	-
Sid # 1025-Blacktail Loop	49,715	36,729	-	86,444	36,729	-	49,715	-	86,444
Capital Improvements	1,120,000	2,972,104	1,544	4,093,647	3,918,146	25,502	150,000	-	4,093,647
Hard Rock Mine Capital Trust	-	124,555	-	124,555	124,555	-	-	-	124,555
Highway Abandonment	100,000	44,259	-	144,259	142,859	-	1,400	-	144,259
Detention Center Proj	4,100	24,521	-	28,621	27,561	-	-	-	28,621
Archive	7,385,617	70,717	15,991	7,472,325	-	-	7,472,325	-	7,472,325
Civic Center Renovation	8,179	0	-	8,179	8,179	-	-	-	8,179

OVERVIEW OF BUDGETED RESOURCES

City and County of Butte-Silver Bow  
2008-2009  
Resources and Requirements

Fund Name	Appropriation	Reserves	Payables	Total Requirements	Cash	Receivables	Other Revenues	Special Assmts.	Total Resources
Junk Vehicle Cap Impr Fund	278,155	3,969	-	3,969	3,969	-	-	-	3,969
Silver Lake Wtr Sys Improv	714,000	(1)	-	278,154	278,154	-	-	-	278,154
Dist System Improvements	859,239	21,586	-	735,586	497,586	-	238,000	-	735,586
Silver Lake Wtr Sys Oper	378,733	107,573	7,383	974,194	585,112	138,997	250,085	-	974,194
Silvr Lake Wtr Sys Cap R&R	132,966	32,561	-	411,294	411,218	-	76	-	411,294
Community Facilities Oper	639,950	(17,015)	152,354	268,305	152,159	-	116,146	-	268,305
Home Health	205,326	32,350	24,633	696,933	77,207	114,426	505,301	-	696,933
Small Business Incubator	-	139,719	8,601	353,645	199,295	7,054	147,297	-	353,645
MR Infrastructure Proj	1,746,703	-	41,364	2,090,214	-	-	1,264,706	-	2,090,214
Central Equipment	434,476	302,148	32,903	765,447	820,691	4,818	418,379	-	765,447
Central Edp & Comm	436,690	298,068	11,156	516,904	342,910	93	400,257	-	516,904
Central Admin. Services	99,277	69,058	989	262,920	116,553	-	36,365	-	262,920
GIS Operations	3,379,734	162,654	-	4,889,951	226,555	-	3,178,000	-	4,889,951
Employee Health Insurance	-	1,510,217	-	-	1,704,948	7,003	-	-	-
Total	58,546,603	31,204,560	2,450,103	92,201,266	42,220,889	6,861,722	37,759,093	5,359,563	92,201,266
Grand Total All Funds	\$116,673,303	\$43,470,490	\$7,162,160	\$167,305,952	\$66,192,002	\$9,722,011	\$51,863,492	\$39,528,447	\$167,305,952

### Overview

Funding for services provided to Butte-Silver Bow residents come from a variety of sources. The City-County strives to maintain a diversified and stable revenue system that will provide shelter from short-term fluctuations in any one revenue source and ensure the ability to provide ongoing services, within the confines of Montana Law. Butte-Silver Bow is heavily reliant upon property tax levy for its general fund, road, bridge, & weed funds, as well as health department, district court, emergency services and numerous other special revenue funds. The County will continue its policy of seeking alternative revenue sources to lower the tax burden for City and County services, charging users for specific services where feasible, and aggressively collecting all revenues due. Examples of user fees include the enterprise funds consisting of water, sewer, & solid waste, in which revenues are generated through direct fees for service.

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

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

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

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

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

**Charges for Services:** All revenues stemming from charges for current services—primarily revenues of Enterprise Funds. Examples of charges for services are water, sewer, & solid waste fees.

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

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

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

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

## MAJOR REVENUE SOURCES

Assumptions, Estimates, & Trends

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

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

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

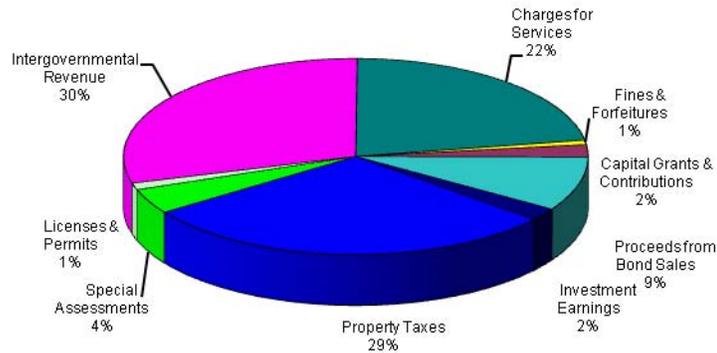
Shown on the following page are two pie charts which give a graphic overview of total revenues—one by type described above and the other by major fund group.

# MAJOR REVENUE SOURCES

Assumptions, Estimates, & Trends

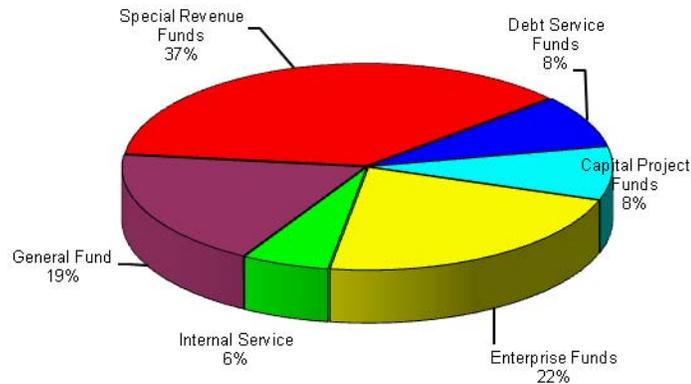
## Estimated Revenues by Type – All Funds – Fiscal year 2008 - 09

As depicted by the graph of revenues by type below, taxes and assessments and intergovernmental revenue make up the two largest categories of county revenues for FY 09 (59%). Charges for services make up the next largest category (22%). These three revenue categories make up 81% of city-county revenues.



## Estimated Revenues by Fund – All Funds – Fiscal year 2008 - 09

Revenues by fund also help give the reader an understanding of the source of Butte-Silver Bow revenues. As shown by the graph below, the general fund (19%), Enterprise (22%), Special Revenue Funds (37%), and Capital Projects (8%), make up 86% of the city-county revenues.



### Revenue Forecasts Assumptions & Methodology

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

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

### Revenue Estimates

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

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

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

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

Individual revenue categories, their trends, and estimates follow.

# MAJOR REVENUE SOURCES

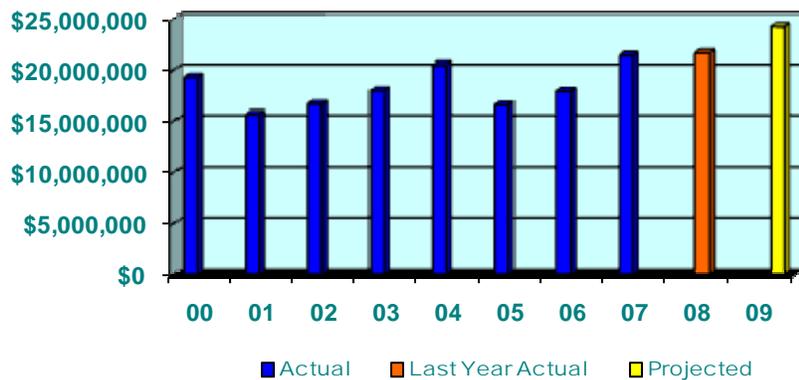
Assumptions, Estimates, & Trends

## Key Revenue Estimates & Trends

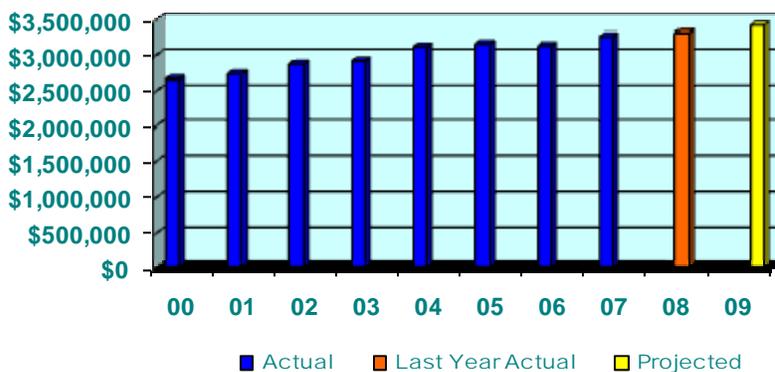
This section provides a 10-year trend analysis of each of the eight revenue categories described previously. The 10-year trend analysis includes 8 years of actual revenue history, the current year budgeted revenues, and next year's projected revenues—together making up the 10-year analysis. Following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

Shown by the graph on the right, are the city-county Property Tax revenues. This revenue is derived from the levy of taxes on real property and personal tangible property. Examples of taxes are real property taxes, personal property taxes, and motor vehicle taxes. Property taxes provide the principal source of funding for general operations. Valuations were down in 2005, causing significant cuts in expenditures. As property valuations have risen in the past four years, expenditures and services have expanded to meet the public needs for these services, increasing the property taxes collected.

Property Taxes



Special Assessments

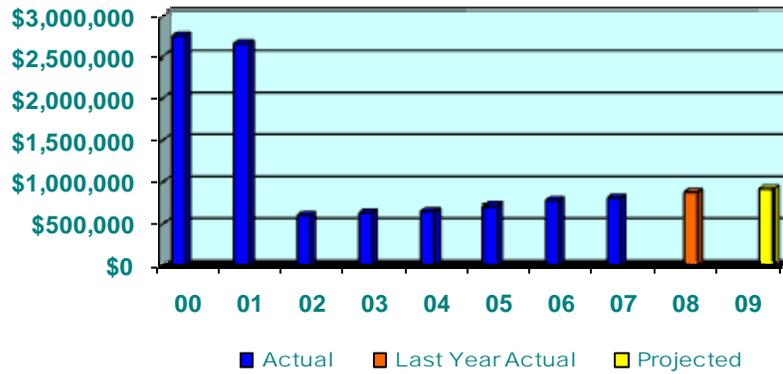


Shown by the graph on the left, are the city-county assessment revenues. This revenue is derived from fees assessed to users of basic government services to cover the costs of specific expenditures such as street lights and street maintenance.

# MAJOR REVENUE SOURCES

Assumptions, Estimates, & Trends

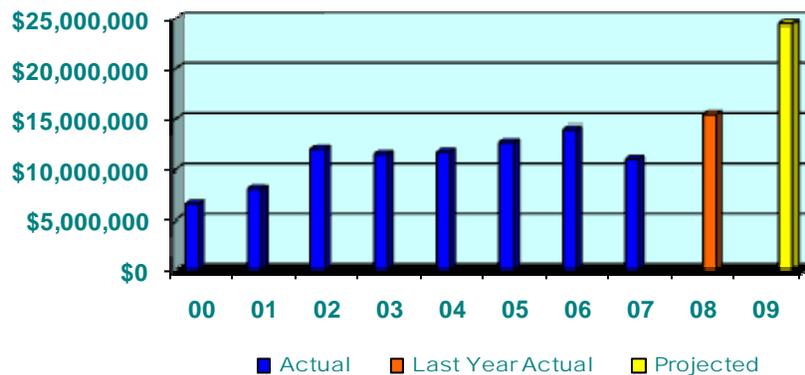
## Licenses & Permits



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

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

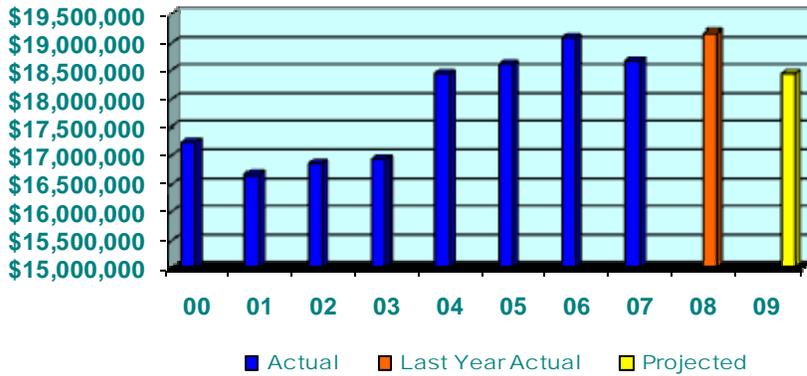
## Intergovernmental Revenue



# MAJOR REVENUE SOURCES

Assumptions, Estimates, & Trends

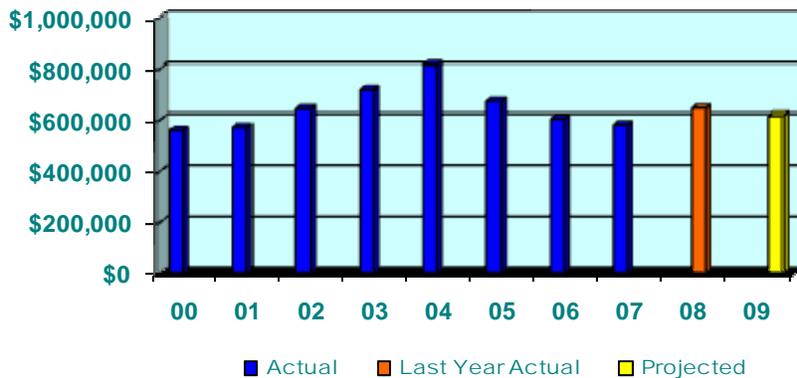
### Charges for Services



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

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

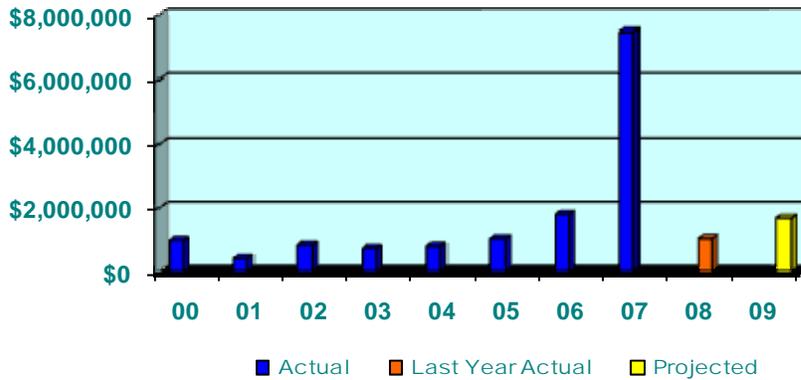
### Fines & Forfeitures



# MAJOR REVENUE SOURCES

Assumptions, Estimates, & Trends

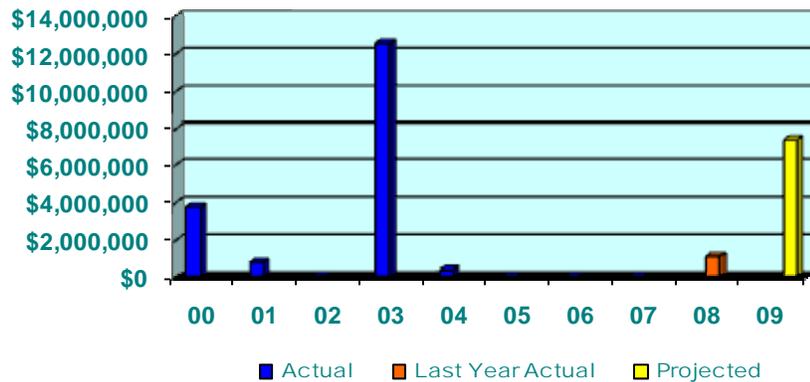
## Capital Grants & Contributions



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

## Proceeds from Bond Sales

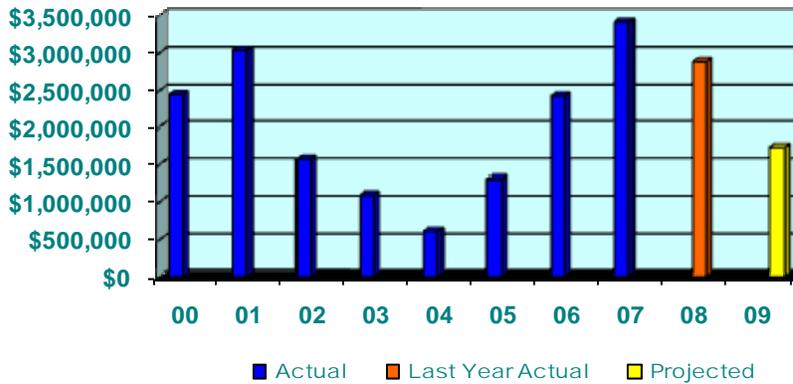
Shown by the graph on the right are the city-county Proceeds from Bond Sales. This revenue source includes proceeds from the sale of General Obligation bonds. (See page N-1 for details.) Fiscal 2009 anticipates the sale of over \$7 million in GO bonds to renovate and expand the historic Butte Archives.



# MAJOR REVENUE SOURCES

Assumptions, Estimates, & Trends

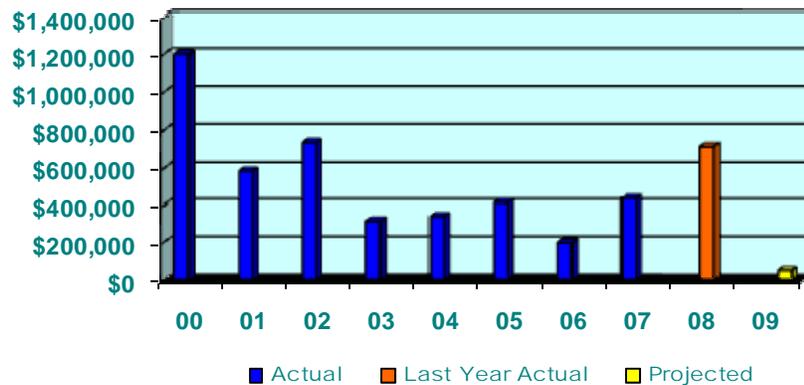
### Investment Earnings



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

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

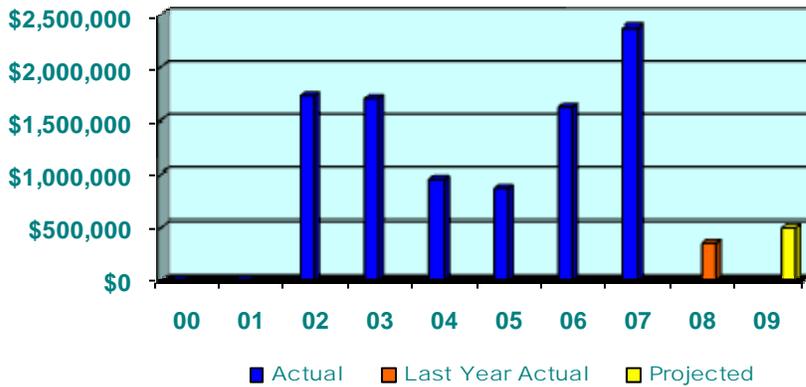
### Miscellaneous Revenue



# MAJOR REVENUE SOURCES

Assumptions, Estimates, & Trends

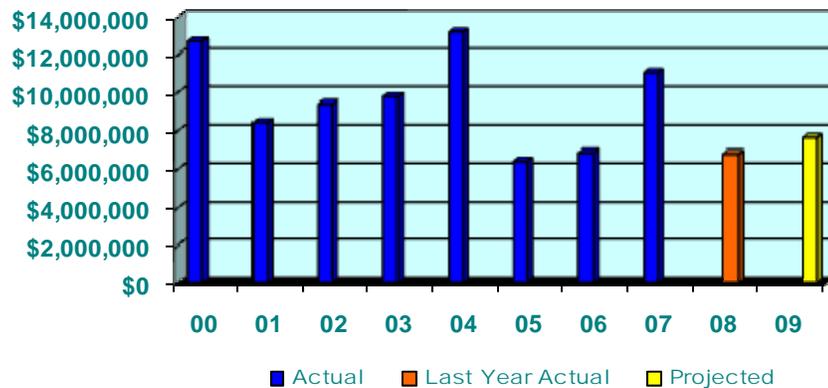
## Other Financing Sources



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

## Interfund Transfers In

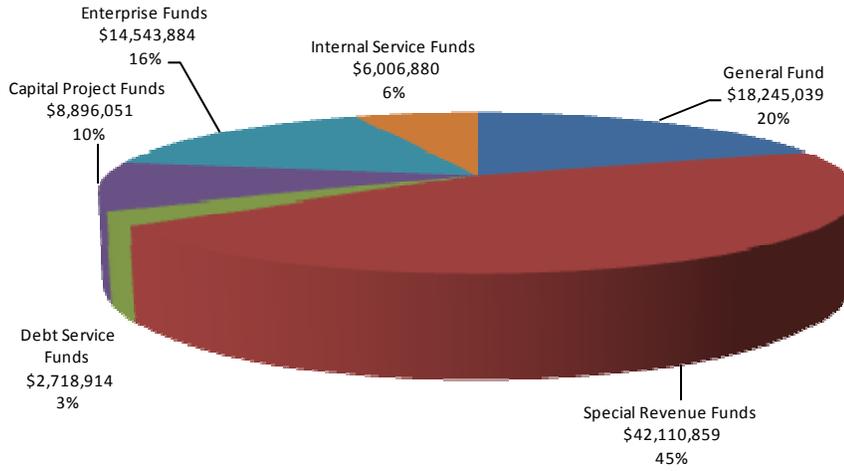
Shown by the graph on the right are the city-county Inter-fund Transfer Revenues. This category includes revenues transferred for various administrative support as well as specific inter-fund support. This also includes the transfer of funds to make tax increment bond payments and fund tax increment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



# EXPENDITURE GRAPHS

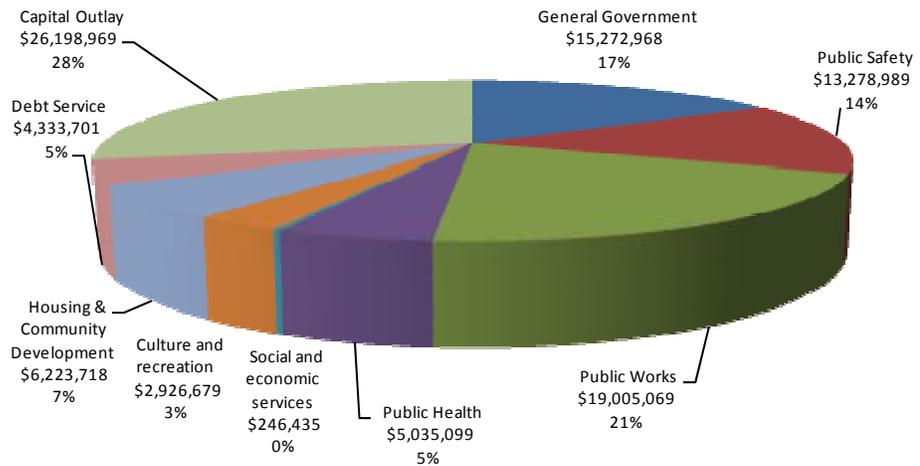
## EXPENDITURES BY FUND GROUP

Fiscal Year 2009 (FY 09)



## EXPENDITURES BY FUNCTION

Fiscal Year 2009 (FY 09)



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## GENERAL GOVERNMENT

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## Program Description

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

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## Goals & Objectives

- To develop broad-based county-wide support for economic development and to foster coordination of public and private resources as a means of enhancing economic prosperity and environmental quality.
- To improve public infrastructure and the quality of services delivered to the public in order to meet the needs of the citizenry.
- To cooperate with other governmental entities in order to provide services efficiently and effectively and in a manner resulting in the most equitable distribution of the tax burden.
- To ensure that all decisions are protective of the health, safety and general welfare of the citizens of Butte-Silver Bow.
- To provide the Council with timely, accurate, unbiased information to allow them to make informed decisions.
- To improve and enhance the efficiency, effectiveness and productivity of every City-County function through budget administration and performance management.
- To keep budget structurally balanced.
- To provide continuing professional education opportunities to staff members.
- To work closely with the administration and other government officials to lobby for state legislation beneficial to counties.

FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 151,458	\$ 149,959	\$ 162,191	\$ 177,314	\$ 15,123	9%
OPERATING EXPENDITURES	16,517	35,449	15,121	18,171	3,050	20%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 167,975</b>	<b>\$ 185,408</b>	<b>\$ 177,312</b>	<b>\$ 195,485</b>	<b>\$ 18,173</b>	<b>10%</b>

FUNDING SUMMARY

1000 GENERAL FUND	\$ 156,870	\$ 158,561	\$ 177,312	\$ 195,485	\$ 18,173	10%
2350 STUDY COMMISSION	11,105	26,847	-	-	-	0%
<b>TOTAL</b>	<b>\$ 167,975</b>	<b>\$ 185,408</b>	<b>\$ 177,312</b>	<b>\$ 195,485</b>	<b>\$ 18,173</b>	<b>10%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Administrative Assistant	1.00	1.00	1.00	1.00
Chief Executive	1.00	1.00	1.00	1.00
Help-Extra	-	-	-	-
Secretary	1.00	1.00		
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>

## 2009 Budget Highlights

### Personnel Services

- No change in personnel.

### Operating Expenditures

- 

### Capital Outlay

### Transfers

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Citizens will be assured an open and accessible local government through established, maintained, and published agendas and public meetings. Public records and other information will be made available via the internet.	100%	100%	100%	100%
2 . The County Commission will be supported in their decision process by always receiving unbiased, accurate research and data from staff a minimum of two days prior to the introduction of an agenda item.	100%	100%	100%	100%
3 . The County Commission will be supported in their policy direction decisions by receiving, with regular frequency, current operations status reports, state and federal legislative activity reports, regular financial reports, and staff research reports.	100%	100%	100%	100%
4 . Public resources will be allocated effectively and lawfully. Qualified independent auditors will perform annual audits; the budgeting process will be a public process; and the budget will emphasize outcomes.	100%	100%	100%	100%

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

Workload Indicator

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Incoming Phone Contacts		6,775	6,700	6,500
2 . Meetings		496	464	400
3 . Public Engagements		124	116	115
4 . Outgoing Correspondence		194	210	200
5 . Proclamations/Certificates		35	66	50
6 . Impromptu Meetings/Open Door Policy		550	600	600
7 . Monthly Board Meetings, Committees, Commitments		236	260	260
8 . Media Contact		154	208	200

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

## Program Description

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

The Finance/Budget Office provides a variety of financial services to the Chief Executive, Council of Commissioners, and Butte-Silver Bow staff. Services include accounting and financial reporting, budgeting, payroll, accounts payable, project accounting, fixed asset management, federal awards reporting, and debt service record keeping and payments.

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## Goals & Objectives

- To prepare a comprehensive budget which encompasses all Butte-Silver Bow Funds on an annual basis.
- Prepare an accurate, informative and easily understood budget for review by the Government Finance Officers Association (GFOA) in the Distinguished Budget Presentation Awards Program.
- Maintain the general ledger, establishing control and accuracy of all funds.
- Pay all Butte-Silver Bow claims in a prompt and efficient manner.
- Maintain fixed assets, monthly reporting system and budget compliance monitoring.
- Prepare and administer bi-weekly payroll and related reporting requirements.
- Assist other departments with accounting and compliance matters.
- Produce an accurate and timely financial report for review by the independent Auditors and a Comprehensive Annual Report (CAFR) for review by the Government Finance Officers Association (GFOA) in the Certificate of Achievement program.
- A clean (unqualified) audit opinion, free of any audit findings.
- Complete and maintain records for compliance with GAAP and GASB 34.
- Provide fiscal policy advice and planning to the Chief Executive and Council of Commissioners.
- Maintain the large number of monthly reconciliations, establishing control and accuracy of the accounts in the general ledger.
- Assist the various departments in preparing their expenditure requests during the budget process and, when necessary, prepare supplemental budget amendments and transfers during the fiscal year.
- Forecast and monitor revenue receipts.
- Maintain monthly reporting system and budget compliance monitoring.
- Facilitate the issuance and sale of general, limited obligation and revenue bonds as required.
- Obtain the most advantageous financing available for any new debt issue and annually review all outstanding issues for any possible refinancing savings.
- Prepare and maintain continuing disclosure reporting as required for bonded debt.
- Assist other departments with cash handling and deposit procedures.

FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 264,616	\$ 271,885	\$ 290,650	\$ 326,202	\$ 35,552	12%
OPERATING EXPENDITURES	88,213	98,150	137,062	140,062	3,000	2%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 352,829</b>	<b>\$ 370,035</b>	<b>\$ 427,712</b>	<b>\$ 466,264</b>	<b>\$ 38,552</b>	<b>9%</b>

FUNDING SUMMARY

1000 GENERAL FUND	\$ 316,704	\$ 334,591	\$ 384,212	\$ 419,764	\$ 35,552	9%
6010 CENTRAL EQUIPMENT	36,125	35,444	43,500	46,500	3,000	7%
<b>TOTAL</b>	<b>\$ 352,829</b>	<b>\$ 370,035</b>	<b>\$ 427,712</b>	<b>\$ 466,264</b>	<b>\$ 38,552</b>	<b>9%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Accountant	1.00	1.00		
Accountant III			1.00	1.00
Accts Payable Clerk	1.00	1.00	1.00	1.00
Admin Assistant	1.00	1.00	1.00	
Administrator Coordinator/Payroll Tech				0.50
Asst Fin & Bud Dir	0.85	0.85		
Budget Analyst III			1.00	1.00
Fin & Budget Director	0.94	0.94	0.85	0.85
Finance Technician				1.00
<b>Total</b>	<b>4.79</b>	<b>4.79</b>	<b>4.85</b>	<b>5.35</b>

## 2008 Budget Highlights

### Personnel Services

- Additional .5 FTE funding which when combined with a vacant .5 FTE will allow for the hiring of an additional staff person.

