

# Gallatin County Local Government Study Commission

## 2025 Gallatin County Employee Survey

### Frequencies and Marginal Percentages

#### Survey Information

##### Survey data collection period:

September 8 - 19, 2025

##### Data collected by:

Social Data Collection and Analysis Services (Social Data), Montana State University Bozeman

##### Researchers:

Dr. Eric Raile, Montana State University Bozeman

##### Notes:

Out of 644 questionnaires emailed, 3 questionnaires could not be delivered as addressed. The survey yielded 282 responses. The corresponding response rate is 282 out of 641, or 44%.

# Summary of Variables

## Variable Name: filter

**Question Text:** Are you an employee of Gallatin County? (Skip to end of survey if “No” is selected.)

### Frequencies and Marginal Percentages:

Table 1: Frequencies and marginal percentages table for *filter* variable

| RESPONSE OPTION | FREQUENCY | PERCENT |
|-----------------|-----------|---------|
| No              | 2         | 0.71%   |
| Yes             | 280       | 99.29%  |
| <b>TOTAL</b>    | 282       |         |

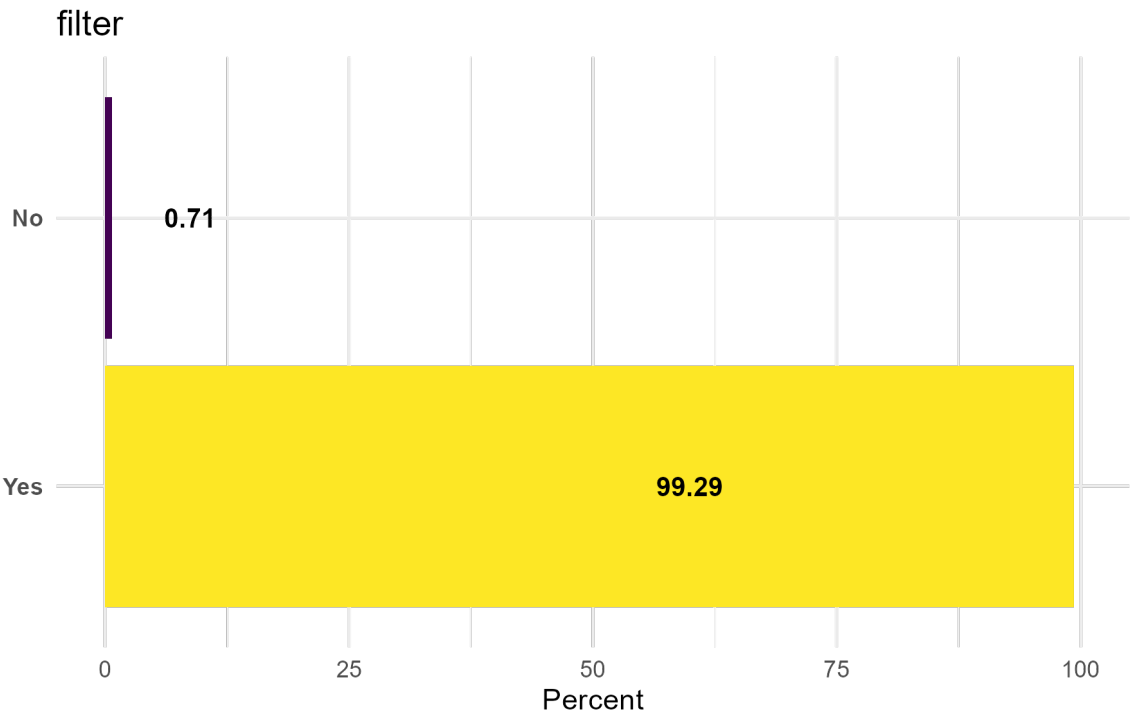


Figure 1: Marginal percentages plot for *filter* variable

## Variable Name: **workel**

**Question Text:** Do you work for any of the following Gallatin County government offices: Clerk of Court, Auditor, County Attorney, Superintendent of Schools, Clerk & Recorder, Sheriff, Justice Court, or Treasurer?

### Frequencies and Marginal Percentages:

*Table 2: Frequencies and marginal percentages table for **workel** variable*

| RESPONSE OPTION | FREQUENCY | PERCENT |
|-----------------|-----------|---------|
| No              | 156       | 55.91%  |
| Yes             | 123       | 44.09%  |
| <b>TOTAL</b>    | 279       |         |

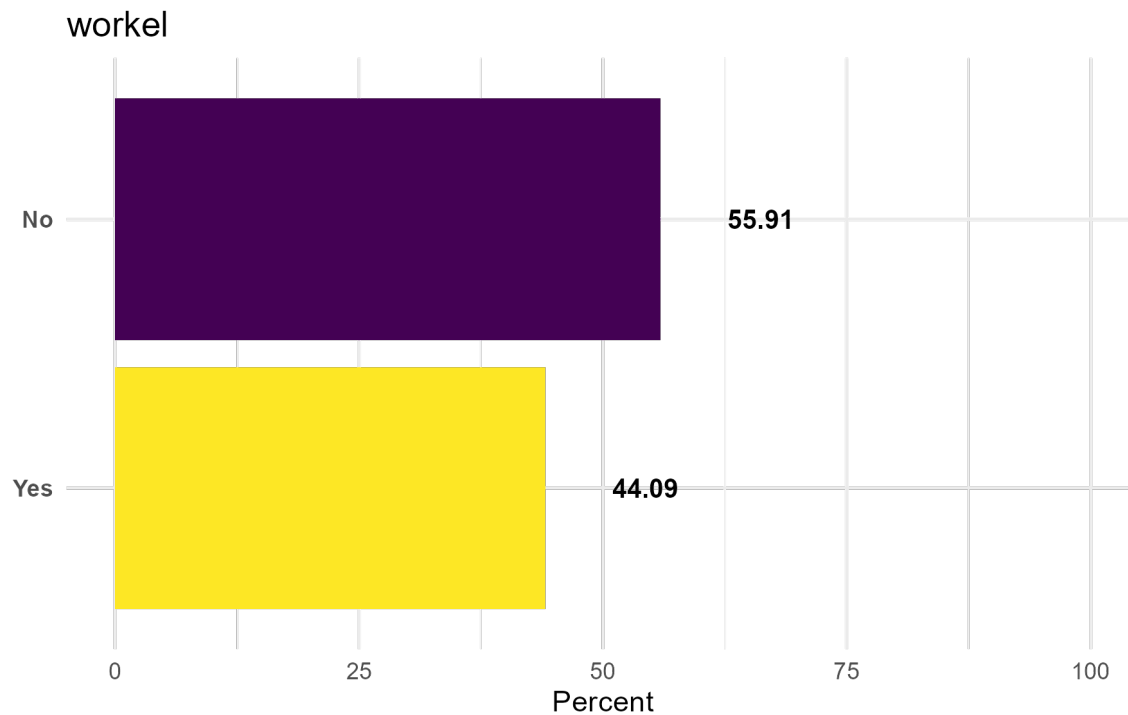


Figure 2: Marginal percentages plot for **workel** variable

### Variable Name: **intpub**

**Question Text:** On average, how often do you personally interact with members of the public (by phone, email, in person, etc.)?

#### Frequencies and Marginal Percentages:

*Table 3: Frequencies and marginal percentages table for **intpub** variable*

| RESPONSE OPTION                        | FREQUENCY | PERCENT |
|--|-----------|---------|
| Never                                  | 7         | 2.52%   |
| Monthly or less frequently             | 15        | 5.40%   |
| Not daily but multiple times per month | 52        | 18.71%  |
| Daily or more frequently               | 204       | 73.38%  |
| <b>TOTAL</b>                           | 278       |         |

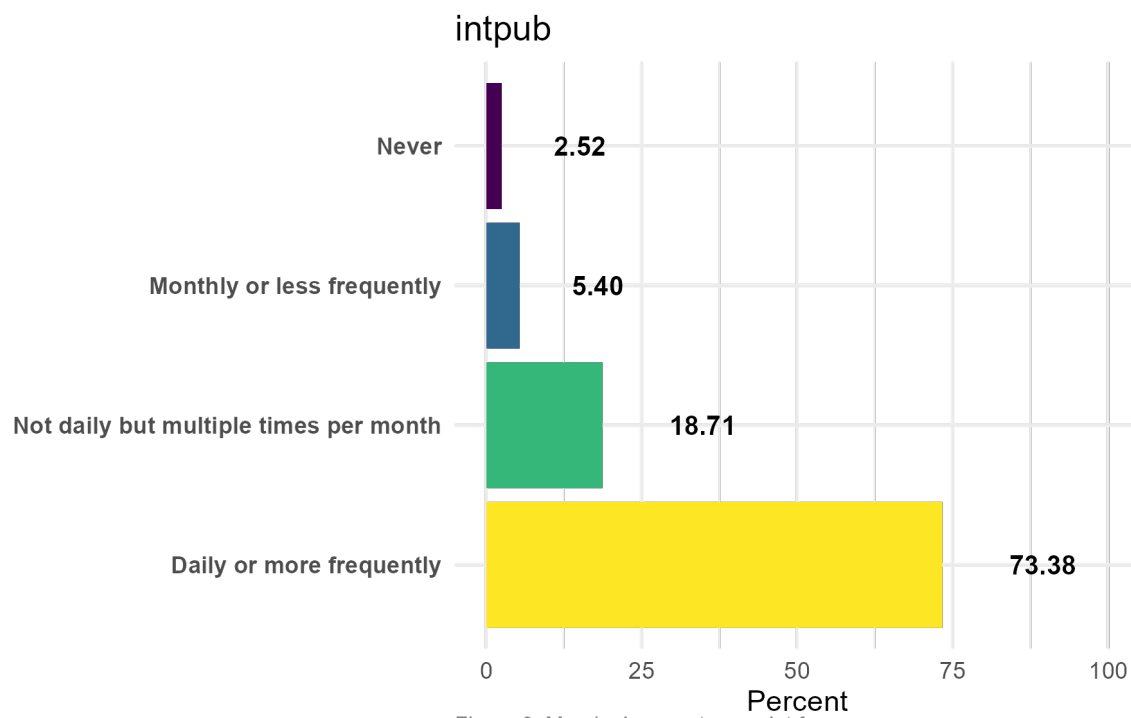


Figure 3: Marginal percentages plot for **intpub** variable

### Variable Name: **intgov**

**Question Text:** On average, how often do you personally interact with other Gallatin County government entities?

#### Frequencies and Marginal Percentages:

*Table 4: Frequencies and marginal percentages table for **intgov** variable*

| RESPONSE OPTION                        | FREQUENCY | PERCENT |
|--|-----------|---------|
| Never                                  | 8         | 2.87%   |
| Monthly or less frequently             | 44        | 15.77%  |
| Not daily but multiple times per month | 73        | 26.16%  |
| Daily or more frequently               | 154       | 55.20%  |
| <b>TOTAL</b>                           | 279       |         |

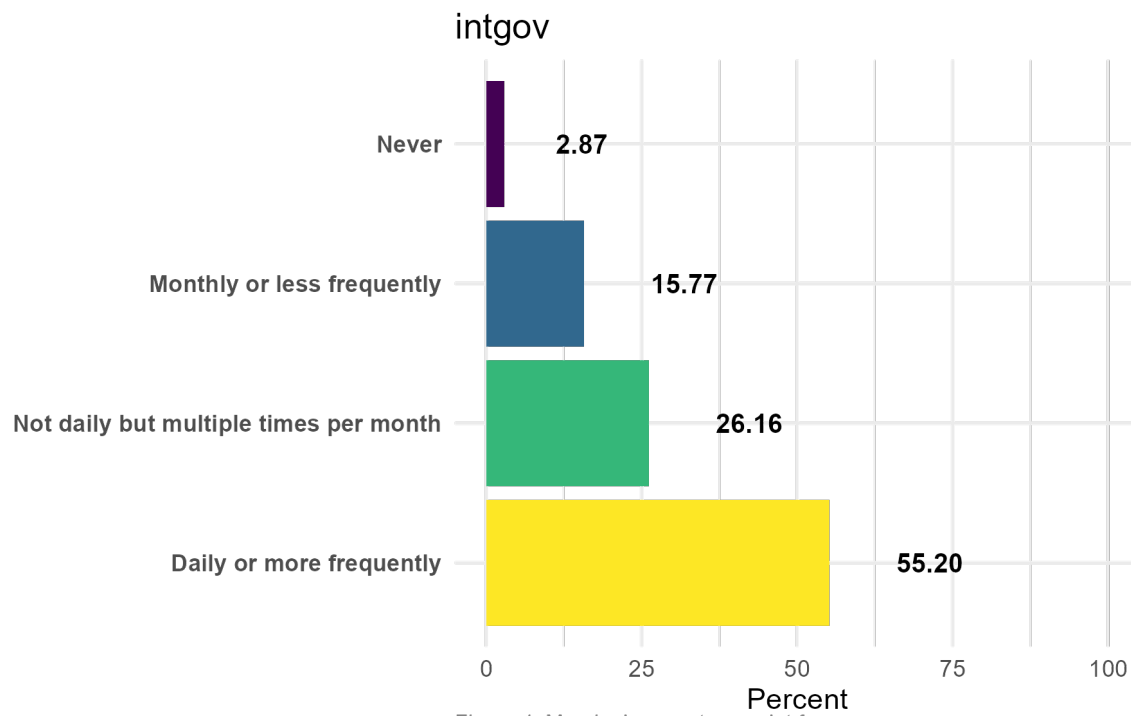


Figure 4: Marginal percentages plot for **intgov** variable

### Variable Name: length

**Question Text:** Including all positions, how long have you worked for Gallatin County?

**Frequencies and Marginal Percentages:**

*Table 5: Frequencies and marginal percentages table for **length** variable*

| RESPONSE OPTION    | FREQUENCY  | PERCENT |
|--------------------|------------|---------|
| Less than 1 year   | 40         | 14.34%  |
| 1-2 years          | 69         | 24.73%  |
| 3-5 years          | 66         | 23.66%  |
| 6-10 years         | 42         | 15.05%  |
| 11-20 years        | 40         | 14.34%  |
| More than 20 years | 22         | 7.89%   |
| <b>TOTAL</b>       | <b>279</b> |         |

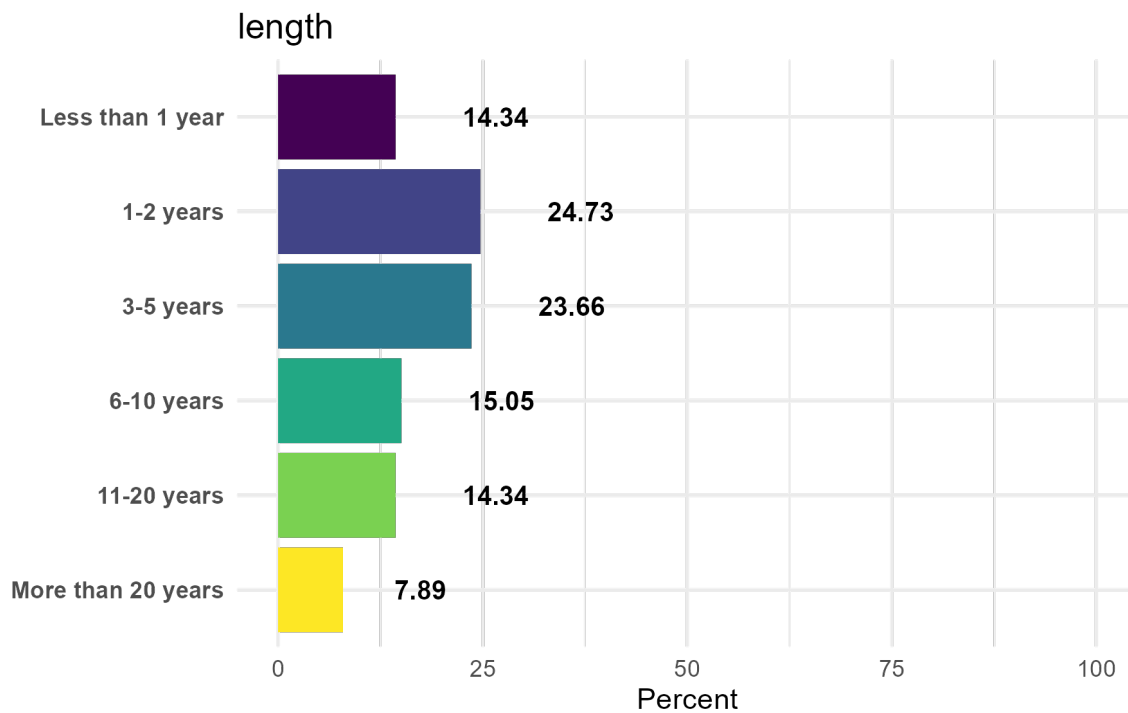


Figure 5: Marginal percentages plot for **length** variable

### Variable Name: pinsatis

**Question Text:** Indicate your level of satisfaction with the way employees are informed about policies in your current Gallatin County position.

#### Frequencies and Marginal Percentages:

Table 6: Frequencies and marginal percentages table for *pinsatis* variable

| RESPONSE OPTION         | FREQUENCY | PERCENT |
|-------------------------|-----------|---------|
| Not satisfied           | 18        | 6.52%   |
| Only slightly satisfied | 52        | 18.84%  |
| Satisfied               | 126       | 45.65%  |
| Very satisfied          | 53        | 19.20%  |
| Extremely satisfied     | 27        | 9.78%   |
| <b>TOTAL</b>            | 276       |         |

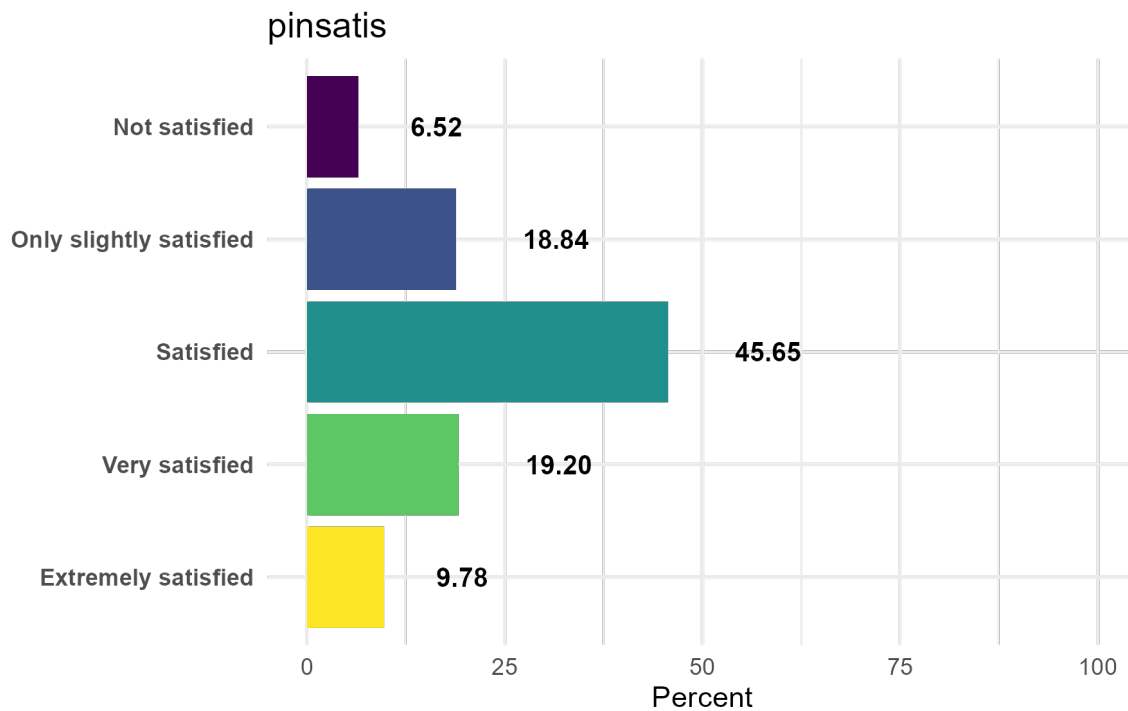


Figure 6: Marginal percentages plot for *pinsatis* variable

## Variable Name: wlsatis

Question Text: My workload is ...

### Frequencies and Marginal Percentages:

Table 7: Frequencies and marginal percentages table for **wlsatis** variable

| RESPONSE OPTION     | FREQUENCY  | PERCENT |
|---------------------|------------|---------|
| Far too little      | 1          | 0.36%   |
| Somewhat too little | 4          | 1.44%   |
| Appropriate         | 138        | 49.82%  |
| Somewhat too much   | 98         | 35.38%  |
| Way too much        | 36         | 13.00%  |
| <b>TOTAL</b>        | <b>277</b> |         |

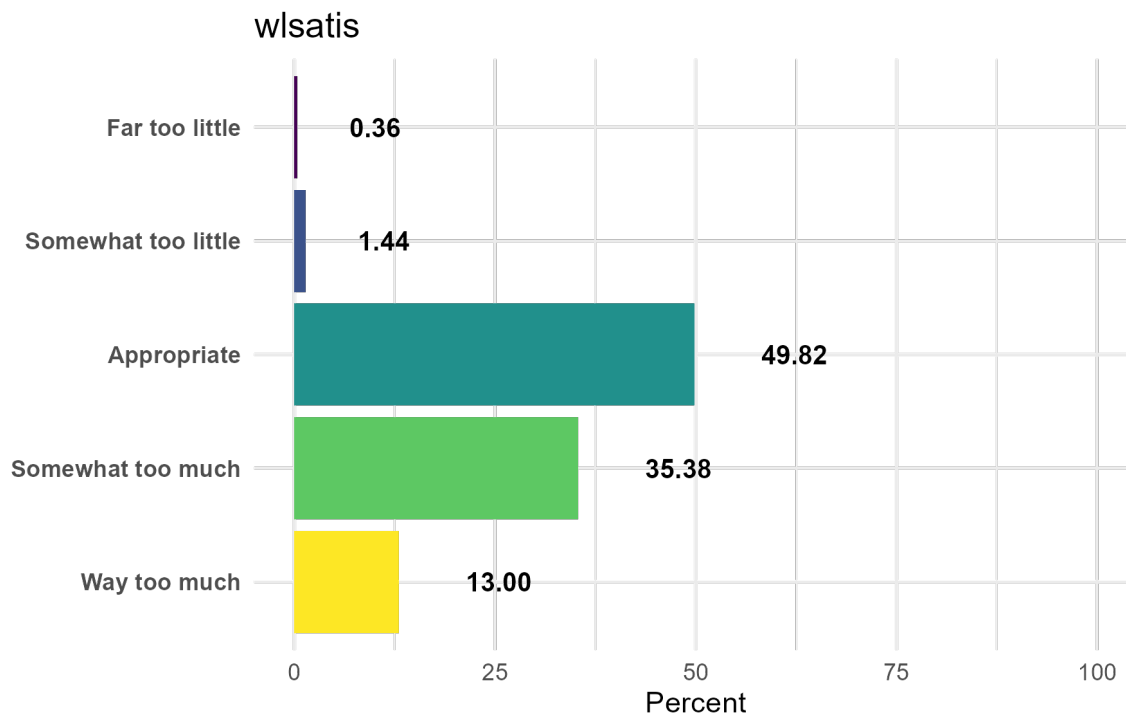


Figure 7: Marginal percentages plot for **wlsatis** variable

### Variable Name: resou

**Question Text:** I have sufficient resources to do my job effectively.

#### Frequencies and Marginal Percentages:

*Table 8: Frequencies and marginal percentages table for **resou** variable*

| RESPONSE OPTION   | FREQUENCY  | PERCENT |
|-------------------|------------|---------|
| Strongly disagree | 7          | 2.56%   |
| Disagree          | 15         | 5.49%   |
| Slightly disagree | 27         | 9.89%   |
| Slightly agree    | 55         | 20.15%  |
| Agree             | 129        | 47.25%  |
| Strongly agree    | 40         | 14.65%  |
| <b>TOTAL</b>      | <b>273</b> |         |

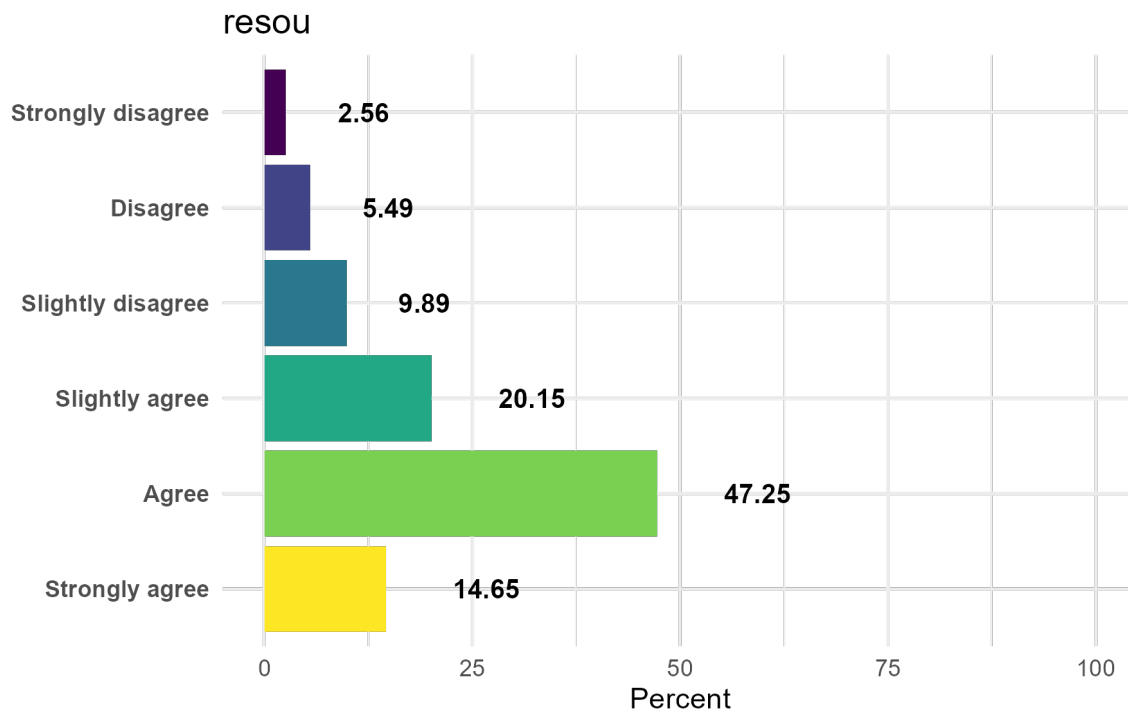


Figure 8: Marginal percentages plot for **resou** variable

### Variable Name: empo

**Question Text:** I feel empowered to do my job effectively.

**Frequencies and Marginal Percentages:**

*Table 9: Frequencies and marginal percentages table for **empo** variable*

| RESPONSE OPTION   | FREQUENCY  | PERCENT |
|-------------------|------------|---------|
| Strongly disagree | 10         | 3.66%   |
| Disagree          | 13         | 4.76%   |
| Slightly disagree | 20         | 7.33%   |
| Slightly agree    | 42         | 15.38%  |
| Agree             | 113        | 41.39%  |
| Strongly agree    | 75         | 27.47%  |
| <b>TOTAL</b>      | <b>273</b> |         |

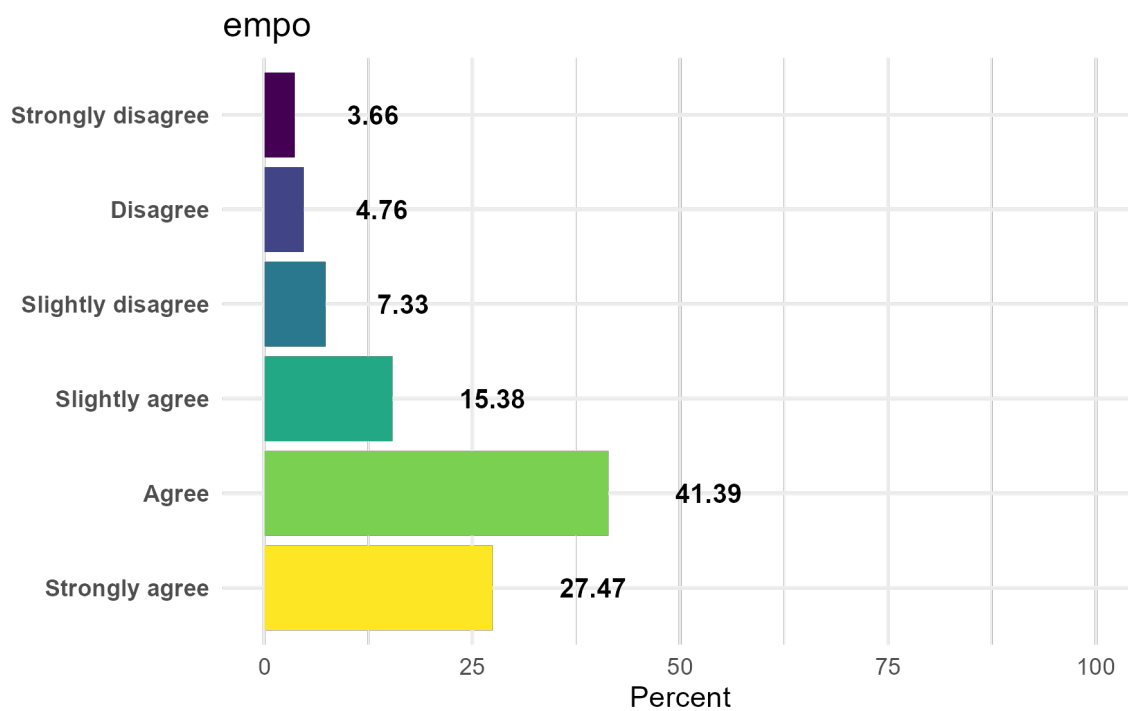


Figure 9: Marginal percentages plot for **empo** variable

### Variable Name: cwork

**Question Text:** It is clear in the organization structure for whom I work.

**Frequencies and Marginal Percentages:**

*Table 10: Frequencies and marginal percentages table for **cwork** variable*

| RESPONSE OPTION   | FREQUENCY  | PERCENT |
|-------------------|------------|---------|
| Strongly disagree | 4          | 1.47%   |
| Disagree          | 6          | 2.21%   |
| Slightly disagree | 12         | 4.41%   |
| Slightly agree    | 21         | 7.72%   |
| Agree             | 109        | 40.07%  |
| Strongly agree    | 120        | 44.12%  |
| <b>TOTAL</b>      | <b>272</b> |         |

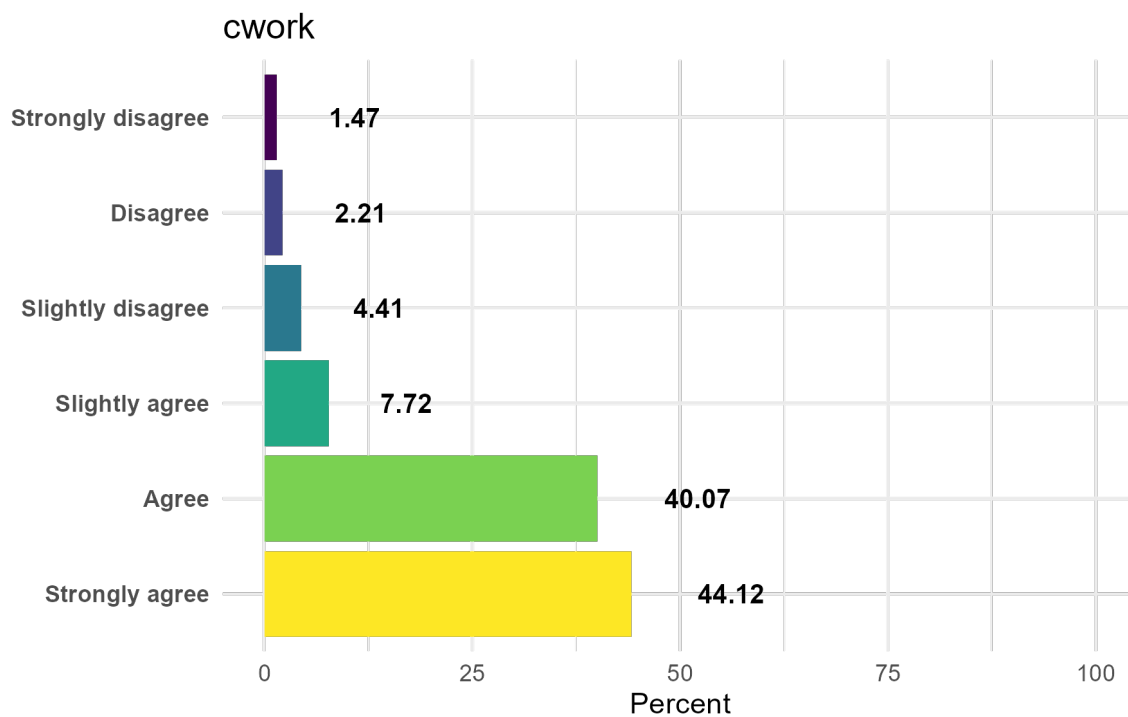


Figure 10: Marginal percentages plot for **cwork** variable

### Variable Name: uniteff

**Question Text:** My office or department is effective in achieving its mission.

**Frequencies and Marginal Percentages:**

*Table 11: Frequencies and marginal percentages table for **uniteff** variable*

| RESPONSE OPTION   | FREQUENCY  | PERCENT |
|-------------------|------------|---------|
| Strongly disagree | 4          | 1.47%   |
| Disagree          | 7          | 2.56%   |
| Slightly disagree | 13         | 4.76%   |
| Slightly agree    | 50         | 18.32%  |
| Agree             | 115        | 42.12%  |
| Strongly agree    | 84         | 30.77%  |
| <b>TOTAL</b>      | <b>273</b> |         |

