



FLATHEAD COUNTY

APPROVED BUDGET

FISCAL YEAR
2008-2009

Flathead County, Montana

APPROVED
OPERATING AND CAPITAL BUDGET
Fiscal Year 2008 - 2009

COUNTY COMMISSION

Gary D. Hall, Chairman
Dale Lauman
Joe Brenneman

COUNTY ADMINISTRATOR

Mike Pence

CLERK & RECORDER

Paula Robinson

COMPTROLLER

Joe Garza



FLATHEAD COUNTY MONTANA

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Budget Message

September 30, 2008

Flathead County Commission & Residents of Flathead County:

This document is the Approved Operating and Capital Budget for the Flathead County, 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 \$65.0 million, budgeted expenditures of \$69.6 million, resulting in a projected ending balance of \$40.7 million, for all funds. An explanation of the significant changes in fund and cash balances (those greater than 10%) is provided on the following page.

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

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Projected Beginning							
Fund/Working Capital Balance	\$ 3,255,579	\$ 13,676,696	\$ 743,568	\$ 5,784,864	\$ 19,400,450	\$ 2,379,569	\$ 45,240,725
Total Estimated Revenues							
	8,602,635	41,706,313	-	2,342,193	8,171,385	4,377,193	65,199,719
Budgeted Expenditures							
	8,945,135	45,692,089	-	3,360,950	7,464,277	4,201,000	69,663,451
Projected Ending							
Fund/Working Capital Balance	\$ 2,913,079	\$ 9,690,920	\$ 743,568	\$ 4,766,107	\$ 20,107,558	\$ 2,555,762	\$ 40,776,993

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

General Fund

- The projected change in Fund balance is projected to be an overall decrease of 11% or about \$342,500. As a direct result of decreases in non tax revenues there is a net decrease of \$325,900.

Special Revenue Funds

- Special Revenue Funds are projected to decrease 29% overall. The Flathead Community Health Clinic was added into the budget for FY 09. This fund is budgeted for approximately \$1.2 million in expenditures.

Debt Service Funds

- Debt Service Funds show no change for FY 09. Most of the ten existing Special Improvement Districts which compose all of the funds in this group will decrease each year as this debt is paid off. With the increase in home sales many of the assessments are paid off early which is used to pay the debt down.

Capital Project Funds

- The Capital Project Funds show a net decrease of 18% or about \$1 million. The 3rd floor addition to the Earl Bennett Building is budgeted for approximately \$2.1 million. The new software for the 911 program is budgeted for \$1.1 million. These two funds show the most significant changes of the Capital Project Funds. The County Building projects fund is projected to increase \$600,000.

Enterprise Funds

- Decreased expenditures in the Solid Waste Trust Funds and Land Purchase Account comprise the 4% increase, or \$707,108 in the Enterprise Funds.

Internal Service Funds

- Approximately \$4.2 million is budgeted for the group insurance for FY 09. This is a result of rising health care costs.



Planning Processes

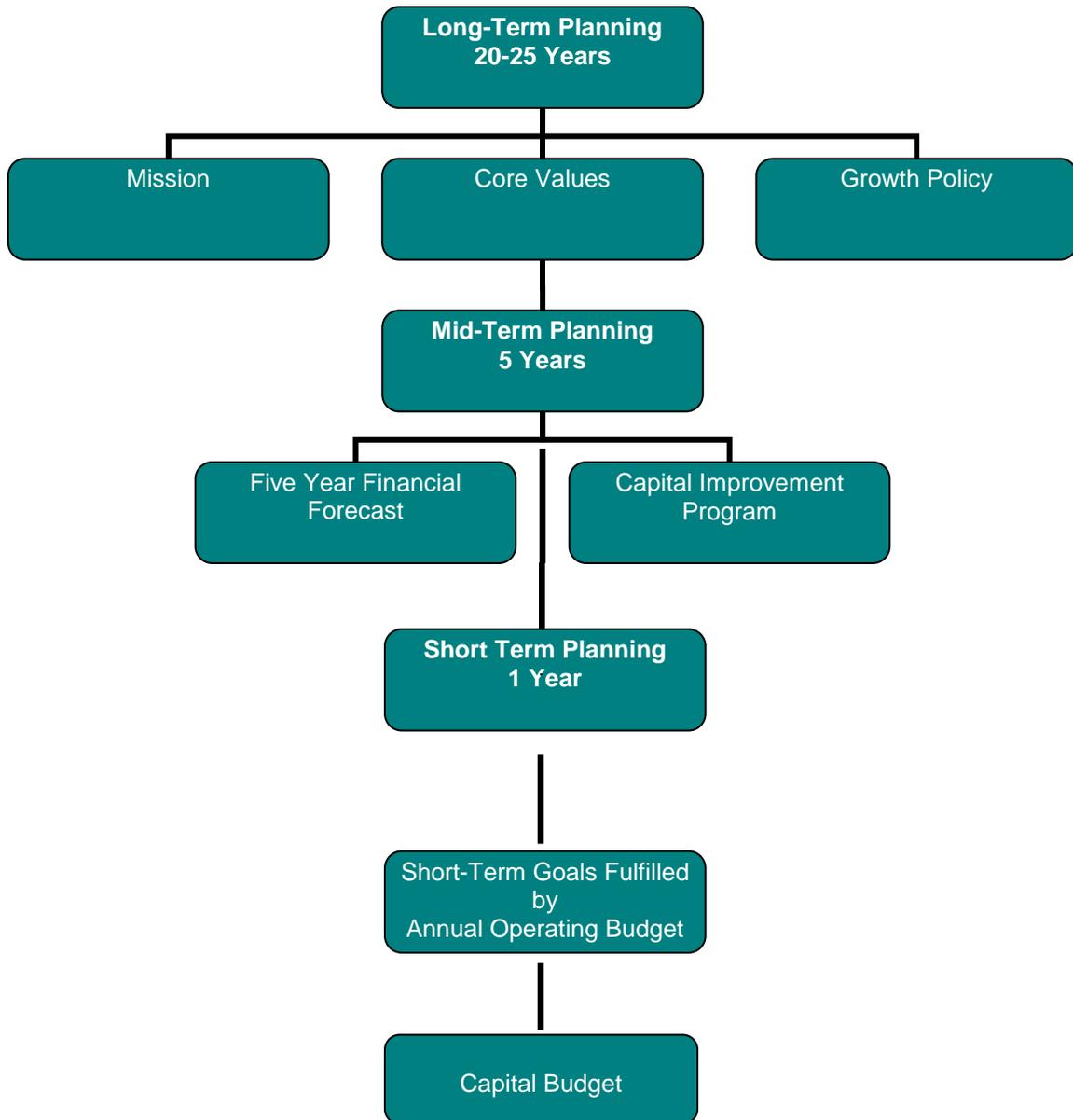
Flathead County conducts various planning processes (long-term, mid-term and short-term), to help guide the government and to insure that decisions are made in the context of the organization as a whole and with a long-term perspective. Diligent efforts are made to insure each of these component planning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

Each element of the County’s planning process has a different purpose and timeframe. The County’s Mission, Core Values Statement and Growth Policy are the most far-reaching in nature—20 to 25 years.

The Capital Improvement Program and the Five-Year Financial Forecast are mid-term in nature—5 years. The Annual Budget and the Capital Budget are short-term—covering a 1 year timeframe. The most important requisite is that they are coordinated efforts.

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





Strategic Plan

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

As part of the Strategic Planning Process, the 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.

Flathead County Strategic Direction

Mission Statement

We provide responsive and accountable services to protect and enhance the Flathead community.

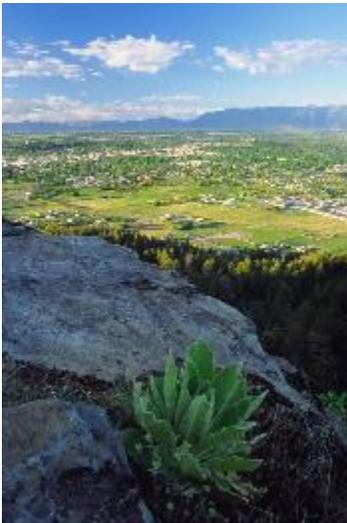
Our Core Values

- **Accountable stewardship of taxpayer resources**
- **Respectful and responsive communication**
- **Professional service with quality and integrity**
- **Proactive and innovative leadership at all levels**
- **Creating a positive team culture that values all people**
- **Safety and security throughout the County**
- **Equal treatment for all**

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

Flathead County Goals – Short-Term Initiatives – Principal Issues – Proposed Action



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

Listed below are the county's goals, contained in its most recent "**Business Plan**", that help guide the development of this budget.

Performance Budgeting and Management Project

- Continue to work closely with each department/office to create the annual budget with goals and business/action plans to allow appropriate measurement of performance for the benefit of the public we all serve.
- Departments and offices will continue to report on progress to the commissioners on a regular (monthly, bi-monthly or quarterly) basis.

Management Team Contracts

- Create a new contract form that provides for performance based expectations that are tied to the annual budgeting process.
- The contract will also provide for performance related to safety issues/programs and full compliance with County policies and procedures.
- The contracts will also provide a level of security for the management team members.

Personnel Management Improvement

- Continue with educational programs for management and staff in the area of personnel management to assure compliance with county policies and procedures and state and federal laws.
- Encourage continued review of operations with staff members to assure we are providing services in the most efficient and effective ways.

Safety Programs

- Continue our efforts to provide safety training and education programs as needed throughout the county organization.
- Safety is the management team's number one priority and we will work to become totally proactive in our efforts to address the safety of our employees and the public.

Capital Improvement Plan Program

- We are in the second year of utilization of the overall capital improvement plan for the county.
- We will create a process/procedure to annually update the plan and to accept amendments and new projects/equipment requests so the document will continue to provide an accurate budgeting tool.

Financial Reports

- Continue to provide various timely and meaningful reports to the commissioners and public on our financial status.
- We will provide an annual report for the benefit of public with narrative and financial information summarizing the activities and costs incurred to provide public services.

Building Facility Needs

- We are moving forward with a third floor expansion of the Earl Bennett Building to house the new public health clinic with operational funding being provided with state funding. There will potentially be some temporary space available for other county campus needs that we are exploring.
- It is likely that a bond issue will be on the November 2008 ballot to generate revenue to allow for construction of new E-911/communications/emergency services center.
- We are actively looking at opportunities to relocate the AOA program to a different facility.
- We plan to construct the first phase of an administration building to house the county treasurer and clerk/recorder staff in 2009. This new building will be similar in size and appearance to the Earl Bennett Building.
- The parks department is still considering a plan to purchase or build a gymnasium for public recreational uses.
- The library board is continuing to evaluate options in regard to their building needs and have a citizen committee in place to assist.
- We have received updated cost estimates for a major jail expansion and for additional expansion of the justice center to provide space due to growth in those operations. It appears we will soon have a fourth judge and additional space and staffing will be needed. We consider the best time to put a bond issue on the ballot to provide the needed revenue to fill these needs.

Surplus Property

- The County will pursue the concept of selling surplus land parcels to provide funding for various building facility needs.

Energy Performance Contracting

- Johnson Controls is continuing with the installation phase of the energy performance contract.
- We will follow up with Johnson Controls to verify that the energy cost savings will be adequate to repay the debt required for the new equipment and controls at various county facilities. If projected energy savings calculated by Johnson Controls is not realized, they are responsible for the difference needed to meet the debt service requirements.

Information Technology

- We will pursue request for proposals (RFP) for our financial and emergency communications software and evaluate those options in comparison to continuing with in-house developed software.

- Upon receipt of proposals we will complete a selection/evaluation process to determine the best solution to our short and long term software needs to best serve our citizens.

Infrastructure Funding Options

- The impact fee advisory committee is continuing its effort to explore the potential of utilizing impact fees for various county needs (jail, roads, etc.).
- A road advisory committee was created to work with county staff, consultants and the commissioners to develop a comprehensive operations plan to best utilize our limited road maintenance resources and to explore new revenue sources to address our road needs.
- We will continue to work with interested neighborhood groups on formation of rural special improvement districts to improve their roads and quality of life.
- We are exploring the option of taking a local option motor vehicle tax to the voters for road maintenance and improvement funding.

Forest Service and PILT Funding

- We will continue to encourage our congressional delegation to support and make sure legislation is passed to protect our needed funding sources.
- We will prepare for reductions if we are not successful in maintaining our current funding levels.

Legislative Session Involvement and Planning

- Strategize and develop a legislative program to work with MACo and various groups to become more actively involved in seeing that good legislation is passed for the benefit of the county.
- Meet with our legislators in the off-year and prior to the next legislative session that commences in January 2009. Provide the legislators with copies of any proposed legislation of interest to the county.
- Properly report our lobbying efforts and related costs to comply with state lobbying laws.

Grant Writing

- We hired a grant writer about a year and a half ago and this effort has been very successful to date. The initial position was half time, but now we need additional services to work on more grant applications and to assist in administering the grants we have recently obtained. We plan to increase this position to a ¾ FTE effective July 1, 2008.

E-911 Consolidation Project

- We will work together with the three cities to complete the E-911 consolidation project that involves a funding agreement and major upgrades needed to create a state of the art emergency communications system for our citizens.

Growth Policy Follow-up

- Six months following adoption of the Growth Policy, the Commissioners, Planning Board and staff will initiate a review process to determine if there are needed changes to the document. Amendments will likely be discussed and considered to make this a more workable and effective planning tool for the County and its citizens.
- As with the original work and process, this review (with possible amendments) will be fully open to the public.

- The Commissioners will determine if and what amendments need to be considered and will present those to the public prior to adoption of any amendments.
- The Commissioners will support moving forward with the additional planning efforts recommended in the Growth Policy. Grant funding will be pursued to fund a portion of these planning costs.

Cell Phone System Review

- Prepare a “request for proposals” (RFP) to be advertised locally to address our cellular phone needs. The RFP will ask each vendor to review the current contracts and service billing reports and provide a proposal on an approach that best fits our needs.
- The RFP will require a cost proposal that will be presented as a comparison to the costs for our multiple contract plans.
- The RFP will require the vendors to work closely with members of our Management Team and assure that their needs and requirements are met.
- Upon receipt of proposals, evaluate and select qualified vendors to invite to participate in a selection interview process.
- On completion of the interview process, determine if there is justification to make changes in vendors and contractual arrangements currently in force. If so, initiate those changes as soon as reasonable.

Board Training

- The annual board training sessions will continue to be provided for the benefit of our many volunteer board members.

Expand Volunteerism

- Due to a noticeable slowdown in growth for the county, we will not have as much new valuation to generate needed tax revenue to run our current programs county wide. So where possible, we may need to increase volunteer support to continue to provide the level of services currently in place.

Public Relations

- We will continue our efforts to provide ongoing information to the news media and public regarding activities, projects and issues that involve the county.

Natural Resource Issues

- The County Commissioners and staff will continue to maintain good communications and an open relationship with our government partners such as Montana DNRC and the Flathead National Forest Service.
- We will continue to work actively with the Coalition of Forest Counties in lobbying efforts in Washington, DC to retain the vital federal funding relating to federal lands and forests (PILT and Secure Schools Funds).
- The County Commission will continue to provide support to efforts to educate the community in regard to impacts of forest related activities in Flathead County such as the Family Forestry Expo.

Annual Operations Report (Website)

- Each department/office will provide an annual summary report to the Board of Commissioners describing progress or achievement of goals and activities as per their individual business plans. This will need to be in a very concise format.
- The individual department/office reports will be edited as necessary and consolidated in to a single document that will be distributed as directed by the Board of Commissioners.
- At a minimum, the report will be available on the county's website and provided to all of the county libraries.

Capital Improvement Plan

The county prepares a 5-year Capital Improvement Program (CIP) which is summarized within the Annual Operating Budget. The CIP is a multi-year capital improvement plan that forecasts, but does not obligate, future spending for all anticipated capital projects. The CIP is developed and updated annually. The proposed five-year CIP uses conservative financial forecasts and reflects only those projects with the highest priority and most realistic expectation for completion during the next five years. This approach avoids raising expectations for projects that are not well defined or that the operating budget will not support.

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

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

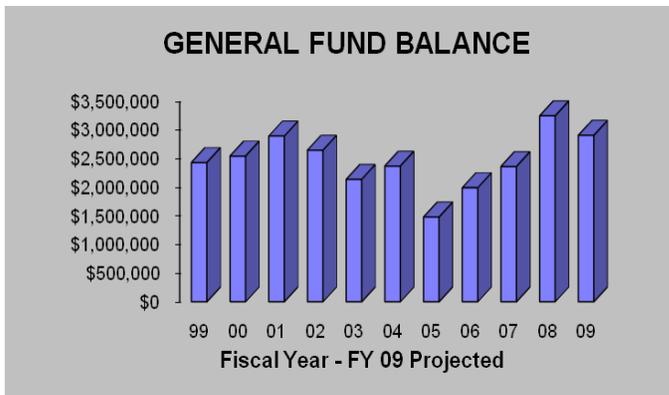
STAFFING CHANGES

The final budget includes a net overall increase of .95 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 M-1, is a chart that shows the county's FTE over the last four years.

Staffing Changes (FTE)	
DEPARTMENT/DIVISION	Net Increase (Decrease)
Records Preservation	0.20
Treasurer	0.25
County Attorney	0.05
Information Technology	(0.05)
Office of Emergency Services	1.00
Sheriff	(2.50)
Juvenile Detention	(0.10)
9-1-1	0.20
Roads	(0.80)
Bridges	(0.70)
Weeds	0.05
Junk Vehicle	0.05
Solid Waste	(0.55)
Mosquito	0.92
Animal Control	1.00
Health	(0.44)
Public Health Grants	(0.12)
Social & Economic Grants	1.15
Fair	1.25
Parks	0.09
TOTAL CHANGE	0.95

BUDGETARY TRENDS

Shown below are a series of key financial indicators and budgetary trends that affect the ability of the county



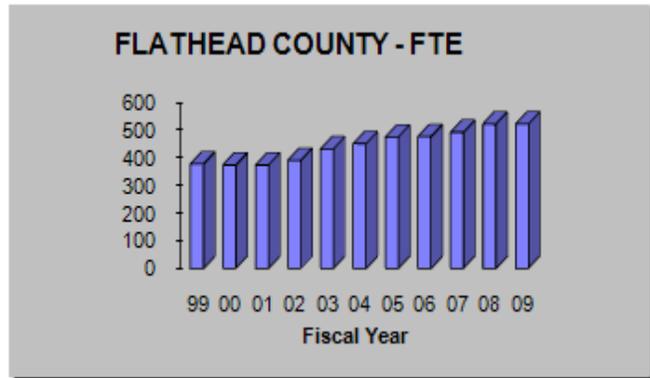
to sustain current service levels, while maintaining financial stability.

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

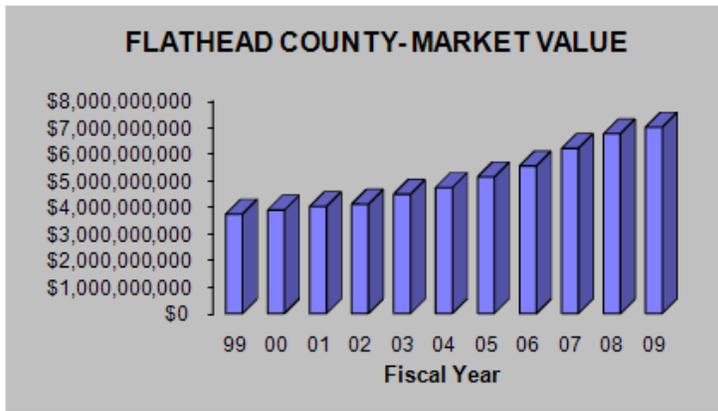
actual general fund balance from FY 99 – FY 08. Fund balances for FY 09 are projected. After the

reduction in FY 05 the general fund balance has returned to historical levels. We ended FY 08 with an ending general fund balance of \$3,255,579. The 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.

Full-time equivalent employees (FTE) is a key indicator mirroring the growth of the Flathead County. As shown by the graph on the right, total FTE grew from 379 in fiscal year 1999 to 524.56 in 2009, for a 38 percent increase over this period. One of the principal challenges continually facing the county is the on-going financial obligation of new employees necessary to meet the service demand that accompanies the rapid growth of the county. All indications are that the growth in Flathead County has experienced in the past will continue for the foreseeable future.



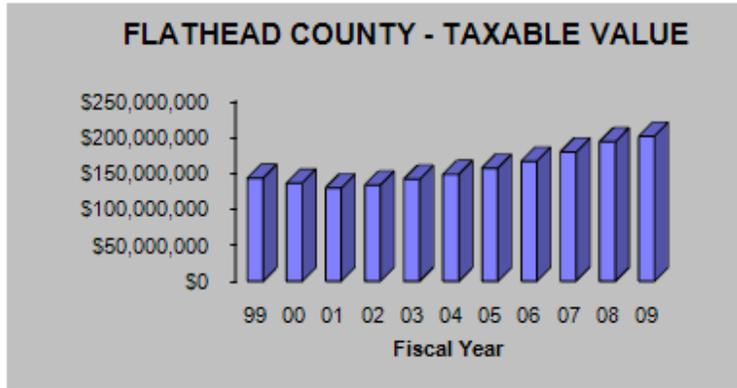
As a general rule, all real and personal property in the State of Montana is subject to taxation by the State and its counties, municipalities and other political subdivisions. This rule is subject to exceptions in the case of specified classes of exempt property. Property is classified according to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



Property valuations are based on comprehensive appraisals of all taxable property performed by the Department of Revenue each year. The Department of Revenue certifies market and taxable values to each county on or before the 1st Monday in August. The trend of the Flathead County market value is shown by the graph on the left. As shown by the graph, the county's market value has increased from \$3.7 billion in fiscal

year 1999 to \$7.0 billion in fiscal year 2009, for an 87% increase over this period. The market value of property in the County reflects the rapid growth the County is experiencing. The graph of taxable values that follows, reflects the county's ability to raise general tax revenue necessary to support the growing demand for government services.

The taxable value for property is determined by applying a statutorily established percentage ratio to the market value of the property, according to its property classification. The applicable ratio for most commercial and residential real properties is currently 2.5%. Shown on the right is a history of the county's actual taxable value since 1999. The increase in taxable values does not coincide with the increase in market values because of adjustments to the percentage ratio by the Montana



Legislature and by changes in tax policy implemented through property tax amendments. The adjustments by the Legislature were designed to prevent local taxes from increasing at the same rate as property values. The taxable values (as opposed to market values) more accurately reflect the ability of the county to increase tax revenues.

ECONOMIC FACTORS

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

Flathead County has been one of the consistently fast-growing counties in the state. It has a diverse economic base, which includes manufacturing (primary metals, wood products, and high-tech), transportation (railroads), nonresident travel, and the federal government (including the USDA Forest Service and the National Park Service). Kalispell is now a second order trade and service center, and this sector was one of the major contributors to 2001-2004 growth. Flathead County was one of the few areas in Montana to feel major impacts of the last recession, primarily in high-tech manufacturing. The Columbia Falls Aluminum Company remains open and operating, but at lower levels than earlier. After the trade center industries, the largest contributors to growth between 2001 and 2004 were the federal government and nonresident travel. Newly released Census Bureau data show the 2005 Flathead County median home price was \$183,000. The construction and real estate industries remain very strong in Flathead County, and there could be sizable impacts if they slow.

The Bureau projects that the increase in Flathead County's population will double the population increase of the state as a whole through 2010, as shown by the graphic on the following page.

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

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

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

Closing

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

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

Respectfully

Mike Pence, County Administrator

THE BUDGET PROCESS

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

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

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

BUDGET DEFINITION

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

A good budget process is characterized by several essential features.

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

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

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

MISSION OF THE BUDGET PROCESS

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

PERFORMANCE BUDGETING

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

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

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

FINANCIAL TREND ANALYSIS

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

THE BUDGET PROCESS

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

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

NEEDS ASSESSMENT PHASE

Late Winter – Early Spring

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

From this process, they prepare their preliminary departmental budgets.

BUDGET DEVELOPMENT AND PRIORITIZATION PHASE

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

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

level requests are evaluated for possible funding.

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

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

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

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

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

ADOPTION/IMPLEMENTATION PHASE

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

The budget and the corresponding property tax mill levy must be adopted by the 3rd Monday in August, or within 45 days of receipt of the Certified Taxable Valuations from the State of Montana, Department of Revenue (DOR).

Management control of the budget is maintained by quarterly revenue and expenditure reports, whereby departments are able to compare actual results to the budget throughout the fiscal year. In addition, the Comptroller prepares mid-year and third-quarter budget reviews on a county-wide basis, with presentations to the County Commission 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 county's budget may be amended during the course of the year, following public notice, a public hearing, and a majority vote of the County Commission. The Comptroller presents a Resolution to the County Commission at a duly noticed public meeting. The Commission considers the Resolution. If approved, a formal public notice is forwarded to the newspaper, setting the date, time, reason, and funding source for the proposed budget amendment. At the public meeting, the Commission hears information from the public, Department Heads, and Finance Department. The County Commission considers the Resolution and may approve, table, or deny the Budget Amendment.

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

OPERATING BUDGET CALENDAR

January – Comptroller works with county departments to update County’s most recent financial trend analysis.

February – Departments begin working on budgets for next fiscal year.

March – Finance Office creates Salary Projection worksheet for upcoming year and distributes to departments. Departments continue to develop budgets for upcoming year.

April – Departments review year to date and upcoming year budget to Comptroller and Administrative Officer in series of meetings.

May – Elected Officials and Department Heads submit budget requests.

June – County Commission meets on requests and develops proposed budget. Finance Office prepares preliminary budget information for elected officials and department heads. Commission reviews, amends and sets hearing date to approve preliminary budget.

July – commission holds public hearings on Preliminary Budget. Elected Officials and Department Heads prepare requested changes to budget. Requested changes presented at public meeting to provide information to the public as well as the Commissioners.

August – Certified Tax Valuations received, Mill Levies calculated and Budget revenues updated. Finance Office updates proposed budget for final changes and adjustments approved by County Commission. Public hearing notices set and Final budget Document made available to all interested parties.

September – Final Public Meeting held on budget.

October/December – Ongoing review and monitoring of current year budget. Preparations being made for the subsequent year.

FINANCIAL POLICIES

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

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

The following County financial policies, endorsed by the County Commission through this budget document, establish the framework for Flathead County's overall fiscal planning and management.

These financial policies:

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

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

OPERATING BUDGET POLICIES

Links to Financial Plans

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

Scope.

- 1) **Comprehensive Budget.** A comprehensive annual budget will be prepared for all funds expended by the county. 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 commission, the administration, and the public to consider all financial aspects of county government when preparing, modifying, and monitoring the budget, rather than deal with the county's finances on a "piece meal" basis.

FINANCIAL POLICIES

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

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

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

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

Budgeting Control System.

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

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

Balanced Budget Definition and Requirement.

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

- Operating revenues must fully cover operating expenditures, including debt service.
- Ending 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. The county will seek to maintain a diversified and stable revenue base to protect it from short-term fluctuations in any one revenue source.

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

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

dependence upon local taxpayers for the support of local public services.

4) Current Revenues for Current Uses.

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

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

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

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

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

User Fees.

1) Cost-Effective. User fees will be collected only if it is cost-effective and administratively feasible to do so. User fees are

often times costly to administer. Prior to establishing user fees, the costs to establish and administer the fees will be considered in order to provide assurance that the county's collection mechanisms are being operated in an efficient manner.

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

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

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

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

FINANCIAL POLICIES

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

EXPENDITURE POLICIES

Maintenance of Capital Assets.

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

RESERVE POLICIES

Unreserved Fund Balance.

- 1) General Fund.** An undesignated general fund reserve will be maintained by the county. The undesignated reserve will be used for: cash flow purposes, equipment acquisition and replacement, and to enable the county to meet unexpected expenditure demands or revenue shortfalls.
- 2) Enterprise Funds.** Enterprise Fund Reserves will be maintained to meet three objectives: (1) ensure adequate funding for operations; (2) to ensure infrastructure repair and replacement; and, (3) to provide working capital to provide level rate change for customers.
- 3) Insurance Funds.** Self-Insurance reserves will be maintained at a level, which, together with purchased insurance policies, will adequately indemnify the County's property, liability, and health benefit risk.
- 4) Required Reserves.** Reserves will be established for funds which are not available for

expenditure or are legally segregated for a specific use, in accordance with Governmental Accounting and Financial Reporting Standards (GAFR). The County's policy is to manage and account for its financial activity in accordance with Generally Accepted Accounting Principles (GAAP), as set forth by the Governmental Accounting Standards Board (GASB). This policy is consistent with GASB requirements.

Utilizing Unreserved Fund Balances.

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

CAPITAL IMPROVEMENT POLICIES

CIP Formulation.

- 1) CIP Purpose.** The purpose of the CIP is to systematically plan, schedule, and finance capital projects to ensure cost-effectiveness as well as conformance with established policies. The CIP is a five-year plan organized into the same functional groupings used for the operating programs. The CIP will reflect a balance between capital replacement projects that repair, replace or enhance existing facilities, equipment or infrastructure; and capital facility projects that significantly expand or add to the County's existing fixed assets.
- 2) CIP Criteria.** Construction projects of \$15,000 or more and equipment of \$10,000 or more will be included in the Capital Improvement Plan (CIP); minor capital outlays will be included in the regular operating budget. The Capital Improvement Plan (CIP) differentiates the financing of high cost long-lived physical improvements from low cost "consumable" equipment items contained in the operating budget. CIP items may be funded through debt financing or current revenues while operating budget items are annual or routine in nature and should only be financed from current revenues.

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

Project Financing.

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

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

DEBT MANAGEMENT POLICIES

Restrictions on Debt Issuance.

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

Limitations on Outstanding Debt

1) Reliance on Long-Term Debt. The County will limit long-term debt to capital improvements which cannot be financed from

current revenues. Incurring long-term debt serves to obligate future taxpayers. Excess reliance on long-term can cause debt levels to reach or exceed the government's ability to pay. Therefore, conscientious use of long-term debt will provide assurance that future residents will be able service the debt obligations left by former residents.

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

Debt Refinancing

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

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

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

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

ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES

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

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

3) Financial Report. Flathead County will prepare an Annual Financial Report (AFR) in conformity with Generally Accepted Accounting Principles (GAAP). The report will be made available to the general public.

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

FUND ACCOUNTING

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

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

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

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

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

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

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

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

GOVERNMENTAL FUND TYPES

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

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

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

Capital Project Funds — account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds.) Examples include: Capital Improvement Plan Funds, Library Depreciation Reserve, Micro-computer Replacement Fund, and 9-1-1 Emergency System.

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: Solid Waste, Refuse Closure & Post-Closure, and Lined Cell Trust.

Internal Service Funds – account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-

reimbursement basis. Examples include: Group Insurance.

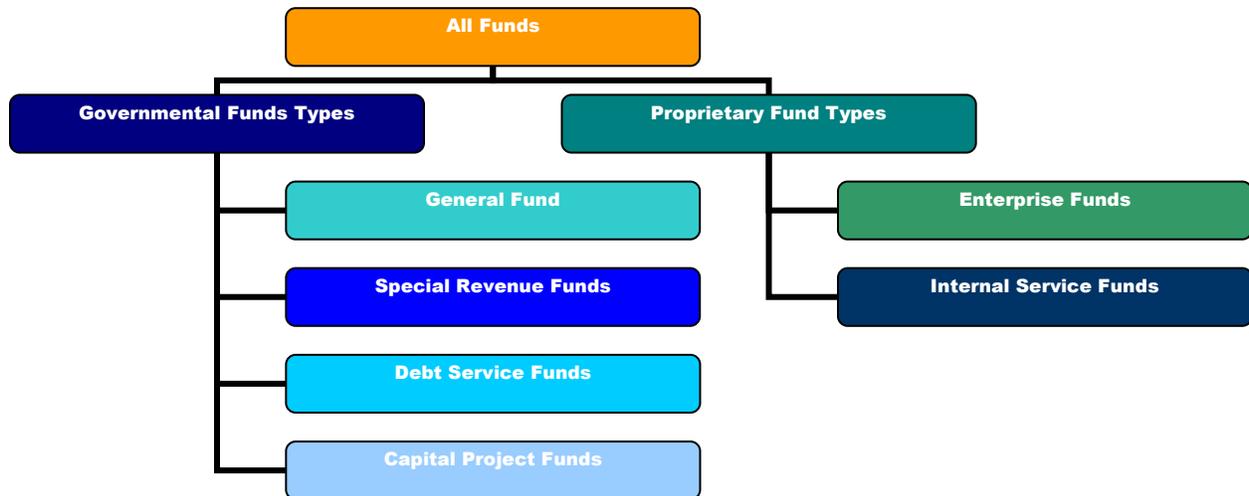
FIDUCIARY FUND TYPES

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: Fire districts, water districts and school districts.

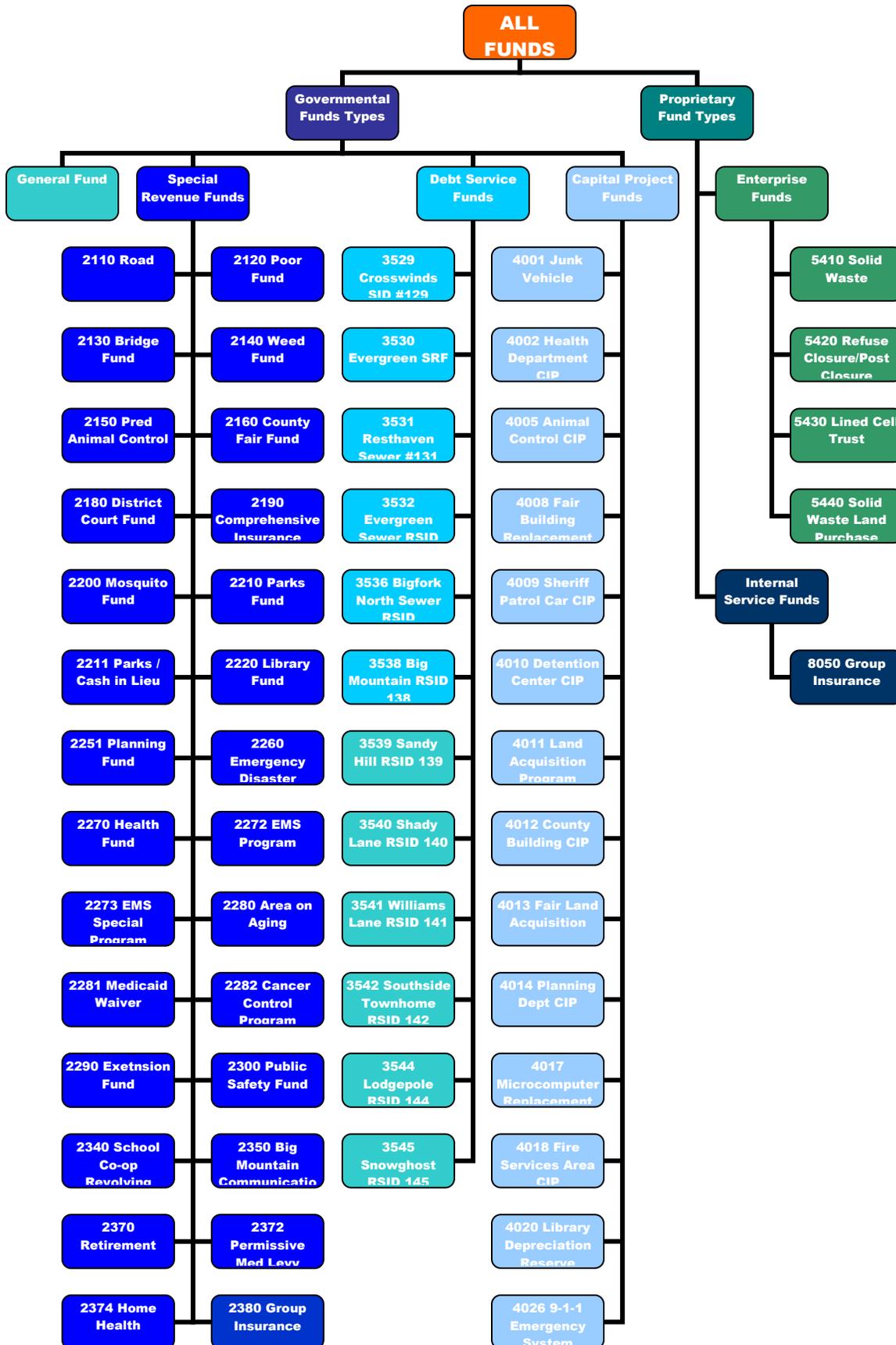
CONSISTENCY WITH AUDITED FINANCIAL STATEMENTS

Flathead County's budgeted funds are consistent with the County's audited financial statements.

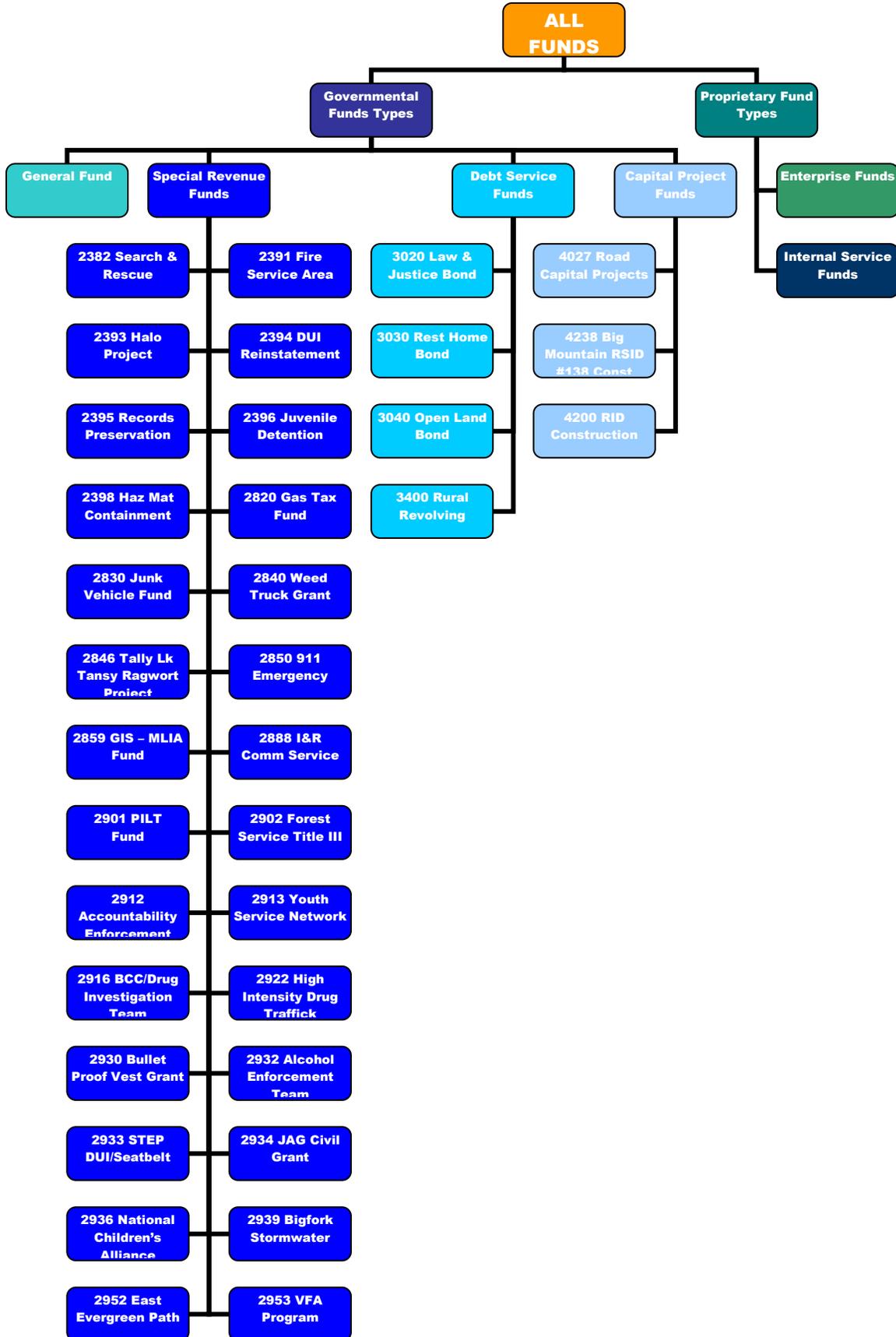
Shown below is a graphic summary of the County's fund Structure. The following three pages provide a detailed organizational graphic presentation of each of the County's funds.