### Operating Expenditures

- The budget includes:
  - 2 New computer(s) & software; \$2,500

### Capital Outlay

### Transfers

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Receive Distinguished Budget Presentation Award for the Government Finance Officer's Association	n/a	n/a	n/a	Applied
2 . The Finance Department will produce a financial report that receives an unqualified (clean) audit opinion	100%	100%	100%	100%
3 . Receive Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officer's Association	100%	100%	100%	100%
4 . % of monthly checklist items done correctly the first time	n/a	n/a	100%	100%
5 . Maintain or Increase City and County's Bond Rating	100%	100%	100%	100%
6 . % of journal entries made without later correction or adjustment	96%	96%	100%	100%
7 . % of months general ledger is closed by the 15th of the month	92%	92%	100%	100%
8 . % of accounts receivable statements mailed by the 15th of the month	100%	100%	100%	100%

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

Workload Indicator

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Claims Processed	12,282	12,800	13,200	13,860
2 . W-2's Processed				1,100
3 . Journal Entries Processed	3,530	3,602	3,846	4,000
4 . Payroll Checks Processed	15,600	15,912	16,230	16,555
5 . IRS Informational Returns Processed				2,500

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

Program Description

The management of delinquent taxes and the tax deed process is an activity performed by the Treasurer's Office in coordination with the Land Records Office. The objective is to exercise control over tax delinquencies on real property and to tax deed all properties for which delinquent taxes have exceeded statutory time limits.

FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	26,458	19,965	38,302	38,302	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 26,458</b>	<b>\$ 19,965</b>	<b>\$ 38,302</b>	<b>\$ 38,302</b>	<b>\$ -</b>	<b>0%</b>

FUNDING SUMMARY

1000 GENERAL FUND	\$ 26,458	\$ 19,965	\$ 38,302	\$ 38,302	\$ -	0%
<b>TOTAL</b>	<b>\$ 26,458</b>	<b>\$ 19,965</b>	<b>\$ 38,302</b>	<b>\$ 38,302</b>	<b>\$ -</b>	<b>0%</b>

## Program Description

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

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

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

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## Goals & Objectives

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

FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 143,138	\$ 138,997	\$ 160,224	\$ 160,059	\$ (165)	0%
OPERATING EXPENDITURES	105,297	107,906	205,350	115,350	(90,000)	-44%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 248,435</b>	<b>\$ 246,903</b>	<b>\$ 365,574</b>	<b>\$ 275,409</b>	<b>\$ (90,165)</b>	<b>-25%</b>
<b>FUNDING SUMMARY</b>						
1000 GENERAL FUND	\$ 248,435	\$ 246,903	\$ 365,574	\$ 275,409	\$ (90,165)	-25%
<b>TOTAL</b>	<b>\$ 248,435</b>	<b>\$ 246,903</b>	<b>\$ 365,574</b>	<b>\$ 275,409</b>	<b>\$ (90,165)</b>	<b>-25%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Chairman	1.00	1.00	1.00	1.00
Commissioner	11.00	11.00	11.00	11.00
Council Secretary	1.00	1.00	1.00	1.00
<b>Total</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>

## Program Description

1000.107.4105.50      ACCOUNTING

The Clerk & Recorder/Election Administrator (C&R/EA) serves in an elected four-year term capacity in a highly complex and multi-faceted position. The clerk serves as the ex-officio clerk of the council of Commissioners, ex-officio recorder of all documents recorded and/or filed. In this program, the (C&R/EA) processes all vouchers and warrants as approved by the Council of Commissioners' Finance & Budget Committee. This responsibility includes filing every voucher and its related documentation for retention monitoring and eventual disposal per the State's records retention and disposal guidelines.

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## Goals & Objectives

- Monitoring budgets to ensure efficient line-item expenditures, processing transfer requests as needed
- Ensure accurate and timely processing of all claims and the warrants processed on a weekly basis
- Work closely with the Finance & Budget Dept. to ensure efficient processing of claims
- Provide Council's Finance & Budget Committee information as required or requested
- Maintain, store and archive or purge claims as allowed by law and directed by the State
- Assist with claim retrieval for audit research as requested by F&B Director or external auditors
- Maintain records of expenditure approvals as processed weekly for efficient retrieval as needed

## Program Description

1000.107.4106.01 ELECTIONS

The Clerk and Recorder/Election Administrator (C&R/EA) role as the ex-officio election administrator has evolved into an ever-increasing and complex position of responsibility, ensuring fair campaign practices and efficient conduct of elections. This function has changed dramatically under a federal mandate of the Help America Vote Act (HAVA) including maintenance of the county's voter registration database through the office of the MT Secretary of State. The (C&R/EA), his/her Chief Deputy and other selected staff must go through a bi-annual elections training seminar conducted by the State of Montana. Elections are primarily staffed by persons hired on a temporary basis for each election cycle. The C&R/EA must monitor, plan, schedule, train other staff and judges for all federal, state, county, Walkerville municipal, water/sewer districts and volunteer fire departments elections.

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## Goals & Objectives

- Communicate with council all election mandates and budgetary impacts
- Ensure B-SB has certified, efficient election equipment to conduct elections
- Assist candidates with filing regulations and processes
- Monitor all voting entities for upcoming elections
- Provide necessary voter listings and registers to local school districts
- Ensure hiring and training of adequate number of election judges
- Pursue matching grants for procedural improvements
- Develop historical index of local elected officials
- Continue as legislative participant in lobbying State Legislature to maintain and improve the integrity of the election process
- Encourage voter registration throughout the year(s) with various civic and educational groups and the general public
- Educate the voting public on upcoming election candidates and issues
- Continue to look for improved efficiencies for the election process

## Program Description

1000.107.4109.01 RECORDS ADMINISTRATION

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

In this arena, the office is responsible for records preservation, accomplished through a separate fund mandated under state law as a fee charged for documents recorded/filed in the office. These funds are the main support on irreplaceable records preservation, protecting and preserving critical documents of historic value. Without these funds, critical historic records would be in jeopardy and preservation efforts would be halted.

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## Goals & Objectives

- Communicate with Council federal & state unfunded mandates and budgetary impacts
- Ensure accurate and timely recordations and filings; also document return to customers
- Educate customer base on document standards mandate of the Legislature
- Continue efforts to preserve original birth and death records into approved archival materials
- Accumulate records preservation funds for purchase of document indexing system
- Preservation of the "permanent files" database
- Develop database of all Council-passed Resolutions and Ordinances
- Continue annual review of stored records to determine whether to be archived or purged according to the State Records Preservation Program.

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 331,203	\$ 379,951	\$ 434,513	\$ 304,832	\$ (129,681)	-30%
OPERATING EXPENDITURES	136,666	147,319	209,100	188,429	(20,671)	-10%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	59,495	55,000	83,685	28,685	52%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 467,869</b>	<b>\$ 586,765</b>	<b>\$ 698,613</b>	<b>\$ 576,946</b>	<b>\$ (121,667)</b>	<b>-17%</b>
<b>FUNDING SUMMARY</b>						
1000 GENERAL FUND	\$ 467,869	\$ 586,765	\$ 698,613	\$ 576,946	\$ (121,667)	-17%
<b>TOTAL</b>	<b>\$ 467,869</b>	<b>\$ 586,765</b>	<b>\$ 698,613</b>	<b>\$ 576,946</b>	<b>\$ (121,667)</b>	<b>-17%</b>

**Staffing Summary**

<b>Title</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Budgeted FY 2008</b>	<b>Recommended FY 2009</b>
Chief Deputy Clerk and Recorder	1.00	1.00	1.00	1.00
Clerk and Recorder	1.00	1.00	1.00	1.00
Delinquent Property Clerk			1.00	
Deputy Clerk	3.00	3.00	3.00	3.00
Help-Extra	-	-	-	-
Land Records Assistant	1.00	1.00	1.00	
Land Records Clerk		1.00		
Land Records Director	1.00	1.00	1.00	
<b>Total</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>5.00</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Budget monitor to ensure underspending @ y/e	15%	10%	7%	7%
2 . Ensure accurate and timely processing of weekly warrants; maintain expenditure approval lists	100%	100%	100%	100%
3 . Monitor storage, archival or purging of financial records	100%	100%	100%	100%
4 . Maintain/reduce # of election judges needed	12%	23%	100%	100%
5 . Increase active voter base by 5%	3%	4%	5%	5%
6 . Ensure accurate & timely recordations and filings	12%	12%	10%	10%
7 . Preservation of original Birth/Death records	6%	6%	15%	15%
8 . Accrue Records Preservation Funds for ongoing projects	28%	51%	25%	25%

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

## Workload Indicator

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Claims warrants processed	12,282	12,800	13,600	13,600
2 . Combined budgets underspent @ year-end	63,796	39,600	15,000	15,000
3 . Documents recorded	11,700	13,200	15,000	15,000
4 . Certified birth certificates issued	2,937	3,200	3,400	3,400
5 . Certified death certificates issued	2,008	2,400	2,500	2,500
6 . Birth/Death Certificates preserved in archival materials	7,000	4,900	15,000	15,000
7 . Documents filmed, indexed & returned	11,700	13,200	15,000	15,000

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

## Program Description

The purpose of the Auditor's Office is to provide the City and County of Butte-Silver Bow with an internal auditing capacity. The Auditor is required by law to examine all accounts and payrolls of Butte-Silver Bow. Internal Audits are also required of certain smaller school districts within the county. The Auditor distributes the Butte-Silver Bow payroll to employees. The Auditor also maintains a petty cash account for use by offices within the Courthouse.

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FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 53,596	\$ 55,450	\$ 57,709	\$ 66,367	\$ 8,658	15%
OPERATING EXPENDITURES	3,510	3,653	4,288	4,513	225	5%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 57,106</b>	<b>\$ 59,103</b>	<b>\$ 61,997</b>	<b>\$ 70,880</b>	<b>\$ 8,883</b>	<b>14%</b>

FUNDING SUMMARY

1000 GENERAL FUND	\$ 57,106	\$ 59,103	\$ 61,997	\$ 70,880	\$ 8,883	14%
<b>TOTAL</b>	<b>\$ 57,106</b>	<b>\$ 59,103</b>	<b>\$ 61,997</b>	<b>\$ 70,880</b>	<b>\$ 8,883</b>	<b>14%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Auditor	1.00	1.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

## Program Description

The Treasurer serves as custodian for all public funds within the City and County of Butte-Silver Bow. The activities of the office include collection of real and personal property taxes; motor vehicle, business and animal licensing; distribution of tax collections among the various applicable jurisdictions within the county; investment of idle government funds; and various reporting functions.

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FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 378,928	\$ 396,422	\$ 421,284	\$ 436,465	\$ 15,181	4%
OPERATING EXPENDITURES	90,041	83,189	92,581	96,581	4,000	4%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 468,969</b>	<b>\$ 479,611</b>	<b>\$ 513,865</b>	<b>\$ 533,046</b>	<b>\$ 19,181</b>	<b>4%</b>

FUNDING SUMMARY

1000 GENERAL FUND	\$ 468,969	\$ 479,611	\$ 513,865	\$ 533,046	\$ 19,181	4%
<b>TOTAL</b>	<b>\$ 468,969</b>	<b>\$ 479,611</b>	<b>\$ 513,865</b>	<b>\$ 533,046</b>	<b>\$ 19,181</b>	<b>4%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Chief Deputy Treasurer	1.00	1.00	1.00	1.00
Clerk I				0.50
Clerk II	3.00	3.00	3.00	5.00
Deputy Clerk	4.00	3.00	3.00	2.00
Help-Temporary	-	-	-	-
Tax Clerk		1.00	1.00	
Treasurer	1.00	1.00	1.00	1.00
<b>Total</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.50</b>

## Program Description

The objective of the County Attorney's Office is to prosecute criminal cases within the City and County of Butte-Silver Bow, and to serve as legal advisor to the local government's, State and School Districts' governing bodies.

The activities of the office include: prosecution of criminal and civil cases in the City Court, Justice Courts, District Courts, Juvenile Courts and representing the City and County on all criminal and civil appeals to the Montana Supreme Court and the Federal Courts. The County Attorney must also issue legal opinion upon submission of an authoritative request. In addition, this office investigates various consumer protection problems. The office also handles certain victim abuse complaints and family violence.

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FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 570,323	\$ 554,810	\$ 651,418	\$ 724,692	\$ 73,274	11%
OPERATING EXPENDITURES	59,412	68,878	78,436	87,851	9,415	12%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	516	-	-	2,100	2,100	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 630,251</b>	<b>\$ 623,688</b>	<b>\$ 729,854</b>	<b>\$ 814,643</b>	<b>\$ 84,789</b>	<b>12%</b>

FUNDING SUMMARY

1000 GENERAL FUND	\$ 630,251	\$ 623,688	\$ 729,854	\$ 814,643	\$ 84,789	12%
<b>TOTAL</b>	<b>\$ 630,251</b>	<b>\$ 623,688</b>	<b>\$ 729,854</b>	<b>\$ 814,643</b>	<b>\$ 84,789</b>	<b>12%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Chief Deputy County Attorney	1.00	1.00	1.00	1.00
County Attorney	1.00	1.00	1.00	1.00
Deputy County Attorney	4.00	4.00	4.00	4.00
Legal Assistant	2.00	2.00	2.00	2.00
Rsrv Intern	1.00	1.00		
Secretary	0.50	0.50	1.00	1.00
<b>Total</b>	<b>9.50</b>	<b>9.50</b>	<b>9.00</b>	<b>9.00</b>

## Program Description

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

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

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FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 197,349	\$ 222,302	\$ 243,591	\$ 257,832	\$ 14,241	6%
OPERATING EXPENDITURES	20,232	21,126	22,005	22,005	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 217,581</b>	<b>\$ 243,428</b>	<b>\$ 265,596</b>	<b>\$ 279,837</b>	<b>\$ 14,241</b>	<b>5%</b>

FUNDING SUMMARY

1000 GENERAL FUND	\$ 217,581	\$ 243,428	\$ 265,596	\$ 279,837	\$ 14,241	5%
<b>TOTAL</b>	<b>\$ 217,581</b>	<b>\$ 243,428</b>	<b>\$ 265,596</b>	<b>\$ 279,837</b>	<b>\$ 14,241</b>	<b>5%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Clerical	0.50	0.50		
Clerk I			0.50	
Justice of Peace	2.00	2.00	2.00	2.00
Secretary	2.00	2.00	2.00	3.00
<b>Total</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>5.00</b>

## Program Description

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

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

- **Regular Inspections of all Buildings** This is important in the prevention of malfunctions or safety mishaps.
- **Provide Service to Building's Occupants** This not only is providing the occupant the normal activities of operation, such as snow removal, custodial duties, and other building maintenance requirements, but when funding and procedure are followed we can also perform office remodels, or other projects.
- **Maintain Boiler Licenses** Butte-Silver Bow County has 2 employees who are properly licensed for boiler maintenance. This is designed to make the department more efficient and eliminate excessive contracted services in this area.
- **Locate and Obtain Proper Professionals When Needed** Many large projects require contracting with an outside agency. Proper liability insurance is required. Professional tradesmen can perform elevator upgrades, roofing, HVAC control, etc. more efficiently and this contributes to less down time.
- **Provide Training for Staff** This is important to lessen our need of using contracted services
- **Provide Qualified Staff to Aid in Remodeling Projects**
- **Provide Staff to Assist in Moving Office Equipment and Records throughout the County**
- **Provide 24 hour/7 days a week service to the Detention Center and 9-1-1- Center**

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## Goals & Objectives

- Provide optimum quantity and quality of maintenance service, safely, on time, and at a reasonable cost
- Comply with all insurance and safety requirements
- Complete approved work orders in a timely fashion
- Facilitate building upgrades while supporting Johnson Controls, Inc. report
- Enhance quality control program
- Continue safe, efficient operations
- Educate all departments on our responsibilities and abilities
- Operate all functions within budget

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 398,460	\$ 444,663	\$ 466,058	\$ 495,390	\$ 29,332	6%
OPERATING EXPENDITURES	252,023	231,181	325,065	392,089	67,024	21%
DEBT SERVICES	114,642	117,029	127,176	93,586	(33,590)	-26%
CAPITAL OUTLAY	-	-	175,000	8,540	(166,460)	-95%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 765,125</b>	<b>\$ 792,873</b>	<b>\$ 1,093,299</b>	<b>\$ 989,605</b>	<b>\$ (103,694)</b>	<b>-9%</b>

**FUNDING SUMMARY**

1000 GENERAL FUND	\$ 625,951	\$ 602,796	\$ 718,847	\$ 752,940	\$ 34,093	5%
5711 COMMUNITY FACILITIES	93,006	132,174	303,863	132,966	(170,897)	-56%
6010 CENTRAL EQUIPMENT	46,168	57,903	70,589	103,699	33,110	47%
<b>TOTAL</b>	<b>\$ 765,125</b>	<b>\$ 792,873</b>	<b>\$ 1,093,299</b>	<b>\$ 989,605</b>	<b>\$ (103,694)</b>	<b>-9%</b>

**Staffing Summary**

<b>Title</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Budgeted FY 2008</b>	<b>Recommended FY 2009</b>
Bldg Mngr/Engineer		1.00	1.00	1.00
Engineer			1.00	0.40
Engineer-Temp		0.25		
Facilities Manager	1.00			
Help-Extra	-	-	-	-
Janitor	5.50	4.00	2.50	
Overtime Pay	-	-	-	-
Painter	1.25	1.25	1.25	1.25
Service Employee II			1.00	5.80
Watchman	1.00	1.00		
<b>Total</b>	<b>8.75</b>	<b>7.50</b>	<b>6.75</b>	<b>8.45</b>

## 2009 Budget Highlights

- Asbestos removal at the Civic Center and Courthouse.
- Elevator Modernization at the Courthouse.
- Energy Conservation upgrades and retrofit in all Government Buildings.
- Remodeling of the Health Department.

Performance Measures & Workload Indicators

**Performance Measures**

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Preventative maintenance conducted Daily Maintenance (hours) Boiler check (hours)	Data to be established in future years.			
2 . Custodial ability to complete tasks	100%	100%	100%	100%
3 . Snow removal (# of hours) based on 1st half of 2006	85%	90%	90%	95%
4 . Work Orders Completed	90%	90%	95%	100%
5 . Inspectin of facilities and grounds	100%	100%	100%	100%

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

**Workload Indicator**

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Number of Work Orders Received through office	400	600	620	800
2 . Snow removal (# of hrs)	140	160	160	160
3 . On call emergencies (hrs)	25	25	26	30
4 . Preventative maintenance checks # of hours Boiler checks	720	720	720	720
5 . Weekend & Holiday building checks	110	110	110	110
6 . Phone Contacts	1,900	2,100	2,200	2,300

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

## Program Description

The objective of the Superintendent of Schools, an elected position, is to provide general supervision for county public schools within Silver Bow County and perform many general administrative duties including, but not limited to:

- perform fiscal responsibilities including,
  - calculating school budget revenues,
  - computing tax levies,
  - apportioning monthly direct state aid payments,
  - special education payments,
  - county mill levy revenue to respective districts,
  - monitor expenditures and account balances,
- assist trustees whenever necessary or upon request,
- maintain current and complete record of certificates of school personnel,
- the Superintendent is chairman of County Transportation Committee, which approves all school bus routes, individual transportation contracts.
- the Superintendent acting as a hearing officer shall hear and decide all matters of controversy in the county as a result of decisions of the trustees of a district in the county.

Increased Federal involvement in education has brought with it rules, regulations and duties which are new to the position. The Superintendent is the authorized representative for the rural schools in the application for grant money to both State and Federal Agencies. He is responsible for ordering, distributing, and providing guidance in the administration of the required standardized tests and any additional duties required by the Federal "No Child Left Behind Act".

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## Goals & Objectives

- Continue to meet the demands of State and Federal government by upgrading our technology capabilities and equipment.
- Continue working with and supporting the relationship with all schools in Butte Silver Bow and particularly the rural schools.
- Continue to work with the Montana Small School Association in providing a high level of professional development for the rural schools.
- Continue to provide guidance and assistance in the administration of required standardized testing and teacher evaluations.
- Continue registration of teacher licensure as required by law.
- Maintain adequate files and data on school bus drivers' information.
- Continue active participation in service to state and local programs; i.e. Montana Association County School Superintendents, Montana Small School Alliance, Great Divide Education Association, Foster Care Review, and Youth Placement Committee.
- Monitor rural schools for compliance with Adequate Yearly Progress and Accreditation Standards;
- Work with home schools to continue to maintain the mutual trust and cooperative relationship currently in place.

FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 96,518	\$ 107,309	\$ 115,676	\$ 122,119	\$ 6,443	6%
OPERATING EXPENDITURES	5,512	6,303	7,296	7,296	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 102,030</b>	<b>\$ 113,612</b>	<b>\$ 122,972</b>	<b>\$ 129,415</b>	<b>\$ 6,443</b>	<b>5%</b>

FUNDING SUMMARY

1000 GENERAL FUND	\$ 102,030	\$ 113,612	\$ 122,972	\$ 129,415	\$ 6,443	5%
<b>TOTAL</b>	<b>\$ 102,030</b>	<b>\$ 113,612</b>	<b>\$ 122,972</b>	<b>\$ 129,415</b>	<b>\$ 6,443</b>	<b>5%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Deputy Clerk	1.00	1.00	1.00	1.00
Superintendent of Schools	1.00	1.00	1.00	1.00
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . The Office of Superintendent of Schools will maintain it's high level of professional services to the schools and taxpayers of Butte Silver Bow.	100%	100%	100%	100%
2 . The County Superintendent of Schools will continue to work with all other County offices.	100%	100%	100%	100%
3 . The County Superintendent of Schools will continue its high level of cooperation with relationship with the School Boards, Administrators, Teachers and Student of all schools in Butte Silver Bow.	100%	100%	100%	100%
4 . Each of the rural schools has achieved adequate yearly progress in compliance with federal law. Each rural school has met full accreditation standards in the past several years.	100%	100%	100%	100%

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

## Workload Indicator

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Home schools				
2 . Elem			61	61
3 . High School			19	19
4 . Private Schools				
5 . Elem			314	314
6 . High School			132	132
7 . Butte Silver Bow Public System				
8 . Elem			3,096	3,096
9 . High School			1,565	1,565
10 . Certified Personnel			300	300
11 . Bus Drivers			28	28

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

## Program Description

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

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## Goals & Objectives

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

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

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

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

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

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

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

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

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 401,529	\$ 289,428	\$ 379,640	\$ 432,208	\$ 52,568	14%
OPERATING EXPENDITURES	247,236	235,394	1,899,756	1,730,629	(169,127)	-9%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	2,142,749	232,337	3,509,455	4,060,425	550,970	16%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 2,791,514</b>	<b>\$ 757,159</b>	<b>\$ 5,788,851</b>	<b>\$ 6,223,262</b>	<b>\$ 434,411</b>	<b>8%</b>

**FUNDING SUMMARY**

1000 GENERAL FUND	\$ 266,927	\$ 269,666	\$ 460,697	\$ 454,811	\$ (5,886)	-1%
2383 ARCO HISTORIC PRESERVATION	-	9,154	194,174	271,827	77,653	40%
2389 PIT WATCH	6,057	3,815	13,600	15,600	2,000	15%
2393 PLANNING FUND	173,513	(1,242)	310,830	386,990	76,160	25%
2396 & 2857 NRDP GREENWAY PROJECT	2,159,758	292,405	4,032,199	3,979,718	(52,481)	-1%
2856 DNRC GRANTS	135,615	9,541	466,176	376,645	(89,531)	-19%
2860 LAND PLANNING	4,310	3,714	4,886	1,450	(3,436)	-70%
2956 CTEP	28,974	132,647	244,700	636,944	392,244	160%
6035 GIS OPERATIONS	16,360	37,459	61,589	99,277	37,688	61%
<b>TOTAL</b>	<b>\$ 2,791,514</b>	<b>\$ 757,159</b>	<b>\$ 5,788,851</b>	<b>\$ 6,223,262</b>	<b>\$ 434,411</b>	<b>8%</b>

**Staffing Summary**

<b>Title</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Budgeted FY 2008</b>	<b>Recommended FY 2009</b>
Assist Comm Dev Dir	0.50	0.50		
Assistant Director	1.00	1.00	1.00	1.00
Assistant Planning Director			0.50	0.50
Building Official	0.20	0.20	0.20	0.20
Central Serv Director	0.02			
Director	0.65	0.65	0.65	0.65
Envir Health Srv Adm	0.13			
GIS Specialist		0.50	0.50	0.50
GIS Tech	1.00			
Intern	0.25	0.72		
Maint Tech			0.08	
Maint Tech/Laborer	0.75			
Permit & Lic Prg Dir	0.45			
Pollution Cntrl Dir	0.25			
Prpty Mgr/Prsrv Liaison				1.00
Reclamation Laborer				0.33
Reclamation Specialist	1.12	0.12		
Reclamation Tech	0.31	0.06		
Secretary	1.00	1.00	1.00	1.00
Senior Planner			1.00	1.00
Special Projects Planner		0.35	1.00	
Sr Planner	1.00	1.00		
<b>Total</b>	<b>8.62</b>	<b>6.09</b>	<b>5.93</b>	<b>6.18</b>

## Program Description

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

## FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 6,852	\$ 7,212	\$ 8,000	\$ 8,000	\$ -	0%
OPERATING EXPENDITURES	1,451	1,424	1,670	1,670	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 8,303</b>	<b>\$ 8,636</b>	<b>\$ 9,670</b>	<b>\$ 9,670</b>	<b>\$ -</b>	<b>0%</b>

## FUNDING SUMMARY

1000 GENERAL FUND	\$ 8,303	\$ 8,636	\$ 9,670	\$ 9,670	\$ -	0%
<b>TOTAL</b>	<b>\$ 8,303</b>	<b>\$ 8,636</b>	<b>\$ 9,670</b>	<b>\$ 9,670</b>	<b>\$ -</b>	<b>0%</b>

Program Description

The Land Records Department was established as a result of the Study Commission recommendations in November, 1996. This office was previously under the Clerk & Recorder and is funded by the vacated Deputy position in the Clerk & Recorders Office and Secretary/Clerk position in Delinquent Property. The operations of the department will be covered by the GIS department and an internal agency agreement with the Montana Department of Administration, Information Services Division. Butte-Silver Bow will be responsible to provide services to automate land records in a four-county area, using GIS and related computer applications.

**FINANCIAL SUMMARY**

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	153,843	\$ 153,843	0%
OPERATING EXPENDITURES	-	-	-	39,216	39,216	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>193,059</b>	<b>\$ 193,059</b>	<b>0%</b>

**FUNDING SUMMARY**

1000 GENERAL FUND	\$ -	\$ -	\$ -	193,059	\$ 193,059	0%
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>193,059</b>	<b>\$ 193,059</b>	<b>0%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Delinquent Property Clerk				1.00
Land Records Assistant				1.00
Land Records Director				1.00
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3.00</b>

## Program Description

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

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

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

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## Goals & Objectives

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

FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 117,007	\$ 131,089	\$ 176,755	\$ 186,114	\$ 9,359	5%
OPERATING EXPENDITURES	13,827	14,235	21,047	21,047	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 130,834</b>	<b>\$ 145,324</b>	<b>\$ 197,802</b>	<b>\$ 207,161</b>	<b>\$ 9,359</b>	<b>5%</b>

FUNDING SUMMARY

1000 GENERAL FUND	\$ 130,834	\$ 145,324	\$ 197,802	\$ 207,161	\$ 9,359	5%
<b>TOTAL</b>	<b>\$ 130,834</b>	<b>\$ 145,324</b>	<b>\$ 197,802</b>	<b>\$ 207,161</b>	<b>\$ 9,359</b>	<b>5%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
City Judge	1.00	1.00	1.00	1.00
Clerk I	2.00	2.00	3.00	
Clerk II				3.00
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . The public is assured daily access to City Court every Monday through Friday.	100%	100%	100%	100%
2 . Collect fines on a daily basis and outstanding payments due the court are turned over to Collection Bureau Services for processing.	100%	100%	100%	100%
3 . Citations received from the Law Enforcement Agency and criminal complaints from the County Attorney's Office are docketed daily.	100%	100%	100%	100%
4 . Trials and hearings are set in a timely matter with notices being sent to the County Attorney's Office, the defendants and their legal counsel.	100%	100%	100%	100%

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

Workload Indicator

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Court Citations	6,024	6,039	6,277	7,000
2 . Court Complaints	926	1,047	1,073	1,500
3 . Complaints Disposed				
- Bond Forfeited	64	79	99	300
- Guilty	574	625	701	900
4 . Citations Disposed				
- Bond Forfeited	1,044	1,082	958	1,100
- Guilty	2,153	2,446	2,814	3,000
5 . Judge Trial Requests	600	697	791	1,000
6 . Judge Trials Held	280	300	400	500

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

Program Description

The District Courts maintain a Law Library for the court's and the public's benefit.