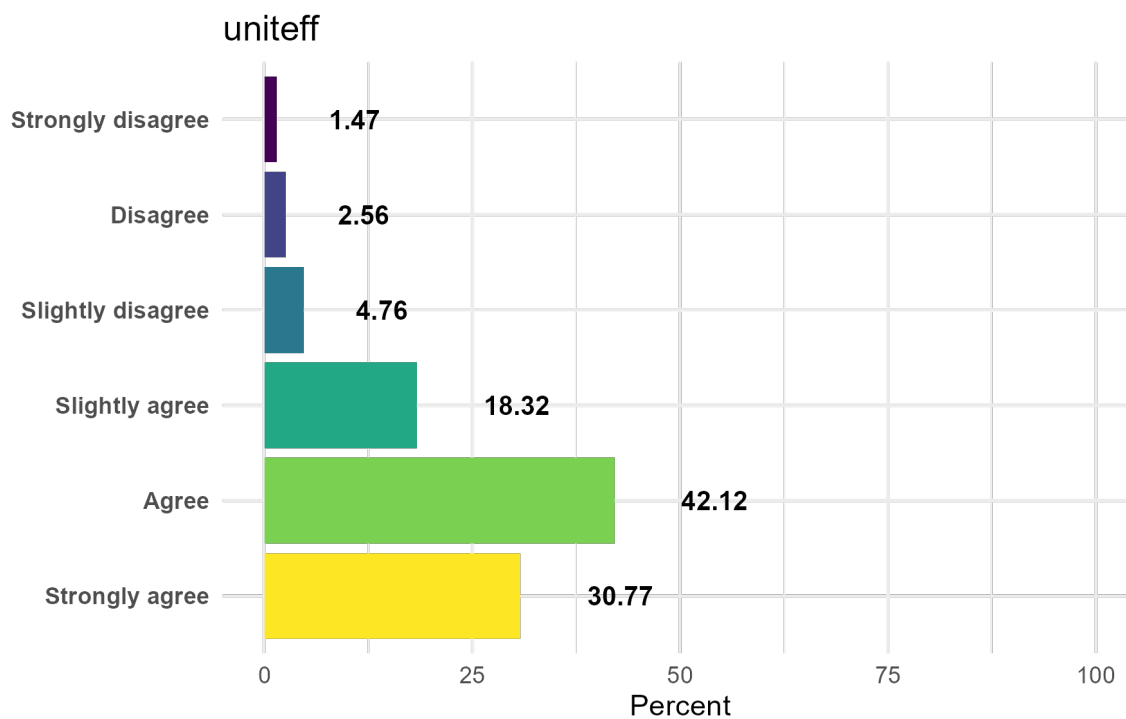


Figure 11: Marginal percentages plot for **uniteff** variable

### Variable Name: intcomm

**Question Text:** Communication within my office or department is effective.

**Frequencies and Marginal Percentages:**

Table 12: Frequencies and marginal percentages table for **intcomm** variable

| RESPONSE OPTION   | FREQUENCY  | PERCENT |
|-------------------|------------|---------|
| Strongly disagree | 15         | 5.49%   |
| Disagree          | 19         | 6.96%   |
| Slightly disagree | 24         | 8.79%   |
| Slightly agree    | 47         | 17.22%  |
| Agree             | 100        | 36.63%  |
| Strongly agree    | 68         | 24.91%  |
| <b>TOTAL</b>      | <b>273</b> |         |

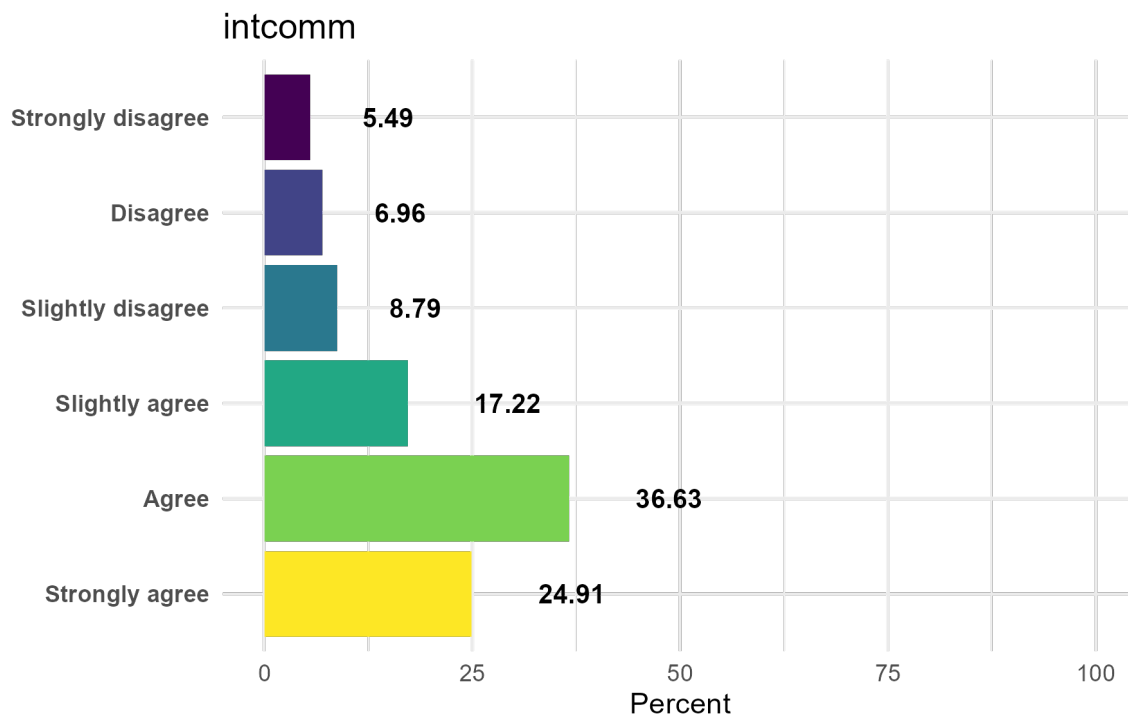


Figure 12: Marginal percentages plot for **intcomm** variable

### Variable Name: excomm

**Question Text:** Communication between my office or department and others within Gallatin County government is effective.

#### Frequencies and Marginal Percentages:

Table 13: Frequencies and marginal percentages table for **excomm** variable

| RESPONSE OPTION   | FREQUENCY | PERCENT |
|-------------------|-----------|---------|
| Strongly disagree | 11        | 4.03%   |
| Disagree          | 23        | 8.42%   |
| Slightly disagree | 32        | 11.72%  |
| Slightly agree    | 72        | 26.37%  |
| Agree             | 114       | 41.76%  |
| Strongly agree    | 21        | 7.69%   |
| <b>TOTAL</b>      | 273       |         |

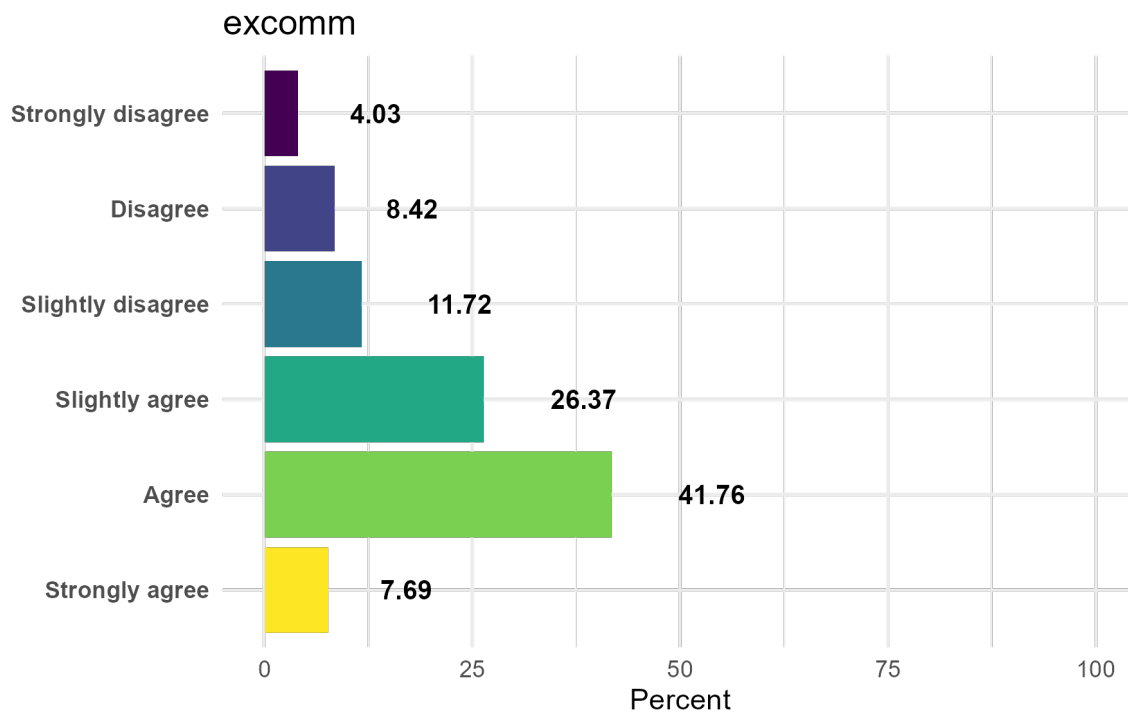


Figure 13: Marginal percentages plot for **excomm** variable

## Variable Names: cprocess, cnotadd, clackpub, ctlong, ctecfail, cnotclea, cinfona, cother

**Question Text:** Which of the following are complaints your office or department typically hears from the public? (Select all that apply.)

**Note:** Frequencies do not total to 100% as respondents could select multiple options. Some respondents did not select any of the options. The percentage represents the percent of respondents who chose the option out of 280 respondents.

### Frequencies and Marginal Percentages:

*Table 14: Frequencies and marginal percentages table for cprocess, cnotadd, clackpub, ctlong, ctecfail, cnotclea, cinfona, cother variables*

| SELECTED CHOICE                      | FREQUENCY | PERCENT |
|--------------------------------------|-----------|---------|
| Processes are not clear enough       | 67        | 23.93%  |
| Complaints are not addressed         | 43        | 15.36%  |
| Lack of public notification          | 47        | 16.79%  |
| Decisions or processes take too long | 115       | 41.07%  |
| Technology does not work well enough | 52        | 18.57%  |
| Not clear who is responsible         | 46        | 16.43%  |
| Information not readily available    | 58        | 20.71%  |
| Other (please specify):              | 69        | 24.64%  |

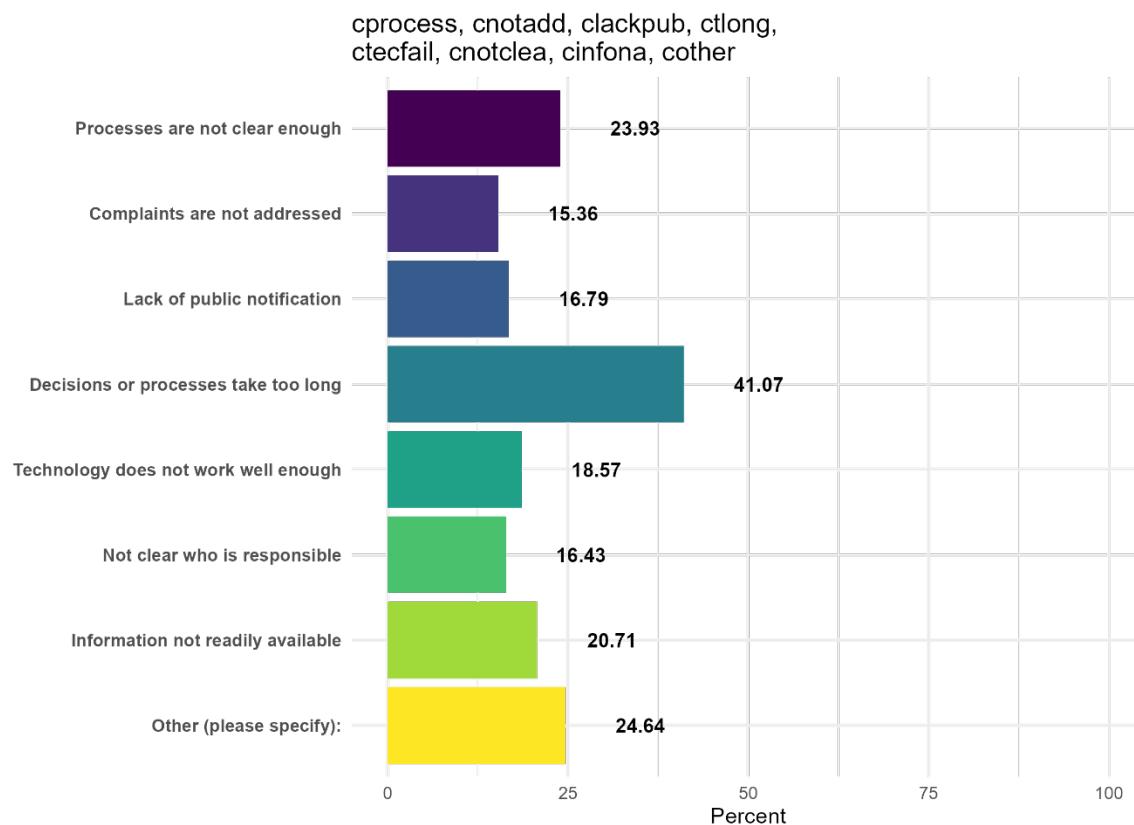


Figure 14: Marginal percentages plot for complain variable

### Variable Name: cothtxt

**Question Text:** Which of the following are complaints your office or department typically hears from the public? (Select all that apply.) - Other (please specify): - Text

**Responses:**

*Table 15: Responses for cothtxt variable*

| RESPONSES   |
|---|
| HR doesn't understand our needs.  |
| No one answers the phone  |
| Receiving different answers from different staff members about the same issue   |
| Complaints made are not areas we can address.   |
| Don't interact directly with the public   |
| Complaints are concerning the courts or State Public Defender's Office  |
| Not realizing that we have a information online.  |
| i dont know of any complaints   |
| trI don't really hear complaints from the public based on the criteria above. People mostly just want to know that they are being heard andeated respectfully. I do hear from the occasional angry individual who is going to be mad no matter what service you give them. People are generally decent.                                 |
| none, my office manager is fantastic  |
| People are not sure where to find out notification of how to participate in public processes for issues relevant to them. We are working on new webpage content to address this, but generally some resources to educate the public about how to be engaged with civics at the County would be beneficial (simple, digestible content). |
| Staffing  |
| No one answers phones   |
| Not able to reach other offices   |
| None  |
| People didn't get the answer they wanted from someone else so they are looking for a different answer elsewhere.  |
| programming   |
| I work at 911, people call us for everything  |
| I don't receive complaints from the public.   |
| People are not held accountable for their own actions, they want to blame others or have everyone else fix things for them  |
| None  |
| Do not hear complaints about the work I oversee   |
| The legal self-help center is closed more days than it is open  |
| INCORRECT INFORMATION ONLINE  |
| Truly the only complaints are about how we collect information or that the person in the public actually has to do something.   |

## RESPONSES

Improved Infrastructure

Complaints about public facing website

A lot of complaints to the DC aren't necessarily things we are in control of.

We don't hear about the complaints, the people I work with directly seem pleased.

Others work gets delegated to me and my coworkers because the person who's responsibility it is can't or doesn't know how to do it. We don't get paid more for doing the work of 2-3 people, while those persons still get paid for not doing their job

A complaint we hear is people wanting things to be cheaper even if the product or service is already more affordable than anywhere else in town.

Very poor leadership at the first line supervisor level along with no mentoring occurring.

fix my road, fix my bridge, ect.

Management

We are mistreated by another country department and they feel being pushed out of a place they have historically been a part of for decades.

Processes and policies are clear. The application of these depends on who is involved.

cost to dump trash is too high

"Government Overreach"

Complaints about using too much technology, complaints about not using enough technology, complaints about "all the red tape", lack of clarity on what is required for applications (especially wwt's ones)

waitlist for Maternal Child Health home visiting services

waiting for information from the state

lack of facilities/space

not providing papers

N/A

Public records requests take too long

Wait at Motor Vehicle

A minor issue to me is that our issued MDT's sometimes run slow and do not track our location properly.

having to be screened to go to court

I don't hear the public complaint

Interaction with public is with vendors we work with to provide resources or services.

unknown

Taxes are too high, DOR does not answer

We're changing stuff they don't want changed

The County Attorney is not a good fit for the office/the community.

Shortage of staffing

Long wait times, receive different information or answers from employees

## RESPONSES

For fraud alerts

I don't know that information

I am unsure

services needed or requested are not available

Cost

telephone messages not returned

None

Website is not updated by the Offices or Departments - Stagnant information as they are not updating their content

N/A

We didn't tell them a procedure....they didn't know

Ask for legal advice when we cannot give it

Admission barriers

I don't hear public complaints

### Variable Name: pubacc

**Question Text:** The public can easily access my office or department.

#### Frequencies and Marginal Percentages:

Table 16: Frequencies and marginal percentages table for **pubacc** variable

| RESPONSE OPTION   | FREQUENCY | PERCENT |
|-------------------|-----------|---------|
| Strongly disagree | 6         | 2.27%   |
| Disagree          | 6         | 2.27%   |
| Slightly disagree | 10        | 3.79%   |
| Slightly agree    | 23        | 8.71%   |
| Agree             | 119       | 45.08%  |
| Strongly agree    | 100       | 37.88%  |
| <b>TOTAL</b>      | 264       |         |

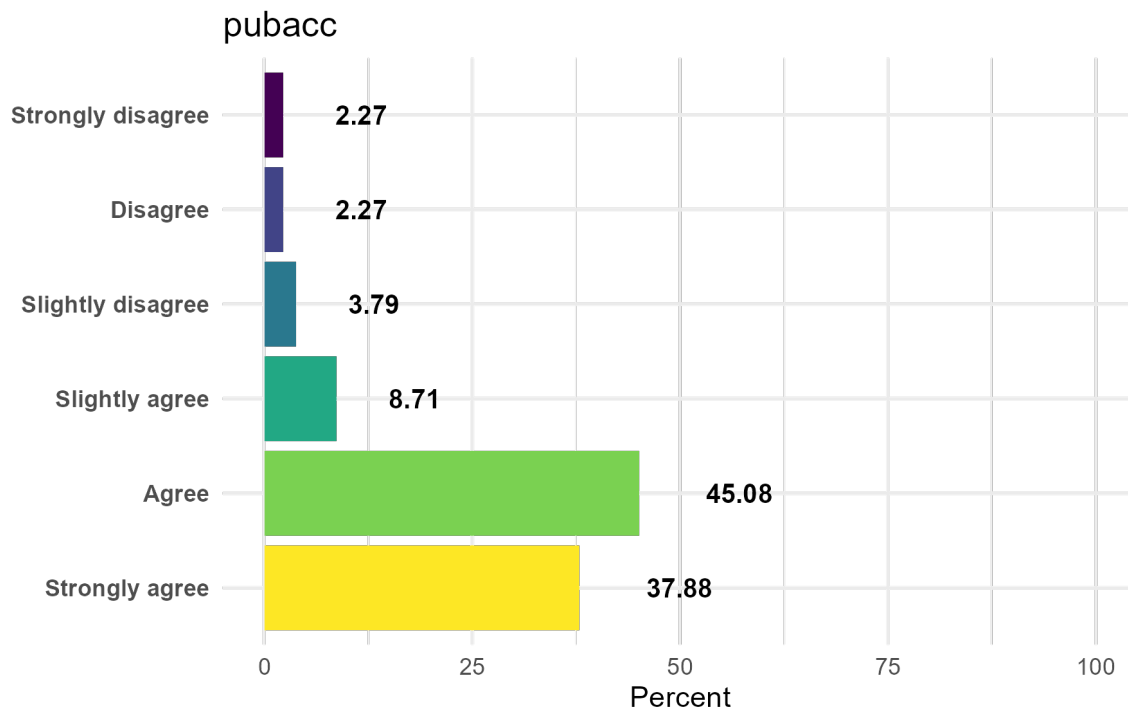


Figure 16: Marginal percentages plot for **pubacc** variable

### Variable Name: myans

**Question Text:** I can get answers easily within my office or department when I need them.

**Frequencies and Marginal Percentages:**

*Table 17: Frequencies and marginal percentages table for **myans** variable*

| RESPONSE OPTION   | FREQUENCY | PERCENT |
|-------------------|-----------|---------|
| Strongly disagree | 4         | 1.53%   |
| Disagree          | 10        | 3.82%   |
| Slightly disagree | 12        | 4.58%   |
| Slightly agree    | 43        | 16.41%  |
| Agree             | 116       | 44.27%  |
| Strongly agree    | 77        | 29.39%  |
| <b>TOTAL</b>      | 262       |         |

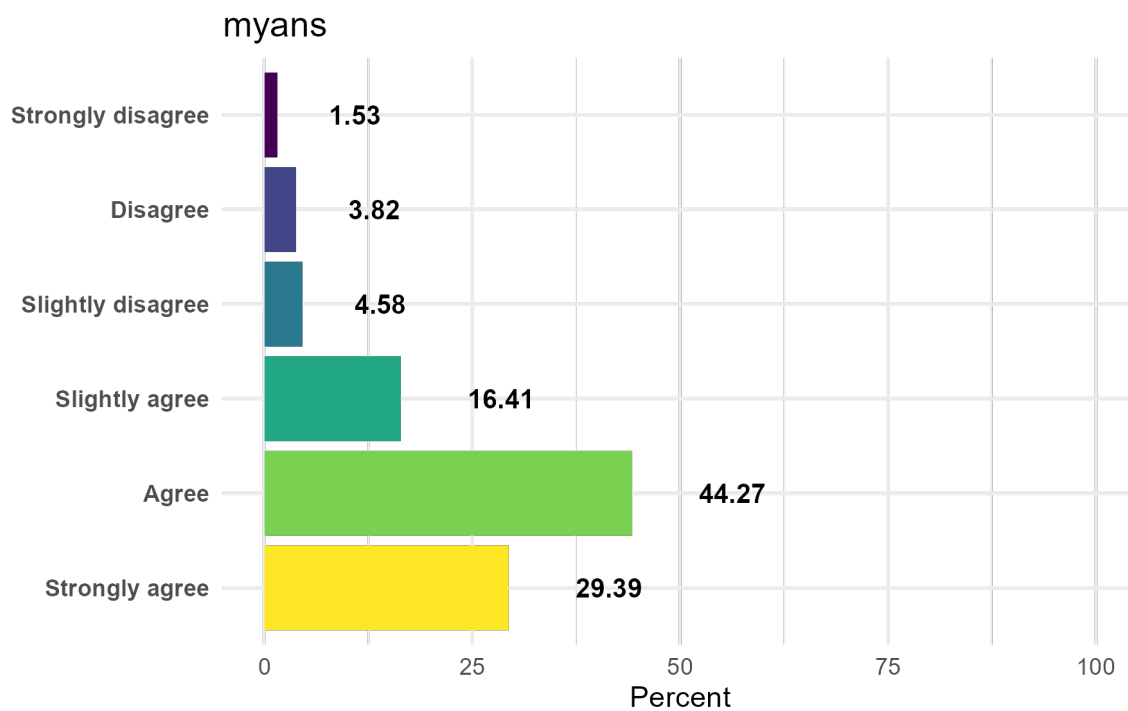


Figure 17: Marginal percentages plot for **myans** variable

### Variable Name: intans

**Question Text:** I can get answers easily from other Gallatin County departments or offices when I need them.

#### Frequencies and Marginal Percentages:

Table 18: Frequencies and marginal percentages table for **intans** variable

| RESPONSE OPTION   | FREQUENCY  | PERCENT |
|-------------------|------------|---------|
| Strongly disagree | 7          | 2.66%   |
| Disagree          | 9          | 3.42%   |
| Slightly disagree | 27         | 10.27%  |
| Slightly agree    | 82         | 31.18%  |
| Agree             | 109        | 41.44%  |
| Strongly agree    | 29         | 11.03%  |
| <b>TOTAL</b>      | <b>263</b> |         |

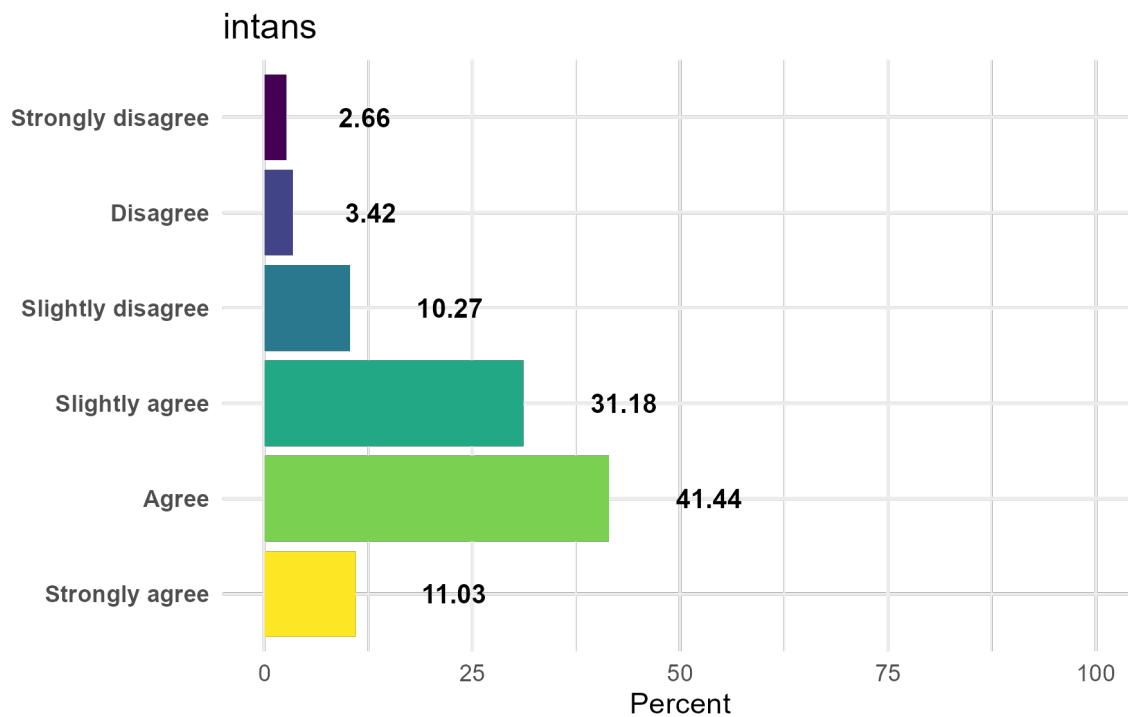


Figure 18: Marginal percentages plot for intans variable

### Variable Name: intdir

**Question Text:** My work directions come from a clear source.

#### Frequencies and Marginal Percentages:

Table 19: Frequencies and marginal percentages table for **intdir** variable

| RESPONSE OPTION   | FREQUENCY | PERCENT |
|-------------------|-----------|---------|
| Strongly disagree | 5         | 1.89%   |
| Disagree          | 11        | 4.17%   |
| Slightly disagree | 17        | 6.44%   |
| Slightly agree    | 34        | 12.88%  |
| Agree             | 113       | 42.80%  |
| Strongly agree    | 84        | 31.82%  |
| <b>TOTAL</b>      | 264       |         |

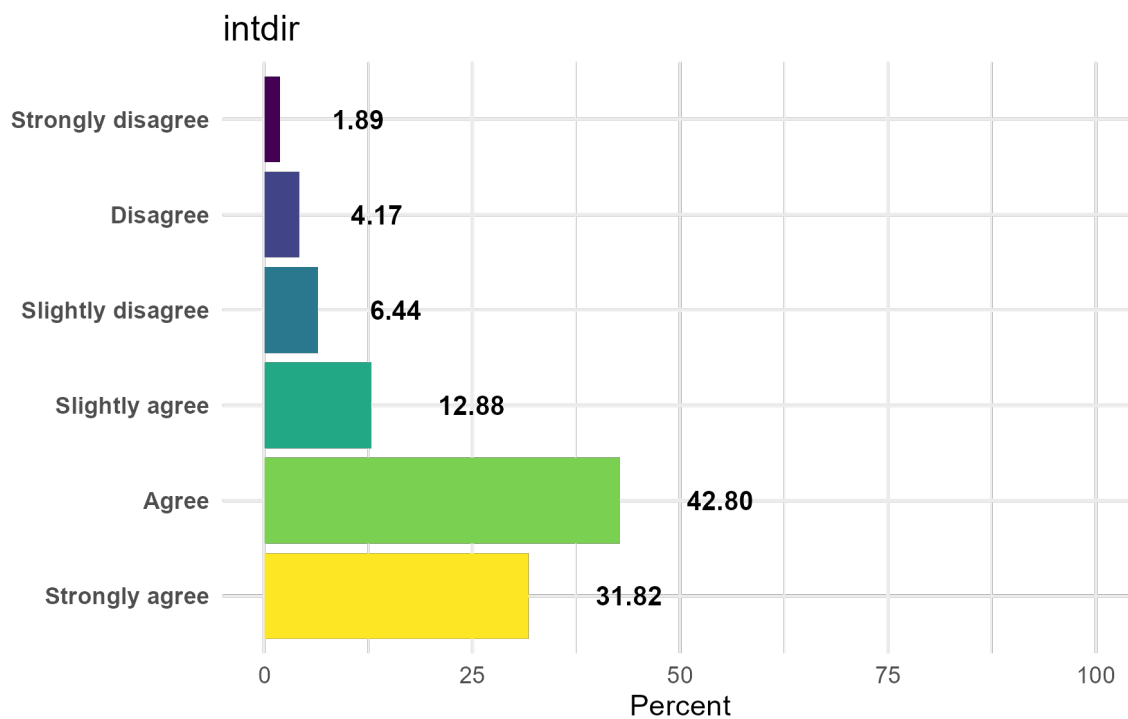


Figure 19: Marginal percentages plot for **intdir** variable

### Variable Name: **intpro**

**Question Text:** My work processes and policies are clearly documented.

**Frequencies and Marginal Percentages:**

*Table 20: Frequencies and marginal percentages table for **intpro** variable*

| RESPONSE OPTION   | FREQUENCY  | PERCENT |
|-------------------|------------|---------|
| Strongly disagree | 8          | 3.04%   |
| Disagree          | 24         | 9.13%   |
| Slightly disagree | 15         | 5.70%   |
| Slightly agree    | 54         | 20.53%  |
| Agree             | 114        | 43.35%  |
| Strongly agree    | 48         | 18.25%  |
| <b>TOTAL</b>      | <b>263</b> |         |