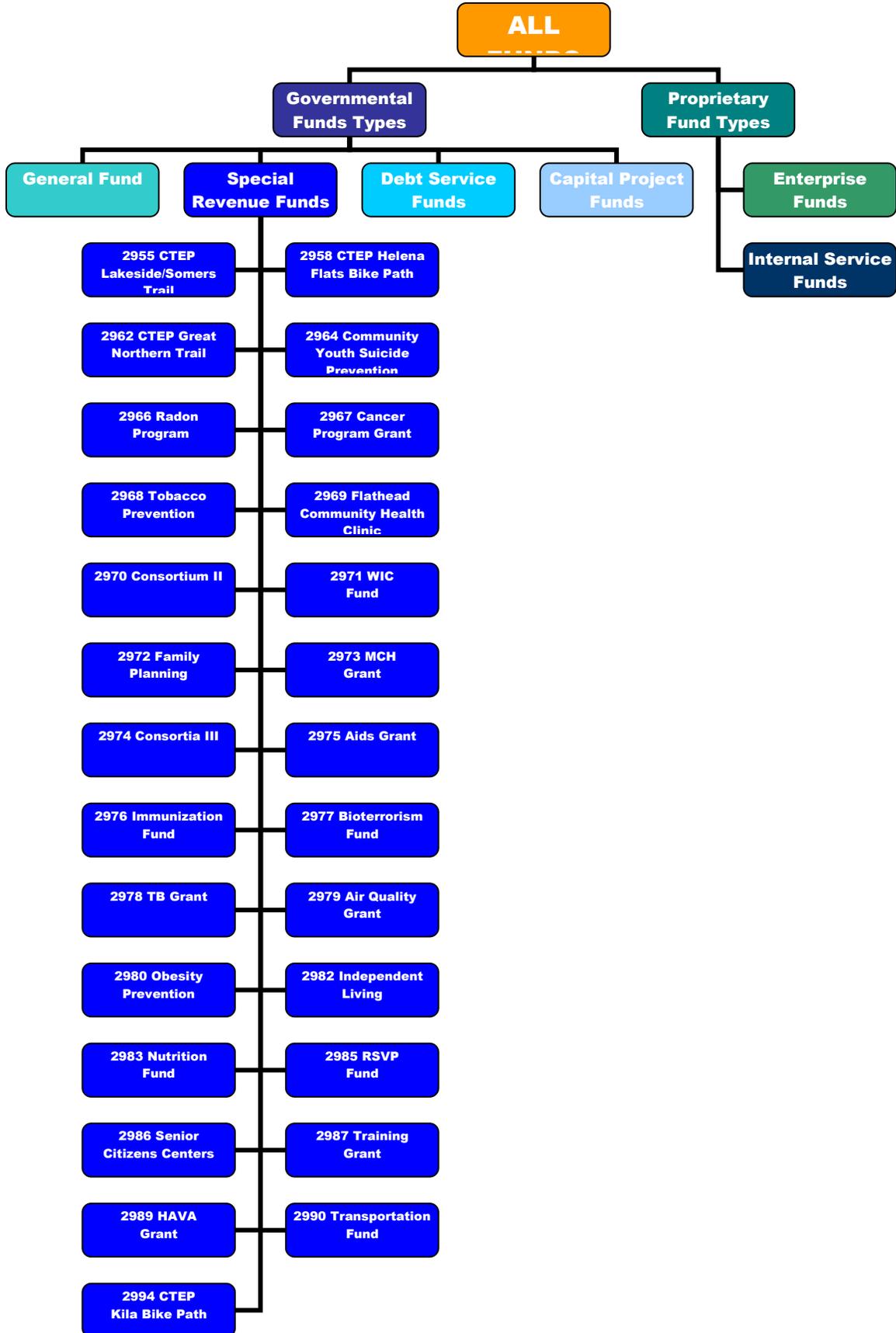
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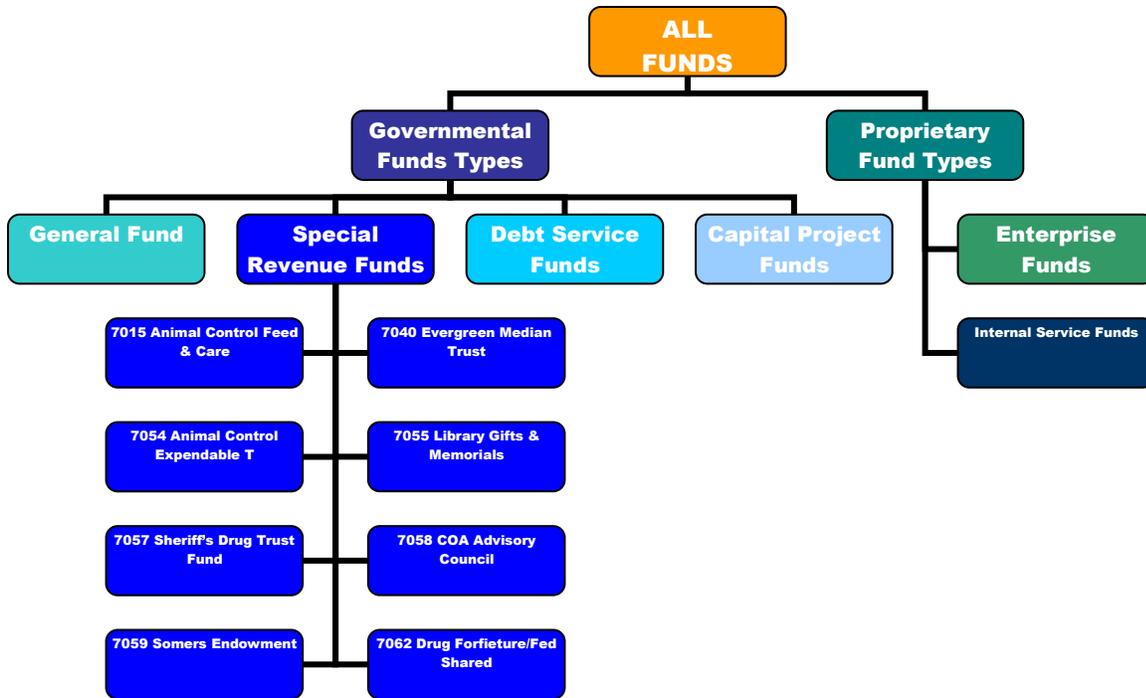
FINANCIAL STRUCTURE



FINANCIAL STRUCTURE



FINANCIAL STRUCTURE



ORGANIZATIONAL UNITS

FUNCTIONS, DEPARTMENTS, PROGRAMS/ACTIVITIES

PURPOSE

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

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

ORGANIZATION

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

- Function
- Department
- Program/Activity

FUNCTION

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

- General Government
- Public Safety
- Public Works
- Public Health
- Social and economic services
- Culture and recreation
- Business-type

DEPARTMENTS

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

PROGRAM/ACTIVITY

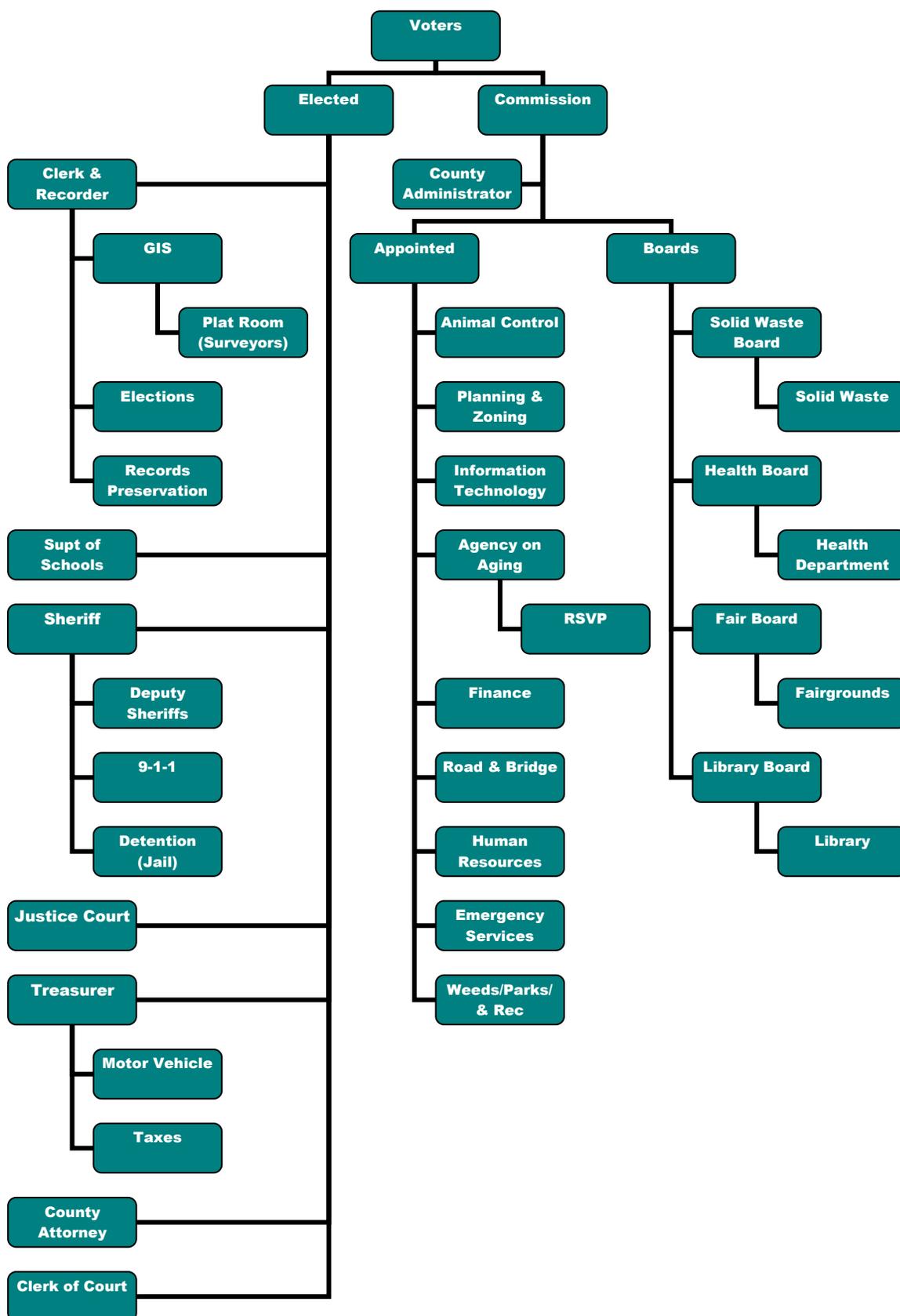
Programs/Activities of a Department are the specific services and task performed in the pursuit of its objectives and goals.

PROGRAM/ACTIVITY BUDGET DESCRIPTORS

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

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

ORGANIZATION CHART



OVERVIEW OF BUDGETED RESOURCES

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

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Projected Beginning							
Fund/Working Capital Balance	\$ 2,560,600	\$ 12,269,806	\$ 638,978	\$ 4,911,978	\$ 19,819,797	\$ 2,949,452	\$ 43,150,610
Total Estimated Revenues	8,602,635	41,706,313	-	2,342,193	8,171,385	4,377,193	65,199,719
Budgeted Expenditures	8,945,135	45,692,089	-	3,360,950	7,464,277	4,201,000	69,663,451
<hr/>							
Projected Ending							
Fund/Working Capital Balance	\$ 2,218,100	\$ 8,284,030	\$ 638,978	\$ 3,893,221	\$ 20,526,905	\$ 3,125,645	\$ 38,686,878

OVERVIEW OF BUDGETED RESOURCES

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

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Projected Beginning							
Fund/Working Capital Balance	\$ 2,560,600	\$ 12,269,806	\$ 638,978	\$ 4,911,978	\$ 19,819,797	\$ 2,949,452	\$ 43,150,610
Estimated Revenues							
Taxes & Assessments	4,940,835	22,147,523	-	-	-	-	27,088,358
Licenses & Permits	116,453	179,938	-	-	-	-	296,391
Intergovernmental	235,993	9,269,747	-	-	-	-	9,505,740
Charges for Services	1,244,445	6,664,785	-	-	5,921,385	-	13,830,615
Fines & Forfeitures	719,512	119,000	-	-	-	-	838,512
Miscellaneous	73,750	653,275	-	-	95,000	75,000	897,025
Investment Earnings	800,000	49,928	-	62,500	450,000	66,000	1,428,428
Transfers	471,647	2,622,117	-	2,279,693	1,705,000	4,236,193	11,314,650
Total Estimated Revenues	8,602,635	41,706,313	-	2,342,193	8,171,385	4,377,193	65,199,719
Budgeted Expenditures							
General Government	7,022,340	4,607,170	-	46,950	-	-	11,676,460
Public Safety	313,645	12,088,135	-	1,100,000	50,000	-	13,551,780
Public Works	-	9,568,777	-	18,000	5,810,277	-	15,397,054
Public Health	411,240	7,191,544	-	2,196,000	-	-	9,798,784
Social and Economic Services	55,000	3,897,591	-	-	-	-	3,952,591
Culture and Recreation	-	3,502,065	-	-	-	-	3,502,065
Debt Service	-	80,000	-	-	-	-	80,000
Internal Service	4,750	-	-	-	-	4,201,000	4,205,750
Miscellaneous	13,000	675,000	-	-	-	-	688,000
Other	1,125,160	4,081,807	-	-	1,604,000	-	6,810,967
Total Budgeted Expenditures	8,945,135	45,692,089	-	3,360,950	7,464,277	4,201,000	69,663,451
Projected Change in							
Fund/Working Capital	(342,500)	(3,985,776)	-	(1,018,757)	707,108	176,193	(4,463,732)
Projected Ending							
Fund/Working Capital Balance	\$ 2,218,100	\$ 8,284,030	\$ 638,978	\$ 3,893,221	\$ 20,526,905	\$ 3,125,645	\$ 38,686,878

OVERVIEW OF BUDGETED RESOURCES

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

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Actual Beginning							
Fund/Working Capital Balance	\$ 2,365,145	\$ 14,774,571	\$ 631,601	\$ 4,526,841	\$ 17,985,424	\$ 1,737,890	\$ 42,021,471
Estimated Revenues							
Taxes & Assessments	4,666,510	21,063,008	-	-	-	-	25,729,518
Licenses & Permits	110,690	200,000	-	-	-	-	310,690
Intergovernmental	1,046,467	8,769,203	-	-	-	-	9,815,670
Charges for Services	1,349,787	5,496,875	-	-	5,940,609	-	12,787,271
Fines & Forfeitures	511,905	308,420	-	-	-	-	820,325
Miscellaneous	63,078	664,967	714,011	-	65,000	36,583	1,543,639
Investment Earnings	800,050	31,440	10,500	101,550	300,000	66,050	1,309,590
Transfers	57,500	1,828,914	-	1,393,587	1,686,327	3,791,340	8,757,668
Total Estimated Revenues	8,605,987	38,362,828	724,511	1,495,137	7,991,936	3,893,973	61,074,372
Budgeted Expenditures							
General Government	7,084,902	4,244,975	-	226,000	-	-	11,555,877
Public Safety	242,001	10,902,438	-	550,000	-	-	11,694,439
Public Works	-	9,461,146	-	30,000	4,517,236	-	14,008,382
Public Health	291,804	5,432,411	-	54,000	-	-	5,778,215
Social and Economic Services	54,000	4,448,689	-	-	-	-	4,502,689
Culture and Recreation	-	3,254,932	-	200,000	-	-	3,454,932
Debt Service	-	-	717,134	50,000	-	-	767,134
Internal Service	9,300	-	-	-	-	2,682,411	2,691,711
Miscellaneous	12,000	578,526	-	-	-	-	590,526
Other	716,525	2,544,476	-	-	1,640,327	-	4,901,328
Total Budgeted Expenditures	8,410,532	40,867,593	717,134	1,110,000	6,157,563	2,682,411	59,945,233
Projected Change in Fund Balance/Cash							
	195,455	(2,504,765)	7,377	385,137	1,834,373	1,211,562	1,129,139
Projected Ending							
Fund/Working Capital Balance	\$ 2,560,600	\$ 12,269,806	\$ 638,978	\$ 4,911,978	\$ 19,819,797	\$ 2,949,452	\$ 43,150,610

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		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Revenues							
Taxes & Assessments	3,261,867	19,369,141	-	-	-	-	22,631,008
Licenses & Permits	118,714	198,554	-	-	-	-	317,268
Intergovernmental	1,066,113	8,883,930	-	-	-	-	9,950,043
Charges for Services	1,460,435	4,582,259	-	-	5,652,477	-	11,695,171
Fines & Forfeitures	428,599	284,853	-	-	-	-	713,452
Miscellaneous	105,967	673,912	709,501	-	88,063	70,234	1,647,677
Investment Earnings	1,062,673	39,673	13,732	138,373	343,090	70,595	1,668,136
Transfers	65,897	1,712,870	33,246	1,987,246	2,996,597	3,646,137	10,441,993
Total Estimated Revenues	7,570,265	35,745,192	756,479	2,125,619	9,080,227	3,786,966	59,064,748
Expenditures							
General Government	5,886,861	3,583,507	-	40,623	-	-	9,510,991
Public Safety	220,287	9,471,037	-	262,573	-	-	9,953,897
Public Works	-	7,828,756	-	17,666	3,896,543	-	11,742,965
Public Health	475,383	5,091,324	-	93,677	-	-	5,660,384
Social and Economic Services	48,110	2,423,997	-	-	-	-	2,472,107
Culture and Recreation	-	2,889,617	-	104,689	-	-	2,994,306
Debt Service	-	84,732	764,412	197,172	-	-	1,046,316
Internal Service	9,465	8,093	-	-	-	2,939,521	2,957,079
Miscellaneous	9,908	533,120	-	-	-	-	543,028
Other	542,025	2,624,243	24,161	33,246	3,001,219	-	6,224,894
Total Budgeted Expenditures	7,192,039	34,538,426	788,573	749,646	6,897,762	2,939,521	53,105,967
Other Financing Sources (Uses)							
Transfers In							
Transfers Out							
Proceeds from LT Debt							
Sale of Fixed Assets							
Property Taxes							
Intergovernmental Revenues							
Investment & Royalty Earnings							
Debt Service Interest							
Total Other Financing Sources (U	-	-	-	-	-	-	-

OVERVIEW OF BUDGETED RESOURCES

PROJECTED CHANGES IN FUND AND WORKING CAPITAL BALANCES DETAIL OF ALL FUNDS Fiscal Year 2008-2009

Fund #	Fund Name	Projected Beginning Balances 7-1-08	FY - 09		Projected Ending Balances 6-30-09
			Estimated Revenues	Budgeted Expenditures	
1000	General Fund	\$ 2,560,600	\$ 8,602,635	\$ 8,945,135	\$ 2,218,100
<u>SPECIAL REVENUE FUNDS</u>					
2110	Road Fund	1,259,999	5,709,671	6,170,130	799,540
2120	Poor Fund	75,879	398,432	436,083	38,228
2130	Bridge Fund	295,949	935,633	1,174,683	56,899
2140	Weed Fund	219,835	547,389	716,653	50,571
2150	Predatory Animal Control	310	275	500	85
2160	County Fair Fund	140,521	999,711	1,011,077	129,155
2180	District Court Fund	168,627	687,490	789,694	66,423
2190	Comprehensive Insurance	141,736	578,879	660,000	60,615
2200	Mosquito	11,797	86,672	148,037	(49,568)
2210	Parks Fund	130,934	439,102	614,409	(44,373)
2211	Parks/Cash in Lieu	252,224	400,000	-	652,224
2220	Library Fund	278,599	1,402,401	1,454,540	226,460
2251	Planning Fund	27,753	849,596	751,676	125,673
2260	Emergency/Disaster Fund	415	493,998	535,900	(41,487)
2270	Health Fund	632,836	2,142,067	2,207,478	567,425
2272	EMS Program Fund	42,415	142,128	183,629	914
2273	EMS Special Program Fund	24,899	288,957	392,000	(78,144)
2280	Area On Aging	57,575	247,200	248,050	56,725
2281	Medicaid Waiver	1,828	28,000	28,000	1,828
2282	Cancer Control Program	-	35,000	35,000	-
2290	Extension Fund	30,565	116,541	121,628	25,478
2300	Sheriff	1,612,594	7,412,132	8,073,529	951,197
2340	School Co-op Revolving Fund	33,205	54,105	55,155	32,155
2350	Big Mountain Communications Site	660	6,900	6,900	660
2370	Retirement	664,679	2,315,326	2,636,688	343,317
2372	Permissive Medical Levy	-	1,244,238	1,244,238	-
2374	Home Health	314,128	1,509,693	1,509,693	314,128
2380	Group Insurance	882,853	2,818,582	3,361,748	339,687
2382	Search & Rescue Fund	42,856	200,686	213,381	30,161
2391	FC Fire Service Area	225,717	44,920	101,269	169,368
2393	Halo Project	327	1,000	19,000	(17,673)
2394	DUI Reinstatement	102,255	41,500	5,700	138,055
2395	Records Preservation	348,938	174,000	173,794	349,144
2396	Juvenile Detention	150,307	699,532	692,452	157,387
2398	HazMat Containment (LEPC)	18,443	20,000	15,000	23,443
2820	Gax Tax Fund	199,098	430,000	501,000	128,098
2830	Junk Vehicle Fund	10,559	127,250	127,302	10,507
2840	Weed Grant Fund	-	-	-	-
2846	Tally Lk Tansy Ragwort Project	-	-	-	-
2850	911 Emergency	124,753	506,000	559,083	71,670
2859	MLIAC	26,860	30,000	43,327	13,533
2888	I & R/Comm Service	6,432	158,342	158,602	6,172

OVERVIEW OF BUDGETED RESOURCES

PROJECTED CHANGES IN FUND AND WORKING CAPITAL BALANCES DETAIL OF ALL FUNDS Fiscal Year 2008-2009

Fund #	Fund Name	Projected Beginning Balances 7-1-08	FY - 09		Projected Ending Balances 6-30-09
			Estimated Revenues	Budgeted Expenditures	
2901	PILT Fund	1,254,147	1,354,704	2,085,120	523,731
2902	Forest Service Title III Projects	63,158	-	-	63,158
2912	Accountability Enforcement Grant	28,036	34,000	11,000	51,036
2913	Youth Service Network	5,049	-	-	5,049
2916	BCC/Drug Investigation Team	5,887	197,612	383,520	(180,021)
2922	High Intensity Drug Trafficking Area	246,076	177,512	177,512	246,076
2927	War Supplemental Grant	-	-	-	-
2929	War Supplemental Grant	-	-	-	-
2930	Bullet Proof Vest Grant	25,101	6,460	28,800	2,761
2931	HOMELAND SECURITY	-	-	-	-
2932	Alcohol Enforcement Team	163	70,933	70,933	163
2933	STEP DUI/SEATBELT	6,860	-	14,999	(8,139)
2934	JAG Civil Grant	-	-	-	-
2935	Mobile Data Communications	-	-	-	-
2936	National Childrens Alliance	-	31,718	31,718	-
2951	WMD Equipment	-	-	-	-
2952	WMD Equipment	(6,645)	-	-	(6,645)
2953	VFA Program	5,328	-	-	5,328
2954	LEPC/USDOT	-	-	-	-
2955	CTEP-Lakeside/Somers Trail	-	-	-	-
2962	CTEP-GT Northern TR STPE	-	-	-	-
2964	Community Youth	8,799	30,000	30,000	8,799
2965	Abstinence Education	-	-	-	-
2966	Radon Program	(28)	1,840	1,840	(28)
2967	Cancer Program Grant #93.283	151,950	105,883	118,211	139,622
2968	Tobacco Prevention Program	62,866	80,000	80,000	62,866
2969	HealthClinic	-	1,203,680	1,203,680	-
2970	AIDS Grant/Consortia II	(353)	3,660	3,660	(353)
2971	WIC	13,818	248,150	248,150	13,818
2972	Family Planning Fund	427,746	643,036	700,606	370,176
2973	MCH Fund	30,341	182,021	211,840	522
2974	AIDS Grant/Consortia III	598	9,000	9,000	598
2975	AIDS Grant	63,347	50,779	50,779	63,347
2976	Immunization Grant	278	30,922	30,922	278
2977	Bioterrorism Grant	109,551	124,790	124,790	109,551
2978	TB Grant	660	5,000	5,000	660
2979	Air Quality Grant	11,950	51,549	51,549	11,950
2980	Obesity Prevention	16,031	9,000	17,077	7,954
2981	Drug Free Communities	89	-	-	89
2982	Independent Living	36,806	161,313	148,870	49,249
2983	Nutrition	180,035	400,022	396,004	184,053
2984	Developmentally Disabled	-	20,000	-	20,000
2985	R S V P	3,402	103,979	122,376	(14,995)
2986	Senior Citizens	5,530	28,964	18,962	15,532
2987	Training Grant	3,090	28,964	18,962	13,092
2988	SR Home Repair Grant	50,923	25,000	135,000	(59,077)

OVERVIEW OF BUDGETED RESOURCES

PROJECTED CHANGES IN FUND AND WORKING CAPITAL BALANCES DETAIL OF ALL FUNDS Fiscal Year 2008-2009

Fund #	Fund Name	Projected Beginning Balances 7-1-08	FY - 09		Projected Ending Balances 6-30-09
			Estimated Revenues	Budgeted Expenditures	
2989	HAVA Grant	1,655	-	17,015	(15,360)
2990	Transportation (Eagle Transit)	350,593	1,761,606	1,763,941	348,258
7015	Animal Control Feed/Care Expendable Trust	85,648	4,500	14,000	76,148
7040	Evergreen Median Trust	34,157	-	8,000	26,157
7054	Animal Control Expendable Trust	11,483	1,100	12,000	583
7055	Library Gifts and Memorials	34,062	44,300	49,200	29,162
7057	Sheriff's Drug Trust Fund	280,155	76,500	105,100	251,555
7058	COA/Advisory Council Special Projects	9,292	20,000	-	29,292
7059	Somers Endowment	78	43	1,000	(879)
7062	Drug Forfeiture/Fed Shared	92,734	15,500	10,000	98,234
7069	AET Donations	-	2,000	2,000	-
7072	CAC Trust	-	36,925	1,925	35,000
Total Special Revenue Funds		12,269,806	41,706,313	45,692,089	8,284,030
<u>DEBT SERVICE FUNDS:</u>					
3400	SID Revolving Fund	45,072	-	-	45,072
3529	Crosswinds SWR SID # 129	26,084	-	-	26,084
3530	Evergreen SRF	198,016	-	-	198,016
3531	Resthaven Sewer # 131	16,222	-	-	16,222
3532	Evergreen Sewer RSID 132/DNRC	223,280	-	-	223,280
3536	Bigfork North Sewer RSID 136	11,745	-	-	11,745
3538	Big Mountain RSID 138	36,703	-	-	36,703
3539	Sandy Hill RSID 139	16,107	-	-	16,107
3540	Shady Lane RSID 140	11,618	-	-	11,618
3541	Williams Lane RSID 141	24,530	-	-	24,530
3542	Southside Townhomes RSID 142	29,603	-	-	29,603
Total Debt Service Funds		638,978	-	-	638,978
<u>CAPITAL PROJECT FUNDS:</u>					
4001	Capital Improvement-Junk Vehicle	53,288	12,743	18,000	48,031
4002	Health Dept. CIP	995,008	1,367,000	2,171,000	191,008
4005	Animal Control Truck CIP	28,080	25,400	25,000	28,480
4008	FC Fair Building Replacement CIP	88,771	-	-	88,771
4009	Sheriff Patrol Car CIP	108,180	87,900	-	196,080
4010	FC Detention Center CIP	199,801	-	-	199,801
4011	FC Land Acquisition Program	89,691	3,000	-	92,691
4012	County Building CIP	2,257,861	600,000	-	2,857,861
4013	Fair Land Acquisition	24,944	50,000	-	74,944
4014	Planning Dept CIP	3,427	-	-	3,427
4017	Micro Computer Replacement CIP	91,446	89,150	46,950	133,646
4018	FC Fire Service Area CIP	39,024	-	-	39,024
4020	Library Depreciation Reserve Fund	291,224	27,000	-	318,224

OVERVIEW OF BUDGETED RESOURCES

PROJECTED CHANGES IN FUND AND WORKING CAPITAL BALANCES DETAIL OF ALL FUNDS Fiscal Year 2008-2009

Fund #	Fund Name	Projected Beginning Balances 7-1-08	FY - 09		Projected Ending Balances 6-30-09
			Estimated Revenues	Budgeted Expenditures	
4026	911 Emergency System	48,133	80,000	1,100,000	(971,867)
4027	Road Capital Projects	192,500	-	-	192,500
4030	Flathead County CIP	-	-	-	-
4238	Big Mtn - RSID #138 Construction	156	-	-	156
4239	Sandy Hill RSID 139	139,812	-	-	139,812
4240	Shady Lane RSID 140	123,644	-	-	123,644
4241	Williams Lane RSID 141	136,987	-	-	136,987
4242	Southside Townhomes RSID 142	-	-	-	-
Total Capital Project Funds		4,911,978	2,342,193	3,360,950	3,893,221
<u>ENTERPRISE FUNDS:</u>					
5020	SO Commissary	-	50,000	50,000	-
5410	Solid waste	10,254,571	6,371,385	7,214,277	9,411,679
5420	Refuse/Closure/ Post Closure Trust	5,288,922	800,000	-	6,088,922
5430	Lined Cell Trust	4,276,304	750,000	50,000	4,976,304
5440	Solid Waste Land Purchase Acct	-	200,000	150,000	50,000
Total Enterprise Funds		19,819,797	8,171,385	7,464,277	20,526,905
<u>INTERNAL SERVICE FUNDS</u>					
8050	Group Insurance Trust	2,949,452	4,377,193	4,201,000	3,125,645
Total Internal Service Funds		2,949,452	4,377,193	4,201,000	3,125,645
Total All Funds		\$ 43,150,610	\$ 65,199,719	\$ 69,663,451	\$ 38,686,878

Overview

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

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

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

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

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

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

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

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

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

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

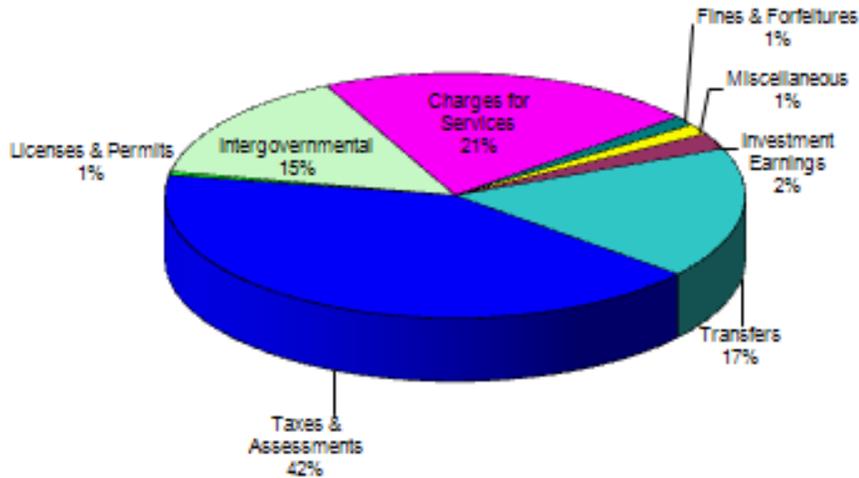
Shown on the following page are two pie charts which give a graphic overview of total county revenues—one by type described above and the other by major fund group.

MAJOR REVENUE SOURCES

Assumptions, Estimates, & Trends

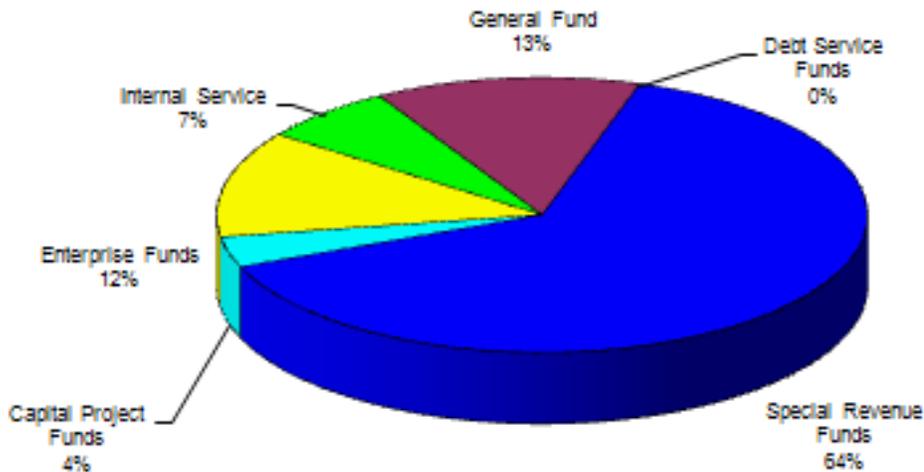
Estimated Revenues by Type – All Funds – Fiscal year 2008- 09

As depicted by the graph of revenues by type below, taxes and assessments and charges for services make up the two largest categories of county revenues for FY 09 (63%). Transfers make up the next largest category (17%). Finally, intergovernmental revenues account for 15% of the total. These four revenue categories make up 95% of 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 Flathead County revenues. As shown by the graph below, the general fund (13%), Enterprise (12%), Special Revenue Funds (64%), and Internal Services (7%), make up 96% of the county's revenues.



Revenue Forecasts Assumptions & Methodology

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

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

Revenue Estimates

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

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

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

MAJOR REVENUE SOURCES

Assumptions, Estimates, & Trends

basis for the five year financial forecast. The forecast is updated annually during the mid-year budget review process.

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

Individual revenue categories, their trends, and estimates follow.

Key Revenue Estimates & Trends

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

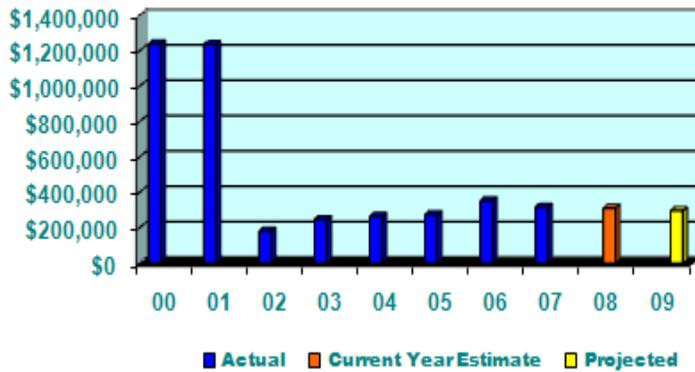
Shown by the graph on the right, are the county's Tax & Assessment revenues. This revenue is derived from the levy of taxes on real property and personal tangible property. Examples of taxes are real property taxes, personal property taxes, and motor vehicle taxes. The taxes have increased each year as the number of mills allowed increases but it is primarily a result of the increasing property values.



MAJOR REVENUE SOURCES

Assumptions, Estimates, & Trends

Licenses & Permits

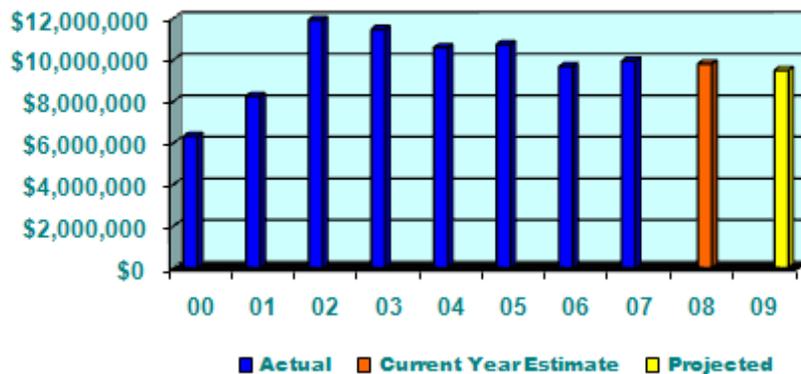


Shown by the graph on the left are the county's License & Permit revenues. Licenses & permits include video gaming fees, business licenses, and liquor licenses. Beginning in 2002 the motor vehicle license revenue no longer stayed in the County, rather it was remitted to the State and is returned in the form of Entitlement Share revenue. This accounts for the million dollar decrease.

Shown by the graph on the right are the county's Intergovernmental Revenues.

Intergovernmental revenues include entitlement money received from the state, Payment in Lieu of Tax revenue from the Federal government. Grants comprise the largest share of this revenue. Homeland security grants which were only three and four years grants account for the increase in 2002, and then the gradual decline until 2006. The County's grants have now leveled off.

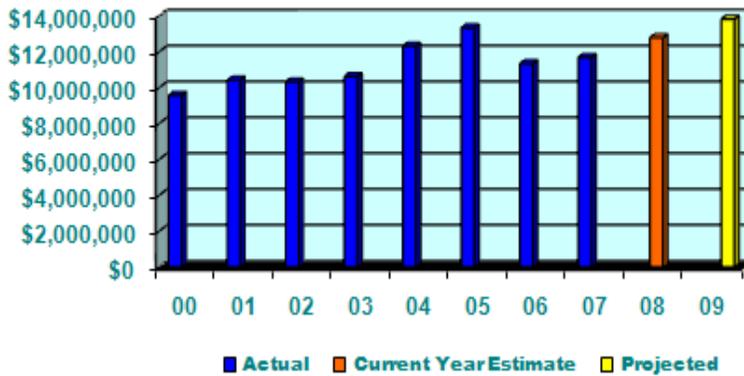
Intergovernmental Revenue



MAJOR REVENUE SOURCES

Assumptions, Estimates, & Trends

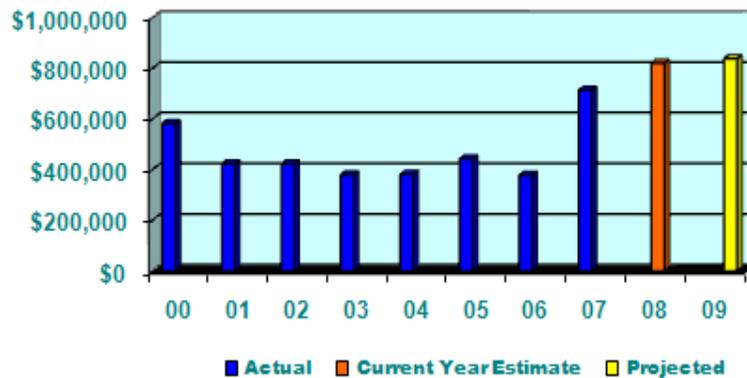
Charges for Services



Shown by the graph on the left are the county's Charges for Service Revenues. Charges for Service revenues include Clerk and Recorder Fees, Treasurer's Collections, and Solid Waste fees to name a few. The increase from 2004 to 2006 was due largely to the number of refinanced homes which increased the Clerk and Recorder fees. For 2008 the Solid Waste department increased its garbage collection rates.

Shown by the graph on the right are the county's Fine & Forfeiture revenues. Fine & forfeiture revenues include Justice Court fines and Civil fines. Justice Court now has two full time judges and a new computer software system which enables them to assess and collect more fines accounting for \$175,000 of the \$200,000 increase in 2008.