**FINANCIAL SUMMARY**

	<u>Actual FY2006</u>	<u>Actual FY2007</u>	<u>Budget FY2008</u>	<u>Recommended FY 2009</u>	<u>Increase (Decrease)</u>	<u>Percent Change</u>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	40,732	39,987	49,659	49,659	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 40,732</b>	<b>\$ 39,987</b>	<b>\$ 49,659</b>	<b>\$ 49,659</b>	<b>\$ -</b>	<b>0%</b>

**FUNDING SUMMARY**

2180 DISTRICT COURTS	40,732	39,987	49,659	49,659	-	0%
<b>TOTAL</b>	<b>\$ 40,732</b>	<b>\$ 39,987</b>	<b>\$ 49,659</b>	<b>\$ 49,659</b>	<b>\$ -</b>	<b>0%</b>

Program Description

The District Judges adjudicate and manage the affairs of the two District Courts and the Law Library. The majority of the costs associated with these operations are state funded.

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	7,567	5,157	8,089	8,089	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 7,567</b>	<b>\$ 5,157</b>	<b>\$ 8,089</b>	<b>\$ 8,089</b>	<b>\$ -</b>	<b>0%</b>

**FUNDING SUMMARY**

2180 DISTRICT COURTS	7,567	5,157	8,089	8,089	-	0%
<b>TOTAL</b>	<b>\$ 7,567</b>	<b>\$ 5,157</b>	<b>\$ 8,089</b>	<b>\$ 8,089</b>	<b>\$ -</b>	<b>0%</b>

Program Description

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

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	45,750	65,628	70,750	70,750	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 45,750</b>	<b>\$ 65,628</b>	<b>\$ 70,750</b>	<b>\$ 70,750</b>	<b>\$ -</b>	<b>0%</b>

**FUNDING SUMMARY**

2180 DISTRICT COURTS	45,750	65,628	70,750	70,750	-	0%
<b>TOTAL</b>	<b>\$ 45,750</b>	<b>\$ 65,628</b>	<b>\$ 70,750</b>	<b>\$ 70,750</b>	<b>\$ -</b>	<b>0%</b>

## Program Description

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

### FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 293,290	\$ 333,302	\$ 347,946	\$ 357,984	\$ 10,038	3%
OPERATING EXPENDITURES	193,698	149,089	270,708	270,708	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 486,988</b>	<b>\$ 482,391</b>	<b>\$ 618,654</b>	<b>\$ 628,692</b>	<b>\$ 10,038</b>	<b>3%</b>

### FUNDING SUMMARY

2180 DISTRICT COURTS	486,988	482,391	618,654	628,692	10,038	2%
<b>TOTAL</b>	<b>\$ 486,988</b>	<b>\$ 482,391</b>	<b>\$ 618,654</b>	<b>\$ 628,692</b>	<b>\$ 10,038</b>	<b>2%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Chief Deputy Clerk of Court	1.00	1.00	1.00	1.00
Clerk of Court	1.00	1.00	1.00	1.00
Deputy Clerk	5.00	5.00	5.00	5.00
Help-Summer	-	-	-	-
<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

## Program Description

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

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## Goals & Objectives

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

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ 127,963	\$ 135,422	\$ 126,773	\$ (8,649)	-6%
OPERATING EXPENDITURES	-	25,029	32,973	54,953	21,980	67%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ -</b>	<b>\$ 152,992</b>	<b>\$ 168,395</b>	<b>\$ 181,726</b>	<b>\$ 13,331</b>	<b>8%</b>

**FUNDING SUMMARY**

2252 ARCO SUPERFUND	-	97,875	112,200	125,649	13,449	12%
2276 PLANNING/ARCO FUND	-	55,117	56,195	56,077	(118)	0%
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 152,992</b>	<b>\$ 168,395</b>	<b>\$ 181,726</b>	<b>\$ 13,331</b>	<b>8%</b>

**Staffing Summary**

<b>Title</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Budgeted FY 2008</b>	<b>Recommended FY 2009</b>
Assistant Health Director		0.15	0.15	0.20
Central Serv Director		0.02		
Env Health Specialist				0.40
Envir Health Srv Adm		0.10	0.10	
GIS Manager		1.00	1.00	1.00
GIS Specialist		0.50	0.50	0.50
Permit & Lic Prg Dir		0.40	0.40	
Reclamation Specialist		0.25	0.25	
<b>Total</b>	<b>-</b>	<b>2.42</b>	<b>2.40</b>	<b>2.10</b>

## Program Description

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

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## Goals & Objectives

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

**FINANCIAL SUMMARY**

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 48,180	\$ 49,859	\$ 51,994	\$ 54,228	\$ 2,234	4%
OPERATING EXPENDITURES	29,419	29,942	30,350	30,350	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 77,599</b>	<b>\$ 79,801</b>	<b>\$ 82,344</b>	<b>\$ 84,578</b>	<b>\$ 2,234</b>	<b>3%</b>

**FUNDING SUMMARY**

2401-2500 COMBINED SIDS	77,599	79,801	82,344	84,578	2,234	3%
<b>TOTAL</b>	<b>\$ 77,599</b>	<b>\$ 79,801</b>	<b>\$ 82,344</b>	<b>\$ 84,578</b>	<b>\$ 2,234</b>	<b>3%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Lands Record Analyst	1.00	1.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

## Program Description

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

### FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 91,049	\$ 120,111	\$ 169,681	\$ 179,439	\$ 9,758	6%
OPERATING EXPENDITURES	62,271	69,135	151,030	111,030	(40,000)	-26%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	1,000,000	1,000,000	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 153,320</b>	<b>\$ 189,246</b>	<b>\$ 320,711</b>	<b>\$ 1,290,469</b>	<b>\$ 969,758</b>	<b>302%</b>

### FUNDING SUMMARY

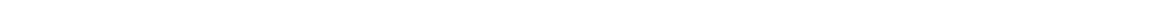
1000 GENERAL FUND	\$ 153,320	\$ 189,246	\$ 320,711	\$ 290,469	\$ (30,242)	-9%
4040 CAPITAL IMPROVEMENTS	-	-	-	1,000,000	1,000,000	0%
<b>TOTAL</b>	<b>\$ 153,320</b>	<b>\$ 189,246</b>	<b>\$ 320,711</b>	<b>\$ 1,290,469</b>	<b>\$ 969,758</b>	<b>302%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Assessor	1.00	1.00	1.00	1.00
Employee Associated Cost	-	-	-	-
Secretary	0.06	0.11	0.11	0.11
<b>Total</b>	<b>1.06</b>	<b>1.11</b>	<b>1.11</b>	<b>1.11</b>



PUBLIC SAFETY



## Program Description

The Butte-Silver Bow Law Enforcement Department (BSB LED) is a full-service consolidated police and sheriff organization including uniformed patrol operations; criminal investigations; records/business office/public reception and emergency dispatch including city and county-wide police/sheriff, fire, and medical 911 emergency communications. The BSB LED operates to engage both the community and staff in strategic problem solving to reduce crime, disorder, public nuisance and traffic safety problems. The BSB LED values diversity and strives to recruit and retain a diverse and well-educated work force. To accomplish its mission, the BSB LED also maintains collaboration with other community groups, committees, and other agency task forces. The BSB LED provides the city and county with protection of lives and property, and works to provide a safe and secure environment for all persons in this community to live and work.

The BSB LED is comprised of multi-faceted programs in the following divisions: Operations, Investigations, 911 Dispatch, Administration, and Administrative Support as well as the Butte-Silver Bow Detention Center. BSB LED work involves patrolling an assigned area for response to apprehending observed violators committing offenses, investigating violations or complaints in order to assess and handle cases, collection and preservation of evidence and the chain of custody, testifying in court proceedings and performing related work as well as the service of civil papers. BSB LED Police officers are represented by the Butte-Police Protective Association (BPPA) union. The Sheriff's mission is to protect life and property from criminal activity and maintain the public peace and safety by enforcing the law. The activities of this agency include: arresting people committing (or attempting to commit) public offenses; serving legal papers on Butte-Silver Bow residents; suppressing breaches of the peace, riots and insurrections; crime prevention activities; patrolling the community; crime investigation; testifying in court proceedings; and administering various community relation programs.

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## Goals & Objectives

- To provide a safe and secure environment for the citizens of Butte-Silver Bow; to serve and safeguard all persons and ensure the quality of life for all through effective and efficient delivery of Sheriff and Police services, dispatch and detention services; provide appropriate leadership for the development of additional resources, technology and strategies to ensure efficient response to public safety issues in the community;
- To complete the Fiscal Year budgets under the approved budget while meeting the department's mission;
- To pursue other revenue and outside funding sources to further enhance goals/objectives of BSB LED;
- To provide professional communication services to our police and fire personnel as well as outside customers who phone for assistance; receive, process and dispatch both emergency and non-emergency calls for Police/Fire/EMS Services; to realize a commitment from the BSB Council of Commissioners to establish a firm number of 911 dispatchers while considering the number of calls for service in BSB;
- To realize a commitment from the BSB Council of commissioners to establish a firm number of sworn police officers based on the average Montana standard ratio of police department, with a population of 25,000-49,999 officers per 1,000 population in order to best serve and protect the citizens of BSB;

- To conduct thorough follow-up investigations on criminal cases, identify and arrest suspects charged with perpetrating crimes according to the local, state and federal laws to enhance the quality of life for citizens and visitors in Butte-Silver Bow; proactively impact illegal substance activity in BSB;
- To provide police patrol services to include the patrol and observation of residential and business areas, respond to calls for police service, preliminary investigations of those calls, follow-up investigations of minor crimes, enforcement of traffic violations, investigation and reporting of vehicle crashes, collect and preserve evidence, arrest offenders, prepare of reports, testify in court to improve the quality of life for BSB citizens;
- To increase the motoring public's awareness, including police visible presence, regarding their responsibilities when operating a motor vehicle; initiate DUI and traffic enforcement in areas identified by number of accidents and citizens' complaints thereby improving the public safety of BSB citizens;
- To provide information on sexual and violent offenders to alert residents of their location in Butte-Silver Bow;
- To identify and provide specific training to department personnel; to maintain recruiting standards;
- To operate and provide police officers for the School Resource Officer Program in Butte-Silver Bow;
- To perform the inmate booking process for local, state, and federal agencies and safely house and supervise pretrial and sentenced inmates within constitutional and regulatory standards maintaining an average daily inmate census within the detention system operating capacity;
- Provide timely civil and court process services; Ensure efficient records and evidence processing/retention;

## FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 5,439,438	\$ 6,201,192	\$ 6,721,139	\$ 6,985,528	\$ 264,389	4%
OPERATING EXPENDITURES	983,382	955,967	1,137,632	1,226,273	88,641	8%
DEBT SERVICES	895,280	900,842	913,287	917,087	3,800	0%
CAPITAL OUTLAY	36,459	135,434	189,907	104,932	(84,975)	-45%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 7,354,559</b>	<b>\$ 8,193,435</b>	<b>\$ 8,961,965</b>	<b>\$ 9,233,820</b>	<b>\$ 271,855</b>	<b>3%</b>

## FUNDING SUMMARY

1000 GENERAL FUND	\$ 6,270,063	\$ 7,027,987	\$ 7,679,040	\$ 7,926,507	\$ 247,467	3%
2850 911 EMERGENCY SVS	180,996	173,963	356,053	384,626	28,573	8%
3110 LED CNTR & ADMIN PROJECT	896,480	901,542	914,787	918,587	3,800	0%
4110 LEA DET CNTR&ADMIN COSTS	7,020	89,943	12,085	4,100	(7,985)	-66%
<b>TOTAL</b>	<b>\$ 7,354,559</b>	<b>\$ 8,193,435</b>	<b>\$ 8,961,965</b>	<b>\$ 9,233,820</b>	<b>\$ 271,855</b>	<b>3%</b>

## Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
911 Coordinator	1.00	1.00	1.00	1.00
Admin Supp/Tax Dpty	8.00	1.00		
Administrative Staff		7.00	8.00	8.00
Captain	3.00	3.00	3.00	3.00
Confirmed Officer	19.00	21.00	20.00	22.00
Cook Attendant			1.00	2.00
Det Supervisor	1.00	1.00		
Detective	4.00	1.00		3.00
Detective/Lieutenant		2.00	2.00	1.00
Detective/Sergeant	3.00	3.00	3.00	2.00
Detention Officer	22.00	23.00	23.00	23.00
Detention Officer/Sergeant	4.00	4.00	3.00	3.00
Detention Officer/Supervisor			1.00	1.00
Dispatcher	9.00	9.00	9.00	9.00
Kitchen Staff		4.00	4.00	3.00
Kitchen Staff-Cook	3.00			
Kitchen/Laundry Superv	1.00			
Lieutenant	2.00	3.00	3.00	3.00
Non-Confirmed Officer	5.00	6.00	7.00	6.00
Sergeant	5.00	6.00	6.00	5.00
Sheriff	1.00	1.00	1.00	1.00
Undersheriff	1.00	1.00	1.00	1.00
<b>Total</b>	<b>92.00</b>	<b>97.00</b>	<b>96.00</b>	<b>97.00</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Avg. Response time of officers (entire county including Melrose, Divide, Ramsey, Fairmont, Walkerville, 9-mile)	10.19	9.43	9.28	9.63
2 . Case Clearance Rate of 70% or more	81%	81%	80%	81%
3 . Keep fiscal year budget under approved budget	100%	100%	100%	100%
4 . Inmate Boarding Fees collected from outside agencies	\$417,788	\$365,962	\$206,959	\$330,236
5 . Medical reimbursement fees collected from Inmates	\$1,499	\$3,493	\$3,474	\$2,822
6 . #Calls for Service resulting in officer on scene	27,358	27,798	30,132	28,429
7 . #Calls for Service resulting in officer on scene 1-14 min.	19,177	19,531	21,133	19,947
8 . #Calls for Service resulting officer on scene 15-60+ min	8,181	8,267	8,999	8,482
9 . Average time of officer on scene	17.71	16.70	16.45	16.95
10 . Open Door Policy for LED personnel to Office of Sheriff	100%	100%	100%	100%
11 . #DUI Violations	285	277	293	285
12 . #MIP Violations	313	279	259	284
13 . Sexual & Violent Offenders data up to date	100%	100%	100%	100%
14 . National Incident Based Reporting to State	100%	100%	100%	100%
15 . POST Certified training for all new police recruits	100%	100%	100%	100%
16 . Maintain high standards/procedures for recruit hiring	100%	100%	100%	100%

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

## Workload Indicator

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . # of BSB LED sworn officers per 1,000 BSB residents	1.32	1.38	1.38	1.38
2 . Target-MT avg. Police Depts.(population 25,000-49,999) ration sworn officers per 1,000 residents	1.70	1.70	1.70	1.70
3 . # sworn officers (total inc. SROs, Traffic, Det., Admin.)	44	46	46	46
4 . # BSB sworn officers to meet State avg. Police Depts.	57	57	57	57
5 . Short BSB LED target avg. sworn vs. MT Police Depts.	-13	-11	-11	-11
6 . # sworn <u>patrol</u> officers (Non SRO or traffic enforcemnt)	29	31	31	31
7 . Avg. # sworn <u>patrol</u> officers per shift (3 shifts pr.day)	4.83	5.17	5.17	5.17
8 . Avg. # dispatch calls per <u>patrol</u> officer per year	1,011	955	972	979
9 . # Calls for service	29,316	29,618	31,932	30,289
10 . # Calls received in 911 Dispatch Center	42,554	42,086	47,566	44,069
11 . # Civil Process Papers Served or Attempt to Serve	1,249	1,583	1,847	1,560
12 . #Arrestees	1,794	2,117	2,879	2,263
13 . #Traffic Stops	N/A	8,135	8,919	8,527
14 . # Cases	4,334	4,573	5,195	4,701
15 . # Part 1 Crime Index (murder, rape, robbery, larceny aggravated assault, burglary, vehicle theft)(Cal. Year)	1,183	1,601	NA	1,392

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

Program Description

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

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

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 41,731	\$ 42,835	\$ 48,406	\$ 50,751	\$ 2,345	5%
OPERATING EXPENDITURES	25,845	21,828	25,972	25,972	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 67,576</b>	<b>\$ 64,663</b>	<b>\$ 74,378</b>	<b>\$ 76,723</b>	<b>\$ 2,345</b>	<b>3%</b>

**FUNDING SUMMARY**

1000 GENERAL FUND	\$ 67,576	\$ 64,663	\$ 74,378	\$ 76,723	\$ 2,345	3%
<b>TOTAL</b>	<b>\$ 67,576</b>	<b>\$ 64,663</b>	<b>\$ 74,378</b>	<b>\$ 76,723</b>	<b>\$ 2,345</b>	<b>3%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Coroner	1.00	1.00	1.00	1.00
Deputy Coroner	0.25	0.25	1.25	1.25
<b>Total</b>	<b>1.25</b>	<b>1.25</b>	<b>2.25</b>	<b>2.25</b>

## Program Description

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

BEMA recognizes the need for stakeholders to actively participate in the coordinated delivery of an inclusive City-County emergency management program. Engaging community members is vital to the achievement of the BEMA 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.

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## Goals & Objectives

### **Emergency Preparedness and Response**

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

### **Emergency Recovery**

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

### **Community Engagement**

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

### **Training and Exercises**

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

**FINANCIAL SUMMARY**

	<u>Actual FY2006</u>	<u>Actual FY2007</u>	<u>Budget FY2008</u>	<u>Recommended FY 2009</u>	<u>Increase (Decrease)</u>	<u>Percent Change</u>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 63,658	\$ 68,344	\$ 72,973	\$ 89,661	\$ 16,688	23%
OPERATING EXPENDITURES	82,926	29,051	260,357	244,658	(15,699)	-6%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	88,725	92,956	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 235,309</b>	<b>\$ 190,351</b>	<b>\$ 333,330</b>	<b>\$ 334,319</b>	<b>\$ 989</b>	<b>0%</b>

**FUNDING SUMMARY**

1000 GENERAL FUND	\$ 235,309	\$ 190,351	\$ 333,330	\$ 334,319	\$ 989	0%
<b>TOTAL</b>	<b>\$ 235,309</b>	<b>\$ 190,351</b>	<b>\$ 333,330</b>	<b>\$ 334,319</b>	<b>\$ 989</b>	<b>0%</b>

**Staffing Summary**

<b>Title</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Budgeted FY 2008</b>	<b>Recommended FY 2009</b>
Coordinator	1.00	1.00		
DES Coordinator			1.00	1.00
Help-Extra	-	-	-	-
Secretary	0.50	0.50	0.50	0.50
<b>Total</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

Performance Measures & Workload Indicators

**Performance Measures**

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Prepare and maintain plans, procedures, and guidelines to be compliant with appropriate federal, state, and local initiatives and programs.	100%	100%	100%	100%
2 . Provide annual training and exercise opportunities to public, non-profit, and private sector entities to practice and refine emergency management capabilities.	100%	100%	100%	100%
3 . Maintain compliance with the federal National Incident Management System requirements.	100%	100%	100%	100%
4 . Administer a comprehensive emergency preparedness website.	100%	100%	100%	100%

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

**Workload Indicator**

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Response plans reviewed, developed or updated.			6	10
2 . Community outreach presentations.			2	6
3 . Training and exercises attended or convened.			7	6
4 . Ensure City-County compliance with federal National Incident Management System requirements.			1	1
5 . Local Emergency Planning, Fire Protection, Interoperability, Regional and State Committee commitments.			40	40
6 . Meetings			187	208
7 . Media contacts.			4	6
8 . Telephonic and written contacts and correspondence.			1,847	1,920

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

## Program Description

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

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## Goals & Objectives

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

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

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 174,270	\$ 184,111	\$ 204,625	\$ 212,342	\$ 7,717	4%
OPERATING EXPENDITURES	23,727	23,838	35,172	35,172	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 197,997</b>	<b>\$ 207,949</b>	<b>\$ 239,797</b>	<b>\$ 247,514</b>	<b>\$ 7,717</b>	<b>3%</b>

**FUNDING SUMMARY**

1000 GENERAL FUND	\$ 197,997	\$ 207,949	\$ 239,797	\$ 247,514	\$ 7,717	3%
<b>TOTAL</b>	<b>\$ 197,997</b>	<b>\$ 207,949</b>	<b>\$ 239,797</b>	<b>\$ 247,514</b>	<b>\$ 7,717</b>	<b>3%</b>

**Staffing Summary**

<b>Title</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Budgeted FY 2008</b>	<b>Recommended FY 2009</b>
Building Official	0.80	0.80	0.80	0.80
Director	0.35	0.35	0.35	0.35
Electrical Inspector	1.00	1.00	1.00	1.00
Help-Extra	-	-	-	-
Secretary	1.00	1.00	1.00	1.00
<b>Total</b>	<b>3.15</b>	<b>3.15</b>	<b>3.15</b>	<b>3.15</b>

## 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.

### FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	185,000	171,955	190,000	190,000	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 185,000</b>	<b>\$ 171,955</b>	<b>\$ 190,000</b>	<b>\$ 190,000</b>	<b>\$ -</b>	<b>0%</b>

### FUNDING SUMMARY

2180 DISTRICT COURTS	185,000	171,955	190,000	190,000	-	0%
<b>TOTAL</b>	<b>\$ 185,000</b>	<b>\$ 171,955</b>	<b>\$ 190,000</b>	<b>\$ 190,000</b>	<b>\$ -</b>	<b>0%</b>

## Program Description

### Mission Statement

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

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

### Programs

#### Operations

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

#### Fire Marshal's Office

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

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## Goals & Objectives

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

**FINANCIAL SUMMARY**

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
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**BUDGET BY OBJECT**

**OF EXPENDITURE CATEGORY**

PERSONAL SERVICES	\$ 2,677,845	\$ 2,770,794	\$ 2,981,598	\$ 3,125,034	\$ 143,436	5%
OPERATING EXPENDITURES	390,895	334,288	1,441,848	991,237	(450,611)	-31%
DEBT SERVICES	62,212	-	194,632	260,450	65,818	34%
CAPITAL OUTLAY	31,405	869,543	1,014,991	-	(1,014,991)	-100%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 3,162,357</b>	<b>\$ 3,974,625</b>	<b>\$ 5,633,069</b>	<b>\$ 4,376,721</b>	<b>\$ (1,256,348)</b>	<b>-22%</b>

**FUNDING SUMMARY**

2288 EMERGENCY SERVICES	808,685	789,547	851,807	847,031	(4,776)	-1%
2388 FIRE FUND	2,353,672	3,185,078	4,705,506	3,390,448	(1,315,058)	-28%
3250 LADDER TRUCK DEBT SERVICE	-	-	75,756	139,242	63,486	84%
<b>TOTAL</b>	<b>\$ 3,162,357</b>	<b>\$ 3,974,625</b>	<b>\$ 5,633,069</b>	<b>\$ 4,376,721</b>	<b>\$ (1,256,348)</b>	<b>-22%</b>

**Staffing Summary**

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Assistant Chief /Fire Marshall	1.00	1.00	1.00	1.00
Battalion Chief	4.00	4.00	4.00	4.00
Captain	8.00	8.00	8.00	8.00
Dispatcher	1.00	1.00	1.00	1.00
Fire Fighter I		2.00	2.00	4.00
Fire Fighter II	1.00			12.00
Fire Fighter III	15.00	16.00	15.00	
Fire Services Director	1.00	1.00	1.00	1.00
Probationary Fireman	2.00	2.00	3.00	4.00
<b>Total</b>	<b>33.00</b>	<b>35.00</b>	<b>35.00</b>	<b>35.00</b>

Performance Measures & Workload Indicators

**Performance Measures**

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
<p>The goal of the Fire Department is to provide the highest level of service possible to the citizens of Butte-Silver Bow. These services include fire suppression, emergency medical services, rescue, hazardous materials, life safety code inspection/ enforcement, public outreach programs designed in keeping the public safer. These services will be provided to the highest national standards consistent with the resources that are available.</p>				
1 . The first measure of performance would be to have the response time to all emergency incidents be less than four minutes. (This standard would apply to the former urban fire district.)			70%	69%
2 . The second measure of performance would be to have a 3 person engine company respond to emergency incidents at least 50% of the time.			25	25
3 . The third measure of performance would be to provide adequate training to all of our firefighters to enable them to perform their duties in a safe, efficient and effective manner, thus reducing the number of fireground related injuries.			80	80
4 . The fourth measure of performance would be to provide timely, adequate fire and life safety inspections throughout the community. Hand in hand with the above endeavor is the aggressive enforcement of the fire and life safety code at all times.			80	80
5 . The fifth measure of performance is the continuation of our smoke alarm installation and child restraint installation programs. Both of these programs have proven invaluable in the reduction of injuries and death by way of a community outreach program.			50	25

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

**Workload Indicator**

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Total number of calls for service that the Fire Department answered.		2,656	2,587	2,800
2 . The average response time to an emergency incident by the Fire Department.		3.52mins	4.17mins	4.17 mins
3 . Number of fire related civilian injuries		2	4	
4 . Number of fire related civilian fatalities		1	zero	
5 . Number of infant/child restraints installed		346	260	300
6 . Number of smoke detectors installed		1,477	1,165	

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

## Program Description

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

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## Goals & Objectives

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

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 64,992	\$ 48,342	\$ 67,646	\$ 74,534	\$ 6,888	10%
OPERATING EXPENDITURES	10,436	3,480	15,353	16,853	1,500	10%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 75,428</b>	<b>\$ 51,822</b>	<b>\$ 82,999</b>	<b>\$ 91,387</b>	<b>\$ 8,388</b>	<b>10%</b>

**FUNDING SUMMARY**

1000 GENERAL FUND	\$ 7,000	\$ -	\$ 8,400	\$ 8,400	\$ -	0%
2915 CRIME CONTROL	68,428	51,822	74,599	82,987	8,388	11%
<b>TOTAL</b>	<b>\$ 75,428</b>	<b>\$ 51,822</b>	<b>\$ 82,999</b>	<b>\$ 91,387</b>	<b>\$ 8,388</b>	<b>10%</b>

**Staffing Summary**

<b>Title</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Budgeted FY 2008</b>	<b>Recommended FY 2009</b>
Vict/Wit Advocate	0.50	0.50	0.50	0.50
Vict/Wit Advocate Dir	1.00	1.00	1.00	1.00
<b>Total</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

## Program Description

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

### FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	1,334	\$ 1,334	0%
OPERATING EXPENDITURES	31,849	19,690	38,397	5,840	(32,557)	-85%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	19,675	-	8,484	-	(8,484)	-100%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 51,524</b>	<b>\$ 19,690</b>	<b>\$ 46,881</b>	<b>\$ 7,174</b>	<b>\$ (39,707)</b>	<b>-85%</b>

### FUNDING SUMMARY

2918 LLEBG	5,406	175	-	-	-	0%
2921 DEPT OF JUSTICE GRANTS	46,118	19,515	46,881	7,174	(39,707)	-85%
<b>TOTAL</b>	<b>\$ 51,524</b>	<b>\$ 19,690</b>	<b>\$ 46,881</b>	<b>\$ 7,174</b>	<b>\$ (39,707)</b>	<b>-85%</b>

## Program Description

The General Fund portion of this function funds the costs of operation of the Police Commission. The Sheriff's Office acquires patrol vehicles each year with the Capital Improvements appropriation. The Capital Improvements are funded primarily from traffic citation revenues.

### FINANCIAL SUMMARY

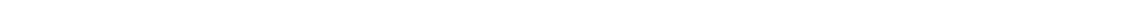
	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	1,650	1,950	5,300	3,800	(1,500)	-28%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	99,592	90,570	163,500	120,000	(43,500)	-27%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 101,242</b>	<b>\$ 92,520</b>	<b>\$ 168,800</b>	<b>\$ 123,800</b>	<b>\$ (45,000)</b>	<b>-27%</b>

### FUNDING SUMMARY

1000 GENERAL FUND	\$ 1,650	\$ 1,950	\$ 3,800	\$ 3,800	-	0%
4040 CAPITAL IMPROVEMENTS	99,592	90,570	165,000	120,000	(45,000)	-27%
<b>TOTAL</b>	<b>\$ 101,242</b>	<b>\$ 92,520</b>	<b>\$ 168,800</b>	<b>\$ 123,800</b>	<b>\$ (45,000)</b>	<b>-27%</b>



PUBLIC WORKS



## Program Description

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

### **Road**

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

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

The Road Division is divided into the Traffic and Pedestrian Program, the Bridge Program and numerous Special Improvement Districts. The Department consists of 20 full-time employees and six to eight summer employees. Currently there are 6 employees in the Operator's Union, 9 employees in the Teamster's Union and 4 employees in the Laborer's Union.

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

### **Cemetery**

Cemetery is an activity performed by the Public Works in support of the former Sunset Silver Bow Cemetery. Butte-Silver Bow became responsible for the operation and maintenance of this facility following an order in District Court. The cemetery had been in receivership for many years and the operation was previously charged under damages and judgments. The Court dissolved the receivership in December 2007, thus making it a BSB operation.

### **Water Utility Division**

The Butte-Silver Bow Public Works Department Water Utility Division is comprised of three sections. These include Administration Section, Purification and Treatment Section, and Transmission and Distribution Section. Since acquiring the water system from a private entity in 1992, the Butte-Silver Bow Water Utility Division has expended approximately \$28 million in capital improvement to construct water filtration plants, transmission line improvements and initiating a Water Master Plan to develop long term planning for upcoming improvement to the water system.