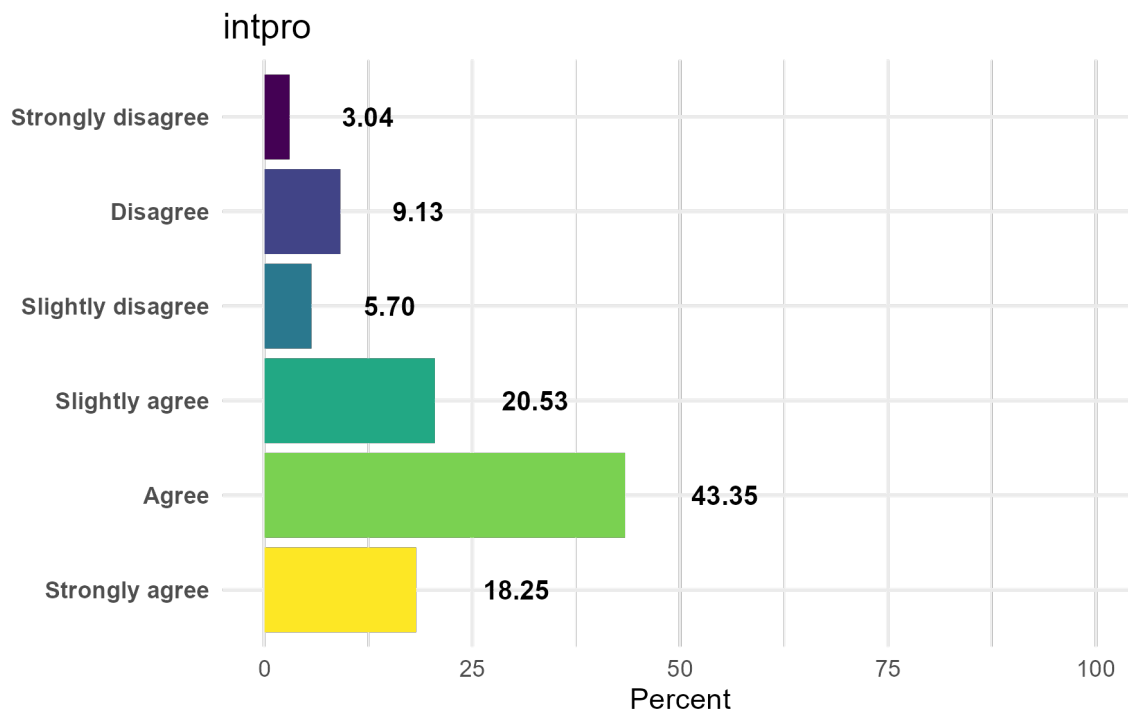


Figure 20: Marginal percentages plot for **intpro** variable

### Variable Name: extrep

**Question Text:** My office or department is responsive to the public.

**Frequencies and Marginal Percentages:**

*Table 21: Frequencies and marginal percentages table for **extrep** variable*

| RESPONSE OPTION   | FREQUENCY | PERCENT |
|-------------------|-----------|---------|
| Strongly disagree | 2         | 0.76%   |
| Disagree          | 2         | 0.76%   |
| Slightly disagree | 3         | 1.14%   |
| Slightly agree    | 22        | 8.33%   |
| Agree             | 119       | 45.08%  |
| Strongly agree    | 116       | 43.94%  |
| <b>TOTAL</b>      | 264       |         |

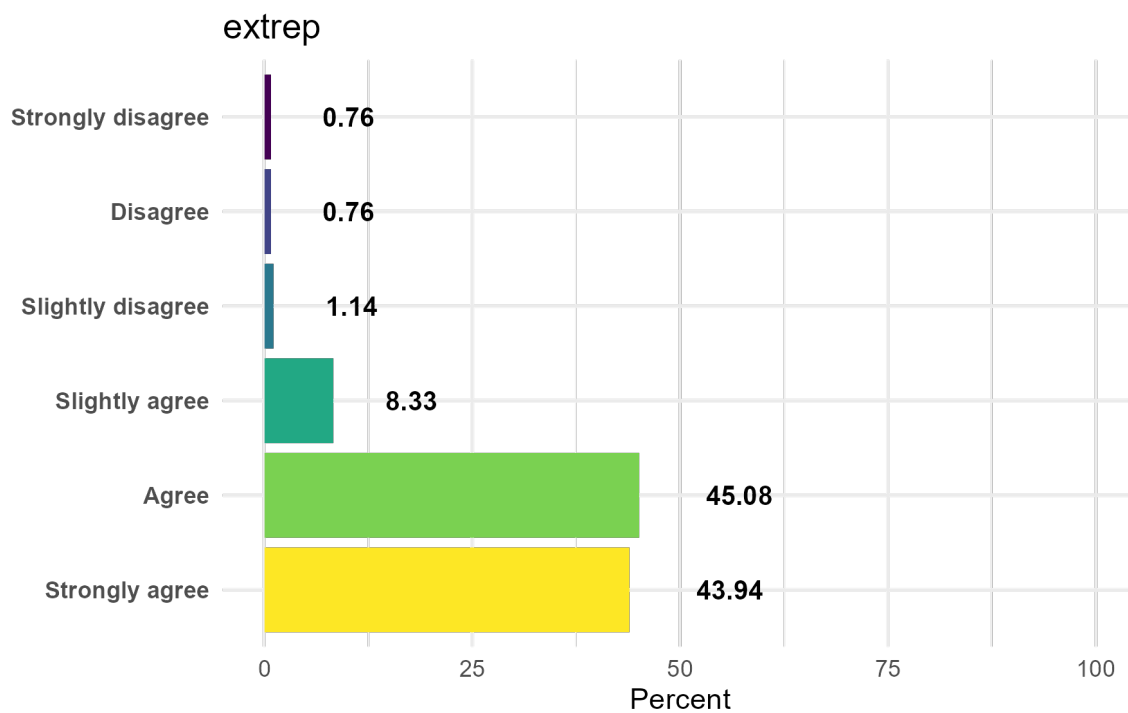


Figure 21: Marginal percentages plot for **extrep** variable

### Variable Name: extfeed

**Question Text:** My office or department provides clear channels for public input and feedback.

**Frequencies and Marginal Percentages:**

Table 22: Frequencies and marginal percentages table for **extfeed** variable

| RESPONSE OPTION   | FREQUENCY | PERCENT |
|-------------------|-----------|---------|
| Strongly disagree | 4         | 1.52%   |
| Disagree          | 18        | 6.82%   |
| Slightly disagree | 17        | 6.44%   |
| Slightly agree    | 54        | 20.45%  |
| Agree             | 113       | 42.80%  |
| Strongly agree    | 58        | 21.97%  |
| <b>TOTAL</b>      | 264       |         |

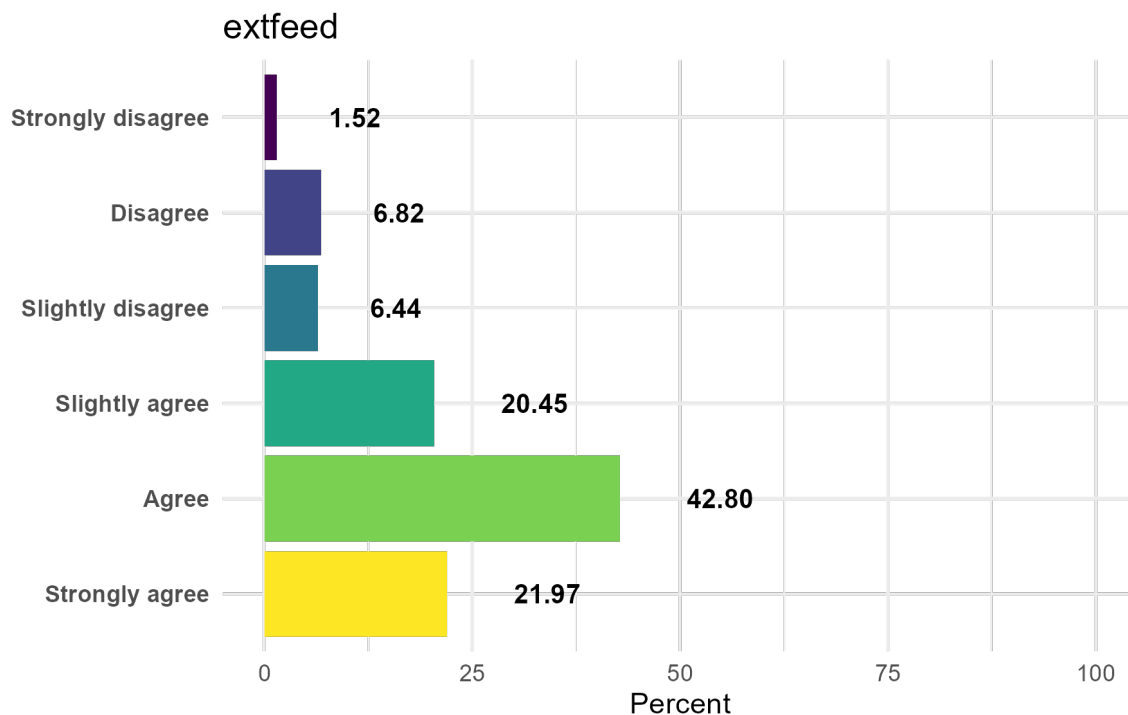


Figure 22: Marginal percentages plot for **extfeed** variable

### Variable Name: **pinput**

**Question Text:** My department or office meaningfully incorporates public input into decisions.

**Frequencies and Marginal Percentages:**

*Table 23: Frequencies and marginal percentages table for **pinput** variable*

| RESPONSE OPTION   | FREQUENCY | PERCENT |
|-------------------|-----------|---------|
| Strongly disagree | 9         | 3.41%   |
| Disagree          | 28        | 10.61%  |
| Slightly disagree | 28        | 10.61%  |
| Slightly agree    | 73        | 27.65%  |
| Agree             | 86        | 32.58%  |
| Strongly agree    | 40        | 15.15%  |
| <b>TOTAL</b>      | 264       |         |

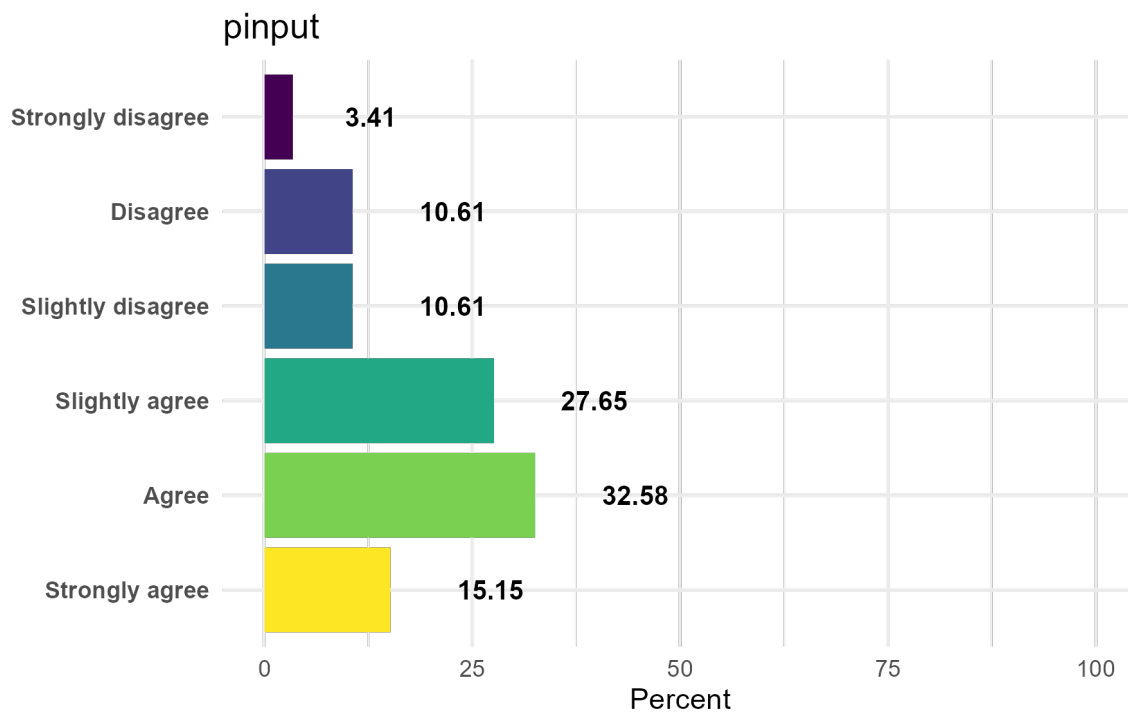


Figure 23: Marginal percentages plot for **pinput** variable

### Variable Name: intrep

**Question Text:** My department or office is responsive to other entities in Gallatin County government.

#### Frequencies and Marginal Percentages:

Table 24: Frequencies and marginal percentages table for **intrep** variable

| RESPONSE OPTION   | FREQUENCY | PERCENT |
|-------------------|-----------|---------|
| Strongly disagree | 0         | 0.00%   |
| Disagree          | 3         | 1.14%   |
| Slightly disagree | 3         | 1.14%   |
| Slightly agree    | 38        | 14.39%  |
| Agree             | 134       | 50.76%  |
| Strongly agree    | 86        | 32.58%  |
| <b>TOTAL</b>      | 264       |         |

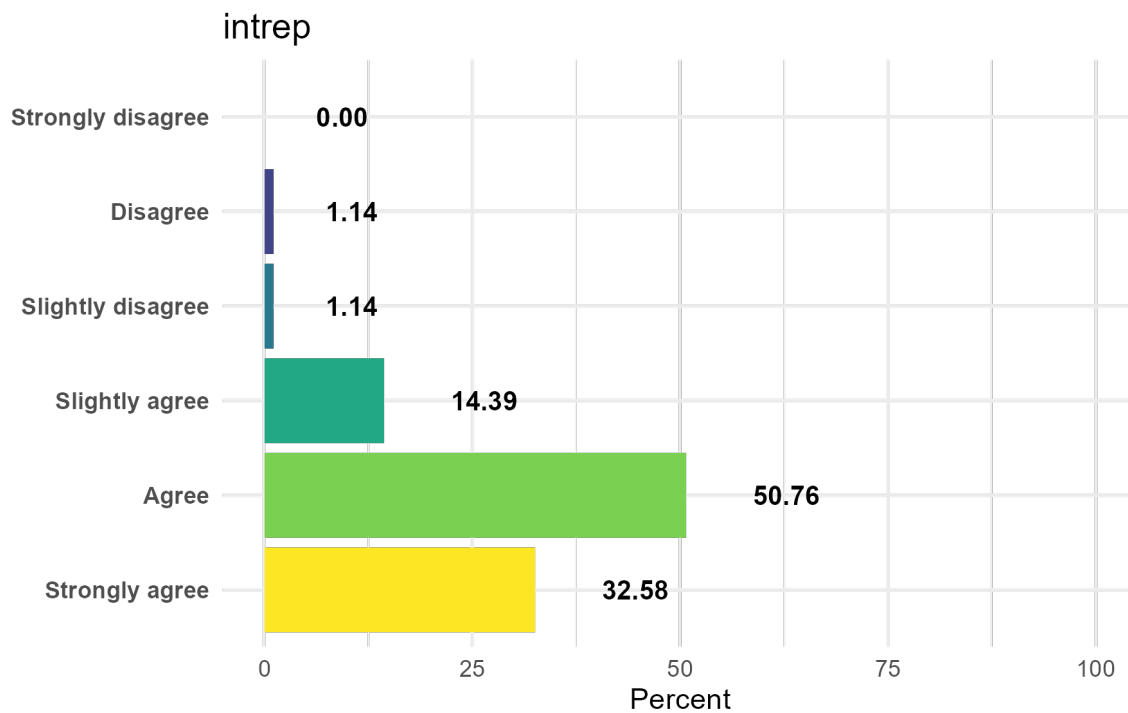


Figure 24: Marginal percentages plot for **intrep** variable

### Variable Name: exttpol

**Question Text:** My department or office is transparent in communicating its **policies** to the public.

**Frequencies and Marginal Percentages:**

Table 25: Frequencies and marginal percentages table for **exttpol** variable

| RESPONSE OPTION   | FREQUENCY | PERCENT |
|-------------------|-----------|---------|
| Strongly disagree | 3         | 1.18%   |
| Disagree          | 12        | 4.71%   |
| Slightly disagree | 18        | 7.06%   |
| Slightly agree    | 45        | 17.65%  |
| Agree             | 117       | 45.88%  |
| Strongly agree    | 60        | 23.53%  |
| <b>TOTAL</b>      | 255       |         |

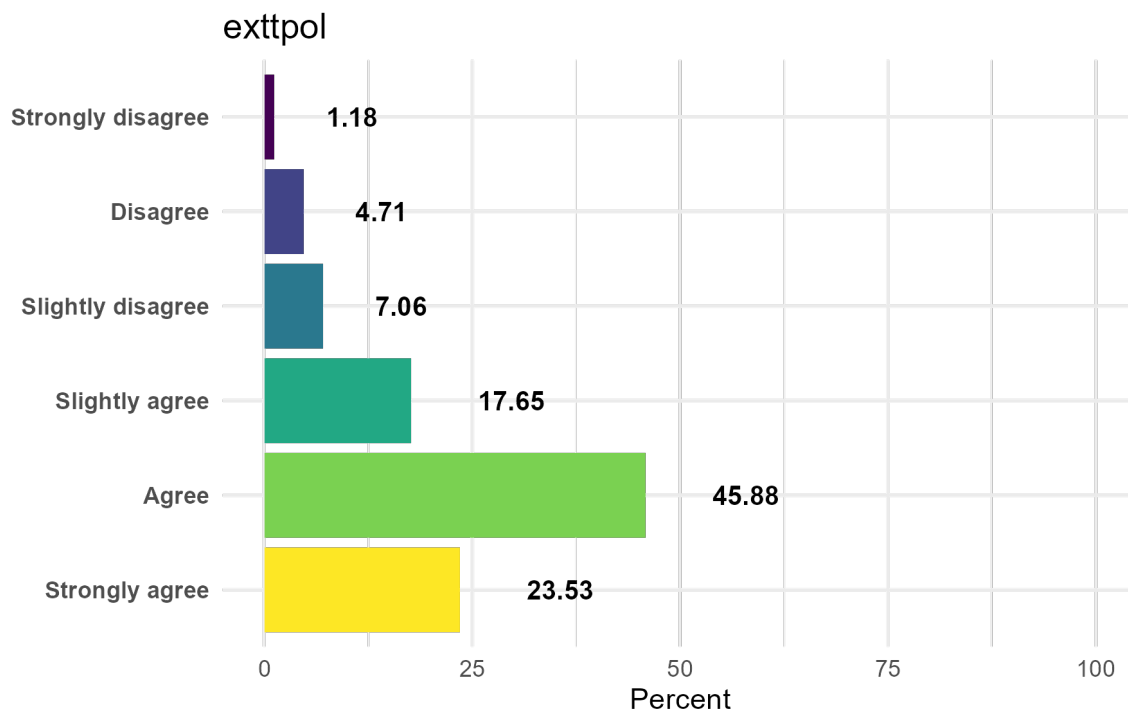


Figure 25: Marginal percentages plot for **exttpol** variable

### Variable Name: exttdec

**Question Text:** My department or office is transparent in communicating its **decisions** to the public.  
**Frequencies and Marginal Percentages:**

Table 26: Frequencies and marginal percentages table for **exttdec** variable

| RESPONSE OPTION   | FREQUENCY | PERCENT |
|-------------------|-----------|---------|
| Strongly disagree | 3         | 1.17%   |
| Disagree          | 14        | 5.47%   |
| Slightly disagree | 11        | 4.30%   |
| Slightly agree    | 48        | 18.75%  |
| Agree             | 124       | 48.44%  |
| Strongly agree    | 56        | 21.88%  |
| <b>TOTAL</b>      | 256       |         |

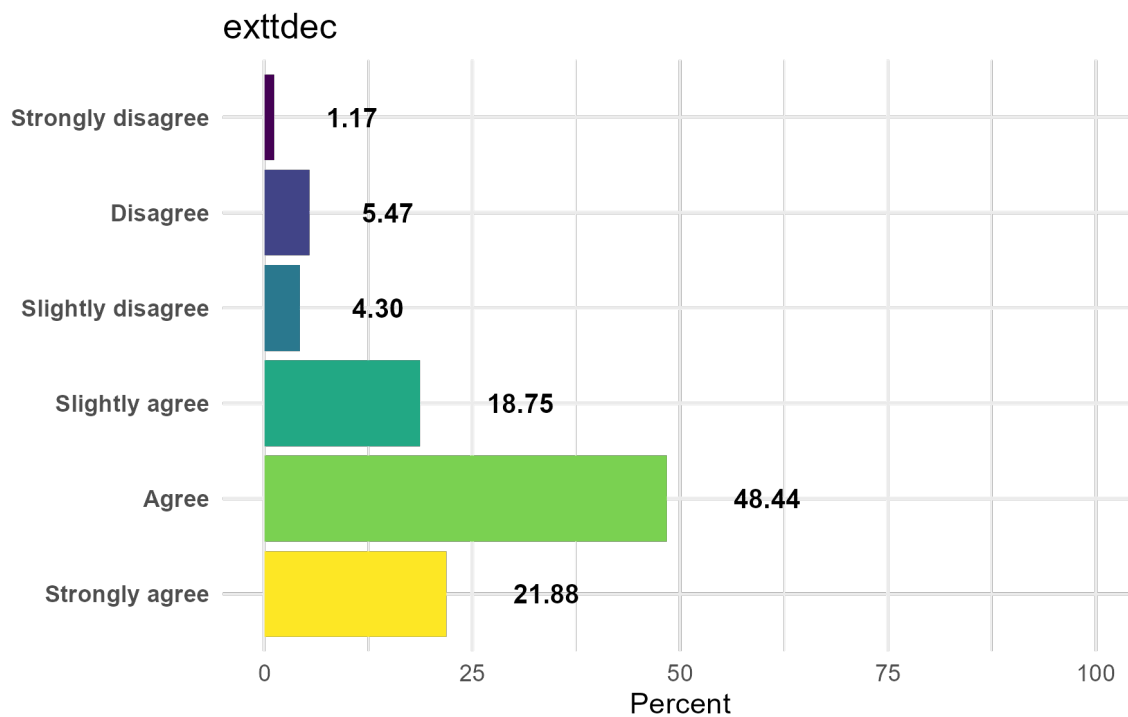


Figure 26: Marginal percentages plot for **exttdec** variable

### Variable Name: declear

**Question Text:** It is clear to me how **policy** decisions are being made in Gallatin County government.  
**Frequencies and Marginal Percentages:**

Table 27: Frequencies and marginal percentages table for **declear** variable

| RESPONSE OPTION   | FREQUENCY | PERCENT |
|-------------------|-----------|---------|
| Strongly disagree | 14        | 5.43%   |
| Disagree          | 46        | 17.83%  |
| Slightly disagree | 37        | 14.34%  |
| Slightly agree    | 67        | 25.97%  |
| Agree             | 75        | 29.07%  |
| Strongly agree    | 19        | 7.36%   |
| <b>TOTAL</b>      | 258       |         |

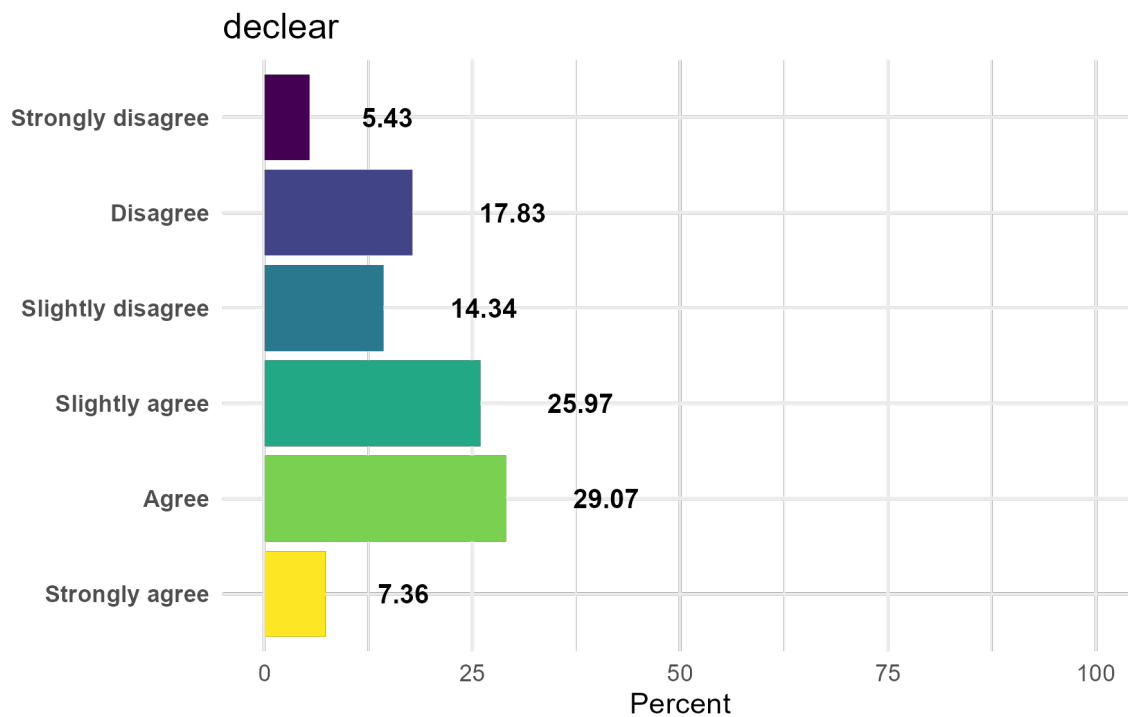


Figure 27: Marginal percentages plot for **declear** variable

### Variable Name: **fdclear**

**Question Text:** It is clear to me how **financial** decisions are being made in Gallatin County government.  
**Frequencies and Marginal Percentages:**

*Table 28: Frequencies and marginal percentages table for **fdclear** variable*

| RESPONSE OPTION   | FREQUENCY | PERCENT |
|-------------------|-----------|---------|
| Strongly disagree | 36        | 13.90%  |
| Disagree          | 47        | 18.15%  |
| Slightly disagree | 46        | 17.76%  |
| Slightly agree    | 61        | 23.55%  |
| Agree             | 56        | 21.62%  |
| Strongly agree    | 13        | 5.02%   |
| <b>TOTAL</b>      | 259       |         |

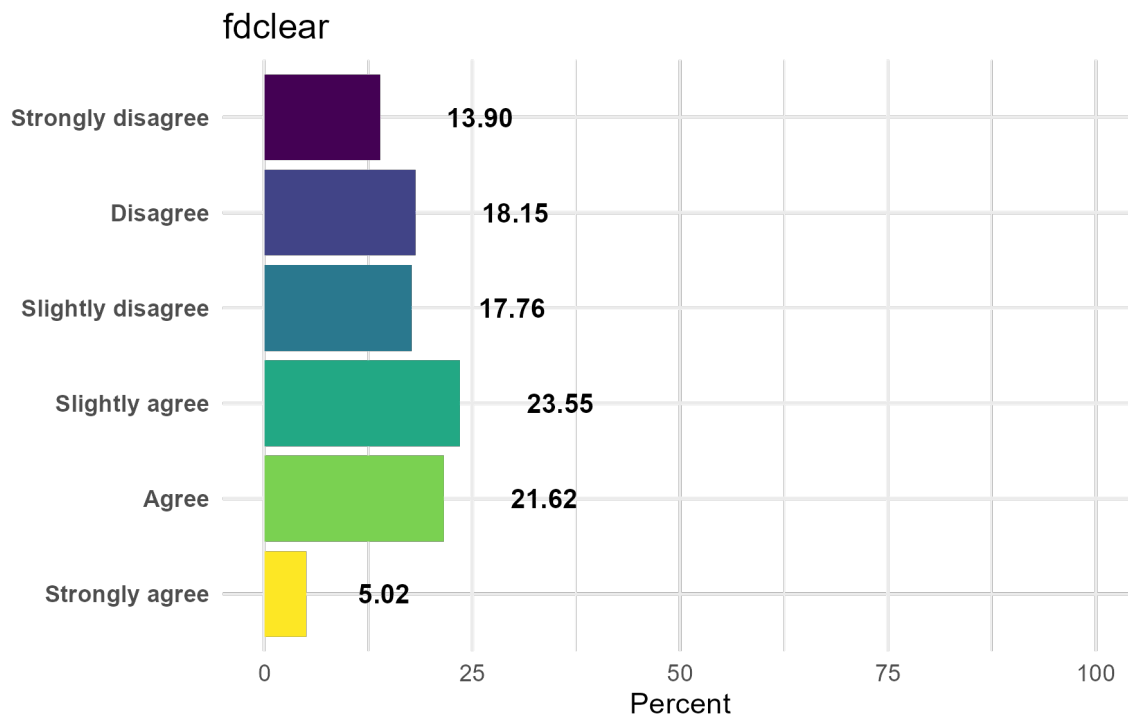


Figure 28: Marginal percentages plot for **fdclear** variable

### Variable Name: gctransp

**Question Text:** Gallatin County government makes decisions in transparent ways.

**Frequencies and Marginal Percentages:**

*Table 29: Frequencies and marginal percentages table for **gctransp** variable*

| RESPONSE OPTION   | FREQUENCY  | PERCENT |
|-------------------|------------|---------|
| Strongly disagree | 21         | 8.17%   |
| Disagree          | 39         | 15.18%  |
| Slightly disagree | 36         | 14.01%  |
| Slightly agree    | 70         | 27.24%  |
| Agree             | 73         | 28.40%  |
| Strongly agree    | 18         | 7.00%   |
| <b>TOTAL</b>      | <b>257</b> |         |

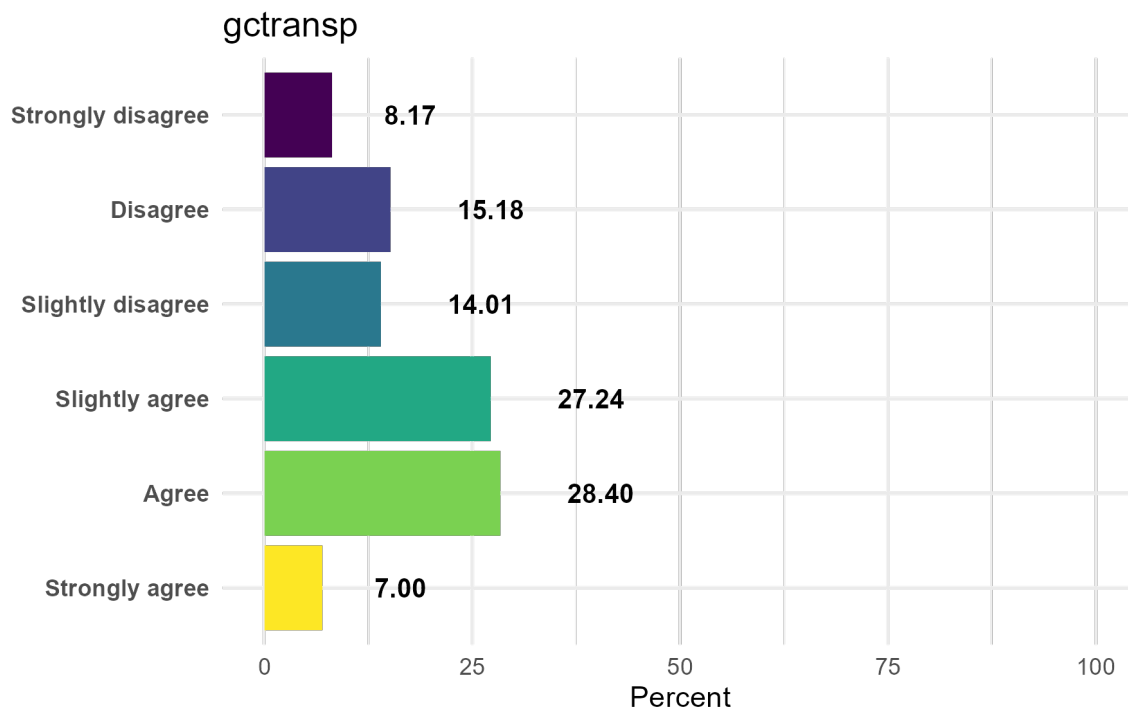


Figure 29: Marginal percentages plot for **gctransp** variable

### Variable Name: **intedec**

**Question Text:** Gallatin County government communicates decisions to its employees in transparent ways.

#### Frequencies and Marginal Percentages:

*Table 30: Frequencies and marginal percentages table for **intedec** variable*

| RESPONSE OPTION   | FREQUENCY | PERCENT |
|-------------------|-----------|---------|
| Strongly disagree | 19        | 7.36%   |
| Disagree          | 27        | 10.47%  |
| Slightly disagree | 51        | 19.77%  |
| Slightly agree    | 64        | 24.81%  |
| Agree             | 79        | 30.62%  |
| Strongly agree    | 18        | 6.98%   |
| <b>TOTAL</b>      | 258       |         |

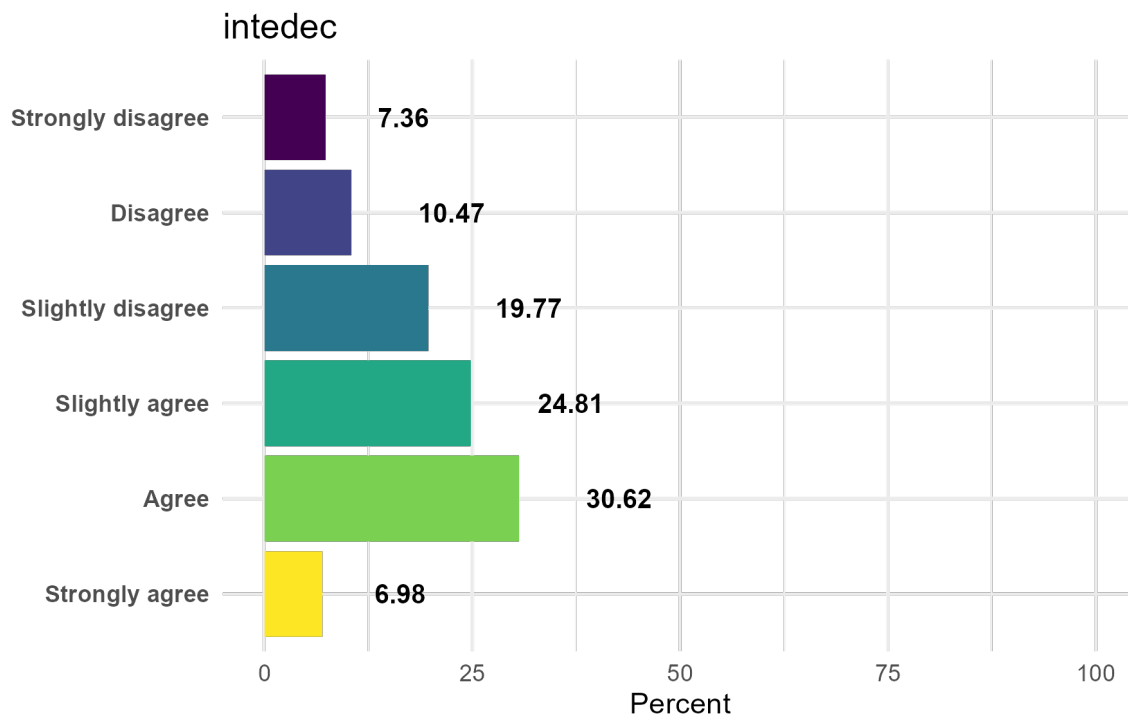


Figure 30: Marginal percentages plot for **intedec** variable

### Variable Name: *interea*

**Question Text:** Gallatin County government communicates the **reasons** for its decisions to its employees in transparent ways.

