

**REVIEW
OF
CASCADE COUNTY
GOVERNMENT
FINAL REPORT**

**Prepared by
CASCADE COUNTY
GOVERNMENT STUDY COMMISSION**

AUGUST, 1996

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August 1996

To the Citizens of Cascade County:

The Cascade County Study Commission elected by the voters on November 8, 1994, or thereafter appointed, present this final report to you, the citizens of Cascade County.

The purpose of the study commission, as defined in state law, is "to study the existing form and powers of a local government and procedures for delivery of local government services and to compare them with other forms available under the laws of the state." After completing these two phases of the study it is the responsibility of the study commission to submit a final report recommending no change, or propose an amendment to the existing form of government or offer an alternative form of government to the qualified electors.

In every phase of this review this study commission sought advice and information from as many people in the county as possible. Opinions and recommendations were solicited from local government officials, community organizations and citizens. All meetings of the study commission were open to the public. Commission members appeared before various community organizations to explain the work of the commission and also to hear the viewpoints, ideas, and concerns of those present. Public hearings were held; a survey of citizen attitudes was made.

Our recommendations reflect the thoughts and opinions of those who participated in public hearings, those who attended our regular meetings, and those who responded to a survey, in addition to the independent efforts of this study commission.

In this final report we present our recommendations for an alternative form of government that we feel will provide the governmental services expected by the people both today and in the future. Our concern has been to provide a form of government that will be responsive to local citizens and provide the opportunity for devising solutions to local problems. We feel the citizens of Cascade County can achieve these goals by adopting the Commission-Manager form with self-government powers.

The question of adopting this alternative form of government will be placed on the ballot November 5, 1996. We solicit your support for its adoption.

Respectfully submitted,

David L Thomas
Lucy M. Dickerson
Barbara Ann Tomsett
Kimberly J. Mohr
John St. Newman
Cascade County Study Commissioners

SUMMARY OF RECOMMENDATIONS

The Cascade County Local Government Study Commission having thoroughly studied our present form of county government and the alternative forms of government available to counties under state law, and having studied the future governmental needs of this county, recommends the following:

- Cascade county should adopt, effective January 4, 1999, the commission-manager form of government with self-government powers. A commission, or elected legislative body, of five (5) members shall be elected for four (4) year terms of office. These five (5) members shall be nominated from the districts in which they reside and elected at-large.
- The question of whether or not elections shall be conducted on a partisan or non-partisan basis shall be submitted to the voters of the county as a sub-option as authorized in MCA §7-4-413.
- The question on the form of government and the sub-option shall be submitted to the voters of Cascade County on November 5, 1996.

I. FINDINGS OF THE STUDY COMMISSION

The current form of county government has existed in Cascade County since its creation and is basically the same government originally described in the 1889 Constitution. Its duties are detailed in state law, and its authority to deal with current and future local problems is limited.

After an intensive study of almost two years, your study commission is recommending changes in the structure and responsibility of county government that will provide a governmental framework to meet the changing needs of this county. With increasing population and shifting population patterns, heavy new demands are being placed on county government to provide adequate services such as road maintenance, fire protection and law enforcement.

Problem areas identified during the course of the study indicate county government lacks the authority it needs to play a wider role in addressing these changing needs. County government must have adequate legal authority to act and must have more control over its organizational structure so that it can act effectively and oversee the performance of county functions. To respond to these growing needs, county government should modify its structure and authority. The study commission believes that a separation of legislative and administrative functions is needed to provide greater efficiency and accountability in county government.

Other areas of concern also emerged which affected the study commission's choice of an alternative form. Citizen response to the survey and testimony at public hearings indicated that citizens are concerned about governmental decisions not made

locally, about the quality of services, about the level of taxes, and about the lack of representation in county government. These frustrations and expectations of citizens and local officials alike, led the study commission to identify four basic goals:

●**CREATE A GOVERNMENT STRUCTURE THAT:**

1. Increases local control over local problems;
2. Is responsive to citizens;
3. Is efficient and accountable; and
4. Provides maximum participation and representation for county citizens.

In an attempt to achieve these goals, the study commission has recommended adopting a charter with self-governing powers, the commission manager form of government, and increasing the number of districts and commissioners to five.

II. KEY PROVISIONS OF THE PROPOSED FORM

A. Charter with Self-government powers (increased local control over local problems)

Under the 1972 State Constitution, the potential power and authority of local government has been changed. Traditionally, the power over governmental concerns of the county has been the prerogative of the state legislature. The legislature decided what county government should do and how it should do it.

The new constitution provides that "self-government powers" can be adopted by counties along with an alternative form of government. The adoption of self-government powers would alter the traditional relationship between the state and the county. Certain areas of control would be transferred from the state legislature to the county commission. Some decisions that are now made on a state-wide basis by the legislature could be made at the county level. State-wide uniformity, while still mandated in certain areas, could be replaced in other areas with procedures tailored to the particular needs of our county. Self-government powers would mean greater flexibility in shaping our governmental structure, greater power to solve our own problems, and more responsibility to recognize and deal with these problems.

B. Separation of Legislative and Administrative Functions (government that is responsive)

In its traditional role as an administrative arm of state government, the organizational structure of the county may have been adequate. The current structure of separate elective offices and a three member commission has weaknesses that do not allow it to adequately handle the increased responsibility in county government. The existing government lacks an administrative head, a person responsible for supervision of the functions and services provided by county government to see that the goals of the county are carried out as efficiently as possible. In addition, the

proposed form will emphasize qualifications and experience in county government positions.