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

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

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

In total, 46 employees work for BSB Water Utility Division. Most employees are members of the Operation Engineer's Union, Laborer's Union or Clerical Union.

### **Metro Sewer**

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

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

The Meter Sewer Utility Division has three major ongoing projects. The first project is the Phase 1 of the Waste Water Treatment Plant upgrade. The Metro Sewer Division will construct Phase 1 of the Ultra Violet Disinfection Unit by November of 2009. The second project is completing the engineering design of the Storm Water Master Plan for Butte-Silver Bow as outlined in the Allocation Agreement with ARCO. The final ongoing project is completing the engineering design for planning for possible sanitary sewer expansion for the south of Butte-Silver Bow.

In total 26 employees work for the BSB Metro Sewer Division. Most employees are members of the Operator Engineer's Union and the Laborer's Union.

### **Solid Waste**

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

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## Goals & Objectives

### Road

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

#### Objectives:

- Developing and maintaining an action Road Condition Plan for both the urban and rural roads which identifies the necessary treatments for the roads and provides a reasonable timeline for required action.
- Developing a budget for the Road Plan that encompasses both the necessary equipment and labor needs for budget planning and implementation.
- Ensuring safety of the public by providing the best quality roads possible with available funding.
- Participating in Dust Abatement Policies to ensure air and water quality
- Continuing to improve drainage by reshaping ditches and installing culverts
- Continuing to maintain signs and install new ones as required by state guidelines.
- Providing training opportunities for staff development.
- Assisting with preparation of road standards and their implementation with the public.
- Creating and implementing gravel and paved road management systems to provide data driven priority projects.

### Water

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

#### Objectives:

- To replace all deteriorated, leaking and undersized water mains in Butte-Silver Bow
- To promote water conservation
- To investigate alternatives to supplement surface water drinking sources
- To replace 10,000 feet of deteriorating, leaking Big Hole Transmission Line
- To replace the Big Hole Diversion Dam
- To incrementally meter all service connection within the next ten years within the water system
- To reorganize the Utility Division; hire and Operations Manager responsible for Water and Sewer Utility

### Metro

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

#### Objectives:

- To provide for a public Education and outreach program to discuss impacts of storm water discharges on receiving waters.
- To provide sufficient public participation and participation regarding the storm water management program
- To map and plan for elicit discharge detention to help eliminate storm water discharges to surface water
- To develop a Storm Water Ordinance as a legal means of prohibiting non-storm water discharges into the municipal system which includes construction site plan review, post construction storm water management review, and pollution prevention.
- Develop Best Management Practices for Storm Water management
- To construct Phase 1 of the WWTP by December 2009
- To develop and implement the Storm Water Ordinance by 2010
- To develop and design a Sanitary Sewer Master Plan by 2010

### Solid Waste

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

#### Objectives:

- Maintain low disposal rates at \$45.37 per residential and commercial unit.
- Continue to support Headwater Recycling, Big Butte Compost and A&S Metals to reduce waste going to the Landfill.
- Complete Phase 3 Cell Expansion.
- Develop plans for Phase 4 expansion to begin removing soil in the Phase 4 footprint for Phase 3 cover material which provides material and cost saving for future expansion.

## FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 5,140,304	\$ 5,530,131	\$ 6,711,095	\$ 7,268,972	\$ 557,877	8%
OPERATING EXPENDITURES	8,928,832	8,568,698	7,988,724	7,366,696	(622,028)	-8%
DEBT SERVICES	786,151	635,855	2,301,865	2,301,865	-	0%
CAPITAL OUTLAY	422,413	1,001,150	14,632,942	14,746,727	113,785	1%
TRANSFERS OUT	-	35,879	-	-	-	0%
<b>Total</b>	<b>\$15,277,700</b>	<b>\$15,771,713</b>	<b>\$ 31,634,626</b>	<b>\$ 31,684,260</b>	<b>\$ 49,634</b>	<b>0%</b>

## FUNDING SUMMARY

1000 GENERAL FUND	\$ 217,463	\$ 227,532	\$ 369,918	\$ 416,696	\$ 46,778	13%
2110 ROAD FUND	2,378,333	2,931,216	2,621,822	2,588,891	(32,931)	-1%
2130 BRIDGE FUND	242,360	279,042	328,832	369,638	40,806	12%
4512 SLVR LAKE WTR SYST IMP	-	-	278,155	278,155	-	0%
5210 WATER UTILITY DIVISION	6,500,251	6,578,591	15,880,087	17,159,093	1,279,006	8%
5211 DIST SYSTEM IMPS	280,520	281,992	476,000	714,000	238,000	50%
5212 SILVER LAKE WTR SYSTEM	509,673	325,308	1,247,336	1,237,972	(9,364)	-1%
5310 5320 METRO SEWER OPERATIONS	3,342,056	3,300,612	6,133,192	5,695,855	(437,337)	-7%
5410 SOLID WASTE	1,807,044	1,847,420	4,299,284	3,223,960	(1,075,324)	-25%
<b>TOTAL</b>	<b>\$15,277,700</b>	<b>\$15,771,713</b>	<b>\$ 31,634,626</b>	<b>\$ 31,684,260</b>	<b>\$ 49,634</b>	<b>0%</b>

## 2009 Budget Highlights

## Personnel Services

- Add Laborer position (Road)
- Add Teamster position (Road)
- Add Operating Engineer position (Road)
- Add Laborer/Locator position (Water)
- Add Laborer/Inspector position (Water)
- Add Operating Engineer for the Silver Lake System (Water)

## Capital Outlay

- Upgrade to crusher (Road)
- Computer upgrades (Water)
- Reservoir Circulators (Water)
- 12 yard Dump Truck (Water)
- Leak Truck (Water)
- (2) 3/4 ton pickup trucks (Water)
- Blower upgrade (Metro)
- Pickup truck (Metro)
- Engineering and Construction Cost (Metro)
- Sewer Replacement program (Metro)
- Jet truck (Metro)
- Video Inspection Upgrade (Metro)
- D-7 Dozer (Solid Waste)

## Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Acct/Sys Analyst	2.00	2.00	2.00	2.00
Admin Assistant	1.92	1.42	1.92	1.42
Asst Public Works Director				0.80
Bus Mgr/CR Mgr/Shop Mgr	3.00	3.00	3.00	3.00
Carpenter	1.00	1.00	1.00	1.00
CBD Worker			1.00	1.00
Cemetery Coordinator			1.00	1.00
Chief Operator	1.00	1.00	1.00	1.00
Customer Service Rep	5.00	5.00	5.00	5.00
Design & Graph Tech	0.50	0.50		
Electrician	2.00	2.00	2.00	2.00
Engineer	1.00			
Graphics Tech	0.50	0.50	1.00	1.00
Inspector				1.00
Laborer	11.76	11.76	8.76	14.76
Laborer-Temp	2.50	2.50	2.50	
Landfill Manager	0.50	0.50	0.50	0.50
Leakman	15.00	15.00	12.50	10.00
Leakman/Foreman	2.00	2.00	2.00	1.00
Meter Reader	2.00	2.00	2.00	2.00
Office Manager	1.00	1.00	1.00	1.00
Operating Engineer			1.00	1.00
Operations Manager		1.00	1.00	1.00
Operator	32.00	32.50	35.50	35.00
Operator/Laborer	1.00	1.00	1.00	1.00
Operator/Leakman	1.00	0.50	0.50	0.50
P/T Clerical	0.64	0.64		
Painter	1.00	1.00	1.00	1.00
Plant Superintendent	1.00	1.00	1.00	1.00
Project Coordinator				1.00
Project Supervisor	1.00	1.00		
Public Relations	1.00	0.67	1.00	1.00
Public Works Director	0.80	0.80	0.80	0.80
Rate Supervisor	1.00	1.00	1.00	1.00
Road Foreman	1.00	1.00	1.00	1.00
Scale Attendants	1.50	1.50	1.50	1.50
Superintendent	2.00	2.00	2.00	2.00
Teamster	7.00	7.00	7.00	7.25
<b>Total</b>	<b>104.62</b>	<b>103.79</b>	<b>103.48</b>	<b>105.53</b>

**Program Description**

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

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 135,737	\$ 153,661	\$ 210,429	\$ 211,818	\$ 1,389	1%
OPERATING EXPENDITURES	142,946	139,530	153,256	129,029	(24,227)	-16%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	26,635	12,840	(13,795)	-52%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 278,683</b>	<b>\$ 293,191</b>	<b>\$ 390,320</b>	<b>\$ 353,687</b>	<b>\$ (36,633)</b>	<b>-9%</b>

**FUNDING SUMMARY**

2140 WEED CONTROL	278,683	293,191	390,320	353,687	(36,633)	-9%
<b>TOTAL</b>	<b>\$ 278,683</b>	<b>\$ 293,191</b>	<b>\$ 390,320</b>	<b>\$ 353,687</b>	<b>\$ (36,633)</b>	<b>-9%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Clerical	0.33	0.33	0.13	
Clerk I			0.33	
Clerk II				0.33
Compliance Officer			0.50	0.50
Ed Coordinator	0.30	0.30		1.20
Secretary	0.50	1.00	1.00	1.00
Supervisor	1.00	1.00	1.15	1.00
<b>Total</b>	<b>2.13</b>	<b>2.63</b>	<b>3.11</b>	<b>4.03</b>

**Program Description**

The objective of the Parking Commission is to regulate and control parking in the uptown Butte area to assure a continual flow of vehicles through the area. The functions of the Department include: providing adequate parking facilities for the area work force and retail trade traffic; providing patrol services and ticket issuance and process; and, providing for the acquisition and design of parking lots. This department is self-sustaining in that it operates on revenues derived through the regulation of parking, and no tax funding supports this operation.

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
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**BUDGET BY OBJECT**

**OF EXPENDITURE CATEGORY**

PERSONAL SERVICES	\$ 141,116	\$ 131,452	\$ 157,159	\$ 167,635	\$ 10,476	7%
OPERATING EXPENDITURES	14,041	14,426	18,109	20,709	2,600	14%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 155,157</b>	<b>\$ 145,878</b>	<b>\$ 175,268</b>	<b>\$ 188,344</b>	<b>\$ 13,076</b>	<b>7%</b>

**FUNDING SUMMARY**

2145 PARKING COMMISSION

	155,157	145,878	175,268	188,344	13,076	7%
<b>TOTAL</b>	<b>\$ 155,157</b>	<b>\$ 145,878</b>	<b>\$ 175,268</b>	<b>\$ 188,344</b>	<b>\$ 13,076</b>	<b>7%</b>

**Staffing Summary**

<b>Title</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Budgeted FY 2008</b>	<b>Recommended FY 2009</b>
Parking Director	1.00	1.00	1.00	1.00
Parking Enf Officer	3.00	3.00	3.00	3.00
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

## Program Description

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

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## Goals & Objectives

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

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 365,349	\$ 382,606	\$ 491,485	\$ 532,306	\$ 40,821	8%
OPERATING EXPENDITURES	305,420	492,547	500,051	540,330	40,279	8%
DEBT SERVICES	-	-	40,000	40,000	-	0%
CAPITAL OUTLAY	-	-	78,740	-	(78,740)	-100%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 670,769</b>	<b>\$ 875,153</b>	<b>\$ 1,110,276</b>	<b>\$ 1,112,636</b>	<b>\$ 2,360</b>	<b>0%</b>

**FUNDING SUMMARY**

2386 TRANIST SYSTEM	670,769	875,153	1,110,276	1,112,636	2,360	0%
<b>TOTAL</b>	<b>\$ 670,769</b>	<b>\$ 875,153</b>	<b>\$ 1,110,276</b>	<b>\$ 1,112,636</b>	<b>\$ 2,360</b>	<b>0%</b>

**Staffing Summary**

<b>Title</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Budgeted FY 2008</b>	<b>Recommended FY 2009</b>
Admin Assistant		0.50	0.50	1.00
Coordination Assist		0.33		
Driver	8.00	8.00	8.00	7.50
Driver On Call	-	-	-	-
Manager	0.50	0.50	0.50	0.50
Transit Coordinator			1.00	1.00
<b>Total</b>	<b>8.50</b>	<b>9.33</b>	<b>10.00</b>	<b>10.00</b>

## Program Description

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

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## Goals & Objectives

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

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ 98,435	\$ 173,770	\$ 206,074	\$ 32,304	19%
OPERATING EXPENDITURES	-	52,675	69,840	65,945	(3,895)	-6%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	567,721	567,712	(9)	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ -</b>	<b>\$ 151,110</b>	<b>\$ 811,331</b>	<b>\$ 839,731</b>	<b>\$ 28,400</b>	<b>4%</b>

**FUNDING SUMMARY**

2278 SUPERFUND STORM WTR	-	-	-	839,731	839,731	0%
5310 5320 METRO SEWER OPERATIONS	-	151,110	811,331	-	(811,331)	-100%
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 151,110</b>	<b>\$ 811,331</b>	<b>\$ 839,731</b>	<b>\$ 28,400</b>	<b>4%</b>

**Staffing Summary**

<b>Title</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Budgeted FY 2008</b>	<b>Recommended FY 2009</b>
Maint Tech/Laborer		0.75		
Metro Operator		0.75	0.80	0.50
Reclamation Laborer		1.25	1.33	1.34
Reclamation Specialist		0.75	0.75	1.00
<b>Total</b>	<b>-</b>	<b>3.50</b>	<b>2.88</b>	<b>2.84</b>

## Program Description

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

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## Goals & Objectives

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

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -	0%
OPERATING EXPENDITURES	697,577	725,993	1,164,588	1,185,403	20,815	2%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 697,577</b>	<b>\$ 725,993</b>	<b>\$ 1,164,588</b>	<b>\$ 1,185,403</b>	<b>\$ 20,815</b>	<b>2%</b>

**FUNDING SUMMARY**

2401-2500 COMBINED SIDS	697,577	725,993	1,064,588	1,085,403	20,815	2%
2630 SIDEWALK SIDS	-	-	100,000	100,000	-	0%
<b>TOTAL</b>	<b>\$ 697,577</b>	<b>\$ 725,993</b>	<b>\$ 1,164,588</b>	<b>\$ 1,185,403</b>	<b>\$ 20,815</b>	<b>2%</b>

## Program Description

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

## FINANCIAL SUMMARY

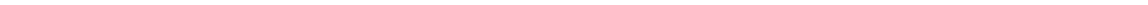
	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 26,692	\$ 24,164	\$ 29,112	\$ 28,912	\$ (200)	-1%
OPERATING EXPENDITURES	30,626	31,723	137,143	141,546	4,403	3%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 57,318</b>	<b>\$ 55,887</b>	<b>\$ 166,255</b>	<b>\$ 170,458</b>	<b>\$ 4,203</b>	<b>3%</b>

## FUNDING SUMMARY

2502 DIVIDE GARBAGE	7,920	7,920	7,920	12,280	4,360	55%
2501 MELROSE GARBAGE	6,696	7,056	7,560	11,500	3,940	52%
2830 JUNK VEHICLE	42,702	40,911	50,775	46,678	(4,097)	-8%
4050 HIGHWAY ABANDONMENT	-	-	100,000	100,000	-	0%
<b>TOTAL</b>	<b>\$ 57,318</b>	<b>\$ 55,887</b>	<b>\$ 166,255</b>	<b>\$ 170,458</b>	<b>\$ 4,203</b>	<b>3%</b>



HEALTH



## Program Description

Butte Silver-Bow Department of Animal Services was established, as it's own department in 2008. The present departments consist of the Animal Control Division and the Sheltering Division, which is known as The Chelsea Bailey Butte-Silver Bow Animal Shelter. There is 1 Animal Service Director who oversees both divisions. The Animal Services Director oversees the field officers, the shelter staff, and is responsible for the department budget and the implementation of programs.

There is 1 Administrative Assistant who will share job duties assisting first, the Director of Animal Services, 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 Animal Services. The Animal Control Division enforces the city/county's dog ordinance and is responsible for delivering the stray pets of Butte Silver-Bow to our Animal Shelter.

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

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

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

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## Goals & Objectives

- To provide public safety through the enforcement of the county ordinance.
- To prevent injury and illness through rabies control and licensing.
- To work closely with and maintain positive relationships with the public.
- To provide public education regarding county ordinance and responsible pet ownership.
- To humanely house and care for the animals impounded at the city/county animal shelter.
- To receive animals and return them, when possible, to their rightful owners.
- To prevent the spread of infectious disease within the county shelter.
- To spay and neuter all animals adopted from the animal shelter.
- To offer a public information center providing books, videos, and hand-outs related to animal breeds, Problem solving, responsible pet ownership.

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 166,451	\$ 222,361	\$ 417,525	\$ 462,517	\$ 44,992	11%
OPERATING EXPENDITURES	102,636	95,963	172,293	172,293	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	102,000	51,000	(51,000)	-50%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 269,087</b>	<b>\$ 318,324</b>	<b>\$ 691,818</b>	<b>\$ 685,810</b>	<b>\$ (6,008)</b>	<b>-1%</b>

**FUNDING SUMMARY**

1000 GENERAL FUND	\$ 269,087	\$ 318,324	\$ 691,818	\$ 685,810	\$ (6,008)	-1%
<b>TOTAL</b>	<b>\$ 269,087</b>	<b>\$ 318,324</b>	<b>\$ 691,818</b>	<b>\$ 685,810</b>	<b>\$ (6,008)</b>	<b>-1%</b>

**Staffing Summary**

<b>Title</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Budgeted FY 2008</b>	<b>Recommended FY 2009</b>
Administrative Staff	1.00	1.00	1.00	1.00
Animal Control Officer	1.00	1.00	3.00	3.00
Assistant Manager		1.00	1.00	1.00
Director			1.00	1.00
Manager	1.00	1.00	1.00	1.00
<b>Total</b>	<b>3.00</b>	<b>4.00</b>	<b>7.00</b>	<b>7.00</b>

## Program Description

### **CENTRAL SERVICES PROGRAM**

Central Services is a core component of the BSBCCHD providing clerical and administrative support for the department. Central Services provides for computerized scheduling and billing services and recently initiated streamlining services to all programs of the BSBCCHD.

### **CHEMICAL DEPENDENCY SERVICES**

CDS provides quality and affordable chemical dependency treatment to the people of BSB and the surrounding area by promoting the concept of treating the whole person through the course of their addiction, mentally, emotionally, physically and relationally.

The Butte-Silver Bow Health Department consists of three Divisions, Health Services, Environmental Health Services, and Chemical Dependency Services. The Butte-Silver Bow Health Department employs nearly 50 qualified people committed to the Mission, Goals and Objectives of the Butte-Silver Bow Health Department. The mission of the BSB Health Department is to prevent communicable disease. Promote healthy lifestyles, and provide for a healthy environment. This accomplished by providing a work place free of obstacles that would prevent employees from attaining their professional and personal goals and the department from achieving its mission. Further the Department will implement a management system that encourages communication, provides for task management, and promotes fairness and consistency in the workplace. Management and staff will work together to identify reasonable and achievable tasks and eliminate obstacles so that the mission, goals and objectives of the department can be achieved.

#### Administration

The Director of Public Health is charges with administering all programs of the Health Department to ensure that the Mission, Goals and Objectives of the Department are met.

#### Central Services Program

This program performs the work related to the budgets of the Health Department which includes contract preparation, collections, deposits, receipts, issuing PO's and coordination with the Butte-Silver Bow Finance and Budget Office

#### On-site Wastewater/Subdivisions

This program assists property owners and developers to build residential homes in a safe and healthy manner while protecting our precious water resources. The growth and economic development of our community depends on this program.

#### Food and Consumer Safety Program

Ensuring that our food, swimming pools, hotels, and eating establishments are safe and healthy is imperative to a vibrant and growing community. It is important not only to our citizens but to tourists and visitors to know that they can be assured that their health is protected while in our community. This program is key to the economic development of our community.

#### Community Enrichment

Promoting safe and healthy neighborhoods by enforcing solid waste laws, assisting the public with programs such as "Alley Rally", demolition of unsafe structures, removal of graffiti from our public spaces all help to enrich our community.

## Goals & Objectives

- To continue cross training among Central Services staff to maintain efficiency with in the department
  - To have CS staff take a more active role in the other programs and projects with the BSBCCHD
  - To complete comprehensive review and update the manual, personnel files and treatment files
  - To hire a ACT counselor for completed education and tracking of both MIP and ACT evaluation
  - To improve the quality and availability of addiction treatment services.
  - Expansion and development of solid waste container sites
  - Request budget authority for the Air Quality Program to expand to be able to comply with new Federal Air Quality Rules
  - Review rent requirement in the Health Department Budgets to promote fairness and equity
  - Continue building remodel
  - Develop department wide organization chart
  - This coming year staff will initiate a risk based food service program that will be the first program of its kind in the State.
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**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 394,459	\$ 417,654	\$ 449,360	\$ 417,686	\$ (31,674)	-7%
OPERATING EXPENDITURES	93,597	94,325	137,590	132,000	(5,590)	-4%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 488,056</b>	<b>\$ 511,979</b>	<b>\$ 586,950</b>	<b>\$ 549,686</b>	<b>\$ (37,264)</b>	<b>-6%</b>
<b>FUNDING SUMMARY</b>						
1000 GENERAL FUND	\$ 488,056	\$ 511,979	\$ 586,950	\$ 549,686	\$ (37,264)	-6%
<b>TOTAL</b>	<b>\$ 488,056</b>	<b>\$ 511,979</b>	<b>\$ 586,950</b>	<b>\$ 549,686</b>	<b>\$ (37,264)</b>	<b>-6%</b>

**Staffing Summary**

<b>Title</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Budgeted FY 2008</b>	<b>Recommended FY 2009</b>
Administrator Coordinator	0.70	0.75	0.75	0.25
Assistant Health Director		0.10	0.10	1.10
CD Counselor	0.35	0.35	0.40	0.75
Central Serv Director	0.33	0.36	0.41	1.00
Env Health Specialist	1.65	1.70	1.70	1.50
Envir Health Srv Adm	0.50	0.55	0.50	
Health Director	0.91	0.91	0.91	1.00
Help-Summer				-
HIPPA Proj Coordinator				0.20
Permit & Lic Prg Dir		0.05	0.10	
PHN Program Dir	1.00	1.00	1.00	
Program Director	0.45	0.45	0.10	
Project Coordinator	0.10			
Prpty Mgr/Prsrv Liaison	1.00	1.00	1.00	
Public Health Educator			0.45	
Receptionist	0.31	0.31	0.31	0.30
RN	0.21	0.31	0.21	0.40
<b>Total</b>	<b>7.51</b>	<b>7.84</b>	<b>7.94</b>	<b>6.50</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Perform ten on-site residential wastewater treatment facility inspections.	100%	100%	100%	100%
2 . Perform inspections of eating establishments, bars, hotels, and motels.	100%	100%	100%	100%
3 . Perform an assessment of the Alley Rally Program to determine if a permanent transfer site is viable.	100%	100%	100%	100%
4 . Properly collect and deposit revenues from Flu Clinics	100%	100%	100%	100%

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

Workload Indicator

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . On-site wastewater facility inspection				10
2 . Food and Consumer Safety Inspections				150
3 . Transfer Site assessments				3
4 . Flu Clinic revenue collection and deposits				5

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

## Program Description

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

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## Goals & Objectives

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

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

## FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ 236,004	\$ 233,221	\$ 304,825	\$ 71,604	31%
OPERATING EXPENDITURES	-	187,607	285,479	281,360	(4,119)	-1%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	26,248	1,200	48,000	46,800	3900%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ -</b>	<b>\$ 449,859</b>	<b>\$ 519,900</b>	<b>\$ 634,185</b>	<b>\$ 114,285</b>	<b>22%</b>

## FUNDING SUMMARY

2275 ARCO LEAD	-	449,859	454,900	569,185	114,285	25%
2277 SUPERFUND HEALTH STUDIES	-	-	65,000	65,000	-	0%
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 449,859</b>	<b>\$ 519,900</b>	<b>\$ 634,185</b>	<b>\$ 114,285</b>	<b>22%</b>

## Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Administrator Coordinator		0.25	0.25	0.75
Assistant Health Director		0.75	0.75	0.50
Central Serv Director		0.10	0.11	
Competent Prof Authority		0.05	0.10	0.05
Env Health Specialist		2.95	1.95	1.00
Envir Health Srv Adm		0.17	0.17	
Help-Summer			-	-
Laborer				1.00
Lead Abatement Wrkr		1.00	1.00	2.00
WIC-CPA				0.05
<b>Total</b>	<b>-</b>	<b>5.27</b>	<b>4.33</b>	<b>5.35</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Provide residential metals testing to at least 150 property owners	100%	100%	100%	100%
2 . Perform blood lead testing of children under the age of seven.	100%	100%	100%	100%
3 . Perform remediation on contaminated residential yards	100%	100%	100%	100%
4 . Perform remediation on contaminated residential attics	100%	100%	100%	100%

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

## Workload Indicator

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Residential yard testing				150
2 . Blood lead testing				100
3 . Remediate residential yards				20
4 . Remediate Rresidential attics				20

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

## Program Description

### **FAMILY HEALTH SERVICES DIVISION**

The following describes the programs, the goals and objectives of the Family Health Services Division

#### **HIV Prevention Services**

This program performs HIV tests, HIV education sessions, HIV prevention interventions, HIV positive health relationships support group, youth survival group with the Butte-Silver Bow Chemical Dependency Adolescent group, the young women's group with girls between the ages of 16-24 and manages the Ryan White consortia program.

#### **Case Management Services**

Case Managers are the front line in helping individuals and families to utilize all services within the Health Department and the community at large.

#### **WIC**

WIC is a special Supplemental Nutrition Program for Women, Infants and Children which provides valuable nutrition and health information. WIC helps all types of families learn how to make healthy lifelong nutrition and lifestyle choices

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

The program serves women who are age and income eligible. Cervical screening serves women age 35—64 and Breast screening serves women age 50—64. The BCHP funds also cover women under 50 if they have been referred to the program by their provider who found an abnormality during screening.

#### **Family Planning**

The Butte-Silver Bow Family Planning Program offers confidential, affordable and high quality reproductive health care for women and men. We have satellite clinics in Powell and Deer Lodge Counties at this time.

#### **Maternal Child Health Program**

This program provides access to needed resource services (Housing, Food, Medicaid eligibility), it ensures a Medical Home with access to early prenatal care, Infant and Child Mortality Review Team, reviews fetal deaths to identify prevention strategies and it Improves pregnancy outcomes in high risk pregnant women.

#### **Immunization Program**

This program provides immunization services to infants, children, adults, Low cost vaccines, follows CDC Recommendations for immunization practices, vaccine for children provided for low income families, developed and maintains immunization registry, and provides travelers assessments and vaccines.

#### **TB Program**

This program provides TB testing for high risk populations, Investigation of all active disease cases, follow-up testing and treatment of all contacts to active disease, Provide treatment medications and monitoring of compliance during treatment, maintain contact with private physicians during treatment.

#### **School Nursing and Day Care Assessment**

This program provides screening services to rural schools and ensures immunization status of children is current.

**Emergency Preparedness**

This program provides written planning for “All Hazard” preparedness, plans and participates in exercises to test the plans, and collaborates with multiple community partners to ensure the best plan possible for the protection of the people at large.

**Communicable Disease Surveillance**

Provides disease investigation and identification of contacts, prophylaxis of contacts to limit and prevent spread of disease, collaboration with Physicians to ensure appropriate treatment of contacts to disease, State reporting as indicated for accurate statistical information, maintains accurate contact list for Health Alert Messages and disease information, keeps partners informed with updated information as appropriate, 24/7/365 phone coverage available for disease reporting and investigation purposes

**FAMILY SERVICES PROGRAM**

The Family Services Program encompasses health care services for individuals and their families. These services consist of the Family Planning Program, Women Infants and Children Program, Breast and Cervical Health Program, Safe Kids/Safe Communities, HIV Prevention Services, Ryan White Consortia, and the Case Management Team.