#### Frequencies and Marginal Percentages:

*Table 31: Frequencies and marginal percentages table for **interea** variable*

| RESPONSE OPTION   | FREQUENCY | PERCENT |
|-------------------|-----------|---------|
| Strongly disagree | 23        | 8.95%   |
| Disagree          | 42        | 16.34%  |
| Slightly disagree | 58        | 22.57%  |
| Slightly agree    | 71        | 27.63%  |
| Agree             | 50        | 19.46%  |
| Strongly agree    | 13        | 5.06%   |
| <b>TOTAL</b>      | 257       |         |

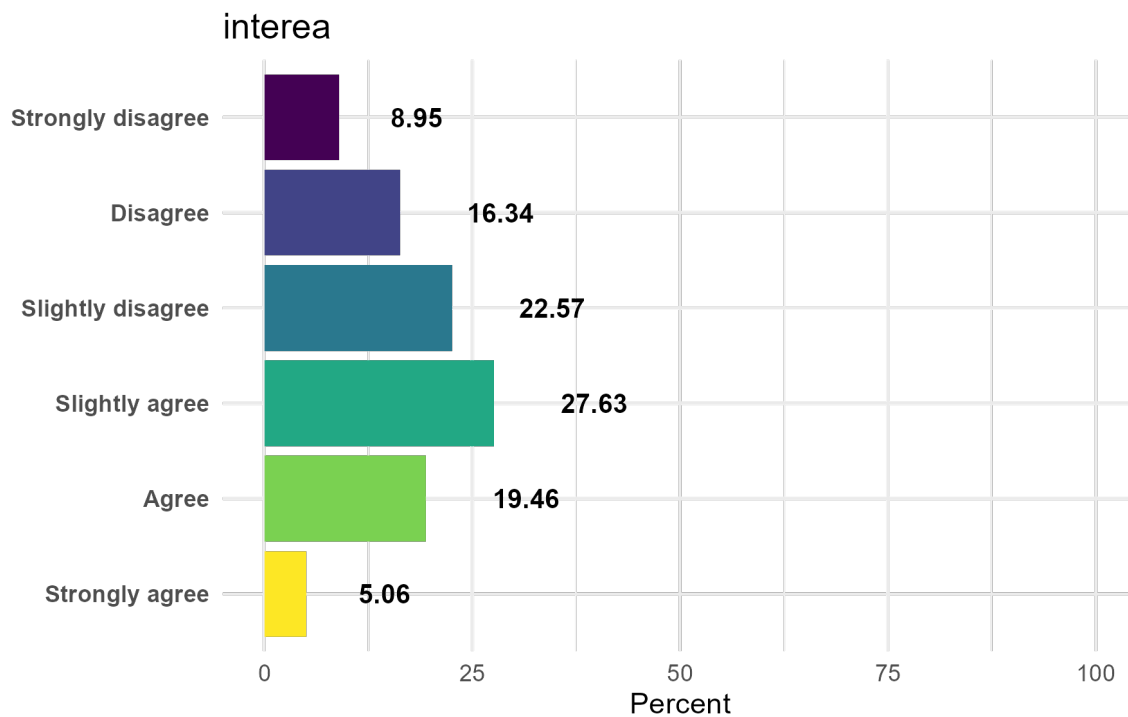


Figure 31: Marginal percentages plot for *interea* variable

### Variable Name: checks

**Question Text:** The checks and balances in Gallatin County government are adequate.

**Frequencies and Marginal Percentages:**

*Table 32: Frequencies and marginal percentages table for **checks** variable*

| RESPONSE OPTION   | FREQUENCY | PERCENT |
|-------------------|-----------|---------|
| Strongly disagree | 15        | 5.86%   |
| Disagree          | 44        | 17.19%  |
| Slightly disagree | 33        | 12.89%  |
| Slightly agree    | 75        | 29.30%  |
| Agree             | 73        | 28.52%  |
| Strongly agree    | 16        | 6.25%   |
| <b>TOTAL</b>      | 256       |         |

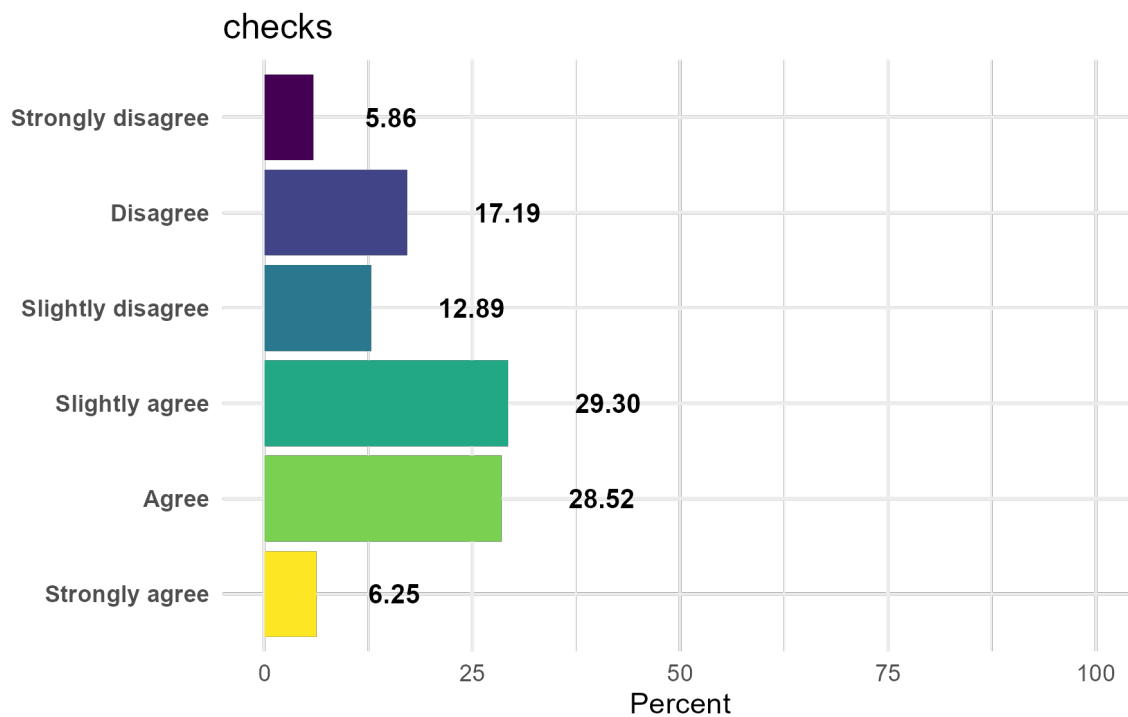


Figure 32: Marginal percentages plot for **checks** variable

### Variable Name: pbalance

**Question Text:** The power balance between elected and unelected offices in Gallatin County government is appropriate.

#### Frequencies and Marginal Percentages:

Table 33: Frequencies and marginal percentages table for **pbalance** variable

| RESPONSE OPTION   | FREQUENCY | PERCENT |
|-------------------|-----------|---------|
| Strongly disagree | 22        | 8.70%   |
| Disagree          | 35        | 13.83%  |
| Slightly disagree | 45        | 17.79%  |
| Slightly agree    | 59        | 23.32%  |
| Agree             | 79        | 31.23%  |
| Strongly agree    | 13        | 5.14%   |
| <b>TOTAL</b>      | 253       |         |

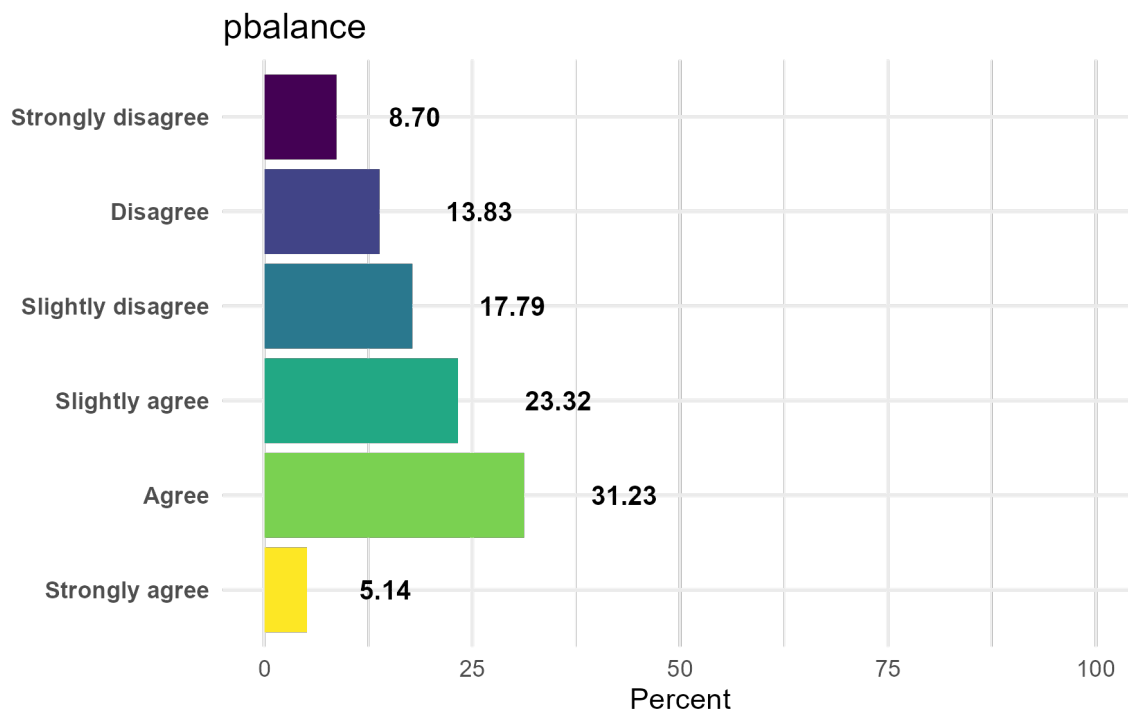


Figure 33: Marginal percentages plot for **pbalance** variable

### Variable Name: **accounte**

**Question Text:** Gallatin County **elected** officials are appropriately accountable to the public.

**Frequencies and Marginal Percentages:**

*Table 34: Frequencies and marginal percentages table for **accounte** variable*

| RESPONSE OPTION   | FREQUENCY | PERCENT |
|-------------------|-----------|---------|
| Strongly disagree | 13        | 5.12%   |
| Disagree          | 32        | 12.60%  |
| Slightly disagree | 34        | 13.39%  |
| Slightly agree    | 54        | 21.26%  |
| Agree             | 97        | 38.19%  |
| Strongly agree    | 24        | 9.45%   |
| <b>TOTAL</b>      | 254       |         |

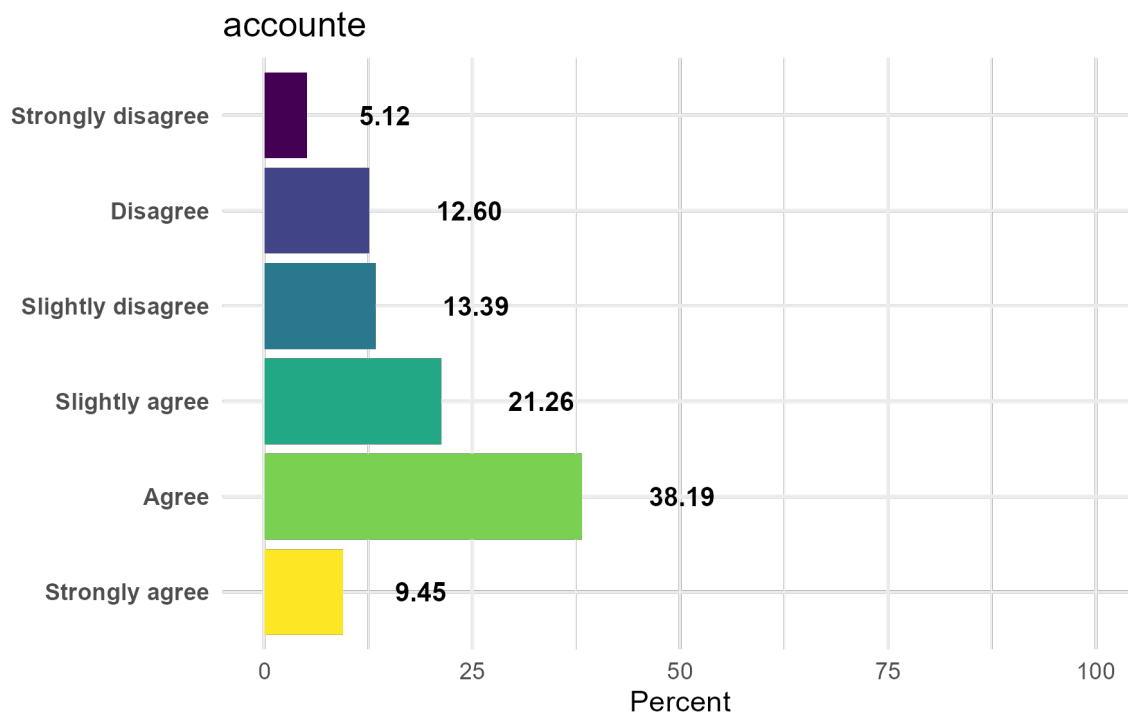


Figure 34: Marginal percentages plot for **accounte** variable

### Variable Name: **accountne**

**Question Text:** Gallatin County **non-elected** officials are appropriately accountable to the public.  
**Frequencies and Marginal Percentages:**

*Table 35: Frequencies and marginal percentages table for **accountne** variable*

| RESPONSE OPTION   | FREQUENCY  | PERCENT |
|-------------------|------------|---------|
| Strongly disagree | 13         | 5.22%   |
| Disagree          | 20         | 8.03%   |
| Slightly disagree | 36         | 14.46%  |
| Slightly agree    | 58         | 23.29%  |
| Agree             | 102        | 40.96%  |
| Strongly agree    | 20         | 8.03%   |
| <b>TOTAL</b>      | <b>249</b> |         |

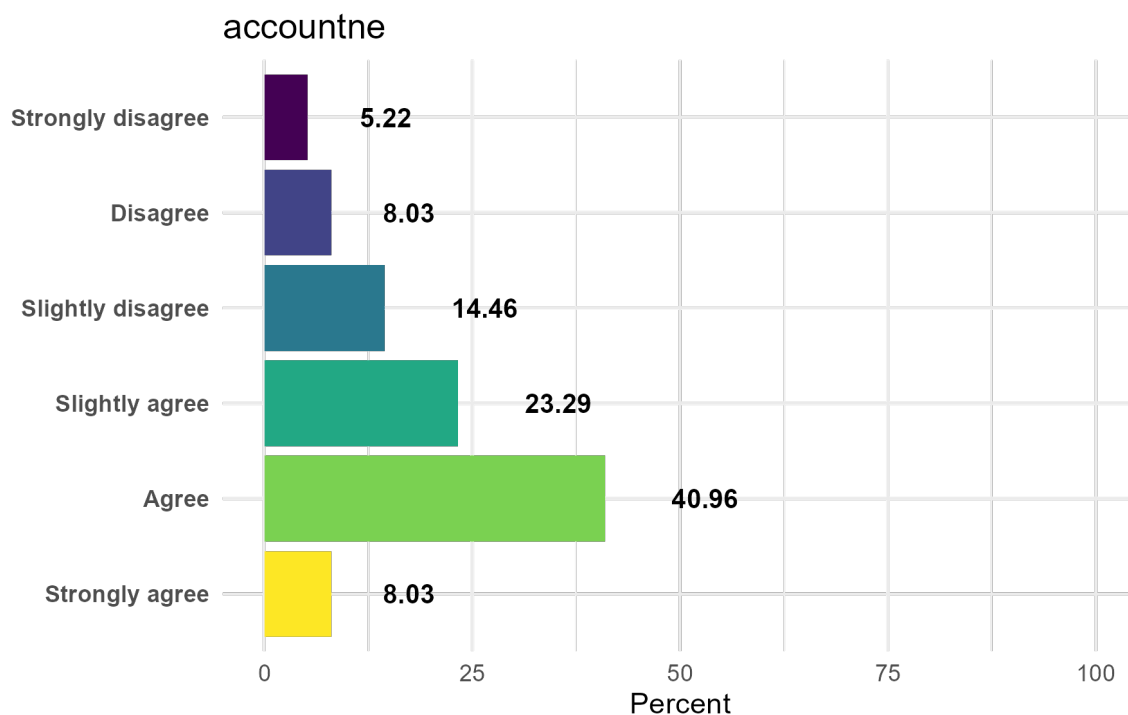


Figure 35: Marginal percentages plot for **accountne** variable

### Variable Name: function

**Question Text:** The current structure of Gallatin County government still functionally meets the needs of Gallatin County citizens.

#### Frequencies and Marginal Percentages:

Table 36: Frequencies and marginal percentages table for **function** variable

| RESPONSE OPTION   | FREQUENCY | PERCENT |
|-------------------|-----------|---------|
| Strongly disagree | 14        | 5.51%   |
| Disagree          | 26        | 10.24%  |
| Slightly disagree | 38        | 14.96%  |
| Slightly agree    | 71        | 27.95%  |
| Agree             | 84        | 33.07%  |
| Strongly agree    | 21        | 8.27%   |
| <b>TOTAL</b>      | 254       |         |

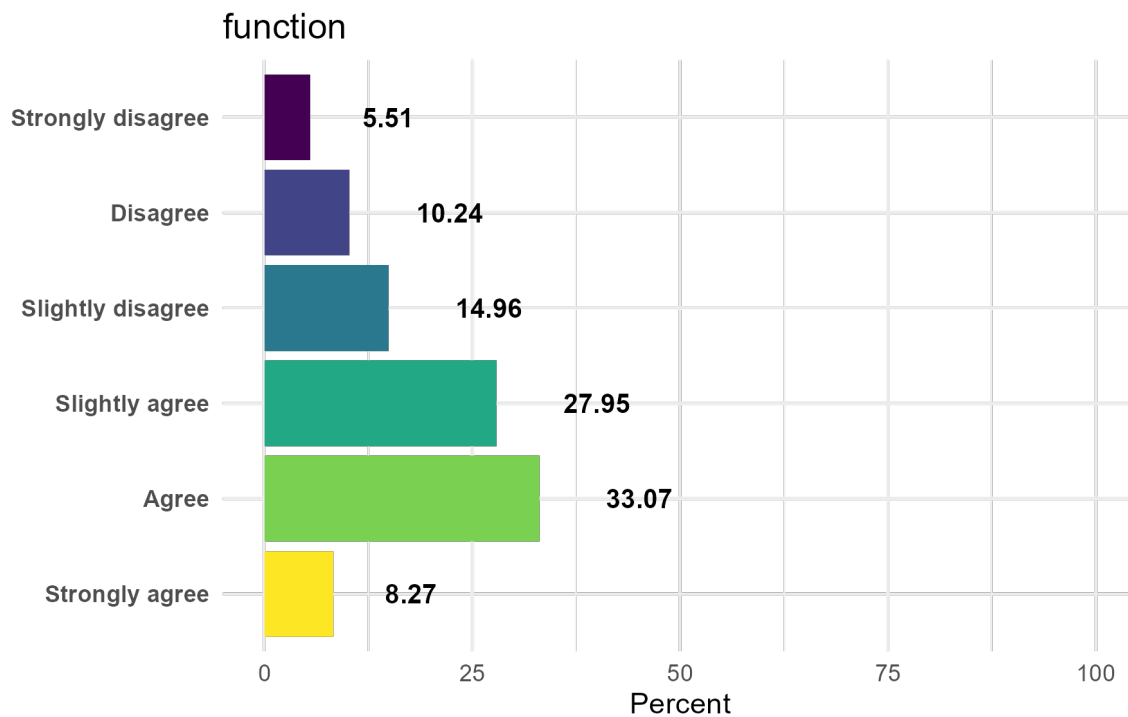


Figure 36: Marginal percentages plot for **function** variable

### Variable Name: preforg

**Question Text:** Certain departments or offices receive preferential treatment in Gallatin County government.

#### Frequencies and Marginal Percentages:

Table 37: Frequencies and marginal percentages table for *preforg* variable

| RESPONSE OPTION   | FREQUENCY | PERCENT |
|-------------------|-----------|---------|
| Strongly disagree | 5         | 2.03%   |
| Disagree          | 45        | 18.29%  |
| Slightly disagree | 40        | 16.26%  |
| Slightly agree    | 49        | 19.92%  |
| Agree             | 63        | 25.61%  |
| Strongly agree    | 44        | 17.89%  |
| <b>TOTAL</b>      | 246       |         |

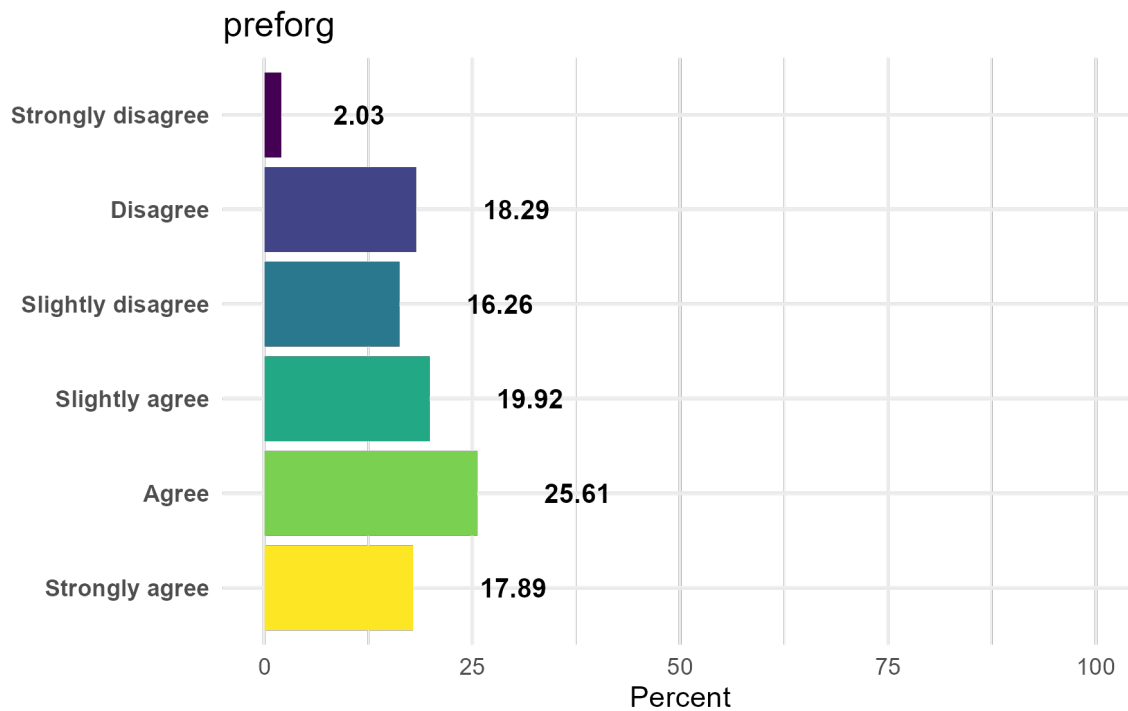


Figure 37: Marginal percentages plot for *preforg* variable

### Variable Name: **prefel**

**Question Text:** Certain elected offices receive preferential treatment in Gallatin County government.

**Frequencies and Marginal Percentages:**

*Table 38: Frequencies and marginal percentages table for **prefel** variable*

| RESPONSE OPTION   | FREQUENCY  | PERCENT |
|-------------------|------------|---------|
| Strongly disagree | 7          | 2.86%   |
| Disagree          | 57         | 23.27%  |
| Slightly disagree | 42         | 17.14%  |
| Slightly agree    | 52         | 21.22%  |
| Agree             | 52         | 21.22%  |
| Strongly agree    | 35         | 14.29%  |
| <b>TOTAL</b>      | <b>245</b> |         |

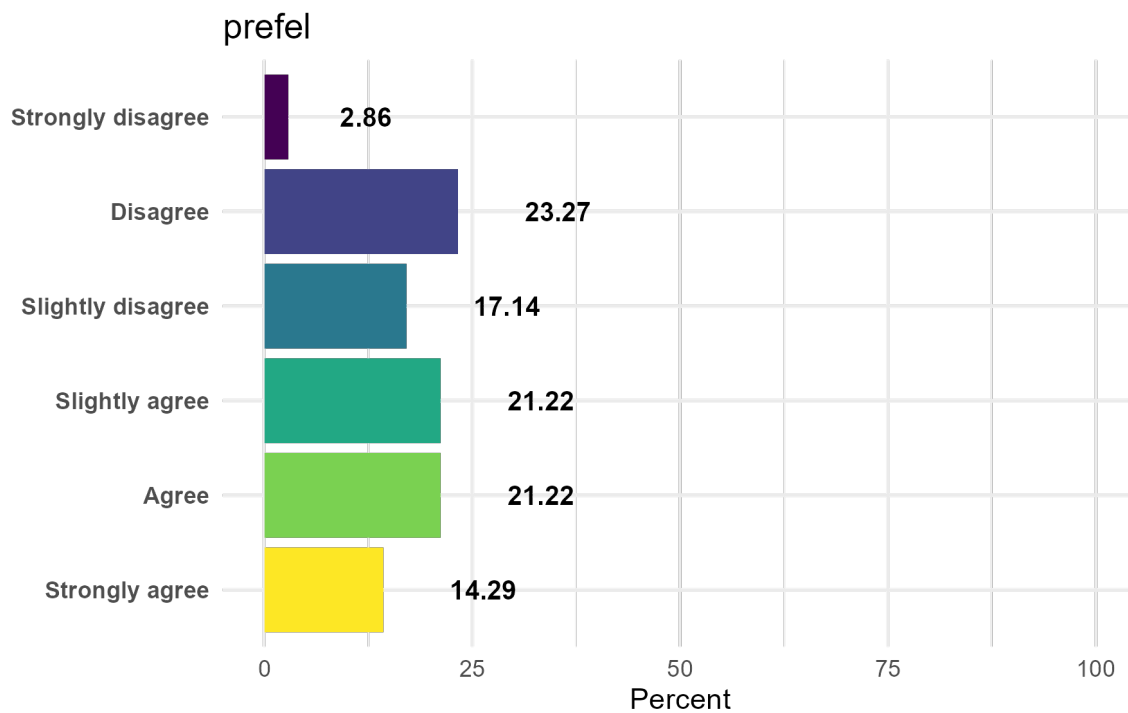


Figure 38: Marginal percentages plot for **prefel** variable

### Variable Name: **prefpart**

**Question Text:** Gallatin County government gives preferential treatment based on political party affiliation.

#### Frequencies and Marginal Percentages:

Table 39: Frequencies and marginal percentages table for **prefpart** variable

| RESPONSE OPTION   | FREQUENCY | PERCENT |
|-------------------|-----------|---------|
| Strongly disagree | 37        | 15.04%  |
| Disagree          | 83        | 33.74%  |
| Slightly disagree | 43        | 17.48%  |
| Slightly agree    | 39        | 15.85%  |
| Agree             | 26        | 10.57%  |
| Strongly agree    | 18        | 7.32%   |
| <b>TOTAL</b>      | 246       |         |

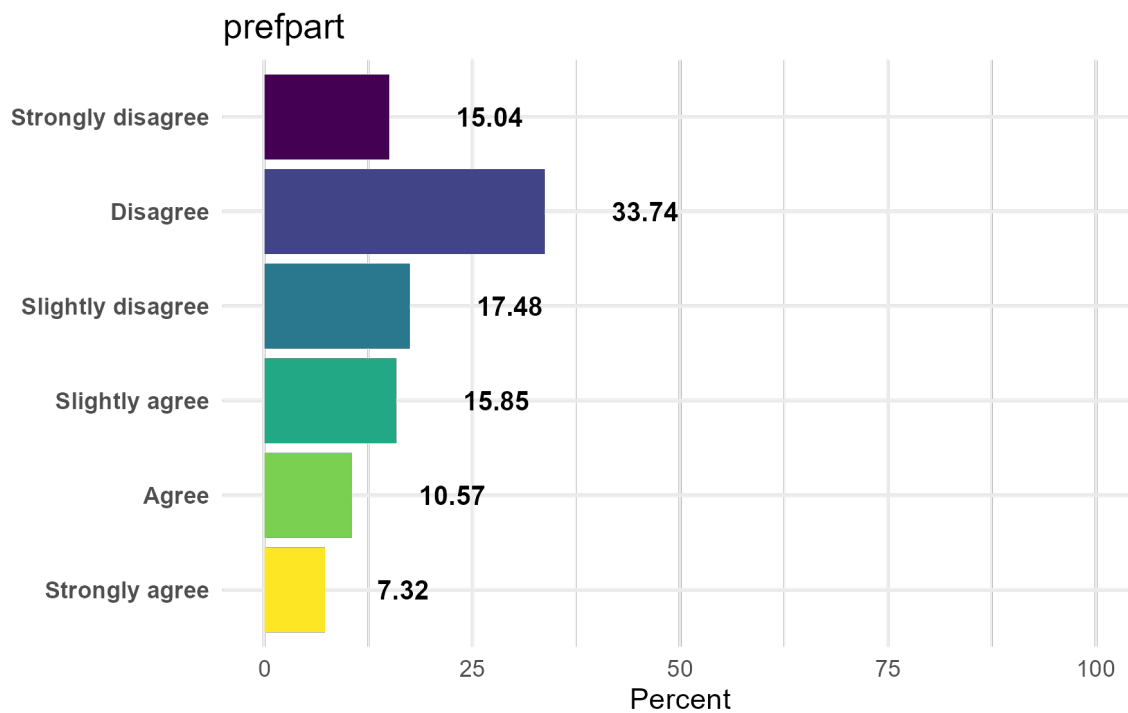


Figure 39: Marginal percentages plot for **prefpart** variable

### Variable Name: prefinc

**Question Text:** Gallatin County government gives preferential treatment based on geographic area (e.g., zoned vs. unzoned, incorporated vs. unincorporated areas).