In the proposed form of government a commission of five members will act as a legislative body with the power to formulate county policy. The commissioners will have the authority to enact ordinances to carry out that policy. The responsibility of administering and enforcing these ordinances lies with the county manager. Separating the administrative and legislative functions of government will provide the accountability and efficiency needed.

C. Chief administrative officer (government that is efficient and accountable)

The county manager, a professional administrator hired by the commission "on the basis of merit only" is responsible for the administration of the programs and policies determined by the commission. Subject to the commission's general direction, the manager controls the hiring and firing of county personnel, directs and supervises the administration of all departments, prepares the budget, and is in charge of the business affairs of county government. The manager serves at the pleasure of the commission and may be replaced at any time.

D. Representation

Creating a commission of five (5) members will provide a legislative body large enough to insure adequate representation and small enough to be efficient. The method of election, (candidates must reside within the district they represent but will be elected at large) should provide the residents of the district with strong representation and county-wide perspective.

**CERTIFICATE
ESTABLISHING THE EXISTING PLAN OF GOVERNMENT
FOR**

CASCADE COUNTY, MONTANA

If retained by the voters, the government of Cascade county shall be organized under the following provisions of MCA 7-3-111 which authorizes the elected county official form of government;

7-3-111. Statutory basis for elected county official government. (1) For the purpose of determining the statutory basis of existing units of local government after May 2, 1977, each unit of local government organized under the general statutes authorizing the elected county official form of government shall be governed by the following sections:

- (a) 7-3-401;
- (b) 7-3-402;
- (c) 7-3-412(3);
- (d) 7-3-413(1);
- (e) 7-3-414(1);
- (f) 7-3-415(2);
- (g) 7-3-416(2);
- (h) 7-3-417(2);
- (i) 7-3-418;
- (j) 7-3-432(1);
- (k) 7-3-433(1);
- (l) 7-3-434(1);
- (m) 7-3-435(1);
- (n) 7-3-436(1);
- (o) 7-3-437(1);
- (p) 7-3-438(5);
- (q) 7-3-439(6);
- (r) 7-3-440(5);
- (s) 7-3-441(1);
- (t) 7-3-442(1) if the county has elected an auditor;
- (u) 7-3-442(6) if the county has not elected an auditor;

(2) This form has terms of 4 years for all elected officials except commissioners who are elected to 6-year terms. The commission consists of three members.

These sections establish the following form of government which shall be called the **COMMISSION FORM**.

7-3-401. Commission form. The commission form consists of an elected commission (which may also be called the council) and other elected officers as provided in this part. All

legislative, executive and administrative powers and duties of the local government not specifically reserved by law or ordinance to other elected officers shall reside in the commission. The commission shall appoint the heads of departments and other employees, except for those appointed by other elected officials. Cities and towns which adopt this form may distribute by ordinance the executive and administrative powers and duties into departments headed by individual commissioners.

7-3-402. Nature of government. Local governments that adopt this form shall have general government powers.

7-3-412(3). Selection of commission members. The commission shall be elected at large and nominated by a plan of nomination that may not preclude the possibility of the majority of the electors nominated candidates for the majority of the seats on the commission from persons residing in the district or districts where the majority of the electors reside.

7-3-413(1). Type of election. Local government elections shall be conducted on a partisan basis.

7-3-414(1). Chairman of commission. The chairman of the commission shall be elected by the members of the commission from their own number for a term established by ordinance.

7-3-415(2). Administrative assistants. The commission may appoint one or more administrative assistants to assist them in the supervision and operation of the local government.

7-3-416(2). Terms of the commission members. Commission members shall be elected for overlapping terms of office.

7-3-417(2). Size of commission and community councils. The size of the commission, shall be three, and community councils to advise commissioners may be authorized by ordinance.

7-3-418. Terms of elected officials. The term of office of elected officials may not exceed 4 years, except the term of office for commissioners in counties adopting the form authorized by Article XI, section 3(2), of the Montana constitution may not exceed 6 years. Terms of office shall be established when the form is adopted by the voters.

7-3-432(1). Legal officer. A legal officer (who may be called the county attorney) shall be elected.

7-3-433(1). Law enforcement officer. A law enforcement officer (who may be called the sheriff) shall be elected.

7-3-434(1). Clerk and recorder. A clerk and recorder shall be elected.

7-3-435(1). Clerk of district court. A clerk of district court shall be elected.

7-3-436(1). Treasurer. A treasurer shall be elected.

7-3-437(1). **Surveyor.** A surveyor shall be elected.

7-3-438(5) **Superintendent of schools.** A superintendent of schools may at the discretion of the commission be selected as provided by ordinance.

7-3-439(6). **Assessor.** An assessor shall not be included in this form as a separate office.

7-3-440(5). **Coroner.** A coroner may at the discretion of the commission be selected as provided by ordinance.

7-3-441(1) **Public administrator.** A public administrator shall be elected.

7-3-442(1) **Auditor.** An auditor shall be elected.

We, the Study Commissioners of Cascade County do hereby certify that this is the existing Plan of Government as established by Section 7-3-111 MCA.

SEAL

In testimony whereof we set our hands.

Done at Great Falls this 7th day of August, 1996.