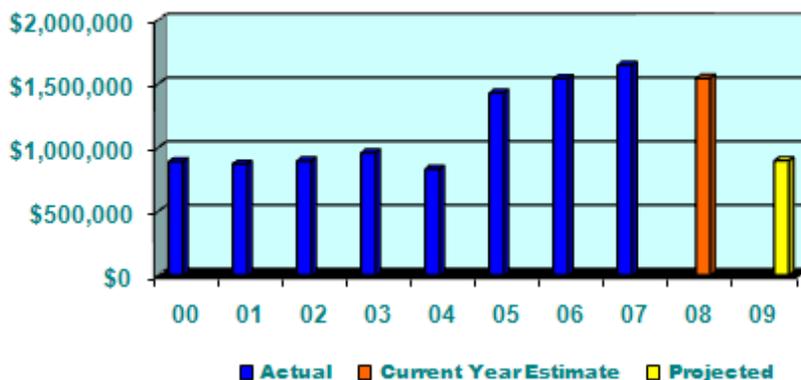
Fines & Forfeitures



MAJOR REVENUE SOURCES

Assumptions, Estimates, & Trends

Miscellaneous Revenues

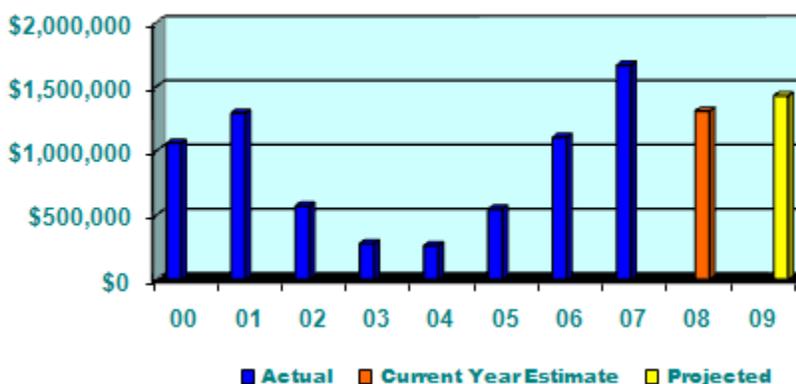


Shown by the graph on the left are the county's Miscellaneous Revenues. Miscellaneous revenues include donations, SID assessments and revenues which are typically received once or a limited number of years. In 2005 donations totaling \$147,394 were received for the construction of bike paths. In 2006, donations of \$161,430 were received for bike path construction, in addition to an \$85,968

donation to the Nutrition Fund and \$27,000 to Animal Control for care and feeding of animals.

Investment Earnings

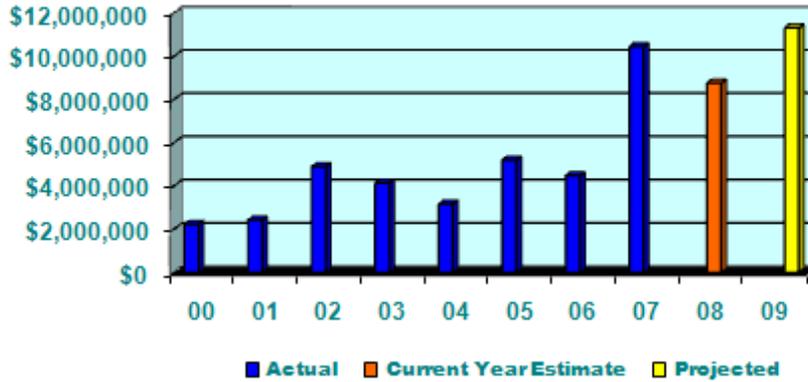
Shown by the graph on the right are the county's Investment Earnings Revenues. Investment earnings revenues decreased significantly in 2002, 2003, and 2004 as the interest rate on investments decreased nationwide. A combination of higher cash balances, increasing interest rates and a new investment strategy reflect the jump from \$200,000 plus in 2004 to \$1,400,000 in 2005. The biggest factor was switching to Glacier Bank in 2005. Glacier Bank pays a daily interest rate on checking and the County's prior bank did not.



MAJOR REVENUE SOURCES

Assumptions, Estimates, & Trends

Interfund Transfers



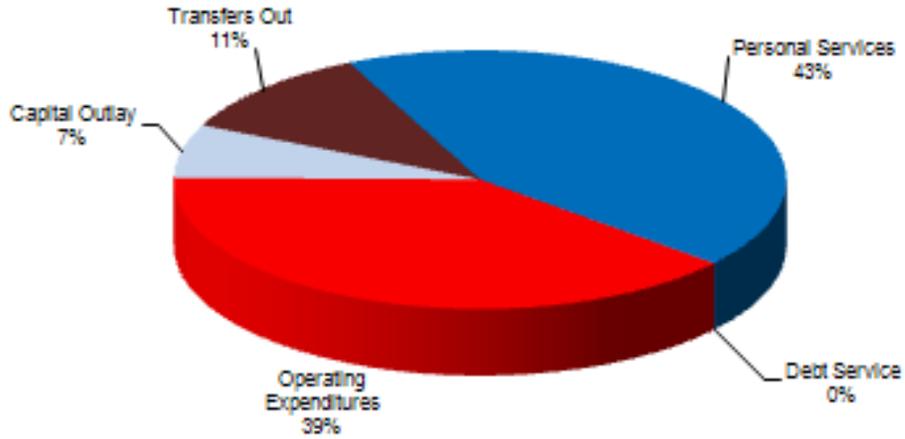
Shown by the graph on the left are the county's Inter-fund Transfer Revenues. Inter-fund transfers include transfers from one fund to another fund for operational costs as well as transfer to a capital projects fund. The large increase from 2006 to 2007 and then the decrease to 2008 is due in large to a one time \$450,000 transfer from General Fund to the county Capital Projects

fund and a \$192,500 transfer from the Road Fund to the Road Capital Projects Fund.

EXPENDITURE GRAPHS

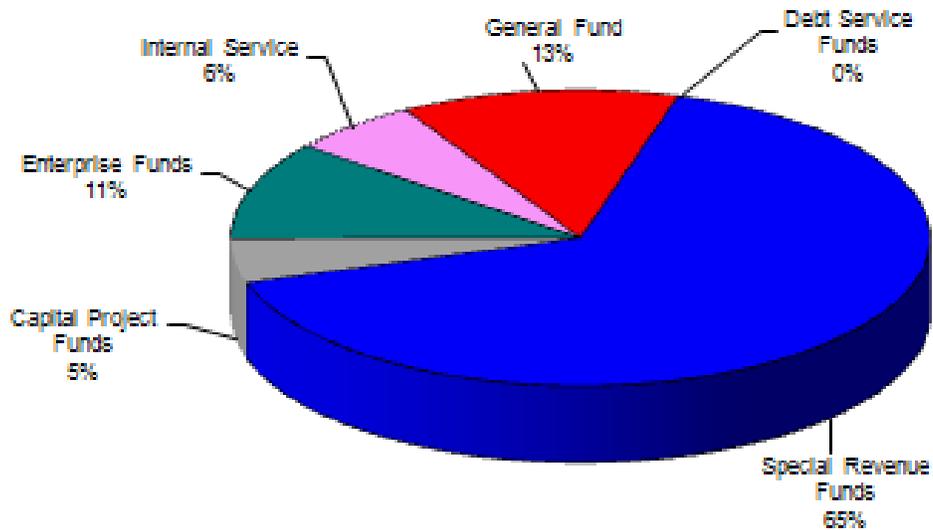
APPROPRIATIONS BY CATEGORY

FY 2008-09



APPROPRIATIONS BY FUND

FY 2008-09



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GENERAL GOVERNMENT



Program Description

The County Commission is the Executive as well as the Legislative branch for Flathead County. The Commission consists of three elected commissioners. A commissioner is required to live within a commission district, but all commissioners are elected at large. Commissioners are elected to six-year terms. In January of each year members of the County Commission elect a chairman of the board. The Chairman is responsible for conducting public meetings in compliance with state law. The County Commission is responsible for county policies, subdivision review, passing resolutions and ordinances, zoning, setting appropriations, setting levies for County funds, fire districts, setting of fees, rural improvement districts, special districts, and appointing residents to boards and commissions.

The County Commission employs a County Administrator. The County Administrator provides overall leadership, direction, coordination, and support of the activities of the County's workforce. The County Administrator also ensures that quality, effective, and efficient services are provided within the law, the policies of the County Commission are carried out, and the resources of the County are used in an efficient manner. The County Administrator provides information to the Commissioners that supports their ability to make informed policy decisions.

Goals & Objectives

County Commission

- 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 Flathead County.

County Administrator

- To provide the County Commission with timely, accurate, unbiased information to allow them to make informed decisions.
- To improve and enhance the efficiency, effectiveness and productivity of every County function through budget administration and performance management.
- To keep the budget structurally balanced.
- To provide continuing professional education opportunities to staff members.
- To acknowledge our limited resources in our growth situation and constantly develop, implement, and review plans to address needs through efficiency in assignments, cross training and other means to maximize available resources.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 397,132	\$ 429,368	\$ 434,424	\$ 433,860	\$ (564)	0%
Operating Expenditures	980,425	848,284	1,244,453	1,743,243	498,790	40%
Debt Service	-	-	-	-	-	-
Capital Outlay	343,093	422,594	316,000	305,000	(11,000)	-3%
Transfers Out	1,106,240	1,810,429	2,251,042	3,156,238	905,196	40%
Total	\$ 2,826,890	\$ 3,510,675	\$ 4,245,919	\$ 5,638,341	\$ 1,392,422	33%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 543,082	\$ 1,091,903	\$ 1,326,443	\$ 1,796,217	\$ 469,774	35%
2120 POOR FUND	203,785	283,903	311,083	436,083	125,000	40%
2150 PREDATORY ANIMAL	250	250	500	500	-	-
2370 RETIREMENT	42,506	47,133	45,612	47,949	2,337	5%
2372 PERMISSIVE MEDICAL LEV	592,140	777,947	962,042	1,244,238	282,196	29%
2380 GROUP INSURANCE	49,955	49,759	38,009	20,234	(17,775)	-47%
2391 FC FIRE SERVICE AREA	7,000	2,000	2,000	-	(2,000)	-100%
2901 P I L T	1,023,727	1,103,950	1,553,030	2,085,120	532,090	34%
2952 EAST/EVERGREEN/PATH S	-	23,205	-	-	-	-
2955 CTEP-LAKESIDE/SOMERS	194,922	65,507	-	-	-	-
2962 CTEP/GT NORTHERN TR S	160,960	-	-	-	-	-
3400 SID REVOLVING	-	24,161	-	-	-	-
4011 FLATHEAD COUNTY LANE	-	150	-	-	-	-
4012 COUNTY BUILDING CAPITA	-	-	-	-	-	-
4239 SANDY HILL RSID 139	-	8,724	-	-	-	-
4240 SHADY LANE RSID 140	-	7,636	-	-	-	-
4241 WILLIAMS LANE 141	-	16,886	-	-	-	-
7040 EVERGREEN MEDIAN TRUS	8,563	7,561	7,200	8,000	800	11%
Total	\$ 2,826,890	\$ 3,510,675	\$ 4,245,919	\$ 5,638,341	\$ 1,392,422	33%

2009 Budget Highlights

Personnel Services

- There is no increase in total FTE for FY 2009.

Operating Expenditures

- Operating Expenditures increased as a result of an increase in Contracted Services.

Capital Outlay

- The budget includes Capital Outlay of \$5,000 for a new copier.

Transfers

- Participation in the CERF program for computer replacement is budgeted for \$2,800.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Commissioners	3.00	3.00	3.00	3.00
County Administrative Officer	1.00	1.00	1.00	1.00
Office Assistant II	0.50	0.50	0.50	0.50
Office Assistant III	0.28	0.28	0.28	0.28
Grant Administrator	-	-	0.50	0.50
Central Service Wkr II/Mail Room	0.64	0.50	0.50	0.50
Total	5.42	5.28	5.78	5.78

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended 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%

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
1 . Resolutions Passed	55	60	65	65
2 . Ordinances Passed	15	16	17	17
3 . Commission Meetings Held	62	62	65	65
4 . Public Hearings Held	42	43	50	50
5 . Number of Bargaining Units Administered	5	5	5	5

Program Description

The Clerk & Recorder's Office has seven departments - Recording, Finance, Auditor, Election, GIS, Plat Room/Surveyor, and Records Preservation Center. The office consists of 1 elected official – Clerk & Recorder/Surveyor/Auditor, and 36 employees. The Clerk and Recorder's Recording Office is, by statute, the official records center for Flathead County. It is the responsibility of this office, according to law, to maintain records at a maximum level of efficiency for the benefit of public accessibility. The indexes to recorded/filed documents (714,347) are the primary directive to all the permanent records on file, and it is important that they be accurate and current. The importance of records is seen clearly on a daily basis as private individuals, companies, government agencies, and lending institutions use the office as a research center. In addition, the staff assists the public in attaining necessary information from the records and makes copies of all materials. The Recording Office indexed over 43,429 documents in Fiscal year "08" with revenue reported at \$1,336,548. The Recording Office in conjunction with the Plat Room polices land transfer documents, certificate of survey and subdivision plats to enforce statutory requirements and subdivision regulations. The vital statistics records for Flathead County are another important resource in recording. They back up records for the Montana State Department of Health and Environmental Sciences in Helena. The Records Preservation Center is the custodian of the inactive and archival records of Flathead County. As of the current inventory the center houses, retrieves, transports back to the originating offices as necessary and preserves in the records center 3,170,308 individual county records. Laid end to end these records would create a paper trail 551 miles long. The vault is also the offsite repository for the Computer Services Department's back up tapes and the master copies of all archival microfiche. The center currently serves 24 offices in the County. The Flathead County Clerk and Recorder serves as the recording secretary of the Board of County Commissioners. The Clerk and Recorder's office is often seen as the administrative center of the courthouse.

Goals & Objectives

- ❖ Implement CSA's (recording software vendor) Document Pro and iDoc systems to streamline operations for faster, user friendly and more cost efficient services for the receipting, indexing and imaging processes.
- ❖ Enhance public records accessibility by, working with CSA (iDoc) to implement enhancements to our website for increased efficiency and public accessibility.
- ❖ Provide prompt and reliable service to the public by, encouraging public response, input and feedback for our services by, developing customer comment cards, which the Clerk & Recorder will diligently monitor and analyze the feedback regarding the quality of our service.
- ❖ Develop a plan for implementation of E-recording for "FY10" by, working with CSA and project "FY10" budget for hardware/software enhancements.
- ❖ Continue training and education programs for staff by, requiring staff to participate in development workshops, working with FVCC to further develop/enhance "Connect the Dots" training and cross training staff in the Recording, Plat Room, GIS and Election Departments.
- ❖ Develop a County Finance Disaster and Emergency Plan. Continue to participate in county, city, and agency disaster and emergency tabletop exercises. Participate in training for the development of County Type III Incident Management Team.
- ❖ Implement an effective data base management solution which will simplify business processes, reduce expenses, enable regulatory compliance and ensure business continuity for the Clerk to the Board.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 625,512	\$ 679,473	\$ 751,783	\$ 765,036	\$ 13,253	2%
Operating Expenditures	766,922	781,459	820,147	934,210	114,063	14%
Debt Service	-	-	-	-	-	
Capital Outlay	-	85,114	19,200	9,000	(10,200)	-53%
Transfers Out	6,000	6,000	8,925	4,650	(4,275)	-48%
Total	\$ 1,398,434	\$ 1,552,046	\$ 1,600,055	\$ 1,712,896	\$ 112,841	7%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 618,824	\$ 635,652	\$ 725,917	\$ 751,677	\$ 25,760	4%
2370 RETIREMENT	61,709	67,517	73,558	75,623	2,065	3%
2380 GROUP INSURANCE	64,109	60,930	92,697	76,102	(16,595)	-18%
2395 RECORDS PRESERVATION	93,161	243,807	137,677	143,794	6,117	4%
2394 DUI REINSTATEMENT	16,383	23,305	6,680	5,700	(980)	-15%
2190 COMP INSURANCE	544,248	520,835	563,526	660,000	96,474	17%
Total	\$ 1,398,434	\$ 1,552,046	\$ 1,600,055	\$ 1,712,896	\$ 112,841	7%

2009 Budget Highlights

Personnel Services

- There was no change in total FTE for FY2009.

Operating Expenditures

- Included in the budget is \$7,700 for a Security Card Entrance System and \$24,000 for changes in imaging.

Capital Outlay

- Budgeted Capital Outlay for FY2009 includes new accounting software.

Transfers

- Participation in the CERF program for computer replacement is budgeted for \$4,650.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Clerk & Recorder	1.00	1.00	1.00	1.00
Chief Deputy (90% Of CR Base)	1.00	1.00	-	-
Office Assistant II	5.65	5.25	7.00	7.00
Office Assistant III	2.00	2.00	1.00	1.00
Election Officer	-	-	0.50	0.50
Total	9.65	9.25	9.50	9.50

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Birth certificates issued same day as request	100%	100%	100%	100%
2 . Death Certificates issued same day as request	100%	100%	100%	100%
3 . Documents recorded/filed same day as received	90%	98%	98%	100%
4 . Documents scanned same day as received	90%	98%	98%	100%
5 . Documents indexed/proofed same day as received	82%	98%	98%	100%
6 . Docs processed & mailed back 2 weeks of receipt	80%	91%	92%	100%
8 . Minutes completed for County Commission Meetings	100%	100%	100%	100%
9 . Resolutions typed/scanned/post to web	100%	100%	100%	100%
10 . SID/RSID's setup/completed	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Documents recorded/filed (incl deed/plat/survey/other)	43,429	44,000	42,000	38,000
2 . Number of certified birth certificates issued	4,301	4,325	100%	100%
3 . Number of certified death certificates issued	5,480	6,227	100%	100%
4 . Total receipts written	14,090	17,072	14,200	14,000
5 . Images scanned	196,914	200,254	198,000	195,000
6 . Documents indexed/proofed	43,492	44,000	42,000	38,000
7 . Mail processed	42,101	42,000	40,000	35,000
8 . Minutes completed for County Commission Meetings	1102	1156	156	156
9 . Resolutions typed/scanned/post to web	136	175	170	175

Program Description

The Finance Department ensures that the County's financial resources are protected through sound financial management, including allocation of resources consistent with community goals and State statute, and provides timely, accurate, and reliable information that will assist in making informed decisions.

The Finance Department inspires public trust in County government by safeguarding the County's financial integrity and ensuring compliance with fiduciary responsibilities and professional mandates. We strive to become the trusted source of financial information to account for the past, direct the present, and shape the future.

The Finance department provides a variety of financial services to the Commissioners, County staff and the public. Services include accounting and financial reporting, budgeting, payroll, accounts payable, special improvement district file maintenance, project accounting, fixed asset management, grant management, and facilitates annual external audits.

Goals & Objectives

- ❖ Continue the transition of the Finance Department from under the direction of the Elected Clerk & Recorder to the Board of Commissioners, while ensuring the Elected Clerk & Recorder's statutory mandates are fulfilled.
- ❖ Promote open and accountable government by providing independent and impartial reviews, public access to information, and service for County government and the public.
- ❖ Prepare a comprehensive budget which encompasses all County Funds on an annual basis.
- ❖ Maintain the general ledger, establishing control and accuracy of all funds.
- ❖ Pay all the County's 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.
- ❖ A clean (unqualified) audit opinion, free of any audit findings.
- ❖ Prepare an accurate, informative and easily understood budget.
- ❖ Produce an accurate and timely financial report for review by the County Auditors and a Comprehensive Annual Report (CAFR) for review by the Government Finance Officers Association (GFOA) in the Certificate of Achievement program.
- ❖ Complete and maintain records for compliance with GAAP and GASB 34.

2009 Budget Highlights

Personnel Services

- The total FTE remained at 5.0 with the elimination of the Finance Director position and the addition of the Comptroller position.

Operating Expenditures

- Operating Expenditures were held to approximately the same level as the prior year.

Capital Outlay

- No Capital Outlay requested for this fiscal year.

Transfers

- Participation in the CERF program for computer replacement is budgeted for \$2,900.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Comptroller	-	-	-	1.00
Finance Director	1.00	1.00	1.00	-
Financial Supervisor	1.00	1.00	1.00	-
Financial Technician	2.40	2.40	3.00	4.00
Total	4.40	4.40	5.00	5.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . The Finance Department will produce a financial report that receives an unqualified (clean) audit opinion	80%	80%	100%	100%
2 . Receive Distinguished Budget Presentation Award from the Government Finance Officers' Association	No	No	Applied	Applied
3 . Deliver the preliminary and final budget to the Commissioners by agreed dates.	100%	100%	100%	100%
4 . Produce annual financial statement (CAFR) and file prior to December 31st.	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Accounts payable - Total Claims Processed	18,764	17,865	12,250	12,500
2 . Payroll - Number of transactions processed	13,632	13,242	13,408	13,300
3 . Accounting - Journal Entries Posted	1,190	1,245	1,156	1,180
4 . Grants Supported			62	70

AUDITOR

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Audit all accounts on a quarterly basis	100%	100%	100%	100%
2 . Unqualified Audit (External Auditors) - Countywide	100%	100%	100%	100%
3 . Audit all claims on a bi-weekly basis	100%	100%	100%	100%
4 . Completed internal audits by the contract Internal Auditor grants, protested taxes, tax rec balances, fair, horse racing, daily trial balance, budget receivables, credit receipts, revenue distributions	100%	100%	100%	100%

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Number of claims processed	18,764	17,865	12,250	12,500
2 . Number of 1099's processed	187	208	200	200
3 . Internal audits completed by the contract Internal Auditor grants, protested taxes, tax rec balances, fair, horse racing, daily trial balance, budget receivables, credit receipts, revenue distributions	10	7	10	10

Program Description

Records and Information Management is an inescapable fact of life for all Local Governments. It can actually be said that records and information are the sole tangible products of any government agency, as government is in the business of providing services to the public. These services are documented in the records and files of the government. Without good records, no local government can render good service to the public, because records and information are the institutional memory of that government. Records serve as evidence of the relationship between the government and its citizens. They prove that statutes, regulations, and ordinances have been faithfully executed and that public funds have been properly expended on behalf of the taxpayers. Finally they constitute the evidence upon which the history of the community will be written. In order to facilitate this role the government employees create, review, or otherwise work with records and information during the majority of their work day, and thus their productivity is dependent upon their ability to quickly access the records they need to do their job. We at the Flathead County Records Department are the custodians of the public records of Flathead County, both Inactive and Archival. As of the current inventory we house, retrieve, transport back to the originating offices as necessary and preserve in our records center 3,170,308 individual records. Laid end to end these records would create a paper trail 551 miles long. Our vault is also the offsite repository for the Computer Services Department's backup tapes and the master copies of all archival microfiche. We currently serve 24 offices in the County. Records Preservation Department operates under the Clerk & Recorder's office. MCA 7-4-2635, MCA 7-4-2637, MCA 2-6-201, MCA 2-6-401

Beyond this role as the custodians of the records of Flathead County, the Records Department is also in charge of Demersville Cemetery. This is the oldest cemetery in the county. The first recorded burials were done there in the 1880's. We keep the maps and up-to-date listings of all burials. Due to the great age of the cemetery it is necessarily in need of considerable work both in its restoration on site and in updating its records. We are currently partnering with Flathead County Maintenance/Parks Department in caretaking the cemetery and performing burials and with Flathead Valley Community College in creating a database of all burials. Our Department and FVCC have started a forensic project to locate all burials in the cemetery. This project also includes restoration of headstones and other monuments. We are also responsible of keeping current on all mandates and regulations, both state and federal, which impact the future of Records and Information Management. To facilitate this, our personnel are current members of The Association of Records Managers and Administrators, International (ARMA) and The National Association of Government Archives & Records Administrators (NAGARA).

Records and Information Management (RIM) is a constantly changing and challenging area of specialization that is really coming into its own in this information age.

Goals & Objectives

- Continue working to educate Department Heads as to the reasons for Records Management, Electronic Records Management, Retention Schedules and the legal and practical reasons for adhering to them.
- Prioritize scanning for C&R. This project will be in conjunction with the Title Companies for scanning the old ledgers onto microfiche and DVD's.
- Evaluate condition of the microfiche in the C&R's office for those needing replacement due to wear.
- Work on scanning projects for getting the historic microfiche onto DVD's for ease of access
- Complete the inventory of all microfiche holdings in the Records Dept Vault
- Inventory historic ledgers for condition and repair need both in C&R Office, Sheriff's Office, Clerk of District Court's office and Records Department.
- Digital Imaging projects:
 - Birth/Death certificates and put in acid free sleeves (50500 + pages)
 - School census records
 - Probate and land records
 - Marriage/Divorce records
- Expand Records database to include the records from all 24 offices served. Continue to accession records from all offices into the Records building.
- Develop program of Electronic Records Management: e-mail retention foremost priority.
- Continue the Demersville Cemetery Project with FVCC and other Volunteers. Also use remote sensing on site at the cemetery, possible use with our cemetery and others in the county, as well as the FC Sheriff for crime scene work.
- Continue to partner with City governments and local businesses to train their employees in the reasons for and techniques of, Records Management

2009 Budget Highlights

Personnel Services

- There was an increase of .25 FTE approved for FY 2009.

Operating Expenditures

- There was an overall decrease in Operating Expenditures.

Capital Outlay

- Budgeted Capital Outlay includes a new vehicle.

Transfers

- There are no budgeted transfers for FY 2009.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Records Management Specialist	1.00	1.00	1.00	1.00
Archivist - Records Building	0.50	0.50	0.80	1.00
Total	1.50	1.50	1.80	2.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Accessioning Records for 25 County Offices	100%	100%	100%	100%
2 . Create/Update Records Database/Training	100%	100%	100%	100%
3 . Cemetery Records/On-site Survey/Mapping/Preservation	100%	100%	100%	100%
4 . Electronic Records/E-mail Retention/Legal Research Compliance with State and Federal Mandates	100%	100%	100%	100%

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . 3902822 Records Access into build @ 800 hrs per yr	975,384	975,963	975,500	975,975
2 . File runs to pickup/deliver files to 24 offices: 1 hr per	528	543	550	550
3 . Retention/Compliance/Training hours	260	294	275	550
4 . Data entry/Scanning/Research/Consolidation: hours	674	961	995	1,510
5 . Cemetery work hrs: scan old records,create data base, populate data base, preservation of tombstones and historic fencing, onsite test pitting, working with public to find family graves, remapping,opening and closing graves for funerals	338	522	500	750

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

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Program Description

The Treasurer's Office has three departments – Tax, Accounting, and the Motor Vehicle. The office consists of 1 elected official – Treasurer/Public Admin/Assessor, and 20 employees.

Treasurer/Public Administrator/Assessor – is responsible for submitting the department budget, claims, and payroll. The Treasurer also is required to follow legal publications, filings, and recordings per Montana law. The public administrator is responsible for any deceased person who has no living heirs or has living heirs that are not able or willing to act as the personal representative.

Treasurer/Tax Department - is responsible for the collection of approximately \$112.4 million in real and personal property taxes. Approximately 52,000 real estate, 5,000 mobile homes, and 2,000 personal property tax bills are processed each year. Another primary function is to issue tax lien assignments, redemptions and tax deeds. In addition, they track bankruptcy filings, issue tax paid certificates, and process all tax receivable adjustments and refunds.

Treasurer/Accounting Department - acts as a bank for all county entities, including fire districts, school districts, etc. Works in conjunction with Finance to ensure tax receivables, protest taxes, and warrants balance for month end. They also ensure compliance with auditors. They track and pay school bonds, Rural Special Improvement District bonds, and investments.

Treasurer/Motor Vehicle Department - is responsible for the registration and titling of all motor vehicles including mobile homes. The department processed 130,000 transactions last year with a total amount received of approximately \$14.5 million.

Goals & Objectives

Treasurer/Public Administrator/Assessor

- To conduct more staff meetings.
- To enhance my cash status reporting to better manage investments.
- To create more of a tickler system for the public administrator cases.
- To maintain a positive working relationship with other department heads.

Treasurer/Tax Department

- To send out 2nd installment postcard reminders in May of the taxing year.
- To maintain a high level of customer service.
- To achieve "clean" external audit reports.
- To maintain a low balance of delinquent taxes for personal property.
- To establish a better way to track protested taxes.
- To complete the second phase of remodel in the tax dept.
- To have access to Pacer to track bankruptcies.

Treasurer/Accounting Department

- To maximize returns on investments according to the investment policy and laws.
- To work with the Finance department to simplify month end closing.
- To make our pooled investment reporting procedures more efficient through importing and exporting month end fund dollar amounts.
- To use scanning more in this department to cut down on paper in the office.
- Streamline processes of recording information.
- Staff members attend a governmental accounting workshop.

Treasurer/Motor Vehicle

- To have a smooth transition to the "Merlin" system.
- To implement online registrations.
- To use reports more efficiently by having the ability to import information to current spreadsheets.
- Request from the CMVCC more computers or the ability to have motor vehicle info on our current systems.
- To move into the second phase of providing ergonomically designed workstations.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 787,867	\$ 838,296	\$ 962,794	\$ 1,021,836	\$ 59,042	6%
Operating Expenditures	170,043	193,583	202,550	194,000	(8,550)	-4%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	11,000	15,760	4,760	43%
Transfers Out	4,800	5,100	7,200	7,600	400	6%
Total	\$ 962,710	\$ 1,036,979	\$ 1,183,544	\$ 1,239,196	\$ 55,652	5%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 783,331	\$ 849,971	\$ 948,722	\$ 997,873	\$ 49,151	5%
2370 RETIREMENT	84,368	90,378	104,905	111,033	6,128	6%
2380 GROUP INSURANCE	95,011	96,630	129,917	130,290	373	0%
Total	\$ 962,710	\$ 1,036,979	\$ 1,183,544	\$ 1,239,196	\$ 55,652	5%

2009 Budget Highlights

Personnel Services

- There was no change in total FTE for FY 2009.

Operating Expenditures

- There was an overall decrease in Operating Expenditures for FY 2009.

Capital Outlay

- Remodel of the counter area including a protective glass shield is budgeted for \$15,760.

Transfers

- Participation in the CERF program for computer replacement is budgeted for \$7,600.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Treasurer/Public Adm.	1.00	1.00	1.00	1.00
Chief Deputy	1.00	1.00	1.00	1.00
Financial Supervisor	1.00	1.00	1.00	1.00
Public Service Supervisor	1.00	1.00	1.00	1.00
Office Assistant (Treas)	15.00	9.00	6.00	6.00
Financial Technician	0.75	0.75	1.75	2.00
Office Assistant II	-	7.00	9.00	7.00
Office Assistant III	-	-	-	2.00
Financial Assistant	1.00	-	-	-
Total	20.75	20.75	20.75	21.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Average amount of interest distributed monthly	\$291,857	\$318,810	\$300,000	\$350,000
2 . Personal Property Delinquency Figures	\$561,790	\$384,904	\$250,000	\$200,000
3 . Annual Point Sheets by External Auditor	0	0	0	0
4 . Rejects letters	1.21%	2.55%	2.55%	2.60%
Ranked in state for rejects	4th of 56	2nd of 56	2nd of 56	2nd of 56
Ranked in state for number of transactions per year	3rd of 56	3rd of 56	3rd of 56	3rd of 56

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Total amount received through Motor Vehicle	\$13,910,241	\$14,625,834	14,900,000	15,200,000
2 . Total number of tax bills mailed	57,683	61,001	63,000	65,000
3 . Interest Earnings (1000-0203-371010)	\$663,553	\$1,062,569	\$800,000	\$875,000
4 . Number of moving declarations issued	252	256	263	270
5 . Treasurers collection fees	\$67,616	\$62,193	\$51,000	\$60,000
6 . Average Cash Balance per Month	\$130,130,201	\$112,836,952	\$100,000,000	\$100,000,000

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

Program Description

The Flathead County Geographic Information Systems (GIS) Department operates under the Clerk and Recorder's Office and is responsible for coordinating and managing complete, timely and accurate geographic data to support users in effective decision making within local government, other agencies, and the general public. This data illustrates information graphically, revealing patterns or trends, and assists with land management and other county-related functions. This GIS library includes data "layers" of land ownership and zoning use, transportation, addresses, election information, district boundaries, hydrology, environmental, geologic, demographic information, and aerial imagery that facilitate informed decision-making and quality customer service. These layers are critical to the long-range planning, development review, and permitting functions within the county.

The GIS department has historically supported the mapping needs of the Flathead County Plat Room. The two departments work closely to ensure accurate cadastral mapping data. In recent years, the GIS Department has implemented an audit process to assess taxable parcels and the districts to whom taxes are being paid. The GIS Department has provided a lead role in coordinating with the Clerk & Recorder, Plat Room and Department of Revenue in correcting previously unknown errors in the tax base.

Several datasets maintained by the GIS department function together to support the mapping software used in the Sheriff's office by the 911 dispatchers. The GIS department provides crime scene mapping at the request of the County Attorney's office and/or Sheriff's Department. To better facilitate emergency response, the GIS Department has assumed the responsibility not only for road naming and address assignment, but also for readdressing problem areas throughout the county.

The GIS Interactive Mapping Website (aka IMS) has been the focal point of our distribution of spatial data to other agencies as well as to the public. The linking of Department of Revenue taxation information to the parcels allows a user to view online data concerning their property and appraisal information. The GIS Department has truly become the center of activity in supporting all addressed based functions of our county government.

Goals & Objectives

- The primary objective of the GIS Department is to maintain the GIS dataset library. As development continues in Flathead County, the GIS infrastructure datasets (roads, addresses, subdivisions and parcels, etc.) must be updated. GIS staff utilizes GIS technology in conjunction with these up-to-date datasets to help outside agencies and individuals increase productivity, reduce operating costs, and improve services.
- Continue generation of fuel tax mileage based on GPS road data and develop a process to validate potential changes to previously rejected roads.
- Develop a GCDB (Geographic Coordinate DataBase) point file that depicts our existing location for PLSS (public land survey system) corners. The GCDB point file will be utilized to adjust our PLSS based layers (parcels, fire districts, school districts, etc) to the base map that is utilized by the State of Montana, Department of Administration (and therefore nearly all other GIS agencies in the state). By adjusting our data to spatially align with the same base map utilized by the rest of the state, we will be able to share our data more easily with others, better utilize GIS datasets from other GIS agencies, and incorporate spatial enhancements (i.e. better accuracy) to the GCDB into our own datasets.
- Strengthen relationships with other departments as well as private and governmental agencies through GIS services, enhanced training outreach program, and data sharing.

- Ensure a smooth transition of GIS data to a new E911 Computer Aided Dispatch (CAD) system in accordance with the desires of the E911 board and emergency services management.
- Continue enhancement of our interactive mapping website to provide users the most up-to-date, requested and useful information available.
- Document our dataset's sources and accuracies by writing and updating metadata in compliance with the Federal Geodetic Data Committee requirements.
- Make our GIS datasets readily available for other GIS users by publishing metadata to the Geographic Data One Stop website, geodata.gov.
- Implement an interagency Addressing Committee that would include the addressing authorities in the three cities to work on regional consistency issues
- Promote and support professional development and technical training for all GIS team members so that they are knowledgeable and competent in current and emerging GIS technologies.
- Continue the auditing of the tax base to ensure accuracy in the tax base so that the county may exercise their full taxing authority without double taxation.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 333,140	\$ 388,420	\$ 438,180	\$ 427,118	\$ (11,062)	-3%
Operating Expenditures	118,671	113,431	109,000	73,050	(35,950)	-33%
Debt Service	-	-	-	-	-	
Capital Outlay	-	7,009	-	5,000	5,000	
Transfers Out	7,000	27,000	9,600	7,000	(2,600)	-27%
Total	\$ 458,811	\$ 535,860	\$ 556,780	\$ 512,168	\$ (44,612)	-8%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 331,456	\$ 363,854	\$ 369,241	\$ 352,283	\$ (16,958)	-5%
2370 RETIREMENT	36,801	38,084	43,174	43,128	(46)	0%
2380 GROUP INSURANCE	26,581	31,137	39,538	43,430	3,892	10%
2395 RECORDS PRESERVATION	55,146	52,958	58,500	30,000	(28,500)	-49%
2859 GIS-MT LAND INFORMATI	1,984	43,379	46,327	43,327	(3,000)	-6%
4017 MICRO COMPUTER REPLAI	6,843	6,448	-	-	-	
Total	\$ 458,811	\$ 535,860	\$ 556,780	\$ 512,168	\$ (44,612)	-8%

2009 Budget Highlights

Personnel Services

- There was no change in FTE for FY 2009.

Operating Expenditures

- Operating Expenditures decreased overall.

Capital Outlay

- There was \$5,000 budgeted for the replacement of a plotter.

Transfers

- Participation in the computer replacement program is budgeted at \$7,000.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
GIS Program Manager	1.00	1.00	1.00	1.00
GIS Senior Analyst	2.00	2.00	2.00	2.00
GIS Survey Analyst	2.00	2.00	2.00	2.00
GIS Analyst	2.00	2.00	2.00	2.00
GIS Intern	-	-	1.00	1.00
MSAG Database Specialist	-	-	-	-
Office Assistant II	1.00	-	-	-
Addressing Coordinator	-	1.00	-	-
MLIAC Program				
GIS Addressing Coordinator	-	-	1.00	1.00
Total	8.00	8.00	9.00	9.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Map Requests processed within 1 week	95%	95%	95%	100%
2 . Ownership Lists processed on time and with 100% accuracy	85%	90%	93%	97%
3 . Tax Audits of all districts completed in a timely manner	50%	60%	70%	95%
4 . Parcels, addresses, roads, and districts entered into GIS database in a timely manner	95%	95%	95%	95%
5 . Provide timely and accurate data to support E911 software	90%	90%	90%	95%
6 . Employees trained to use GIS Software to its full capability.	65%	70%	75%	80%
7 . Interactive Mapping Website available at all times and optimized for maximum utilization.	65%	80%	85%	95%

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . New Parcels entered into Database	2,548	1,968	1,200	1,300
2 . New Road Segments entered into E911 road set	174	983	555	300
3 . Map and map products created	755	1,832	1,500	1,300
4 . Ownership Lists created	397	310	280	300
5 . Roads named	NA	50	135	100
6 . New Addresses Assigned	NA	375	320	350
7 . Reassignment of Address	NA	175	780	600

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

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Program Description

The Plat Room is a department of the Clerk & Recorder's office. We maintain the ownership and land records for Flathead County's tax base. All documents with legal descriptions are approved thru this office before recording. We prepare and research all surveys and subdivisions submitted to 509D. The delinquent tax duties have recently been assumed by this office. We work closely with GIS supplying documentation for their base map and addressing procedure. The Plat Room is a high traffic office with both the public and private sector. We are involved and do different phases of work for every county office. With the rapid growth and development in the valley it has put great demands on this office. Proudly we have been able to rise to the occasion.

Goals & Objectives

- Continue to maintain a professional and friendly working relationship with the public and all county departments. Give high level service to both the private & public sector.
- Maintain accurate and up to date information regarding ownership and land.
- Continue to have the Land System be within THREE / FIVE DAYS of recorded conveying documents and surveys & subdivisions.
- Continue to develop and train the newer employees in the many different levels of work within the office. Retain the technically skilled and knowledgeable employees within the department. There is a very high learning curve within this department.
- Continue to have the Plat Room staff learn more of what the other employees in the Clerk & Recorder's and GIS do. This is improving communication which is beneficial to everyone.
- Maintain fiscal management of the Plat Room's operations, resources and services.
- Maintain open communication between my staff and myself.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 339,823	\$ 369,582	\$ 405,754	\$ 382,108	\$ (23,646)	-6%
Operating Expenditures	56,607	52,451	70,500	70,500	-	0%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	3,000	3,000	10,250	4,625	(5,625)	-55%
Total	\$ 399,430	\$ 425,033	\$ 486,504	\$ 457,233	\$ (29,271)	-6%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 321,015	\$ 331,156	\$ 383,666	\$ 358,560	\$ (25,106)	-7%
2370 RETIREMENT	35,617	38,252	43,654	40,825	(2,829)	-6%
2380 GROUP INSURANCE	42,798	55,625	59,184	57,848	(1,336)	-2%
Total	\$ 399,430	\$ 425,033	\$ 486,504	\$ 457,233	\$ (29,271)	-6%

2009 Budget Highlights

Personnel Services

- There is no change in FTE for FY 2009.

Operating Expenditures

- Operating Expenditures were held at the same level as the previous year.

Capital Outlay

- None was budgeted for this year.