#### Frequencies and Marginal Percentages:

Table 40: Frequencies and marginal percentages table for **prefinc** variable

| RESPONSE OPTION   | FREQUENCY | PERCENT |
|-------------------|-----------|---------|
| Strongly disagree | 28        | 11.57%  |
| Disagree          | 81        | 33.47%  |
| Slightly disagree | 54        | 22.31%  |
| Slightly agree    | 38        | 15.70%  |
| Agree             | 27        | 11.16%  |
| Strongly agree    | 14        | 5.79%   |
| <b>TOTAL</b>      | 242       |         |

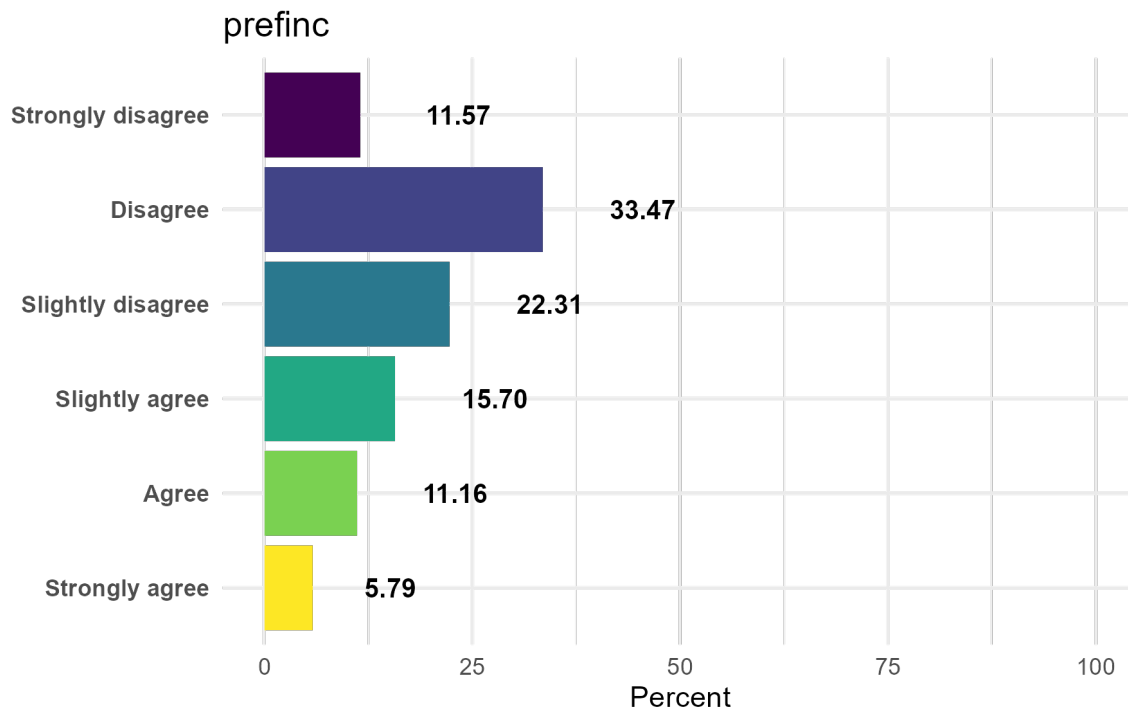


Figure 40: Marginal percentages plot for **prefinc** variable

### Variable Name: **prefpub**

**Question Text:** Gallatin County government gives preferential treatment to certain groups and members of the public.

#### Frequencies and Marginal Percentages:

*Table 41: Frequencies and marginal percentages table for **prefpub** variable*

| RESPONSE OPTION   | FREQUENCY | PERCENT |
|-------------------|-----------|---------|
| Strongly disagree | 23        | 9.43%   |
| Disagree          | 61        | 25.00%  |
| Slightly disagree | 43        | 17.62%  |
| Slightly agree    | 61        | 25.00%  |
| Agree             | 35        | 14.34%  |
| Strongly agree    | 21        | 8.61%   |
| <b>TOTAL</b>      | 244       |         |

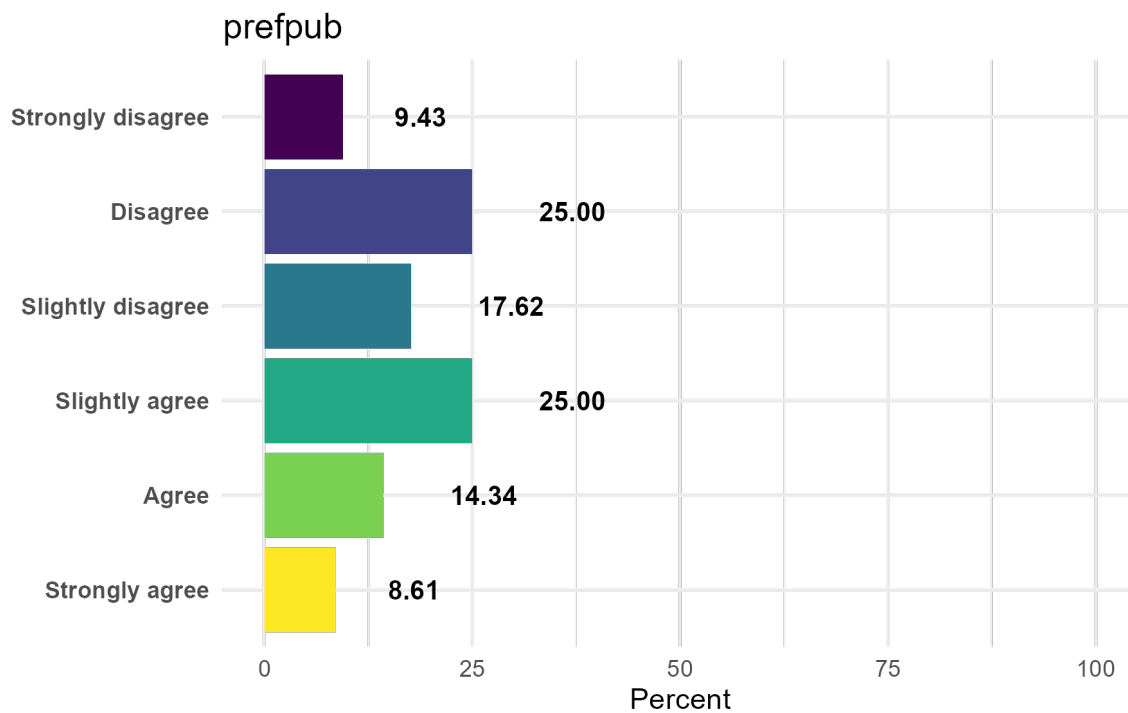


Figure 41: Marginal percentages plot for **prefpub** variable

### Variable Name: **prefecon**

**Question Text:** Gallatin County government provides economic advantages to certain groups and members of the public.

#### Frequencies and Marginal Percentages:

*Table 42: Frequencies and marginal percentages table for **prefecon** variable*

| RESPONSE OPTION   | FREQUENCY  | PERCENT |
|-------------------|------------|---------|
| Strongly disagree | 26         | 10.70%  |
| Disagree          | 65         | 26.75%  |
| Slightly disagree | 42         | 17.28%  |
| Slightly agree    | 51         | 20.99%  |
| Agree             | 40         | 16.46%  |
| Strongly agree    | 19         | 7.82%   |
| <b>TOTAL</b>      | <b>243</b> |         |

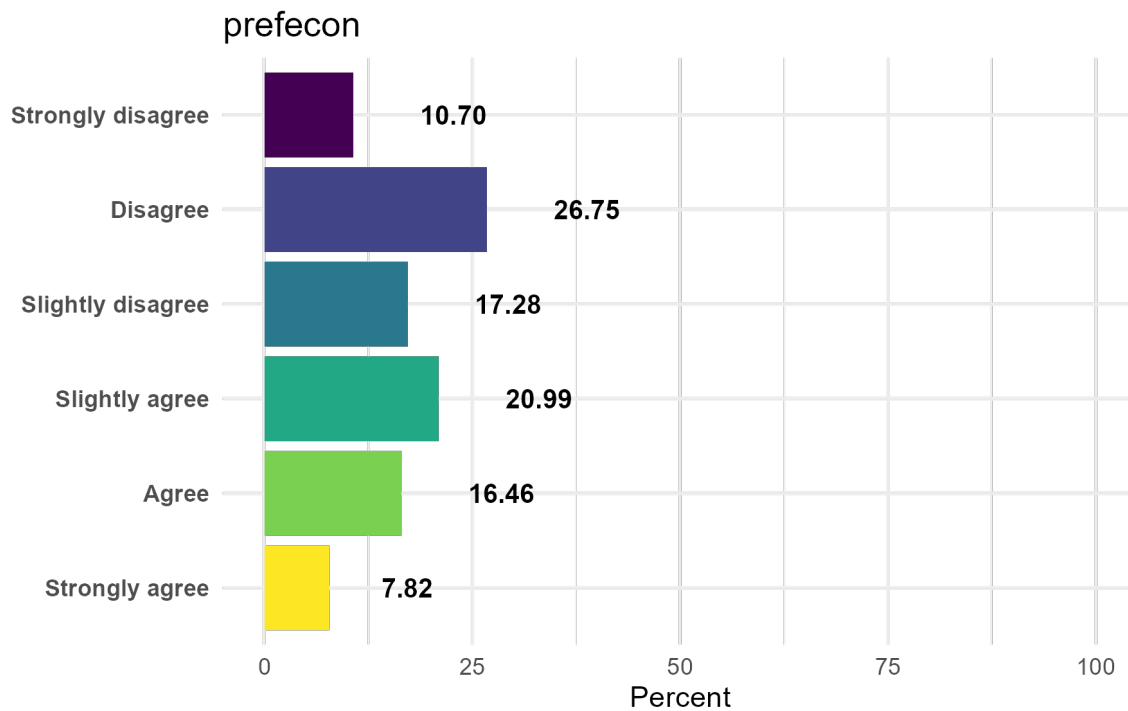


Figure 42: Marginal percentages plot for **prefecon** variable

### Variable Name: **eccourt**

**Question Text:** Should each of the following county offices be an **elected** position or an **appointed** position? - Clerk of Court

**Frequencies and Marginal Percentages:**

*Table 43: Frequencies and marginal percentages table for **eccourt** variable*

| RESPONSE OPTION | FREQUENCY  | PERCENT |
|-----------------|------------|---------|
| Elected         | 89         | 36.78%  |
| Appointed       | 96         | 39.67%  |
| Unsure          | 57         | 23.55%  |
| <b>TOTAL</b>    | <b>242</b> |         |

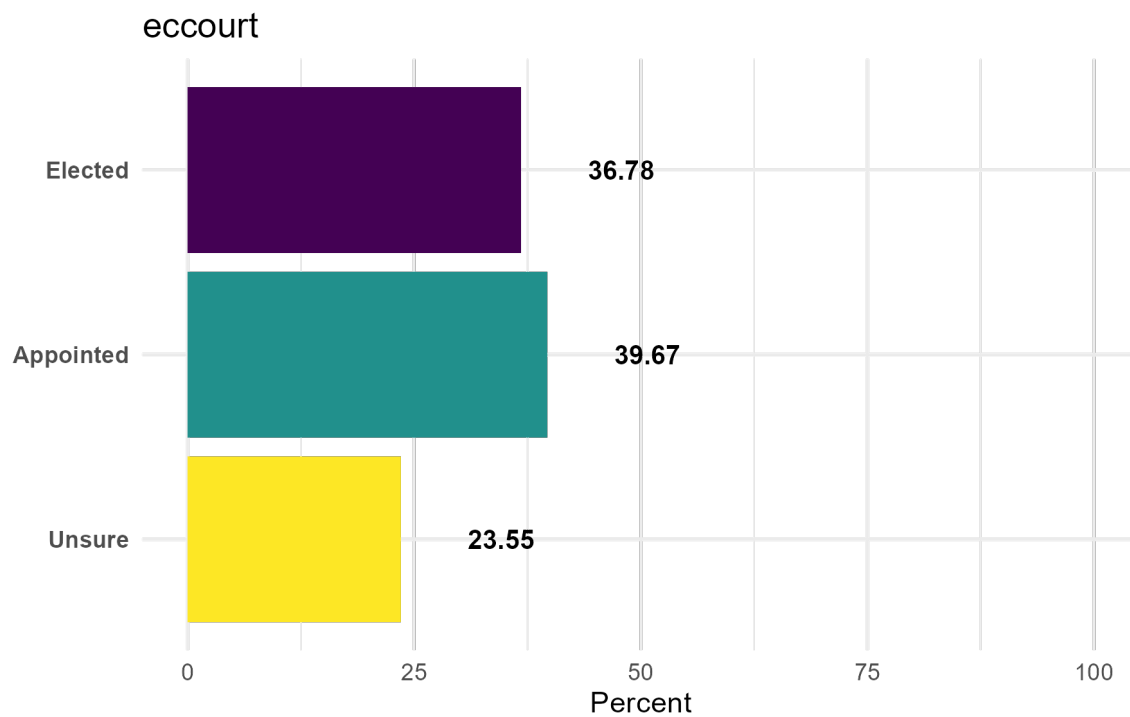


Figure 43: Marginal percentages plot for **eccourt** variable

### Variable Name: **eaudit**

**Question Text:** Should each of the following county offices be an **elected** position or an **appointed** position? - Auditor

#### Frequencies and Marginal Percentages:

Table 44: Frequencies and marginal percentages table for **eaudit** variable

| RESPONSE OPTION | FREQUENCY  | PERCENT |
|-----------------|------------|---------|
| Elected         | 105        | 43.21%  |
| Appointed       | 96         | 39.51%  |
| Unsure          | 42         | 17.28%  |
| <b>TOTAL</b>    | <b>243</b> |         |

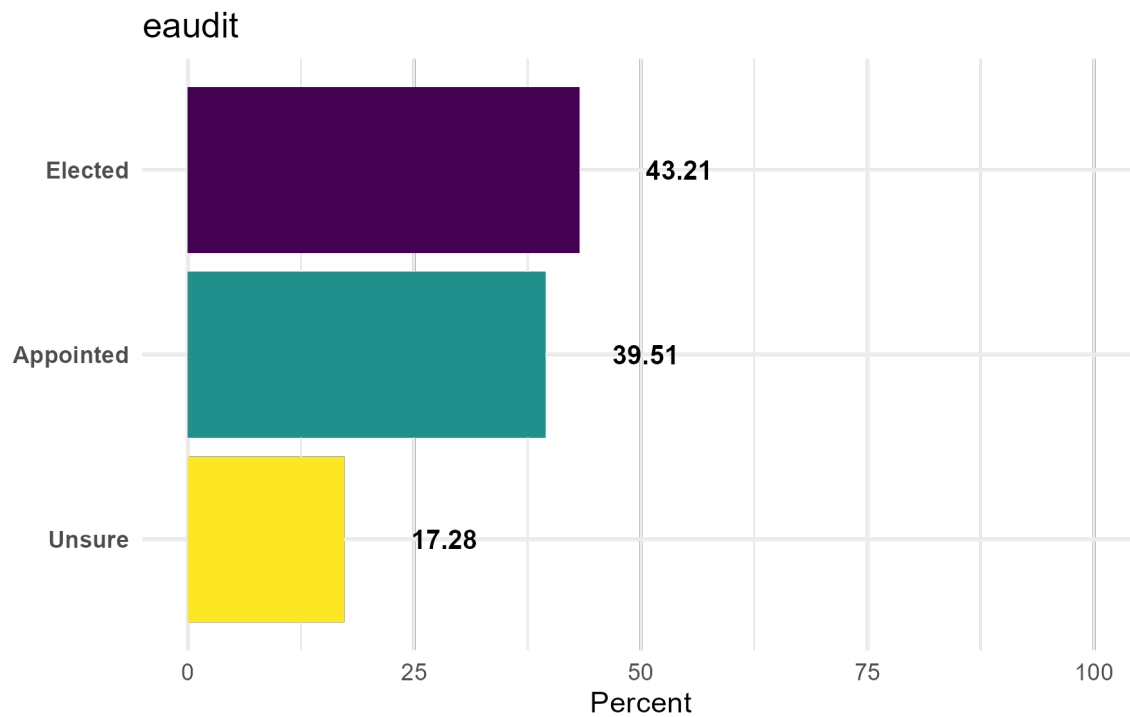


Figure 44: Marginal percentages plot for **eaudit** variable

### Variable Name: eattorny

**Question Text:** Should each of the following county offices be an **elected** position or an **appointed** position? - County Attorney

**Frequencies and Marginal Percentages:**

*Table 45: Frequencies and marginal percentages table for **eattorny** variable*

| RESPONSE OPTION | FREQUENCY  | PERCENT |
|-----------------|------------|---------|
| Elected         | 180        | 74.07%  |
| Appointed       | 34         | 13.99%  |
| Unsure          | 29         | 11.93%  |
| <b>TOTAL</b>    | <b>243</b> |         |

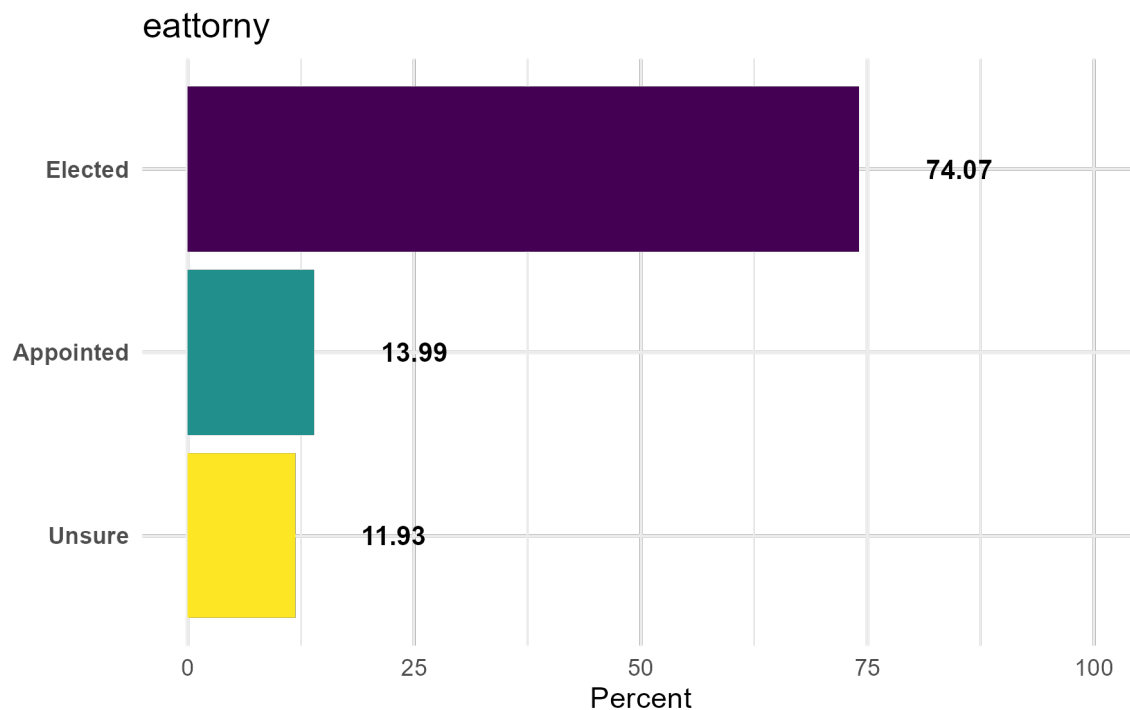


Figure 45: Marginal percentages plot for **eattorny** variable

### Variable Name: esupsch

**Question Text:** Should each of the following county offices be an **elected** position or an **appointed** position? - Superintendent of Schools

**Frequencies and Marginal Percentages:**

*Table 46: Frequencies and marginal percentages table for **esupsch** variable*

| RESPONSE OPTION | FREQUENCY  | PERCENT |
|-----------------|------------|---------|
| Elected         | 151        | 62.14%  |
| Appointed       | 58         | 23.87%  |
| Unsure          | 34         | 13.99%  |
| <b>TOTAL</b>    | <b>243</b> |         |

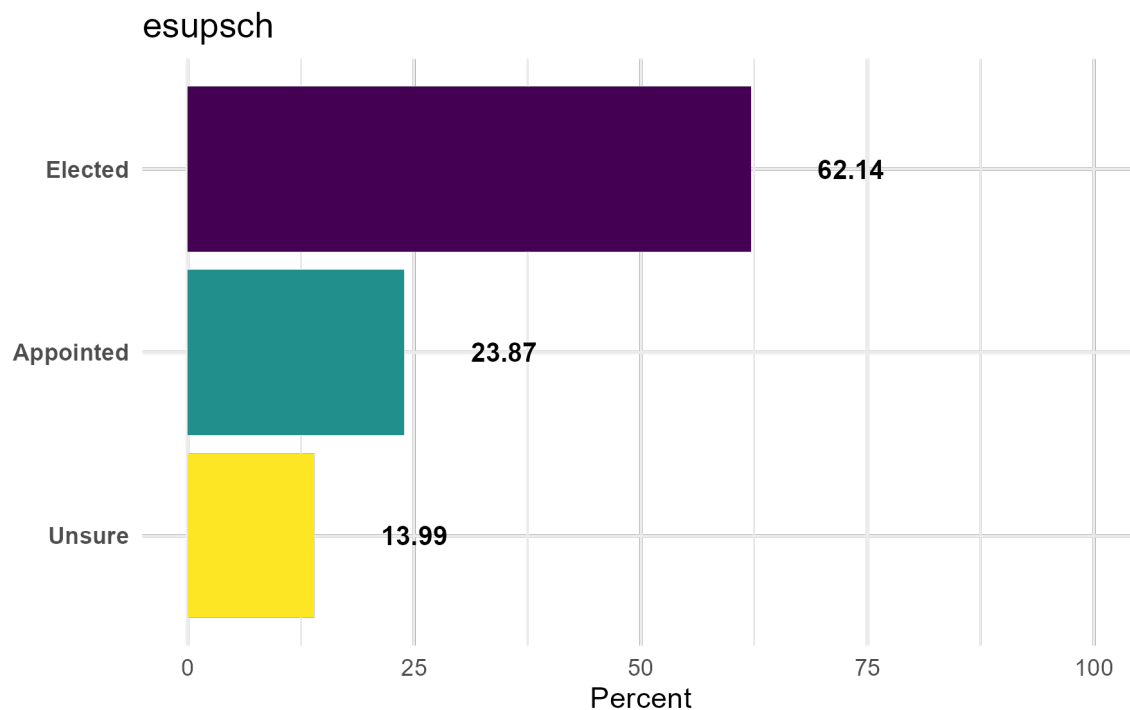


Figure 46: Marginal percentages plot for **esupsch** variable

### Variable Name: ecrecor

**Question Text:** Should each of the following county offices be an **elected** position or an **appointed** position? - Clerk & Recorder

**Frequencies and Marginal Percentages:**

*Table 47: Frequencies and marginal percentages table for **ecrecor** variable*

| RESPONSE OPTION | FREQUENCY  | PERCENT |
|-----------------|------------|---------|
| Elected         | 97         | 39.92%  |
| Appointed       | 100        | 41.15%  |
| Unsure          | 46         | 18.93%  |
| <b>TOTAL</b>    | <b>243</b> |         |

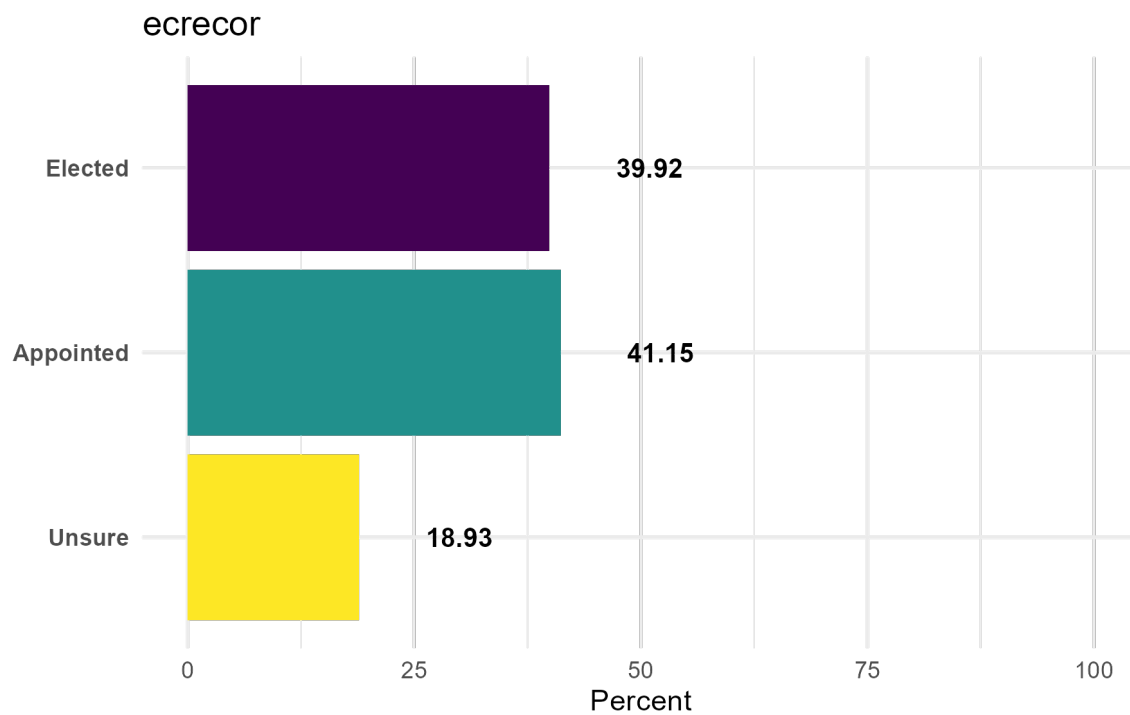


Figure 47: Marginal percentages plot for **ecrecor** variable

### Variable Name: esheriff

**Question Text:** Should each of the following county offices be an **elected** position or an **appointed** position? - Sheriff

**Frequencies and Marginal Percentages:**

*Table 48: Frequencies and marginal percentages table for **esheriff** variable*

| RESPONSE OPTION | FREQUENCY | PERCENT |
|-----------------|-----------|---------|
| Elected         | 196       | 80.33%  |
| Appointed       | 26        | 10.66%  |
| Unsure          | 22        | 9.02%   |
| <b>TOTAL</b>    | 244       |         |

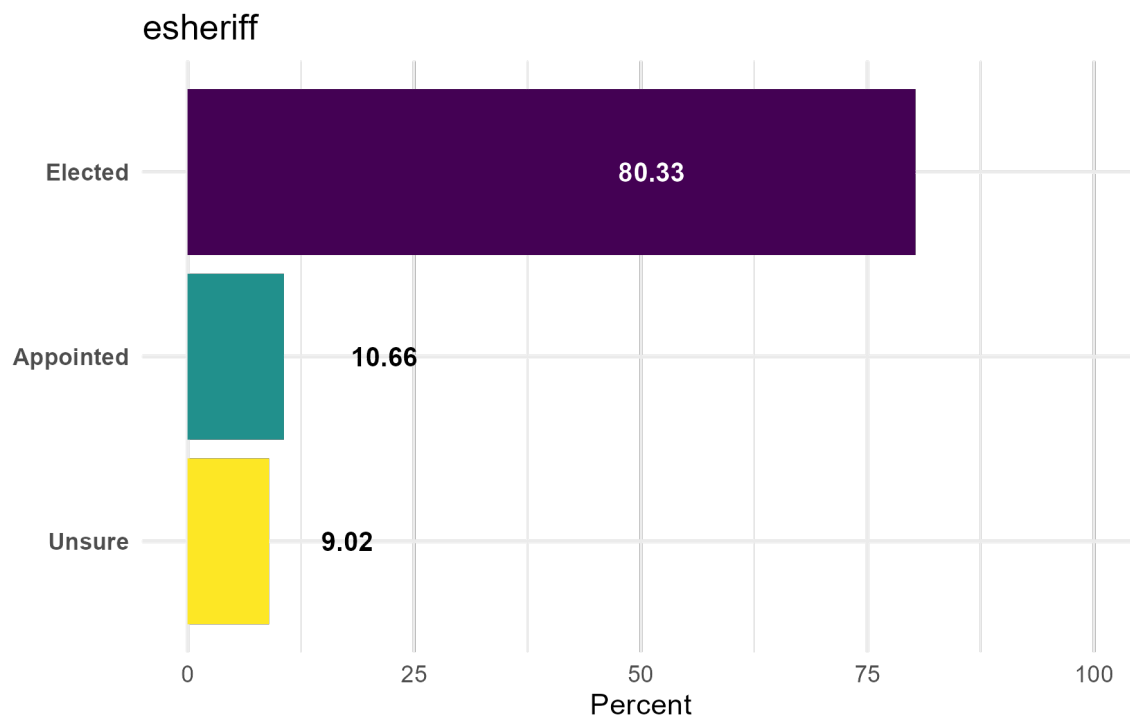


Figure 48: Marginal percentages plot for **esheriff** variable

### Variable Name: ejustice

**Question Text:** Should each of the following county offices be an **elected** position or an **appointed** position? - Justice Court

**Frequencies and Marginal Percentages:**

*Table 49: Frequencies and marginal percentages table for **ejustice** variable*

| RESPONSE OPTION | FREQUENCY | PERCENT |
|-----------------|-----------|---------|
| Elected         | 165       | 68.18%  |
| Appointed       | 42        | 17.36%  |
| Unsure          | 35        | 14.46%  |
| <b>TOTAL</b>    | 242       |         |

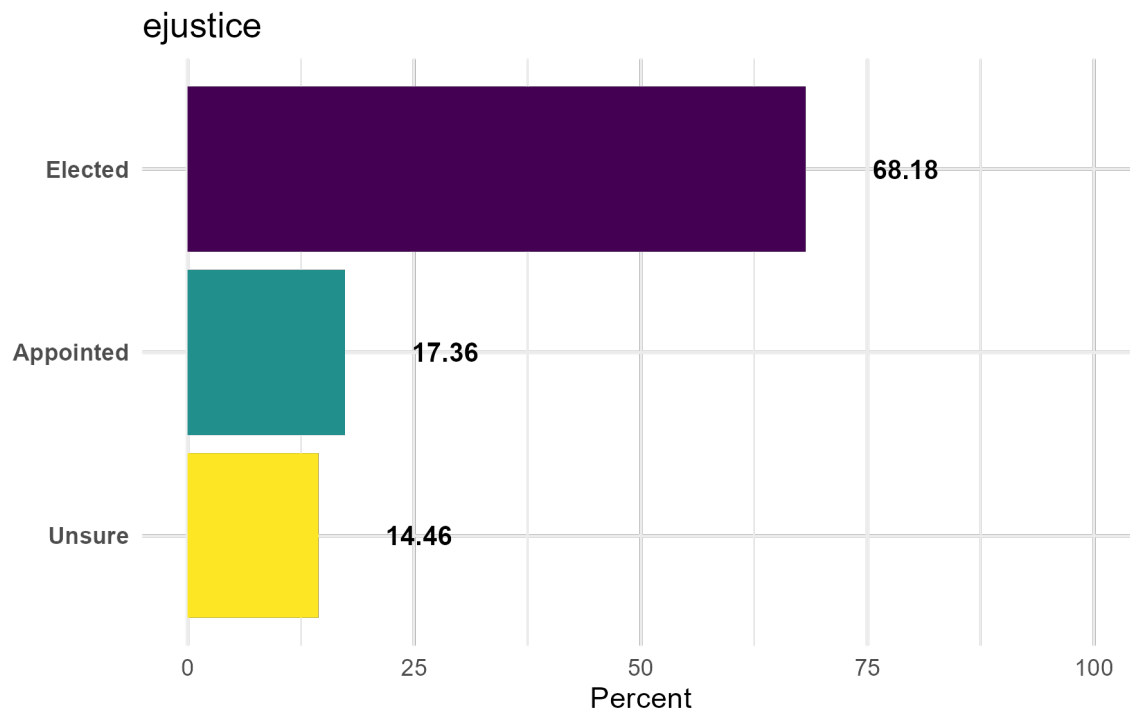


Figure 49: Marginal percentages plot for ejustice variable

### Variable Name: etreasur

**Question Text:** Should each of the following county offices be an **elected** position or an **appointed** position? - Treasurer

**Frequencies and Marginal Percentages:**

*Table 50: Frequencies and marginal percentages table for **etreasur** variable*

| RESPONSE OPTION | FREQUENCY | PERCENT |
|-----------------|-----------|---------|
| Elected         | 103       | 42.21%  |
| Appointed       | 100       | 40.98%  |
| Unsure          | 41        | 16.80%  |
| <b>TOTAL</b>    | 244       |         |

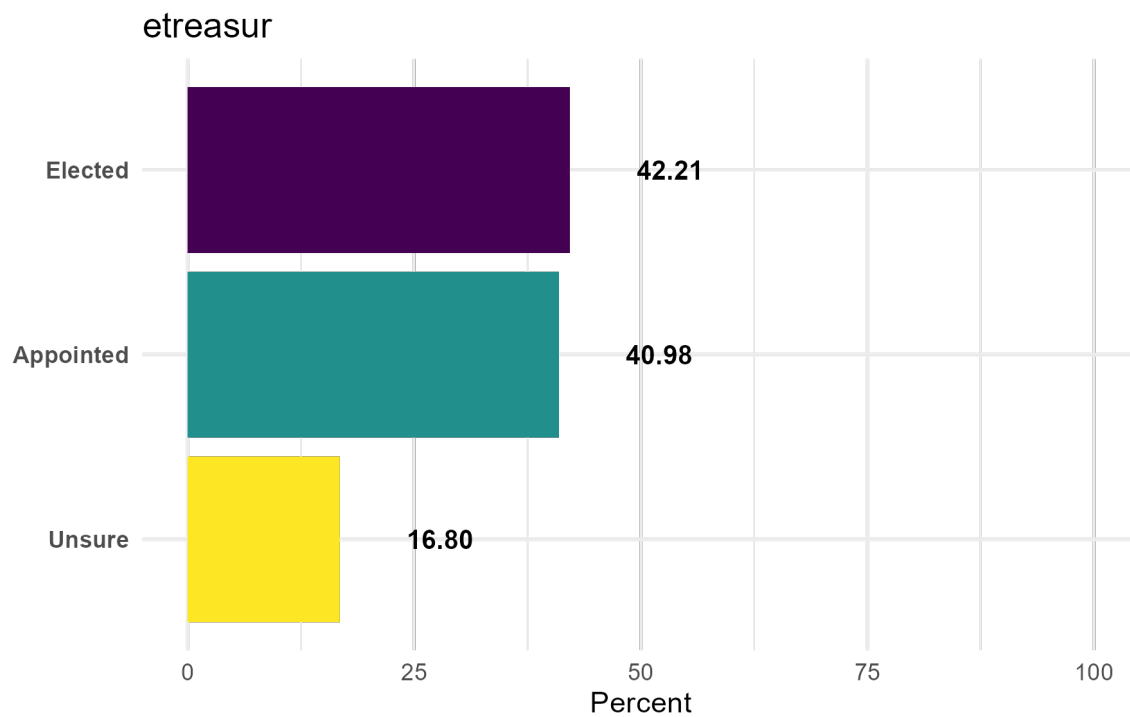


Figure 50: Marginal percentages plot for **etreasur** variable

## Survey Question Summary for Variable Names: eccourt, eaudit, eattorny, esupsch, ecrecor, esheriff, ejustice, etreasur

**Question Text:** Should each of the following county offices be an **elected** position or an **appointed** position?

*Table 51: Percentages for Likert combined levels for **eccourt, eaudit, eattorny, esupsch, ecrecor, esheriff, ejustice, etreasur** variables, sorted in descending order on the percent that indicated preference for the position (removing "unsure" responses and recalculating responses out of 100%).*

| ITEM                      | ELECTED | APPOINTED |
|---------------------------|---------|-----------|
| Clerk of Court            | 48.11   | 51.89     |
| Clerk & Recorder          | 49.24   | 50.76     |
| Treasurer                 | 50.74   | 49.26     |
| Auditor                   | 52.24   | 47.76     |
| Superintendent of Schools | 72.25   | 27.75     |
| Justice Court             | 79.71   | 20.29     |
| County Attorney           | 84.11   | 15.89     |
| Sheriff                   | 88.29   | 11.71     |