ATTEST: Rita Hudak
Rita Hudak, Clerk and Recorder

Carol L. Thomas
Carol Thomas, Chairman

Barbara Ann Tamietti
Barbara Ann Tamietti

Sue M. Dickenson
Sue M. Dickenson

Kenneth L. Maki
Kenneth L. Maki

John St. Jermain
John St. Jermain

**CERTIFICATE OF THE PROPOSED CHARTER OF
CASCADE COUNTY**

PREAMBLE

WE, THE PEOPLE OF CASCADE COUNTY, STATE OF MONTANA, in accordance with Article XI, Section 5 of the Constitution of the State of Montana, do hereby adopt this Charter.

**ARTICLE I
POWERS OF THE COUNTY**

Section 1.01 Powers of Cascade County

Cascade County shall have all powers not prohibited by the Constitution of the State of Montana, the laws of Montana, or this Charter.

Section 1.02 Interpretation of Powers

The self government powers and authority of this government shall be liberally construed. Every reasonable doubt as to the existence of a county power or authority shall be resolved in favor of the existence of that power or authority.

Section 1.03 Restriction on Powers

The mill levy shall be limited to that of Montana county governments with general government powers, except with the prior approval of a majority of the electors voting on the question in a general or special election.

Section 1.04 Charter Supremacy

As provided by Article XI, Section 5 of the Constitution of the State of Montana, provisions herein establishing executive, legislative and administrative structure and organization are superior to statutory provisions.

**ARTICLE II
LEGISLATIVE BRANCH**

Section 2.01 Legislative Body

The elected legislative body of Cascade County shall be the board of county commissioners which shall have the power to set policy by adoption of lawful ordinances and resolutions.

Section 2.02 Governing Body

The governing body of Cascade County shall be the board of county commissioners, which may be called the county commission or the commission.

Section 2.03 Composition

The board of county commissioners shall be composed of five (5) part time commissioners, each of whom must reside in the district he or she represents.

Section 2.04 Qualifications for Office

Every resident of Cascade County who is 18 years of age or older, a citizen of Montana and a qualified elector pursuant to Article IV, Section 2 of the Montana Constitution is eligible to hold the office of commissioner for the district in which he or she resides.

Section 2.05 Term of Office

Members of the commission shall be elected for four (4) year overlapping terms of office.

Section 2.06 Election

Local government elections shall be conducted on a partisan or nonpartisan basis (depending upon the outcome of the November 5, 1996, special election). Commissioners shall be nominated from districts and elected at large.

Section 2.07 Division of the County into Commissioner Districts

Following each federal decennial census the commission shall cause the county to be divided into five (5) commissioner districts, as compact and equal in population and area as possible.

Section 2.08 Vacancy in Office

The office of commissioner becomes vacant as prescribed by law.

Section 2.09 Removal from Office

A commissioner may be removed from office by a finding, adopted by the affirmative vote of three (3) commissioners, that his or her office has become vacant as prescribed by law, or by the recall of the commissioner by the electors of Cascade County, as prescribed by law.

Section 2.10 Filling Vacancy on Commission

When a vacancy occurs in the office of commissioner the position shall be considered open and subject to nomination and election at the next general county election, except the term of office shall be limited to the unexpired term of the person who originally created the vacancy. Pending such election and qualification the commission shall appoint, by the affirmative vote of three (3) commissioners, a person possessing the qualifications for office required by law and this Charter within 30 days of the vacancy to hold the office until the successor is elected and qualified.

Section 2.11 Chairman of the Commission

The commission shall have a chairman who shall be elected by the members of the commission from their own number for a term established by resolution. The chairman of the commission shall be its presiding officer and shall vote as other commissioners.

Section 2.12 Powers and Duties

All powers of the county shall be vested in the commission except as otherwise provided by law or this Charter, and the commission shall provide for the exercise thereof and for the performance of all duties and obligations imposed on the county by law.

Section 2.13 Rules of Procedure

The commission shall establish its rules of procedure and time and place of meetings by resolution.

Section 2.14 Legislative Action

The affirmative vote of three (3) members of the commission shall be required for all official actions of the commission. A minimum of three (3) commission members must be present when official actions are taken by the commission.

Section 2.15 Compensation

The compensation of commission members shall be set by resolution of the commission.

ARTICLE III EXECUTIVE BRANCH

Section 3.01 The Manger

The manager shall be appointed by the commission for an indefinite term on the basis of merit only and removed only by the affirmative vote of three (3) members of the commission.

Section 3.02 Duties of the Manager

The manager shall:

1. enforce laws, this Charter, ordinances, and resolutions;
2. perform the duties required by law, this Charter, ordinance, or resolution;
3. administer the affairs of the local government;
4. direct, supervise, and administer all departments, agencies, and offices of the county government except as otherwise provided by law, ordinance or this Charter;
5. carry out policies established by the commission;
6. prepare the commission agenda;
7. recommend measures to the commission;
8. report to the commission on the affairs and financial condition of the county government;
9. execute bonds, notes, contracts, and written obligations of the commission, subject to the approval of the commission;
10. report to the commission as the commission may require;
11. attend commission meetings and may take part in the discussion, but may not vote;
12. prepare and present the budget to the commission for its approval and execute the budget adopted by the commission;
13. appoint, suspend and remove all employees of the county government except as otherwise provided by law or ordinance; and
14. appoint members of temporary advisory committees established by the manager.

Section 3.03 Administrative Duties

Employees appointed by the manager and his or her subordinates shall be administratively responsible to the manager. Neither the commission nor any of its members may dictate the appointment or removal of any employee whom the manager or any of his or her subordinates are empowered to appoint. Except for the purpose of inquiry or investigation under this Charter, the commission or its members shall deal with the county employees who are subject to the direction and supervision of the manager solely through the manager, and neither the commission nor its members may give orders to any such employee, either publicly or privately.