Transfers

- A transfer of \$4,625 to the computer replacement program was budgeted.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Office Administrator	1.00	1.00	1.00	1.00
Office Assistant II	4.00	4.00	4.00	4.00
Office Assistant III	4.00	4.00	4.00	4.00
Total	9.00	9.00	9.00	9.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
These are calendar years not fiscal years				
1 . Approve documents for Recording/Filing for C&R office	100%	100%	100%	100%
2 . Work recorded surveys to establish the tax base	100%	100%	100%	100%
3 . Work recorded subdivisions to establish the tax base	100%	100%	100%	100%
4 . Work documents conveying ownership for tax base	100%	100%	100%	100%
5 . Review 509 surveys for review	100%	100%	100%	100%
6 . Review 509 subdivisions for review	100%	100%	100%	100%

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
These are calendar years not fiscal years				
1 . Approve documents for Recording/Filing for C&R office	43,429	44,000	39,116	40,000
2 . Work recorded surveys to establish the tax base	540	525	517	500
3 . Work recorded subdivisions to establish the tax base	245	225	212	215
4 . Work documents conveying ownership for tax base	9,442	9,110	7,104	8,000
5 . Review 509 surveys for review	400	385	341	375
6 . Review 509 subdivisions for review	APROX 185	APROX 175	180	175

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

Program Description

The duties of the Office of the County Attorney by statute are to prosecute all felony crimes committed within the County as well as all misdemeanor crimes committed outside of the limits of the incorporated cities and towns; prosecute juveniles; advise, defend and litigate on behalf of all elected and appointed county department heads; advise and represent all boards appointed by the Commissioners; advise and represent Flathead Valley Community College and all school districts, fire districts and conservation districts within the county; advise county department heads on personnel policies and matters such as employee grievances and hiring and firing policies; petitioning for involuntary commitment of serious mentally ill persons; advocate for children who are abused or neglected by their parents or guardians; and petition on behalf of the State for appointment of guardians or conservators in cases where no funds or individuals are available for such positions. Attorneys in this office also act in the capacity of Special United States Assistant Attorneys and prosecute crimes on behalf of the United States that are committed in Glacier National Park and the U.S. Forest Service. In 2007, the County Attorney's Office reviewed 2380 reports of alleged criminal activity taking place in Flathead County. The County Attorney is dedicated to protecting the citizens of Flathead County. The Civil Department reviewed 163 contracts for various departments.

Goals & Objectives

- To open lines of communication with all Department Heads to educate and aid in meeting their needs.
- To effectively prosecute criminals while pursuing sentences which hold them accountable for their actions and address their individual needs while protecting the community.
- To promote the fair, impartial and expeditious pursuit of justice.
- To ensure safer communities,
- To promote integrity in the prosecution profession and coordination in the criminal justice system.
- To provide quality, timely and proactive legal services to the Board of Commissioners and all county departments so as to minimize the County's exposure to legal liability and risks of litigation.
- To provide proactive advice and training to law enforcement personnel to aid in the effective investigation and prosecution of criminal cases.
- To be fiscally responsible to tax payers while protecting and reducing crime in the community.
- To hire and retain quality employees to support the County Attorney's efforts to protect the community.
- Promote and keep a high level of morale within the department.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 859,627	\$ 929,927	\$ 1,098,848	\$ 1,254,212	\$ 155,364	14%
Operating Expenditures	81,022	70,176	107,178	113,548	6,370	6%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	75,573	-	(75,573)	-100%
Transfers Out	6,600	7,050	7,600	9,350	1,750	23%
Total	\$ 947,249	\$ 1,007,153	\$ 1,289,199	\$ 1,377,110	\$ 87,911	7%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 779,082	\$ 823,168	\$ 1,052,058	\$ 1,111,456	\$ 59,398	6%
2370 RETIREMENT	92,863	100,178	122,062	139,023	16,961	14%
2380 GROUP INSURANCE	75,304	83,807	115,079	126,631	11,552	10%
Total	\$ 947,249	\$ 1,007,153	\$ 1,289,199	\$ 1,377,110	\$ 87,911	7%

2009 Budget Highlights

Personnel Services

- The Chief Criminal Deputy position was approved to maintain the level of service needed to protect the community. A part time investigator was added to aid in investigation of complicated felony cases and preparation for trial.

Operating Expenditures

- We strive to keep expenses under budget. Costs for training have increased due to the federal government failing to renew funding for the National District Attorney Association that provided training for prosecutors at no cost.

Capital Outlay

- There is no capital outlay budgeted for this year.

Transfers

- Participation in the computer replacement program is budgeted at \$9350.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
County Attorney	1.00	1.00	1.00	1.00
Chief Deputy County Attorney	1.00	1.00	1.00	1.00
Chief Criminal Deputy	-	-	-	1.00
Deputy County Attorney I	6.00	6.00	8.00	6.00
Deputy County Attorney III	0.45	0.45	0.45	1.00
Office Administrator	1.00	1.00	1.00	1.00
Office Assistant II	2.00	2.00	1.00	1.00
Office Assistant III	6.00	6.00	6.00	6.00
Evidence Tech	-	-	1.00	1.00
Investigator	-	-	-	0.50
Total	17.45	17.45	19.45	19.50

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . The community will be assured that all reports will be given full consideration for charges appropriate to the offense	100%	100%	100%	100%
2 . Department heads/elected officials are sufficiently represented in all legal matters	100%	100%	100%	100%
3 . Service deliver to victims and witnesses	100%	100%	100%	100%
4 . Promote integrity in the prosecution profession and coordination in the criminal justice system	100%	100%	100%	100%

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Bad check restitution Collected JC initiated partial restitution collection in 2006	145,332	152,320	125,000	125,000
2 . Reports Received	2,477	2,406	2,800	2,800
3 . Charges Filed	1,571	1,782	2,000	2,000
4 . Probation Violations Filed/Mentals	332	319	400	400
5 . Subdivisions/PUDs/COS Reviewed	1,549	2,000	2,500	2,500
6 . Prep/Review Contracts; Resolutions; Ordinances, Etc.	75	223	87	87

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

Program Description

Located on the second floor of the Justice Center, the Justices' Court is a very busy place handling in excess of sixteen thousand civil and criminal cases a year. The court is presided over by two Justices of the Peace and a full time staff of seven clerks and an office administrator. As a court of limited jurisdiction, the court's jurisdiction is limited to certain types of cases. In civil disputes the court hears cases in which the amount of damages does not exceed \$7,000.00. In the small claims division, the court hears cases which are factually simple, and do not involve damages in excess of \$3,000.00. Typical civil cases include those involving contracts, landlord-tenant disputes, collections, and orders of protection.

The justices' court also has jurisdiction over misdemeanor criminal cases where no more than one year of jail can be imposed. These cases include traffic violations, Fish & Game violations, alcohol and drug offenses, as well as a host of general criminal offenses. The court also handles the initial appearance in most felony cases filed in the County.

Beginning in January of 2007 the Justices' Court became a court of record. As a court of record, the court electronically records important pre-trial proceedings and all trials. In the event of an appeal the digital recordings are used by the District Court, which sits as an appeals court, to determine if any errors of law occurred in the Justices' Court, which affected the outcome of the case or prejudiced the rights of a person accused of a crime.

Goals & Objectives

- To ensure the court that is accessible to the public and efficient in its operation.
- To ensure that employees are well trained, helpful, friendly and accurate in their dealings with the public.
- Implement and apply the rules of Civil and Criminal Procedure to ensure fairness and due process in all proceedings.
- To maintain accurate and orderly case files in both criminal and civil matters.
- Respond to growing demands upon the judicial system through the increased use of technology.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 367,958	\$ 404,231	\$ 500,125	\$ 510,952	\$ 10,827	2%
Operating Expenditures	\$ 107,245	\$ 57,016	\$ 90,907	\$ 101,440	10,533	12%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
Total	\$ 475,203	\$ 461,247	\$ 591,032	\$ 612,392	\$ 21,360	4%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 398,317	\$ 373,505	\$ 476,311	\$ 497,611	\$ 21,300	4%
2370 RETIREMENT	39,288	43,459	55,537	56,889	1,352	2%
2380 GROUP INSURANCE	37,598	44,283	59,184	57,892	(1,292)	-2%
Total	\$ 475,203	\$ 461,247	\$ 591,032	\$ 612,392	\$ 21,360	4%

2009 Budget Highlights

Personnel Services

- Increase in budget was due to the 4.0% COLA.

Operating Expenditures

- Operating expenditures were held to approximately the same level as FY 2008.

Capital Outlay

- None was budgeted for this year.

Transfers

- No transfers were budgeted for this year.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Justice of the Peace	1.00	1.00	1.00	1.00
Justice of the Peace	0.50	1.00	1.00	1.00
Office Administrator	1.00	1.00	1.00	1.00
Office Assistant III	4.50	5.50	6.00	6.00
Total	7.00	8.50	9.00	9.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Average montly civil filing fee collected	\$ 7,604	\$ 7,581	\$ 9,032	\$ 9,483
2 . Average fines and fees collected per month.	\$ 41,600	\$ 47,568	\$ 62,422	\$ 72,409
3 . Monthly average percentage of fees collected per month.	78%	81%	83%	83%
4 . Monthly average number of cases entered per month.	1,049	1,035	1,338	1,539

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Average Number of Civil case filings per month	319	356	383	332
2 . Average Number of misdemeanor filings per month	715	**592	705	833
3 . Average Number of court hearings per month	3,217	858	995	343
4 . Average Number of Petitions for Orders of Protection per month	257	339	350	
5 . Average Number of criminal complaint filings per month				91
6 . Average Number of felony appearances per month				91

**FY 07 numbers are based on the monthly average for the period 1/01/07 to 3/31/07

All statistical information is based upon available reports generated from Full Court.

Program Description

Flathead County's Building/Facilities Maintenance Department is responsible for all building/facilities and grounds related duties at the "main" county campus. This is an enormous responsibility involving infrastructure maintenance and upgrades in a series of aging, strained, high traffic, county buildings. These buildings include 24/7 operations, such as the Flathead County Jail and Youth/Juvenile Detention Facilities. Our campus-building inventory includes the main courthouse, the west and east annex, Youth Court Services and Juvenile Hall, the Justice Center, the "Blue" Building, the Earl Bennett Building, and the Animal Shelter.

Building Maintenance is also responsible for the county's leased Agency on Aging Building on Kelly Road. We assist other county departments as time allows. Flathead County also performs all of our own custodial duties, employing custodians who work night shifts to prevent office disruption.

We are responsible for heating, ventilation air systems, generators, boilers, elevators, and electrical needs. In addition, plumbing exterior and interior building maintenance issues are part of our mission. We are also capable of "involved" office remodels if funding is allocated. Grounds maintenance strives for an aesthetically pleasing complex, as well as a safe environment, of which includes snow and ice removal. Occasionally electrical, generator and elevator contracts are released. However, most work is handled in-house.

A Department Head who reports directly to the County Administrator and County Commissioners provides oversight of the program. This Department Head is also charged with the management of the Noxious Weed District and the Parks & Recreation Department. The Department is currently involved in a major facility audit with Johnson Controls, Inc. to improve efficiencies and creative funding of needed improvements with savings.

Goals & Objectives

- Act as a coordinating department for Flathead County's Building/Facilities needs
- Listen and document concerns for presentation to the County Administrator and County Commissioners for possible funding
- Provide quality service to all county complex department's requests who follow work order system, if funding allows
- 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
- Continue MSHARP compliance
- Educate all departments on our responsibilities and abilities
- Operate all functions within budget
- Department Head to perform all contractual job responsibilities
- Gravel vacant lots down by Scarff
- Replace shale around Justice Center landscape
- Sidewalk repair around Justice Center
- Seal coat parking lots and patch
- New fan motors on furnace in Blue Building
- Replace steam traps at "Old Jail"
- Build storage shed for surplus property
- Asphalt under dumpsters by generator
- Upgrade hot water recirc pumps at Justice Center

- Replace condensate tanks and pumps at old jail
- Hire someone to vacuum parking lots
- Have all parking lots striped
- Generator for Juvenile Detention and back up for Justice Center
- New windows for office area of Juvenile Detention
- Upgraded elevator for Blue Building
- New fan system for Jail kitchen (range hood, dishwasher)
- Move flag pole in toward building and light it at main courthouse
- Hire tree trimmer for main courthouse's large trees
- Replace suspended ceilings in Justice Court

Recent Accomplishments

- Roof repair – East Annex
- Air handler upgrade
- Replaced cooling tower at Justice Center
- Carpet replacement
- Youth Court remodel
- Family Court remodel
- Painting upgrades
- Remodel Commissioner's restroom
- Shower pans at Juvenile Detention
- Evolution of library site
- Numerous electrical upgrades
- Implemented swing shift maintenance position
- Replaced roof on Justice Center
- Started recycle program
- Replaced valves, showers and sinks at Juvenile Detention
- Remodeled "Old Jail" for storage
- Assisted Election in delivering ballot boxes

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	427,975	436,944	503,364	527,831	\$ 24,467	5%
Operating Expenditures	530,859	583,150	581,900	571,500	(10,400)	-2%
Debt Service	-	-	75,664	-	(75,664)	-100%
Capital Outlay	84,402	52,219	346,857	156,000	(190,857)	-55%
Transfers Out	300	300	300	-	(300)	-100%
Total	\$ 1,043,536	\$ 1,072,613	\$ 1,508,085	\$ 1,255,331	\$ (252,754)	-17%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 943,431	\$ 965,557	\$ 1,381,469	\$ 1,119,309	\$ (262,160)	-19%
2370 RETIREMENT	43,664	44,235	53,228	55,322	2,094	4%
2380 GROUP INSURANCE	56,441	62,821	73,388	80,700	7,312	10%
Total	\$ 1,043,536	\$ 1,072,613	\$ 1,508,085	\$ 1,255,331	\$ (252,754)	-17%

2009 Budget Highlights

Personnel Services

- No increase in FTE, salary increases were based on a 4% COLA.

Operating Expenditures

- \$3,000 increase in supplies to keep pace with the increased usage.
- \$5,000 increase in machine and equipment to upgrade filters and replace boiler sections.
- \$20,000 decrease in electric utilities due to stabilized prices.
- \$12,500 for building facility rental costs – same as 2007

Capital Outlay

- Many items could be deferred with the implementation of the Johnson Controls, Inc.
- HVAC and boiler upgrades at Justice Center - \$612,720
- Elevator upgrade at Justice Center - \$72,450
- Key-card system upgrades - \$22,770
- Fire/smoke alarm at Blue Building - \$39,330
- Ballistic glass at Justice Center - \$39,330
- Jail plumbing upgrades at Justice Center - \$23,805

Transfers

- This department participates in the computer replacement program.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Weed/Parks/Maintenance Super	0.33	0.33	0.33	0.33
Office Administrator	0.33	0.33	0.33	0.33
Bldg Maintenance Asst Super	1.00	1.00	1.00	1.00
Building Maintenance Worker II	3.00	3.00	4.50	4.00
Custodian	4.50	5.00	5.00	5.50
Floating Custodian	1.00	1.00	-	-
Building Maintenance Worker I	1.00	0.33	-	-
Total	11.16	10.99	11.16	11.16

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)	100%	100%	100%	100%
4 . Special wood projects (hours (based on 1st half of 2006))	100%	90%	100%	100%
5 . Work orders completed	90%	100%	100%	100%
6 . Inspection of facilities and grounds	100%	100%	100%	100%

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Number of work orders received through office	880	420	650	670
2 . Snow removal (# of hours) based on 1st half of 2006))	33	394	400	410
3 . Special wood projects (hours (based on 1st half of 2006))	393	620	400	400
4 . On call emergencies (# of hours based on 1st half of 2006))	19	20	18	17
5 . Preventative maintenance checks				
# of hours boiler checks	132	336	250	230
Monthly fire extinguisher checks	n/a	29	35	38

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

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Program Description

The Election Department is under the direction of the Clerk & Recorder/Election Administrator. The election administrator is responsible for the administration of all procedures relating to registration of electors and conduct of elections, shall keep all county records relating to elector registration and elections, and is the primary point of contact for the county with respect to the statewide voter registration list and implementation of other provisions of applicable federal law governing elections. The Department consists of 1 elected official – Clerk and Recorder/Surveyor/Auditor/Election Administrator, the Election Services Manager and 2 fulltime staff members. The Election Department is mandated by Federal and State Statutes and is funded completely by the General Fund.

Goals & Objectives

Encourage voting participation by all Flathead County Citizens.

- Continue policies which encourage voter participation and voter education.
- Continue building communication between party lines to involve all interested persons.
- Work with local schools and youth organizations to encourage participation by young people.

Enhance our ability to correspond with all voters.

- Revise our website so that accessibility to information is more complete.
- Encourage use of our website and e-government technologies.
- Review current applications for better coverage.

Further educate and enable our Election Judges to produce timely accurate election results.

- Continue to offer training sessions in smaller groups
- Equip our Election Judges with more information for serving our voters.
- Publicly recognize our judges' continued effort and service to Flathead County.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 145,473	\$ 154,644	\$ 122,517	\$ 129,761	\$ 7,244	6%
Operating Expenditures	295,966	114,798	188,600	220,515	31,915	17%
Debt Service	-	-	-	-	-	
Capital Outlay	5,000	-	6,000	-	(6,000)	-100%
Transfers Out	900	900	2,625	2,125	(500)	-19%
Total	\$ 447,339	\$ 270,342	\$ 319,742	\$ 352,401	\$ 32,659	10%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 236,110	\$ 210,328	\$ 289,941	\$ 303,248	\$ 13,307	5%
2370 RETIREMENT	14,861	15,039	13,361	14,060	699	5%
2380 GROUP INSURANCE	11,258	16,592	16,440	18,078	1,638	10%
2989 HAVA GRANT	185,110	28,383	-	17,015	17,015	
Total	\$ 447,339	\$ 270,342	\$ 319,742	\$ 352,401	\$ 32,659	10%

2009 Budget Highlights

Personnel Services

- No change in personnel.

Operating Expenditures

- The budget includes:
 - Palm pilots for ½ of polling places
 - General Election Ballots
 - Additional advertising for Legislative changes

Capital Outlay

- No Capital Outlay is budgeted for this fiscal year.

Transfers

- Transfers include the Election Department's assessment for computer replacement.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Elections Services Manager	1.00	1.00	0.50	0.50
Office Assistant II	2.00	2.00	2.00	2.00
Total	3.00	3.00	2.50	2.50

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Voter registration applications processed within 5 business days.	100%	100%	100%	100%
2 . Number of absentee ballots issued within 24 hours of application	100%	100%	100%	100%
3 . Responses from Election Judges on post election survey	95%	99%	100%	100%
4 . Meet counting/canvas/notification deadlines	100%	100%	100%	100%

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Total number of registered voters	55,730	55,478	60,188	60,188
2 . Timely process of voter registration applications	3,088	3,210	3,300	3,300
3 . Trained Election Judges	290	N/A	300	300
4 . Designed, ordered, and proofed ballot styles	84	61	84	84
5 . Provided Absentee Ballots	2,344	10,109	12,000	12,000
6 . Conduct successful Elections	6	3	6	6

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

Program Description

The Human Resource Department provides consultation and leadership to department heads, elected officials and supervisors which provides fair employment practices through the development of procedures, training programs, processes and services for all County employees. The department must adhere to, and enforce pertinent federal and state laws including Human Rights, Civil Rights, Collective Bargaining Agreements, Health Benefits, Pensions and the Safety Culture Act. Activities include ensuring compliance with federal and state laws, County policies encompassing management, general employment practices and safety; manpower assessment; human resource development; employee and labor relations; workplace health and safety; drug testing; compensation and benefits; and risk management.

Goals & Objectives

- Continue updating all job descriptions within the County
- Explore rewriting the wage & salary plan and attempt to get all County employees on the same matrix
- Continue to explore wellness options to reduce our health insurance claims
- Work with Liberty Northwest to educate other supervisors and managers to reduce the number of work related injuries
- Work with the County Administrator to implement a performance based goal setting and evaluation process for all County employees
- Establish a work comp incentive program
- Continue to conduct supervisory training sessions to assist management team members in following County policy
- Explore implementing a non-Dot drug and alcohol testing program

Recent Accomplishments

- Increased trust fund balance
- Increase employee's awareness of "wellness" by holding annual benefits fairs; worked with health department to offer free cholesterol screening and other wellness screenings
- Implemented several safety policies
- Tightened up controls on hiring practices
- Implemented tighter controls on independent contractors by requiring proof of insurance and workers' comp exemption or certificate of insurance
- Worked with County Administrator to implement performance based goal setting and evaluation process
- Worked with County Administrator and department heads to reduce the frequency and severity of incidents
- Obtained the Large Public Sector Governor's Safety Award

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 107,574	\$ 114,269	\$ 126,015	\$ 134,709	\$ 8,694	7%
Operating Expenditures	13,830	12,965	19,300	18,800	(500)	-3%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	600	600	800	1,660	860	108%
Total	\$ 122,004	\$ 127,834	\$ 146,115	\$ 155,169	\$ 9,054	6%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 98,895	\$ 103,051	\$ 118,756	\$ 125,593	\$ 6,837	6%
2370 RETIREMENT	11,545	12,349	14,207	15,114	907	6%
2380 GROUP INSURANCE	11,564	12,434	13,152	14,462	1,310	10%
Total	\$ 122,004	\$ 127,834	\$ 146,115	\$ 155,169	\$ 9,054	6%

2009 Budget Highlights

Personnel Services

- Salary increases consisted of a 4.0% COLA and wage adjustments of about 7%.

Operating Expenditures

- Operating Expenditures were held to approximately the same level as the prior year.

Capital Outlay

- There is no capital outlay budgeted for this year.

Transfers

- A transfer of \$1,660 is budgeted for the computer replacement program.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Human Resources Officer	1.00	1.00	1.00	1.00
Human Resources Assistant	1.00	1.00	1.00	1.00
Total	2.00	2.00	2.00	2.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Conduct a minimum of one supervisory training session for managers and supervisors during the year.	100%	100%	100%	100%
2 . Continue to update and develop policies as needed.	100%	100%	100%	100%
3 . Educate supervisors and managers on Liberty's retro work comp plan to reduce the number of injuries.	100%	100%	100%	100%
4 . Compliance with state and federal laws.	100%	100%	100%	100%

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Positions posted	111	108	110	158
2 . Exit interviews conducted	40	37	45	40
3 . Updates to County policy (includes safety)	11	25	5	5
4 . Handled grievances	4	7	7	5
5 . Amendments to Health Plan	6	2	4	5
6 . Negotiated collective bargaining agreements	1	2	4	1
7 . Recordable work comp claims	31	45	30	30

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

Program Description

The Office of the Flathead County Superintendent of Schools performs administrative, financial, legal, fingerprinting, record keeping, and transportation-supervisory services for the twenty-three school districts (37 schools) in the county. It provides the framework and is the prime fiscal agent for three county-wide education cooperatives. The office also provides a paper-purchasing cooperative for all rural schools, private schools, the county and the city of Kalispell. It maintains a small materials and equipment library for schools—public and non public. Yearly it publishes a statistic profile of all schools.

The office assists school boards, educators, students, parents, and taxpayers in general to understand and implement federal, state, and local laws applicable to education. The Superintendent is a liaison between the state and local governmental units.

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

The Superintendent is the hearing officer for school controversies. Oversight of school elections and administration of oaths of office for new trustees are annual responsibilities. Teacher and administrator licenses are registered and reviewed with notification sent to schools of renewal requirements. Background checks are done on all new employees of rural schools and substitute lists are provided to all schools.

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

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

Goals & Objectives

Administrative/Executive

- Insure that the Constitution and the Laws of the State of Montana concerning education are understood and implemented at the local level
- Provide support and guidance to local school boards and districts

Financial

- Maintain oversight of schools' budget process
- Troubleshoot any related computer/accounting issues
- Assist with school audit preparation as requested & assist with internal controls
- Provide updates on Generally Accepted Accounting Principles (GAAP) as related to school finance

Legal

- Inform the taxpayers, county officials, legislators and interested citizenry of school statistics through an annual publication and website
- Stay current on school law, school-law case studies, and OPI policies and procedures
- Notify schools of elapsing staff/administrator licensure
- Classify school districts, review school boundaries
- Provide background checks in as timely a manner as is possible for requesting schools

Record Keeping/Preservation

- Approve out-of-district attendance agreements and bill schools for tuition

Transportation

- Establish safe, accommodating bus routes

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 204,919	\$ 222,890	\$ 242,263	\$ 243,440	\$ 1,177	0%
Operating Expenditures	49,616	45,460	63,000	67,955	4,955	8%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	900	900	1,200	1,200	-	0%
Total	\$ 255,435	\$ 269,250	\$ 306,463	\$ 312,595	\$ 6,132	2%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 165,767	\$ 183,011	\$ 201,039	\$ 200,249	\$ (790)	0%
2340 SCHOOL CO-OP REVOLVI	46,916	37,247	50,650	55,155	4,505	9%
2370 RETIREMENT	22,061	24,404	27,470	27,267	(203)	-1%
2380 GROUP INSURANCE	20,691	24,523	26,304	28,924	2,620	10%
7059 SOMERS ENDOWMENT	-	65	1,000	1,000	-	0%
Total	\$ 255,435	\$ 269,250	\$ 306,463	\$ 312,595	\$ 6,132	2%

2009 Budget Highlights

Personnel Services

- Elimination of the Chief Deputy position resulted in salary savings of approximately 1%.

Operating Expenditures

- Operating Expenditures were held to approximately the same level as the prior year.

Capital Outlay

- There is no capital outlay budgeted for this year.

Transfers

- Participation in the County computer replacement program is budgeted for \$1,200.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Supt. Of Schools (appointed)	1.00	1.00	1.00	1.00
Chief Deputy/Fin Superv	1.00	1.00	1.00	-
Financial Supervisor	1.00	1.00	1.00	2.00
Office Assistant II	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	4.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . The Superintendent of School's administrative duties (M.C.A.) will be performed and within the mandated time frames.	100%	100%	100%	100%
2 . Schools are given accurate, calculated amounts for the budget preparation process.	100%	100%	100%	100%
3 . School finance and accounting responsibilities are done in a timely manner to accommodate each school district	100%	100%	100%	100%
4 . School Boards, districts, parents and taxpayers are assisted with school law interpretation and follow-through as requested.	100%	100%	100%	100%
5 . The Superintendent's Office will serve as a clearinghouse for school networking and a repository for school records and documents.	100%	100%	100%	100%
6 . This Office appreciates the support of the county and will provide a cooperative relationship in all endeavors.	100%	100%	100%	100%

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . School budgets analyzed & approved (+FVCC)	24	24	24	24
2 . Dollar amount of school district budgets	\$98,305,153	\$ 102,967,367	\$111,570,625	\$ 117,149,000
3 . Out-of-district attendance agreements approved	2,410	2,450	2,308	2,423
4 . Dollar amount billed for tuition (in arrears)	\$ 686,248	\$ 699,972	\$ 662,013	\$ 695,113
5 . Health Insurance members	97	134	144	154
6 . Dollar amount of health insurance	\$ 473,040	\$ 572,976	\$ 576,646	\$ 580,316
7 . County funds for school retirement	\$ 7,996,283	\$ 8,278,465	\$ 7,955,817	\$ 8,353,000
8 . County funds for school transportation	\$ 658,551	\$ 679,435	\$ 635,907	\$ 668,000
9 . Teacher/administrator certificates registered	222	247	297	315
10 . Home school students registered	601	573	580	590
11 . Paper order (schools, county, city)	\$ 54,622	\$ 55,498	\$ 69,067	\$ 72,502
12 . Bus routes reviewed & approved	105	106	106	110

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

Program Description

The Information Technology (IT) Department provides a reliable and secure network infrastructure to support each of the County Department's data and voice systems. The IT Department provides support for desktop computers, laptops, printers, scanners and Internet services. This Department maintains the County's network equipment including file servers, switches, routers and fiber optic and copper cable links throughout the various offices and buildings. The staff takes a proactive approach to planning by making monthly visits to each County Department assessing needs and recommending solutions. This Department provides system and programming services and implements technologies that allow other County Departments to function efficiently, while providing for the security and integrity of County systems and data. The staff provides technical support to all Departments including 24/7 support to critical Departments such as Sheriff's Office Dispatch Center. This Department implements and enforces the County's Information Technology Policies.

Goals & Objectives

- ❖ **Service**
Maintain a high level of service to our users and to the public through application development, reliable network infrastructure, and timely desktop support.
- ❖ **Support**
Support the efforts of the Flathead County to ensure continuity of government services and operations.
- ❖ **Security / Safety**
Provide a secure environment in which to work through appropriate backups, Internet firewalls, email filtering and disaster recovery planning.
- ❖ **Enhanced County Website, E-Government Services and Employee Access**
Provide citizens access to Flathead County government services through an improved web interface and e-government services. Provide employees with easy access to forms, employee services, and information.
- ❖ **Fiscal Responsibility / Efficiency**
Ensure effective technical and fiscal management of the Department's operations, resources, and technology projects.
- ❖ **Communication**
Develop excellent working relationships with vendors, users, and other staff members through positive and timely communication.
- ❖ **Training and Education**
Develop and retain technically skilled employees that are knowledgeable and competent in current and emerging information technology and a user community that understands and can employ modern technologies to maximize business benefits.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 568,536	\$ 558,439	\$ 644,138	\$ 669,173	\$ 25,035	4%
Operating Expenditures	157,615	159,028	190,355	168,693	(21,662)	-11%
Debt Service	-	-	-	-	-	
Capital Outlay	13,121	108,933	57,916	73,888	15,972	28%
Transfers Out	3,600	3,600	7,825	5,950	(1,875)	-24%
Total	\$ 742,872	\$ 830,000	\$ 900,234	\$ 917,704	\$ 17,470	2%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 586,911	\$ 679,202	\$ 715,464	\$ 726,424	\$ 10,960	2%
2370 RETIREMENT	63,217	60,075	72,393	75,591	3,198	4%
2380 GROUP INSURANCE	52,514	56,698	69,377	68,739	(638)	-1%
2901 PILT	-	-	-	-	-	
4017 MICRO COMPUTER REPLAI	40,230	34,025	43,000	46,950	3,950	9%
Total	\$ 742,872	\$ 830,000	\$ 900,234	\$ 917,704	\$ 17,470	2%

2009 Budget Highlights

Personnel Services

- The increased budget is primarily based on the 4.0% COLA and wage increases based on longevity.

Operating Expenditures

- There was an overall decrease in Operating Expenditures for FY 2009.

Capital Outlay

- Capital Outlay consists of computer and software replacement throughout the County.

Transfers

- The IT department participates in the computer replacement program.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Computer Services Director	1.00	1.00	1.00	1.00
Programmer/Analyst	4.625	2.75	3.00	3.00
Computer Operator	1.00	1.00	1.00	-
Tech Support Specialist	-	-	-	1.00
Microcomputer Support Specialist	3.00	4.00	1.00	-
Info Systems & Security Spec	-	-	-	1.00
Office Assistant III	0.50	-	0.50	-
Network & Systems Admin	-	-	3.00	3.00
OA II	-	0.50	-	0.50
NSA II	-	1.00	-	-
System & Security Admin	-	-	1.05	-
Tech Operations Supervisor	-	-	-	1.00
Total	10.13	10.25	10.55	10.50

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Customer satisfaction rating based on Customer Survey. Percent rating of good to excellent.	n/a	n/a	99%	99%
2 . Number of computers supported per technician	184	185	202	206
3 . Helpdesk response time 3 hours or less - percent of calls responded to in 3 hours or less	59%	66%	94%	95%
4 . First call resolution percentage - percent of calls resolved on first call	8%	22%	65%	65%
5 . Number of servers supported per administrator	13	14	20	19
7 . Number of in-house applications supported per programmer	10	13	14	14

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . County employees supported	459	462	470	475
2 . Computers and servers supported	640	652	723	750
3 . Printers, scanners and other peripherals supported	1,278	1,309	1,427	1,525
4 . Other network equipment supported	114	118	131	136
5 . Number of CERF systems replaced	NA	NA	31	35
6 . Email accounts supported	480	499	528	550
7 . Number of pieces of spam blocked (in millions)	NA	1.80	2.70	2.90
8 . Average number of Helpdesk requests per month	60	66	200	200
9 . Batch jobs serviced	300	434	469	450
10 . Number of minor programming modifications	350	360	664	650
11 . Number of program enhancements	220	225	211	220
12 . Number of programmer projects over 40 hours (new applications, conversions, major enhancements)	15	15	41	40

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

Program Description

The mission of the Clerk of District Court is to provide professional judicial and administrative services to all stakeholders of the judiciary, which include the citizens of Flathead County, the District Courts and staff, the various government agencies and departments of the County, the Supreme Court, the Northwest Montana Bar Association, and the Montana Association of Clerks of District Court; to record and preserve legally significant documents in perpetuity in an accurate and efficient manner; assist the citizens with access to the judicial system to more expeditiously allow for the redress of their grievances and resolution of their disputes; provide guidance, support, and information to the Supreme Court Administrator relative to software, hardware and integration of procedure for the case management programs utilized in the Montana Courts.

As the Clerk of District Court and the Jury Commissioner for Flathead County the primary functions performed are case management of the more than 7,000 currently pending and active court cases, administration of staff, conducting meetings and training seminars, issuance of marriage licenses, passport applications and city, justice and district court jury pool lists, and implementing and abiding by the largest section of statutes governing all local and state elected officials.

Goals & Objectives

Clerk of Court

- Increase efficiency and functionality of processes currently implemented and/or yet to be designed
- Actively participate as a fourth-year member of the Commission on Self-Represented Litigants in the procurement of additional pleadings, forms, and instructions for pro se persons
- Assist the Supreme Court in completion of the new rules and options relative to Judicial Access and implement training sessions for the MACDC relative to the Supreme Court's new Privacy Rules as they pertain to District Court Records
- Continue to meet regularly with the District Court Administrator, the Courts, members of the NW Bar Association and the public as in the past
- Obtain additional funding and personnel resources to more adequately and appropriately meet the needs of the stakeholders in Flathead County
- Effectively implement and conduct education & training courses for the MACDC and Supreme Court to continue raising the standard for Montana's District Courts and Clerks of District Court

Jury Commissioner

- Insure and protect the integrity of the list of prospective jurors as received from the Secretary of State
- Effectively monitor increased expenditures due to inclusion of licensed drivers in potential juror pool
- Secure proper and efficient means to address permanently excused jurors as provided for in statute
- Enlist the aid of the Supreme Court in implementing enhanced design and functionality of the State's jury process through legislation and education

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 393,979	\$ 469,512	\$ 545,553	\$ 559,674	\$ 14,121	3%
Operating Expenditures	38,409	43,216	52,500	56,600	4,100	8%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	15,000	13,950	(1,050)	-7%
Transfers Out	(3,200)	-	-	-	-	
Total	\$ 429,188	\$ 512,728	\$ 613,053	\$ 630,224	\$ 17,171	3%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
2180 DISTRICT COURT LEVY	\$ 341,504	\$ 400,542	\$ 478,218	\$ 483,913	\$ 5,695	1%
2370 RETIREMENT	42,118	49,231	59,191	59,539	348	1%
2380 GROUP INSURANCE	45,566	62,955	75,644	86,772	11,128	15%
Total	\$ 429,188	\$ 512,728	\$ 613,053	\$ 630,224	\$ 17,171	3%

2009 Budget Highlights

Personnel Services

- No change for FY 2009, but additional FTE will be required in FY 2010 due to the increase of one judge in the District Courts by the 2009 legislature.

Operating Expenditures

- Increase of 1% due primarily to increased postage (cost of increasing juror numbers due to statutory inclusion of licensed drivers resulting in more unstable and less reliable demographic) and machine repair (use of additional time-stamp machines and printers is costing more in repair and maintenance).

Capital Outlay

- \$13,950 remodeling funds to accommodate increase in staff due to addition of fourth district court judge slated for FY 2010.

Transfers

- None for this year.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Clerk of Court	1.00	1.00	1.00	1.00
Chief Deputy	1.00	1.00	1.00	1.00
Office Assistant III	6.00	9.00	10.00	10.00
Office Assistant II	2.00	-	-	-
Total	10.00	11.00	12.00	12.00

FUNCTION: GENERAL GOVERNMENT (41****)

DEPARTMENT: 0190 GRANT

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ 44,820	\$ 44,820	
Operating Expenditures	-	-	-	6,536	6,536	
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
Total	\$ -	\$ -	\$ -	\$ 51,356	\$ 51,356	

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
2180 DISTRICT COURT LEVY	\$ -	\$ -	\$ -	\$ 39,393	\$ 39,393	
2370 RETIREMENT	-	-	-	4,732	4,732	
2380 GROUP INSURANCE	-	-	-	7,231	7,231	
Total	\$ -	\$ -	\$ -	\$ 51,356	\$ 51,356	

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Self Help Law Center Resource	-	-	-	1.00
Total	-	-	-	1.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . District Court caseload comparison to 2004 new cases opened annually	121%	132%	124%	125%
2 . Comparison of caseload work per staff member to that of nearest court for comparison = Gallatin	160%	170%	200%	200%
3 . Increase in requests for public appearances and for conducting training seminars	120%	150%	200%	200%
4 . Increase in cases involving self-represented litigants	200%	400%	500%	600%
5 . Calls for training and assistance from Supreme Court	100%	100%	100%	50%

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . New cases opened	5,062	5,400	6,000	6,200
2 . Marriage Licenses Issued	961	1,000	1,100	1,400
3 . Child Support Payments Handled	5,580	5,780	6,000	5,500
4 . Training Seminars Conducted	5	10	12	12
5 . Jurors summoned / District Courts only	3,400	5,000	8,000	9,000

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

Program Description

The Planning and Zoning Office provides support to the Commission and public and is organized into three primary functional areas. Total Office staffing consists of 10 professional staff members and 3 office supervisors. The vision of the Office is to “provide transparent quality current and long range planning services that simulate and promote a sustainable economy, protect neighborhoods from incompatible development, reduce or eliminate detrimental environmental impacts and conserve natural resources.”

Administrative Support Team – is responsible for general office support (payroll, accounting, budget development, clerical and front counter public reception and data entry and management). Staffing includes four team members.

Current Planning Team - is responsible for reviewing and processing land use applications (typically zoning related including conditional use permits, variances and zoning text/map amendments) and subdivisions (including minor and major subdivisions, and land division exemptions). Current planning activities also include administering the Flood Plain and Lakeshore regulations and Code Enforcement. Staffing includes six team members.

Long Range Planning Team - is responsible for preparing and implementing the growth policy and related studies and plans (neighborhood plan development, transportation and CTEP planning, water resource and quality planning) and special studies requested by the Commission and/or other county departments. Staffing includes two team members.

Goals & Objectives

- **Promote Professional Development for staff**
 - Encourage outside training opportunities for staff development
 - Provide in-house training programs for new employees
 - Promote cross-training opportunities for Office staff
 - Meet all standards in the strategic annual work plan
- **Enhance customer service**
 - Provide technical support to Commission and county departments
 - Maintain courteous and professional attitude with public
 - Provide technical and administrative support to the Planning Board, Board of Adjustment, Impact Fee Committee and Land Use Advisory Committees
 - Engage the public in a responsible manner
- **Continue excellent general Office management and operation**
 - Run the department like a business
 - Provide fiscal accountability
 - Enhance and maintain County website
 - Promote a safe working environment
- **Constantly improve Office work products**
 - Utilize GIS for modeling and predictive analysis
 - Conduct studies to improve quality of life
 - Continue to improve staff land use application reports
 - Implement the Growth Policy
 - Transition Whitefish Interlocal Area back to county jurisdiction

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 551,680	\$ 683,110	\$ 775,172	\$ 801,323	\$ 26,151	3%
Operating Expenditures	107,570	134,870	91,000	107,000	16,000	18%
Debt Service	-	-	-	-	-	
Capital Outlay	8,325	11,900	183,000	-	(183,000)	-100%
Transfers Out	16,200	25,400	28,175	23,700	(4,475)	-16%
Total	\$ 683,775	\$ 855,280	\$ 1,077,347	\$ 932,023	\$ (145,324)	-13%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
2251 PLANNING	\$ 566,029	\$ 704,418	\$ 718,810	\$ 751,676	\$ 32,866	5%
2370 RETIREMENT	61,143	73,264	85,314	88,324	3,010	4%
2380 GROUP INSURANCE	56,603	77,598	90,223	92,023	1,800	2%
2901 PILT	-	-	-	-	-	
4014 PLANNING CAR/COPIER CI	-	-	183,000	-	(183,000)	-100%
Total	\$ 683,775	\$ 855,280	\$ 1,077,347	\$ 932,023	\$ (145,324)	-13%

2009 Budget Highlights

Personnel Services

- The increased budget is primarily based on the 4.0% COLA and wage increases based on longevity.

Operating Expenditures

- Essentially maintained COLA (about 5%) increase in overall budget.