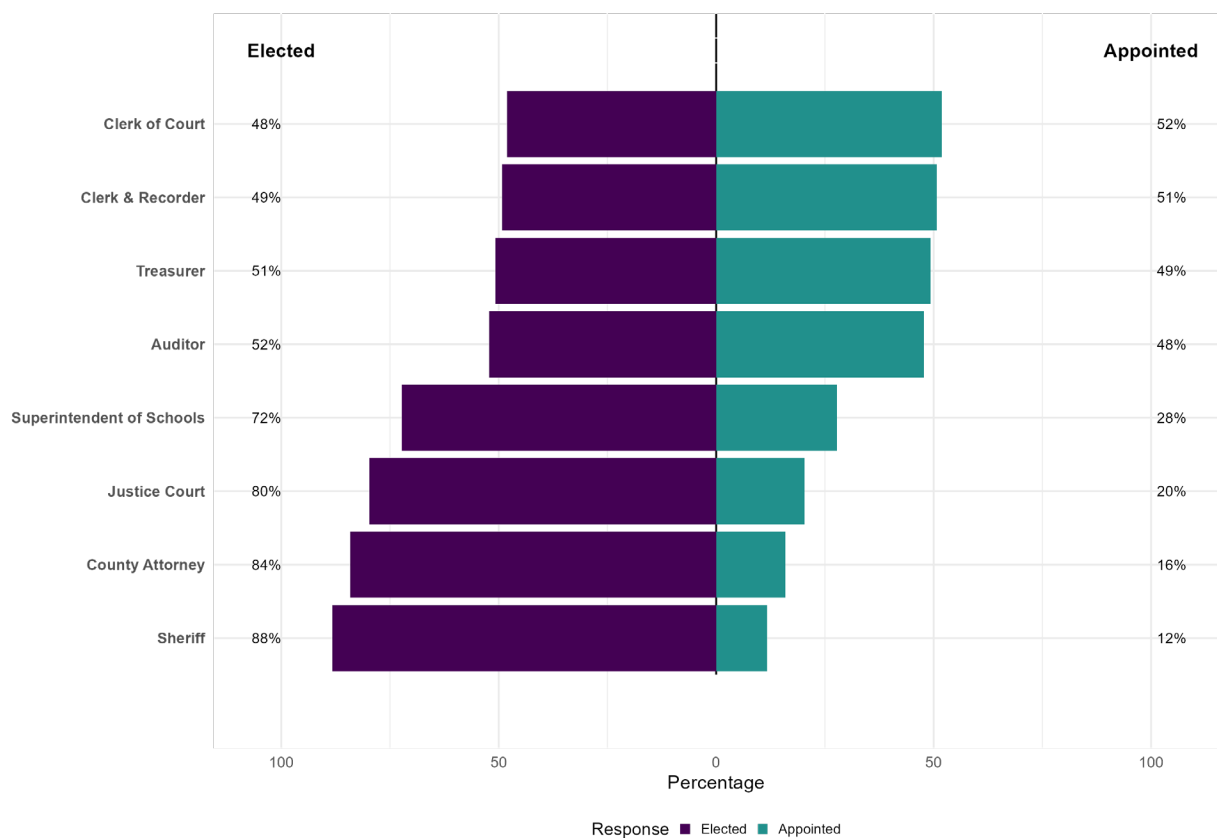


Figure 51: Likert plot for elected variables

### Variable Name: **pctycomm**

**Question Text:** Should each of the following county offices be a **partisan** position or a **nonpartisan** position? - County Commissioners

**Frequencies and Marginal Percentages:**

*Table 52: Frequencies and marginal percentages table for **pctycomm** variable*

| RESPONSE OPTION | FREQUENCY | PERCENT |
|-----------------|-----------|---------|
| Partisan        | 79        | 32.92%  |
| Nonpartisan     | 131       | 54.58%  |
| Unsure          | 30        | 12.50%  |
| <b>TOTAL</b>    | 240       |         |

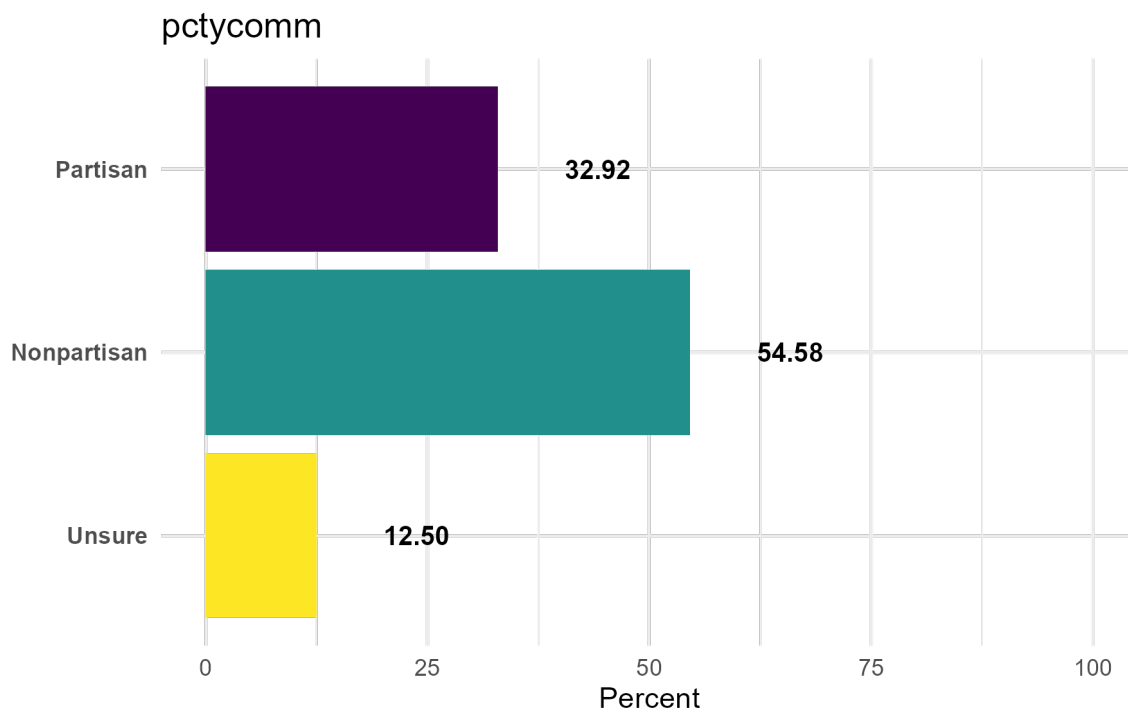


Figure 52: Marginal percentages plot for **pctycomm** variable

### Variable Name: pccourt

**Question Text:** Should each of the following county offices be a **partisan** position or a **nonpartisan** position? - Clerk of Court

#### Frequencies and Marginal Percentages:

Table 53: Frequencies and marginal percentages table for **pccourt** variable

| RESPONSE OPTION | FREQUENCY | PERCENT |
|-----------------|-----------|---------|
| Partisan        | 17        | 7.08%   |
| Nonpartisan     | 180       | 75.00%  |
| Unsure          | 43        | 17.92%  |
| <b>TOTAL</b>    | 240       |         |

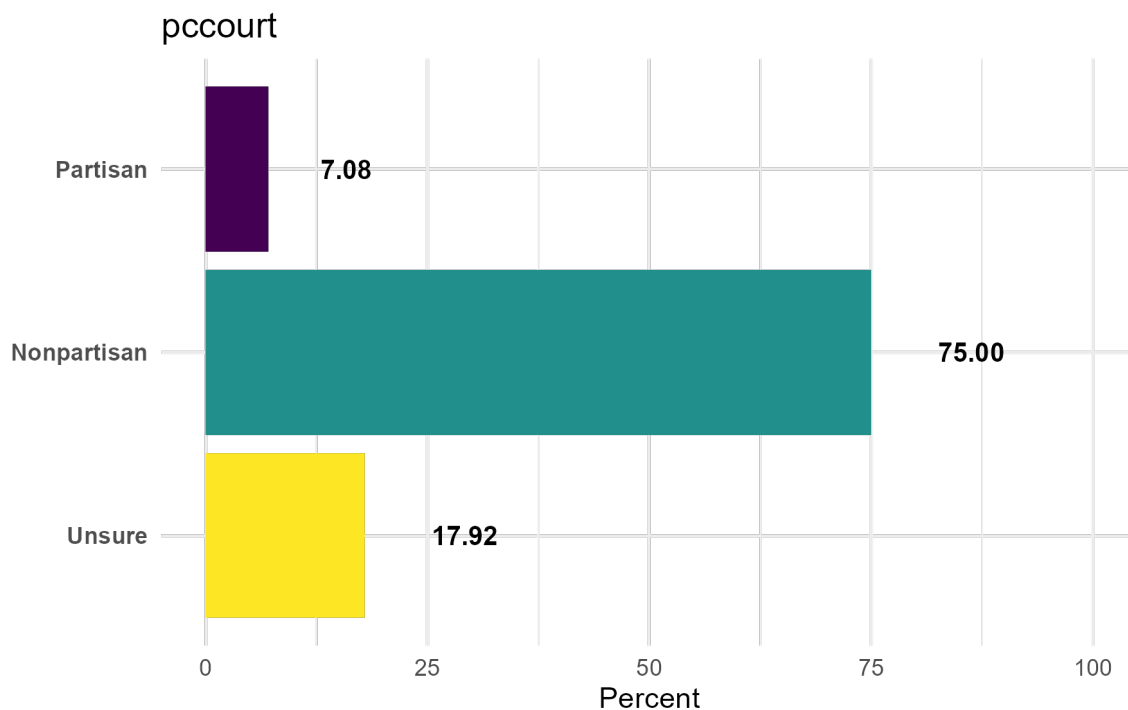


Figure 53: Marginal percentages plot for **pccourt** variable

### Variable Name: **paudit**

**Question Text:** Should each of the following county offices be a **partisan** position or a **nonpartisan** position? - Auditor

**Frequencies and Marginal Percentages:**

*Table 54: Frequencies and marginal percentages table for **paudit** variable*

| RESPONSE OPTION | FREQUENCY | PERCENT |
|-----------------|-----------|---------|
| Partisan        | 18        | 7.47%   |
| Nonpartisan     | 187       | 77.59%  |
| Unsure          | 36        | 14.94%  |
| <b>TOTAL</b>    | 241       |         |

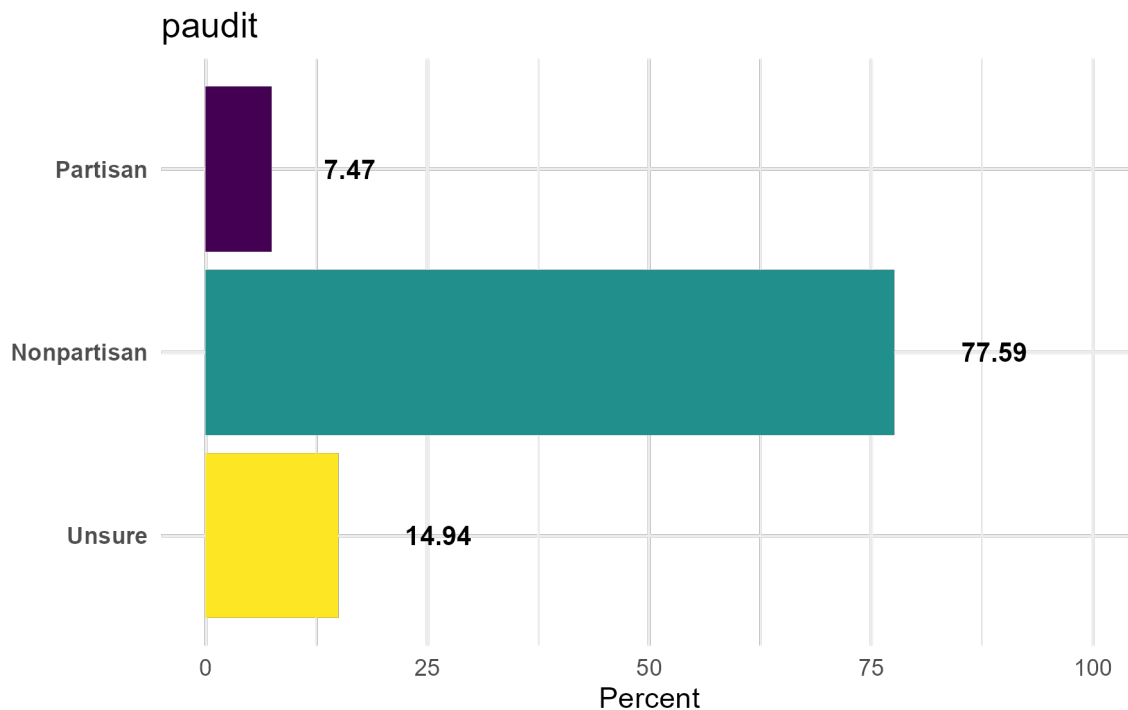


Figure 54: Marginal percentages plot for **paudit** variable

### Variable Name: pattorny

**Question Text:** Should each of the following county offices be a **partisan** position or a **nonpartisan** position? - County Attorney

**Frequencies and Marginal Percentages:**

*Table 55: Frequencies and marginal percentages table for **pattorny** variable*

| RESPONSE OPTION | FREQUENCY | PERCENT |
|-----------------|-----------|---------|
| Partisan        | 45        | 18.67%  |
| Nonpartisan     | 168       | 69.71%  |
| Unsure          | 28        | 11.62%  |
| <b>TOTAL</b>    | 241       |         |

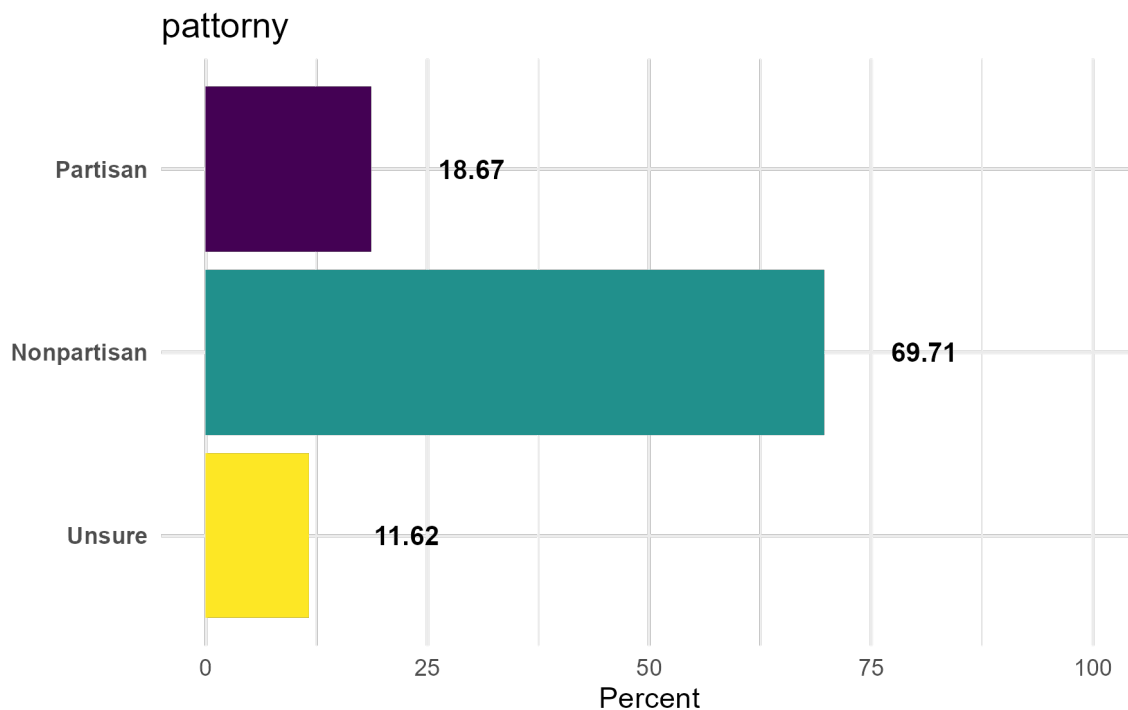


Figure 55: Marginal percentages plot for **pattorny** variable

### Variable Name: psupsch

**Question Text:** Should each of the following county offices be a **partisan** position or a **nonpartisan** position? - Superintendent of Schools

**Frequencies and Marginal Percentages:**

*Table 56: Frequencies and marginal percentages table for **psupsch** variable*

| RESPONSE OPTION | FREQUENCY | PERCENT |
|-----------------|-----------|---------|
| Partisan        | 30        | 12.45%  |
| Nonpartisan     | 179       | 74.27%  |
| Unsure          | 32        | 13.28%  |
| <b>TOTAL</b>    | 241       |         |

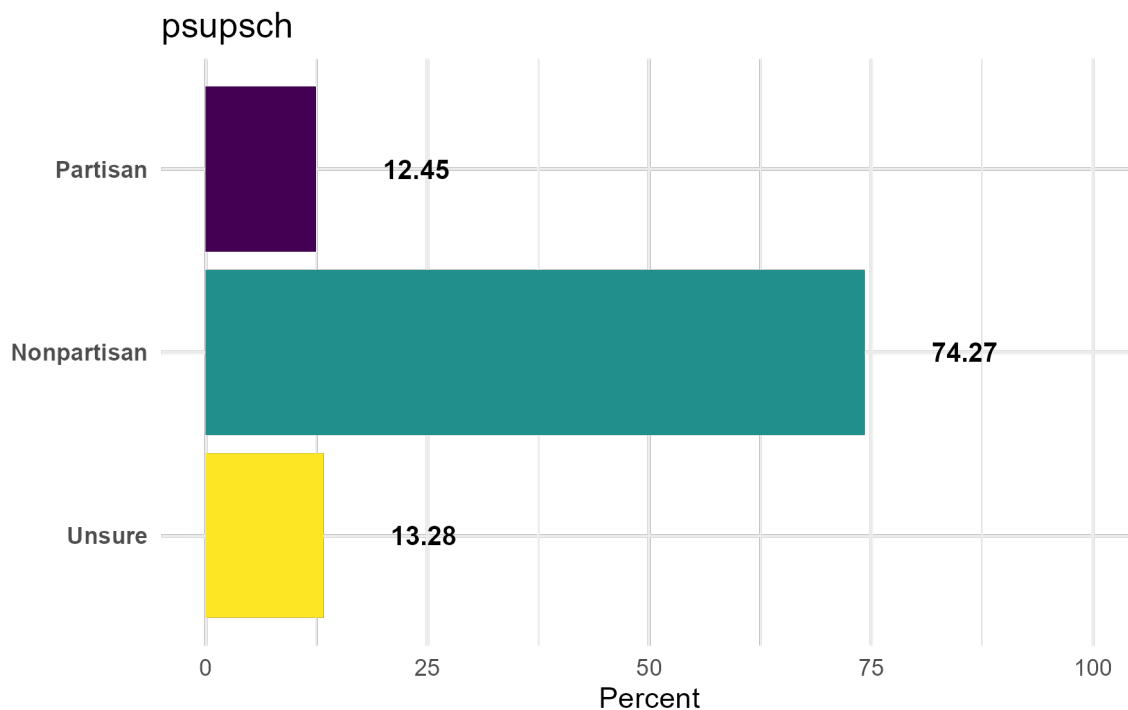


Figure 56: Marginal percentages plot for **psupsch** variable

### Variable Name: pcrecor

**Question Text:** Should each of the following county offices be a **partisan** position or a **nonpartisan** position? - Clerk & Recorder

**Frequencies and Marginal Percentages:**

*Table 57: Frequencies and marginal percentages table for **pcrecor** variable*

| RESPONSE OPTION | FREQUENCY | PERCENT |
|-----------------|-----------|---------|
| Partisan        | 19        | 7.92%   |
| Nonpartisan     | 181       | 75.42%  |
| Unsure          | 40        | 16.67%  |
| <b>TOTAL</b>    | 240       |         |

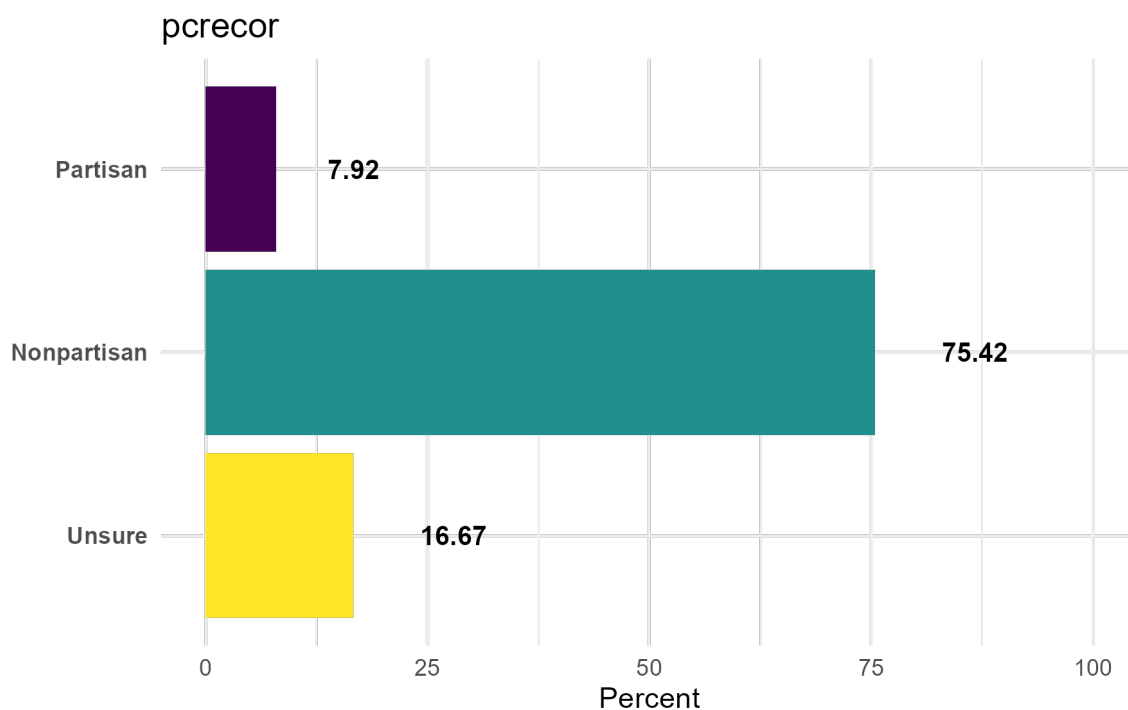


Figure 57: Marginal percentages plot for pcrecor variable

### Variable Name: psheriff

**Question Text:** Should each of the following county offices be a **partisan** position or a **nonpartisan** position? - Sheriff

**Frequencies and Marginal Percentages:**

*Table 58: Frequencies and marginal percentages table for **psheriff** variable*

| RESPONSE OPTION | FREQUENCY | PERCENT |
|-----------------|-----------|---------|
| Partisan        | 46        | 19.17%  |
| Nonpartisan     | 167       | 69.58%  |
| Unsure          | 27        | 11.25%  |
| <b>TOTAL</b>    | 240       |         |

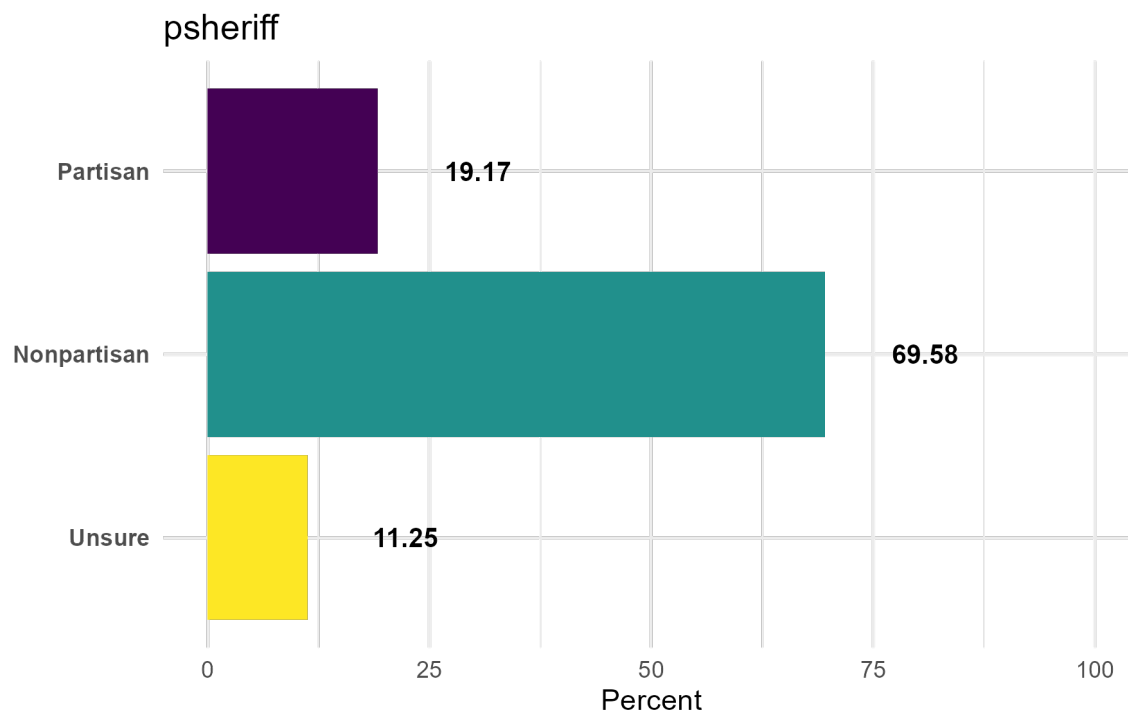


Figure 58: Marginal percentages plot for **psheriff** variable

### Variable Name: pjustice

**Question Text:** Should each of the following county offices be a **partisan** position or a **nonpartisan** position? - Justice Court

**Frequencies and Marginal Percentages:**

*Table 59: Frequencies and marginal percentages table for **pjustice** variable*

| RESPONSE OPTION | FREQUENCY | PERCENT |
|-----------------|-----------|---------|
| Partisan        | 35        | 14.58%  |
| Nonpartisan     | 175       | 72.92%  |
| Unsure          | 30        | 12.50%  |
| <b>TOTAL</b>    | 240       |         |

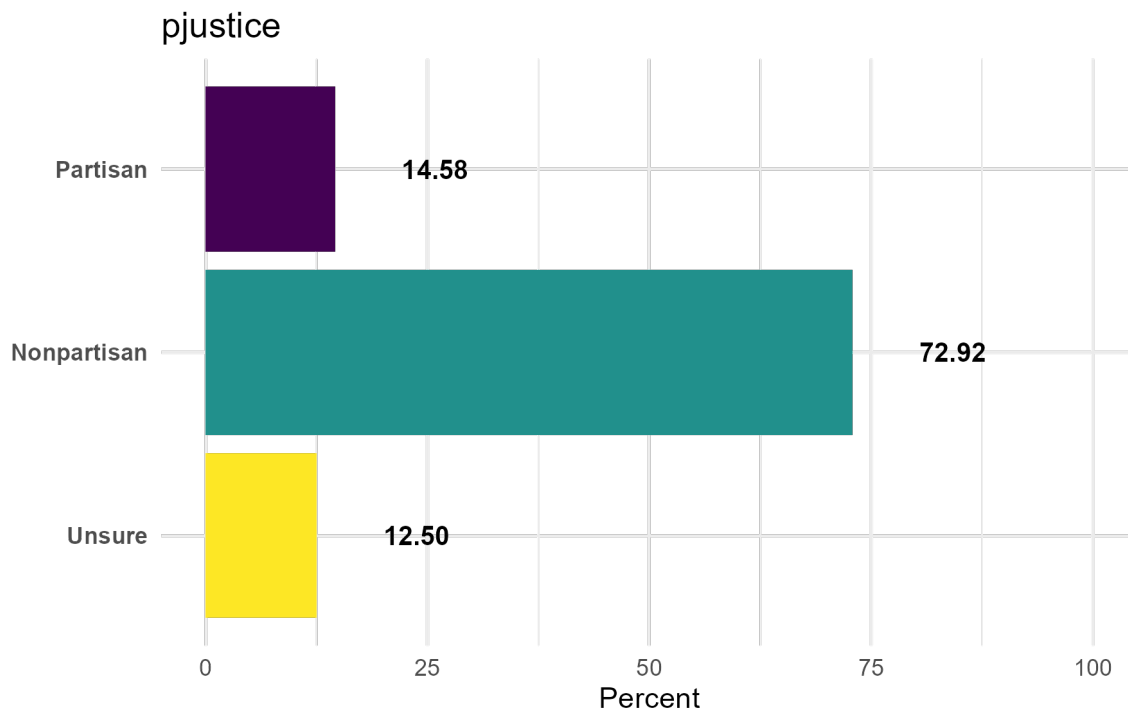


Figure 59: Marginal percentages plot for pjustice variable

### Variable Name: **ptreasur**

**Question Text:** Should each of the following county offices be a **partisan** position or a **nonpartisan** position? - Treasurer

**Frequencies and Marginal Percentages:**

*Table 60: Frequencies and marginal percentages table for **ptreasur** variable*

| RESPONSE OPTION | FREQUENCY | PERCENT |
|-----------------|-----------|---------|
| Partisan        | 23        | 9.54%   |
| Nonpartisan     | 179       | 74.27%  |
| Unsure          | 39        | 16.18%  |
| <b>TOTAL</b>    | 241       |         |