Section 3.04 Compensation

The compensation of the manager shall be set by resolution of the county commission.

ARTICLE IV JUDICIAL BRANCH

Section 4.01 County Courts

There shall be such county courts as prescribed by law.

ARTICLE V DEPARTMENT STRUCTURE

Section 5.01 County Officers - Elected Department Heads

The following county officers, who shall serve as department heads and have the powers and duties prescribed by law, this Charter and ordinance, shall be elected:

1. county attorney; and
2. sheriff/coroner.

Section 5.02 Qualifications for Office

Every resident of Cascade County who is 18 years of age or older, a citizen of Montana and a qualified elector pursuant to Article IV, Section 2 of the Montana Constitution, is eligible for election to the office of sheriff/coroner. Qualifications for the office of county attorney shall be those prescribed by law.

Section 5.03 Term of Office

County officers shall be elected for a four (4) year term of office.

Section 5.04 Election

County officers shall be nominated and elected at large on a partisan or nonpartisan basis (depending upon the outcome of the November 5, 1996, special election).

Section 5.06 Vacancy in Office

The office of a county officer becomes vacant as prescribed by law.

Section 5.07 Removal from Office

A county officer may be removed from office by a finding, adopted by the affirmative vote of three (3) commissioners, that his or her office has become vacant as prescribed by law, or by the recall of the county officer by the electors of Cascade County, as prescribed by law.

Section 5.08 Filling Vacancy of County Officer

When a vacancy occurs in the office of a county officer the position shall be considered open and subject to nomination and election at the next general county election, except the term of office shall be limited to the unexpired term of the person who originally created the vacancy. Pending such election and qualification the commission shall appoint, by the affirmative vote of three (3) commissioners, a person possessing the qualifications for office required by law and this Charter within 30 days of the vacancy to hold the office until the successor is elected and qualified.

Section 5.09 Organization of Other Departments

The organization of all other county departments shall be prescribed by ordinance.

Section 5.10 Compensation

The compensation of county officers and all other appointed department heads shall be set by resolution of the commission.

ARTICLE VI GENERAL PROVISIONS

Section 6.01 Amendment of the Charter

This Charter may be amended only as prescribed by law.

Section 6.02 Effective Date

This Charter shall become effective when the governing body authorized by the plan has been elected and qualified, whereupon the prior governing body is abolished.

Section 6.03 Oath of Office

Before assuming the duties of office, all elected county officials shall take and subscribe to the oath of office as prescribed in Article III, Section 3 of the Constitution of the State of Montana.

Section 6.04 Recall

The elected officers of county government may be recalled by the qualified electors of Cascade County as provided by law. No person may be recalled for performing a mandatory duty of the office he or she holds or for not performing any act that, if performed, would subject him or her to prosecution for official misconduct.

Section 6.05 Severability

If any provision of this Charter is held invalid, the other provisions of this Charter shall not be affected thereby. If the application of the Charter, or any part of its provisions, to any person or circumstance is held invalid, the application of the Charter and its provisions to other persons or circumstances shall not be affected thereby.

ARTICLE VII TRANSITIONAL PROVISIONS

Section 7.01 General Transition

Transition to this charter form of government shall be as prescribed by law. The Cascade County Study Commission shall provide for such transition with an advisory plan consistent with law. Article VII and its transition provisions, shall not be published as part of the Charter after December 31, 1999.

Section 7.02 Continuation in Office

No county employee currently holding a county office will lose employment solely because of the adoption of this Charter. Elected county officers holding office at the time this Charter is adopted may continue in office until the end of the term for which they were elected, at which time the offices of elected county officers not enumerated in Section 5.01 shall be vacated. Such officers may be continued as county employees depending upon the staffing needs of the county and the qualifications of the former county officers, as determined by the new governing body. Members of the governing body holding office on the date the new plan of government is adopted by the electors of Cascade County may continue in office and in the performance of their duties until the governing body authorized by the plan has been elected and qualified.

Section 7.03 Review of Existing Ordinances

All county ordinances, resolutions and rules of Cascade County shall remain in effect until reviewed, revised or repealed by the county commission. The county commission shall review and, where necessary, revise or repeal all county ordinances or resolutions to provide for compliance and consistency with this Charter and state law no later than 12-31-99.

We, the Study Commissioners of Cascade County do hereby certify that this is the proposed plan of government approved by the Study Commission of Cascade County.

SEAL

In testimony whereof, we set our hands.

Done at Great Falls, Montana this 7th day of August, 1996.