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## Goals & Objectives

**General**

- To provide high quality holistic case management services to the community
- To provide nutritional aid to women, infants, and children
- To provide reproductive health services and education resulting in reducing all unintended pregnancies, and promoting reproductive health and treatment of STD's.
- To provide screening activities to make women aware of early detection measures for breast and cervical cancer.
- To reduce the incidents of injury and death from traffic accidents in the community through occupant protection and impaired driving
- To provide HIV testing, counseling and education services to our community

**HIV Prevention Services**

- Provide prevention education to the community
- Provide testing services
- Reduce incidence of HIV in the Community

**Case Management Services**

- Improve client utilization of all community services

**WIC**

- Increase number of clients

**Cancer Control**

- Educate providers in testing and screening techniques

**Family Planning**

- Increase number of Title X services

**MCH**

- Increase billing rates for clients seen

**Immunization**

- Ensure that everyone who needs and immunization gets one

**TB**

- Ensure compliance with patient medication requirements

**School Nursing and Day Care**

- Visit every rural school and day care

**Emergency Preparedness**

- Offer training to applicable staff for communicable disease outbreak training

**Communicable Disease Surveillance**

- Provide training for all staff involved in the emergency phone coverage program
-

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 657,083	\$ 693,813	\$ 723,556	\$ 749,271	\$ 25,715	4%
OPERATING EXPENDITURES	254,951	280,927	368,632	360,026	(8,606)	-2%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 912,034</b>	<b>\$ 974,740</b>	<b>\$ 1,092,188</b>	<b>\$ 1,109,297</b>	<b>\$ 17,109</b>	<b>2%</b>

**FUNDING SUMMARY**

2270 HEALTH	912,034	974,740	1,092,188	1,109,297	17,109	2%
<b>TOTAL</b>	<b>\$ 912,034</b>	<b>\$ 974,740</b>	<b>\$ 1,092,188</b>	<b>\$ 1,109,297</b>	<b>\$ 17,109</b>	<b>2%</b>

**Staffing Summary**

<b>Title</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Budgeted FY 2008</b>	<b>Recommended FY 2009</b>
Admin Assistant	0.40	0.40		
Case Manager	0.70	0.50	0.75	1.05
Central Serv Director	0.30	0.28	0.28	
Competent Prof Authority	2.00	1.95	1.90	0.95
Env Health Specialist				0.60
Envir Health Srv Adm	0.10	0.10	0.10	
Health Educator	1.35	0.75		
HIPPA Proj Coordinator		0.20	0.60	0.10
MSW Case Mgr II	0.33			
Nurse Practitioner	1.00	1.20	1.20	1.20
Nurse Practitioner-On Call	0.08			
Office Manager	1.00	0.80	0.80	1.00
Permit & Lic Prg Dir	0.55	0.50	0.50	
Program Director	0.55	1.30	0.90	1.00
Project Coordinator	0.90			
Public Health Educator			0.40	1.00
Receptionist	0.50			0.50
RN	4.54	5.49	4.29	3.90
Secretary			0.40	1.00
Secretary II		0.50	0.50	
Social Worker	0.38			
WIC-CPA				0.95
<b>Total</b>	<b>14.68</b>	<b>13.97</b>	<b>12.62</b>	<b>13.25</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Provide Public Health Home Visiting services to at least 50 high risk pregnant women, each of the women's infants through their first birthday and at least 10 high risk infants identified as having special health care needs.	100%	100%	100%	100%
2 . Visit Rural Schools to ensure proper immunization	100%	100%	100%	100%
3 . Achive 85% immunization records for children under 6	100%	100%	100%	100%
4 . See at least 700 clients monthly in the WIC office	100%	100%	100%	100%

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

Workload Indicator

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . MCH families				50
2 . visit rural schools to ensure immunization				4
3 . Children under 6 fully immunized				1,800
4 . Wic visits				8,400

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

## Program Description

This program provides skilled nursing care to clients in their home. It assists clients to attain their highest level of wellness, in the comfort of their own home. We do this by providing skilled nursing, Wound Care and monitoring, IV therapy, assessments, medication teaching and monitoring, patient and family education, and by teaching family members to perform needed care. The BSB Public Health Nursing programs consist of the Communicable Disease Program, Immunization Program, Maternal Child Health Program, Tuberculosis Program, School Nursing Program, Home Health Services, Emergency Preparedness Program and Detention Center Nursing Services.

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## Goals & Objectives

The goals of this Program are to make available to the residents of Butte-Silver Bow County quality health care for any homebound individual regardless of the pay source, to maintain up-to-date technology for both field staff and office use, to continually improve quality of services delivered in accordance with Medicare and Medicaid standards and to maintain an appropriate staffing level as patient census changes.

Specifically:

- To improve pregnancy outcomes for high risk pregnant women
- To provide access to needed resources services such as housing, food, and Medicaid eligibility
- To ensure a medical home with access to early prenatal care
- To provide for fetal, infant and child mortality review
- To provide immunization services to infants, children, and adults
- To follow CDC's recommendations for immunization practices
- To develop and maintain a immunization registry
- To provide school based clinics
- To investigate all active disease cases and follow-up treatment of all contacts to active disease
- To provide medications and monitoring of compliance during treatment
- To provide screening services to rural schools
- To ensure all daycare facilities are registered or licensed
- To develop plans for "all hazard" preparedness
- To collaborate with multiple community partners to ensure the best plan possible for the protection of the people at large.
- To provide skilled nursing care to clients in the homes to attain the highest level of wellness, comfort and independence.
- To provide overall medical assessment for inmates at the detention facility
- To provide support and educational functions for the detention facility staff

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 292,186	\$ 296,099	\$ 404,873	\$ 435,128	\$ 30,255	7%
OPERATING EXPENDITURES	163,060	181,939	198,142	182,822	(15,320)	-8%
DEBT SERVICES	-	-	3,000	-	(3,000)	-100%
CAPITAL OUTLAY	-	-	-	22,000	22,000	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 455,246</b>	<b>\$ 478,038</b>	<b>\$ 606,015</b>	<b>\$ 639,950</b>	<b>\$ 33,935</b>	<b>6%</b>

**FUNDING SUMMARY**

5712 HOME HEALTH	455,246	478,038	606,015	639,950	33,935	6%
<b>TOTAL</b>	<b>\$ 455,246</b>	<b>\$ 478,038</b>	<b>\$ 606,015</b>	<b>\$ 639,950</b>	<b>\$ 33,935</b>	<b>6%</b>

**Staffing Summary**

<b>Title</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Budgeted FY 2008</b>	<b>Recommended FY 2009</b>
Assistant Health Director				0.20
Case Manager	0.10			
Central Serv Director	0.15	0.18	0.19	
Health Director	0.05	0.05	0.05	
HIPPA Proj Coordinator		0.10	0.10	
LPN	2.00	2.00	2.00	2.00
Medical Records Tech	1.00	1.00	1.00	1.00
MSW Case Mgr II	0.33	0.66	0.67	0.65
Office Manager	1.00	1.00	1.00	1.00
RN	2.25	3.30	3.20	3.00
Social Worker	0.50			
<b>Total</b>	<b>7.37</b>	<b>8.29</b>	<b>8.21</b>	<b>7.85</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
Home Health				
1 . Provide services to at least 150 homebound patients.	100%	100%	100%	100%
2 . Provide wound care and monitoring training to all nurses.	100%	100%	100%	100%
3 . Provide services according to standards	100%	100%	100%	100%
4 . Provide training to family members	100%	100%	100%	100%

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

Workload Indicator

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 Patient statistics				150
2 . Wound care training certificates				8
3 . Quality measures				100
4 . Training to family members documented				100

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

## Program Description

### CHEMICAL DEPENDENCY DIVISION

This Division of the Butte-Silver Bow Health Department provides quality and affordable Chemical Dependency Treatment to the people of Butte Silver Bow and the surrounding area. This is accomplished by establishing a sense of welcoming and belonging, along with respect and dignity to all clients and their families, creating a safe place of healing to help alleviate the suffering of Chemical Dependency and its related disorders, reducing the incidents of substance use disorders, through implementation of high quality prevention and education, and promoting the concept of treating the whole person through the course of their addiction, mentally, emotionally, physically and relationally.

### Drug Court

In Drug Court, each client accepted into the program is helped toward recovery by a team that includes a judge, a prosecutor, social workers, CD counselors and mental health workers. To be considered for drug court, potential clients have to be referred by Child and Family Services and have children living in out-of-home care.

### BSB Detention Center Counseling

In December of 2006 BSBCDS and the BSB Detention Center partnered to provide CD, case management and mental health services to incarcerated individuals. Intakes and weekly CD group sessions are held at the Detention Center. Inmates can seamlessly enter outpatient treatment when released.

### Prevention Program

The Health Promotion Staff contract with the Montana Tobacco Use Prevention Program (MTUPP) to cover the following counties: Silver Bow, Powell, Deer Lodge, Beaverhead, and Madison. Our staff collaborates with School Districts in all of the previously mentioned counties to conduct Alcohol, Tobacco & Other Drug Prevention. Each year all 3rd, 5th, 7th and 8th grades, as well as, the freshman and sophomore health classes at high schools receive ATOD education. In rural schools, all grades are involved in prevention education. Staff also provides education to college students in Butte and Dillon. The staff performs education for the Minors In Possession (MIP) programs for both alcohol and tobacco. The staff began the Teens' Advocating a Safe Community (TASC) group in 2006 with 6 Butte High Students now has over 100 members.

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## Goals & Objectives

### CHEMICAL DEPENDENCY DIVISION

- To continue the Detention Center program
- To have the Program accredited as Co-occurring Capable by the next contract date.
- To complete comprehensive review/update/redo on the Manual, Personal Files and Treatment Files to match what is being done in the program.
- A Community Collaboration that includes not only an Adult Comprehensive Treatment Program, but a Comprehensive Adolescent Treatment Program and a Drug Court program.
- A Treatment Program that is able to make a difference with an integrated approach with Mental Health Partnerships and Community Recourses.
- A Treatment Team that consists of a caring and non-discriminatory clinical staff that focuses on a structured, yet welcoming environment that encourages personal growth and responsibility.
- A Treatment Program that provides a cutting edge technology through training and continuing education.
- A Treatment Program that includes not only Addiction counseling, but Co-Occurring Disorders Counseling, giving our clients a versatile program.
- A Community Collaboration with the Butte Silver Bow County Detention Center, allowing inmates the opportunity for treatment, which in turn will help reduce repeat offenders.
- To complete comprehensive review and update the manual, personnel files and treatment files
- To hire a ACT counselor for completed education and tracking of both MIP and ACT evaluation
- To improve the quality and availability of addiction treatment services

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
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**BUDGET BY OBJECT**

**OF EXPENDITURE CATEGORY**

PERSONAL SERVICES	\$ 561,620	\$ 641,199	\$ 955,550	\$ 1,129,678	\$ 174,128	18%
OPERATING EXPENDITURES	104,079	130,760	237,325	378,493	141,168	59%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 665,699</b>	<b>\$ 771,959</b>	<b>\$ 1,192,875</b>	<b>\$ 1,508,171</b>	<b>\$ 315,296</b>	<b>26%</b>

**FUNDING SUMMARY**

2270 HEALTH	665,699	771,959	1,192,875	1,508,171	315,296	26%
<b>TOTAL</b>	<b>\$ 665,699</b>	<b>\$ 771,959</b>	<b>\$ 1,192,875</b>	<b>\$ 1,508,171</b>	<b>\$ 315,296</b>	<b>26%</b>

**Staffing Summary**

<b>Title</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Budgeted FY 2008</b>	<b>Recommended FY 2009</b>
ACT Counselor	1.00	1.00	1.00	1.00
Addiction Counselor			1.00	1.00
Admin Assistant	0.60	0.60		
Admin Secretary	1.00	1.00	1.00	1.00
Case Manager	1.70	1.25	1.25	0.95
CD Counselor		5.00	3.65	1.25
CD Intern			1.00	1.00
Central Serv Director	0.05	0.04	0.04	
Chief Coordinator			1.00	1.00
Counselor	6.90	1.65		
Division Director-Addictive Services				1.00
Division Director-CD Services				1.00
Division Director-Hlth Prevention & Promotion				1.00
Env Prev Program Director				3.00
Env Prev Program Officer				2.00
Health Director	0.05	0.05	0.05	
Health Educator	2.25	2.50	2.00	2.00
HIPPA Proj Coordinator		0.70	0.30	0.70
Mental Health Specialist	1.00	1.00		
MSW Case Mgr II	0.34	0.34	0.33	0.35
Office Manager		0.20	0.20	
Prevention Specialist		1.00	1.00	
Program Director	1.00	1.15	1.00	
Project Coordinator				1.00
Public Health Educator			0.15	
Receptionist	0.19	0.19	0.19	0.20
RN			0.30	0.35
Secretary			0.60	
Social Worker	0.12			
Tobacco Prevention Specialist			1.00	1.00
<b>Total</b>	<b>16.20</b>	<b>17.67</b>	<b>17.06</b>	<b>20.80</b>

Program Description

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

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	7,250	9,750	10,000	10,000	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 7,250</b>	<b>\$ 9,750</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>0%</b>

**FUNDING SUMMARY**

2401-2500 COMBINED SIDS	7,250	9,750	10,000	10,000	-	0%
<b>TOTAL</b>	<b>\$ 7,250</b>	<b>\$ 9,750</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>0%</b>

Program Description

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

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	7,250	9,750	10,000	10,000	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 7,250</b>	<b>\$ 9,750</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>0%</b>

**FUNDING SUMMARY**

2401-2500 COMBINED SIDS	7,250	9,750	10,000	10,000	-	0%
<b>TOTAL</b>	<b>\$ 7,250</b>	<b>\$ 9,750</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>0%</b>



SOCIAL & ECONOMIC SERVICES



## Program Description

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

The Silver Bow County Extension Office consists of one full time Extension agent, two 0.50 FTE administrative assistants. Through the Extension SNAP-ed program, there is a 0.65 FTE Snap-ed agent, and one FTE SNAP-ed assistant that is funded by state and federal monies.

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

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## Goals & Objectives

- 4-H Youth Development – Oversee the Silver Bow County 4-H program and assist the 4-H council in providing programs and opportunities for youth age 6-19. 4-H develops important life skills that will help the youth of Silver Bow County make appropriate life and career decisions.
- Consumer Horticulture – Educational programs and one-on-one visits to assist residents in home, garden and turfgrass related question and needs.
- Pesticide Applicator Training – Facilitate and oversee the Pesticide Applicator Training program to educate residence on pesticide safety, environmental concerns, calibration of equipment, proper application and alternatives. Provide an opportunity to receive restricted use license through the Department of Agriculture.
- Community Development – Promote community development through facilitation of meetings, participation in city county government meetings, education in natural resource development, and small acreage workshops.
- Food Stamp Nutrition Education – Provide education for food stamp households and those eligible. Skill-building tips for adults and youth for choosing better foods, food handling, storage and food safety practices (SNAP-ed).

**FINANCIAL SUMMARY**

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 16,594	\$ 13,805	\$ 15,047	\$ 31,340	\$ 16,293	108%
OPERATING EXPENDITURES	21,034	33,632	36,338	38,775	2,437	7%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 37,628</b>	<b>\$ 47,437</b>	<b>\$ 51,385</b>	<b>\$ 70,115</b>	<b>\$ 18,730</b>	<b>36%</b>

**FUNDING SUMMARY**

1000 GENERAL FUND	\$ 37,628	\$ 47,437	\$ 51,385	\$ 70,115	\$ 18,730	36%
<b>TOTAL</b>	<b>\$ 37,628</b>	<b>\$ 47,437</b>	<b>\$ 51,385</b>	<b>\$ 70,115</b>	<b>\$ 18,730</b>	<b>36%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Secretary	0.50	0.50	0.50	1.00
<b>Total</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>1.00</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Citizens have access to Extension publications, workshops, programs, and on-on-one consultations established through he Montana State University Extension Service.	100%	100%	100%	100%
2 . Resources are available for youth and leadership in 4-H and support the 4-H council develop and maintain 4-H programs and opportunities.	100%	100%	100%	100%
3 . Opportunities are provided for education and programs through the Pesticide Applicator Training Program and that applicator credits are maintained	100%	100%	100%	100%
4 . Available for support for community development programs in BSB County as requested by the Chief Executive and others.	100%	100%	100%	100%

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

Workload Indicator

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Phone Calls/walk-ins (Estimated)	N/A	N/A	2000+	3000+
2 . Workshops/presentations (Master Gardener, PAT, etc)	N/A	N/A	40+	50+
3 . Publications provided	N/A	N/A	300+	700+
4 . Media releases and articles written	N/A	N/A	40+	60+
5 . Meetings facilitated (request of Chief Executive)	N/A	N/A	7	10+
6 . Youth Enrollment 4-H	N/A	N/A	102	120+

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

## Program Description

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

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## Goals & Objectives

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

FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 49,418	\$ 51,121	\$ 53,303	\$ 64,096	\$ 10,793	20%
OPERATING EXPENDITURES	2,659	1,978	3,380	3,380	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 52,077</b>	<b>\$ 53,099</b>	<b>\$ 56,683</b>	<b>\$ 67,476</b>	<b>\$ 10,793</b>	<b>19%</b>

FUNDING SUMMARY

2984 DEVELOPMENTALLY DISABLED	52,077	53,099	56,683	67,476	10,793	19%
<b>TOTAL</b>	<b>\$ 52,077</b>	<b>\$ 53,099</b>	<b>\$ 56,683</b>	<b>\$ 67,476</b>	<b>\$ 10,793</b>	<b>19%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Director	1.00	1.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . <i>Supported Living</i> : Individuals with developmental disabilities have the staffing, financial, and technological supports necessary to live in the home of their choice. [Annual Support Plans]			100%	100%
2 . <i>Transportation</i> : People with developmental disabilities have access to affordable and equitable transportation options in order to participate in their communities. [Transportation meetings attended]			100%	100%
3 . <i>Determination</i> : People with developmental disabilities will have a comprehensive system of supports and services that promotes self-determination, independence, productivity, integration, and inclusion in all facets of community life.			100%	100%
4 . <i>Outreach</i> : The capacity for self-determination is enhanced through activities that support and inform self advocates, family members, service providers, policymakers and the general public.			100%	89%

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

Workload Indicator

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Personal Support Plans (PSP's) developed with individuals and their families (M1)			28	30
2 . Review direct support professionals hours every other week to assure PSP's are properly assigned (M1)			26	26
3 . Address needs through Transportation Advisory Committee Meetings (M2)			6	4
4 . Participate in Para-Transit meetings (M2)			7	8
5 . Participate in regularly scheduled conference calls/meetings with MT DDP(M3)			4	7
6 . Meetings with County ADA Advisory Committee (M3)			0	6
7 . Provide monthly training/conference call/webinars promoting innovative and/or best practices (M4)			4	8
8 . Provide monthly newsletters highlighting self advocates, achievements and community involvement (M4)			12	12
9 . Participate with the Local Emergency Preparedness Committee (LEPC) meetings to increase preparedness of people with disabilities (M4)			0	9

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

Program Description

This function accounts for the transfer of funds to the Belmont Senior Citizens for the principal and interest payments on an intercap loan as approved by the Council of Commissioners in fiscal year 2000. The funding source for the payments is a decrease in the Chief Executives Economic Development Grants and Donations budget until final payment on the loan.

**FINANCIAL SUMMARY**

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	110,044	101,354	110,044	110,044	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 110,044</b>	<b>\$ 101,354</b>	<b>\$ 110,044</b>	<b>\$ 110,044</b>	<b>\$ -</b>	<b>0%</b>

**FUNDING SUMMARY**

1000 GENERAL FUND	\$ 34,000	\$ 25,310	\$ 34,000	\$ 34,000	\$ -	0%
2280 SENIOR CITIZENS	76,044	76,044	76,044	76,044	-	0%
<b>TOTAL</b>	<b>\$ 110,044</b>	<b>\$ 101,354</b>	<b>\$ 110,044</b>	<b>\$ 110,044</b>	<b>\$ -</b>	<b>0%</b>

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## CULTURE & RECREATION

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Program Description

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

FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 450,568	\$ 516,319	\$ 534,847	\$ 600,015	\$ 65,168	12%
OPERATING EXPENDITURES	317,006	325,141	375,865	375,158	(707)	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	222,948	149,981	98,340	84,205	(14,135)	-14%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 990,522</b>	<b>\$ 991,441</b>	<b>\$ 1,009,052</b>	<b>\$ 1,059,378</b>	<b>\$ 50,326</b>	<b>5%</b>

FUNDING SUMMARY

1000 GENERAL FUND	\$ 982,392	\$ 987,679	\$ 994,010	\$ 1,046,978	\$ 52,968	5%
2253 PARKS	8,130	3,762	15,042	12,400	(2,642)	-18%
<b>TOTAL</b>	<b>\$ 990,522</b>	<b>\$ 991,441</b>	<b>\$ 1,009,052</b>	<b>\$ 1,059,378</b>	<b>\$ 50,326</b>	<b>5%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Admin Assistant	0.08	0.08	0.08	0.08
Asst Public Works Director				0.12
Laborer	4.00	4.50	5.00	5.00
Public Works Director	0.12	0.12	0.12	0.12
Recreation Director	0.75	0.75	0.75	0.75
Teamster	1.50	1.00	1.00	1.00
<b>Total</b>	<b>6.45</b>	<b>6.45</b>	<b>6.95</b>	<b>7.07</b>

## Program Description

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

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

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

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## Goals & Objectives

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

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	48,153	41,552	51,035	49,838	(1,197)	-2%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 48,153</b>	<b>\$ 41,552</b>	<b>\$ 51,035</b>	<b>\$ 49,838</b>	<b>\$ (1,197)</b>	<b>-2%</b>

**FUNDING SUMMARY**

1000 GENERAL FUND	\$ 48,153	\$ 41,552	\$ 51,035	\$ 49,838	\$ (1,197)	-2%
<b>TOTAL</b>	<b>\$ 48,153</b>	<b>\$ 41,552</b>	<b>\$ 51,035</b>	<b>\$ 49,838</b>	<b>\$ (1,197)</b>	<b>-2%</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Build a steady customer base and retain repeat customers	100%	100%	100%	100%
2 . Increase the funding through outside sources, donations and gate fees to offset taxpayer burden	100%	100%	100%	100%
3 . Take care of complaints quickly and professionally	100%	100%	100%	100%
4 . Continue to create a safe clean environment for the spectators and people working the fair	100%	100%	100%	100%

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

## Program Description

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

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## Goals & Objectives

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

### Objectives:

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

FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 14,703	\$ 15,214	\$ 17,802	\$ 22,480	\$ 4,678	26%
OPERATING EXPENDITURES	22,686	21,280	25,380	25,380	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 37,389</b>	<b>\$ 36,494</b>	<b>\$ 43,182</b>	<b>\$ 47,860</b>	<b>\$ 4,678</b>	<b>11%</b>

FUNDING SUMMARY

1000 GENERAL FUND	\$ 37,389	\$ 36,494	\$ 43,182	\$ 47,860	\$ 4,678	11%
<b>TOTAL</b>	<b>\$ 37,389</b>	<b>\$ 36,494</b>	<b>\$ 43,182</b>	<b>\$ 47,860</b>	<b>\$ 4,678</b>	<b>11%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Recreation Director	0.25	0.25	0.25	0.25
<b>Total</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Complete Park Master Plan	0%	0%	0%	100%
2 . Add a interactive water feature in our park	0%	0%	0%	100%
3 . Restructure the Park and Recreation Division into its own department	0%	0%	0%	continue to evaluate with reorgan plan
4 . Implement Parks Master Plan Goals and Objectives	0%	0%	0%	50%

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

## Program Description

The Public Library Department has two critical components: (1) the Public Library and (2) the Archives

The mission of the Butte-Silver Bow Public Library is to meet informational, educational, and cultural needs of the residents of the city-county through access to a collection of a wide variety of materials, and through library services, electronic resources and programs.

The Butte-Silver Bow Public Archives was established in 1981 through city-county ordinance. The Archives is the official repository of all non-current records of Butte-Silver Bow government. The Archives is authorized to accept archival material--written, typed or printed records, photographs, tape recordings, maps, film or other material of historical significance that may be donated by private individuals or groups that pertains to the history of Butte-Silver Bow. The Archives must provide public access to the materials in its care through professional service. The Archives staff works with schools and organizations in the community to encourage the use of historical documents in learning environments, and assist the preservation community in Butte-Silver Bow by providing information.

### Program Description

**Library Administration** is responsible for the budget, supervision of staff, and strategic planning of services, technology, and facilities. Library Administration seeks to develop community partnerships, seeks outside funding opportunities, implements and markets library services, is responsible for staff development, and works directly with the Library Board of Trustees, the Friends of the Library and the Montana State Library.

**Library Operations** is responsible for the purchasing, processing and cataloging of library materials for use by the public; updating and maintenance of the automated library system; planning, implementing, and maintaining the technological infrastructure of the ever-evolving network; troubleshooting public and staff computers and WiFi systems as well as mapping and future planning of the technology infrastructure.

**Public Services:** The Butte Silver Bow County Library provides to community members of all ages:

- materials and programs to satisfy their recreational reading, viewing, and listening appetites, as well as their interest in cultural and social trends;
- the means to find, evaluate, and use information in a variety of formats;
- A clean, well-maintained and welcoming environment in which to meet and interact with others in the community and to participate in public discourse

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## Goals & Objectives

### Library Administration:

- Develop a fiscally sound budget that addresses the needs of the community for library services.
- Develop community partnerships to increase support and address community issues.
- Provide a broad range of library services targeted to the specific needs of our citizens.
- Promote and support professional development for all staff
- Prepare and monitor the budget for all library activities
- Provide and encourage training opportunities for staff
- Increase marketing efforts to increase use and attract new community partners
- In cooperation with the Friends of the Library, pursue grants, donations and fund-raising opportunities.
- In conjunction with Library Friends, Board, and Associations, mount a successful bond campaign for facilities' improvements and operations levy for increase staffing and materials

**Library Operations:**

- Provide library materials, services, and technology on an as needed basis with convenient access.
- Analyze collection usage by customers to ensure that adequate and appropriate materials are purchased and made available for use
- Analyze circulation workflows, and create reports
- Gather statistics to support library levies
- Administer an effective volunteer program

**Public Services:**

- Provide welcoming, accessible and dynamic spaces for citizens of all ages to meet and participate in informal gatherings.
- Provide a variety of materials and programs to children, teens, and adults.
- Conduct weekly story times and Summer Reading Program at all locations
- Promote teen services through outreach.
- Solicit public involvement in the planning of new library spaces
- Continue to offer public computer classes
- Continue to participate in Resource Sharing with other Montana libraries

**Archives:**

- Accept non current records of the Local government departments
- Accept other collections that inform on the history of Butte-Silver Bow
- Process collections that inform on the history of Butte-Silver Bow and ensure the long term preservation of the collections through the use of Archival materials
- Provide public access to the collections of Butte-Silver Bow Public Archives
- The Archives staff will work with schools and students of all levels to inform them on the History of Butte-Silver Bow, Montana and the Nation
- The Archives staff will provide on site tours of the Archives facility and assist students with research projects and papers
- The Archives staff will take historic documents into schools to enhance classroom experiences
- The Archives staff will work with organizations within the community to inform them of the role of the Archives in the community
- The Archives staff will provide presentations to community organizations on the role of the Archives in the Community
- The Archives staff will work with organizations on the preservation of their historical record
- The Archives will maintain the Archives building and provide the best Archival storage facility it can to ensure the long term preservation of its collections.
- The Archives will implement the current building restoration plan over the next 7 years

FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 591,246	\$ 621,297	\$ 675,455	\$ 746,518	\$ 71,063	11%
OPERATING EXPENDITURES	183,008	189,428	246,111	267,281	21,170	9%
DEBT SERVICES	-	-	-	88,066	88,066	0%
CAPITAL OUTLAY	27,640	93,998	636,345	7,409,286	6,772,941	1064%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 801,894</b>	<b>\$ 904,723</b>	<b>\$ 1,557,911</b>	<b>\$ 8,511,151</b>	<b>\$ 6,953,240</b>	<b>446%</b>

FUNDING SUMMARY

1000 GENERAL FUND	\$ 650,351	\$ 681,275	\$ 802,812	\$ 781,673	\$ (21,139)	-3%
2385 PUBLIC ARCHIVES	151,543	223,448	255,099	254,595	(504)	0%
3270 ARCHIVES DEBT SERVICES	-	-	-	89,266	89,266	0%
4120 ARCHIVE BUILDING PROJECT	-	-	500,000	7,385,617	6,885,617	1377%
<b>TOTAL</b>	<b>\$ 801,894</b>	<b>\$ 904,723</b>	<b>\$ 1,557,911</b>	<b>\$ 8,511,151</b>	<b>\$ 6,953,240</b>	<b>446%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Admin Assistant				1.00
Administrative Assistant			0.75	
Archives Technical		0.75	0.75	0.75
Children's Librarian	1.00	1.00	1.00	1.00
Circulation Librarian			1.00	1.00
Director	1.00	1.00	1.00	1.00
Help-Substitutes	-	-	-	-
Library Aide	0.50	0.50	0.50	0.50
Library Assistant	4.25	4.25	4.75	5.36
Library Associate	2.75	2.75	1.75	1.75
Library Director	1.00	1.00	1.00	1.00
Reference Librarian	1.00	1.00	1.00	1.00
Research Assistant	1.00	1.00	1.00	
Secretary	0.75	0.75		0.75
Student Intern	0.75			
Tech Serv Dept Head	1.00	1.00		
Tech Services Librarian			1.00	1.00
<b>Total</b>	<b>15.00</b>	<b>15.00</b>	<b>15.50</b>	<b>16.11</b>

## 2009 Budget Highlights

### **Personnel Services**

- No increase in personnel

### **Operating Expenditures**

- The Public Library operating expenditures were increased by \$20,700

### **Capital Outlay**

- (4) new computers were budgeted for the Public Library
- Voters approved a \$7.5 million bond for the renovation of the current Archives facility and the construction of an archival vault. Construction costs will be reflected in a Capital Projects fund.

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Provide accessible facilities for public during regular operating hours	100%	100%	100%	100%
2 . Respond promptly to public requests for information	100%	100%	100%	100%
3 . Maintain contemporary resources for public use	100%	100%	100%	100%
4 . Safeguard and catalog current and historic materials	100%	100%	100%	100%

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

Workload Indicator

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Circulations of materials.	93,925	94,555	93,651	103,000
2 . Children's Programs Provided	100	134	186	204
3 . Reference Questions Answered	27,060	27,708	33,436	36,777
4 . Interlibrary loans	1,923	2,235	2,163	2,380
5 . Registered borrowers.	11,606	13,642	15,088	16,600
6 . New Library Materials Cataloged	2,921	2,603	3,348	3,683
7 . Public Computer Usage - Hours per year	11,520	18,720	18,720	20,500
8 . Library items processed.	5,997	6,591	22,680	12,150
9 . Archival items processed	195	207	210	215
10 . Public Assistance	11,981	12,480	13,000	13,650
11 . Archival Research for public	455	460	480	500

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

Program Description

This accounts for two grants from the Montana Historic Preservation Office, Preserve America Montana Heritage Preservation and Education Grant Program.