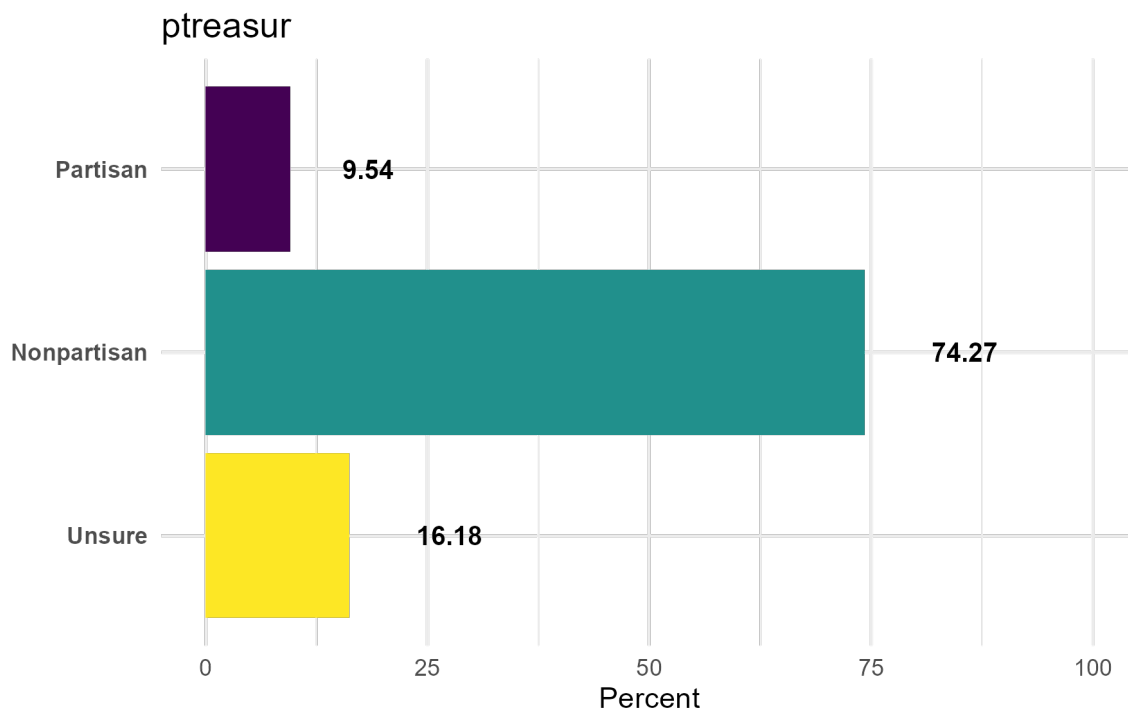


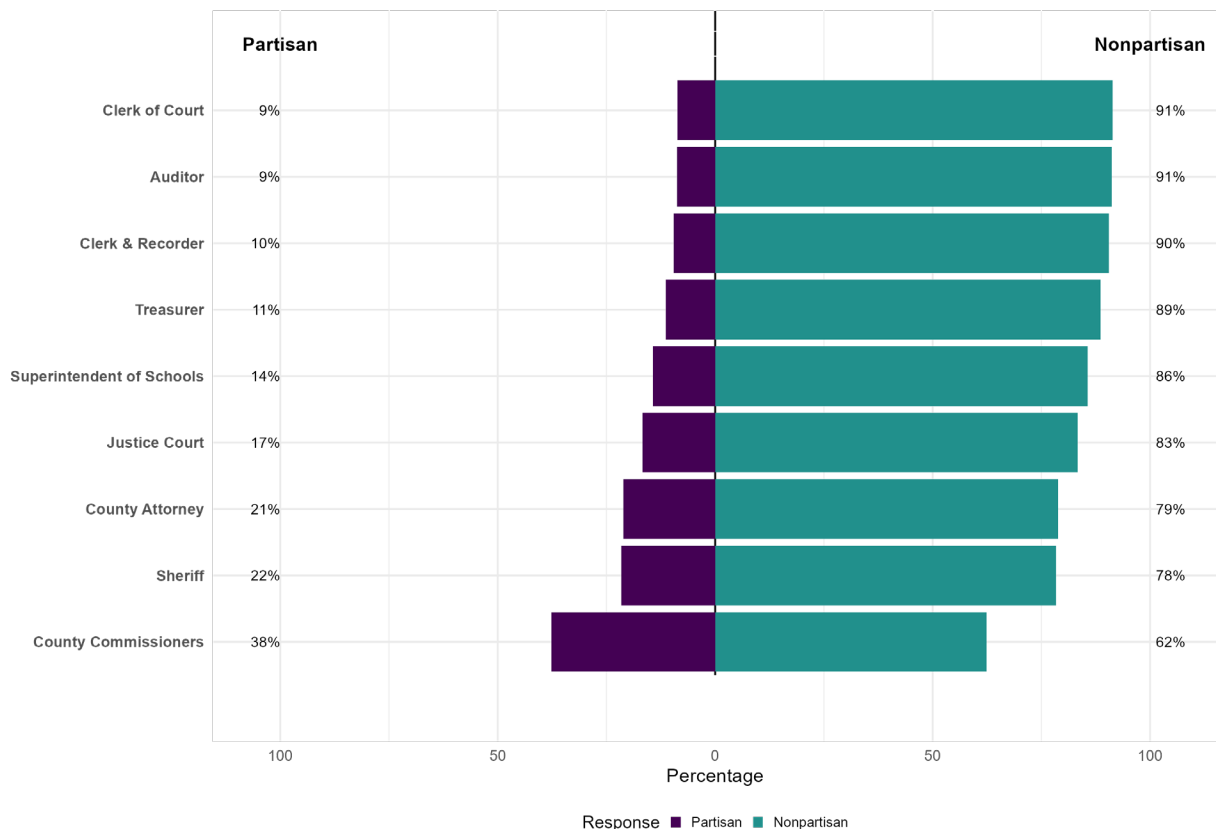
Figure 60: Marginal percentages plot for **ptreasur** variable

## Survey Question Summary for Variable Names: pctycomm, pccourt, paudit, pattorney, psupsch, pcrecor, psheriff, pjustice, ptreasur

**Question Text:** Should each of the following county offices be a **partisan** position or a **nonpartisan** position?

*Table 61: Percentages for Likert combined levels for **pctycomm, pccourt, paudit, pattorney, psupsch, pcrecor, psheriff, pjustice, ptreasur** variables, sorted in descending order on the percent that indicated preference for the position (removing "unsure" responses and recalculating responses out of 100%).*

| ITEM                      | PARTISAN | NONPARTISAN |
|---------------------------|----------|-------------|
| Clerk of Court            | 8.63     | 91.37       |
| Auditor                   | 8.78     | 91.22       |
| Clerk & Recorder          | 9.50     | 90.50       |
| Treasurer                 | 11.39    | 88.61       |
| Superintendent of Schools | 14.35    | 85.65       |
| Justice Court             | 16.67    | 83.33       |
| County Attorney           | 21.13    | 78.87       |
| Sheriff                   | 21.60    | 78.40       |
| County Commissioners      | 37.62    | 62.38       |



### Variable Name: qctycomm

**Question Text:** Should each of the following county offices have **minimum professional qualifications?** - County Commissioners

#### Frequencies and Marginal Percentages:

Table 62: Frequencies and marginal percentages table for **qctycomm** variable

| RESPONSE OPTION | FREQUENCY  | PERCENT |
|-----------------|------------|---------|
| No              | 46         | 18.70%  |
| Yes             | 185        | 75.20%  |
| Unsure          | 15         | 6.10%   |
| <b>TOTAL</b>    | <b>246</b> |         |

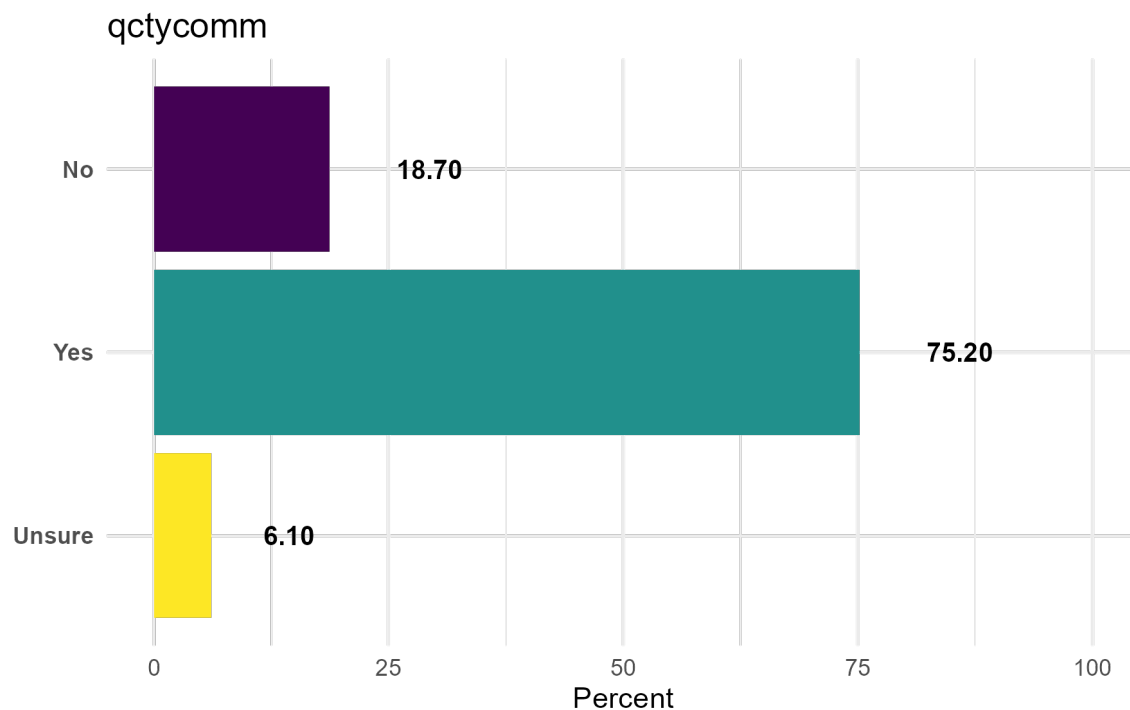


Figure 62: Marginal percentages plot for **qctycomm** variable

### Variable Name: qccourt

**Question Text:** Should each of the following county offices have **minimum professional qualifications?** - Clerk of Court

#### Frequencies and Marginal Percentages:

Table 63: Frequencies and marginal percentages table for **qccourt** variable

| RESPONSE OPTION | FREQUENCY  | PERCENT |
|-----------------|------------|---------|
| No              | 25         | 10.16%  |
| Yes             | 200        | 81.30%  |
| Unsure          | 21         | 8.54%   |
| <b>TOTAL</b>    | <b>246</b> |         |

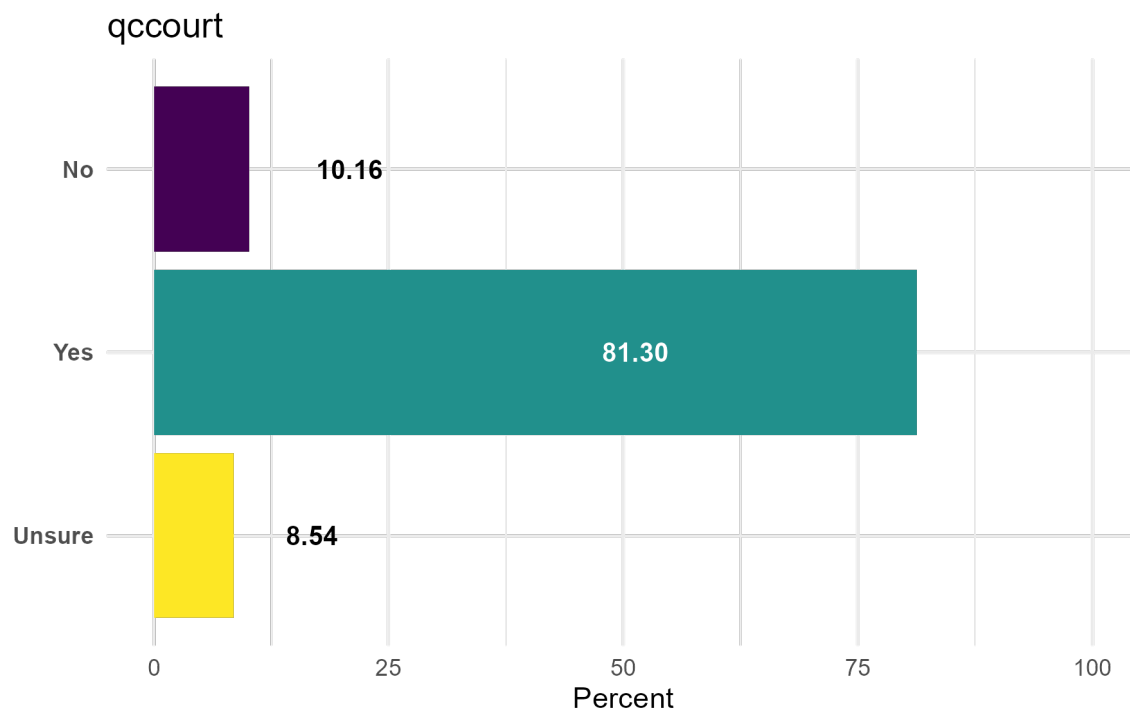


Figure 63: Marginal percentages plot for **qccourt** variable

### Variable Name: **qaudit**

**Question Text:** Should each of the following county offices have **minimum professional qualifications?** - Auditor

#### Frequencies and Marginal Percentages:

*Table 64: Frequencies and marginal percentages table for **qaudit** variable*

| RESPONSE OPTION | FREQUENCY  | PERCENT |
|-----------------|------------|---------|
| No              | 15         | 6.12%   |
| Yes             | 221        | 90.20%  |
| Unsure          | 9          | 3.67%   |
| <b>TOTAL</b>    | <b>245</b> |         |

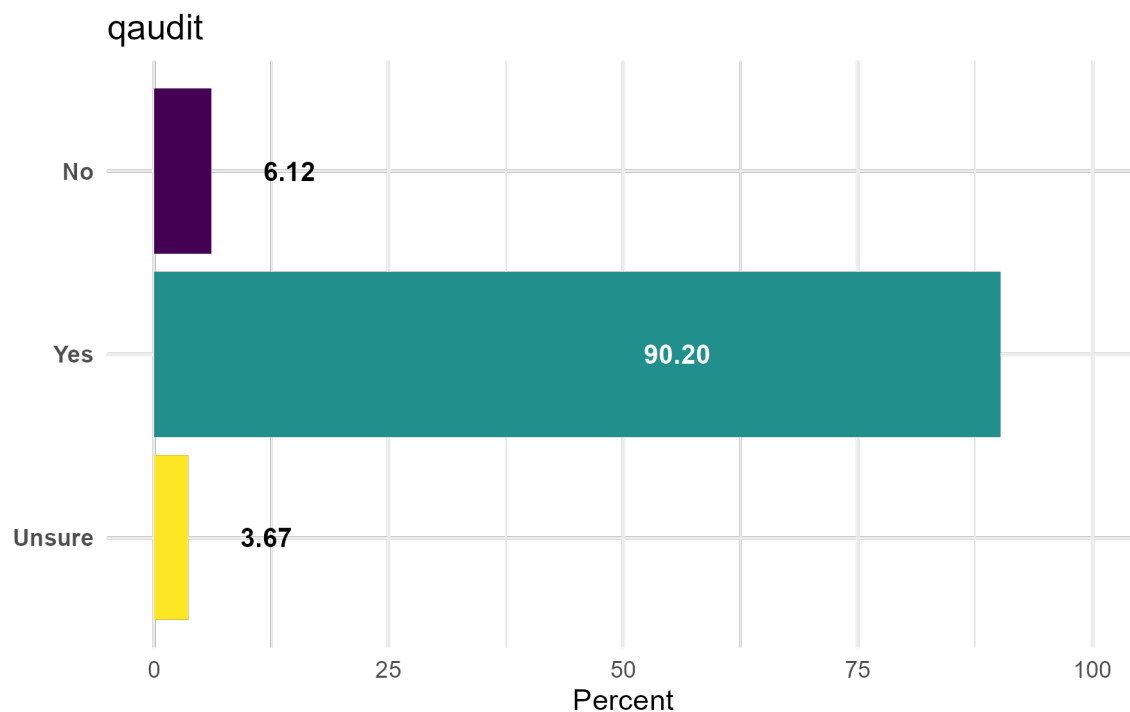


Figure 64: Marginal percentages plot for **qaudit** variable

### Variable Name: qattorny

**Question Text:** Should each of the following county offices have **minimum professional qualifications?** -  
County Attorney

#### Frequencies and Marginal Percentages:

Table 65: Frequencies and marginal percentages table for **qattorny** variable

| RESPONSE OPTION | FREQUENCY  | PERCENT |
|-----------------|------------|---------|
| No              | 12         | 4.90%   |
| Yes             | 229        | 93.47%  |
| Unsure          | 4          | 1.63%   |
| <b>TOTAL</b>    | <b>245</b> |         |

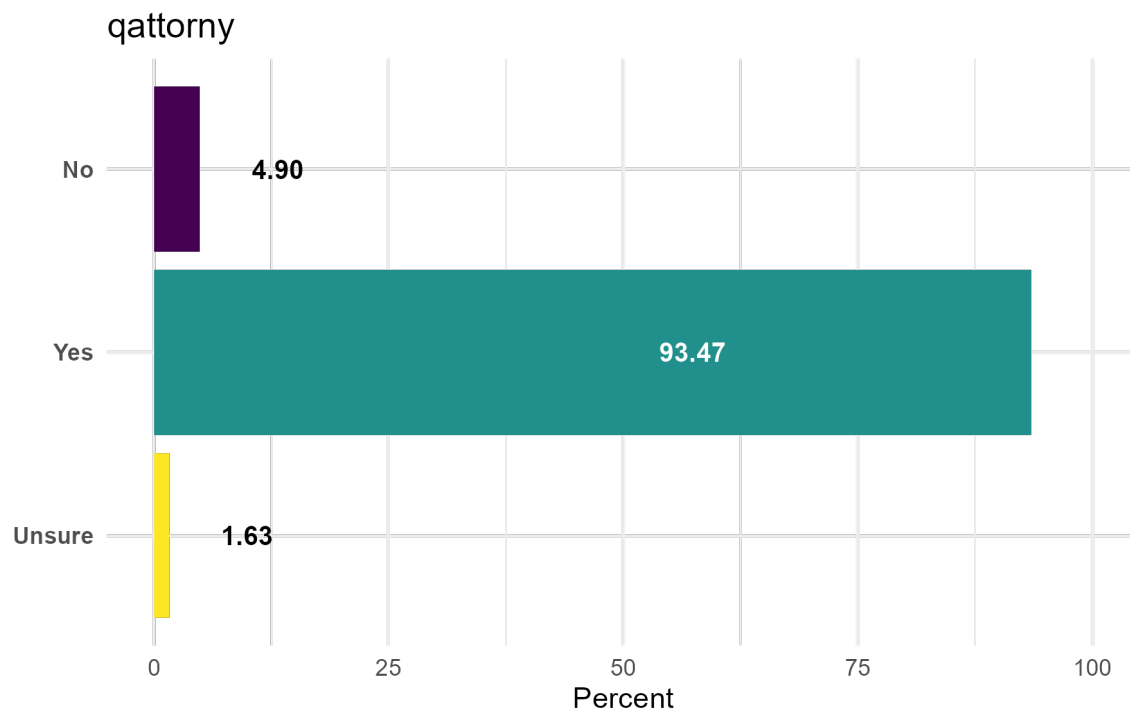


Figure 65: Marginal percentages plot for **qattorny** variable

### Variable Name: **qsupsch**

**Question Text:** Should each of the following county offices have **minimum professional qualifications?** - Superintendent of Schools

**Frequencies and Marginal Percentages:**

*Table 66: Frequencies and marginal percentages table for **qsupsch** variable*

| RESPONSE OPTION | FREQUENCY | PERCENT |
|-----------------|-----------|---------|
| No              | 20        | 8.16%   |
| Yes             | 215       | 87.76%  |
| Unsure          | 10        | 4.08%   |
| <b>TOTAL</b>    | 245       |         |

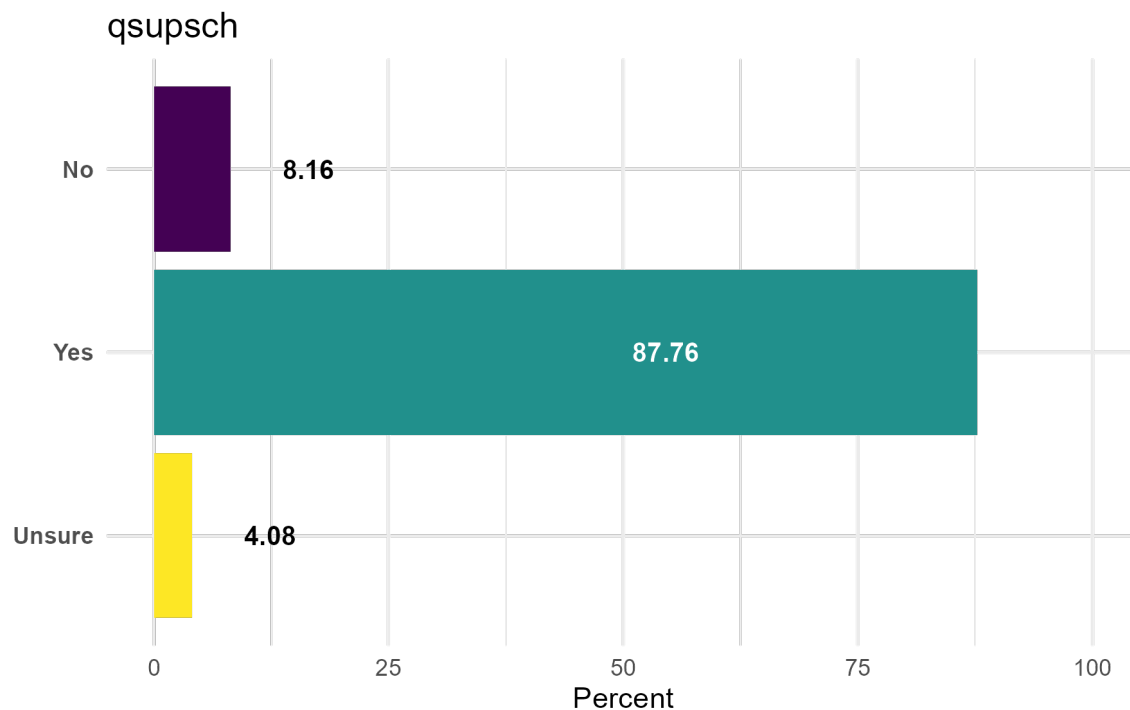


Figure 66: Marginal percentages plot for **qsupsch** variable

### Variable Name: qcrecor

**Question Text:** Should each of the following county offices have **minimum professional qualifications?** - Clerk & Recorder

#### Frequencies and Marginal Percentages:

Table 67: Frequencies and marginal percentages table for **qcrecor** variable

| RESPONSE OPTION | FREQUENCY  | PERCENT |
|-----------------|------------|---------|
| No              | 29         | 11.84%  |
| Yes             | 196        | 80.00%  |
| Unsure          | 20         | 8.16%   |
| <b>TOTAL</b>    | <b>245</b> |         |

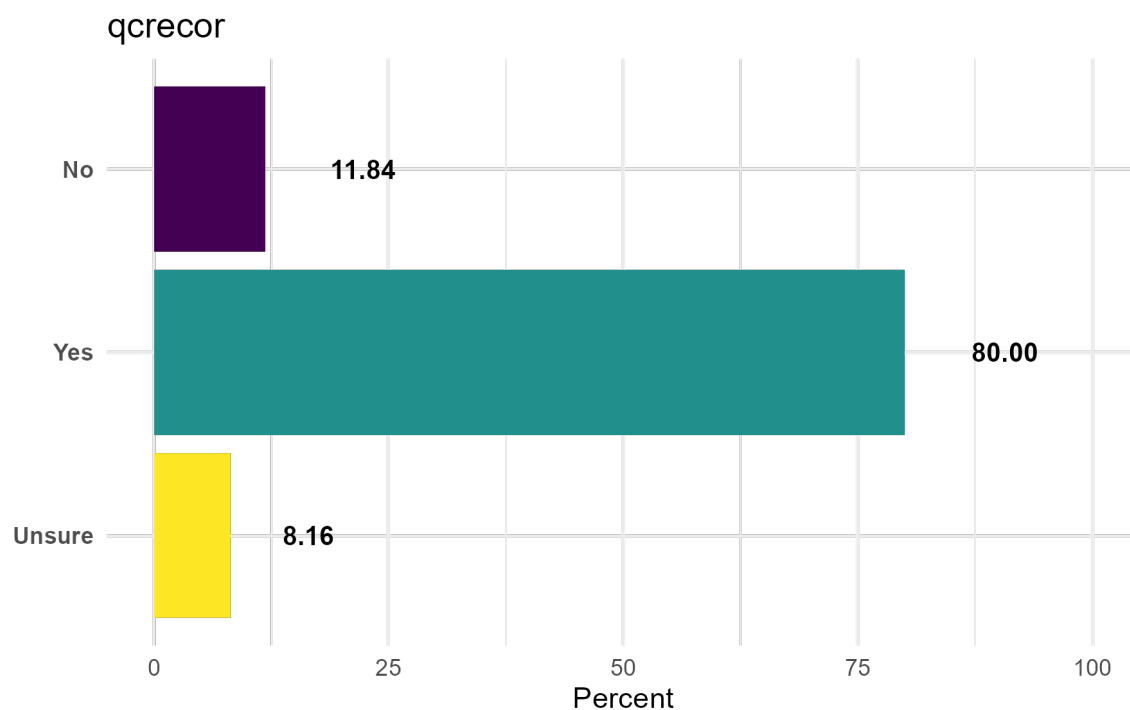


Figure 67: Marginal percentages plot for **qcrecor** variable

### Variable Name: qsheriff

**Question Text:** Should each of the following county offices have **minimum professional qualifications?** - Sheriff

#### Frequencies and Marginal Percentages:

Table 68: Frequencies and marginal percentages table for **qsheriff** variable

| RESPONSE OPTION | FREQUENCY | PERCENT |
|-----------------|-----------|---------|
| No              | 24        | 9.80%   |
| Yes             | 217       | 88.57%  |
| Unsure          | 4         | 1.63%   |
| <b>TOTAL</b>    | 245       |         |

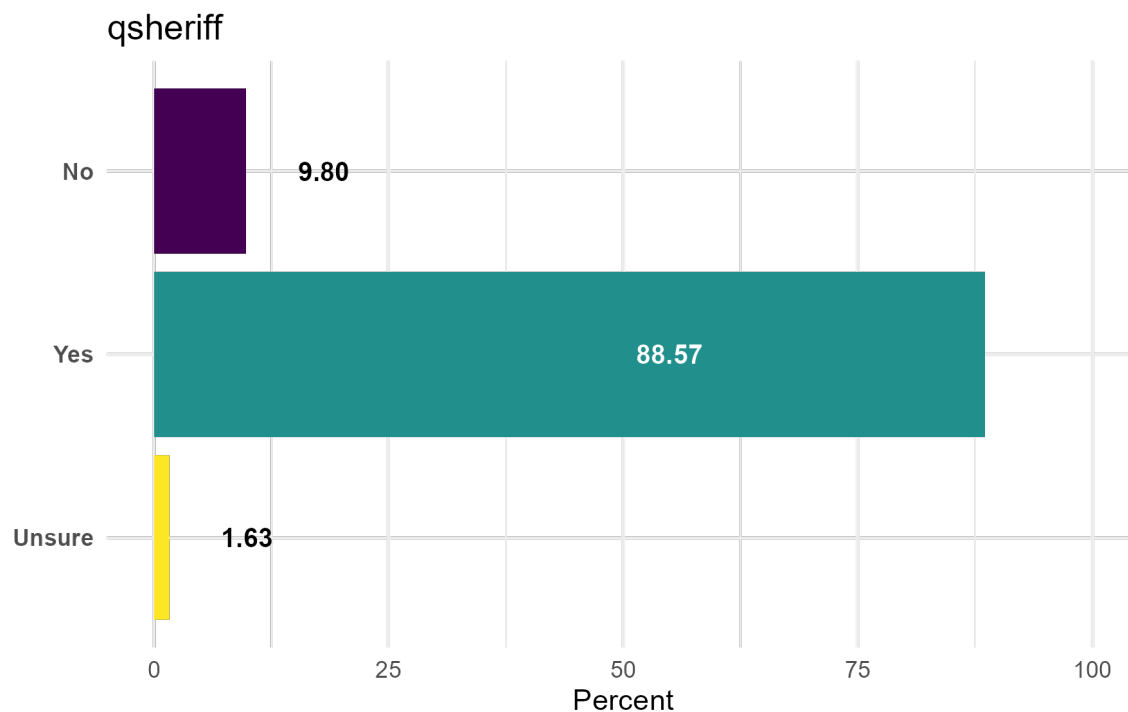


Figure 68: Marginal percentages plot for **qsheriff** variable

### Variable Name: qjustice

**Question Text:** Should each of the following county offices have **minimum professional qualifications?** - Justice Court

#### Frequencies and Marginal Percentages:

Table 69: Frequencies and marginal percentages table for **qjustice** variable

| RESPONSE OPTION | FREQUENCY | PERCENT |
|-----------------|-----------|---------|
| No              | 18        | 7.35%   |
| Yes             | 218       | 88.98%  |
| Unsure          | 9         | 3.67%   |
| <b>TOTAL</b>    | 245       |         |

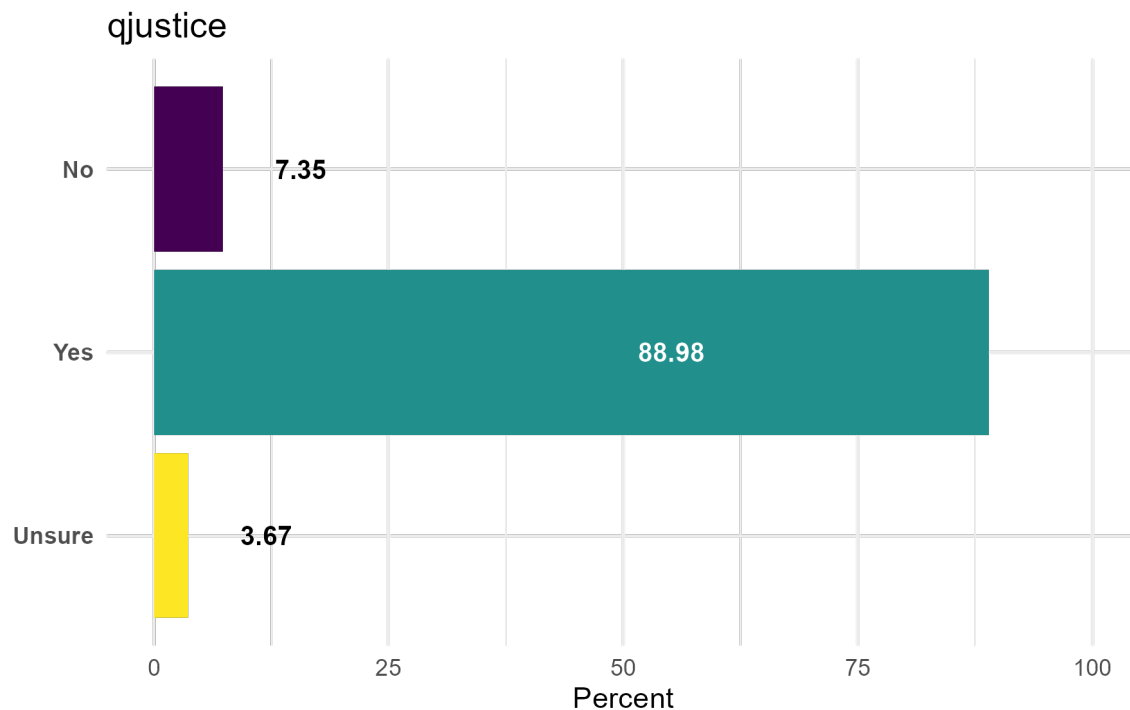


Figure 69: Marginal percentages plot for **qjustice** variable

### Variable Name: qtreasur

**Question Text:** Should each of the following county offices have **minimum professional qualifications?** -  
Treasurer

#### Frequencies and Marginal Percentages:

Table 70: Frequencies and marginal percentages table for *qtreasur* variable

| RESPONSE OPTION | FREQUENCY  | PERCENT |
|-----------------|------------|---------|
| No              | 13         | 5.28%   |
| Yes             | 226        | 91.87%  |
| Unsure          | 7          | 2.85%   |
| <b>TOTAL</b>    | <b>246</b> |         |

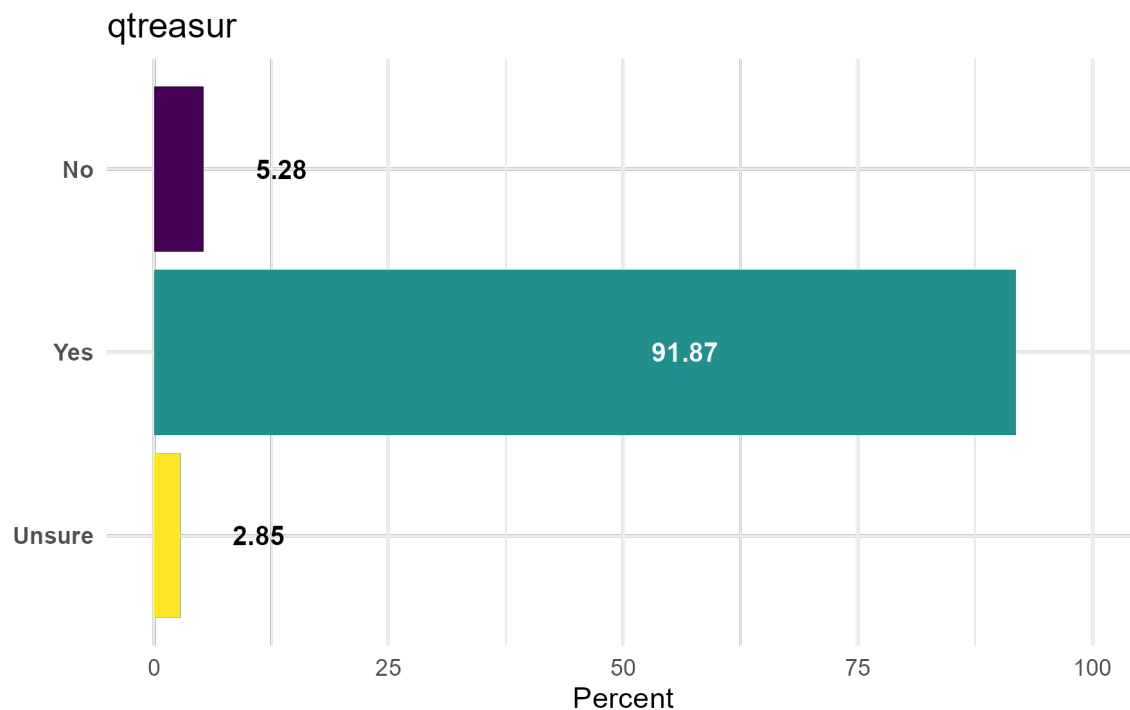


Figure 70: Marginal percentages plot for *qtreasur* variable

## Survey Question Summary for Variable Names: qctycomm, qccourt, qaudit, qattorney, qsupsch, qcrecor, qsheriff, qjustice, qtreasur