ATTEST: Rita Hudak
Rita Hudak, County Clerk

Carol Thomas
Carol Thomas, Chairman

Barbara Ann Tamietti
Barbara Ann Tamietti

Sue M. Dickenson
Sue M. Dickenson

Kenneth L. Maki
Kenneth L. Maki

John St. Jermain
John St. Jermain

**CASCADE COUNTY
COMPARISON OF SPECIFIC CHARACTERISTICS
OF THE COMMISSION FORM AND COMMISSION-MANAGER FORM OF GOVERNMENT**

| CHARACTERISTIC | PRESENT FORM OF GOVERNMENT | PROPOSED FORM OF GOVERNMENT | EVALUATIVE COMMENTS |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Form of Government | <p>COMMISSION FORM Merges legislative, administrative and executive functions in commission.</p> | <p>COMMISSION-MANAGER FORM Elected commission determines policy. Manager hired to administer policy.</p> | <p>Separation of legislative and administrative responsibilities. Manager appointed on basis of experience and training.</p> |
| Powers | <p>GENERAL GOVERNMENT POWERS State law defines what government may do and specifically how it shall do it. Little power to pass ordinances.</p> | <p>SELF-GOVERNMENT POWERS County government shall exercise any power which the state does not deny. Legislative power is vested in the Commission.</p> | <p>Self-government powers bring to the county the power to act in its own best interest, and flexibility in shaping government structure.</p> |
| Governing Body Size | <p>3 commissioners nominated by district, elected at-large</p> | <p>5 commissioners, nominated by district in which each must reside, elected at-large.</p> | <p>Increase in the size of the Commission will allow greater representation. District representation assures the Commission viewpoints from all sections of the county. At-large commission will offer county-wide perspective.</p> |
| Election | <p>Partisan.</p> | <p>To be determined by vote.</p> | <p>Local government issues are usually non-partisan. Commission can concentrate on efficient delivery of services.</p> |
| Term | <p>6 year overlapping terms.</p> | <p>4 year overlapping terms.</p> | <p>Shorter term means review and evaluation more often by voters. Shorter term may mean more individuals could commit to that length of public service.</p> |
| Presiding Officer Duties | <p>Chairman - Elected from own members. Commission is responsible for executive and many administrative functions. Administrative powers are shared with other elected officials.</p> | <p>Chairman - Elected from own members. Commission is the legislative policy making body. Hires a professional manager to administer all departments.</p> | <p>Frees commission from administration responsibilities to concentrate on policy-making role.</p> |
| Other Elected Officials | <p>8 elected officials: <ul style="list-style-type: none"> ● Clerk & Recorder ● County Attorney ● Sheriff/Coroner ● Treasurer/School Superintendent ● Clerk of Court ● Public Administrator ● Surveyor ● Auditor </p> | <p>2 elected officials: <ul style="list-style-type: none"> ● County Attorney ● Sheriff/Coroner </p> | <p>Independent offices except for county attorney and sheriff/coroner brought under supervision of manager. Qualifications for offices can be established.</p> |

**CASCADE COUNTY
COMPARISON OF SPECIFIC CHARACTERISTICS
OF THE COMMISSION FORM AND COMMISSION-MANAGER FORM OF GOVERNMENT**

| CHARACTERISTIC | PRESENT FORM OF GOVERNMENT | PROPOSED FORM OF GOVERNMENT | EVALUATIVE COMMENTS |
|------------------------------|----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Chief Administrative Officer | None. Administrative responsibility shared by commissioners, elected officials, and various boards. | COUNTY MANAGER Directs and supervises the administration of all departments. | Better overall coordination is possible. Clear lines of authority and responsibility. |
| Appointment Powers | Commission appoints department heads not elected, members of boards, commissions, special districts. | COMMISSION: Appoints and removes County Manager, members of boards and commissions. COUNTY MANAGER: Appoints and removes all department heads and employees and temporary advisory committees. Is ultimately responsible for all employees. | Department heads appointed on basis of qualifications. Responsible to County Manager. Members of boards and commissions continue to be appointed by the commission. |
| Budget Preparation | Clerk & Recorder prepares budget with officials and departments. Modified and/or approved by commission. | Manager prepares budget. Commission modifies and/or approves. | Manager can balance priorities set by commission with available county-wide resources, also balance needs of individual departments with overall needs and resources of county. |
| Service Delivery Structure | Performed by elected offices and appointed boards, commissions and special districts. | County activities could be grouped into a few departments on basis of function. Services performed by departments under supervision of county manager. | Many functions now performed by independently elected offices or independent boards are brought under supervision of a professional manager and commission control. |

CERTIFICATE
ESTABLISHING THE DATE OF THE SPECIAL ELECTION
AT WHICH THE ALTERNATIVE FORM OF GOVERNMENT
SHALL BE PRESENTED TO THE ELECTORS OF
CASCADE COUNTY, MONTANA

The alternative form of government proposed by the Local Government Study Commission shall be submitted to the voters of Cascade County at a special election to be held with the general election on November 5, 1996.

We, the Study Commissioners of Cascade County do hereby certify that this is the date of the special election approved by the Cascade County Local Government Study Commission.

SEAL

In testimony whereof, we set our hands.

Done at Great Falls, Montana this 7th
day of August, 1996.

ATTEST: Rita Hudak
Rita Hudak, County Clerk

Carol Thomas
Carol Thomas, Chairman

Barbara Ann Tamietti
Barbara Ann Tamietti

Sue M. Dickenson
Sue M. Dickenson

Kenneth L. Maki
Kenneth L. Maki

John St. Jermain
John St. Jermain

CERTIFICATE
ESTABLISHING THE OFFICIAL BALLOT FOR
THE NOVEMBER 5, 1996, SPECIAL ELECTION

Instructions to voters: Place an "X" in the box which expresses your preference.

OFFICIAL BALLOT

ALTERNATIVE FORM OF GOVERNMENT FOR CASCADE COUNTY

If the proposed form of government fails to receive a majority of the votes cast on the question, the suboption also fails. If the proposed form is adopted, the suboption requires only a plurality of votes cast on the suboption for adoption.

VOTE ON BOTH ISSUES

1.

Vote for One.