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	-	-	12,120	6,005	(6,115)	-50%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,120</b>	<b>\$ 6,005</b>	<b>\$ (6,115)</b>	<b>-50%</b>

**FUNDING SUMMARY**

2892 MT HISTORIC PRESERVATION	-	-	12,120	6,005	(6,115)	-50%
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,120</b>	<b>\$ 6,005</b>	<b>\$ (6,115)</b>	<b>-50%</b>

## Program Description

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

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## Goals & Objectives

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

**FINANCIAL SUMMARY**

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
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**BUDGET BY OBJECT**

**OF EXPENDITURE CATEGORY**

PERSONAL SERVICES	\$ 262,184	\$ 339,729	\$ 375,376	\$ 412,515	\$ 37,139	10%
OPERATING EXPENDITURES	261,376	268,936	341,172	353,229	12,057	4%
DEBT SERVICES	190,568	185,818	279,136	188,324	(90,812)	-33%
CAPITAL OUTLAY	-	-	28,679	61,179	32,500	113%
TRANSFERS OUT	-	-	-	-	-	0%

<b>Total</b>	<b>\$ 714,128</b>	<b>\$ 794,483</b>	<b>\$ 1,024,363</b>	<b>\$ 1,015,247</b>	<b>\$ (9,116)</b>	<b>-1%</b>
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**FUNDING SUMMARY**

2210 CIVIC CENTER	523,560	594,211	736,048	817,744	81,696	11%
3210 CIVIC CNTR DEPT SERVICE	190,568	186,318	280,136	189,324	(90,812)	-32%
4210 CIVIC CENTER RENOVATION	-	13,954	8,179	8,179	-	0%

<b>TOTAL</b>	<b>\$ 714,128</b>	<b>\$ 794,483</b>	<b>\$ 1,024,363</b>	<b>\$ 1,015,247</b>	<b>\$ (9,116)</b>	<b>-1%</b>
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Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Engineer	1.00	1.00	1.00	0.60
Janitor		1.50	1.50	1.00
Manager	1.00	1.00	1.00	1.00
Secretary	1.00	1.00	1.00	1.00
Service Employee II				0.20
<b>Total</b>	<b>3.00</b>	<b>4.50</b>	<b>4.50</b>	<b>3.80</b>

## 2009 Budget Highlights

### Capital Outlay

- Truck with lift gate to haul office furniture, records, stage, chairs, tables, and equipment throughout the County. Also use for special events away from the Civic Center.
- Utility trailer to haul the same items listed above.
- Separation rods and curtains used during banquets and political events to screen areas.
- Asbestos abatement in Civic Center boiler room
- Video screen and projector in main arena
- Sound system upgrades

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Through our marketing efforts in conjunction with our promoters, we hope to attract more community members to our facility. Through these efforts we hope to attract more entertaining events and more community support.	100%	100%	100%	100%
2 . The Civic Center would like its market expand out of Southwest Montana into other regions in the state. Our strategy is to draw members of other communities to Butte while retaining our current market.	100%	100%	100%	100%
3 . The Civic Center will increase potential users, event goers, and ticket sales through the user friendly website and online ticketing system currently in use.			100%	100%
4 . The Civic Center would like to continue to host community events that do not generate any revenue for the Civic Center. Staff also sets up stage and donates the table and chairs for various community events, along with the labor associated with this job.	100%	100%	100%	100%

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

Workload Indicator

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Incoming Phone Contacts (Box Office Included)		12,000	13,000	13,000
2 . Monthly Board Meetings, Commitments		110	90	130
3 . Number of Use Days		100	105	105
4 . Number of Proposed Events		35	35	40
5 . Estimated Ticket Sale Totals		120,000	126,000	132,000
6 . Stage setup, table & chair delivery for community events		24	26	30
7 . Customers served at Concessions		70,000	75,600	72,000

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

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.

FINANCIAL SUMMARY

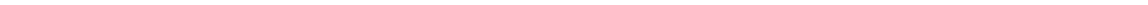
	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ 580	\$ -	\$ (580)	-100%
OPERATING EXPENDITURES	10,899	13,998	20,220	12,000	(8,220)	-41%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 10,899</b>	<b>\$ 13,998</b>	<b>\$ 20,800</b>	<b>\$ 12,000</b>	<b>\$ (8,800)</b>	<b>-42%</b>

FUNDING SUMMARY

2880 LIBRARY	10,899	13,998	20,800	12,000	(8,800)	-42%
<b>TOTAL</b>	<b>\$ 10,899</b>	<b>\$ 13,998</b>	<b>\$ 20,800</b>	<b>\$ 12,000</b>	<b>\$ (8,800)</b>	<b>-42%</b>



## HOUSING & COMMUNITY DEVELOPMENT



## Program Description

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

### FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	475,000	1,821,100	853,500	244,029	(609,471)	-71%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	3,505,396	-	-	-	0%
<b>Total</b>	<b>\$ 475,000</b>	<b>\$ 5,326,496</b>	<b>\$ 853,500</b>	<b>\$ 244,029</b>	<b>\$ (609,471)</b>	<b>-71%</b>

### FUNDING SUMMARY

2391 HARD ROCK MINE TRUST	475,000	5,117,670	-	-	-	0%
2895 ECONOMIC DEVELOPMENT FUND	-	208,826	853,500	244,029	(609,471)	-71%
<b>TOTAL</b>	<b>\$ 475,000</b>	<b>\$ 5,326,496</b>	<b>\$ 853,500</b>	<b>\$ 244,029</b>	<b>\$ (609,471)</b>	<b>-71%</b>

## Program Description

The Small Business Incubator is designed to assist businesses in the difficult initial years of operation. The incubator provides tenants with reasonable rents, shared overhead, and expert advice.

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## Goals & Objectives

To stimulate economic development activities through grants to private organizations.

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 50,106	\$ 50,392	\$ 78,646	\$ 82,304	\$ 3,658	5%
OPERATING EXPENDITURES	209,409	206,154	99,318	123,022	23,704	24%
DEBT SERVICES	27,517	1,617	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 287,032</b>	<b>\$ 258,163</b>	<b>\$ 177,964</b>	<b>\$ 205,326</b>	<b>\$ 27,362</b>	<b>15%</b>

**FUNDING SUMMARY**

5713 SMALL BUSINESS INCUBATOR	166,835	163,866	177,964	205,326	27,362	15%
5715 MRI INFRASTRUCTURE	120,197	94,297	-	-	-	0%
<b>TOTAL</b>	<b>\$ 287,032</b>	<b>\$ 258,163</b>	<b>\$ 177,964</b>	<b>\$ 205,326</b>	<b>\$ 27,362</b>	<b>15%</b>

**Staffing Summary**

<b>Title</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Budgeted FY 2008</b>	<b>Recommended FY 2009</b>
Building Manager	1.00	1.00	1.00	1.00
Community Dev Director	0.10	0.10	0.10	0.10
Receptionist	1.00	1.00	0.25	
<b>Total</b>	<b>2.10</b>	<b>2.10</b>	<b>1.35</b>	<b>1.10</b>

## Program Description

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

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## Goals & Objectives

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

## FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 180,405	\$ 187,880	\$ 125,916	\$ 92,364	\$ (33,552)	-27%
OPERATING EXPENDITURES	1,720,602	2,395,061	4,376,802	2,824,447	(1,552,355)	-35%
DEBT SERVICES	85,865	82,715	84,165	85,205	1,040	1%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 1,986,872</b>	<b>\$ 2,665,656</b>	<b>\$ 4,586,883</b>	<b>\$ 3,002,016</b>	<b>\$ (1,584,867)</b>	<b>-35%</b>

## FUNDING SUMMARY

2310 ECON DEVELOPMENT	1,892,507	2,582,941	3,018,260	2,054,946	(963,314)	-32%
2313 URA REVOLVING LOANS	8,500	-	1,484,458	861,865	(622,593)	-42%
3100 TAX INCR BOND FUND	85,865	82,715	84,165	85,205	1,040	1%
<b>TOTAL</b>	<b>\$ 1,986,872</b>	<b>\$ 2,665,656</b>	<b>\$ 4,586,883</b>	<b>\$ 3,002,016</b>	<b>\$ (1,584,867)</b>	<b>-35%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Community Dev Director	1.00	0.75	0.75	0.50
Secretary	1.00	1.00	1.00	1.00
<b>Total</b>	<b>2.00</b>	<b>1.75</b>	<b>1.75</b>	<b>1.50</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Assist in capital improvements through public private partnerships.	100%	100%	100%	100%
2 . Assist in infrastructure improvements and the elimination of blight.	100%	100%	100%	100%
3 . Assisit in promotional and cultural activities.	100%	100%	100%	100%

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

## Workload Indicator

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Matching Grants awarded				50
2 . Re-developemnt loans				10
3 . Sidewalk repair and replacement				50,000 square feet

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

## Program Description

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

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## Goals & Objectives

- Complete the engineering for the waste water line from the TIFID to the waste water treatment plant and have the contract put out to bid.
- Complete the Community Development website.
- Write and enact building covenants for the TIFID.
- Complete the "Potable Water Study" with Robert Peccia and Associates and discuss with the TIFID Board to determine next step.
- Complete the Foreign Trade Zone application process-assist Port of Montana in the completion of their application to initiate the zone.
- Complete the building and civil construction portions of the SeaCast project.
- Work with the Fuhrlander Group to bring the wind turbine manufacturing facility to the TIFID.

**FINANCIAL SUMMARY**

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 61,825	\$ 73,882	\$ 115,834	\$ 83,016	\$ (32,818)	-28%
OPERATING EXPENDITURES	229,418	585,661	4,241,398	1,744,072	(2,497,326)	-59%
DEBT SERVICES	4,174,476	3,838,380	3,553,042	3,058,148	(494,894)	-14%
CAPITAL OUTLAY	153,815	1,119,437	8,000,000	12,000,000	4,000,000	50%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 4,619,534</b>	<b>\$ 5,617,360</b>	<b>\$ 15,910,274</b>	<b>\$ 16,885,236</b>	<b>\$ 974,962</b>	<b>6%</b>

**FUNDING SUMMARY**

2311 TIFID	97,000	153,583	-	-	-	0%
2312 RAMSAY TIFID#2	286,609	1,614,487	12,132,232	13,602,088	1,469,856	12%
3113 ASIMI BOND FUND	4,235,925	3,849,290	3,778,042	3,283,148	(494,894)	-13%
<b>TOTAL</b>	<b>\$ 4,619,534</b>	<b>\$ 5,617,360</b>	<b>\$ 15,910,274</b>	<b>\$ 16,885,236</b>	<b>\$ 974,962</b>	<b>6%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Community Dev Director	0.90	0.90	0.90	0.10
Econ Analyst		1.00	1.00	
TIFID Administrator				1.00
<b>Total</b>	<b>0.90</b>	<b>1.90</b>	<b>1.90</b>	<b>1.10</b>

## 2009 Budget Highlights

### Operating Expenditures

- The budget includes:
  - \$81,772 for Personnel Expenses
  - \$1,000,000 for Professional Services
  - \$15,000 for Training Services

### Capital Outlay

- The budget includes:
  - \$5 million to complete the SeaCast building
  - \$7 million to complete the construction of a wastewater line from the TIFID to the Metro treatment plant

### Transfers

- \$42,920 transferred for various services including financial, accounting, tax collections, cash/investment activity from the Treasurers office, tax billing and assessments from the Assessor's office and legal services.
  - \$3,769,237 to the ASIMI Bond Fund which is required by the covenants within the TIFID #2 Tax Increment Bonds Issue series 1996, 1997 and 1997a.
  - \$15,000 to the Business Development Center to assist in administrative costs or the TIFID charged against the SBI operation budget.
-

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Begin construction on the wastewater line	100%	100%	100%	100%
2 . Completion of the Community Development Website	100%	100%	100%	100%
3 . Inactment of the Foreign Trade Zone	100%	100%	100%	100%
4 . Adoption of Covenants for TIFID land development	100%	100%	100%	100%

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

## Workload Indicator

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Projects started				2
2 . Projects completed				2
3 . Inquiries Responded to				10

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

## Program Description

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

### FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	-	152,569	21,566	27,250	5,684	26%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ -</b>	<b>\$ 152,569</b>	<b>\$ 21,566</b>	<b>\$ 27,250</b>	<b>\$ 5,684</b>	<b>26%</b>

### FUNDING SUMMARY

2314 EAST BUTTE RRA	-	152,569	12,800	27,250	14,450	113%
2315 EAST BUTTE RRA REV LOAN	-	-	8,766	-	(8,766)	-100%
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 152,569</b>	<b>\$ 21,566</b>	<b>\$ 27,250</b>	<b>\$ 5,684</b>	<b>26%</b>

## Program Description

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

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## Goals & Objectives

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

## FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 63,971	\$ 85,522	\$ 98,056	\$ 111,922	\$ 13,866	14%
OPERATING EXPENDITURES	196,908	101,953	804,322	1,011,549	207,227	26%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	127,270	6,699	452,031	-	(452,031)	-100%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 388,149</b>	<b>\$ 194,174</b>	<b>\$ 1,354,409</b>	<b>\$ 1,123,471</b>	<b>\$ (230,938)</b>	<b>-17%</b>

## FUNDING SUMMARY

2392 PROGRAM INCOME CDBG	28,422	6,577	29,098	16,596	(12,502)	-43%
2397 COMMUNITY DEVELOPMENT	359,727	187,597	1,325,311	1,106,875	(218,436)	-16%
<b>TOTAL</b>	<b>\$ 388,149</b>	<b>\$ 194,174</b>	<b>\$ 1,354,409</b>	<b>\$ 1,123,471</b>	<b>\$ (230,938)</b>	<b>-17%</b>

## Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Assist Comm Dev Dir	0.50	0.50		
Assistant Planning Director			0.50	0.50
Community Dev Director		0.25	0.25	0.30
Secretary	1.00	1.00	1.00	0.97
<b>Total</b>	<b>1.50</b>	<b>1.75</b>	<b>1.75</b>	<b>1.77</b>

## Performance Measures &amp; Workload Indicators

## Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Hold at least 2 public meetings to determine the most pressing needs of the community.	100%	100%	100%	100%
2 . Complete grant applications for selected projects	100%	100%	100%	100%
3 . Assist businesses with low interest loans through the EDA fund.	100%	100%	100%	100%
4 . Complete existing neighborhood revitalization projects	100%	100%	100%	100%

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

## Workload Indicator

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Public meetings held				2
2 . Grant applications completed				5
3 . Houses rehabilitated				5
4 . Renovation of Food Bank				1
5 . Public Facilities constructed				1

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

## Program Description

Funds set up for remodeling of Belmont Mine area to serve as a Senior Citizens Center. This fund accounts for payments of the intercap loan from the Montana Board of Investments (MBOI) for the remodeling of the facility.

## Goals & Objectives

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

## FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	-	-	-	-	-	0%
DEBT SERVICES	103,738	107,938	108,109	106,822	(1,287)	-1%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 103,738</b>	<b>\$ 107,938</b>	<b>\$ 108,109</b>	<b>\$ 106,822</b>	<b>\$ (1,287)</b>	<b>-1%</b>

## FUNDING SUMMARY

2397 COMMUNITY DEVELOPMENT	103,738	107,938	108,109	106,822	(1,287)	-1%
<b>TOTAL</b>	<b>\$ 103,738</b>	<b>\$ 107,938</b>	<b>\$ 108,109</b>	<b>\$ 106,822</b>	<b>\$ (1,287)</b>	<b>-1%</b>

## Program Description

On June 3, 2008 a local referendum passed levying \$68,000 to be used for the community's economic development program. The funds are granted to various local organizations in a competitive process. This is known locally as the "1 Mill Economic Development Grant Program".

### FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	65,000	65,000	95,000	68,000	(27,000)	-28%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 65,000</b>	<b>\$ 65,000</b>	<b>\$ 95,000</b>	<b>\$ 68,000</b>	<b>\$ (27,000)</b>	<b>-28%</b>

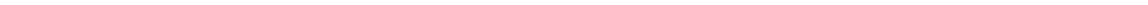
### FUNDING SUMMARY

2384 ECONOMIC DEVELOPMENT	65,000	65,000	65,000	68,000	3,000	5%
2394 ANACONDA ARCO FUND	-	-	30,000	-	(30,000)	-100%
<b>TOTAL</b>	<b>\$ 65,000</b>	<b>\$ 65,000</b>	<b>\$ 95,000</b>	<b>\$ 68,000</b>	<b>\$ (27,000)</b>	<b>-28%</b>

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## INTERGOVERNMENTAL ACTIVITIES



## Program Description

The Management Information Systems (MIS) Division of the Finance and Budget Department provides database administration, computer, and telecommunication services to all departments of Butte-Silver Bow. Services include software and hardware maintenance for Windows-based computers and servers; Internet connectivity and web server management, and LAN, MAN, and WAN management. The division is financed by internal and external user charges.

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## Goals & Objectives

- Incremental rollout of Voice Over Internet Protocol (VOIP) phone system with no loss of connectivity with current phone system
- Installation of Docu Pro digital imaging and indexing of recorded documents
- Continued upgrade of Water Utility Division billing system
- Continue to provide quality customer service to all departments within BSB
- Minimize server/network downtime to insure continued productivity of service to the public
- Continue to maintain PBX and telecommunications throughout BSB
- Maintain e-mail service with maximum capabilities while minimizing and/or eliminating spam
- Continue to protect all computerized systems from virus infiltration

FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 207,312	\$ 213,085	\$ 249,841	\$ 272,302	\$ 22,461	9%
OPERATING EXPENDITURES	84,816	91,009	78,944	78,944	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 292,128</b>	<b>\$ 304,094</b>	<b>\$ 328,785</b>	<b>\$ 351,246</b>	<b>\$ 22,461</b>	<b>7%</b>

FUNDING SUMMARY

6030 CENTRAL EDP & COMMUNICATIONS	214,754	219,514	222,494	239,811	17,317	8%
6031 CENTRAL ADMIN SERVICES	77,374	84,580	106,291	111,435	5,144	5%
<b>TOTAL</b>	<b>\$ 292,128</b>	<b>\$ 304,094</b>	<b>\$ 328,785</b>	<b>\$ 351,246</b>	<b>\$ 22,461</b>	<b>7%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Administrator Coordinator/Payroll Tech				0.50
Asst Fin & Bud Dir	0.15	0.15		
Computer Programmer			1.00	
Data Proc Spec I	1.00	1.00		
EDP Manager	1.00			
Fin & Budget Director	0.06	0.06	0.15	0.15
IT Manager		1.00	1.00	1.00
IT Programmer				1.00
Micro Support Spec	1.00	1.08	1.00	1.00
Payroll Supervisor	1.00	1.00	1.00	1.00
Payroll Tech		0.50	0.50	
<b>Total</b>	<b>4.21</b>	<b>4.79</b>	<b>4.65</b>	<b>4.65</b>

## Program Description

The Personnel Department provides all human resources related, safety and health and risk management functions of the City/County government in a comprehensive and cost effective manner.

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## Goals & Objectives

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

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
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**BUDGET BY OBJECT**

**OF EXPENDITURE CATEGORY**

PERSONAL SERVICES	\$ 147,832	\$ 155,411	\$ 167,448	\$ 246,700	\$ 79,252	47%
OPERATING EXPENDITURES	2,617,416	2,948,702	3,191,336	3,441,370	250,034	8%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%

**Total** \$ 2,765,248 \$ 3,104,113 \$ 3,358,784 \$ 3,688,070 \$ 329,286 10%

**FUNDING SUMMARY**

6031 CENTRAL ADMIN SERVICES	180,406	184,787	206,784	308,336	101,552	49%
6050 EMP HLTH INSURANCE	2,584,842	2,919,326	3,152,000	3,379,734	227,734	7%

**TOTAL** \$ 2,765,248 \$ 3,104,113 \$ 3,358,784 \$ 3,688,070 \$ 329,286 10%

**Staffing Summary**

<b>Title</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Budgeted FY 2008</b>	<b>Recommended FY 2009</b>
Admin Assistant				1.00
Help-Extra			-	-
Personnel Analyst				1.00
Personnel Director	1.00	1.00	1.00	1.00
Personnel Tech	1.00	1.00	1.00	
Risk Mgmt Analyst				1.00
Safety/Loss Coor	1.00	1.00	1.00	
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>

Performance Measures & Workload Indicators

**Performance Measures**

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Management personnel will be provided consultation and advice in the management of employee due process issues including employee grievances, State Human Rights complaints and EEOC complaints to resolve the issues and minimize City/County liability.	100%	100%	100%	100%
2 . Management personnel and employees will be offered training programs geared toward specific competencies, health and safety, communication, customer service and fair employment practices.	100%	100%	100%	100%
3 . Management personnel, employees and the general public will be provided with accurate and automated risk management and human resource information and records including web enabled information resources.	100%	100%	100%	100%
4 . Departments will receive support and guidance relative to the most efficient program of employee recruitment and selection.	100%	100%	100%	100%
5 . Public resources will be allocated effectively in the maintenance of wage and benefit systems, in the collective bargaining process and administration of union contracts.	100%	100%	100%	100%
6 . A strong, efficient and effective risk management/ safety program will be maintained through review of workers comp/insurance claims, the involvement of a working safety committee, safety audits and dissemination of updated information.	100%	100%	100%	100%

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

**Workload Indicator**

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Consultation and advice relative to due process issues			75	105
2 . Due process issues successfully resolved without formal processing			40	50
3 . Number of training programs offered			10	15
4 . Number of information requests received and processed			950	1,500
5 . Number of recruitment and selection efforts undertaken			55	40
6 . Number of labor contracts negotiated			19	9
7 . Safety claims review, audits and information dissemination			1,025	1,085

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

## Program Description

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

The CEM Division consist of 9 full-time employees all are members of the Mechanics Union.

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## Goals & Objectives

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

Objectives:

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

FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 509,416	\$ 490,893	\$ 568,287	\$ 596,504	\$ 28,217	5%
OPERATING EXPENDITURES	597,531	790,337	633,300	910,000	276,700	44%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	139,200	90,000	(49,200)	-35%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 1,106,947</b>	<b>\$ 1,281,230</b>	<b>\$ 1,340,787</b>	<b>\$ 1,596,504</b>	<b>\$ 255,717</b>	<b>19%</b>

FUNDING SUMMARY

6010 CENTRAL EQUIPMENT	1,106,947	1,281,230	1,340,787	1,596,504	255,717	19%
<b>TOTAL</b>	<b>\$ 1,106,947</b>	<b>\$ 1,281,230</b>	<b>\$ 1,340,787</b>	<b>\$ 1,596,504</b>	<b>\$ 255,717</b>	<b>19%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Equip Maint Worker			1.00	1.00
Machinist	7.00	7.00	7.00	7.00
Machinist/Foreman	1.00	1.00	1.00	1.00
Overtime Pay	-	-	-	-
Teamster	1.00	1.00		
<b>Total</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

Program Description

The Community Development Department operates a high volume central copy machine for the benefit of user departments.

**FINANCIAL SUMMARY**

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
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**BUDGET BY OBJECT**

**OF EXPENDITURE CATEGORY**

PERSONAL SERVICES	\$ 674	\$ -	\$ 1,760	\$ 1,819	\$ 59	3%
OPERATING EXPENDITURES	7,464	5,540	15,100	15,100	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 8,138</b>	<b>\$ 5,540</b>	<b>\$ 16,860</b>	<b>\$ 16,919</b>	<b>\$ 59</b>	<b>0%</b>

**FUNDING SUMMARY**

6031 CENTRAL ADMIN SERVICES	8,138	5,540	16,860	16,919	59	0%
<b>TOTAL</b>	<b>\$ 8,138</b>	<b>\$ 5,540</b>	<b>\$ 16,860</b>	<b>\$ 16,919</b>	<b>\$ 59</b>	<b>0%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Secretary	1.00	1.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

**Program Description**

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

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
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**BUDGET BY OBJECT**

**OF EXPENDITURE CATEGORY**

PERSONAL SERVICES	\$ 50,836	\$ 58,756	\$ 64,142	\$ 80,765	\$ 16,623	26%
OPERATING EXPENDITURES	134,706	113,355	113,900	113,900	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%

<b>Total</b>	<b>\$ 185,542</b>	<b>\$ 172,111</b>	<b>\$ 178,042</b>	<b>\$ 194,665</b>	<b>\$ 16,623</b>	<b>9%</b>
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**FUNDING SUMMARY**

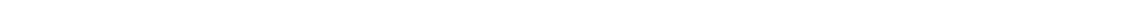
6030 CENTRAL EDP & COMMUNICATIONS	185,542	172,111	178,042	194,665	16,623	9%
<b>TOTAL</b>	<b>\$ 185,542</b>	<b>\$ 172,111</b>	<b>\$ 178,042</b>	<b>\$ 194,665</b>	<b>\$ 16,623</b>	<b>9%</b>

**Staffing Summary**

<b>Title</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Budgeted FY 2008</b>	<b>Recommended FY 2009</b>
Operator	1.00	1.00	1.00	1.00
Relief Operator/Sec II	-	0.50	0.50	0.50
<b>Total</b>	<b>1.00</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>



MISCELLANEOUS



FINANCIAL SUMMARY

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ 124,893	\$ 86,635	\$ 133,835	\$ 130,529	\$ (3,306)	-2%
OPERATING EXPENDITURES	176,820	282,591	305,110	284,465	(20,645)	-7%
DEBT SERVICES	42,030	46,242	45,780	49,715	3,935	9%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 343,743</b>	<b>\$ 415,468</b>	<b>\$ 484,725</b>	<b>\$ 464,709</b>	<b>\$ (20,016)</b>	<b>-4%</b>

FUNDING SUMMARY

2401-2500 COMBINED SIDS	301,713	369,226	438,945	414,994	(23,951)	-5%
3503 BLACKTAIL LOOP	42,030	46,242	45,780	49,715	3,935	9%
<b>TOTAL</b>	<b>\$ 343,743</b>	<b>\$ 415,468</b>	<b>\$ 484,725</b>	<b>\$ 464,709</b>	<b>\$ (20,016)</b>	<b>-4%</b>

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Asst Public Works Director				0.08
Help-Summer	-	-	-	-
Public Works Director	0.08	0.08	0.08	0.08
Teamster	2.00	2.00	2.00	1.75
<b>Total</b>	<b>2.08</b>	<b>2.08</b>	<b>2.08</b>	<b>1.91</b>

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -	0%
OPERATING EXPENDITURES	2,108,438	1,585,074	1,217,368	1,399,264	181,896	15%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	19,260	64,381	115,378	50,997	79%
TRANSFERS OUT	-	-	-	-	-	0%
<b>Total</b>	<b>\$ 2,108,438</b>	<b>\$ 1,604,334</b>	<b>\$ 1,281,749</b>	<b>\$ 1,514,642</b>	<b>\$ 232,893</b>	<b>18%</b>

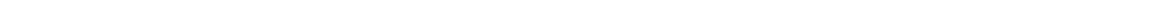
**FUNDING SUMMARY**

1000 GENERAL FUND	\$ 537,307	\$ 495,141	\$ 714,851	\$ 745,178	\$ 30,327	4%
2190 COMP INS & CLAIMS	824,872	841,606	566,898	769,464	202,566	36%
2387 DAMAGES & JUDGEMENTS	746,259	267,749	-	-	-	0%
6010 CENTRAL EQUIPMENT	-	(162)	-	-	-	0%
<b>TOTAL</b>	<b>\$ 2,108,438</b>	<b>\$ 1,604,334</b>	<b>\$ 1,281,749</b>	<b>\$ 1,514,642</b>	<b>\$ 232,893</b>	<b>18%</b>

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## TRANSFERS



## Program Description

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

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## Goals & Objectives

- Not applicable.