Capital Outlay

- Major GIS Capital Outlays occurred in FY 2008.

Transfers

- Budgeted transfers are to the capital projects fund and to the computer replacement program.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Planning Office Director	1.00	1.00	1.00	1.00
Assistant Planning Director	1.00	1.00	1.00	1.00
Planner I	3.00	5.00	5.00	2.00
Planner II	2.00	2.00	2.00	5.00
Office Administrator	-	1.00	1.00	1.00
Office Assistant II	2.00	2.00	2.00	2.00
Office Assistant III	1.00	1.00	1.00	1.00
Office Manager	0.72	0.72	0.72	0.72
Office Administrator I	1.00	-	-	-
Planning Technician	1.00	-	-	-
Total	12.72	13.72	13.72	13.72

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Percent of staff subdivision recommendations upheld by: Planning Board	78%	90%	100%	100%
County Commissioners	91%	100%	100%	100%
2 . Number of zoning related applications FACU, FCU, FPMA, FZC, FZV, FZT	103	59	65	70
3 . Number of customer walk-ins Number of phone contacts	8,500 26,000	7,800 26,000	8,000 26,000	8,240 15,000
4 . Number of land-use related lawsuits	3	4	3	5
5 . Number of goals implemented in annual work program	11	12	15	16

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Number of Final lots created	562	600	650	500
Number of Preliminary lots created	2,109	1,610	2,100	1,000
2 . Preliminary plat applications reviewed:				
Majors within 60 days	92	49	40	35
Minors within 35 days	31	31	35	10
3 . Number of completed mid-course correction plats	N/A	0	5	3
4 . Amount of revenue generated by application fees	\$470,578.82	\$342,515.55	\$350,000.00	\$ 250,000.00
5 . Percent of lawsuits resolved in County favor	80%	80%	100%	100%
6 . Percent of goals achieved in annual work plan	80%	75%	100%	100%

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

Program Description

District Court is a court of record with original jurisdiction in all felony adult and juvenile criminal cases; civil cases involving real property and amounts in excess of \$7000.00; civil cases that might result in judgment against the state for payment of money; civil cases involving domestic relations; civil cases involving issues of mental competency and all cases involving intestacy or probate of wills; special actions such as writs as well as being the appellate court for Justice Court and City Courts. Included within the 11th Judicial District Court for Flathead County are Family Court Services and Youth Court Services (Juvenile Probation). Personnel include 3 District Court Judges, one Court Administrator, Family Court Services Director, Chief Juvenile Probation Officer and 25 employees including caseworkers, deputy probation officers, law clerks and various administrative support staff. Primary funding for our District is provided by the State of Montana. Special funding for court security and building maintenance issues is provided by the county.

Family Court Services primarily investigates, mediates, and evaluates cases involving parenting disputes pursuant to District Court Order.

Juvenile Probation administers juvenile justice and safeguards the welfare of minors in a manner which protects and deters delinquency. The Department works closely with the County Attorney in preparing petitions for formal District (Youth) Court hearings against youth. Probation officers prepare sentencing reports for District Court as well as supervise youth on probation which also includes collecting restitution. A Supervised Community Work program has recently been added which provides opportunities for community service work that is beneficial to the entire county.

The Flathead County District Court Statistic Report as prepared by Peg Allison, Clerk of Court, is attached.

Goals & Objectives

The operations of District Court are governed by the Montana constitution, State statutes, and opinions and rules of the Montana Supreme Court. There are over 80 statutes that set forth requirements for prioritizing specific types of cases; complying with those requirements is a constant challenge for the court. We continually review and, if appropriate, adopt changes to our scheduling of hearings and trials to provide efficient, prompt and equal access to the justice system.

As the attached Court Statistic Report reflects, our overall caseload has increased approximately 50% in the last 6 years, and we are attempting to handle this increase with the same number of judges and a staff increase of only one law clerk. We schedule 18 multi-week terms of Court throughout each year that are devoted to conducting jury trials, either criminal or civil. In addition, we schedule non-jury trials, such as domestic relations and abuse and neglect, a very significant percentage of our workload, throughout the year. One day a week is devoted to criminal pre-and post-trial matters, and one day a week is devoted to juvenile delinquency and pretrial abuse and neglect proceedings. We remain committed to providing access to our court and its departments in a professional and timely manner.

District Court personnel participate in a monthly meeting of departments within the justice center designed to provide a cooperative atmosphere for various policies and procedures affecting the justice system. We will continue to meet to improve our inter-related policies.

As part of the State Judicial Branch, we will continue to implement the procedures and guidelines as set forth by that Department.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	264,249	187,198	61,500	56,500	(5,000)	-8%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	91,176	97,241	100,211	209,888	109,677	109%
Total	\$ 355,425	\$ 284,439	\$ 161,711	\$ 266,388	\$ 104,677	65%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
2180 DISTRICT COURT LEVY	\$ 235,927	\$ 170,120	\$ 161,711	\$ 266,388	\$ 104,677	65%
2912 ACCOUNTABILITY ENFORI	-	-	-	-	-	
2913 YOUTH SERVICE NETWOR	119,498	114,319	-	-	-	
Total	\$ 355,425	\$ 284,439	\$ 161,711	\$ 266,388	\$ 104,677	65%

2009 Budget Highlights

Personnel Services

- District Court personnel are paid by the State.

Operating Expenditures

- The State of Montana now pays for more of the District Court expenditures.

Capital Outlay

- Capital Outlay is paid for by the State.

Transfers

- Budgeted transfers from the District Court are to reimburse the Sheriff's department for Bailiff expenses.
-

Performance Measures & Workload Indicators

Workload Indicators

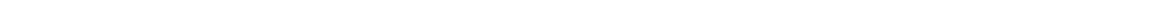
Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
Criminal				
Open	583	586	686	
Reopened	207	214	?	
Juvenile				
Open	75	173	139	
Reopened	-	-	?	
AFF's	81	81	-	
Dependent/Neg				
Open	94	53	72	
Reopened	76	50	?	
Guardian				
Open	91	107	94	
Reopened	3	7	?	
Probate				
Open	219	207	194	
Reopened	11	4	?	
Dissolutions				
Open	652	614	734	
Reopened	76	119	?	
Abstracts	117	117	?	
Civil / Warrants				
Open	1,034	1,184	1,546	
Reopened	15	12	?	
Warrants & Certificate of Lien	457	469	442	
Adoption				
Open	64	82	65	
Reopened	1	1	?	
Paternity				
Open	1	3	12	
Reopened	1	3	?	
Sanity				
Open	119	139	98	
Reopened	-	-	?	
Process Server				
Open	3	-	-	
Reopened	-	-	-	
Investigative Subpoea				
Open	123	132	120	
Reopened	-	-	?	
Marriage Licenses Issued				
Open	961	1,109	1,300	
Search Warrants				
Open	23	40	53	

"?" indicators are a result of new Full Court Program

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PUBLIC SAFETY



Program Description

The mission of the Office of Emergency Services (OES) is to provide public safety and preservation of the environment through responsible management and coordination of comprehensive, all-hazards, emergency management program. Coordinating with city, county, tribal, state, federal and private entities OES coordinates the four phases of emergency management: mitigation, preparedness, response and recovery. OES identifies potential hazards, plans for mitigating their effects, prepares for responding to and managing the incident and coordinates the post-incident recovery process. The office is responsible for management and operation of the county Emergency Operations Center and development and coordination of the Local Emergency Planning Committee (LEPC).

The OES office is staffed by a Director, Deputy Director, Fire Service Area manager and an administrative staff person. The Director is responsible for the development, implementation and management of all emergency services activities, coordinating with 19 rural fire departments, 3 city fire departments, 3 city police departments and the Sheriff's Office, 27 EMS units, Tribal Officials, U.S. Forest Service, National Park Service, Montana Department of Natural Resources, Montana Department of Transportation, National Weather Service, and multiple private industry stakeholders. The Deputy Director position will not be staffed this year.

Goals & Objectives

MITIGATION: Activities that prevent, reduce the likelihood of an event occurring, or limit the damaging effects of an event.

- Final public comments and federal approval of the County Pre-Disaster Mitigation Plan

PREPAREDNESS: Plan development, Training, Exercises and Equipment Management

- Maintain NIMS compliance
- Continue development of a county Type III Incident Management Team to include position specific training, job shadowing of Type II and I teams and continued team building
- Integrate emergency support functions into the county Emergency Operations Plan (EOP)
- Develop Emergency Operations Center protocols
- Develop an electronic resource (personnel and equipment) capability and availability list via WebEOC that is NIMS compliant
- Ensure an accurate and up-to-date inventory list is created and implement equipment management procedures
- Work with Lake County and the Confederated Salish Kootenai Tribes to establish a Flathead Lake Response Plan
- Ensure an accurate revenue base and develop a process to identify undocumented tax revenue sources in the Fire Service Area
- Update the Community Wildfire Protection Plan
- Implement a hydrocarbon spill response capability
- Ensure availability of awareness and operations level hazmat training as appropriate countywide
- Ensure availability of NWCG standard wildland fire training to local fire departments

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 74,353	\$ 82,043	\$ 125,200	\$ 173,793	\$ 48,593	39%
Operating Expenditures	271,121	125,534	160,850	170,400	9,550	6%
Debt Service	-	-	-	-	-	
Capital Outlay	374,496	30,500	-	-	-	
Transfers Out	6,000	16,753	2,000	-	(2,000)	-100%
Total	\$ 725,970	\$ 254,830	\$ 288,050	\$ 344,193	\$ 56,143	19%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 218,266	\$ 196,298	\$ 219,001	\$ 288,645	\$ 69,644	32%
2370 RETIREMENT	6,908	8,331	13,897	18,855	4,958	36%
2380 GROUP INSURANCE	4,820	6,234	13,152	21,693	8,541	65%
2398 HAZMAT CONTAINMENT (I	20,527	4,829	20,000	15,000	(5,000)	-25%
2931 HOMELAND SECURITY-FY	457,201	16,395	-	-	-	
2953 VFA PROGRAM	18,248	22,385	22,000	-	(22,000)	-100%
2951 WMD EQUIP GRANT	-	358	-	-	-	

Total	\$ 725,970	\$ 254,830	\$ 288,050	\$ 344,193	\$ 56,143	19%
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2009 Budget Highlights

Personnel Services

- An Office Assistant III was hired for FY 2009.

Operating Expenditures

- Operating expenditures were budgeted based on past year's actual expenditures.
- The budget includes:
 - WebEOC: \$40,000 (1/2 of total cost)
 - Modernization of EOC Audio Visual Systems: \$6,000
 - Type III Overhead Team funding: \$13,000

Capital Outlay

- No Capital Outlay is budgeted for this year.

Transfers

- No Transfers are budgeted for this year.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Emergency Services Coordinator	1.00	1.00	1.00	1.00
Office Assistant III	1.00	-	-	1.00
Deputy Emergency Manager	-	-	1.00	1.00
Total	2.00	1.00	2.00	3.00

FUNCTION: 420400 FIRE PROTECTION & CONTROL
FUND: 2391 FIRE SERVE AREA

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Fire Service Area Manager	-	-	1.00	1.00
Total	-	-	1.00	1.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . The pre-disaster mitigation plan will be completed and approved by the end of the 2nd quarter	0%	100%	90%	100%
2 . The county will be compliant with National Incident Management System (NIMS) requirements by end of year.	N/A	100%	100%	100%
3 . There will be a well coordinated and validated county all-hazards Emergency Operations Plan (EOP) by December 31st, 2007	N/A	100%	100%	100%
4 . Train 80% of responder in HAZMAT Awareness and 25% in HAZMAT Operations	N/A	100%	100%	100%
5 . The Type III Incident Management Team will be developed and operational by 2nd Quarter	N/A			

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Disaster Exercises Conducted		2	3	1
2 . HAZMAT Awareness Level Trained Responders		20	300	20
3 . HAZMAT Operations Level Trained Responders		20	75	20
4 . NIMS Trained Personnel		20	30	20
5 . EOC Activations		None	1	1
6 . Emergency/Disaster Declarations		None	1	1

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

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Program Description

The Flathead County Sheriff's Office consists of 48 sworn deputies, 27 detention officers, 2 court security officers, 19 dispatchers, 1 evidence tech, 1 nurse, and 6 clerical staff. The sheriff is elected and is responsible for maintaining a detention facility and the civil process in the county. Additional duties include search and rescue operations within the county. Other duties as defined by law include but not limited to preserving the peace. Reference MCA 7-32-2121. In Flathead County the elected sheriff is the also the county coroner and is responsible for coroner calls as defined in state law. Additionally, there are seven sworn deputies that are deputy coroners.

Duties for the sworn deputies include road patrol, detective work, serving civil papers, traffic control, and responding to calls for service from the public. Within the sheriff's office there are divisions such as the Drug Task Force and the Alcohol Enforcement Team, which are partially funded by federal grants. Other divisions include Snowmobile Patrol, Swat, Marine Patrol, Bike Patrol and Dive Team. These extra duties are filled by sworn deputies and funded through the sheriff's budget. Detention officers are responsible for the care and custody of the inmates, Reference MCA 44-4-302. Our 911 dispatch center is responsible for all incoming calls for law enforcement in the county and all fire and EMS calls for service.

Goals & Objectives

- Continue to provide all aspects of law enforcement to the citizens of Flathead County with an emphasis on proactive law enforcement through community policing.
- Maintain training levels, while searching for grants and other avenues of funding for increased training dollars.
- Increase manpower through statistical data showing the need, while exploring funding sources for additional deputies.
- Explore the use of volunteers for limited law enforcement duties, such as school resource deputies.
- Explore funding avenues for expansion of the existing detention facility, which is currently running at full capacity.
- Implement a work release program within our detention facility to relieve over crowding while still holding defendants accountable. This will also help clear out some of our outstanding warrants.
- Work with the local 911 board and the three other police departments within the county as well as the fire and EMS agencies to establish a consolidated 911 center to better serve the citizen of our county.
- Establish a Chaplain program within the Sheriff's Office.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 6,344,249	\$ 7,288,760	\$ 8,227,874	\$ 9,076,169	\$ 848,295	10%
Operating Expenditures	1,883,935	2,001,715	2,421,512	2,471,941	50,429	2%
Debt Service	-	-	-	-	-	
Capital Outlay	232,593	344,443	795,600	1,440,350	644,750	81%
Transfers Out	248,087	368,868	341,454	455,084	113,630	33%
Total	\$ 8,708,864	\$ 10,003,786	\$ 11,786,440	\$ 13,443,544	\$ 1,657,104	14%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
2300 SHERIFF	\$ 5,469,267	\$ 6,300,964	\$ 7,082,049	\$ 8,073,529	\$ 991,480	14%
2350 BIG MT COMMUNICATIONS	3,056	3,194	6,900	6,900	-	0%
2370 RETIREMENT	712,339	798,448	922,666	1,043,740	121,074	13%
2380 GROUP INSURANCE	574,237	650,206	839,795	866,952	27,157	3%
2382 SEARCH & RESCUE LEVY	150,471	203,202	204,833	213,381	8,548	4%
2396 JUVENILE DETENTION	495,320	529,693	613,116	692,452	79,336	13%
2850 911 EMERGENCY	397,454	388,813	499,033	559,083	60,050	12%
2912 ACCOUNTABILITY ENFORC	47,595	31,280	11,000	11,000	-	0%
2916 BCC/DRUG INVESTIGATIOI	472,346	511,659	540,048	383,520	(156,528)	-29%
2922 HIGH INTENSITY DRUG TR	93,887	112,949	213,415	177,512	(35,903)	-17%
2929 IN-CAR VIDEOS-RADARS	6,200	-	-	-	-	
2930 BULLETPROOF VEST PAR	4,529	4,135	9,600	28,800	19,200	200%
2932 ALCOHOL ENFORCEMENT	52,925	54,990	67,000	70,933	3,933	6%
2933 STEP DUVSEATBELT	17,449	18,664	15,885	14,999	(886)	-6%
2934 JAG CIVIL GRANT	27,536	15,657	13,500	-	(13,500)	-100%
2935 MOBILE DATA COMMUNIC	1,828	66,454	-	-	-	
2936 NATIONAL CHILDRENS AL	-	-	-	31,718	31,718	
4009 SHERIFF PATROL CAR CA	142,734	199,271	-	-	-	
4026 911 EMERGENCY SYSTEM	29,185	63,302	550,000	1,100,000	550,000	100%
5020 SO COMMISSARY	-	-	-	50,000	50,000	
7057 SHERIFF'S DRUG TRUST F	10,506	36,866	107,600	105,100	(2,500)	-2%
7062 DRUG FORFEITURE/FED SI	-	14,039	90,000	10,000	(80,000)	-89%
7069 AET DONATIONS	-	-	-	2,000	2,000	
7072 CAC TRUST FUND	-	-	-	1,925	1,925	
Total	\$ 8,708,864	\$ 10,003,786	\$ 11,786,440	\$ 13,443,544	\$ 1,657,104	14%

2009 Budget Highlights

Personnel Services

- An additional Nurse was added for FY 2009 to reduce the county's liability and medical expenses for inmates.

Operating Expenditures

- Operating Expenditures were held to approximately the same level as last year.

Capital Outlay

- Nine new vehicles and equipment are budgeted for FY 2009. A new building and software are budgeted for E-911.

Transfers

- Transfers are budgeted for the computer replacement program and to the Sheriff's capital project fund to purchase new patrol vehicles.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Sheriff	1.00	1.00	1.00	1.00
Undersheriff	1.00	1.00	1.00	1.00
Deputy Sheriff	25.00	29.00	33.00	29.00
Lieutenant	1.00	1.00	1.00	-
Commander	2.00	2.00	1.00	1.00
Corporal	8.25	7.25	7.25	8.25
Sergeant	12.00	11.00	11.00	11.50
Sheriff Financial Asst	1.00	1.00	1.00	1.00
Civil Clerk	1.00	1.00	1.00	1.00
Receptionist	1.00	1.00	1.00	1.00
Warrants Clerk	1.00	1.00	1.00	1.00
Chief of Detectives	1.00	1.00	1.00	1.00
Detective Clerk	1.00	1.00	1.00	1.00
Detention-Chief	1.00	1.00	1.00	1.00
Court Det officer	1.00	1.00	1.00	-
Detention Commander	-	-	-	1.00
Detention Officer	20.00	18.50	22.00	21.00
Dispatcher	13.45	12.45	12.45	12.45
Dispatcher-Leader	1.00	2.00	2.00	2.00
Evidence Tech	1.00	1.00	1.00	1.00
Medical Officer	1.00	1.00	1.00	2.00
Animal Control Officer	-	-	4.00	4.00
Control Room Technician	-	-	-	1.00
Programmer	0.375	0.375	-	-
Records Clerk	1.00	1.00	1.00	1.00
Posse/Reserve	-	6.70	5.95	4.95
Public Communications Manager	-	-	-	1.00
Total	96.08	103.28	112.65	110.15

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Detention Officer/Court Officer	1.00	1.00	1.00	1.00
Detention Sergeant/Court Officer	1.00	1.00	1.00	1.00
Total	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>

FUNCTION: 420000 PUBLIC SAFETY
DEPARTMENT: 0209 JUVENILE DETENTION

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Chief	1.00	1.00	1.00	1.00
Detention Officer	11.25	11.00	10.00	10.00
Special Education Instructor	0.75	0.60	1.60	1.50
Total	13.00	12.60	12.60	12.50

FUNCTION: 420000 PUBLIC SAFETY
DEPARTMENT: 0208 SEARCH & RESCUE

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Deputy Sheriff	0.75	0.75	0.75	-
Corporal	-	-	-	0.75
Total	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>

FUNCTION: 420000 SAFETY
DEPARTMENT: 0209 9-1-1

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Dispatcher-Leader	1.00	1.00	1.00	1.00
Dispatcher	3.00	3.00	3.00	3.00
Consultant	-	1.00	0.80	-
Program Coordinator	-	-	-	1.00
Total	4.00	5.00	4.80	5.00

FUNCTION: 420000 PUBLIC SAFETY
DEPARTMENT: 0190 GRANTS

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
BCC Drug Investigation Team				
Sergeant	1.00	1.00	1.00	-
Deputy Sheriff	2.00	2.00	2.00	1.00
Special Invest Clerk	1.00	1.00	1.00	1.00
Corporal	-	-	-	1.00
SID Team Leader	-	-	-	1.00
NCHIP Records Management				
Programmer/Analyst	-	-	-	-
NCAC				
Program Coord Forensic Interview	-	-	1.00	1.00
Total	4.00	4.00	5.00	5.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . To provide fair and impartial law enforcement services to the citizens of Flathead County.	100%	100%	100%	100%
2 . To continue to maintain a well run, clean, and efficient Detention Center.	100%	100%	100%	100%
3 . Continue to work with Flathead County's two volunteer Search and Rescue groups to ensure search and rescue operations are effectively and efficiently carried out in the county.	100%	100%	100%	100%
4 . To maintain current civil process needs for the citizens of the county and continuously improve on training, utilizing the latest modern technology to ensure efficiency.	100%	100%	100%	100%

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Calls for Law Enforcement Service	38,013	39,550	41,000	41,000
2 . Inmate Booking and Releases	5,084	6,376	6,800	6,800
3 . Search and Rescue Missions	48	50	55	55
4 . Civil Papers Processed	3,321	3,808	4,100	4,100
5 . Coroner Calls	688	602	630	630

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

Function: PUBLIC SAFETY (42**)**
Department: 0201 COMMISSIONERS

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ 67,752	\$ 67,752	
Operating Expenditures	21,618	39,539	315,597	584,150	268,553	85%
Debt Service					-	
Capital Outlay	48,161	9,064	45,000	-	(45,000)	-100%
Transfers Out	-	-	-	-	-	
Total	\$ 69,779	\$ 48,603	\$ 360,597	\$ 651,902	\$ 291,305	81%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
2260 EMERGENCY/DISASTER	\$ -	\$ -	\$ 269,950	\$ 535,900	\$ 265,950	99%
2370 RETIREMENT	-	-	-	7,502	7,502	
2380 GROUP INSURANCE	-	-	-	7,231	7,231	
2391 FC FIRE SERVICE AREA	6,373	10,616	25,000	101,269	76,269	305%
2902 FOREST RESERVE TITLE III	58,306	37,987	65,647	-	(65,647)	-100%
4018 FC FIRE SERVICE AREA CI	5,100	-	-	-	-	

Total	\$ 69,779	\$ 48,603	\$ 360,597	\$ 651,902	\$ 291,305	81%
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2009 Budget Highlights

Personnel Services

- A Fire Service Area Manager was hired for FY 2009.

Operating Expenditures

- The equivalent of two mills is the maximum amount allowed in the Emergency Fund.

Capital Outlay

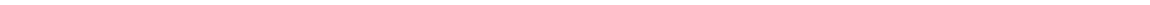
- There is no Capital Outlay budgeted for this year.

Transfers

- There are no transfers budgeted for this year.



PUBLIC WORKS



Program Description

The Flathead County Road Department maintains approximately 1,100 miles of roads, over 5,000 signs, and approximately 400 pieces of equipment. The geographical range of the county road system is as follows: Northern Edge: North Fork to Canadian Border, Eastern Edge: Essex to Ferndale to Bigfork, Southern Edge: Bigfork to Lakeside to Nirada to Thompson River, Western Edge: Thompson River to Pleasant Valley to Olney.

In order to accomplish this task, the Road Department has strategically located equipment around the county. The county is divided into 12 maintenance districts. The road grader in each district is the focal point for operations in that district. This arrangement is complemented by the addition of a plow/sand truck in the winter months. During peak paving or gravel hauling to roads in that particular district during the spring, summer and fall months all available trucks may be dispatched to one district. During the fall and winter, the crusher produces sanding material for all 12 districts of the County. During the spring and summer months the crusher produces gravel for the county's 600+ miles of gravel roads. During peak paving months we produce the majority of our asphalt needs for our department. The Road Department also operates the County Shop maintaining county owned vehicles and pieces of equipment. All aspects of vehicle maintenance and repairs are performed by our crew.

This is only a quick overview of the day to day operations of the Road Department. Other operations include, but are not limited to: installation and upgrade of signs, guardrail, culverts, bridges, repairs of road damage, clearing out obstructions on roads and rights-of-way, striping of roads, crosswalks and walkways, rock raking, removal of trees that blow down, and sweeping roads. In addition our office deals with budget issues, rights-of-way issues, encroachment permits, load limits, and a variety of public issues including road reviews for subdivisions, etc. These items are easily absorbed into day to day operations with the highly qualified administrative staff.

Departmental Organization

Road Department: This department consists of thirty four (34) full time employees and six to eight (6 to 8) summer laborers. Currently there are sixteen (16) employees in the Operator's Union, and eighteen (18) employees in the Teamster's Union. The Road Department performs year round maintenance on 391.5 miles of paved, approximately 630 miles of gravel, and 67.6 miles of improved dirt roads. The County Shop consists of twelve (12) employees; one parts manager, one janitor, eight mechanics, and two welders. The shop maintains approximately two hundred and fifty (250) Road and Bridge Department vehicles and equipment, including our crusher and asphalt plant. The shop also maintains over two hundred (200) vehicles for other departments within the county. The Administrative Staff consists of seven (7) employees; one Superintendent, one Shop Supervisor, one Right of Way Specialist, one Office Administrator, three Office Assistants, and the possibility of adding a Surveyor to the office staff.

Goals & Objectives

Goal: Provide maintenance services, and information regarding road and bridge programs and activities.

- To ensure safety of the motoring public by providing the best quality roads possible with available funding.
- Roadway Preservation and longevity through grading, hand patching, blade patching, overlay, and chip sealing.
- Participating in Dust Abatement Policies to ensure air and water quality.
- Provide public education on Dust Abatement and Rural Special Improvement Districts (RSID).
- Continue to remove old bridges and replace with new engineered bridges.
- Continue to improve drainage by reshaping ditches and installing culverts.
- Continue to maintain signs and install new ones as required by state guidelines, continue to implement the 911 Emergency Services Signage in cooperation with GIS, Clerk and Recorder, Planning and Zoning, Sheriff, and any other County, City, State or Federal agencies involved.
- Clearing Right-of-Ways of brush, trees, rockslides, and any other safety hazards.
- Continue cooperative maintenance agreement with Army Corps of Engineers for the levies throughout the valley.
- Continue to pave gravel intersections and approaches onto state highways consistent to state requests to reduce maintenance costs and reduce dust mitigation as budget allows.
- Continue to provide service, maintenance, and repairs of vehicles for other county entities.
- Continue to maintain Road and Bridge Department equipment. . Strive to upgrade to newer equipment which is more cost and time efficient, and safer for Road and Bridge Department Personnel, while reducing the number and cost of aging equipment in use.
- Continue to maintain and keep up buildings at the Road and Bridge Department Complex and outlying areas in compliance with DEQ, OSHA, MSHA, and MSHARP to ensure a safe working environment for all Road and Bridge personnel.
- Provide training opportunities for staff development including MSHARP safety, certification in: forklift, equipment training, MSHA, 1st Aid, Flagging, software programs, conferences, workshops, and trainings to network and learn about how other agencies approach similar projects and issues.
- Application of current road standards and their implementation with the public.
- Add statistical data to annual reports and the web for public awareness.
- Review and comment on Major and Minor Subdivision applications.
- Create and implement gravel and paved road management systems to provide data driven priority projects

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 2,949,172	\$ 3,133,983	\$ 3,549,088	\$ 3,399,112	\$ (149,976)	-4%
Operating Expenditures	2,605,832	2,865,706	3,279,100	3,553,804	274,704	8%
Debt Service	-	-	-	-	-	
Capital Outlay	272,088	233,981	584,738	440,273	(144,465)	-25%
Transfers Out	6,000	192,500	-	-	-	
Total	\$ 5,833,092	\$ 6,426,170	\$ 7,412,926	\$ 7,393,189	\$ (19,737)	0%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
2110 ROAD FUND	\$ 4,603,768	\$ 5,133,732	\$ 6,160,893	\$ 6,170,130	\$ 9,237	0%
2370 RETIREMENT	304,875	316,539	383,777	359,014	(24,763)	-6%
2380 GROUP INSURANCE	294,464	317,749	368,256	363,045	(5,211)	-1%
2820 GAS TAX (218)	629,985	658,150	500,000	501,000	1,000	0%
Total	\$ 5,833,092	\$ 6,426,170	\$ 7,412,926	\$ 7,393,189	\$ (19,737)	0%

2009 Budget Highlights

Personnel Services

- Freezing 8 FTE for FY 2009 resulted in a salary savings.

Operating Expenditures

- The increase in Operating Expenditures is a result of the increase in oil prices.

Capital Outlay

- Several large pieces of equipment will be purchased as outlined in the County's CIP.

Transfers

- No transfers have been budgeted for this year.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Superintendent	1.00	1.00	1.00	-
Public Works Director	-	-	-	0.40
Road Supervisor	1.00	1.00	1.00	-
Road & Bridge Operations Mgr	-	-	-	0.80
Equipment Operator II	17.00	17.00	17.00	17.00
Truck Driver	17.00	18.00	18.00	18.00
Office Assistant II	2.00	2.00	2.00	2.00
Right of Way Specialist	1.00	1.00	1.00	1.00
Office Administrator	1.00	1.00	1.00	-
Fleet Mgr/Shop Supervisor	1.00	1.00	1.00	1.00
Office Assistant III	-	1.00	1.00	1.00
Surveyor	1.00	1.00	1.00	1.00
Building Maint Worker I	1.00	1.00	1.00	1.00
Night Welder	1.00	1.00	1.00	1.00
Day Welder	1.00	1.00	1.00	1.00
Night Tireman	1.00	1.00	1.00	1.00
Day Serviceman	1.00	1.00	1.00	1.00
Equipment Mechanic	5.00	4.00	4.00	4.00
Service Oiler	-	1.00	1.00	1.00
Equipment Mechanic Night	2.00	1.00	1.00	1.00
Parts Manager	1.00	1.00	1.00	1.00
GIS Tech	-	1.00	-	-
Seasonal Laborers	3.00	3.50	4.00	5.00
Total	58.00	60.50	60.00	59.20

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Gravel Roads Graded (Hours)	5,600	4,677	6,000	6,000
2 . Roads Plowed, Bladed, Sanded, Deiced, Salted (Hours)	11,562	8,754	10,000	10,000
3 . Grade for Dust Oil (Hours)	250	438	600	650
4 . Bridges Replaced	-	3	2	2

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Gravel Roads (miles)	621.01	621.01	620.62	620.18
2 . Paved Roads (miles)	391.46	391.46	391.85	392.29
3 . Miles Paved (miles)	3.31	0.39	344.00	0.35
4 . Miles Overlayed (miles)	10.96	22.96	20.00	20.00
5 . Miles Chip Sealed (miles)	29.20	44.09	26.00	25.00
6 . Complaints (Total for the Year)	1,297	1,242	1,200	1,150

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

Program Description

The Flathead County Bridge Department is responsible for the construction, repair and maintenance of approximately 100 bridges, 1,000 culverts, installs and maintains all guardrails, maintains several dikes within the county, and helps the Road Department with plowing and sanding during winter months. The geographical range of the county bridge system is as follows: Northern Edge: North Fork to Canadian Border, Eastern Edge: Essex to Ferndale to Bigfork, Southern Edge: Bigfork to Lakeside to Nirada to Thompson River, Western Edge: Thompson River to Pleasant Valley to Olney.

In order to accomplish this task, the Bridge Department operates primarily from our main yard in Kalispell, and from here they are dispatched to different job locations throughout the county. Other operations include, but are not limited to, such as installation of signs, guardrail, culverts, bridges, and flooding.

Departmental Organization: This department is a separate county department organized within the Road Department, but maintains a separate budget as per Montana Code. The Bridge Department consists of six (6) employees. Currently there are four (4) employees in the Operator's Union, and two (2) employees in the Teamster's Union. The Bridge Department maintains approximately one hundred (100) bridges, over one thousand (1,000) culverts, cattle passes, and cattle guards, along with guardrails, and several dikes within the county.

Goals & Objectives

Goal: Provide maintenance services.

- To ensure safety of the motoring public by providing the best quality roads possible with available funding.
- Roadway Preservation and longevity through grading, hand patching, blade patching, overlay, and chip sealing.
- Try to continue to pave gravel roads to reduce maintenance costs and provide dust mitigation as budget allows.
- Participating in Dust Abatement Policies to ensure air and water quality.
- Provide public education on Dust Abatement and Rural Special Improvement Districts (RSID).
- Continue to remove old bridges and replace with new engineered bridges.
- Continue to improve drainage by reshaping ditches and installing culverts.
- Continue to maintain signs and install new ones as required by state guidelines.
- Continue to implement the 911 Emergency Services Signage in cooperation with GIS, Clerk and Recorder, Planning and Zoning, Sheriff, and any other County, City, State or Federal agencies involved.
- Clearing Right-of-Ways of brush, trees, rockslides, and any other safety hazards.
- Continue cooperative maintenance agreement with Army Corps of Engineers for the levies throughout the valley.
- Continue to pave gravel intersections and approaches onto state highways consistent to state requests to reduce maintenance costs and reduce dust mitigation as budget allows.
- Continue to provide service, maintenance, and repairs of vehicles for other county entities.
- Continue to maintain Road and Bridge Department equipment. . Strive to upgrade to newer equipment which is more cost and time efficient, and safer for Road and Bridge Department Personnel, while reducing the number and cost of aging equipment in use.
- Continue to maintain and keep up buildings at the Road and Bridge Department Complex and outlying areas in compliance with DEQ, OSHA, MSHA, and MSHARP to ensure a safe working environment for all Road and Bridge personnel.
- Provide training opportunities for staff development including MSHARP safety, certification in: forklift, equipment training, MSHA, 1st Aid, Flagging, and software programs.
- Attend professional conferences, workshops, and trainings to network and learn more about how other agencies approach similar projects and issues.

Goal: Identify ways to provide information regarding Flathead County Road and Bridge programs and activities to the general public.

- Assist with preparation of road standards and their implementation with the public.
- Add statistical data to annual reports and the web for public awareness.
- Review and comment on Major and Minor Subdivision applications.
- Create and implement gravel and paved road management systems to provide data driven

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 331,808	\$ 335,544	\$ 463,199	\$ 439,263	\$ (23,936)	-5%
Operating Expenditures	382,019	457,919	593,100	827,100	234,000	39%
Debt Service					-	
Capital Outlay	5,402	52,400	168,084	-	(168,084)	-100%
Transfers Out	-	-	-	-	-	
Total	\$ 719,229	\$ 845,863	\$ 1,224,383	\$ 1,266,363	\$ 41,980	3%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
2130 BRIDGE FUND	\$ 651,572	\$ 777,677	\$ 1,128,364	\$ 1,174,683	\$ 46,319	4%
2370 RETIREMENT	34,279	33,488	49,987	46,125	(3,862)	-8%
2380 GROUP INSURANCE	33,378	34,698	46,032	45,555	(477)	-1%
Total	\$ 719,229	\$ 845,863	\$ 1,224,383	\$ 1,266,363	\$ 41,980	3%

2009 Budget Highlights

Personnel Services

- Restructuring of FTE for FY 2009 resulted in a salary savings.

Operating Expenditures

- A Budget Amendment holding resulted in increased Operating Expenditures for FY 2009.

Capital Outlay

- No Capital Outlay requested for this fiscal year.

Transfers

- No transfers have been budgeted for this year.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Public Works Director	-	-	-	0.10
Road & Bridge Operations Mgr	-	-	-	0.20
Equipment Operator II	5.00	5.00	5.00	4.00
Truck Driver	2.00	2.00	2.00	2.00
Total	7.00	7.00	7.00	6.30

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Gravel Roads Graded (Hours)	5,600	4,677	6,000	6,000
2 . Roads Plowed, Bladed, Sanded, Deiced, Salted (Hours)	11,562	8,754	10,000	10,000
3 . Grade for Dust Oil (Hours)	250	438	600	650
4 . Bridges Replaced	-	3	2	2

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Gravel Roads (miles)	621.01	621.01	620.62	620.18
2 . Paved Roads (miles)	391.46	391.46	391.85	392.29
3 . Miles Paved (miles)	3.31	0.39	0.44	0.35
4 . Miles Overlayed (miles)	10.96	22.96	20.00	20.00
5 . Miles Chip Sealed (miles)	29.20	44.09	26.00	25.00
6 . Complaints (Total for the Year)	1,297	1,242	1,200	1,150

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

Program Description

The Noxious Weed District operates under a 5-person Board of Directors who is appointed by the County Commission. In the case of Flathead County, this Board serves a dual purpose as a County Parks & Recreation Board. The Board hires a Noxious Weed Coordinator/Department Head who is responsible for the implementation of the Flathead County's Weed Management Plan to control weeds that have been identified and adopted as Noxious Weeds within Flathead County. Activities of department include roadside mowing, revegetation, biocontrol releases as well as education and compliance programs.

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

- **Annual Treatment** - A management program of annual noxious weed treatment on County properties and rights-of-way;
- **Annual Mowing** - A (sub) program of weed maintenance mowing all county rights-of-way;
- **Complete Contracts** - Performs management methods for state and federal agencies unable to handle projects internally, i.e. DOT, DSL, GNP, US FW&P, MT FW&P, and USFS
- **An Educational Program** - An educational program to provide information and assistance to county residents regarding noxious weed management on their property
- **A Compliance/Enforcement Program** - An enforcement program to contact private landowners regarding uncontrolled noxious weed infestations on their property and their compliance to the state and county noxious weed laws
- **A Rental Program** - To ensure safe and properly maintained equipment is available to the residents of Flathead County
- **Properly Trained Staff** - Limiting exposure and liability
- **Leader in Safety** - Ensuring safe, modern and well maintained equipment for employees and safe work conditions
- **Prevention** - Saving the taxpayer potential expense in the future by early detection of new invaders
- **Revegetation** - the department now owns a hydroseeder and we will work to establish desirable vegetation on county rights-of-way and work with developers on new roads, where feasible

Goals & Objectives

- Act as a coordinating agency for noxious weed management in Flathead County with Federal, State, County, local agencies and the public
- Provide quality education/compliance and assistance to the residents of Flathead County; focus on youth and realtor education
- Establish orange hawkweed and assistance program
- Manage noxious weeds on all county property by completing all spray applications and mowing
- Focus control methods on all government pits and piles
- Follow state and county weed laws
- Continue PROACTIVE program to increase public awareness and on the ground management of noxious weeds with small acreage landowners
- Continue PROACTIVE program to increase developer's awareness of disturbance and its role in creating infestations and their need for action
- Continue PROACTIVE program to increase public compliance with noxious weed law
- Establish processing and funding mechanism for effective, cost efficient subdivision reviews and follow up
- Seek state special funding sources
- Complete all contracts

- Enhance revegetation program with recently acquired hydro-seeder
- Release any available biocontrol agents
- Continue MSHARP compliance
- Provide quality customer service
- Provide continuing education for staff
- Operate all functions within the budget
- Comply with statewide management plan by monitoring needs for next year's revisions
- Initiate aquatic weed control on flowering rush on Flathead Lake
- Re-visit all purple loosestrife sites monitoring for any regrowth
- Advertise importance of salt cedar control for all homeowners
- Work with Flathead County Extension whenever deemed feasible for the public

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 217,731	\$ 238,010	\$ 302,010	\$ 316,177	\$ 14,167	5%
Operating Expenditures	212,508	208,163	255,900	357,900	102,000	40%
Debt Service					-	
Capital Outlay	23,262	100,632	149,173	110,389	(38,784)	-26%
Transfers Out	-	-	-	-	-	
Total	\$ 453,501	\$ 546,805	\$ 707,083	\$ 784,466	\$ 77,383	11%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
2140 WEED	\$ 401,530	\$ 497,062	\$ 635,845	\$ 716,653	\$ 80,808	13%
2370 RETIREMENT	22,666	24,153	31,865	33,974	2,109	7%
2380 GROUP INSURANCE	16,248	19,391	33,173	33,839	666	2%
2840 WEED TRUCK GRANT	8,571	6,199	6,200	-	(6,200)	-100%
2846 TALLY LK TANSY RAGW	4,486	-	-	-	-	
Total	\$ 453,501	\$ 546,805	\$ 707,083	\$ 784,466	\$ 77,383	11%

2009 Budget Highlights

Personnel Services

- A .3 FTE increase for the Weed Education Compliance Officer resulted in a salary increase for FY 2009.