- FOR adoption of charter with the commission-manager plan of government proposed for Cascade County proposed by the Cascade County Local Government Study Commission.
- FOR existing form of government.

2.

Vote for One.

Local government elections shall be conducted on a:

- partisan basis.
- nonpartisan basis.

We, the Study Commissioners of Cascade County do hereby certify that this is the official ballot approved by the Cascade County Local Government Study Commission.

SEAL

In testimony whereof, we set our hands.

Done at Great Falls, Montana this 7th day of August, 1996.

ATTEST: Rita Hudak
Rita Hudak, County Clerk

Carol Thomas
Carol Thomas, Chairman

Barbara Ann Tamietti
Barbara Ann Tamietti

Sue M. Dickenson
Sue M. Dickenson

Kenneth L. Maki
Kenneth L. Maki

John St. Jermain
John St. Jermain

CERTIFICATE
FOR THE APPORTIONMENT
OF COMMISSIONER DISTRICTS

Districts described by census block with population and deviation from ideal are shown.

| DISTRICT | 1990 POPULATION | % DEVIATION FROM IDEAL POPULATION |
|----------|-----------------|-----------------------------------|
| 1 | 15,451 | -0.6 |
| 2 | 15,612 | +0.5 |
| 3 | 15,734 | +1.3 |
| 4 | 15,332 | -1.3 |
| 5 | 15,562 | +0.2 |

NOTES:

1. Ideal population is calculated by dividing the total 1990 population of Cascade County by the number of districts ($77,691/5 = 15,538$).

2. The 1990 population is derived from the U.S. Bureau of the Census 1990 TIGER and P.L. 94-171 Digital Data Files.

We, the Study Commissioners of Cascade County do hereby certify that this is the official apportionment plan for Cascade County commissioner districts approved by the Cascade County Local Government Study Commission.

SEAL

In testimony whereof, we set our hands.

Done at Great Falls, Montana this 7th day of August, 1996.

ATTEST: Rita Hudak
Rita Hudak, County Clerk

Carol Thomas
Carol Thomas, Chairman

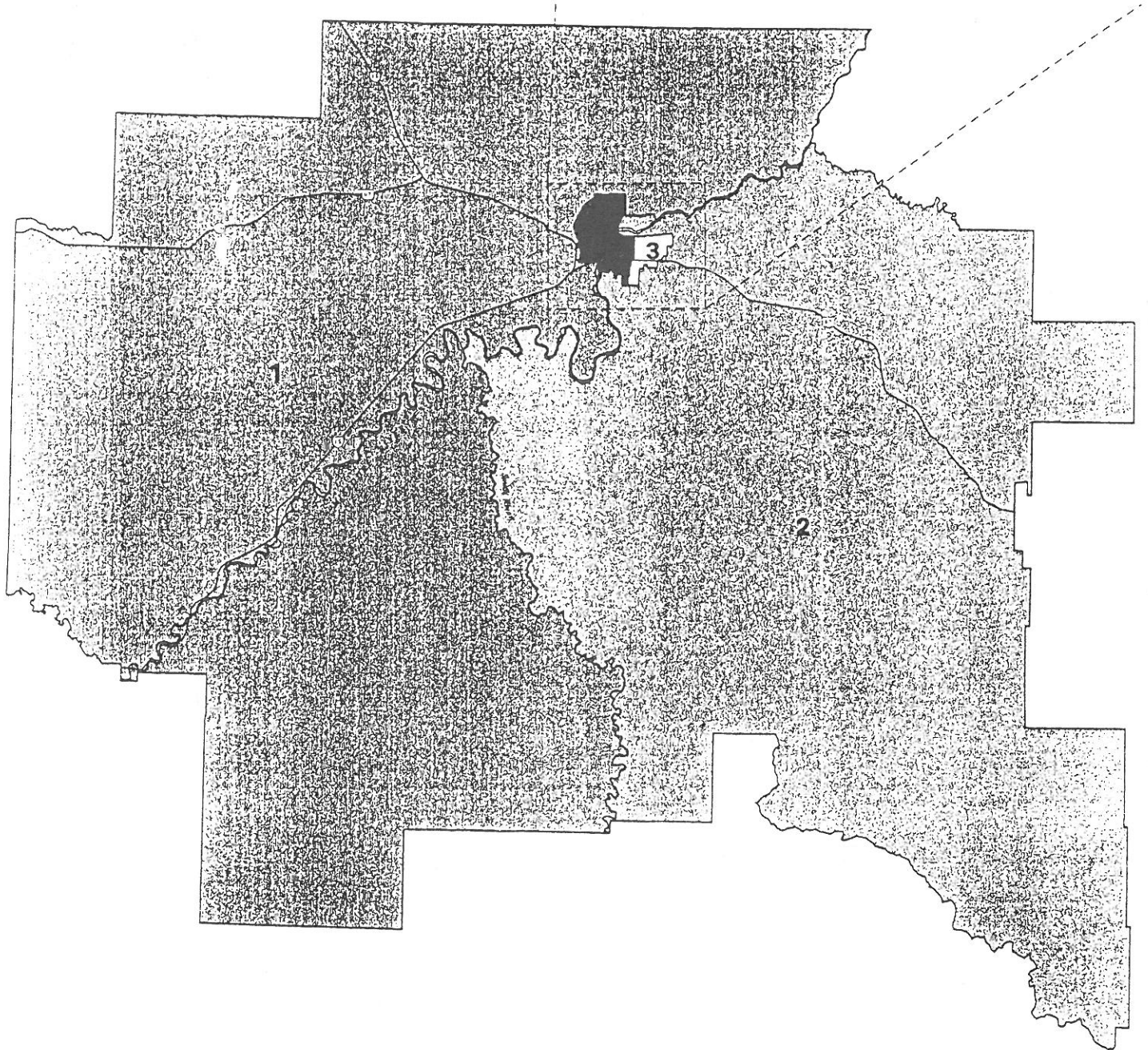
Barbara Ann Tamietti
Barbara Ann Tamietti