**Question Text:** Should each of the following county offices have **minimum professional qualifications**?

*Table 71: Percentages for Likert combined levels for **qctycomm, qccourt, qaudit, qattorney, qsupsch, qcrecor, qsheriff, qjustice, qtreasur** variables, sorted in descending order on the percent in the 'Yes' category (removing "unsure" responses and recalculating responses out of 100%).*

| ITEM                      | NO    | YES   |
|---------------------------|-------|-------|
| County Attorney           | 4.98  | 95.02 |
| Treasurer                 | 5.44  | 94.56 |
| Auditor                   | 6.36  | 93.64 |
| Justice Court             | 7.63  | 92.37 |
| Superintendent of Schools | 8.51  | 91.49 |
| Sheriff                   | 9.96  | 90.04 |
| Clerk of Court            | 11.11 | 88.89 |
| Clerk & Recorder          | 12.89 | 87.11 |
| County Commissioners      | 19.91 | 80.09 |

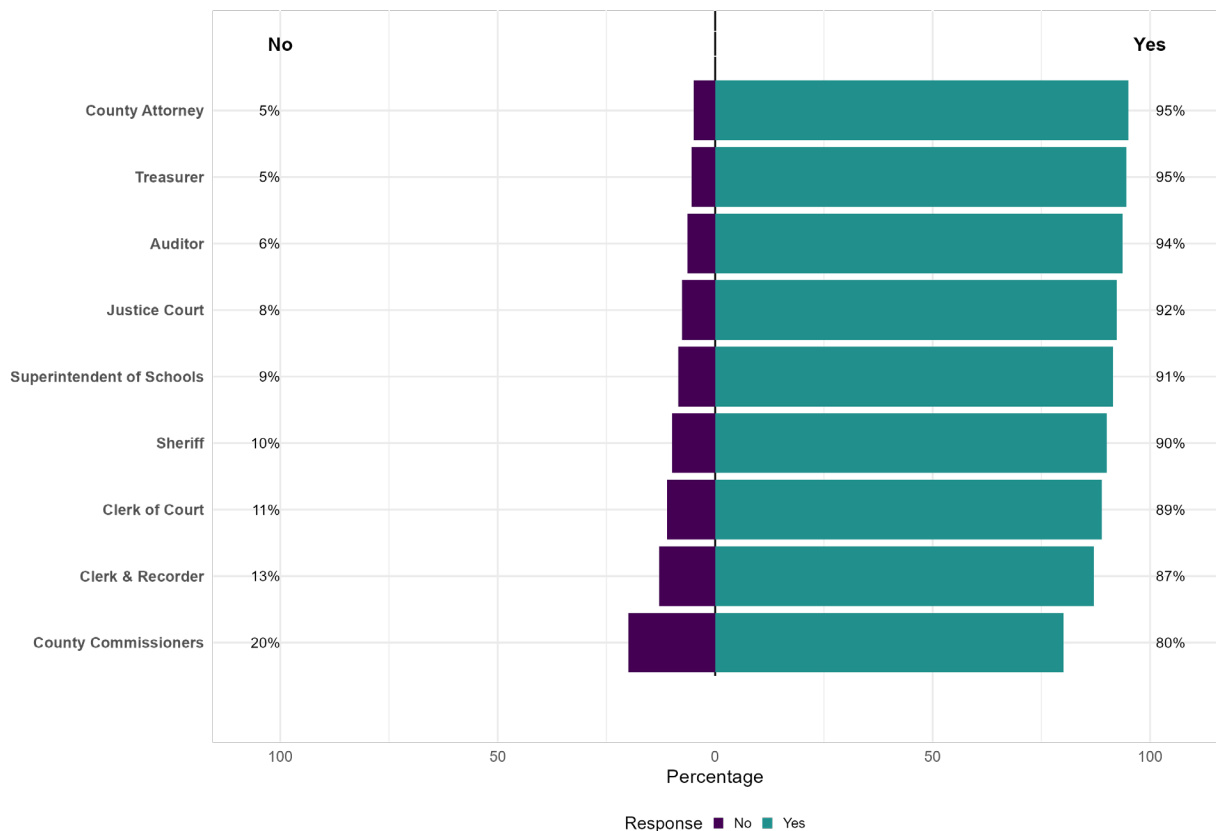


Figure 71: Likert plot for for qualifications variables

## Variable Name: change

**Question Text:** If you could change any **one thing** about Gallatin County government, what would it be and why?

**Responses:**

*Table 72: Responses for **change** variable*

### RESPONSES

Higher pay because it's getting impossible to live here, in a home/apt. I can barely stay afloat as a county employee, it's quite indicative of how things are going.

How HR investigates a concern. They should be a neutral party trying to work out an issue not acting like a courtroom. These are concerns from past HR Directors and current.

More commissioners to better address the community needs and give more discussion opportunities when making decision that effect a large county with a large demographic. More discussion and ideas will always benefit the taxpayers that pay into our county. I would also like to see Auditor, Clerk and Recorder and Treasurer be non-partisan or appointed positions and have required credentials that align with these positions.

Less power given to the city commissioners.

The number of digital systems we use for data entry is entirely repetitive.

We need more employees. Without increased staffing it is impossible to respond to the public appropriately. The current level also causes higher rates of burnout and turnover which exacerbates the feeling of unresponsiveness/confusion from members of the public.

Clearer communication between departments regarding changes to staff, policies, procedures. Maybe county-wide events where staff from other departments can get to know each other.

I would like the GC Commissioners to gain a greater understanding into what the Rest Home does, provides and needs. The Rest Home cannot operate in the same manner as other departments. With such diverse functions, each department should be seen as a separate entity with its own needs and challenges. For example, while the flooring may be wonderful at another facility, the Rest Home should have invested in flooring that could withstand heavy use. Instead, flooring that is a year old looks worse than the 20+ year old flooring it is covering.

All supervisory positions should be audited for competency, effective leadership and non-biased hiring tendencies by a non-affiliated/external auditor at least once every couple years.

Greater accountability within the County Attorney's Office regarding which cases are prosecuted.

Spend less, especially on non-profits who are completely unaccountable. Focus spending on planning and infrastructure.

Providing a larger budget for deferred maintenance. There are so many areas within the county where maintenance is needed, but no funding to bring those areas up to date without diverting it from other areas.

Staffing has been an issue as of late. It seems that a lot of Gallatin county employees are picking up the slack of vacant positions, often leading to them feeling stressed and overloaded. More energy being put into hiring as soon as a position becomes vacant would be an appropriate start to reducing this problem.

Doesn't seem necessary to have a county administrator in addition to a commission; one or the other should be making policy decisions, not both.

## RESPONSES

Need more people in offices that are in need with a cost of living wage that equates to Gallatin County costs of living.

Commissioner's need to listen to the people and not just the developers

I would eliminate the unfair structure allowing the County Administrator to wield unchecked power. As one commissioner stated in a Bozeman Daily Chronicle article, Jim Doar is "doing as the Commission has asked him." If the employees wish to complain about Mr. Doar, they can only complain to the Commissioners, who are the only check of his power, and who are not actually his supervisors. This creates a position that is both the cudgel of the commission, and unchecked in power by any entity. And they put this person in charge of human resources for a time, creating a complete conflict of interest wherein employees who had a complaint about Doar would need to go to Doar about Doar. When employees approached an ombudsman then employed by the county, that position was eliminated with little explanation. Was this shady? Probably not, but the optics are bad and reflect why this structure is wrought with problems.

Leadership (executive, legislative, and judicial) should regularly communicate their major decisions, and reasoning behind those decisions, to employees.

Eliminate the County Administrator and Deputy Administrator positions. They are ineffective, unnecessary and have no accountability. The three County Commissioners can easily split those duties among themselves, as they used to, which would be much more effective, provide proper accountability and cost the taxpayers much less.

Remote/hybrid options for employees.

I would change the elected positions I indicated previously to hired positions and hire staff that have the professional qualifications to do the job through a competitive hiring process.

Expand the number of seats on the commission to reduce two-person voting blocs.

Transparency in finances and decision making regarding finances. There's no reason the county should be low on funds yet for the past 20+ years, they always say that they are.

Better communication from management with staff. I have a supervisor that will inform some co-workers on processes when others are not informed. Also, my supervisor does not send e-mails to the team regarding changes or updated information. I am not sure if they are uncomfortable to put information in writing, but it is very frustrating especially for someone that came from the private sector.

I'd encourage us to continue on the positive path of the past few years, especially the strides made in addressing staff shortages, which has noticeably improved services to the public and between departments.

Don't cut corners. Quality or quantity. Take care of the long-term employees.

Lower property taxes, the government is constantly raising taxes to support wasteful spending.

Why do we have a County Administrator. Can't the Commissioners do the job they were elected to do? We pay this individual way too much money, and have given him unelected power.

I DONT KNOW ENOUGH ABOUT THE TOPIC...

more space in the MVD. Our county is growing so much, and we do not have enough space to accommodate.

## RESPONSES

I generally think the structure of Gallatin County government works well. I think additional investment in Code enforcement and the authority to fine violators would go a long way towards fairness. Currently, the lack of code enforcement capacity rewards violators and punishes those following the rules, as they have limitations while those in violation can benefit from breaking them with little chance of consequences. I also think employee participation in updates to the employee manual would be helpful. There have been policies enacted, that have unintended consequences. For example, limitations on use of comp time were enacted to prevent a certain kind of abuse, but are overly restricted for those who don't abuse it. This was a surprise when it came out, and there are other simpler solutions that could have prevented abuses and not punished good actors. I think allowing for staff comments prior to enacting policies could allow the opportunity to create better solutions to address any issues of concern. Its a best practice to get public comment on policy - the same could go for employee policies.

There needs to be better communication between departments and expectations of what each of us is expected to do. There seems to be a disconnect between the offices at the central hub of the courthouse and the outlying offices.

Eliminate surveys.

Allow deputies to live in neighboring counties but still be employed by Gallatin.

More resources and emphasis on mental health needs and resources.

Pay your people more money, why because County employees don't make enough money to live in this county.

N/A

More incentive for raises or promotions.

The high cost of living combined with the combined with wages that can't keep up with the rising costs of living create an environment of constant turn over. In our Department (The Health Department) we require a highly trained staff. Over the course of the last couple years we have been unable to maintain staff and are in a constant cycle of having to retrain new staff. This process can take up to a year of training in some cases before the staff can even attempt to do anything on their own. This is causing a heavy burden on senior staff to pick up the excess workload. This leads to high burnout which contributes to high staff turnover.

Better communication between the Health Department and Police to provide consistency and better support each other, the community, and people as a whole.

I recommend revising the pay scale for non-elected employees to align with the county's current cost of living. Competitive compensation is essential to employee retention and long-term workforce stability. Without such adjustments, it becomes increasingly difficult for employees to sustain themselves in the community, which places strain on essential county operations. Aligning pay with cost-of-living standards will strengthen recruitment, improve retention, and ensure the county remains an employer of choice.

Not all departments are treated the same. Each department should be assessed based on their particular needs.

Employee pay should be on par with comparable government entities. The City of Bozeman seems to pay more across the board. The pay and work conditions are a reason for turnover in county positions.

## RESPONSES

Fair pay across all departments/offices

I think the communication between administrator's and staff is not always clear. I understand that it is sometimes in our best interest, however, communication is key to running a successful government structure. Overall, I am proud to work for Gallatin County and contribute to the public in meaningful ways.

The communication between the Commissioners & County Administrators to the staff and between all departments is based more on hearsay than formal information and announcements. The County leaders do a better job of communicating with the public than internally. Many staff are in the dark or get information through gossip and the grape-vine. Communication is funneled down from Department Heads and often lacking all the info to staff based on the Dept Heads perception or censoring. Staff from department to department are left to compare notes to find out what directions are taken internally and why. There also seems to be a lack of accountability for SOME department heads elected and non-elected in expectations of fulfilling their role. Department heads are not always present in the offices and delegate most of the work to under paid and less paid staff. This fiscal year the department heads were given an additional COLA after the initial budget discussions. This was not clearly and transparently communicated to staff until after it was a done deal, leaving staff to feel underappreciated while over paid department heads do not do the work, but rather take the credit for the work of their employees.

allot more money to better pay for all county positions.

tax levies to allow citizens to better fund government allowing for raises and increase in size to better match the growth and cost of county. better paid = better qualified candidates.

Pay for staff needs to increase.

Competitive wages so we can get the best people and keep our good employees. City Planning Commission - they only look out for their wallet approving every stupid skyscraper offered and turning the town into an urban hellscape, pushing out longtime residents.

Placing sustainability metrics at the forefront of developmental projects.

Pay, I suppose? Honestly, I'm quite content with my employment with Gallatin County. I feel like I am compensated pretty well so it is tough to complain. The cost of living in this valley is no secret so if there was one thing I'd change it would be a compensation increase. An alternative improvement to compensation would be a reliable, available, and safe child-care option for young families. Childcare costs all but wipe out any meaningful compensation that employees do receive.

Increased wages- Times are changing, prices are changing.

We should professionalize auditing, treasurer, and elections duties. Those positions are very important, technically complex duties that do not require any partisan or political affiliation. They should be hired for professional qualifications, rather than selected through popular elections.

Reduce the number of elected officials and officially adopt County Manager form of government under 7-3-112 MCA.

The Sheriff's position should never be a partisan, and the public does not need to know the political affiliation of someone whose duty is to protect and serve ALL of the citizens.

I would make the following elected positions appointed, or at the very least non-partisan: treasurer, auditor, clerk of court, clerk and recorder, superintendent of schools

## RESPONSES

Strengthening leadership and fairness is what I would like to see for Gallatin County. -Higher Standards for Leadership Department heads must demonstrate advanced qualifications, knowledge, and integrity to effectively lead. Leadership challenges should not be ignored or hidden—they must be addressed openly to ensure accountability and growth. -True Leadership vs. Title Holders There is a clear difference between leaders who genuinely strive to improve the workplace and serve the public, versus those who simply seek authority and power. We must recognize and empower the former. -Inclusive Policy Development Policy decisions should not rest in the hands of a select few. A Policy Committee is needed to gather diverse input and ensure policies reflect fairness and the needs of all staff. -Equity in Compensation Current pay structures are unbalanced, with some roles earning two to three times more than others without fair recognition of contributions. A Compensation Committee should be established to review disparities, ensure fairness, and value the real impact of every role. -Accountability Through Leadership Surveys Leadership surveys must not be symbolic. They should be a meaningful tool for driving change. If staff take the time to provide honest feedback, leadership must respond with action—otherwise trust is lost.

Fewer elected officials and more appointed officials. The Treasurer's position in particular I do not think needs to be elected. I would like to see more merit-based hiring in that regard.

Lower our taxes so we can afford to live here.

Pay increase. I can work for the city of Bozeman doing the same job for a 4 dollar an hour raise...

Cross-department educational opportunities for employees to learn the process and functions of the Gallatin County government

Adopt a charter form of government, and in doing so do away with the proliferation of elected offices (i.e. Clerk and Recorder, Treasurer, etc.). Elected officials can oftentimes be underqualified and simply gain an office because of party support/political affiliation. Most of these offices, like those listed above, should be strictly professional/managerial positions held by qualified personnel, not party ideologues who may not have the necessary experience to do their jobs effectively.

The one thing I would change is how the county treats departments who have unions vs departments that don't have unions. Just because a union is involved doesn't mean those people deserved less than what everyone else gets in the county. Very unfair how the union people get treated by the county.

Better elected officials

less bureaucracy based on covering our bases to show "transparency." "Transparency" should not be based on a minority of distrusting members of community and what they do to make sure government is doing their job. Seems like a lot of the time this minority is just looking for ways to cause issues instead of helping solve them. when I speak of this minority, I am talking about the radical individuals who want to sabotage government, not improve our community. I speak of the individuals who sat outside of our health department with guns, protesting outside of the home of our then Health Officer, who called our COVID call center and harassed and mistreated my colleagues. some of our policies and mental energy is taken up by pandering to this minority. transparency needs to be based on building a trusting workplace where we as employees can voice concerns, where we have solid policies and processes for whistleblowing, and we cultivate a culture of improvement.

That they slow down the building of new housing. I am concerned about running out of water.

Elected departments often face significant challenges in getting their requests approved—particularly when it comes to staffing increases and higher-level management positions. In contrast, departments

## RESPONSES

overseen by county administration do not face the same level of resistance. There appears to be a double standard in how requests are evaluated. Elected officials often struggle to have their needs taken seriously, while the needs of county administration are more readily accepted. In public meetings, elected departments are subjected to greater scrutiny, with their requests questioned more aggressively than those coming from departments under the county administrator. If there's one thing that needs to change, it's this: elected officials are directly accountable to the taxpayers and often operate with a higher degree of transparency and integrity. Their requests should be treated with the same level of validity and consideration—if not more—than those made by non-elected departments.

Take pay more seriously comparative to cost of living in Gallatin County.

More law enforcement presence at each county building. The public and employees are vulnerable to dangerous persons coming off the street in some of the buildings, especially during elections, meetings, and county business in different departments.

Change the plan plan so that managers are at least two pay grades above the staff they supervisor

While the counties social media presence has improved, during high traffic times (like elections or property tax time) they should use this presence to communicate with the public what is the best way to address their concerns.

In context of the Study Commission, I would take several offices and make them appointed as opposed to elected. These include the Clerk of Court, the Treasurer, the Auditor and the Clerk & Recorder. These offices are all required to complete tasks that are critical to the function of our government. As our government continues to grow, our processes become more and more sophisticated and require management from qualified employees who can be held immediately responsible for their actions or inaction. Having an elected official who is unqualified for 4 years until another election can be held is too long. Irreparable damage can be done in that amount of time.

—

We need to be able to comfortably live. Currently, we are paid too little in comparison to other businesses in the County. We need more staff to work more comfortably. Additionally, we need to be able to compete with other companies salaries, benefits, etc. It's disappointing that an employee who gets a degree wouldn't be paid more to try and preserve them working for the county, when they are a good employee.

I think we need to re-vamp the Legal Self-Help Center at the Law and Justice Building because there is not generally a volunteer during business hours available to help the community. There should be at least two full-time employees to ensure that those citizens who cannot afford an attorney receive legal assistance in preparing for their lawsuits.

more parking

I think the interaction between elected official and non-elected is challenging. It seems that the staff are truly great about how they interact with elected officials (treating them as people, hopefully capable workers with ideas and knowledge, etc.). The county has internal politics that are strange and hard to understand and come from personal aspects that I don't see in my work. They have led to issues of staff distrust and favoritism that I have seen in the county government. I am not sure how these get solved, but the public is rarely aware of them and often, I believe, it gets viewed as the doing of the elected officials. Which is mostly not true.

## RESPONSES

There should never be three county commissioners all from the same political party at the same time!! This creates a lopsided agenda in all aspects of the county commissioners.

More consistent enforcement of rules and policies

Additional Commission seats (2) to better represent the growing population and provide a quorum of at least three Commissioners for public meetings.

It would be the partisan elections to some of the positions. I work for the Sheriff's Office and it is responsible for the enforcement of laws, not deciding the agenda and legislative intent. Recently, the office has shown to be more partisan and could affect the view of the office as enforcing the law equally and without bias.

Not at this time

One thing I would change about Gallatin County government would be the wages the county employees, not the elected officials, make. As a county employee, I do not make enough money to survive in Gallatin County. County employees should be rewarded for their loyalty to the citizens and peers of the county, and it would encourage qualified individuals to invest in their own community through employment if competitive wages were in play. Those of us who live in this community and are employed by it shouldn't have to spend an entire paycheck just to pay rent or the mortgage for the month.

Remove Jim Doar from his position

Havig to go through more than one person to make a decision on anything. And having to wait until everyone agrees or puts in there 2 cense

We would have a real human resources department. One that ensured that hiring practices and compliance were addressed. We would be safe to make complaints and share concerns without retribution.

Clear transparency on finances! Reduce pay for county manager. Better accountability and transparency on wages for all positions. The county manager should not be compensated as highly as they are when elect Officials salaries are capped. Looks bad when you say there is no money for raises when they are compensated far higher than elected officials

unsure at this time

I think that space allocation is an issue, particularly in the Courthouse. There's not an easy way to solve this, but I would like to see more responsiveness to concerns about this issue

The large funding Sheriff's Department receives feels uneven in the balance of the Gallatin County's budget. I would like to see more resources towards other departments that also aid in public safety.

I think you all need to take a deep look at salaries. There is zero reason why the County Administrator should make more than elected officials. The highest liability position in the entire government is the Sheriff who makes the least amount of money and approximately 50% of the county administrator(Longevity is not included and should not be included for the purpose of base salary). The County has to find a way to adapt to the highest cost of living in the entire country, this doesn't mean offer low income housing. It means find a way to compensate employees or there will forever be turnover and unqualified people in positions of power/supervision. A couple things that should change for the betterment of county employees: 1) Increase the comp bank. 40hrs of comp is very low. Speak with other governments and learn how they can do it. Managing liabilities.... 2) Fix ADP or get rid of it. There is no reason why there should be this many problems with ADP. 3) Certain

## RESPONSES

departments (large departments) should have their own IT person or HR person in house. This would make it seamless for employees to access Govt resources. I know there are many more, however these are just a few I have thought of. I understand gov't expenditures is a sore topic to many people, however in order to do our job's effectively with qualified people it costs money. Recent Positive: The new employee health clinic. Great Job HR or whoever lined this up!

Transparency in goals and motives.

More communication about decisions being made.

I can see the benefits and detriments of anything I might suggest...

The finance division and budget office does not follow industry standards and have made large impacting mistakes and not held accountable.

the cliques

More working class people, people from Montana, into decision-making positions and involved in Gallatin County government processes.

Increase revenues, ideally through altered tax structures

Pay equity and equality

The use of blanket policies. Some policies are made to address a problem in one department without considering how other departments operate.

Pay. People need to make ends meet not be paid the same as fast food worker.

I'm losing faith in the decision making of my leadership. [REDACTED] there is often an issue that each commissioner has reservations about. They will highlight concerns about public safety, making a dangerous area more unsafe, inefficient practices of builders/engineers that have caused public damage, and they all approve whatever is in front of them anyway. I can see that they know what is right, but don't act in the best public interest.

Fire Jim Doar.

More information to employees on a regular basis

I don't know. While I do work for Gallatin Countybthere is still a lot I don't know about the inner workings of offices and interdepartmental management. That however might be on me not perusing more information about local government and not on the county government itself.

Better pay

Closing the wage gap between the highly paid executives and the underpaid administrative staff

More professional training opportunities for employees

How communication between departments works. I am often unable to find contact information for, or unable to reach certain offices in the county. I think some kind of internal communication system would be beneficial. For example, the clerk's office has no way to contact the public defender's office except for the public phone number. Questions and concerns can take weeks to be noticed or addressed. (I understand the Public Defenders to be a State agency, though my point still stands: sometimes public contact information is inefficient for interoffice communication.)

Currently, I think Gallatin County Government is fine.

I am perfectly content and happy with my employment with Gallatin County and don't see any glaring issues that need to be addressed

## RESPONSES

The question about appointed vs elected for these offices misses the point. They shouldn't exist as positions. I would do away them and hire professional staff to carry out their responsibilities.

Infrastructure planning.

The amount of red tape/paperwork required for everything

Pay to match market pay in Bozeman. Very difficult to live in Gallatin County based on pay the County offers.

opportunity to work remote more

non-partisan voting would help keep the focus on community issues as opposed to incorporating any political views or agendas

updates to the tax system that better evaluate the value of properties; are more critical of what should and should not constitute as "agricultural land", put higher taxes on non-primary homes, etc to better fund struggle public programs provided by the Gallatin County

Retention of employees. It is hard to get higher pay but I have to work multiple jobs to support myself and live in Gallatin County. IF at possible, bringing back a holiday bonus. I get the politics and how hard it is to get funding to get this. Otherwise, I am extremely grateful for our health policy. It is fantastic.

daycare for employees

In a large county like Gallatin, essential government roles should be filled based on qualifications, skills, and relevant knowledge—not political affiliation. Many of these positions should be professionalized, with a focus on competency rather than partisanship. Current partisan elections make it difficult for qualified individuals to run for office without a party affiliation or if their political views differ from the majority. This discourages capable candidates from serving the public simply because they don't want to make a political declaration. This is a disservice to residents, county employees, and the general local government who may suffer from a lack of effective leadership due to partisan elections. The only possible exception may be the County Commission. Commissioners are responsible for broad policy decisions and rely heavily on subject matter experts (these elected positions). In this case, political affiliation could help voters better understand a candidate's values and decision-making approach.

The way county officials treat employees from the various departments. Some think they are better than those in lesser positions.

days we get off and being able to work from home. The 8-5 everyday is wearing people out early. Parking passes for employees and better monitoring of the parking lot since it is hard to find parking after lunch and mornings sometimes causing us to end up late or need to come back from lunch early just to get a spot

Us officers at the GCDC need better pay, I [REDACTED] go to the food bank, my last paycheck I worked [REDACTED] hours for 2 weeks and my take home pay was [REDACTED]. This is why we can't keep staff in our jail, we feel underappreciated, over worked and underpaid. We are first responders; we deal with the worst of society frequently being assaulted physically and by bodily fluids, fights, detox, seizures, and our ever-growing population of mental health patients are our everyday normality, I feel we deserve better pay for what we do, thank you.

We need our old building back...but first it has to be torn down and rebuilt. (:

## RESPONSES

The cost of rent relative to the wages paid to entry level county employees is absurd. Either rent must decrease, or wages for entry level jobs must increase. I have a strong preference for the former rather than the latter. While I would welcome a wage increase, I feel that this approach could lead to unnecessary gov't spending. Further, I feel that a wage increase alone would only incentivize property companies to maintain their prices since a base of their customers would be known to be receiving a larger wage. Therefore, I could only support a substantial increase in wages in good conscience if it would result from a rebalancing of the budget AND policy that would help to reduce the cost of rent, without substantial infringement of the free-market. Ideally, if spending must be increased to accomplish this, it should not exceed the rate of inflation. Gallatin County employees should, by frugal spending, be able to comfortably live in Gallatin County.

Better compensation to be able to live in this county.

I wish Gallatin County Government would be more transparent with their money and where it is going.

Certain members of Gallatin County Government would benefit from seeing what each office or department deals with at the ground level for an extended period of time. This way other officials can see what problems are faced by each office and how their respective office interacts with the other branches.

Better and accurate public access to county department communication information and definitive description of department roles and responsibilities.

Offices need to have better equipment and the ability to get better chairs that keep employees comfortable since they have to sit all day.

Get rid of Jim Doar

If I could change one thing about Gallatin County government, it would be to ensure that only official flags—such as county, state, or national flags—are displayed on government property. When government offices adopt flags representing specific groups or causes, it can unintentionally present a partisan image and exclude community members who were not consulted in the decision, or do not belong to a specific community. Government symbols should represent all citizens equally, and I believe limiting displays to official government flags best upholds neutrality and inclusivity.

Required transparency and accountability.

That the state communicates better with the county levels and provides adequate training for new programs. And give the ability to approve titles and issue at county level.

Reaffirm to members of Gallatin County Government that they serve the citizens of Gallatin County. It is apparent that many members care only for their own opinions and feelings, and do not see the “big picture” regarding our community. We as a county government do not exist without our community, and it is therefore our chief duty to serve them. Oftentimes we appear to be failing in that duty.

Pay scale for employees.

Enforcement of policies regardless of position. I have witnessed department heads violate Sexual Harassment and Bullying policies that every employee has to sign off on but when the violations were brought to HR there was no consequences for the department heads' actions. That department head continued violating policies because he could/was allowed to until he finally retired. Policies need to apply to *all* employees whether they be a department head or just a part timer.

## RESPONSES

I would change the name of the courthouse downtown to the County Building. The court house is not a courthouse but a county seat and everyone confuses it with a courthouse.

Based on current hiring practices, I could potentially resign and reapply for my position and receive a higher salary than I currently earn after 17 years of dedicated service. This reality sends a concerning message: that institutional knowledge, loyalty, and long-term commitment are not being rewarded in a meaningful way. Long-term employees are a vital asset to any organization. We bring historical context, operational consistency, and a deep understanding of internal processes that can't be replicated overnight. Our relationships with colleagues, vendors, and community partners are built on years of trust and collaboration. Retaining experienced staff reduces training costs, minimizes disruptions, and strengthens institutional memory—especially in county government environment where accuracy, accountability, and trust are paramount. It's disheartening to see that tenure and proven capability are sometimes overlooked in favor of formal qualifications, especially when those qualifications don't always translate into practical effectiveness in our specific environment. I believe it's time we re-evaluate how we define professionalism and merit within our county.

Raises should be based more on merit. People who have been here for years sometimes slack at their job. I made more per hour working at an airline in 2020 than I do now in an accounting position currently and I have a degree in accounting!

Take time to understand the actual needs of the departments.

Better Leadership training for Department Heads. If the same company that is used to train employees it is some of the worst training I have attended in my life.

Increase pay for Detention Center Officers

MCA would be followed properly

I THINK THAT THE COMMISSIONERS NEED TO INTERACT WITH EACH DEPARTMENT OF THE GALLATIN COUNTY GOVERNMENT. I ALSO THINK THAT ELECTED OFFICIALS NEED TO PUT IN MORE THAN A MINIMUM OF 8 DAYS PER YEAR. IN MY OPINION, YOU HAVE NO IDEA WHAT IS GOING ON IF YOU ARE ONLY IN YOUR OFFICE 8 DAYS OUT OF THE YEAR.

We're a big organization with more cashflow than most Counties in Montana, we should have professional qualifications for high ranking positions.

The elected County Attorney

Pay increase to reflect cost of living, increased staffing, and public transparency with tax dollar spending

Remove all the communist (democrats) from the county , The anti-communist act of 1954 signed by Dwight D Eisenhower !!!!!!!!! oh yah and don't forget to remove the gay pride flag from the government buildings as that is playing favorites to a very small population that makes loud noises to be heard and get every bodies approval

It would be helpful to have major decisions communicated to the staff and an explanation for why the decision was made. Step by step written instructions for our procedures that are easily accessible. An explanation for leaderships roles and responsibilities, what their goals are and how they are working towards achieving them. A detailed explanation of what was said or done in commissioner meetings for those employees who are not able to watch or listen to the public meetings. Livable wage for Gallatin County employees. We cannot afford to live in the county we work for and it is discouraging when we want to help our own community thrive, yet we can't be apart of it. I want leadership who

## RESPONSES

are accountable for their own actions, don't blame others for not having access to parts of their job, take initiative to find solutions, and don't dismiss the public when they reach out with questions.

PAY ALL EMPLOYEES LIVING WAGE, IT IS VERY DIFFICULT FOR MANY EMPLOYEES TO LIVE IN THE AREA THEY SERVE

More transparency to the public

I would change the Treasurer and Clerk and Recorder position to be appointed.

Transparency on all county interests. Including plans for acquiring property for county entity expansions .. Including Airports.

N/A

Not sure yet

Better pay and decreased property taxes for county employees to alleviate the huge gap in county salaries and the cost of living.

Please assess things as if you are digging in your own wallet and making \$40,000 a year. This place is no longer family friendly unless you are wealthy, or you bought property a couple of decades ago. If the people that support the infrastructure are priced out, who will take care of the community? We have a jail that is hemorrhaging employees, so the core is no longer safe. All these programs the jail has to lower recidivism and give a network of support to people that live on the fringes, on the street, in populations of homeless people trying figure it out. This is incredibly difficult to not just unlock and lock doors, but offer support to 170 people, all in crisis. The worse it gets, the more the inside will come to light. The assaults on officers will go up-hopefully nobody dies. We are so very good about making things happen that it'll probably come to someone getting badly hurt or killed to bring light to how few people work here and how many officers work each shift.

Transparency of the commissioners

LESS ATTENTION TO BUSINESS AND MORE ATTENTION TO CITIZENS

In order to help retain employees, offer a longevity bonus after each 5 to 10 years of service with the county. As the county grows, the cost of living increases and payroll compensation should accommodate and help cover these increases.

With the county growing at a rapid pace, 2 more Commissioners for a total of 5 would be appropriate. County Administrator should not have so much power or be eliminated.

To stop wasting money on the salary of elected officials who are ineffective or otherwise not qualified for the position they hold.

county administrator

Unsure

They need to operate within their budget and not just raise taxes to get more money.

Add two more County Commissioners. With the growth of the county, I think we need to have more than three people making the decisions.

Communication from the top and with department heads, chiefs, elected