Operating Expenditures

- With fuel and oil costs we will experience an increase in gasoline, as well as chemical costs.

Capital Outlay

- We will be carrying over the purchase of a roadside mower/deck

Transfers

- No transfers are budgeted for this year.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Asst Supervisor/Weed & Parks	0.50	0.50	0.50	0.50
Weed/Parks/Maintenance Supervi	0.34	0.34	0.34	0.34
Office Administrator	0.34	0.34	0.34	0.34
Office Assistant II	0.50	0.44	0.44	-
Office Assistant III	-	-	-	0.44
Bldg Maintenance Worker II/Weed	3.92	4.48	4.00	3.75
Weed Education Compliance Offic	0.50	-	0.50	0.80
Weed Project				
Equipment Operator I	-	-	-	-
Tally Lake Project				
Equipment Operator I	-	-	-	-
Total	6.10	6.10	6.12	6.17

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Acres of weed control	80%	85%	87%	90%
2 . Mow rights-of-way	90%	95%	97%	98%
3 . Respond to onsite visit requests	100%	100%	100%	100%
4 . Develop weed management plans with county residents	100%	100%	100%	100%
5 . Supplement income by contracts	\$ 125,000	\$ 130,000	\$ 135,000	\$ 142,000
6 . Phone Contacts	21,500	22,000	22,500	22,500

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . County Land management spraying activities (acres)/Monitor	2,700	2,900	3,000	3,100
2 . Contracted acres sprayed	2,500	2,700	2,900	3,100
2 . County Land management mowing activities (hours)	1,400	1,480	1,480	1,480
3 . Number of rentals	255	260	255	257
4 . Number of enforcement letters sent out	510	520	426	502
5 . Number of onsite inspections	974	1,000	533	602
6 . Number of weed management plans received	1,092	1,100	1,150	1,200
7 . Outside agency contracts	5	6	6	7

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

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Program Description

The Flathead County Junk Vehicle Program is funded by a grant from the Montana Department of Environmental Quality based upon the total number of vehicles registered in the county and fluctuates annually. This program provides free pickup and removal of junk vehicles and is responsible for enforcement of the Montana Junk Vehicle Law within Flathead County. A junk vehicle is defined as meeting all of the following: discarded, wrecked, dismantled or substantially changed in form by removal of component parts; not lawfully and currently licensed; and inoperative or incapable of being driven in its present condition. If it meets these criteria and is visible from a public road, it is considered a junk vehicle and must be shielded from public view. The majority of complaints regarding possible violations of this law are received from private citizens, however, the program works in cooperation with the Planning Department (community decay).

Goals & Objectives

- **Fiscal**
 - Maintain fiscally responsible budget
 - Continue to fund CIP for future improvements
- **Service**
 - Increase number of vehicles removed
 - Reduce number of open active complaints
- **Education**
 - Continue to inform public of free pickup and removal of junk vehicles through advertising in local media
 - Continued employee development and training
- **Future**
 - With available funding, provide for proactive monitoring within the County for junk vehicle enforcement

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 53,052	\$ 51,746	\$ 59,000	\$ 63,559	\$ 4,559	8%
Operating Expenditures	35,464	54,399	50,554	53,200	2,646	5%
Debt Service	-	-	-	-	-	
Capital Outlay	64,382	17,666	30,000	18,000	(12,000)	-40%
Transfers Out	16,293	32,853	27,526	10,543	(16,983)	-62%
Total	\$ 169,191	\$ 156,664	\$ 167,080	\$ 145,302	\$ (21,778)	-13%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
2830 JUNK VEHICLE	\$ 104,809	\$ 138,998	\$ 137,080	\$ 127,302	\$ (9,778)	-7%
4001 CAP IMPROV/JUNK VEHICL	64,382	17,666	30,000	18,000	(12,000)	-40%
Total	\$ 169,191	\$ 156,664	\$ 167,080	\$ 145,302	\$ (21,778)	-13%

2009 Budget Highlights

Personnel Services

- The budget was increased to reflect COLA and some salary increases due to longevity.

Operating Expenditures

- There was an overall decrease of Operating Expenditures with the exception of gas and oil.

Capital Outlay

- Fencing has been budgeted for FY 2009.

Transfers

- Transfers are to the Junk Vehicle capital project fund for future equipment purchases.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Solid Waste Director	0.03	0.03	0.03	0.02
Financial Technician	0.20	0.20	0.20	0.20
Equipment Operator I	0.70	0.70	0.70	0.75
Public Works Director	-	-	-	0.01
Total	0.93	0.93	0.93	0.98

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Percentage of vehicles retrieved within 1 month of receipt of release form.	70%	70%	85%	95%
2 . Percentage of complaints processed within 1 month after receipt.	50%	70%	85%	95%
3 . Percentage of complaints closed within 3 months.	70%	75%	85%	90%

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Junk Vehicles Retrieved	458	336	250	225
2 . Junk Vehicle Complaints Received	97	67	60	70
3 . Junk Vehicle Complaints Resolved * 14 received in FY06 and resolved in FY07	72	74*	55	65

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

Program Description

The Flathead County Solid Waste District provides environmentally sound and cost effective refuse collection, disposal and recycling opportunities for Flathead County residents and businesses. Our facilities are a major part of the economic and environmental infrastructure of Flathead County. Long range planning and fiscal integrity ensures decades of capacity without financial burdens in the future.

The District is governed by a County Commission appointed Board of Directors. The cities of Kalispell, Whitefish and Columbia Falls are represented with one member each. The County Commission and the City/County Health Board have one member each and there are two members-at-large. The Board is responsible for the operations and policies governing the District. The County Commissioners retain control of budget approval, personnel and land use decisions.

As a result of departmental reorganization by the County Commissioners, the Solid Waste District and Road & Bridge Department were combined under the umbrella of the Public Works Department. The Public Works Director provides overall leadership and direction of the District while the Solid Waste Operations Manager oversees the day-to-day operations of the District. A union workforce operates the heavy equipment and refuse hauling fleet, and county matrix employees provide administrative support to the District.

Goals & Objectives

- **Fiscal**
 - Maintain balanced budget through assessment and gate revenue reviews and controlling expenses
 - Continue funding level of closure/post closure and liner trusts
- **Service**
 - Continue/expand recycling opportunities
 - Annual landfill effective density goal of 950 pounds/cubic yards
 - Route average of 7+ tons/load (summer) and 6.5+ tons/load (winter)
- **Education**
 - Continue Waste Not Grant, school tours, media releases, radio spots
 - Continued employee development and safety training
- **Future**
 - Establish reserve account for potential purchase of surrounding property
 - Solid Waste Strategic Plan
 - Consolidation of outlying green box sites
 - The Solid Waste District and Flathead Electric Co-op hope to partner in the first methane gas to energy project in the state of Montana
 - Explore options to keep prescription drugs from contaminating the valley's groundwater

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 1,305,234	\$ 1,404,186	\$ 1,397,816	\$ 1,483,727	\$ 85,911	6%
Operating Expenditures	1,302,990	1,759,062	1,553,420	1,897,950	344,530	22%
Debt Service	-	-	-	-	-	
Capital Outlay	2,007,013	3	662,000	1,526,600	864,600	131%
Transfers Out	3,356,403	3,734,511	2,544,327	2,506,000	(38,327)	-2%
Total	\$ 7,971,640	\$ 6,897,762	\$ 6,157,563	\$ 7,414,277	\$ 1,256,714	20%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
5410 SOLID WASTE	\$ 6,794,086	\$ 5,702,706	\$ 6,047,563	\$ 7,214,277	\$ 1,166,714	19%
5430 LINED CELL TRUST	1,177,554	1,195,056	110,000	50,000	(60,000)	-55%
5440 SOLID WASTE LAND PURC	-	-	-	150,000	150,000	
Total	\$ 7,971,640	\$ 6,897,762	\$ 6,157,563	\$ 7,414,277	\$ 1,256,714	20%

2009 Budget Highlights

Personnel Services

- Increases are a result of the 4.0% COLA and longevity.

Operating Expenditures

- Reflected in this year's budget are increases to grounds and maintenance as well as machine repair/maintenance.

Capital Outlay

- A new compactor is budgeted for this fiscal year as well as a truck and a V-plow.

Transfers

- Transfers are to the depreciation reserve and to fund the closure/post closure costs.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Public Works Director	-	-	-	0.49
Solid Waste Director	0.97	0.97	0.97	0.98
Office Assistant III	1.00	1.00	2.00	2.00
Office Assistant II	-	-	-	0.40
Financial Technician	0.80	0.80	0.80	0.80
Landfill Attendant I	0.40	0.40	0.40	-
Landfill Attendant II	1.00	1.00	1.00	-
Laborer	2.00	1.50	1.25	0.50
Laborer (seasonal rate)	-	0.50	0.50	0.75
Building Maintenance Worker I	1.00	1.00	1.00	1.00
Operator/Foreman	1.00	1.00	-	-
Equipment Mechanic Landfill	-	-	-	1.00
Equipment Operator I	12.30	12.30	11.80	10.50
Seasonal-Truck Driver	0.50	0.50	0.75	0.50
Educator	-	0.50	0.50	0.50
Lead Person	-	-	1.00	-
Landfill Foreman	-	-	-	2.00
Total	20.97	21.47	21.97	21.42

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Percentage of scheduled Random Load Inspections completed	100%	100%	100%	100%
2 . Percentage of Landfill Operators Hazwoper Certified	75%	81%	100%	100%
3 . Percentage of Time Meeting State Regulations for Solid Waste Disposal	100%	100%	100%	100%
4 . Percentage of Time Meeting State Regulations for Air Quality Permit	100%	100%	100%	100%
5 . Percentage of down time of LF Gas Collection System	<1%	<1%	<1%	<1%
6 . Percentage of Days without a customer complaint	100%	<99%	100%	100%
7 . Percentage of scheduled Safety Meeting held	83%	75%	100%	100%

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

Workload Indicators

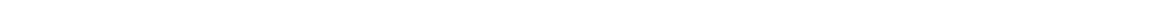
Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Total Tons Deposited in Landfill	125,318	12,398	121,894	120,000
2 . Total Tons Hauled by FCSW	31,342	31,382	30,394	29,000
3 . Junk Vehicles Retrieved	336	327	250	200
4 . Total Tons Recycles	5,620	3,034	6,000	6,000
5 . Total Gallons Household Hazardous Waste Removed	18,357	8,864	8,000	8,000

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

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PUBLIC HEALTH



Program Description

The Flathead County Animal Shelter, an open-admission county adoption center and shelter, provides safe haven and humane care for homeless dogs and cats in Flathead County while they await permanent, loving homes.

Goals & Objectives

- In accordance with Section 7-23-4202, MCA, ensure all animals are spayed/neutered prior to adoption.
- Provide education and outreach on effective methods for reducing pet overpopulation, including the importance of sterilization and the advantages of choosing a shelter pet over breeding or buying.
- Provide vaccinations and medical evaluation for shelter animals to reduce the risk of disease transmission in the shelter environment and in the community.
- Guarantee a home for every adoptable animal through progressive rescue, adoption, and owner retention programs.
- Ensure shelter animals remain content, healthy, and enriched during their time at the shelter through exercise, play, and socialization.
- Include the community in our mission through an active and engaging volunteer and foster program.
- Prevent injury and illness through rabies control and licensing.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 323,791	\$ 377,470	\$ 180,264	\$ 227,616	\$ 47,352	26%
Operating Expenditures	74,743	107,961	127,700	147,553	19,853	16%
Debt Service	-	-	-	-	-	
Capital Outlay	24,855	83,112	-	50,000	50,000	
Transfers Out	19,500	19,500	2,400	-	(2,400)	-100%
Total	\$ 442,889	\$ 588,043	\$ 310,364	\$ 425,169	\$ 114,805	37%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 339,369	\$ 384,610	\$ 193,204	\$ 311,240	\$ 118,036	61%
2370 RETIREMENT	34,048	39,826	18,568	23,158	4,590	25%
2380 GROUP INSURANCE	38,918	45,322	29,592	39,771	10,179	34%
4005 ANIMAL CNTRL TRUCK CIF	24,855	23,001	-	25,000	25,000	
7015 ANIMAL CNTRL FEED & CA	2,953	79,429	52,000	14,000	(38,000)	-73%
7054 ANIMAL CONTROL EXPENI	2,746	15,855	17,000	12,000	(5,000)	-29%
Total	\$ 442,889	\$ 588,043	\$ 310,364	\$ 425,169	\$ 114,805	37%

2009 Budget Highlights

Personnel Services

- The increase in salaries is a result of an additional .5 FTE for FY 2009.

Operating Expenditures

- Operating Expenditures increased due to an increase in Operating Supplies and Contracted Services.

Capital Outlay

- A new vehicle is budgeted for this fiscal year.

Transfers

- There are no transfers budgeted for this fiscal year.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Animal Control Director	1.00	1.00	-	-
Animal Shelter Division Director	-	-	-	1.00
Animal Shelter Attendant	1.00	1.00	1.00	2.00
Animal Control Officer	4.00	4.00	-	-
Animal Center Keeper	1.00	1.00	1.00	2.50
Office Assistant III	-	1.00	1.00	-
Vet	-	0.50	0.50	-
Vet Assistant	-	1.00	1.00	-
Office Assistant II	1.00	-	-	-
Total	8.00	9.50	4.50	5.50

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Citizens will be provided with public safety through the enforcement of county ordinance and rabies control.	100%	100%	100%	100%
2 . All field complaints will be investigated and handled in a timely and professional manner. No complaint will be left unattended.	100%	100%	100%	100%
3 . All stray and unwanted animals will be housed in a humane and cost effective manner. We will strive to reunite all stray animals with their owners when possible.	100%	100%	100%	100%
4 . Every animal adopted from the county shelter will be spayed or neutered.	16%	100%	100%	100%

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Complaints handled.	1,851	1,900	1,950	1,950
2 . Fees Collected (Impound, License, and Board fees)	25,933	28,000	31,000	31,000
3 . Animals Impounded	2,828	2,800	2,820	2,820
4 . Animals Adopted/Rescued/Reunited w/ owners	1,813	2,000	2,400	2,400
5 . Adoption Fees Collected	31,810	35,000	55,000	55,000

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

Program Description

Flathead County's health department provides a wide-range of services. These services are provided through a variety of programs, as discussed below:

Health Administration

Emergency Preparedness Program The intent of the emergency preparedness program is to enhance the local public health capacity to respond to emergent situations. Flathead City-County Health Department collaborates with a variety of health, emergency response and other community agencies on assessment and planning for development of critical capacities in emergency response.

Tobacco. The program goals for the year, as designated by the Montana Tobacco Use Prevention Program (MTUPP), included the following: A) Prevent Tobacco Use Initiation among Youth, B) Eliminate Exposure to Environmental Tobacco Smoke (ETS), C) Promote Quitting Among Young People and Adults, and D) Creation of Sustainable Tobacco Prevention and Control Infrastructure in local communities. One of our greatest success continues to be the 2005 implementation of the Montana Tobacco-Free Schools/Clean Indoor Air Act.

Nutrition and Physical Activity Program. The purpose of the program is to develop and implement Worksite Wellness within FCCHD and other selected county offices with nutrition and physical activity education, interventions to reduce obesity, increase staff's work productivity, reduce absenteeism and other chronic diseases.

EMS Program. Flathead County EMS Education program provides educational and training support for Flathead County Emergency Medical providers. We act as a resource for training materials, coordinate and support new classes for First Responders and EMT basic levels. We provide ongoing continuing education programs, Medical Direction, mandatory recertification programs and many other support functions to EMS units and providers. We continually offer annual programs for nationally recognized training in Geriatrics, Pediatrics, Prehospital Trauma and Medical Life support, triage and many others. We provide CPR and First Aid training for the Health department and other county agencies such as the Sheriff's office and detention center staff.

Home Health. Flathead County Home Health serves the medical needs of the homebound residents in Flathead County regardless of payor source. Home Health provides a valuable link for physicians and patients, making quality health care a possibility even if someone is unable to get to the physician office. Our agency makes available the full range of disciplines Medicare designates for a Home Health Agency: Skilled Nursing, Physical Therapy, Occupational Therapy, Speech Therapy, Medical Social Work, and Home Health Aide.

Reproductive Program. Reproductive Health Services Division consists of four separate programs with four independent funding sources. Flathead Family Planning provides confidential reproductive health care services (including physical exams, contraceptive supplies, pregnancy testing and counseling, STD testing, treatment and follow-up) on a sliding fee scale basis to men and women. HIV Services include free and anonymous HIV testing as well as HIV prevention and outreach work. The Ryan White Program provides case management services to HIV positive individuals who reside in the northwest region of Montana. The remaining program is the Breast and Cervical Health Program (BCHP). BCHP provides free clinical breast exams, mammograms and pap smears to a target population of women 50-64 years of age who meet income eligibility requirements.

Mosquito Control Program. Public education, field surveillance and mapping, and treating water bodies exhibiting large numbers of larva are the primary functions of the Mosquito Control Program. Field surveillance also includes seasonal trapping of mosquitoes from pre-specified areas to be tested for the presence of West Nile Virus. Montana State University Ag Lab sorts the mosquitoes collected by species and forwards suspected carriers of WNV to the MT Dept. of Health and Human Services for virus testing; test results are posted on the Web for public and Health Department review.

The **Environmental Health Services Division** of the Flathead City-County Health department conducts the environmental compliance programs associated with governmental public health agency activity. The program descriptions follow:

Food and Consumer Safety Program. Most of the facilities inspected with this program are licensed by the Food and Consumer Safety Section of the Montana Department of Public Health and Human Services. These include all food facilities, public accommodations (motels, hotels, Bed & Breakfast, tourist homes), trailer courts/campgrounds, and public pools and spas.

Sewage Treatment System. The powers and duties of local board of health require boards to adopt necessary regulations that are not less stringent than state standards for the control and disposal of sewage from private and public buildings and facilities that are not regulated by Title 75, chapter 6, or Title 76, chapter 4. All installation or alterations of septic systems require a permit from the health department prior to construction. Inspections of all systems are conducted in order to ensure compliance with the Flathead County Regulations for Sewage Treatment Systems. Site evaluations are always done, either on a case by case basis or through the subdivision review process. 713 applications were made 618 permits were issued and 611 inspections were conducted.

Subdivision Review. Subdivision review is done under contract with the Montana Department of Environmental Quality to verify compliance with the Sanitation in Subdivisions Act. This Act requires all parcels created in the subdivision process that are less than 20 acres to be reviewed for suitability for water supply and sewage treatment. A total of 1327 parcels/lots were approved through this process as compared to 1212 lots approved the previous year.

Outdoor Air Quality. The Flathead County Air Pollution Control Program monitors outdoor air quality at sites in Kalispell, Evergreen, Columbia Falls, and Whitefish. The monitoring equipment measures particulates less than 10 microns and 2.5 microns in size as well as carbon monoxide levels.

Open burning is allowed during the months of March through June and October and November. Permitting and enforcement are also part of the open burning program.

WIC Program. WIC saves lives and improves the health of nutritionally at-risk women, infants and children. The results of studies conducted by Food and Nutrition Services and other non-government entities prove that WIC is one of the nation's most successful and cost-effective nutrition intervention programs. Highlights of some of the findings include improved birth outcomes and savings in health care costs, improved infant feeding practices, improved diet and diet-related outcomes, improved cognitive development and increased immunization rates and regular source of medical care.

OUTREACH.

Outreach activities for 2007 included:

- Participation in local fairs (Baby Fair, Share Fair, Middle School Health Fairs, Northwestern Montana Fair).
- Birthday card mailing to children ages 1-5.
- Personal contact with Medical Providers
- Presentation to the Hope Pregnancy Center
- Distribution of WIC brochures to local agencies (Flathead Valley Community College, Medical Providers, Human Resources).
- Distribution of the semi-annual WIC Newsletter to agencies and WIC recipients.
- Distribution of WIC information in the discharge packets at Kalispell Regional Medical Center and North Valley Hospital

BREASTFEDING

A breast pump class is offered twice per month and both electric and hand pumps are available to WIC recipients at no charge. Approximately 72 breast pumps were distributed to WIC clients in 2007, which may be related to a 3% increase in breastfeeding rates in the past year.

FARMERS MARKET

A total of **\$7,280** in coupons were distributed to WIC participants. Approximately 455 **families and 25 Farmers** took advantage of the program. Per the Farmers' survey, 100% reported an increase in sales and 50% of the Farmers' stated they provided information to the clients re: recipes and cooking tips. 100% of the Farmers' stated they would recommend this program to other Farmers'.

The **Community Health Services division** of the Flathead City-County Health Department conducts prevention through public health nursing. The program descriptions follow:

IMMUNIZATION ACTION PLAN (IAP): The projects involve immunization assessments for Nursing Homes, school immunization assessments, daycare immunization assessments and the countywide computer immunization registry.

MCH: Maternal & Child Health federal block grant funds maternal and child health programs which include school nursing, daycare visits, supplements the home visiting program.

PUBLIC HEALTH HOME VISITING PROGRAM (COMBINATION OF MIAMI AND FOLLOW ME)

MIAMI (Montana's Initiative for the Abatement of Mortality in Infants): Program expectation criteria were established at the state level with a target number of visits based on population of high-risk pregnant women.

FOLLOW ME: This program provides targeted case management to children who are at risk for developmental delays due to physical, biological, or environmental risk.

FASD PROJECT (Fetal Alcohol Spectrum Disorder). This project provides intense case management through enhanced home visiting for those clients at risk for use of alcohol during pregnancy.

TUBERCULOSIS GRANT: This program provides direct funding for medical evaluation of those persons who are high risk for disease and unable to financially afford the necessary follow-up.

SCHOOL SCREENING: School nursing is provided to county schools that do not employ their own school nurse. Training for school screening is provided each year for all area schools.

HEALTH FACILITIES INSPECTIONS: This program is conducted as a cooperative venture between Community Health and Environmental Health. Inspections are conducted to regional retirement homes, adult day care, adult foster care, and personal care homes to assure compliance for their state license.

IMMUNIZATION CLINIC: This year 11,108 clients received 15,454 immunizations, four county wide flue clinics were held vaccinating 2,734 clients. There is also a monthly satellite clinic that travels to Columbia Falls and Whitefish.

INTERNATIONAL TRAVEL CONSULTATIONS: This program informs travelers of health risks and precautions for each country. Consultations and travel immunizations are provided on an appointment basis. There were 568 travel consultations provided this year.

YOUTH SUICIDE PREVENTION PROJECT: The goal of this program is to extend and enhance youth suicide prevention activities.

WELL CHILD CLINIC: Sick visits are limited to established clients in an attempt to avoid this clinic functioning only as a sick child clinic as happened historically with this clinic.

ADDITIONAL PROGRAMS OF THE COMMUNITY HEALTH DIVISION

- **NURSE OF THE DAY:** Services provided include referrals for medical evaluation, agency referrals, health information, direct immunization services, and WIC referrals.
- **DAYCARE INSPECTIONS:** The main functions of the visits are to review the immunization records and offer helpful suggestions for compliance and the safety of children.
- **BIOTERRORISM/PUBLIC HEALTH PREPAREDNESS GRANT**
- **EPI TEAM**

Goals & Objectives

Emergency Preparedness Program

- Collaborate with emergency response partners and the community to develop an emergency response plan for Flathead County which includes but is not limited to pandemic influenza and other public health emergencies.
- Provide consistent pre influenza pandemic education to health care providers, responders and the general public to encourage personal and agency preparedness.
- Work with pandemic influenza planning partners to evaluate preparedness efforts through facilitated exercises which include participants from a variety of affected and responding entities.

Tobacco

- Prevent Tobacco Use Initiation among Youth
- Eliminate Exposure to Environmental Tobacco Smoke (ETS)
- Promote Quitting Among Young People and Adults
- Creation of Sustainable Tobacco Prevention and Control Infrastructure in local communities.

EMS Program

- Provide guidance and support to the newly formed Advisory Committee to the Board of Health.
- To formulate and codify new county wide EMS protocols, regulations, and financial oversight for EMS mill levy funds.

Nutrition and Physical Activity Program

- Maintain Flathead City-County Health Department, Flathead Treasurer's, and Flathead County Libraries Worksite Wellness programs.
- Establish a County Worksite Wellness Committee.
- To increase staff's physical activity and intake of fruits and vegetables during the workday.
- Design and establish Worksite Wellness Programs with private entities in our community

Home Health

- To continue to make available to the residents of Flathead County quality health care for any homebound individual regardless of pay source
- To continue to expand the remote health monitoring program to include fee for service arrangements
- To maintain up-to-date technology for both field staff and office use
- To continually improve quality of services delivered in accordance the Centers for Medicare and Medicaid standards
- To maintain an appropriate staffing level as patient census increases

Reproductive Health

- By 12/31/2008, conduct a cost analysis of Family Planning services to ensure that client charges are appropriate to actual costs and make fee adjustments as needed.
- Through 6/30/2008, provide Family Planning services to a minimum of 3500 unduplicated patients.
- Through 6/30/2008, conduct a minimum of five advertising/educational campaigns to promote free HIV testing, the availability of reduced cost Family Planning services and/or the availability of BChP services.
- Through 6/30/2008, enroll a minimum of 45 eligible women per month in the Breast and Cervical Health Program.
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Mosquito Control

- Beginning in 2008, water bodies reported through citizen complaints and those located by field technicians, will be mapped by way of Larvacide software and GIS technology.
- Field data, treatments and scheduling can be stored, used to create reports and to develop water body histories.
- An outreach program will include information regarding self-protection from mosquito activity, viewable on the counties' website, school classroom visits and literature included in the Flathead Forestry Expo.

WIC

- Increase client enrollment/participation by 10% (refer to the outreach plan).
- Continue to offer breastfeeding education/breast pumps to increase breastfeeding rates.
- Continue to offer Farmers' Market coupons to increase the nutritional status of WIC clients.
- Maintain clinic operations per budget allocation for FY 2008-2009.

Community Health

- To reduce the incidence of communicable disease in Flathead County through efforts in prevention, treatment, surveillance, and epidemiology.
- Control and prevent Tuberculosis within Flathead County.
- Increase resiliency to the Maternal, Child, and Family populations of Flathead County through activities influential in a child's development and the individual needs of each child and family.
- Increase youth suicide prevention awareness and decrease the incidence of youth suicide in Flathead County.
- To assure facility compliance with minimum Montana State standards for licensure of residential health care facilities.
- Contract with county school districts to provide services to schools not having their own school nurses.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 1,035,660	\$ 1,173,148	\$ 1,262,396	\$ 1,374,545	\$ 112,149	9%
Operating Expenditures	800,036	972,529	1,113,426	3,172,087	2,058,661	185%
Debt Service	-	-	-	-	-	
Capital Outlay	29,048	54,319	84,000	66,000	(18,000)	-21%
Transfers Out	25,500	175,500	260,000	261,475	1,475	1%
Total	\$ 1,890,244	\$ 2,375,496	\$ 2,719,822	\$ 4,874,107	\$ 2,154,285	79%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
2270 HEALTH	\$ 1,486,974	\$ 1,816,852	\$ 2,129,576	\$ 2,127,478	\$ (2,098)	0%
2272 EMS PROGRAM	146,896	166,960	152,506	183,629	31,123	20%
2273 SPECIAL EMS PROGRAM	222,397	321,008	383,740	392,000	8,260	2%
4002 HEALTH DEPARTMENT CA	33,977	70,676	54,000	2,171,000	2,117,000	3920%
Total	\$ 1,890,244	\$ 2,375,496	\$ 2,719,822	\$ 4,874,107	\$ 2,154,285	79%

2009 Budget Highlights

Personnel Services

- Salary increases in addition to COLA were budgeted for 2009.

Operating Expenditures

- The increase in Operating Expenditures is a result of the new Community Health Clinic.

Capital Outlay

- \$2,050,000 is budgeted for the 3rd floor addition to the Earl Bennett Building.

Transfers

- Transfers are made to the Health department capital project fund for future expenditures such as vehicles and building addition.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Public Health Officer	1.00	1.00	1.00	1.00
Administrative Financial Spec	1.00	1.00	1.00	1.00
Public Health Educator	1.44	1.38	1.38	-
Service Assistant	5.16	5.16	5.67	-
Health Services Technician	-	-	-	0.06
Health Program Assistant I	-	-	-	5.66
Administrative Secretary I	2.00	1.00	1.00	-
Administrative Fin Support Spec	-	-	-	0.90
Program Coordinator	-	1.00	1.00	-
Environmental Health Prgm Coor	5.10	4.30	2.00	2.00
Advanced Professional	1.00	1.00	-	-
Public Health Nurse	2.95	3.12	-	-
Registered Nurse	0.20	0.20	-	-
Community Health Services Direc	0.80	0.80	0.80	0.80
Community Health Nurse	-	-	-	2.59
Office Assistant I	0.30	0.73	0.90	-
Nurse Practitioner	0.50	0.40	0.20	-
Medical Director	-	-	-	-
Medical Service Assistant	-	-	-	-
Environmental Health Director	1.00	-	-	-
Environmental Technician	-	-	-	-
Radon Program	0.06	0.06	0.06	0.05
Medical Billing Clerk	-	-	1.00	1.15
Health Promotion Specialist	-	-	1.45	1.30
HIV program Director	-	-	0.03	-
Registered Sanitarian	-	-	4.90	4.10
Sanitarian-In-Training	-	-	-	1.00
Unclassified Technician	-	-	-	0.33
Total	22.51	21.15	22.38	21.94

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Facilities Main	1.00	1.00	1.00	1.00
Total	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>

Function: PUBLIC HEALTH (44**)**
Department: 0224 HOME HEALTH

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 41,625	\$ 46,439	\$ 90,363	\$ 89,176	\$ (1,187)	-1%
Operating Expenditures	932,676	1,236,299	957,563	1,350,517	392,954	41%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	70,000	70,000	70,000	70,000	-	0%
Total	\$ 1,044,301	\$ 1,352,738	\$ 1,117,926	\$ 1,509,693	\$ 391,767	35%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
2374 HOME HEALTH	\$ 1,044,301	\$ 1,352,738	\$ 1,117,926	\$ 1,509,693	\$ 391,767	35%

Total	\$ 1,044,301	\$ 1,352,738	\$ 1,117,926	\$ 1,509,693	\$ 391,767	35%
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2009 Budget Highlights

Home Health

Personnel Services

- There is no increase in total FTE budgeted for FY 2009.

Operating Expenditures

- Contracted Services were increased by approximately \$100,000 for FY 2009.

Capital Outlay

- There is no capital outlay budgeted for this year.

Transfers

- Transfers are made to the Health department capital project fund.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Home Health Aide	1.70	1.88	1.88	1.88
Total	1.70	1.88	1.88	1.88

Function: PUBLIC HEALTH (44**)**
Department: 0227 MOSQUITO DISTRICT

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ 32,927	\$ 68,906	\$ 35,979	109%
Operating Expenditures	-	-	29,700	49,131	19,431	65%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	20,000	20,000	
Transfers Out	-	-	-	10,000	10,000	
Total	\$ -	\$ -	\$ 62,627	\$ 148,037	\$ 85,410	136%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
2200 MOSQUITO	\$ -	\$ -	\$ 62,627	\$ 148,037	\$ 85,410	136%

Total	\$ -	\$ -	\$ 62,627	\$ 148,037	\$ 85,410	136%
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2009 Budget Highlights

Mosquito

Personnel Services

- There was a total of 1 FTE increase budgeted for FY 2009.

Operating Expenditures

- Operating Expenditures have been based on FY 2008 actual expenditures.

Capital Outlay

- Capital Outlay is budgeted for a future vehicle purchase.

Transfers

- Transfers are made to the Health department capital project fund.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Environmental Health Specialist	-	0.60		-
Medical Billing Clerk	-	-	0.75	-
Mosquito Control Pgrm Coor	-	-	-	0.67
Mosquito Technician	-	-	-	1.00
Total	-	0.60	0.75	1.67

Function: PUBLIC HEALTH (44**)**
Department: 0190 GRANT

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 1,086,163	\$ 1,135,842	\$ 1,275,967	\$ 2,155,474	\$ 879,507	69%
Operating Expenditures	\$ 438,367	\$ 394,415	\$ 344,661	\$ 725,926	381,265	111%
Debt Service	\$ -	\$ -	\$ -	\$ -	-	
Capital Outlay	\$ -	\$ -	\$ -	\$ -	-	
Transfers Out	\$ 9,000	\$ 12,517	\$ 5,400	\$ 40,704	35,304	654%
Total	\$ 1,533,530	\$ 1,542,774	\$ 1,626,028	\$ 2,922,104	\$ 1,296,076	80%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
2272 EMS PROGRAM	\$ -	\$ -	\$ -	\$ -	\$ -	
2282 CANCER CONTROL PROGI	-	-	-	35,000	35,000	
2964 COMMUNITY YOUTH SUICI	9,984	22,569	30,000	30,000	-	0%
2965 ABSTINENCE EDUCATION	-	12,659	-	-	-	
2966 RADON PROGRAM	2,459	2,059	1,978	1,840	(138)	-7%
2967 CANCER PROGRAM GRT	99,221	124,375	131,869	118,211	(13,658)	-10%
2968 TOBACCO USE PREVENTK	62,466	58,218	80,000	80,000	-	0%
2969 HEALTH CLINIC	-	-	-	1,203,680	1,203,680	
2970 CONSORTIUM II	12,418	10,942	10,001	3,660	(6,341)	-63%
2971 W I C	272,591	272,855	265,352	248,150	(17,202)	-6%
2972 FAMILY PLANNING	466,215	520,193	600,629	700,606	99,977	17%
2973 M C H GRANT	169,838	167,149	185,877	211,840	25,963	14%
2974 CONSORTIA III RYAN WHI	8,606	8,998	9,000	9,000	-	0%
2975 AIDS GRANT	56,610	46,910	58,036	50,779	(7,257)	-13%
2976 IMMUNIZATION PROG	30,481	24,270	23,142	30,922	7,780	34%
2977 BIOTERRORISM	172,626	149,051	141,479	124,790	(16,689)	-12%
2978 TB GRANT	13,440	6,934	7,006	5,000	(2,006)	-29%
2979 AIR QUALITY GRANT	58,218	56,199	56,659	51,549	(5,110)	-9%
2980 OBESITY PREVENTION (JA	17,325	26,328	25,000	17,077	(7,923)	-32%
2981 DRUG FREE COMMUNITIES	81,032	33,065	-	-	-	
Total	\$ 1,533,530	\$ 1,542,774	\$ 1,626,028	\$ 2,922,104	\$ 1,296,076	80%

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Cancer Program				
BCC Coordinator	0.50	1.00	1.00	-
Health Promotion Specialist	-	-	-	1.00
Hlth Prog Assistant	1.00	0.50	1.00	1.00
Health Education	0.20	0.20	-	-
HIV Program Director	-	-	0.20	-
Community Health Nurse	-	-	-	0.60
Tobacco Program				
Health Promotion Specialist	1.50	1.00	1.40	1.00
HIV Consortium				
Health Educator/Fam Planning Dir	0.030	0.015	0.015	0.010
WIC				
Nutrition Services Director	1.00	1.00	1.00	1.00
Nutrition Tech/Human Services	2.00	1.00	-	-
Nutrition Tech	1.00	1.00	-	-
Home Economist	1.00	1.70	1.00	1.00
Nutritionist	0.60	0.10	0.10	-
Hlth Prog Ast II	-	1.00	3.63	3.00
Service Assistant	1.00	-	-	-
Family Planning				
Nurse Practitioner	1.08	1.00	2.10	2.20
Registered Nurse	-	-	-	0.64
Health Program Asst I	-	3.50	2.375	2.000
Adv Practice Nurse Practitioner	0.80	1.00	-	-
Health Services Technician	-	-	-	0.44
Health Promotion Specialist	-	-	-	0.90
Human Services Tech II	0.68	0.80	-	-
Health Educator/Fam Planning Dir	0.67	0.655	0.655	-
Public Health Educator	0.14	0.11	0.81	-
Medical Service Assistant	2.00	1.00	2.00	2.00
Medical Billing Clerk	-	-	-	0.85
Office Assistant I	2.00	-	-	-
MCH				
Health Program Asst I	0.50	0.25	0.30	0.28
Community Health Nurse	2.29	2.29	2.47	2.28
Social worker	0.25	0.45	0.70	0.70
Registered Nurse	0.45	0.45	-	-
Consortia III				
Public Health Educator	0.17	0.20	0.19	-
Registered Nurse	-	-	-	0.16
Sub-Total Public Health Grants	20.86	20.22	20.94	21.06

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Subtotal from Previous Page	20.86	20.22	20.94	21.06
Aids Grant				
Registered Nurse	-	-	-	0.20
Health Services Technician	-	-	-	0.50
Health Promotion Specialist	-	-	-	0.10
Human Services Tech II	0.32	0.20	-	-
Health Educator/Family Plng	0.10	0.10	0.10	-
Public Health Educator	0.54	0.54	0.85	-
Immunization Program				
Health Program Assistant I	0.18	0.18	0.18	0.21
Community Health Nurse	0.36	0.36	0.27	0.39
Admin Secretary	0.20	-	-	-
Bioterrorism				
Manager	0.20	0.20	-	-
Public Health Nurse	0.30	0.40	1.50	1.10
Admin Support Specialist	0.10	0.10	0.10	0.10
Health Promotion Specialist	0.80	1.80	-	0.40
Environmental Health Specialist	-	0.20	-	-
Registered Sanitarian	-	-	0.20	-
Community Health Services Direct	-	-	0.20	0.20
TB Grant				
Public Health Nurse	0.10	0.05	0.08	0.04
Air Quality Grant				
Environmental Health Specialist	0.90	0.40	-	-
Environmental Technician	-	0.50	-	-
Registered Sanitarian	-	-	0.90	0.90
Obesity Prevention				
Health Promotion Specialist	0.31	0.40	0.30	0.30
EMS Program				
Service Assistant	0.70	0.70	0.80	0.80
FCHC				
Medical Director	-	-	1.00	1.00
Medical Service Assistant	-	-	1.83	1.83
Health Program Assistant I	-	-	1.83	1.83
Nurse Practitioner	-	-	1.00	1.00
Executive Director/CEO	-	-	1.00	1.00
Finance Director/CEO	-	-	1.00	1.00
Dentist	-	-	0.92	0.92
Dental Assistant	-	-	0.83	0.83
Mental Health Specialist	-	-	0.83	0.83
Medical Billing Clerk	-	-	0.83	0.83
Case Manager	-	-	0.92	0.92
Doctor	-	-	0.50	0.50
Total Public Health Grants	25.97	26.35	38.91	38.79

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
Home Health				
1 . Average cost per visit will be maintained at or below:				
Nursing			\$ 135	\$ 135
PT			\$ 125	\$ 125
OT			\$ 155	\$ 140
ST			\$ 135	\$ 140
MSW			\$ 180	\$ 150
HHA			\$ 85	\$ 85
2 . Quality measures defined by Medicare will be at or above the percentages set for national standards, and will be at or above the percentages set for state of Montana standards.			100%	100%
3 . Revenues will meet the projected 2007-2008 projected budget			100%	100%
4 . Agency programs and policies and procedures will be maintained in accordance with Medicare Conditions of Participation for Home Health Agencies.			100%	100%
Reproductive Health				
1 . Fee and donation revenue will continue to comprise a minimum of 60% of the total budget.			100%	100%
2 . Review of client utilization for all Family Planning, HIV testing and BCHP will indicate stable or increasing utilization patterns.			100%	100%
Environmental Health				
1 . Conduct 1.7 inspections for every food service establishment licensed in Flathead County	65%	76%	80%	100%
2 . All applications for Sewage Treatment System (whether for full site evaluation or modified) will have initial sanitarian-level activity within 30 calendar days of receipt of application.	80%	85%	85%	90%
3 . All applications for subdivisions will be acted upon within 50 days of confirmed receipt.	100%	100%	100%	100%
WIC				
1 . Montly participation reports will indicate enrollment/participation.				
2 . Implementation of the 2008-2009 Outreach Plan will help maintain and/or increase caseload				
3 . State monitor visits will endure compliancy and efficiency of clinic operations.				
Community Health				
1 . Achieve and maintain a 90% immunization coverage rate for children by the age of two in accordance with the recommended immunization schedule for the prevention of vaccine preventable communicable diseases.			100%	100%
2 . Ensure completion of treatment for all active cases of tuberculosis.			100%	100%

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
3 . Provide Public Health Home Visiting services to at least 141 high risk pregnant women, each of the women's infants through their first birthday and at least 35 high risk infants identified as having special health care needs			100%	100%
4 . Provide public information and awareness campaign that identifies suicide as a preventable public health problem.			100%	100%
5 . Perform 10 on-site residential health care facility insp /surveys for regional Assisted Living facilities, Adult-Day-Care and Retirement homes.			100%	100%
6 . Contract with 16 Flathead County Schools for immuniz. record review in adherence to the Montana Immunization Law			100%	100%

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

Workload Indicators

Indicator	Actual FY 2005	Actual FY 2006	Budgeted FY 2007	Projected FY 2008
Home Health				
Billable visits per discipline will be at or above the following:				
SN			3,100	3,200
PT			4,400	4,000
OT			450	450
ST			90	90
MSW			375	400
HHA			1,200	1,250
Reproductive Health (Calendar Year Statistics)				
Family Planning unduplicated patients	3,415	3,231	3,345	3,625
Breast and Cervical Health enrollment	595	824	725	634
HIV Testing Data	178	145	175	189
Environmental Health (Calendar Year Statistics)				
Food Services Licensed	687	699	734	695
Septic Systems Inspected	731	611	580	740
Subdivision Lots Approved	1,086	1,212	970	1,100
WIC (Calendar Year Statistics)				
Average monthly participation	1,682	1,449	1,600	1,600
Community Health (Calendar Year Statistics)				
Client/immunizations	11,430	11,108	12,000	12,000
Immunizations given	15,360	15,454	15,500	15,500
Home Visits	949	1,064	1,000	1,000
Office Visits	3,628	3,656	4,000	4,000
Total Visits	4,577	4,720	5,000	5,000

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



SOCIAL & ECONOMIC SERVICES



Program Description

Area IX Agency on Aging administers five program areas and provides or contracts 19 services to residents of Flathead County. The administrative office consists of a Director, 3 full-time support staff, and one volunteer. The staff for the Nutrition program includes a Program Manager, 1 full-time, 4 part-time, and 100-125 volunteers. The Information and Referral program and Independent Living program have a combined staff consisting of a Program Manager, 2 full-time, 1 part-time, and 2 to 5 volunteers. The Transportation program has a staff of 1 Program Manager, 2 Operation Leads, 2 full-time support staff, and 7 full-time plus 3 part-time drivers. The RSVP program has a staff of 1 Program Manager, 1 full time support staff and 1 part time support staff.