Sue M. Dickenson
Sue M. Dickenson




Kenneth L. Maki
Kenneth L. Maki

John St. Jermain
John St. Jermain

CASCADE COUNTY, MONTANA
PROPOSED COUNTY COMMISSIONER DISTRICTS
Based on 1990 Census Data
(See Great Falls Inset Following Page)

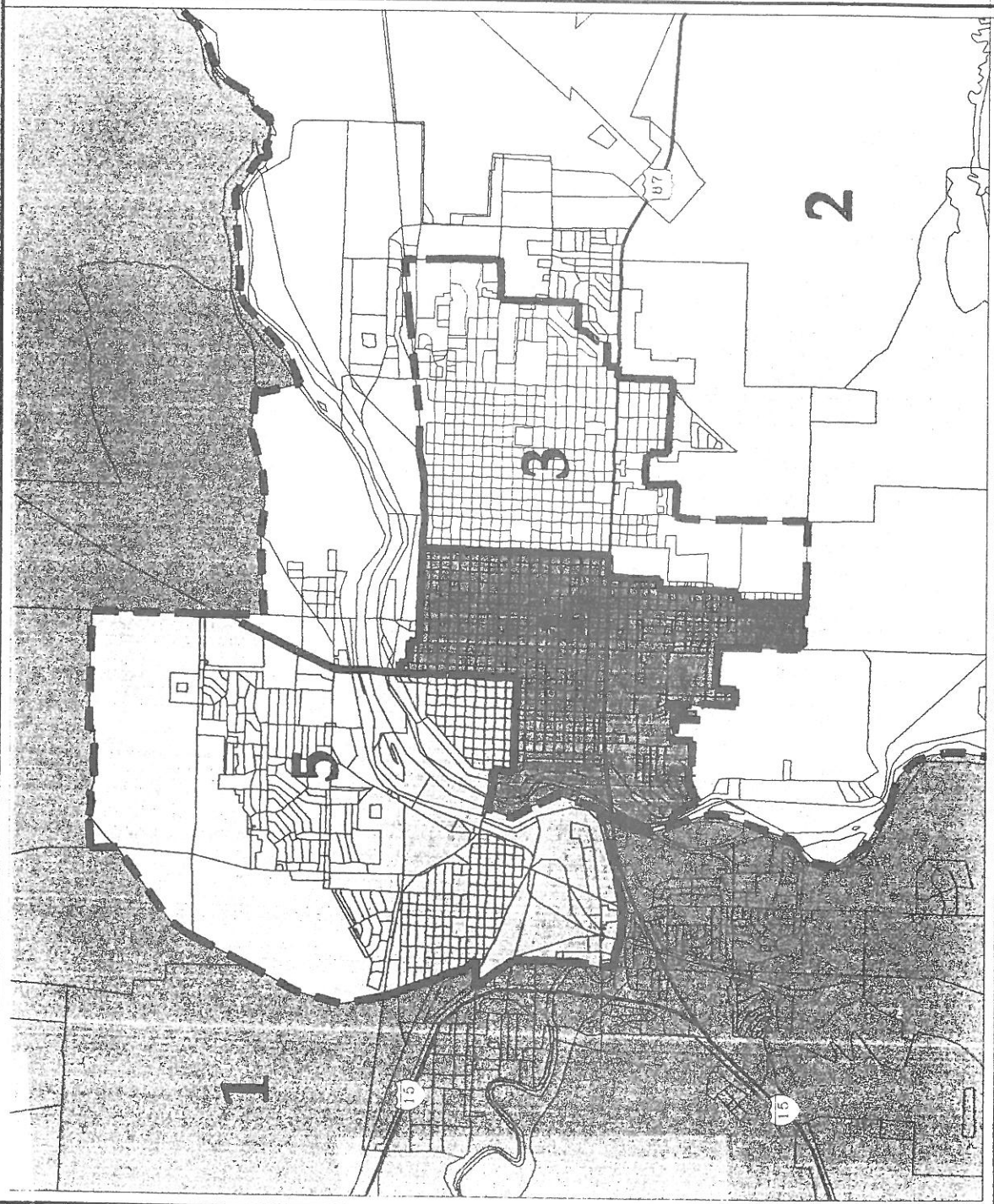


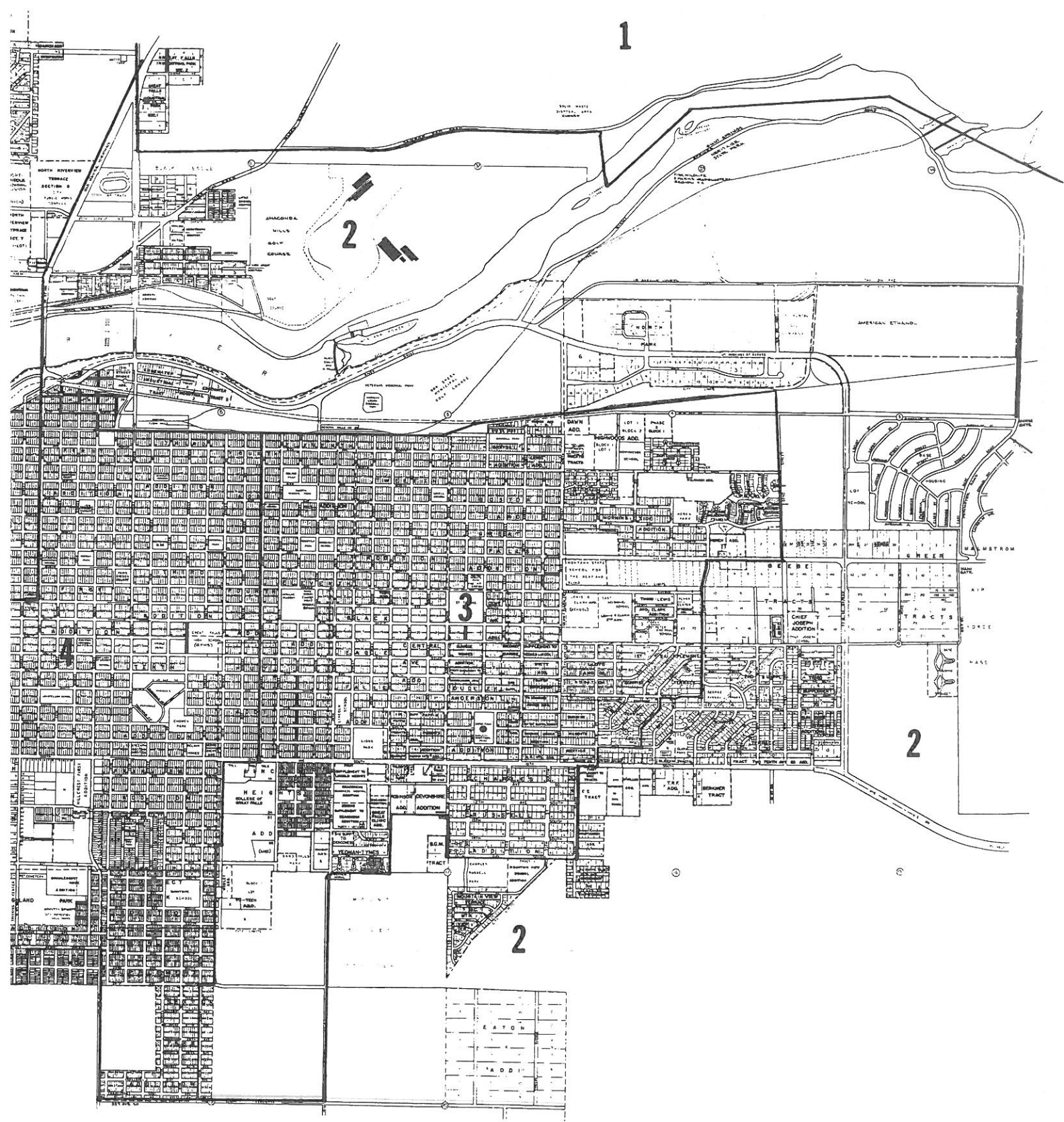
Great Falls Inset

-  District Boundaries
-  Major Roads
-  1990 Census Blocks



| District No. | Population |
|--------------|---------------|
| 1 | 15,451 |
| 2 | 15,612 |
| 3 | 15,734 |
| 4 | 15,332 |
| 5 | 15,562 |
| TOTAL | 77,691 |





1

2

3

2

2

PLAT
SECTION 8
PUBLIC LANDS
SECTION 8
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SECTION 8
PUBLIC LANDS
SECTION 8

NORTH OVERVIEW
TERRACE
SECTION 8
PUBLIC LANDS
SECTION 8
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SECTION 8
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SECTION 8
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SECTION 8
PUBLIC LANDS
SECTION 8

ANACONDA
MILLS
GOLF
COURSE

AMERICAN ETHANOL

ARMSTRONG

TRACTS

HEIS
COLLEGE OF GREAT FALLS

EATON

ADD.

**CERTIFICATE ESTABLISHING THE DATE
OF THE FIRST PRIMARY AND GENERAL ELECTIONS FOR
OFFICERS OF THE NEW GOVERNMENT OF CASCADE
COUNTY, MONTANA IF THE ALTERNATIVE PROPOSAL IS
APPROVED AND ESTABLISHING THE EFFECTIVE DATE
OF THE PROPOSAL, IF APPROVED**

The date of the primary election for officers of the new government of Cascade County, Montana shall be held at a special election on June 2, 1998.

The date of the general election for officers of the new government of Cascade County, Montana shall be held at a special election on November 3, 1998.

The effective date of the alternative plan of local government of Cascade County, Montana takes effect when the new officers take office at 10 a.m., January 4, 1999.

We, the Study Commissioners of Cascade County do hereby certify that these are the dates of the special primary and general elections and the effective date of the alternative plan of local government of Cascade County, Montana, approved by the Cascade County Local Government Study Commission.

SEAL

In testimony whereof, we set our hands.

Done at Great Falls, Montana this 7th
day of August, 1996.

ATTEST: Rita Hudak
Rita Hudak, County Clerk

Carol L. Thomas
Carol Thomas, Chairman

Barbara Ann Tamietti
Barbara Ann Tamietti

Sue M. Dickenson
Sue M. Dickenson

Kenneth L. Maki
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