# TRANSFERS

**City and County of Butte-Silver Bow  
5200 Other Financing Functions  
103 Public Works  
For the fiscal year ended June 30, 2009**

**FINANCIAL SUMMARY**

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
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**BUDGET BY OBJECT**

**OF EXPENDITURE CATEGORY**

PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -	0%
OPERATING EXPENDITURES	-	-	-	-	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	285,000	300,000	400,000	300,000	(100,000)	-25%
<b>Total</b>	<b>\$ 285,000</b>	<b>\$ 300,000</b>	<b>\$ 400,000</b>	<b>\$ 300,000</b>	<b>\$ (100,000)</b>	<b>-25%</b>

**FUNDING SUMMARY**

1000 GENERAL FUND	\$ -	\$ -	\$ 100,000	\$ -	\$ (100,000)	-100%
5210 WATER UTILITY DIVISION	100,000	100,000	100,000	100,000	-	0%
5310 5320 METRO SEWER OPERATIONS	150,000	150,000	150,000	150,000	-	0%
5410 SOLID WASTE	35,000	50,000	50,000	50,000	-	0%
<b>TOTAL</b>	<b>\$ 285,000</b>	<b>\$ 300,000</b>	<b>\$ 400,000</b>	<b>\$ 300,000</b>	<b>\$ (100,000)</b>	<b>-25%</b>

**City and County of Butte-Silver Bow  
5200 Other Financing Functions  
111 Sheriff Department  
For the fiscal year ended June 30, 2009**

**FINANCIAL SUMMARY**

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
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**BUDGET BY OBJECT**

**OF EXPENDITURE CATEGORY**

PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -	0%
OPERATING EXPENDITURES	-	-	-	-	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	8,750	37,826	37,826	8,750	(29,076)	-77%
<b>Total</b>	<b>\$ 8,750</b>	<b>\$ 37,826</b>	<b>\$ 37,826</b>	<b>\$ 8,750</b>	<b>\$ (29,076)</b>	<b>-77%</b>

**FUNDING SUMMARY**

1000 GENERAL FUND	\$ 8,750	\$ 37,826	\$ 37,826	\$ 8,750	\$ (29,076)	-77%
<b>TOTAL</b>	<b>\$ 8,750</b>	<b>\$ 37,826</b>	<b>\$ 37,826</b>	<b>\$ 8,750</b>	<b>\$ (29,076)</b>	<b>-77%</b>

# TRANSFERS

**City and County of Butte-Silver Bow**  
**5200 Other Financing Functions**  
**117 Govt Bldgs**  
**For the fiscal year ended June 30, 2009**

**FINANCIAL SUMMARY**

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -	-
OPERATING EXPENDITURES	-	-	-	-	-	-
DEBT SERVICES	-	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	-	-
TRANSFERS OUT	70,328	-	-	-	-	-
<b>Total</b>	<b>\$ 70,328</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

**FUNDING SUMMARY**

5711 COMMUNITY FACILITIES	37,591	-	-	-	-	-
6010 CENTRAL EQUIPMENT	32,737	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 70,328</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

**City and County of Butte-Silver Bow**  
**5200 Other Financing Functions**  
**122 Planning Board**  
**For the fiscal year ended June 30, 2009**

**FINANCIAL SUMMARY**

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -	0%
OPERATING EXPENDITURES	-	-	-	-	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	-	-	60,390	60,390	0%
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,390</b>	<b>\$ 60,390</b>	<b>0%</b>

**FUNDING SUMMARY**

2383 ARCO HISTORIC PRESERVATION	-	-	-	60,390	60,390	0%
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,390</b>	<b>\$ 60,390</b>	<b>0%</b>

# TRANSFERS

**City and County of Butte-Silver Bow**  
**5200 Other Financing Functions**  
**123 GIS**  
**For the fiscal year ended June 30, 2009**

**FINANCIAL SUMMARY**

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -	-
OPERATING EXPENDITURES	-	-	-	-	-	-
DEBT SERVICES	-	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	-	-
TRANSFERS OUT	24,000	-	-	-	-	-
<b>Total</b>	<b>\$ 24,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

**FUNDING SUMMARY**

2395 ARCO LEAN PROGRAM	24,000	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 24,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

**City and County of Butte-Silver Bow**  
**5200 Other Financing Functions**  
**136 Public Library**  
**For the fiscal year ended June 30, 2009**

**FINANCIAL SUMMARY**

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -	0%
OPERATING EXPENDITURES	-	-	-	-	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	57,000	75,000	75,000	75,000	-	0%
<b>Total</b>	<b>\$ 57,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>0%</b>

**FUNDING SUMMARY**

1000 GENERAL FUND	\$ 57,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	0%
<b>TOTAL</b>	<b>\$ 57,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>0%</b>

# TRANSFERS

**City and County of Butte-Silver Bow  
5200 Other Financing Functions  
146 Parking Enforcement  
For the fiscal year ended June 30, 2009**

**FINANCIAL SUMMARY**

	<u>Actual FY2006</u>	<u>Actual FY2007</u>	<u>Budget FY2008</u>	<u>Recommended FY 2009</u>	<u>Increase (Decrease)</u>	<u>Percent Change</u>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	-	-	-	-	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	14,500	23,000	23,000	15,000	(8,000)	-35%
<b>Total</b>	<b>\$ 14,500</b>	<b>\$ 23,000</b>	<b>\$ 23,000</b>	<b>\$ 15,000</b>	<b>\$ (8,000)</b>	<b>-35%</b>

**FUNDING SUMMARY**

2690 UPTOWN PARKING	14,500	23,000	23,000	15,000	(8,000)	-35%
<b>TOTAL</b>	<b>\$ 14,500</b>	<b>\$ 23,000</b>	<b>\$ 23,000</b>	<b>\$ 15,000</b>	<b>\$ (8,000)</b>	<b>-35%</b>

**City and County of Butte-Silver Bow  
5200 Other Financing Functions  
147 Civic Center  
For the fiscal year ended June 30, 2009**

**FINANCIAL SUMMARY**

	<u>Actual FY2006</u>	<u>Actual FY2007</u>	<u>Budget FY2008</u>	<u>Recommended FY 2009</u>	<u>Increase (Decrease)</u>	<u>Percent Change</u>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -	-
OPERATING EXPENDITURES	-	-	-	-	-	-
DEBT SERVICES	-	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	-	-
TRANSFERS OUT	61,997	-	-	-	-	-
<b>Total</b>	<b>\$ 61,997</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

**FUNDING SUMMARY**

2210 CIVIC CENTER	61,997	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 61,997</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

# TRANSFERS

**City and County of Butte-Silver Bow  
5200 Other Financing Functions  
164 Fire Department  
For the fiscal year ended June 30, 2009**

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	-	-	-	-	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	58,748	60,018	60,018	60,018	-	0%
<b>Total</b>	<b>\$ 58,748</b>	<b>\$ 60,018</b>	<b>\$ 60,018</b>	<b>\$ 60,018</b>	<b>\$ -</b>	<b>0%</b>

**FUNDING SUMMARY**

2288 EMERGENCY SERVICES	51,000	51,000	51,000	51,000	-	0%
2289 EMERGENCY SERV 3T	7,748	9,018	9,018	9,018	-	0%
<b>TOTAL</b>	<b>\$ 58,748</b>	<b>\$ 60,018</b>	<b>\$ 60,018</b>	<b>\$ 60,018</b>	<b>\$ -</b>	<b>0%</b>

**City and County of Butte-Silver Bow  
5200 Other Financing Functions  
291 Uptown Revitalization  
For the fiscal year ended June 30, 2009**

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	-	-	-	-	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	2,895,288	2,950,401	3,390,727	2,702,779	(687,948)	-20%
<b>Total</b>	<b>\$ 2,895,288</b>	<b>\$ 2,950,401</b>	<b>\$ 3,390,727</b>	<b>\$ 2,702,779</b>	<b>\$ (687,948)</b>	<b>-20%</b>

**FUNDING SUMMARY**

2310 ECON DEVELOPMENT	1,043,726	1,000,401	1,000,591	614,183	(386,408)	-39%
3100 TAX INCR BOND FUND	1,800,000	1,950,000	2,390,136	2,088,596	(301,540)	-13%
4100 URA CAPITAL PROJECTS	51,562	-	-	-	-	0%
<b>TOTAL</b>	<b>\$ 2,895,288</b>	<b>\$ 2,950,401</b>	<b>\$ 3,390,727</b>	<b>\$ 2,702,779</b>	<b>\$ (687,948)</b>	<b>-20%</b>

# TRANSFERS

**City and County of Butte-Silver Bow  
5200 Other Financing Functions  
293 TIFID Industrial  
For the fiscal year ended June 30, 2009**

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	-	-	-	-	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	2,918,392	3,379,994	3,387,890	3,827,157	439,267	13%
<b>Total</b>	<b>\$ 2,918,392</b>	<b>\$ 3,379,994</b>	<b>\$ 3,387,890</b>	<b>\$ 3,827,157</b>	<b>\$ 439,267</b>	<b>13%</b>

**FUNDING SUMMARY**

2311 TIFID	-	65,085	-	-	-	0%
2312 RAMSAY TIFID#2	2,878,519	3,314,909	3,387,890	3,827,157	439,267	13%
4312 ASIMI I PROJECT FUND	39,873	-	-	-	-	0%
<b>TOTAL</b>	<b>\$ 2,918,392</b>	<b>\$ 3,379,994</b>	<b>\$ 3,387,890</b>	<b>\$ 3,827,157</b>	<b>\$ 439,267</b>	<b>13%</b>

**City and County of Butte-Silver Bow  
5200 Other Financing Functions  
294 East Butte RRA  
For the fiscal year ended June 30, 2009**

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	-	-	-	-	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	-	300,750	40,000	62,091	22,091	55%
<b>Total</b>	<b>\$ -</b>	<b>\$ 300,750</b>	<b>\$ 40,000</b>	<b>\$ 62,091</b>	<b>\$ 22,091</b>	<b>55%</b>

**FUNDING SUMMARY**

2314 EAST BUTTE RRA	-	300,750	20,000	30,000	10,000	50%
2315 EAST BUTTE RRA REV LOAN	-	-	20,000	32,091	12,091	60%
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 300,750</b>	<b>\$ 40,000</b>	<b>\$ 62,091</b>	<b>\$ 22,091</b>	<b>55%</b>

# TRANSFERS

**City and County of Butte-Silver Bow  
5200 Other Financing Functions  
320 Central Equipment  
For the fiscal year ended June 30, 2009**

**FINANCIAL SUMMARY**

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	\$ -	-
OPERATING EXPENDITURES	-	-	-	-	-	-
DEBT SERVICES	-	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	-	-
TRANSFERS OUT	99,000	-	-	-	-	-
<b>Total</b>	<b>\$ 99,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

**FUNDING SUMMARY**

6010 CENTRAL EQUIPMENT	99,000	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 99,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

**City and County of Butte-Silver Bow  
5200 Other Financing Functions  
410 Neighborhood Improvement  
For the fiscal year ended June 30, 2009**

**FINANCIAL SUMMARY**

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	-	-	-	-	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	10,000	-	-	60,000	60,000	0%
<b>Total</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>0%</b>

**FUNDING SUMMARY**

2392 PROGRAM INCOME CDBG	-	-	-	60,000	60,000	0%
2397 COMMUNITY DEVELOPMENT	10,000	-	-	-	-	0%
<b>TOTAL</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>0%</b>

# TRANSFERS

**City and County of Butte-Silver Bow  
5200 Other Financing Functions  
416 Planning and Management  
For the fiscal year ended June 30, 2009**

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	-	-	-	-	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	7,097	14,600	20,000	7,300	(12,700)	-64%
<b>Total</b>	<b>\$ 7,097</b>	<b>\$ 14,600</b>	<b>\$ 20,000</b>	<b>\$ 7,300</b>	<b>\$ (12,700)</b>	<b>-64%</b>

**FUNDING SUMMARY**

2940 CDBG Sure Way	7,097	14,600	20,000	7,300	(12,700)	-64%
<b>TOTAL</b>	<b>\$ 7,097</b>	<b>\$ 14,600</b>	<b>\$ 20,000</b>	<b>\$ 7,300</b>	<b>\$ (12,700)</b>	<b>-64%</b>

**City and County of Butte-Silver Bow  
5200 Other Financing Functions  
807 Home Health  
For the fiscal year ended June 30, 2009**

**FINANCIAL SUMMARY**

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Budget FY2008</b>	<b>Recommended FY 2009</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	-
OPERATING EXPENDITURES	-	-	-	-	-	-
DEBT SERVICES	-	-	-	-	-	-
CAPITAL OUTLAY	-	-	-	-	-	-
TRANSFERS OUT	-	-	25,000	-	(25,000)	-100%
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ (25,000)</b>	<b>-100%</b>

**FUNDING SUMMARY**

5712 HOME HEALTH	-	-	25,000	-	(25,000)	-100%
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ (25,000)</b>	<b>-100%</b>

# TRANSFERS

**City and County of Butte-Silver Bow  
5200 Other Financing Functions  
950 Maintenance SIDS  
For the fiscal year ended June 30, 2009**

**FINANCIAL SUMMARY**

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	-	-	-	-	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	108,600	129,745	131,966	136,564	4,598	3%
<b>Total</b>	<b>\$ 108,600</b>	<b>\$ 129,745</b>	<b>\$ 131,966</b>	<b>\$ 136,564</b>	<b>\$ 4,598</b>	<b>3%</b>

**FUNDING SUMMARY**

2401-2500 COMBINED SIDS	66,270	83,495	85,716	86,849	1,133	1%
2506 BLACKTAIL LOOP	42,330	46,250	46,250	49,715	3,465	7%
<b>TOTAL</b>	<b>\$ 108,600</b>	<b>\$ 129,745</b>	<b>\$ 131,966</b>	<b>\$ 136,564</b>	<b>\$ 4,598</b>	<b>3%</b>

**City and County of Butte-Silver Bow  
5200 Other Financing Functions  
999 Non-Dept Aligned Activity  
For the fiscal year ended June 30, 2009**

**FINANCIAL SUMMARY**

	Actual FY2006	Actual FY2007	Budget FY2008	Recommended FY 2009	Increase (Decrease)	Percent Change
<b>BUDGET BY OBJECT</b>						
<b>OF EXPENDITURE CATEGORY</b>						
PERSONAL SERVICES	\$ -	\$ -	\$ -	\$ -	-	0%
OPERATING EXPENDITURES	-	-	-	-	-	0%
DEBT SERVICES	-	-	-	-	-	0%
CAPITAL OUTLAY	-	-	-	-	-	0%
TRANSFERS OUT	260,409	345,247	447,158	344,379	(102,779)	-23%
<b>Total</b>	<b>\$ 260,409</b>	<b>\$ 345,247</b>	<b>\$ 447,158</b>	<b>\$ 344,379</b>	<b>\$ (102,779)</b>	<b>-23%</b>

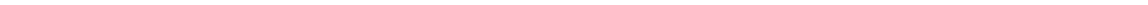
**FUNDING SUMMARY**

1000 GENERAL FUND	\$ 260,409	\$ 345,247	\$ 447,158	\$ 344,379	\$ (102,779)	-23%
<b>TOTAL</b>	<b>\$ 260,409</b>	<b>\$ 345,247</b>	<b>\$ 447,158</b>	<b>\$ 344,379</b>	<b>\$ (102,779)</b>	<b>-23%</b>

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# CAPITAL IMPROVEMENT PLAN



## OVERVIEW

The **Capital Improvement Plan (CIP)** is a plan which projects the city/county capital projects and capital equipment over the course of the next five years. The **Capital Budget** represents one year of the five-year CIP and it is a component of the Annual Operating Budget. Unlike the CIP plan, the Capital Budget represents the appropriated capital items contained in the current year Annual Operating Budget. The City/County Capital Improvement Program is produced in a separate document.

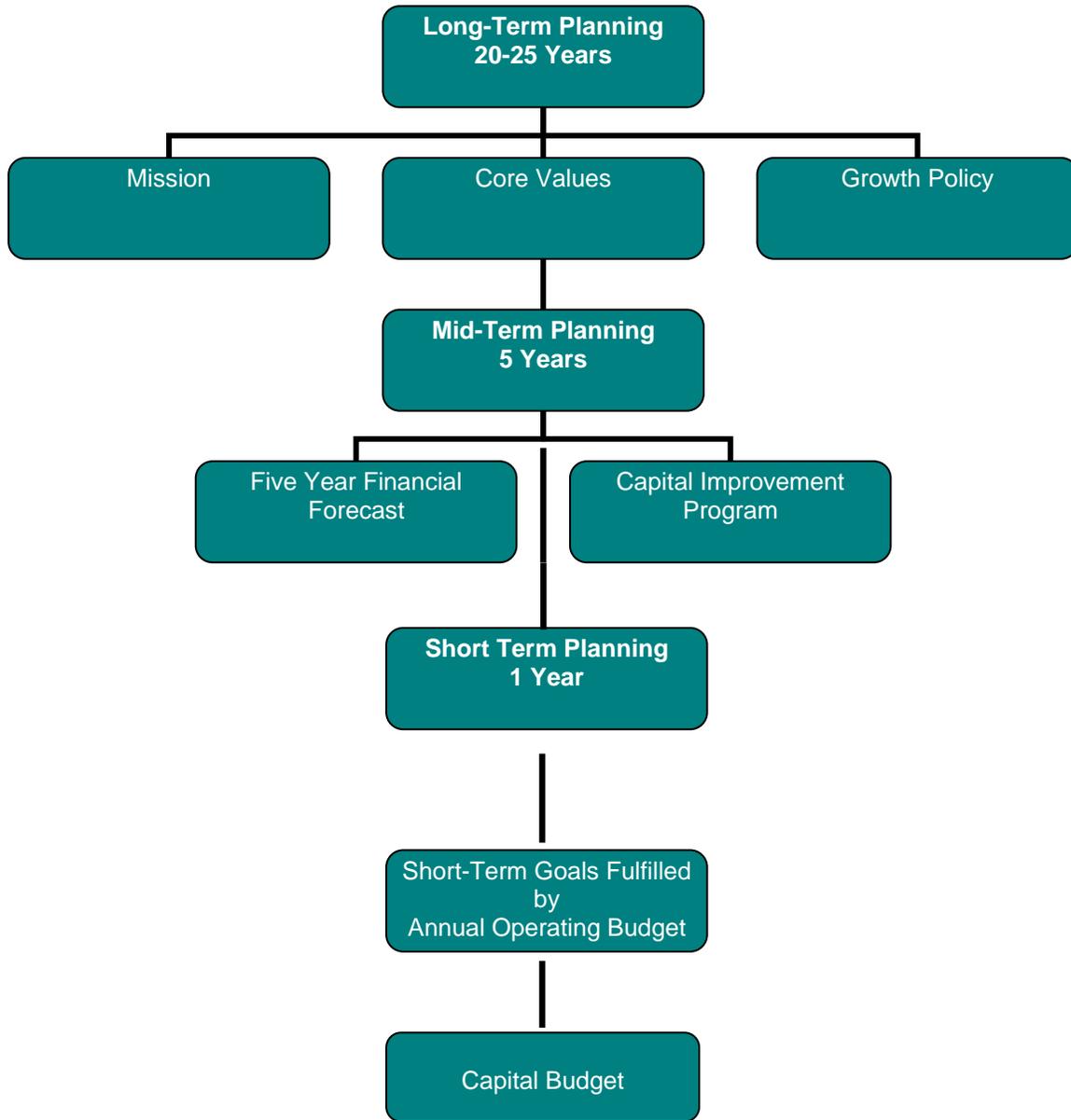
The capital budget is separate and distinct from the operating budget for several reasons. First, capital outlays reflect non-recurring capital improvements rather than ongoing expenses. Where possible, capital projects are funded from nonrecurring funding sources such as debt proceeds and grants; these one-time revenue sources are not appropriate funding sources for recurring operating expenses. Second, capital projects tend to be of high cost in nature, requiring more stringent control and accountability. To provide direction for the capital program, the Council of Commissioners has adopted policies relating to the Capital Improvement Plan and the Capital Budget, which are discussed later in this section.

## LINKAGE

Butte-Silver Bow conducts various planning processes (long-term, mid-term and short-term), to help guide the government and to insure that decisions are made in the context of the organization as a whole and with a long-term perspective. Diligent efforts are made to insure each of these component planning processes are in concert with one another. This so called “Linkage” is paramount to insure short-term decisions are consistent with the overriding values embodied in the mid-term and long-term planning processes adopted by the Council of Commissioners. This required linkage dictates that the CIP be developed within the context of, and consistent with, the long-term and mid-term plans.

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

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



**CAPITAL PLANNING**

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

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

## THE CIP AND CAPITAL BUDGET PROCESSES DESCRIBED

Butte-Silver Bow updates its informal CIP each year. The Capital Budget is adopted annually. A short term goal for BSB is to begin the process of creating a formal CIP during the current budget year. The CIP will be prepared only after significant efforts to insure the public has had ample opportunity to review and comment on the proposed capital acquisition plan. Linkage with the long-term and mid-term plans is of utmost importance to the Council of Commissioners in their deliberations and decision making process.

The CIP will be prepared under the direction of the Chief Executive and Finance Director. The CIP update will begin in late Fall as part of the budget kickoff. At this kickoff, the Chief Executive and the Finance Director meet with the management team to explain the overall process and to provide pertinent information regarding funding and expenditure issues, budget process changes and general instructions. At this meeting the goals and direction for the new budget are outlined. As part of this training, those involved in the capital budget process are given a calendar of key budget cycle dates and written documentation including forms, instructions, and definitions to be used in preparing their capital project budgets, including revising current project estimates and submitting requests to add new capital projects.

All pertinent information is required including the justification for the project, project funding requirements by fiscal year, proposed project schedule and completion dates, and anticipated operating cost impacts. The submissions are reviewed and evaluated by the Chief Executive and the Finance Director. In preparing the CIP, the Chief Executive and Finance Director confer with each of the departments to ascertain that the proposed request is in accordance with the Comprehensive Strategic Plan and Growth Policy. Throughout the development process, the Chief Executive and Finance Director attend meetings with the Council of Commissioners to keep them up-to-date, provide them with revenue projection updates, and to obtain overall policy guidance. Upon completing their review, the Chief Executive and Finance Director will meet with the appropriate program directors and representatives to resolve outstanding issues and ensure that all are in agreement with the current information.

As the process continues and the new CIP begins to take shape, the information is forwarded to and reviewed by the CIP Committee. This committee consists of the Chief Executive, Economic Development Director, Finance Director and two members of the Council of Commissioners. The committee is free to modify the proposed CIP as they deem necessary. After the projects are approved by the CIP Committee, the proposed CIP is forwarded to the Council of Commissioners for review in the month of December. The Council then holds work sessions and public hearings to obtain public comment. In late April, the Council of Commissioners considers and adopts a capital improvement plan. The Capital Budget is finalized as part of the Annual Operating Budget in late August of each year. Final budget documents reflecting the adopted budget and CIP are then prepared and distributed, both via hardcopy and electronic format.

Positive results of the Capital Improvement Program and Capital Budget include:

- Translation of the Strategic Plan, Growth Policy, individual Department's functional plans, and other programs and policies into tangible projects.
- The coordination of the capital projects of all Departments so that they will further the implementation of the long-term plans.
- The possibility of guiding private development so that it occurs in a way that is in conformity with the long-term plans.

## CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

- Enabling the Council of Commissioners and the Chief Executive to better plan the financing for both capital and operating activities.
- Protection of the government's investment in existing facilities, where appropriate, to avoid the higher cost of rehabilitation and/or replacement associated with deferment.
- Fostering economies of scale through inter-jurisdictional cooperation.
- Promotion of economic development and its inherent contributions.

### CAPITAL BUDGET AND ITS IMPACT ON FUTURE OPERATING BUDGETS

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

The operating impact of capital projects is analyzed and taken into consideration during the extensive CIP prioritization process. Estimated new revenues and/or operational efficiency savings associated with projects are also taken into consideration (net operating costs). Department staff plan and budget for significant start-up costs, as well as operation and maintenance of new facilities. The cost of operating new or expanded facilities or infrastructure is included in the operating budget in the fiscal year the asset becomes operational. Debt service payments on any debt issued for capital projects is also included in the operating budget.

Listed on the following pages are the capital items included in this year's Annual Budget, together with projected impacts on future operating budgets.

# CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

## FY 2009 Capital Budget & Operating Budget Impacts Projects by Department/Project Name

FY 2009 Capital Budget		Annual Operating Budget Impacts			
Department/Project Title	Appropriation	Personal Services Costs	Other Operating Costs	Debt Service Costs	Total
<b>Civic Center</b>					
Boiler Repairs	\$ 32,000	\$ -	\$ -	\$ -	\$ -
Truck w/ Lift	21,000	-	1,200	-	1,200
<b>Information Technology</b>					
VOIP Upgrade	40,000	-	-	-	-
Granicus Software for Web Cast	32,000	-	2,000	-	2,000
Electrical Upgrade	20,000	-	-	-	-
<b>Clerk &amp; Recorder</b>					
Election Counters	30,000	-	-	-	-
Document Indexing System	48,685	-	4,500	-	4,500
<b>Building Maintenance</b>					
Elevator Repairs	600,000	-	1,500	-	1,500
Energy Retrofits	400,000	-	-	-	-
HVAC - Shop	50,000	-	-	-	-
Gas Bay Upgrade	20,000	-	-	-	-
Diagnostics - Shop	20,000	-	-	-	-
Misc Shop Equipment	10,000	-	-	-	-
<b>Road Fund</b>					
Upgrade Crusher	25,000	-	-	-	-
<b>Super Fund</b>					
Dump Truck	48,000	-	1,200	-	1,200
Tractor/Attachments	317,721	-	2,500	-	2,500
Storm Water Cap Study	250,000	-	-	-	-
<b>Planning</b>					
Land Purchase	30,000	-	-	-	-
Computer Equipment	10,000	-	500	-	500
Greenway Trail Project	3,357,040	-	-	-	-
<b>Neighborhood Improvements</b>					
Main St Proj-Lighting	11,031	-	-	-	-
CTEP Walking Bridge	400,000	-	-	-	-

# CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

## FY 2009 Capital Budget & Operating Budget Impacts Projects by Department/Project Name

FY 2009 Capital Budget		Annual Operating Budget Impacts			
Department/Project Title	Appropriation	Personal Services Costs	Other Operating Costs	Debt Service Costs	Total
<b>Animal Services</b>					
Building Improvements	30,000	-	-	-	-
ACO Pickup Truck	21,000	-	1,200	-	1,200
<b>Public Works - Parks</b>					
Stodden Park Restroom/conces	50,000	-	-	-	-
Play equipment	20,000	-	-	-	-
Park Improvements	10,000	-	-	-	-
Replace tee/green irrigation system	12,000	-	-	-	-
<b>NRD Grants - Thompson Park</b>					
Land	120,000	-	-	-	-
Bridges/Infrastructure	113,885	-	-	-	-
<b>NRD Grants - Big Butte</b>					
Land	39,500	-	-	-	-
<b>Metro Sewer</b>					
Sewer replacement program	600,000	-	-	-	-
Video Inspection Upgrade	50,000	-	-	-	-
Jet Truck	25,000	-	1,200	-	1,200
Trenching safety equipment	20,000	-	-	-	-
Eng & Construction Costs	1,200,000	-	-	-	-
Blower Upgrade	45,000	-	-	-	-
Pickup Truck	25,000	-	1,200	-	1,200
RSRV Waste Water Imp	373,000	-	-	-	-
<b>Ramsey TIFID</b>					
Develop Public Infrastructure	7,000,000	-	-	-	-
Buildings	5,000,000	-	-	-	-
<b>Sheriff</b>					
Vehicle Replacement	120,000	-	4,800	-	4,800
Dispatch Workstation	50,000	-	-	-	-
Radio/Phone Equipment	25,000	-	-	-	-
Computer Hardware	20,000	-	500	-	500
Mobiles & Portables	15,000	-	-	-	-
Master Clock	10,000	-	-	-	-
<b>Weed</b>					
RSRV for Equip	12,840	-	-	-	-
<b>Archives Building Project</b>					
Bldg Construction in Process	7,408,206	-	30,000	375,000	405,000

# CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

## FY 2009 Capital Budget & Operating Budget Impacts Projects by Department/Project Name

FY 2009 Capital Budget		Annual Operating Budget Impacts			
Department/Project Title	Appropriation	Personal Services Costs	Other Operating Costs	Debt Service Costs	Total
<b>Solid Waste</b>					
RSRV Landfill Closure	1,000,000	-	-	-	-
D-7 Dozer	466,000	-	5,600	-	5,600
<b>Water Utility Division</b>					
Computer upgrades	40,000	-	4,000	-	4,000
Façade on Building	25,000	-	-	-	-
Wireless connection	15,000	-	-	-	-
NRD Big Hole Dam Replacement	3,768,833	-	-	-	-
NRD Waterline Replacement	2,414,423	-	-	-	-
NRD Big Hole Distr Replacement	1,650,542	-	-	-	-
NRD Big Hole Meter Replacement	273,600	-	-	-	-
Reservoir Circulator	150,000	-	1,500	-	1,500
Automation equipment	61,500	-	-	-	-
Variable Frequency Drives	40,000	-	-	-	-
Chemical analysis equipment	32,500	-	-	-	-
West Side Water Tank Rehab	600,000	-	-	-	-
Water Distribution Imp	180,000	-	-	-	-
12 Yard Dump Truck	132,000	-	3,600	-	3,600
Small Dump Truck	45,000	-	1,200	-	1,200
Leak Truck	45,000	-	1,200	-	1,200
Vac & Valve Truck	34,000	-	1,200	-	1,200
Flume	150,000	-	-	-	-
Radios & Automation	15,000	-	-	-	-
Silver Lake Water Sys Imp	279,174	-	-	-	-
<b>GRAND TOTAL</b>	<b>\$ 39,605,480</b>	<b>\$ -</b>	<b>\$ 70,600</b>	<b>\$ 375,000</b>	<b>\$ 445,600</b>

## FUNDING SOURCES FOR CIP AND CAPITAL BUDGET

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

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

## CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

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

## CAPITAL EXPENDITURES CONTRASTED WITH TOTAL OPERATING EXPENDITURES

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

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

Obligating resources to capital investment is appropriate for a growing community as Butte-Silver Bow strives to meet level of service standards identified in the Strategic Plan and community outcomes identified in the Growth Management Plan.

## CAPITAL IMPROVEMENT POLICIES

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

### CIP Formulation.

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

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## DEBT INFORMATION

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## Butte-Silver Bow Debt Management

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

Debt management is a critical component of Butte-Silver Bow's financial operations. The city-county takes an active role in managing its debt. This is done through a variety of means including: debt management policies, bond ratings, comprehensive planning for future bond issues, 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

Butte-Silver Bow currently has debt from two sources. The first is General Obligations bonds approved by the voters. The second is Montana Board of Investments Intercap loans for various operational assets. Listed below is a brief description of the city-county major outstanding bond issues and loans, followed by a graphic overview of all outstanding debt, by purpose.