The Nutrition program prepares approximately 31,000 congregate meals and delivers approximately 31,000 home delivered meals annually. The Information and Referral program provides insurance counseling to approximately 2,500 people and assisted residents with their aging related issues more than 20,000 times. The Independent Living Program assisted our elders to remain in their homes by contracting slightly more than 3,000 hours of homemaker services, 2,400 hours of respite care, and 2,762 preventative health care opportunities. The Transportation program provided 174,000 rides to a cross section of Flathead County citizens. About 30% for seniors, 30% for persons with disabilities and 30% for the general public. The RSVP Program enrolls approximately 551 volunteers to man 60 work stations.

The total budget for this department is over 4 million dollars. Flathead County's support includes about 1 mil each or \$180,000 (4.5% of budget) for administration and \$180,000 (7% of budget) for transportation. Voters passed a permissive levy of up to 1 mil for transportation, and the county's support for aging services comes from the general fund.

Goals & Objectives

- Implementation of strategies that meet the needs if the burgeoning senior population, placing priority on providing services to those older persons in the greatest social and/or economic need
- Upgrading the agency infrastructure, including equipment replacement and purchase
- Adjust staffing requirements to help insure uninterrupted and efficient service delivery
- Implementation of strategies that will provide an affordable alternative for public transportation needs in an explosive growth environment.
- To focus on the increased needs of the general public to get to work, school, and other activities.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 475,148	\$ 584,454	\$ 731,910	\$ 783,767	\$ 51,857	7%
Operating Expenditures	174,769	259,071	1,129,572	994,343	(135,229)	-12%
Debt Service	-	-	-	-	-	
Capital Outlay	4,583	103,506	1,163,786	292,500	(871,286)	-75%
Transfers Out	17,526	48,968	42,893	59,850	16,957	40%
Total	\$ 672,026	\$ 995,999	\$ 3,068,161	\$ 2,130,460	\$ (937,701)	-31%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
2280 AREA ON AGING	\$ 175,019	\$ 224,891	\$ 224,280	\$ 248,050	\$ 23,770	11%
2370 RETIREMENT	19,350	20,822	23,268	23,583	315	1%
2380 GROUP INSURANCE	22,438	25,111	26,304	28,924	2,620	10%
2393 HALO PROJECT	-	-	18,000	19,000	1,000	6%
2986 SENIOR CENTERS	11,762	17,281	18,962	18,962	-	0%
2990 TRANSPORTATION	433,251	686,265	2,736,347	1,763,941	(972,406)	-36%
2281 MEDICAID WAIVER	10,206	21,629	21,000	28,000	7,000	33%
Total	\$ 672,026	\$ 995,999	\$ 3,068,161	\$ 2,130,460	\$ (937,701)	-31%

Function: SOCIAL AND ECONOMIC SERVICES (45**)**
Department: 0190 GRANT

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 319,012	\$ 307,706	\$ 327,261	\$ 325,018	\$ (2,243)	-1%
Operating Expenditures	386,696	511,989	355,271	516,920	161,649	46%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	15,500	15,500	
Transfers Out	5,000	-	-	-	-	
Total	\$ 710,708	\$ 819,695	\$ 682,532	\$ 857,438	\$ 174,906	26%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
2888 I&R/COMM SERVICE	\$ 119,318	\$ 121,809	\$ 146,302	\$ 158,602	\$ 12,300	8%
2982 INDEPENDENT LIVING	91,473	108,098	87,227	148,870	61,643	71%
2983 NUTRITION	340,144	316,839	357,932	396,004	38,072	11%
2984 DEVELOPMENTALLY DISA	37,911	41,885	-	-	-	
2987 TRAINING GRANT	3,857	4,792	3,706	18,962	15,256	412%
2988 SR HOME REPAIR GRT	118,005	226,272	87,365	135,000	47,635	55%
Total	\$ 710,708	\$ 819,695	\$ 682,532	\$ 857,438	\$ 174,906	26%

2009 Budget Highlights

Personnel Services

- Increases were based on the 4.0% COLA and longevity.

Operating Expenditures

- There was an overall decrease in Operating Expenditures this fiscal year.

Capital Outlay

- There are 4 buses budgeted for FY 2009.

Transfers

- Transfers are made from AOA to the senior citizens and nutrition programs. This department also participates in the computer replacement program.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
AOA Director	1.00	1.00	1.00	1.00
Office Administrator	1.00	1.00	1.00	1.00
Office Assistant II	1.00	1.00	1.00	1.00
Office Assistant III	1.00	1.00	1.00	1.00
Total	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>

FUNCTION: SOCIAL & ECONOMIC SERVICES
DEPARTMENT: PROGRAM AREAS

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Independent Living				
Senior Citizen Program Mgr	0.25	0.25	0.25	0.25
Nutrition				
Senior Citizen Program Manager	1.00	1.00	1.00	1.00
Nutrition Site Manager	0.85	0.60	0.60	0.75
Cook I	0.80	1.30	1.60	0.50
Cook II	2.00	1.75	1.00	1.85
Dietary Aide	0.60	0.60	0.50	0.50
Developmentally Disabled				
Bus Driver II	0.55	0.60	0.60	-
Senior Citizen Program Manager	0.09	-	-	-
AOA Transportation				
Senior Citizen Program Mgr	0.91	1.00	-	-
Transportation Program Manager	-	-	-	1.00
Bus Driver I	5.25	6.10	7.75	9.25
Bus Driver II	0.35	0.40	-	-
Office Assistant III - Dispatch	1.00	1.00	1.00	-
Office Assistant II - Dispatch	1.00	1.75	2.00	2.00
Bus washer	0.15	0.15	0.15	0.50
Operations Lead	-	-	2.00	2.00
I & R Comm Services				
Sr Citizen Program Manager	0.75	0.75	0.75	0.75
Info, Referral & Outreach Assista	2.50	2.50	2.50	2.00
Office Assistant II				0.50
Total	18.05	19.75	21.70	22.85

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Program Description

The Flathead County Extension Office brings the resources of Montana State University in the form of educational outreach that applies unbiased, research-based university resources to the practical needs identified by the people of Flathead County. 56 MSU Extension Offices throughout the state illustrate the effectiveness of a voluntary cooperative partnership between local governments, MSU and the USDA. The result is a dynamic cycle of timely and relevant knowledge, resources and support to help Montanans meet new challenges, make informed decisions and take action to improve their own quality of life.

The Flathead County Extension Office consists of two full time Extension Agents, 1 FTE Administrative Assistant, one ½ time Food Stamp Nutrition Education Assistant and one ¼ time 4-H Military Club Program Manager. The primary work focus of the two Extension Agents is; 4-H/Youth Development, Agriculture, Community Development and Natural Resources

Goals & Objectives

- 4-H Youth Development – cultivates important life skills in youth that build character and assist them in making appropriate life and career choices. An inclusive program that is open to all youth ages 6 thru 18 years of age.
- Adult 4-H Volunteer Leadership Development – offering training to 4-H volunteers to be Club Organizational and Project Leaders. Recruitment and retention of active volunteers through training and recognition.
- 4-H Military Youth Club – using USDA 4-H Military Club Grant funds to purchase Lego Mindstorms robotics kits. The 4-H robotics project is embracing the future while teaching the challenge of technology.
- Food Stamp Nutrition Education – provides education for food stamp households and those eligible. Skill-building tips for adults and youth for choosing better foods, food handling, food storage and food safety practices.
- Agriculture – research and educational programs to assist the residents of Flathead County with weed control, pasture, crops, livestock, and lawn and garden questions.
- Natural Resources – teaching landowners and homeowners how to use natural resources wisely and protect the environment with Extension outreach programs. Program focuses on small acreage and first time landowners.
- Community Development – resources to strengthen the social, economic and environmental well-being of the community.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 36,301	\$ 40,500	\$ 44,137	\$ 46,588	\$ 2,451	6%
Operating Expenditures	49,285	44,485	62,490	67,901	5,411	9%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	23,582	-	(23,582)	-100%
Transfers Out	900	900	1,575	19,325	17,750	1127%
Total	\$ 86,486	\$ 85,885	\$ 131,784	\$ 133,814	\$ 2,030	2%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
2290 4H/EXTENSION	\$ 77,107	\$ 75,465	\$ 120,477	\$ 121,628	\$ 1,151	1%
2370 RETIREMENT	3,820	4,205	4,731	4,955	224	5%
2380 GROUP INSURANCE	5,559	6,215	6,576	7,231	655	10%
Total	\$ 86,486	\$ 85,885	\$ 131,784	\$ 133,814	\$ 2,030	2%

2009 Budget Highlights

Personnel Services

- Salaries were increased due to the 4% COLA and longevity.

Operating Expenditures

- Expenditures remained relatively the same as last year.

Capital Outlay

- No Capital Outlay requested for this fiscal year.

Transfers

- This department participates in the computer replacement program.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Office Assistant III	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
Flathead County 4-H Camp Participant Evaluation Measures				
1 . Teen leaders helped campers be successful.				
Strongly Disagree	NA	0%	0%	0%
Disagree	NA	4%	3%	2%
Agree	NA	18%	19%	19%
Strongly Agree	NA	78%	78%	79%
2 . Teen leaders liked being around campers.				
Strongly Disagree	NA	0%	0%	0%
Disagree	NA	0%	0%	0%
Agree	NA	50%	48%	45%
Strongly Agree	NA	50%	52%	55%
3 . Teen leaders though that helping others is important.				
Strongly Disagree	NA	0%	0%	0%
Disagree	NA	4%	3%	2%
Agree	NA	36%	37%	37%
Strongly Agree	NA	60%	60%	61%
4 . Teen leaders were people I could trust.				
Strongly Disagree	NA	0%	0%	0%
Disagree	NA	0%	0%	0%
Agree	NA	24%	22%	21%
Strongly Agree	NA	76%	78%	79%
Flathead County Agricultural Performance Measures				
1 . Likely to adopt conservation practices.	NA	83%	85%	85%
2 . Found program to have education/economic value.	NA	95%	96%	96%

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Enrollment in 4-H Program - Youth	557	572	505	530
2 . Adult 4-H Volunteer Leaders	176	159	143	160
3 . Attendance at 4-H training sessions	886	710	852	850
4 . Food Stamp Nutrition Education program	0	412	502	525
5 . MSU Extension Publications sold. (reflected by income)	2,316	2,531	2,676	2,822
6 . Adults attending Agriculture, Natural Resources and Community Development programs.	0	249	300	375
7 . Master Gardener Community Volunteers	0	0	35	40

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

Program Description

The Retired and Senior volunteer Program is a National Program that operates under the guide lines of the Corporation for National and Community Service. Its purpose is to link the skills and experience of older adults with the needs of the community. The Volunteers enrolled in this program are matched with a volunteer opportunity that promotes an active and independent lifestyle; they receive quarterly mileage reimbursement, and supplemental liability insurance. RSVP has volunteers serving in over 60 agencies throughout Flathead County. Those sites include services to children, youth, families in need and senior citizens. The RSVP staff consists of a full time director, responsible for all fiscal aspects of the program. One full-time Volunteer Coordinator responsible for coordinating placement of volunteers and communicating the needs of work stations. One half-time Office Assistant responsible for keeping accurate records of volunteer activity and providing clerical support to office staff. Most of the funding for the program comes from federal and local Granting agencies.

Goals & Objectives

- **Assuring a high quality experience for volunteers**
 - Continually find new volunteer placements to offer a variety of activities for volunteers to pick from.
 - Recognize volunteer achievements through yearly recognition events.
 - Bi-monthly newsletter to keep volunteers connected with Organization and to keep them informed about new opportunities.
- **Recruitment and Development**
 - Increase volunteer involvement through public presentations, radio and newspaper coverage of volunteer activities available.
 - Build upon current website to make volunteer access easier and create opportunities for organizations to get involved.
- **Program Management**
 - Continue to collaborate with area organizations to ensure continuation of services in the areas of;
 - Children and Youth – Literacy
 - Children and Youth – Math
 - Children and Youth - “at Risk”
 - Independent living seniors
 - Encourage the development of new work stations with priority to those meeting the above needs.
 - Collecting pertinent data from worksite supervisors for annual Assessment, including beginning of the year data for children, youth and seniors in all programs.
 - Visit workstations to verify volunteer station and supervisor records are current and accurate

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 98,765	\$ 97,041	\$ 110,882	\$ 113,026	\$ 2,144	2%
Operating Expenditures	26,991	27,277	26,925	35,025	8,100	30%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	900	900	1,200	775,200	774,000	64500%
Total	\$ 126,656	\$ 125,218	\$ 139,007	\$ 923,251	\$ 784,244	564%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
2370 RETIREMENT	\$ 10,435	\$ 10,154	\$ 11,888	\$ 12,391	\$ 503	4%
2380 GROUP INSURANCE	11,248	12,166	16,440	788,484	772,044	4696%
2985 R S V P	104,973	102,898	110,679	122,376	11,697	11%
Total	\$ 126,656	\$ 125,218	\$ 139,007	\$ 923,251	\$ 784,244	564%

2009 Budget Highlights

Personnel Services

- The increased budget is based on the 4.0% COLA.

Operating Expenditures

- Expenditures are expected to be about the same as last year.

Capital Outlay

- No capital outlay has been budgeted.

Transfers

- Transfers are to the computer replacement program.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
RSVP Director	1.00	1.00	1.00	1.00
Office Assistant III	1.00	1.00	1.00	1.00
Office Assistant II	0.50	0.50	0.50	0.50
Total	2.50	2.50	2.50	2.50

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Maintain volunteer enrollment through recruiting and public awareness campaigns	100%	100%	100%	100%
2 . Maintain and increas volunteer opportunities through non-profit agency involvement	100%	100%	100%	100%
3 . Continue to offer volunteer recognition events	100%	100%	100%	100%
4 . Maintain accurate volunteer records	100%	100%	100%	100%

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Volunteers enrolled	513	551	551	551
2 . Volunteer workstations involved	52	60	60	60
3 . Volunteer recognition events	2	5	6	6
4 . Volunteer records kept	513	551	551	551

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

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CULTURE & RECREATION



Program Description

The Flathead County Fair Grounds is a valuable, quality, and important resource for the area residents seeking entertainment ranging from one of the oldest fairs and rodeos in the Rocky Mountains, to numerous group events, and business shows.

The Flathead County Fair Grounds hosts the Northwest Montana Fair each year with approximately 64,000 people attending annually. The Fairgrounds themselves provide a centrally located, highly visible location for just about any show or exposition. There are choices of venues on the grounds to suit nearly any prospective exhibitor or show ranging from barns for livestock to an impressive 45,000 square foot Trade Center.

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

Goals & Objectives

- To become self-sustaining in a 5-year time frame
- Raise revenues so as not to be dependent on tax dollars
- Maintain a high level of service to our users and safety to the public
- To maintain a clean and safe working environment for the public and all part-time and full-time employees
- Provide and maintain an informative and quality web site

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 305,825	\$ 259,362	\$ 272,130	\$ 285,250	\$ 13,120	5%
Operating Expenditures	549,634	596,081	681,800	727,100	45,300	7%
Debt Service	-	-	-	-	-	
Capital Outlay	229,594	43,061	218,500	5,500	(213,000)	-97%
Transfers Out	50,600	212,068	50,800	50,800	-	0%
Total	\$ 1,135,653	\$ 1,110,572	\$ 1,223,230	\$ 1,068,650	\$ (154,580)	-13%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
2160 COUNTY FAIR	\$ 921,828	\$ 1,043,290	\$ 959,816	\$ 1,011,077	\$ 51,261	5%
2370 RETIREMENT	30,513	27,786	28,531	31,770	3,239	11%
2380 GROUP INSURANCE	21,528	24,967	34,883	25,803	(9,080)	-26%
4008 FC FAIR BUILDING REPLAC	161,784	14,529	200,000	-	(200,000)	-100%
4013 FAIR LAND ACQUISITION	-	-	-	-	-	
Total	\$ 1,135,653	\$ 1,110,572	\$ 1,223,230	\$ 1,068,650	\$ (154,580)	-13%

2009 Budget Highlights

Personnel Services

- Salaries were increased by the 4% COLA.

Operating Expenditures

- Expenditures have been budgeted based on actual amount in past years.

Capital Outlay

- Capital Outlay is budgeted at \$5,500 for FY 2009.

Transfers

- Transfers are made to the computer replacement program and to pay debt service on the Lewis Trust contract for land purchased north of the fairgrounds.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Fair Manager	1.00	1.00	1.00	1.00
Fair Maintenance Supervisor	1.00	1.00	1.00	1.00
Office Assistant III	1.00	1.00	1.00	-
Office Assistant II	-	-	-	1.25
Office Assistant I	-	0.25	0.30	0.30
Fair Maintenance Worker	1.00	1.00	1.00	1.00
Fairgrounds Short Term Worker	-	-	-	1.00
Laborer - Seasonal	1.75	1.75	1.75	1.75
Total	5.75	6.00	6.05	7.30

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Fair Grounds administration will perform the duties of being watchful of tax payers money and resources.	100%	100%	100%	100%
2 . Building a steady customer base of repeat customers	100%	100%	100%	100%
3 . Take care of complaints quickly and professionally	100%	100%	100%	100%
4 . Treat every customer-taxpayer- like they have a voice in what we do and charge for their fair grounds	100%	100%	100%	100%

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Maintain a balanced budget and look for sponsorship money				
2 . Track usage, repeats, new customers in area and out				
3 . Goal is to not get same complaint twice				
4 . Keep and go over correspondence monthly				

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

Program Description

In July 1997, the County Commission merged the Parks & Recreation Department with the Weed Department. Later, in 2002, the County Commission would find it useful to combine the maintenance of county buildings/facilities to this mixture. However, the responsibility of its Board is only for that of Parks & Recreation and the Noxious Weed District. As such, their function is to hire a Parks & Recreation Director/Department Head, which also represents the Noxious Weed Coordinator (and Facilities Manager). Their role, along with the Department Head, is to advise staff and the County Commission on various communities needs and provides input related to parks and recreation issues, service delivery to the community and long-range planning.

To meet the components of this program the Department needs to:

Revise the Flathead County Parks' Master Plan

In 2001 the Board and Department Head revised the Flathead County Park Management Plan. Its intent was to assist policy makers with general guidelines for administration in its purchases or its disposal criteria of surplus parks in Flathead County. Its adoption provided opportunity for changes in screening unusable parcels as "surplus", helping create a funding mechanism to renovate or upgrade many "regional" parks since the cash-in-lieu budget was virtually "spent" when the merger occurred. In addition, this source of revenue has markedly declined since the merger in 1997. (New legislation allows developers' different ways to circumvent cash-in-lieu with limits on size of the development; therein many subdivisions are developed in "phases", leaving only major subdivisions as a source for these particular dollars). Cash-in-lieu used to help fund the development of parks already existing in the county, as well as purchasing property for park development. Carlyle Johnson Park in Bigfork is an example.

When the Board and its Department Head has evaluated a park for surplus they welcome the public to attend a public hearing regarding the sale; however, the public should consider that roughly 20 parks are unusable, steep banks, dangerous cliffs, or otherwise undesirable/unusable space for most of the county's residents. Though it appears useless to the county taxpayer, it could prove beneficial to the neighboring property owner looking for a back entrance to their property, for instance. This disposal of parkland will support building up a reserve to begin future development, or the purchasing of property for parks, even aid in building/purchasing a countywide gymnasium. (The Board sees a gymnasium as part of long-range planning due to the exponential growth of the valley and has heard the voices of citizens who find it difficult to find an available facility to have a healthy, active lifestyle. There are many children of the community who couldn't make "the cut" in school athletics and would the chance to have a place to enhance their game and programs that could help develop their community spirit).

Continue to Seek Donations

Funding of some of the maintenance and upgrades of parks has been by donation. Flathead Combined Training Association has had a great part in the equestrian development of Iven Herron Memorial Park, while Citizens for a Better Bigfork and its earlier counterpart, has donated to Bigfork's Sliter Park, (which is actually leased through PacifiCorp). This effort will increase with the desire to purchase Stillwater Christian School. Corporate sponsors and donors will be sought to help fund this project.

Provide Public Water Access Sites

The Board and its Department Head also work to increase the county residents' public access to water sites. Through community effort, donations and labor, several water access sites have been developed, or improved, i.e. Flathead River Ranchetts, Kelsey/Cummings (Little Bitterroot Dam Access Outlet), Blue Grouse, Bigfork Dock, Foy's Lake Beach and Launch, as well as the Somers Swim Area. Currently, the Lakeside Docks (in two locations) are in need of more parking spaces, which is limiting residents' accessibility, while the Somers Swim Area needs to address

the safety and liability of placement of its bikepath. Playground safety, too, is a high priority of this department. Regular inspections are conducted to ensure the safety factors of the existing equipment.

Stewards of Flathead County Parkland

Another criterion the Board, its Department Head, and staff have is to be good neighbors. Where possible, fencing and posting are used to define the public's area of access, while regular garbage detail is performed. The department regularly maintains approximately 32 parks, i.e. mowing, weed-eating, garbage removal and the repair of any vandalism or other damage. The Parks Department employs 6 seasonal employees and helps fund the full-time position of the Department Head, Assistant Supervisor and office staff.

Seek Public Input

The Board and its Department Head value the opinions of county residents on parks in their area. In 1997, Iven Herron Memorial Park, had a rally of supporters who misunderstood what the merger would mean to the park. Several public hearings were needed to deal with the uneasiness of citizens and a "Friends of Herron Park" committee was developed, for a period of time, to work out some of the area residents' and users' concerns. Today, we have the Bigfork Parks Advisory Committee and the Lakeside Parks Advisory Committee. It is a goal of this Board and its Department Head to have these types of committees throughout the county parks' system. A West Glacier Advisory Board has been appointed, as well as valley-wide trails committee. Our Parks Master Plan will include several public input meetings.

Keep Flathead County Residents Active

As the Flathead County communities continue to experience exponential growth, it is important that the County maintain a position of providing the county resident areas of relaxation, or places for healthy activity. This serves to create healthier and more productive citizens, who benefit the county in many ways already documented, i.e. lower drug use, crime and obesity. Programs provided included volleyball, basketball, t-ball and flag football. It is desired to bring back the "holiday classic" basketball tournament and other special events. The Department regularly conducts surveys of the participants for better customer service, too.

Adults are provided programs to assist them out of a sedentary lifestyle and have choices of basketball, flag football, or softball. Softball keeps the recreation director busy during May through September and helps fund the revenue of concession dollars. The Conrad Complex has 7 fields that need regular care and the concession stand employs 3 part-time, seasonal employees and one 7-month employee. This complex is actually a leased facility from the Conrad Cemetery Board and remains available for the county residents to use.

Continue to Conduct Background Checks

The Recreation Program keeps one full-time director on staff, while employing an additional director for 8 months out of the year. This creates the need for volunteers. During any of the youth registrations, parents, family members, or friends are sought to encourage the adult to become involved and volunteer to help coach or participate in their children(s)' activity, developing quality time for both adult and child while motivating the child's developmental skills of teamwork. However, times have changed and the Department has realized the necessity of implementing background checks of any volunteer to ensure the safety of our youth, which contributes to the costs of implementing the recreational program.

Seek Other Funding and Work With Local Clubs For Leisure Activities

Many programs are based on a profit/loss basis and have competition with other government programs, or even the local club. Many times our department works in conjunction with others and has used available grants or donations to help fund programs, such as the Daybreak Rotary Volleyball, the National Flag Football Association and even the City of Columbia Falls. Our role is to strive to provide the youth with the best possible instruction, and guidance, instilling teamwork and community spirit, while encouraging the sheer enjoyment of the activity.

Goals & Objectives

The Parks & Recreation Department has an extensive list of Goals and Objectives as outlined below.

Provide a high level of service to the community through well maintained parks and recreational programs; Revise countywide Parks Master Plan; Provide facilities that meet community's requests and needs; Continue to seek and improve public water access sites; Surplus undesirable/unusable parks upon completion of Master Plan; Develop or upgrade current parkland facilities; Continue to seek volunteers for recreational programming; Continue to provide background checks on volunteers; Promote family participation in physical activities; Promote and obtain regional Parks' Advisory Committees; Continue Parks Advisory Committee; Continue with customer surveys; Continue safety checks on all playground equipment; Review and eliminate (where possible) areas of liability in parks; Continue to promote local donations or other funding mechanisms for maintenance and upkeep of parks; Continue to seek grants for funding of recreational programs; Continue to seek grants and donations for obtaining a countywide gymnasium; Cross-train all employees to assist in all structures of the department; Continue to seek local sponsors for recreational programming; Continue to work with local school districts on use of gym space; Promote funding mechanism for maintenance of trails and bike paths; Conduct regular safety training and become MSHARP compliant; Continue safe, efficient operation of equipment; Meet and discuss Conrad Complex lease agreement.

Recent Accomplishments

- Obtained Rotary grant for improvements at the Conrad Complex
- Fencing upgrades at the Conrad Complex
- Logged and "parked" out damaged timber at Herron Park
- Developed Bigfork Parks Advisory Committee
- Developed Lakeside Parks Advisory Committee
- Implemented background checks on volunteers
- Obtained 5 five-year lease increments with PacifiCorp on Sliter Park
- Developed West Glacier Advisory Committee
- Developed Trails Advisory Committee
- Supporting major Lakeside Land Purchase
- Rebuild of Adams Street Public Dock
- Complex improvements
- New cabinets at Concession Stand
- Extensive brush and tree removal in several parks including Leisure and Ben Williams

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 301,397	\$ 325,467	\$ 346,143	\$ 402,380	\$ 56,237	16%
Operating Expenditures	184,652	182,774	187,550	209,150	21,600	12%
Debt Service	-	-	-	-	-	
Capital Outlay	25,110	17,254	75,525	94,807	19,282	26%
Transfers Out	-	1,868	-	-	-	
Total	\$ 511,159	\$ 527,363	\$ 609,218	\$ 706,337	\$ 97,119	16%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
2210 PARK	\$ 426,172	\$ 447,278	\$ 529,876	\$ 614,409	\$ 84,533	16%
2211 PARKS/CASH IN LIEU	20,896	13,865	-	-	-	
2370 RETIREMENT	29,887	31,920	35,417	41,098	5,681	16%
2380 GROUP INSURANCE	34,204	34,300	43,925	50,830	6,905	16%
Total	\$ 511,159	\$ 527,363	\$ 609,218	\$ 706,337	\$ 97,119	16%

2009 Budget Highlights

Personnel Services

- The increase is a result of the 4% COLA and longevity.

Operating Expenditures

- Equipment upgrades and proper maintenance
- Document use and need of gym
- Make improvements to area parks

Capital Outlay

- Begin revision of countywide Parks Master Plan - \$40,000
- Assist Weed Department with Cold Storage Building - \$15,525

Transfers

- No transfers have been budgeted for this fiscal year.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Weed/Parks/Maintenance Supervi	0.33	0.33	0.33	0.33
Asst Supervisor/Weed & Parks	0.50	0.50	0.50	0.50
Office Administrator	0.33	0.33	0.33	0.33
Office Assistant II	0.50	0.44	0.44	-
Office Assistant III	-	-	-	0.44
Bldg Maintenance Worker II	3.44	3.74	3.41	3.50
Recreational Program Supervisor	1.75	1.67	1.67	1.67
Park Concession Supervisor	0.58	0.58	0.58	0.58
General Parks & Rec Worker	1.00	1.00	1.00	1.00
Volunteers - Work Comp				
Total	8.43	8.59	8.26	8.35

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Percentage of playground inspections performed together with maintenance once a month	100%	100%	100%	100%
2 . Percentage of same day playground repairs performed	60%	65%	70%	70%
3 . Percentage of garbage collection performed in all of the parks once a week.	93%	95%	95%	95%
4 . Percentage of all grounds policed weekly	82%	85%	87%	90%
5 . Percentage of building maintenance repairs performed same day as breakdown occurred	60%	70%	80%	85%
6 . Percentage of restrooms cleaned/maintained once a week	65%	70%	75%	80%
7 . Percentage of response to customer complaints within 2 days	100%	100%	100%	100%
8 . Phone contacts same day as breakdown occurred	21,500	22,000	22,500	22,500

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

Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Park Reservations per year	77	80	82	83
2 . Number of recreation programs	15	15	16	18
3 . Number of volunteers (coaches, etc)	153	160	165	170
4 . Number of users	2,600	2,700	2,750	2,800
5 . Gym requests and use of local area gyms (# of days) 1/4 of requests in 2006)	314	350	350	360
6 . Number of background checks conducted	153	165	170	180
7 . Adult leagues offered	9	10	11	11
8 . Youth leagues offered	7	7	7	7
9 . Approximate number of adult participants	1,469	1,700	1,800	1,900
10 . Approximate number of youth participants	1,216	1,275	1,300	1,400
11 . Softball tournaments offered	7	8	8	9
12 . Number of acres of newly acquired parks	2	-	-	-
13 . Number of area parks advisory committees	2	3	3	4

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

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 Library Foundation.

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; overseeing the volunteer program in all library facilities.

Public Services:

The Flathead 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 welcome environment in which to meet and interact with others in the community and to participate in public discourse.

Goals & Objectives

Library Administration:

- Develop a fiscally sound budget that addresses the needs of the community for library services.
 - Prepare and monitor the budget for all library activities
 - In cooperation with the Library Foundation, pursue grants, donations and fund-raising opportunities.
- Develop community partnerships to increase support and address community issues.
 - Increase marketing efforts to increase use and attract new community partners
- Continue to work toward new or upgraded facilities
 - Work with Citizen's Advisory Committee on Library Facilities to secure a site for a new or expanded Main Library, develop funding options, and design building
 - Complete plan for an expanded or remodeled Columbia Falls Branch.
 - Begin work anew with the Community Fund for a Better Bigfork to secure a site/situation for an expanded branch in Bigfork
 - Develop and expand the Friends of the Library group to help publicize the library building needs and possible capital campaign
- Promote and support professional development for staff and trustees
 - Conduct a half-day Board retreat to plan Board work for the coming year.
 - Conduct a half-day Management Team retreat
 - Send selected staff and board members to national, regional, and local conferences and trainings
 - Continue monthly all-staff trainings
- Obtain re-certification for the Public Library Standards checklist
 - Rewrite and/or re-adopt the policies in the Flathead County Library Policy Manual that have not been updated in the past three years
 - Develop disaster preparedness plan

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 measure the potential impact of RFID and self-service checkout
 - 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
 - Increase library building traffic by 3% systemwide
 - Increase program attendance by 3% systemwide
- Provide a variety of materials and programs to children, teens, and adults.
 - Continue to offer engaging public programs for the benefit of the communities we serve.
 - Plan and implement a successful summer reading program for children and teens
 - Increase circulation (checkouts) by 3% systemwide
- Begin using collection agency for materials recovery

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 987,886	\$ 1,068,716	\$ 1,193,734	\$ 1,266,882	\$ 73,148	6%
Operating Expenditures	451,274	421,596	492,050	525,996	33,946	7%
Debt Service	-	-	-	-	-	
Capital Outlay	-	90,160	-	-	-	
Transfers Out	52,069	82,960	20,000	20,000	-	0%
Total	\$ 1,491,229	\$ 1,663,432	\$ 1,705,784	\$ 1,812,878	\$ 107,094	6%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
2220 LIBRARY	\$ 1,204,871	\$ 1,302,557	\$ 1,388,362	\$ 1,454,540	\$ 66,178	5%
2370 RETIREMENT	105,550	111,296	128,576	136,104	7,528	6%
2380 GROUP INSURANCE	104,424	128,384	157,996	173,034	15,038	10%
4020 LIBRARY DEPRECIATION F	27,026	90,160	-	-	-	
7055 LIBRARY GIFTS & MEMORI	49,358	31,035	30,850	49,200	18,350	59%
Total	\$ 1,491,229	\$ 1,663,432	\$ 1,705,784	\$ 1,812,878	\$ 107,094	6%

2009 Budget Highlights

Personnel Services

- There was no change in total FTE for FY 2009.

Operating Expenditures

- Operating Expenditures were held to approximately the same level as last year.

Capital Outlay

- No capital outlay has been budgeted for this year.

Transfers

- A transfer of unspent budget at the end of the fiscal year is made to the Library Depreciation Fund for future purchases.

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
Library Director	1.00	1.00	1.00	1.00
Reference Services Librarian	1.00	1.00	1.00	-
Circulation Services Librarian	1.00	1.00	1.00	1.00
Office Administrator	1.00	1.00	1.00	1.00
Library Assistant	3.30	4.00	1.50	1.50
Library Technical Assistant I	4.50	4.30	5.30	5.30
Branch Library Assistant	2.975	2.98	2.60	2.60
Library Courier	0.50	1.00	1.00	1.00
Professional Librarian	2.50	4.50	4.50	4.50
Building Maintenance Worker I	1.00	1.00	1.00	1.00
Branch Librarian I	0.75	0.75	0.75	0.75
Branch Librarian II	2.00	2.00	1.00	2.00
Youth Services Librarian	-	-	-	-
Library System Administrator	1.00	-	-	-
Library Technical Assistant II	6.00	4.00	5.00	5.00
Assistant Library Director	-	-	1.00	1.00
Library Technology Assistant	-	-	1.00	1.00
Total	28.53	28.53	28.65	28.65

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Library Expenditures per capita Based on estimated population for each year 08 population based on a 2.4% increase over '07	\$14.50 83,079	\$15.27 85,314	\$15.80 87,361	\$16.38 89,108
2 . Library materials checked out per year	419,488	444,397	477,460	491,784
3 . Number of programs presented per year Attendance at programs	324 13,747	532 14,692	500 15,133	500 15,587
4 . People using public computers	99,371	156,651	167,194	172,209
5 . Building traffic (all branches)	256,111	344,199	385,503	397,068

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

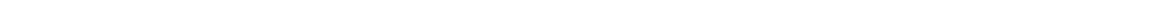
Workload Indicators

Indicator	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Projected FY 2009
1 . Library materials checked in per year	397,275	418,352	438,391	451,543
2 . New Materials cataloged and processed	8,008	9,722	10,694	11,229
3 . InterLibrary Loans (to non-FCL libraries) InterLibrary Borrowers (from non-FCL libraries)	21,066 28,259	26,554 39,652	27,351 40,842	28,171 42,067
4 . Volunteer hours utilized (actual reported plus est. 300/yr Friends' hours)	3,800	3,920	4,116	4,239

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



DEBT SERVICE



Function: DEBT SERVICE (49**)**
Department: 0200 INTRAFUND

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	292,611	147,172	-	-	-	
Debt Service	869,157	764,412	717,134	-	(717,134)	-100%
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
Total	\$ 1,161,768	\$ 911,584	\$ 717,134	\$ -	\$ (717,134)	-100%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
3529 CROSSWINDS SWR SID12	\$ 29,188	\$ 29,769	\$ -	\$ -	\$ -	
3530 EVERGREEN SRF	418,608	302,738	249,040	-	(249,040)	-100%
3531 RESTHAVEN SEWER #131	19,050	28,100	36,500	-	(36,500)	-100%
3532 EVERGREEN SEWER RSID	326,482	326,483	326,482	-	(326,482)	-100%
3536 BIGFORK NORTH SEWER F	45,911	35,710	43,780	-	(43,780)	-100%
3538 BIG MTN WATER-PAVING	29,918	41,612	47,014	-	(47,014)	-100%
3539 SANDY HILL RSID 139	-	-	4,239	-	(4,239)	-100%
3540 SHADY LANE RSID 140	-	-	3,711	-	(3,711)	-100%
3541 WILLIAMS LANE RSID 141	-	-	4,389	-	(4,389)	-100%
3542 SOUTHSIDE TOWNHOMES	-	-	1,979	-	(1,979)	-100%
4238 BIG MTN-RSID#138-CONST	292,611	46,597	-	-	-	
4239 SANDY HILL RSID 139	-	35,166	-	-	-	
4240 SHADY LANE RSID 140	-	29,187	-	-	-	
4241 WILLIAMS LANE 141	-	36,222	-	-	-	
4242 SOUTHSIDE TOWNHOMES	-	-	-	-	-	
Total	\$ 1,161,768	\$ 911,584	\$ 717,134	\$ -	\$ (717,134)	-100%

2009 Budget Highlights

Personnel Services

- There are no personnel services in this fund.

Operating Expenditures

- Debt service is paid on the bonds for RSIDs from this fund.

Capital Outlay

- None.

Transfers

- None.

Function: DEBT SERVICE (49**)**
Department: 0201 COMMISSIONERS

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	-
Operating Expenditures	-	-	-	-	-	-
Debt Service	6,318	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total	\$ 6,318	\$ -	\$ -	\$ -	\$ -	-

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
2901 P I L T	\$ 6,318	\$ -	\$ -	\$ -	-	-
Total	\$ 6,318	\$ -	\$ -	\$ -	\$ -	-

2009 Budget Highlights

Personnel Services

- N/A

Operating Expenditures

- None

Capital Outlay

- None

Transfers

- None

Function: DEBT SERVICE (49**)**
Department: 0222 HEALTH

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	-	-	-	-	
Debt Service	243,448	84,732	-	80,000	80,000	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
Total	\$ 243,448	\$ 84,732	\$ -	\$ 80,000	\$ 80,000	

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
2270 HEALTH	\$ 243,448	\$ 84,732	\$ -	\$ 80,000	\$ 80,000	
Total	\$ 243,448	\$ 84,732	\$ -	\$ 80,000	\$ 80,000	

2009 Budget Highlights

Personnel Services

- N/A

Operating Expenditures

- Debt Service is on the 3rd floor addition of the Earl Bennett Building.

Capital Outlay

- N/A

Transfers

- N/A

Function: DEBT SERVICE (49**)**
Department: 0238 FAIR

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	-	-	-	-	-	
Debt Service	50,000	50,000	50,000	-	(50,000)	-100%
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
Total	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ (50,000)	-100%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
4013 FAIR LAND ACQUISITION	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ (50,000)	-100%

Total	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ (50,000)	-100%
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2009 Budget Highlights

Personnel Services

- N/A.

Operating Expenditures

- Debt service on Fair land acquisition north of the fairgrounds.

Capital Outlay

- N/A

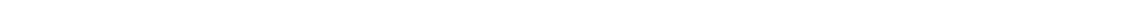
Transfers

- N/A

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INTERNAL SERVICE



Function: INTERNAL SERVICES (50**)**
Department: 0200 INTRAFUND

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	
Operating Expenditures	3,222,935	2,939,521	2,682,411	4,201,000	1,518,589	57%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Transfers Out	-	-	-	-	-	
Total	\$ 3,222,935	\$ 2,939,521	\$ 2,682,411	\$ 4,201,000	\$ 1,518,589	57%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
8050 GROUP INSURANCE TRUS'	\$ 3,222,935	\$ 2,939,521	\$ 2,682,411	\$ 4,201,000	\$ 1,518,589	57%

Total	\$ 3,222,935	\$ 2,939,521	\$ 2,682,411	\$ 4,201,000	\$ 1,518,589	57%
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2009 Budget Highlights

Personnel Services

- N/A

Operating Expenditures

- The County has self-insured medical which is reflected in this fund.

Function: INTERNAL SERVICES (50**)**
Department: 0216 CENTRAL MAILING

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ 15,836	\$ 16,210	\$ -	\$ -	\$ -	-
Operating Expenditures	10,626	395	-	-	-	-
Debt Service	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total	\$ 26,462	\$ 16,605	\$ -	\$ -	\$ -	-

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 22,511	\$ 8,692	\$ -	\$ -	\$ -	-
2370 RETIREMENT	1,644	3,795	-	-	-	-
2380 GROUP INSURANCE	2,307	4,118	-	-	-	-
Total	\$ 26,462	\$ 16,605	\$ -	\$ -	\$ -	-

Function: INTERNAL SERVICES (50****)

Department: 0244 INFORMATION TECHNOLOGY

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ 917	\$ -	\$ -	\$ -	
Operating Expenditures	-	36	2,300	4,750	2,450	107%
Debt Service	-	-	-	-	-	
Capital Outlay	-	-	7,000	-	(7,000)	-100%
Transfers Out	-	-	-	-	-	
Total	\$ -	\$ 953	\$ 9,300	\$ 4,750	\$ (4,550)	-49%

Funding Summary

Funding Sources	Actual FY 2006	Actual FY 2007	Budget FY 2008	Recommended FY 2009	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ -	\$ 773	\$ 9,300	\$ 4,750	\$ (4,550.0)	-49%
2370 RETIREMENT	-	106	-	-	-	
2380 GROUP INSURANCE	-	74	-	-	-	

Total	\$ -	\$ 953	\$ 9,300	\$ 4,750	\$ (4,550)	-49%
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2009 Budget Highlights

Personnel Services

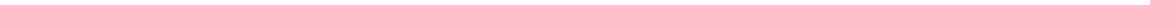
- N/A.

Operating Expenditures

- Phone repairs are completed by an in-house staff.



CAPITAL



OVERVIEW

The **Capital Improvement Plan (CIP)** is a plan which projects the county's capital projects and capital equipment over the course of the next five years. The **Capital Budget** represents one year of the five-year CIP and it is a component of the Annual Operating Budget. Unlike the CIP, the Capital Budget represents the appropriated capital items contained in the current year Annual Operating Budget. The County's Capital Improvement Program is produced in a separate document and is available on the county's web site.

The capital budget is separate and distinct from the County's operating budget for several reasons. First, capital outlays reflect non-recurring capital improvements rather than ongoing expenses. Where possible, capital projects are funded from nonrecurring funding sources such as debt proceeds and grants; these one-time revenue sources are not appropriate funding sources for recurring operating expenses. Second, capital projects tend to be of high cost in nature, requiring more stringent control and accountability. To provide direction for the capital program, the County Commission has adopted policies relating to the Capital Improvement Plan and the Capital Budget, which are discussed later in this section.

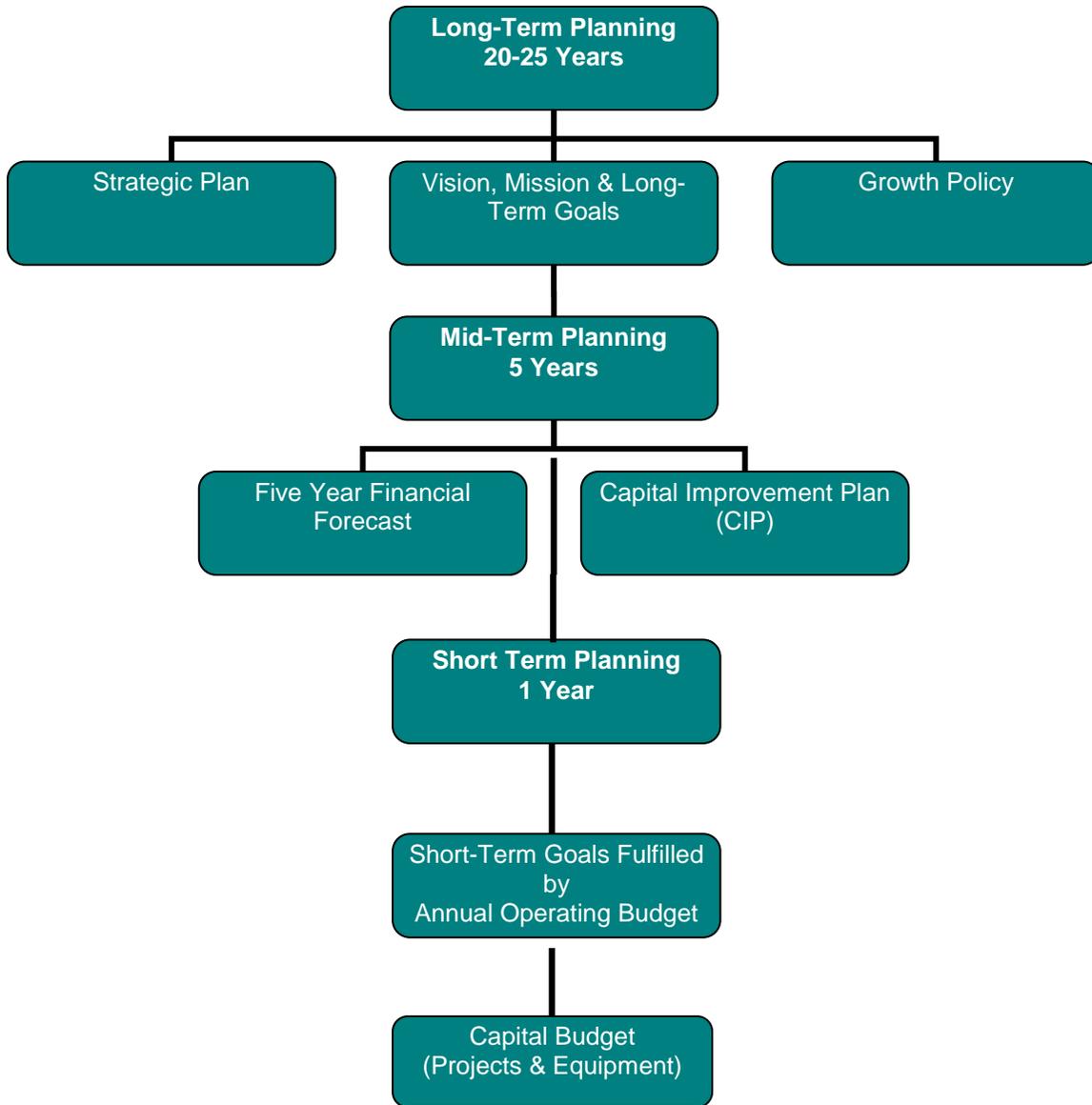
LINKAGE

Flathead County conducts various planning processes (long-term, mid-term and short-term), to help guide the government and to insure that decisions are made in the context of the organization as a whole and with a long-term perspective. Diligent efforts are made to insure each of these component planning processes are in concert with one another. This so called "Linkage" is paramount to insure short-term decisions are consistent with the overriding values embodied in the mid-term and long-term planning processes adopted by the County Commission. This required linkage dictates that the CIP be developed within the context of, and consistent with, the county's long-term and mid-term plans.

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

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

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET



CAPITAL PLANNING

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

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

THE CIP AND CAPITAL BUDGET PROCESSES DESCRIBED

Flathead County updates its CIP each year. The Capital Budget is adopted annually. The county prepares its CIP only after significant efforts to insure the public has had ample opportunity to review and comment on the proposed capital acquisition plan. Linkage with the county's long-term and mid-term plans is of utmost important to the County Commission in their deliberations and decision making process.

The CIP is prepared under the direction of the County Administrator and Comptroller. The CIP update begins in late Fall. The County Administrator and the Comptroller meet with the County's management team to explain the overall process and to provide pertinent information regarding funding and expenditure issues, budget process changes and general instructions. At this meeting the goals and direction for the new budget are outlined. As part of this training, those involved in the capital budget process are given a calendar of key budget cycle dates and written documentation including forms, instructions, and definitions to be used in preparing their capital project budgets, including revising current project estimates and submitting requests to add new capital projects.

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 County Administrator and the Comptroller. In preparing the CIP, they confer with each of the departments to ascertain that the proposed request is in accordance with the County's Comprehensive Strategic Plan and Growth Policy. Throughout the development process, the County Administrator and Comptroller hold regular meetings with the County Commissioners to keep them up-to-date, provide them with revenue projection updates, and to obtain overall policy guidance. Upon completing their review, they 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 Finance Committee. This committee consists of the Clerk & Recorder, Treasurer, and IT Director in addition to the County Administrator and Finance Director. The committee is free to modify the proposed CIP as they deem necessary. After the projects are approved by the Finance Committee, the proposed CIP is forwarded to the County Commissioners for review in the month of December. The County Commission then holds work sessions and public hearings prior to obtain public comment. In late April, the County Commission 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 County's Strategic Plan, Growth Policy, individual Department's functional plans, and other programs and policies into tangible projects.
- The coordination of the capital projects of all County Departments so that they will further the implementation of the long-term plans.
- The possibility of guiding private development so that it occurs in a way that is in conformity with the county's long-term plans.
- Enabling the County Commission and the County Administrator to better plan the financing for both capital and operating activities.

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

- Protection of the County's investment in existing facilities, where appropriate, to avoid the higher cost of rehabilitation and/or replacement associated with deferment.
- Fostering economies of scale through inter-jurisdictional cooperation.
- Promotion of economic development and its inherent contributions.

CAPITAL BUDGET AND ITS IMPACT ON FUTURE OPERATING BUDGETS

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

The operating impact of capital projects is analyzed and taken into consideration during the extensive CIP prioritization process. Estimated new revenues and/or operational efficiency savings associated with projects are also taken into consideration (net operating costs). Department staff plan and budget for significant start-up costs, as well as operation and maintenance of new facilities. The cost of operating new or expanded facilities or infrastructure is included in the operating budget in the fiscal year the asset becomes operational. Debt service payments on any debt issued for capital projects is also included in the operating budget.

Listed below are the capital items included in this year's Annual Budget, together with projected impacts on future operating budgets resulting from significant non-routine capital expenditures. In this particular year, there were no impacts on future operating budgets resulting from significant non-routine capital expenditures.

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
County Commission					
New Copier	\$ 5,000				\$ -
Clerk & Recorder (Finance)					
New Software	\$ 195,000				
Treasurer					
DMV Remodel	\$ 15,760				-
GIS					
New Plotter	\$ 5,000				-
Animal Control					
Pick-up Truck Replacement	\$ 25,000				
Information Technology					
Backup Tape Unit	10,926				-
Server Replacement Project	18,854				-
Jade Production Server	31,708				-
Safety Badge Project, Disaster Plan	12,400				-
Phase I, Fire Resistent Caulking for Server Room					-
Building Maintenance					
Justice Center Remodel (2nd floor)	6,000				-
Remodels for various departments	150,000				-
Road Fund					
Grader	257,094				-
Used Pickup	10,712				-
Plow & Sander Replacement	11,783				-
Used Rubber Tire Rollers	160,684				-
Weed Fund					
Deck Replacment	9,315				-
Road Side Mowing Tractor w Deck	75,038				-
Copier	2,678				-
Spray Truck Replacement	29,994				

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
County Fair Fund					
Livestock Building Floor	5,500				-
District Court Fund					
Remodel of current office space & lobby closet	15,000				-
Mosquito Fund					
New Vehicle	20,000				-
Parks Fund					
Master Plan/Parks	\$ 60,000				-
Cold Storage/Pole Building	15,525				-
Mower Replacement	6,963				-
Copier	2,678				-
Health					
Parking lot (Resurface)	7,000				-
Curbing	3,000				-
HVAC Control	10,000				-
2 Vehicles	46,000				-
3rd floor addition to EBB	2,125,000				-
Area on Aging					
Fund 20 year CIP	5,500				-
Sheriff					
Patrol Car Replacement/Accessories	252,000				-
Motorola Gold Elite Control Cards	6,000				-
Detention Repairs	20,000				-
Search & Rescue					
Snowmobile	8,750				-
Records Preservation					
Vehicle Purchase	9,000				-
Juvenile Detention					
Electronic Security System	31,100				-

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
Eagle Transit					
Buses - Eagle	287,000				-
Junk Vehicle					
Fencing	18,000				
Micro Computer Replacement					
Computer Replacement Project	46,950				-
911 Emergency System					
New Construction, CAD	1,100,000				
Solid Waste					
826 G	\$ 600,000				\$ -
Pickup	30,000				-
6 way folding V-plow	19,100				-
Garbage Truck	262,500				-
Kila Site Improvement	400,000				-
Olney Land purchase	50,000				-
Somers Land purchase	100,000				-
Mezzanine Bldg Improvements	15,000				-
Sand for Liner	50,000				-
GRAND TOTAL	\$ 6,660,512	\$ -	\$ -	\$ -	\$ -

FUNDING SOURCES FOR CIP AND CAPITAL BUDGET

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

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

General Fund: The County's general fund is available for use for any expenditure deemed to be in the public interest by the Flathead County Commission.

State Revenues: The County receives various payments from the State of Montana for different purposes. Gas Tax revenue received by the state is one example.

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Grants/Donations:	This fund source consists of Federal grants, State grants, and donations by citizens and businesses where the money is passed through the County.
CTEP:	These are Federal grants primarily directed towards improving or expanding non-motorized transportation.
G.O. Bonds:	These are bonds for which the full faith and credit of the County is pledged. G.O. Bonds require voter approval.
Special Assessments & Other Debt:	Special Assessments are charges against certain properties to defray the cost of infrastructure improvements deemed primarily to benefit those properties. Also included are Revenue bonds where the debt service payments are paid for exclusively from the project earnings and assessments.
User Fees:	User fees are charges for county services where the benefits received from such services can be directly and efficiently applied to those who receive the benefits.
Parks Cash in Lieu Fund:	This fund is set up to account for funding that developer's pay to the County instead of donating park land when they are subdividing bare land.
Other & Private:	This fund source represents other miscellaneous categories.

REVIEW PROCESS

In the Spring prior to the start of year-end activity, the Comptroller conducts a review of projects contained in the previous year's Capital Budget. The reasons for this review are:

- To identify projects with excess appropriations that might be subject to reallocation.
- To identify projects with total expenditures and encumbrances exceeding the current appropriation that might require additional appropriations.

Relevant findings are forwarded to each of the project managers which provide an opportunity for feedback. Following the review, a project report is prepared, which is forwarded to the County Commission and the County Administrator. The report highlights each project, major milestones to be met by the project, completion dates for each milestone, a map of the site, the name of the project manager, and a narrative explaining the current project status. This layer of review provides timely and quantitative information regarding each department's capital projects and the foresight necessary for the planning process in the ensuing fiscal year.

CAPITAL EXPENDITURES CONTRASTED WITH TOTAL COUNTY OPERATING EXPENDITURES

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

Flathead County strives to provide for adequate maintenance of capital, plant, and equipment and for their orderly replacement. All governments experience prosperous times as well as periods of economic decline. In periods of economic decline, proper maintenance and replacement of capital, plant, and

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

equipment is generally postponed or eliminated as a first means of balancing the budget. Recognition of the need for adequate maintenance and replacement of capital, plant, and equipment, regardless of the economic conditions, will assist in maintaining the government's equipment and infrastructure in good operating condition.

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

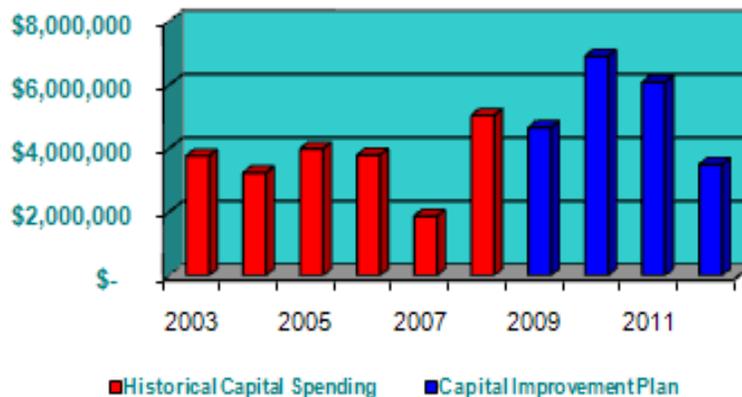
CAPITAL EXPENDITURES CONTRASTED WITH OPERATING EXPENDITURES



CAPITAL IMPROVEMENT PROGRAM (NEXT FIVE YEARS) CONTRASTED WITH HISTORICAL CAPITAL SPENDING (PREVIOUS FIVE YEARS)

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

HISTORICAL CAPITAL SPENDING CONTRASTED WITH CAPITAL IMPROVEMENT PLAN



CAPITAL IMPROVEMENT POLICIES

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

CIP Formulation.

- 1) CIP Purpose.** The purpose of the CIP is to systematically plan, schedule, and finance capital projects to ensure cost-effectiveness as well as conformance with established policies. The CIP is a five-year plan organized into the same functional groupings used for the operating programs. The CIP will reflect a balance between capital replacement projects that repair, replace or enhance existing facilities, equipment or infrastructure; and capital facility projects that significantly expand or add to the County's existing fixed assets.
- 2) CIP Criteria.** Construction projects of \$15,000 or more and equipment of \$10,000 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



Flathead County Debt Management

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

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

Outstanding Debt

Listed below is a brief description of the county's major outstanding bond issues.

- Contracted debt of \$292,000 was secured to purchase the Lewis Trust Land north of the County Fairgrounds to be used for future expansion of the fairgrounds. The 9 year note originated 02/01/05 and has an interest rate of 5.25%.

Proposed Debt in the Next Five Years

Listed below is a brief description of the county's 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 the county's current debt and its remaining debt capacity.

- E 9-1-1 Building \$6 million.** Currently E 9-1-1 is located in the basement of the Justice Center. This space is no longer large enough to meet the needs of Flathead County. A bond levy was put on the November 2008 ballot for \$6 million.
- Health Building 3rd Floor - \$2 million** To facilitate expanded services in the Health Department, the current Earl Bennett building will have a 3rd floor addition constructed. Cash available plus a small loan will be used to complete this project
- Gymnasium - \$4 million** Current cash, sale of surplus County land and donations in addition to a small loan will fund this project. Increased park fees from use of the Gym will be used to pay the debt service.

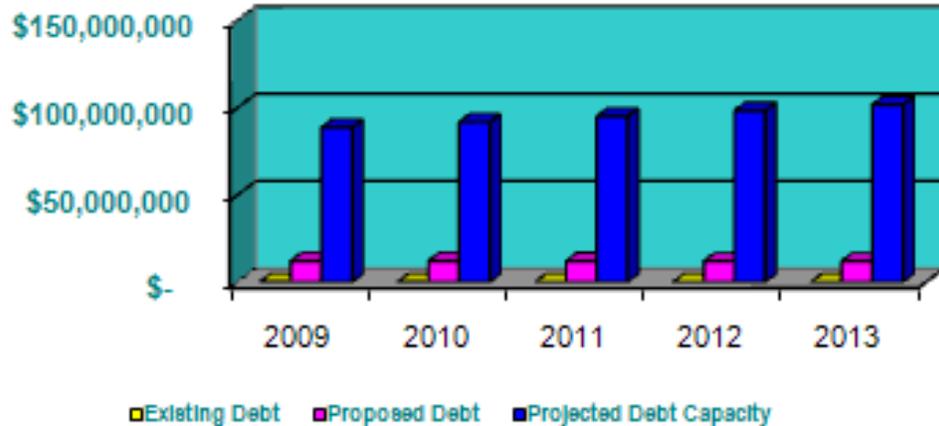
Debt Capacity

The bar chart below shows a graphic presentation of the county's existing debt, proposed debt, and a projection of the county's projected debt capacity (legal debt margin) for the next five years. As shown by the graph, even if all of the proposed bond issues materialize, the county will still have a substantial

DEBT MANAGEMENT

amount of debt capacity remaining. This reflects the philosophy of the County Commission in holding down the level of debt on the taxpayers, despite the county's rapid development and growing population.

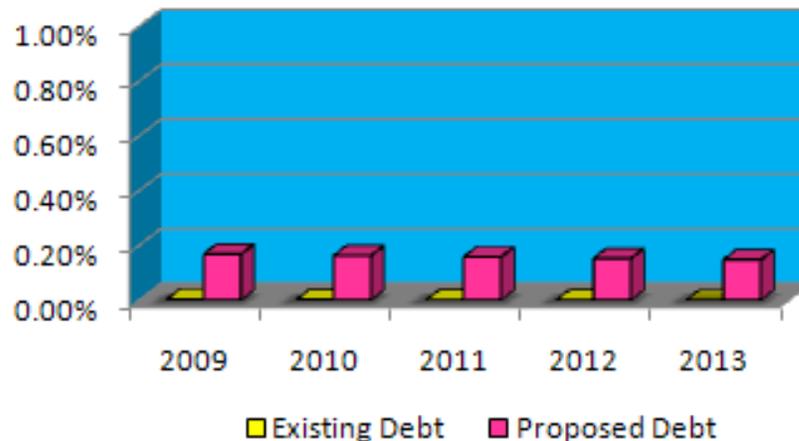
EXISTING DEBT, PROPOSED DEBT, & PROJECTED DEBT CAPACITY



Debt as a Percentage of Assessed Value

The graph below illustrates the County's debt as a percentage of assessed valuation. In essence, this reflects the county's debt as compared to the wealth of the county. Flathead County 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 County.

EXISTING DEBT & PROPOSED DEBT AS A % OF ASSESSED VALUE

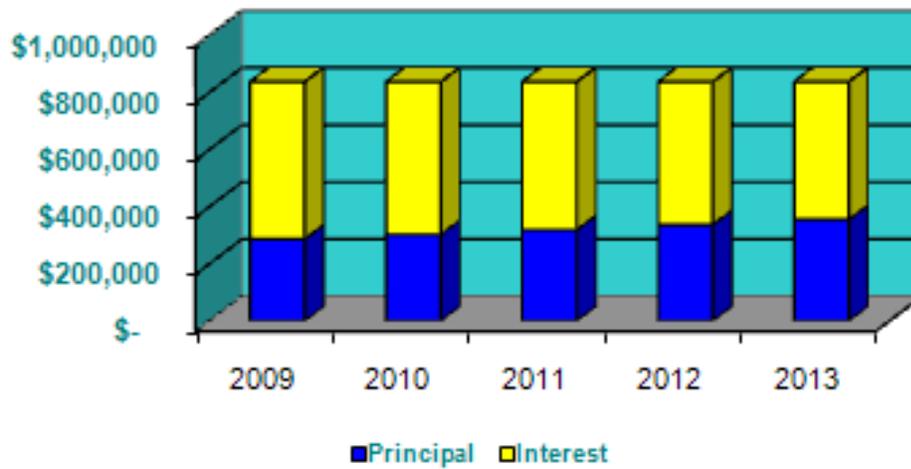


DEBT MANAGEMENT

Debt Service

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

SCHEDULE OF FUTURE PRINCIPAL AND INTEREST PAYMENTS



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

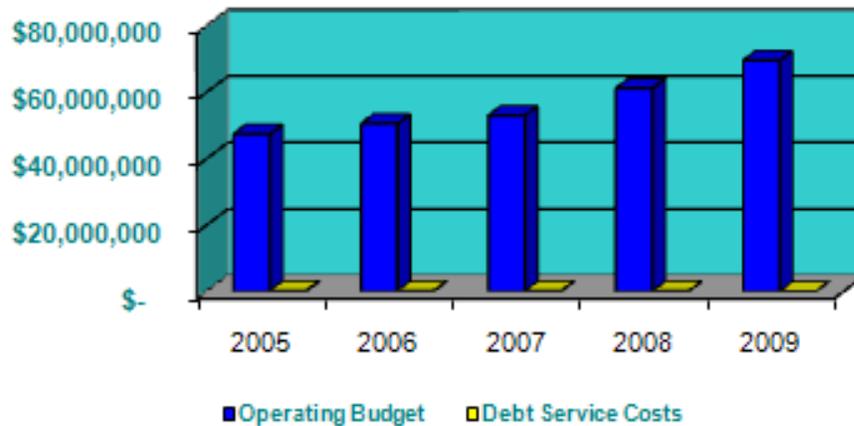
Debt Service Costs Contrasted with the County's Operating Budget

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

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

DEBT MANAGEMENT

DEBT SERVICE COSTS CONTRASTED WITH ANNUAL OPERATING BUDGET



Bond Rating

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

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

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

Management of Debt and Equity Funding of Capital Needs

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

Debt Management Policies

Flathead County has developed a set of financial management policies that cover all aspects of its financial operations. Policies on debt management are one component of those financial policies. All of the County's financial management policies 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 county will repay borrowed funds, used for capital projects, within a period not to exceed the expected useful life of the project. This policy reflects the view that those residents who benefit from a project should pay for the project. Adherence to this policy will also help prevent the government from over-extending itself with regard to the incurrence of future debt.

Limitations on Outstanding Debt

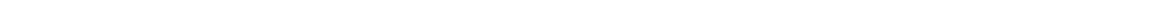
- 1) **Reliance on Long-Term Debt.** The County will limit long-term debt to capital improvements which cannot be financed from current revenues. Incurring long-term debt serves to obligate future taxpayers. Excess reliance on long-term can cause debt levels to reach or exceed the government's ability to pay. Therefore, conscientious use of long-term debt will provide assurance that future residents will be able service the debt obligations left by former residents.
- 2) **Debt Not Used for Current Operations.** The county will not use long-term debt for financing current operations. This policy reflects the view that those residents who benefit from a service should pay for the service. Utilization of long-term debt to support current operations would result in future residents supporting services provided to current residents.

Debt Refinancing

- 1) **General Refinancing Guidelines.** Periodic reviews of all outstanding debt will be undertaken to determine refinancing opportunities. Refinancings will be considered (within federal tax law constraints) under the following conditions:
 - There is a net economic benefit.
 - It is needed to modernize covenants that are adversely affecting the County's financial position or operations.
 - The County wants to reduce the principal outstanding in order to achieve future working capital to do so from other sources.
- 2) **Standards for Economic Savings.** In general, refinancings for economic savings will be undertaken whenever net present value savings of at least five percent (5%) of the refunded debt can be achieved.
- 3) **Net Present Value Savings.** Refinancings that produce net present value savings of less than five percent will be considered on a case-by-case basis, provided that the present value savings are at least three percent (3%) of the refunded debt. Refinancings with savings of less than three percent (3%), or with negative savings, will not be considered unless there is a compelling public policy objective.



APPENDIX



FULL-TIME EQUIVALENT EMPLOYEES (FTE)

Staffing Summary

Title	Actual FY 2006	Actual FY 2007	Budgeted FY 2008	Recommended FY 2009
General Government				
Commissioners	5.42	5.28	5.78	5.78
Clerk & Recorder	9.65	9.25	9.50	9.50
Finance	4.40	4.40	5.00	5.00
Records Preservation	1.50	1.50	1.80	2.00
Treasurer	20.75	20.75	20.75	21.00
GIS	8.00	8.00	9.00	9.00
Surveyor	9.00	9.00	9.00	9.00
County Attorney	17.45	17.45	19.45	19.50
Justice Court	7.00	8.50	9.00	9.00
Maintenance	11.16	10.99	11.16	11.16
Elections	3.00	3.00	2.50	2.50
Human Resources	2.00	2.00	2.00	2.00
Superintendent of Schools	4.00	4.00	4.00	4.00
Information Technology	10.13	10.25	10.55	10.50
Clerk of Court	10.00	11.00	12.00	12.00
Planning	12.72	13.72	13.72	13.72
Health - Gen Govt	1.00	1.00	1.00	1.00
Sheriff - Gen Govt	2.00	2.00	2.00	2.00
Sub-Total General Government	139.18	142.09	148.21	148.66
Public Safety				
Office of Emergency Services	2.00	1.00	2.00	3.00
Sheriff	96.08	103.28	112.65	110.15
Juvenile Detention	13.00	12.60	12.60	12.50
Search & Rescue	0.75	0.75	0.75	0.75
9-1-1	4.00	5.00	4.80	5.00
Public Safety Grants	4.00	4.00	5.00	5.00
Fire Service Area	-	-	1.00	1.00
Sub-Total Public Safety	119.83	126.63	138.80	137.40
Public Works				
Roads	58.00	60.50	60.00	59.20
Bridges	7.00	7.00	7.00	6.30
Weeds	6.10	6.10	6.12	6.17
Junk Vehicle	0.93	0.93	0.93	0.98
Solid Waste	20.97	21.47	21.97	21.42
Sub-total Public Works	93.00	96.00	96.02	94.07
Public Health				
Mosquito	-	0.60	0.75	1.67
Animal Control	8.00	9.50	4.50	5.50
Health	22.51	21.15	22.38	21.94
Home Health	1.70	1.88	1.88	1.88
Public Health Grants	25.97	26.35	38.91	38.79
Sub-total Public Health	58.18	59.48	68.42	69.78
Social & Economic Services				
AOA	4.00	4.00	4.00	4.00
Extension	1.00	1.00	1.00	1.00
RSVP	2.50	2.50	2.50	2.50
Social & Economic Service Grants	18.05	19.75	21.70	22.85
Sub-Total Social & Economic Ser	25.55	27.25	29.20	30.35
Culture & Recreation				
Fair	5.75	6.00	6.05	7.30
Parks	8.43	8.59	8.26	8.35
Library	28.53	28.53	28.65	28.65
Sub-total Culture & Recreation	42.71	43.12	42.96	44.30
GRAND TOTAL	478.44	494.57	523.61	524.56

CONSUMER PRICE INDEX

U.S. CONSUMER PRICE INDEX

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

GENERAL OBLIGATION BOND

Maximum Allowable Debt - Flathead County, Montana

Assessed Valuation: FY 09 Certified Market Value	\$	7,015,629,080
Factor Allowed for Indebtedness		1.4%
<hr/>		
Total Indebtedness Allowed	\$	98,218,807
<hr/>		
<u>Less Current Indebtedness:</u>		
Contract for Lewis Land - Fair	\$	182,307
Total Current Indebtedness		<hr/>
	\$	182,307
<hr/>		
Maximum Indebtedness Available	\$	98,036,500
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GENERAL STATISTCAL INFORMATION

Class of County.....	First
County Seat.....	Kalispell
Year Organized	March 1, 1883
Registered Voters (includes active and inactive voters).....	59,283
Area (square miles).....	5,137
Incorporated Cities.....	3
Population of County (2000 estimate).....	74,471
Form of Government.....	Commission

**TOP TEN TAXPAYERS - FLATHEAD COUNTY
2008/09**

TAXPAYER		TAXABLE VALUE
1 Flathead Electric	\$	5,529,996
2 Centurytel		3,188,513
3 Northwest Energy		2,974,552
4 Plum Creek Lumber		2,275,929
5 Burlington Northern RR		1,618,391
6 CFAC		1,569,529
7 Semitool		584,597
8 Winter Sports		852,832
9 Sky West Air		346,520
10 Pacific Corp		264,509
Total	\$	19,205,368

(1) Source: Department of Revenue - Flathead County

Accrual Basis - A basis of accounting in which transactions are recognized at the time they are incurred, as apposed to when cash is received or spent.

Appropriation – An authorization made by the County Commission which permits the County to incur obligations to make expenditures for specific purposes.

Assessed Valuation - A value that is established for real and personal property for use as a basis to levy property taxes.

Asset - Resources owned or held by a government which have monetary value.

Available (Undesignated) Fund Balance - Refers to the funds remaining from the prior years which are available for appropriation and expenditure in the current year.

Base Budget Allowances – Funding for ongoing expenditures for personnel, commodities, contractual services and replacement of existing equipment previously authorized. The base budget allowance provides funding to continue previously authorized services and programs.

Bonds – A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation, revenue bonds, and special improvement district bonds. These are most frequently used to finance capital projects.

Bond Rating – An evaluation of a bond issuer's credit quality and perceived ability to pay the principal and interest on time and in full.

Bond Refinancing - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget – A plan of financial operation for a specific time period (Flathead County's budget is for a fiscal year July 1 - June 30). The budget contains the estimated expenditures needed to continue the county's operations for the fiscal year and revenues anticipated to finance them.

Budget Calendar - The schedule of key dates or milestones which the County follows in the preparation, adoption, and administration of the budget.

Budget Message - The opening section of the budget which provides the County Commission and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations regarding the financial policy for the upcoming period.

Budgetary Basis - This refers to the form of accounting utilized throughout the budget process. These generally take one of three forms: GAAP, Cash, and Modified Accrual.

Budgetary Control - The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.

Capital Budget – See Capital Improvement Program

Capital Expenditures – The item has a unit cost over \$5,000, it benefits future periods, it has a normal useful life of 1 year or more, it has an identity that does not change with use (i.e., retains its identity throughout its useful life), and it is identifiable and can be separately accounted for. Improvements to existing assets must add value and life to be included in the value of any Capital item.

Capital Improvements - Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

Capital Improvement Program (CIP) – A plan for capital expenditures needed to maintain and expand the public infrastructure (for example, roads, parks, buildings, etc). The CIP projects these infrastructure needs for a set number of years (normally 5) and is updated annually to reflect the latest priorities, cost estimates or changing financial strategies. The first year of the adopted Capital Improvement Program becomes the Annual Capital Budget.

GLOSSARY

Capital Outlay – Items that cost more than \$5,000 and have a useful life of more than one year.

Capital Project – New facility, technology system, land acquisition or equipment acquisition, or improvements to existing facilities beyond routine maintenance. Capital projects are included in the Capital Improvement Program and become fixed assets.

Cash Basis - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

CDBG – Community Development Block Grant.

CIP – See Capital Improvement Program

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services – Expenditures for services performed by firms, individuals or other city departments.

Debt Ratios - Ratios which provide measure of assessing debt load and ability to repay debt which play a part in the determination of credit ratings. They are also used to evaluate the County's debt position over time and against its own standards and policies.

Debt Service – Payment of principal and interest on an obligation resulting from the issuance of bonds.

Debt Service Fund - Debt Service Funds are set up to receive dedicated revenues used to make principal and interest payments on County debt. They are used to account for the accumulation of resources for, and the payment of, general obligation and special assessment debt principal, interest and related costs.

Debt Service Fund Requirements - The amounts of revenue which must be provided for a Debt Service Fund so that all principal and interest payments can be made in full on schedule.

Deficit -The excess of an entity's liabilities over its assets or the excess of expenditures over revenues during a single accounting period.

Department - A major administrative division of the County which indicates overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence.

Distinguished Budget Presentation Awards Program - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Division - A group of homogeneous cost centers within a department, i.e. roads, bridges, gas tax, junk vehicle, maintenance and administration make up the Transportation Division within the Public Works Department.

Enterprise Funds – Funds that are accounted for in a manner similar to a private business. Enterprise funds usually recover their costs (including depreciation) through user fees.

Estimate – The most recent prediction of current year revenue and expenditures. Estimates are based upon several months of actual expenditure and revenue information and are prepared to consider the impact of unanticipated costs or other economic changes.

Estimated Revenue - The amount of projected revenue to be collected during the fiscal year.

Fixed Assets - Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

FTE – See Full-Time Equivalent

Full Faith and Credit - A pledge of a government's taxing power to repay debt obligations.

Full-Time Equivalent (FTE) – A position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time clerk working for 20 hours per week would be equivalent to one-half of a full-time position or 0.5 FTE.

GLOSSARY

Fund – An independent governmental accounting entity with a self-balancing group of accounts including assets, liabilities and fund balance, which record all financial transactions for specific activities of government functions.

Fund Balance – As used in the budget, the excess of resources over expenditures. The beginning fund balance is the residual funds brought forward from the previous fiscal year.

GAAP – See Generally Accepted Accounting Principles

General Obligation Bonds (G.O. Bonds) – Bonds that require voter approval and finance a variety of public capital projects such as roads, buildings, parks and improvements. The bonds are backed by the “full faith and credit” of the issuing government.

Goal – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a given time period.

G. O. Bonds – See General Obligation Bonds

Grant – A contribution by one government unit or funding source to another. The contribution is usually made to aid in the support of a specified function (e.g., public safety or drug enforcement, but it is sometimes for general purposes).

Infrastructure – Facilities that support the daily life and growth of the county, for example, roads, public buildings, and parks.

Improvement Districts – Special assessment districts formed by property owners who desire and are willing to pay for mutually enjoyed improvements such as roads or maintenance districts.

Intergovernmental Revenue - Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Levy – See Tax Levy

Line-Item Budget - A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along

with the dollar amount budgeted for each specified category.

Mandate – Legislation passed by the state or federal government requiring action or provision of services and/or programs. Examples include the Americans with Disabilities Act, which requires actions such as physical facility improvements and provision of specialized transportation services.

Objective – A desired output-oriented accomplishment that can be measured and achieved within a given time frame, and advances the activity and organization toward a corresponding goal.

Operating Budget - The portion of the budget that pertains to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personnel; supplies, utilities, materials, travel, and fuel.

Operating Funds – Resources derived from continuing revenue sources used to finance ongoing operating expenditures and “pay-as-you-go” capital projects.

Ordinance – A formal legislative enactment by the County Commission. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the county.

Outstanding Bonds – Bonds not yet retired through principal and interest payments.

Overlapping Debt - The County’s proportionate share of the debt of other local governmental units which either overlap it or underlie it. The debt is generally apportioned based on relative assessed value.

Pay-As-You-Go Capital Projects – Capital projects whose funding comes from day-to-day county operating revenue sources.

Performance Budget - A budget that focuses upon departmental goals and objectives rather than line items, programs, or funds. Workload and unit cost data are collected in order to assess the effectiveness and efficiency of services.

GLOSSARY

Personal Services – All costs related to compensating county employees including employee benefits costs such as contributions for retirement, social security, and health and workers' compensation insurance. It also includes fees paid to elected officials, jurors, and election judges and clerks. It does not include fees for professional or other services.

PILT - Payment in Lieu of Taxes from the Federal Government based on acreage within each county.

Program Budget - A budget that focuses upon broad functions or activities of an agency or jurisdiction rather than upon its organizational budget units or object classes of expenditure.

Property Tax – A levy upon each \$100 of assessed valuation of property within Flathead County.

Resolution - A special or temporary order of a legislative body (County Commission) requiring less legal formality than an ordinance or statute.

Resources – Total amounts available for appropriation including estimated revenues, fund transfers and beginning fund balances.

Restricted Funds – See Special Revenue Fund.

Revenue - Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

Revenue Bonds – Bonds usually sold for constructing a project that will produce revenue for the government. That revenue is pledged to pay the principal and interest of the bond.

Risk Management - An organized attempt to protect a government's assets against accidental loss in the most economical method.

Salary Savings – Budget savings realized through normal employee turnover.

Special Revenue Fund – A fund used to account for receipts from revenue sources that have been earmarked for specific activities and related expenditures. Examples include road, public assistance, bridge, fair, and public safety.

State-Shared Revenues – Revenues levied and collected by the state but shared with local governments as determined by state government each year. Entitlement funds received by the County from the state is the largest of such shared revenues.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

Tax Levy - The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

Transfers In/Out - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Unreserved Fund Balance - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

User Fees or User Charges – A fee paid for a public service or use of a public facility by the individual or organization benefiting from the service.

Workload Indicator - A unit of work to be done (e.g., number of permit applications received or the number of burglaries to be investigated).