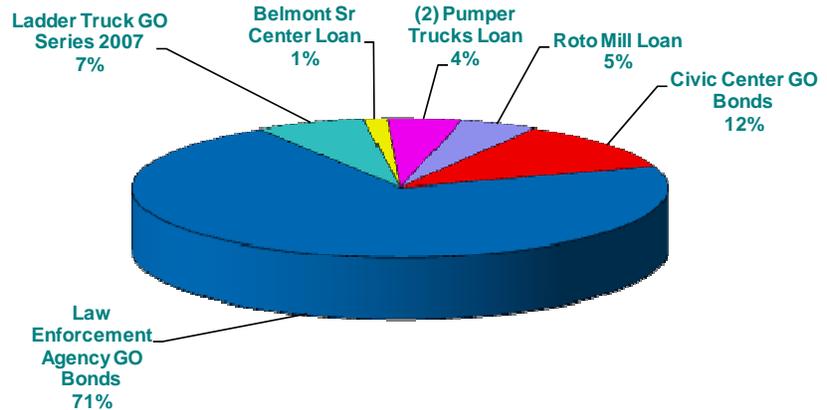
- Law Enforcement GO Bonds – The purpose of this bond issue was to renovate the Law Enforcement Administration building and construct a new detention facility. The original bonds were issued in 2002 and 2003 in the amount of \$12,574,000. Principal due on these issues at 6-30-2008 is \$10,240,000
- Civic Center GO Bond – The purpose of this bond issue was to renovate the Butte Civic Center. The original bonds were issued in 1999 in the amount of \$2,400,000. Principal due on this issue at 6-30-2008 is \$1,695,000
- Ladder Truck GO Bond– The purpose of this bond issue was to purchase a new 100 ft Aerial Ladder Truck for fire fighting. The original bonds were issued in 2007 in the amount of \$978,554. Principal due on this issue at 6-30-2008 is \$952,058.
- Intercap Loans outstanding in the amount of \$1,512,860 for:
  - Belmont Sr Citizens Center Renovation (\$202,514)
  - (2) Pumper Trucks for Fire Dept (\$638,062)
  - Roto Mill for Road Dept (\$672,284)

## Outstanding Debt

Listed below is a pie chart which presents the city-county current outstanding indebtedness by purpose.

**BUTTE-SILVER BOW – OUTSTANDING DEBT**

As of June 30, 2008



**Proposed Debt in the Next Five Years**

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

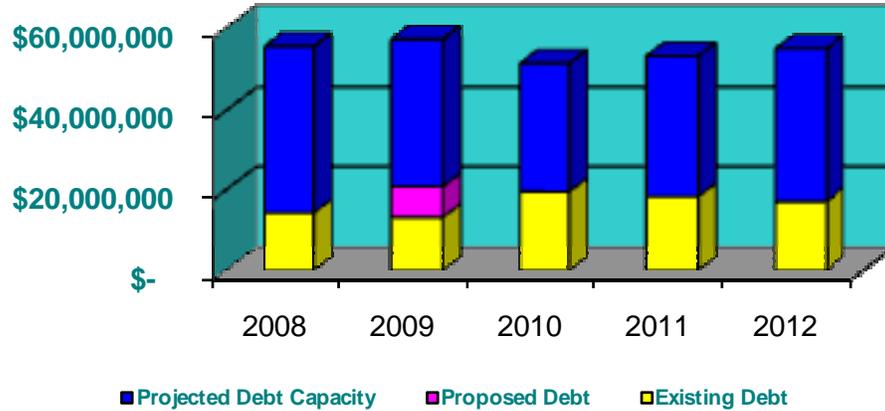
- A. Archives Renovation and Building Project \$7.5 million.** The electors of Butte-Silver Bow (BSB) authorized the issuance of \$7,500,000 in general obligation bonds at a special mail ballot election duly called, noticed, and held November 14, 2007. 60.2% of those registered to vote in BSB cast ballots with 74.0% voting in favor and 26.0% voting against. \$4,500,000 in bonds will be issued in July 2008 with a second issue of \$3,000,000 anticipated in early 2009. The proceeds will be used to construct a new archival vault facility and renovate the present Archives historic building.

**Debt Capacity**

The bar chart below shows a graphic presentation of the city-county existing debt, proposed debt, and a projection of the projected debt capacity (legal debt margin) for the next five years. As shown by the graph, even if all of the proposed bond issues materialize, the city-county will still have a substantial amount of debt capacity remaining. This reflects the philosophy of the Council of Commissioners in holding down the level of debt on the taxpayers, despite the recent development pressures.

## DEBT MANAGEMENT

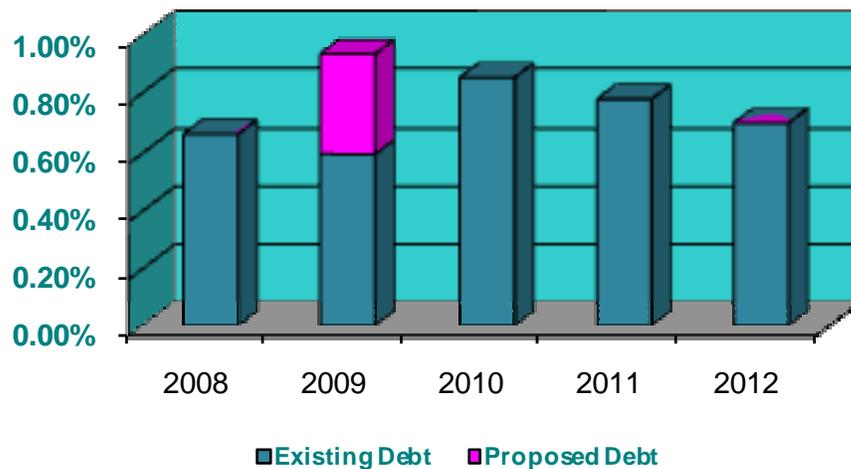
### EXISTING DEBT, PROPOSED DEBT, & PROJECTED DEBT CAPACITY



### Debt as a Percentage of Assessed Value

The graph below illustrates the City-County debt as a percentage of assessed valuation. In essence, this reflects the city-county debt as compared to its wealth. Butte-Silver Bow has been successful in maintaining its debt levels at a very small percentage of the county's assessed valuation. Additionally, the proposed debt over the course of the next five years is also depicted. This shows the proposed new debt in relation to the outstanding debt—both in relation to the wealth of the City-County.

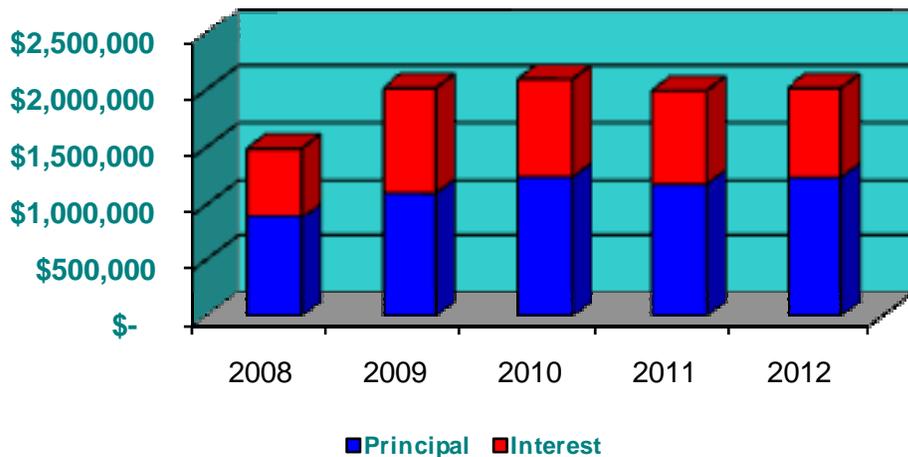
### EXISTING DEBT & PROPOSED DEBT AS A % OF ASSESSED VALUE



**Debt Service**

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

**SCHEDULE OF FUTURE PRINCIPAL AND INTEREST PAYMENTS**



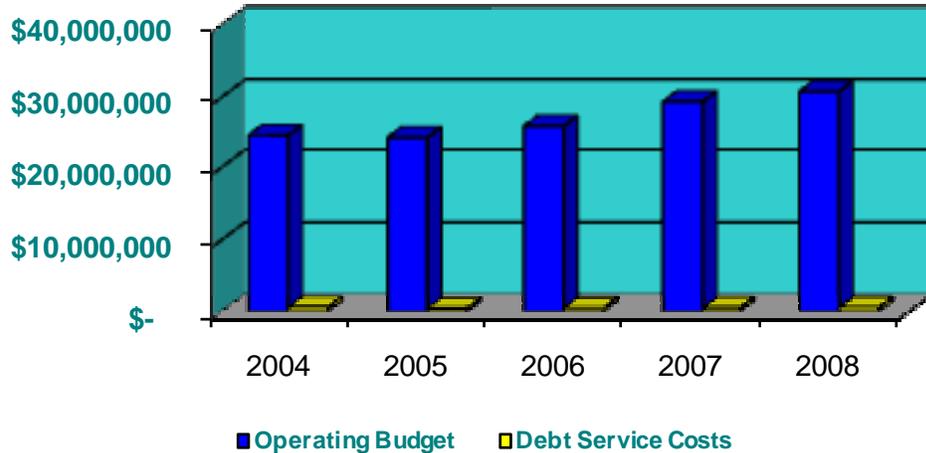
Most major debt obligations are typically structured with declining interest payments and increasing principal payments—thereby resulting in relatively level debt service payments over the life of the bonds.

**Debt Service Costs Contrasted with the Operating Budget**

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

As shown below, debt payments are a small fraction of its operating budget. This reflects our efforts to keep debt service payments at a manageable level.

**DEBT SERVICE COSTS CONTRASTED WITH ANNUAL OPERATING BUDGET**



**Bond Rating**

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

Butte-Silver Bow continues to seek ways to improve and maintain these ratings so as to provide the finest quality services and lowest cost. Concentrated efforts have been made to maintain and improve the ratings for its general obligation bonds through innovations in financial and debt administration. These efforts were realized in June 2008 when Butte-Silver Bow received its first ever independent general obligation bond rating for the above described Archives bonds. Standard and Poor’s rated these bonds at A+ with an outlook of stable for this rating. This is among the highest ratings for any local government in Montana.

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

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

### Debt Management Policies

Butte-Silver Bow has developed a set of financial management policies that cover all aspects of its financial operations. Policies on debt management are one component of those financial policies. All of the financial management policies on included in the Executive Summary. Listed below are excerpts from those policies, which relate specifically to debt management.

#### Restrictions on Debt Issuance.

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

#### Limitations on Outstanding Debt

- 1) Reliance on Long-Term Debt.** The City-County will limit long-term debt to capital improvements which cannot be financed from current revenues. Incurring long-term debt serves to obligate future taxpayers. Excess reliance on long-term can cause debt levels to reach or exceed the government's ability to pay. Therefore, conscientious use of long-term debt will provide assurance that future residents will be able service the debt obligations left by former residents.
- 2) Debt Not Used for Current Operations.** The city-county will not use long-term debt for financing current operations. This policy reflects the view that those residents who benefit from a service should pay for the service. Utilization of long-term debt to support current operations would result in future residents supporting services provided to current residents.

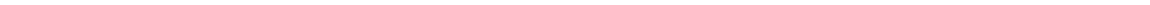
#### Debt Refinancing

- 1) General Refinancing Guidelines.** Periodic reviews of all outstanding debt will be undertaken to determine refinancing opportunities. Refinancing will be considered (within federal tax law constraints) under the following conditions:
  - There is a net economic benefit.
  - It is needed to modernize covenants that are adversely affecting the government's financial position or operations.
  - The City-County wants to reduce the principal outstanding in order to achieve future working capital to do so from other sources.
- 2) Standards for Economic Savings.** In general, refinancing for economic savings will be undertaken whenever net present value savings of at least five percent (5%) of the refunded debt can be achieved.
- 3) Net Present Value Savings.** Refinancing that produces net present value savings of less than five percent will be considered on a case-by-case basis, provided that the present value savings are at least three percent (3%) of the refunded debt. Refinancing with savings of less than three percent (3%), or with negative savings, will not be considered unless there is a compelling public policy objective.

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## APPENDIX



# STAFFING TRENDS

## Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
<b>General Government</b>				
Chief Executive	3.00	3.00	2.00	2.00
Finance & Budget	4.79	4.79	4.85	5.35
Delinquent Property	-	-	-	-
Council of Commissioners	13.00	13.00	13.00	13.00
Clerk & Recorder	7.00	8.00	8.00	5.00
Internal Auditor	1.00	1.00	1.00	1.00
Treasurer	9.00	9.00	9.00	9.50
County Attorney	9.50	9.50	9.00	9.00
JP Courts	4.50	4.50	4.50	5.00
Government Buildings	8.75	7.50	6.75	8.45
Superintendent of Schools	2.00	2.00	2.00	2.00
Planning	8.62	6.09	5.93	6.18
Public Administrator	-	-	-	-
City Court	3.00	3.00	4.00	4.00
Land Records	-	-	-	3.00
Superfund Allocation	-	2.42	2.40	2.10
Juvenile Defenders	-	-	-	-
Clerk of Courts	7.00	7.00	7.00	7.00
Non-Departmental	1.06	1.11	1.11	1.11
Maintenance SID's	1.00	1.00	1.00	1.00
<b>Sub-Total General Government</b>	<b>83.22</b>	<b>82.91</b>	<b>81.54</b>	<b>84.69</b>
<b>Public Safety</b>				
Sheriff	92.00	97.00	96.00	97.00
Coroner	1.25	1.25	2.25	2.25
DES	1.50	1.50	1.50	1.50
Code Enforcement	3.15	3.15	3.15	3.15
Probation Office	-	-	-	-
Fire	33.00	35.00	35.00	35.00
Crime Control Grants	1.50	1.50	1.50	1.50
Planning & Management	-	-	-	0.03
Non-Departmental	-	-	-	-
Crime Control Grants	-	-	-	-
<b>Sub-Total Public Safety</b>	<b>132.40</b>	<b>139.40</b>	<b>139.40</b>	<b>140.43</b>
<b>Public Works</b>				
Public Works	104.62	103.79	103.48	105.53
Extension Agent	2.13	2.63	3.11	4.03
Parking Commission	4.00	4.00	4.00	4.00
Transit System	8.50	9.33	10.00	10.00
Non-Departmental	0.51	0.44	0.51	0.50
Superfund Allocation	-	3.50	2.88	2.84
<b>Sub-total Public Works</b>	<b>119.77</b>	<b>123.70</b>	<b>123.98</b>	<b>126.90</b>
<b>Public Health</b>				
Animal Control	3.00	4.00	7.00	7.00
Health Office	7.51	7.84	7.94	6.50
Family Services	14.68	13.97	12.62	13.25
Home Health	7.37	8.29	8.21	7.85
Drugs & Alcohol	16.20	17.67	17.06	20.80
Superfund	-	5.27	4.33	5.35
Health Planning	6.31	-	-	-
<b>Sub-total Public Health</b>	<b>55.07</b>	<b>57.03</b>	<b>57.15</b>	<b>60.75</b>
<b>Sub-Total</b>	<b>390.45</b>	<b>403.04</b>	<b>402.07</b>	<b>412.77</b>

# STAFFING TRENDS

## Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
<b>Social &amp; Economic Services</b>				
Extension Agent	0.50	0.50	0.50	1.00
Developmentally Disabled Non-Departmental	1.00 -	1.00 -	1.00 -	1.00 -
<b>Sub-Total Social &amp; Economic Service</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>2.00</b>
<b>Culture &amp; Recreation</b>				
Public Works	6.45	6.45	6.95	7.07
Fairs	-	-	-	-
Board of Recreation	0.25	0.25	0.25	0.25
Public Library	15.00	15.00	15.50	16.11
Civic Center	3.00	4.50	4.50	3.80
Culture & Recreation Grants	-	-	-	-
<b>Sub-total Culture &amp; Recreation</b>	<b>24.70</b>	<b>26.20</b>	<b>27.20</b>	<b>27.23</b>
<b>Housing &amp; Community Development</b>				
BSB Economic Development	2.10	2.10	1.35	1.10
Uptown Revitalization	2.00	1.75	1.75	1.50
TIFID Industrial	0.90	1.90	1.90	1.10
Neighborhood Improvements	1.50	1.75	1.75	1.77
Planning & Management	-	-	-	-
PE 12-A	-	-	-	-
Non Departmental	-	-	-	-
<b>Sub-total Housing &amp; CD</b>	<b>6.50</b>	<b>7.50</b>	<b>6.75</b>	<b>5.47</b>
<b>Intergovernmental Activities</b>				
Finance & Budget	4.21	4.79	4.65	4.65
Personnel	3.00	3.00	3.00	4.00
Central Equipment	9.00	9.00	9.00	9.00
Planning & Management	1.00	1.00	1.00	1.00
Non-Departmental	1.00	1.50	1.50	1.50
<b>Sub-total Intergovernmental Act</b>	<b>18.21</b>	<b>19.29</b>	<b>19.15</b>	<b>20.15</b>
<b>Miscellaneous</b>				
Maintenance SID's 999	2.08 -	2.08 -	2.08 -	1.91 -
<b>Miscellaneous</b>	<b>2.08</b>	<b>2.08</b>	<b>2.08</b>	<b>1.91</b>
<b>GRAND TOTAL</b>	<b>443.44</b>	<b>459.61</b>	<b>458.75</b>	<b>469.53</b>

**U.S. CONSUMER PRICE INDEX**

<b>Calendar Year</b>	<b>U.S. Consumer Price Index</b>	<b>Percent Change</b>
1971	40.5	
1972	41.8	3.2
1973	44.4	6.2
1974	49.3	11.0
1975	53.8	9.1
1976	56.9	5.8
1977	60.6	6.5
1978	65.2	7.6
1979	72.6	11.3
1980	82.4	13.5
1981	90.9	10.3
1982	96.5	6.2
1983	99.6	3.2
1984	103.9	4.3
1985	107.6	3.6
1986	109.6	1.9
1987	113.6	3.6
1988	118.3	4.1
1989	124.0	4.8
1990	130.7	5.4
1991	136.2	4.2
1992	140.3	3.0
1993	144.5	3.0
1994	148.2	2.6
1995	152.4	2.8
1996	156.9	3.0
1997	160.5	2.3
1998	163.0	1.6
1999	166.6	2.2
2000	172.2	3.4
2001	177.1	2.8
2002	179.9	1.6
2003	184.0	2.3
2004	188.9	2.7
2005	195.3	3.4
2006	201.6	3.2
2007	210.1	4.2

**GENERAL OBLIGATION BOND**

Maximum Allowable Debt - Butte-Silver Bow City-County, Montana

Assessed Valuation: FY 09 Certified Market Value \$ 2,160,280,492

Factor Allowed for Indebtedness 2.5%

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Total Indebtedness Allowed \$ 54,007,012

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Less Current Indebtedness:

Civic Center GO Bonds	\$ 1,695,000
LEA GO Series 2002	4,155,000
LEA GO Series 2003	6,085,000
Ladder Truck GO Series 2007	952,058
Intercap-Belmont Sr Center	202,514
Intercap-2 Pumper Trucks	638,062
Intercap-Roto Mill	672,284

Total Current Indebtedness \$ 14,399,918

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Maximum Indebtedness Available \$ 39,607,094

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GENERAL STATISTICAL INFORMATION

Class of County.....	First
County Seat.....	Butte
Year Organized .....	May 1977
Registered Voters (includes active and inactive voters).....	21,520
Area (square miles).....	719
Courthouse Elevation (Butte).....	5,755
Incorporated Cities.....	2
Population of County (2006 estimate).....	32,801
Form of Government.....	Consolidated City-County (Charter)

**TOP TEN TAXPAYERS****TO TEN TAXPAYERS IN BUTTE-SILVER BOW  
TAX YEAR 2008**

Taxpayer	Market Value	Taxable Value
ADVANCED SILICON MATERIALS LLC	\$ 342,786,559	\$ 10,286,526
NORTHWESTERN CORPORATION	83,132,056	9,975,844
MONTANA RESOURCES	587,775,930	9,483,562
QWEST CORPORATION	16,755,995	1,005,361
BUTTE SENIOR LIVING PROPERTY LLC	13,184,958	396,867
WAL-MART REAL ESTATE BUSINESS TRUST	10,499,147	315,864
PRAXXAIR INC	9,824,447	294,824
HYMAN ANNE & NORTHERN TRUST BANK	9,514,256	286,379
VERIZON WIRELESS	2,715,618	162,937
WILDER RESORTS INC	5,828,708	162,561
	<u>\$ 1,082,017,674</u>	<u>\$ 32,370,725</u>

## GLOSSARY

**Accrual Basis** - A basis of accounting in which transactions are recognized at the time they are incurred, as apposed to when cash is received or spent.

**Appropriation** – An authorization made by the Council of Commissioners which permits the government to incur obligations to make expenditures for specific purposes.

**Assessed Valuation** - A value that is established for real and personal property for use as a basis for levying property taxes.

**Asset** - Resources owned or held by a government which have monetary value.

**Available (Undesignated) Fund Balance** - Refers to the funds remaining from the prior years which are available for appropriation and expenditure in the current year.

**Bonds** – A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation, revenue bonds, and special improvement district bonds. These are most frequently used to finance capital projects.

**Bond Rating** – An evaluation of a bond issuer's credit quality and perceived ability to pay the principal and interest on time and in full.

**Bond Refinancing** - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**Budget** – A plan of financial operation for a specific time period (Butte-Silver Bow's budget is for a fiscal year July 1 - June 30). The budget contains the estimated expenditures needed to continue the county's operations for the fiscal year and revenues anticipated to finance them.

**Budget Calendar** - The schedule of key dates or milestones which the City-County follows in the preparation, adoption, and administration of the budget.

**Budget Message** - The opening section of the budget which provides the Council of Commissioners and the public with a general summary of the most important aspects of the

budget, changes from the current and previous fiscal years, and recommendations regarding the financial policy for the upcoming period.

**Budgetary Basis** - This refers to the form of accounting utilized throughout the budget process. These generally take one of three forms: GAAP, Cash, and Modified Accrual.

**Budgetary Control** - The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.

**Capital Budget** – See Capital Improvement Program

**Capital Expenditures** – The item has a unit cost over \$5,000, it benefits future periods, it has a normal useful life of 1 year or more, it has an identity that does not change with use (i.e., retains its identity throughout its useful life), and it is identifiable and can be separately accounted for. Improvements to existing assets must add value and life to be included in the value of any Capital item.

**Capital Improvements** - Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

**Capital Improvement Program (CIP)** – A plan for capital expenditures needed to maintain and expand the public infrastructure (for example, roads, parks, buildings, etc). The CIP projects these infrastructure needs for a set number of years (normally 5) and is updated annually to reflect the latest priorities, cost estimates or changing financial strategies. The first year of the adopted Capital Improvement Program becomes the Annual Capital Budget.

**Capital Outlay** – Items that cost more than \$5,000 and have a useful life of more than one year.

**Capital Project** – New facility, technology system, land acquisition or equipment acquisition, or improvements to existing facilities beyond routine maintenance. Capital projects are included in the Capital Improvement Program and become fixed assets.

## GLOSSARY

**Cash Basis** - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

**CDBG** – Community Development Block Grant.

**CIP** – See Capital Improvement Program

**Contingency** - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contractual Services** – Expenditures for services performed by firms, individuals or other city/county departments.

**Debt Ratios** - Ratios which provide measure of assessing debt load and ability to repay debt which play a part in the determination of credit ratings. They are also used to evaluate the government's debt position over time and against its own standards and policies.

**Debt Service** – Payment of principal and interest on an obligation resulting from the issuance of bonds.

**Debt Service Fund** - Debt Service Funds are set up to receive dedicated revenues used to make principal and interest payments on debt. They are used to account for the accumulation of resources for, and the payment of, general obligation and special assessment debt principal, interest and related costs.

**Debt Service Fund Requirements** - The amounts of revenue which must be provided for a Debt Service Fund so that all principal and interest payments can be made in full on schedule.

**Deficit** -The excess of an entity's liabilities over its assets or the excess of expenditures over revenues during a single accounting period.

**Department** - A major administrative division of the City-County which indicates overall management responsibility for an operation or a group of related operations within a functional area.

**Depreciation** - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence.

**Distinguished Budget Presentation Awards Program** - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**Division** - A group of homogeneous cost centers within a department, i.e. roads, bridges, gas tax, junk vehicle, maintenance and administration make up the Transportation Division within the Public Works Department.

**Enterprise Funds** – Funds that are accounted for in a manner similar to a private business. Enterprise funds usually recover their costs (including depreciation) through user fees.

**Estimate** – The most recent prediction of current year revenue and expenditures. Estimates are based upon several months of actual expenditure and revenue information and are prepared to consider the impact of unanticipated costs or other economic changes.

**Estimated Revenue** - The amount of projected revenue to be collected during the fiscal year.

**Fixed Assets** - Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

**FTE** – See Full-Time Equivalent

**Full Faith and Credit** - A pledge of a government's taxing power to repay debt obligations.

**Full-Time Equivalent (FTE)** – A position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time clerk working for 20 hours per week would be equivalent to one-half of a full-time position or 0.5 FTE.

**Fund** – An independent governmental accounting entity with a self-balancing group of accounts including assets, liabilities and fund balance, which record all financial transactions for specific activities of government functions.

**Fund Balance** – As used in the budget, the excess of resources over expenditures. The beginning fund balance is the residual funds brought forward from the previous fiscal year.

## GLOSSARY

**GAAP** – See Generally Accepted Accounting Principles

**General Obligation Bonds (G.O. Bonds)** – Bonds that require voter approval and finance a variety of public capital projects such as roads, buildings, parks and improvements. The bonds are backed by the “full faith and credit” of the issuing government.

**Goal** – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a given time period.

**G. O. Bonds** – See General Obligation Bonds

**Grant** – A contribution by one government unit or funding source to another. The contribution is usually made to aid in the support of a specified function (e.g., public safety or drug enforcement, but it is sometimes for general purposes).

**Infrastructure** – Facilities that support the daily life and growth of the county, for example, roads, public buildings, and parks.

**Improvement Districts** – Special assessment districts formed by property owners who desire and are willing to pay for mutually enjoyed improvements such as roads or maintenance districts.

**Intergovernmental Revenue** - Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

**Levy** – See Tax Levy

**Line-Item Budget** - A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

**Mandate** – Legislation passed by the state or federal government requiring action or provision of services and/or programs. Examples include the Americans with Disabilities Act, which requires actions such as physical facility improvements and provision of specialized transportation services.

**Objective** – A desired output-oriented accomplishment that can be measured and achieved within a given time frame, and advances the activity and organization toward a corresponding goal.

**Operating Budget** - The portion of the budget that pertains to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personnel; supplies, utilities, materials, travel, and fuel.

**Operating Funds** – Resources derived from continuing revenue sources used to finance ongoing operating expenditures and “pay-as-you-go” capital projects.

**Ordinance** – A formal legislative enactment by the Council of Commissioners. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the city & county.

**Outstanding Bonds** – Bonds not yet retired through principal and interest payments.

**Overlapping Debt** – The proportionate share of the debt of other local governmental units which either overlap it or underlie it. The debt is generally apportioned based on relative assessed value.

**Pay-As-You-Go Capital Projects** – Capital projects whose funding comes from day-to-day county operating revenue sources.

**Performance Budget** - A budget that focuses upon departmental goals and objectives rather than line items, programs, or funds. Workload and unit cost data are collected in order to assess the effectiveness and efficiency of services.

**Personal Services** – All costs related to compensating county employees including employee benefits costs such as contributions for retirement, social security, and health and workers' compensation insurance. It also includes fees paid to elected officials, jurors, and election judges and clerks. It does not include fees for professional or other services.

## GLOSSARY

**PILT** - Payment in Lieu of Taxes from the Federal Government based on acreage within each county.

**Program Budget** - A budget that focuses upon broad functions or activities of an agency or jurisdiction rather than upon its organizational budget units or object classes of expenditure.

**Property Tax** – A levy upon each \$100 of assessed valuation of property within the City-County.

**Resolution** - A special or temporary order of a legislative body (Council of Commissioners) requiring less legal formality than an ordinance or statute.

**Resources** – Total amounts available for appropriation including estimated revenues, fund transfers and beginning fund balances.

**Restricted Funds** – See Special Revenue Fund.

**Revenue** - Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

**Revenue Bonds** – Bonds usually sold for constructing a project that will produce revenue for the government. That revenue is pledged to pay the principal and interest of the bond.

**Risk Management** - An organized attempt to protect a government's assets against accidental loss in the most economical method.

**Salary Savings** – Budget savings realized through normal employee turnover.

**Special Revenue Fund** – A fund used to account for receipts from revenue sources that have been earmarked for specific activities and related expenditures. Examples include road, public assistance, bridge, fair, and public safety.

**State-Shared Revenues** – Revenues levied and collected by the state but shared with local governments as determined by state government each year. Entitlement funds received by the City-County from the state is the largest of such shared revenues.

**Taxes** - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

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

**Transfers In/Out** - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**Unreserved Fund Balance** - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**User Fees or User Charges** – A fee paid for a public service or use of a public facility by the individual or organization benefiting from the service.

**Workload Indicator** - A unit of work to be done (e.g., number of permit applications received or the number of burglaries to be investigated).

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