

Flathead County Montana

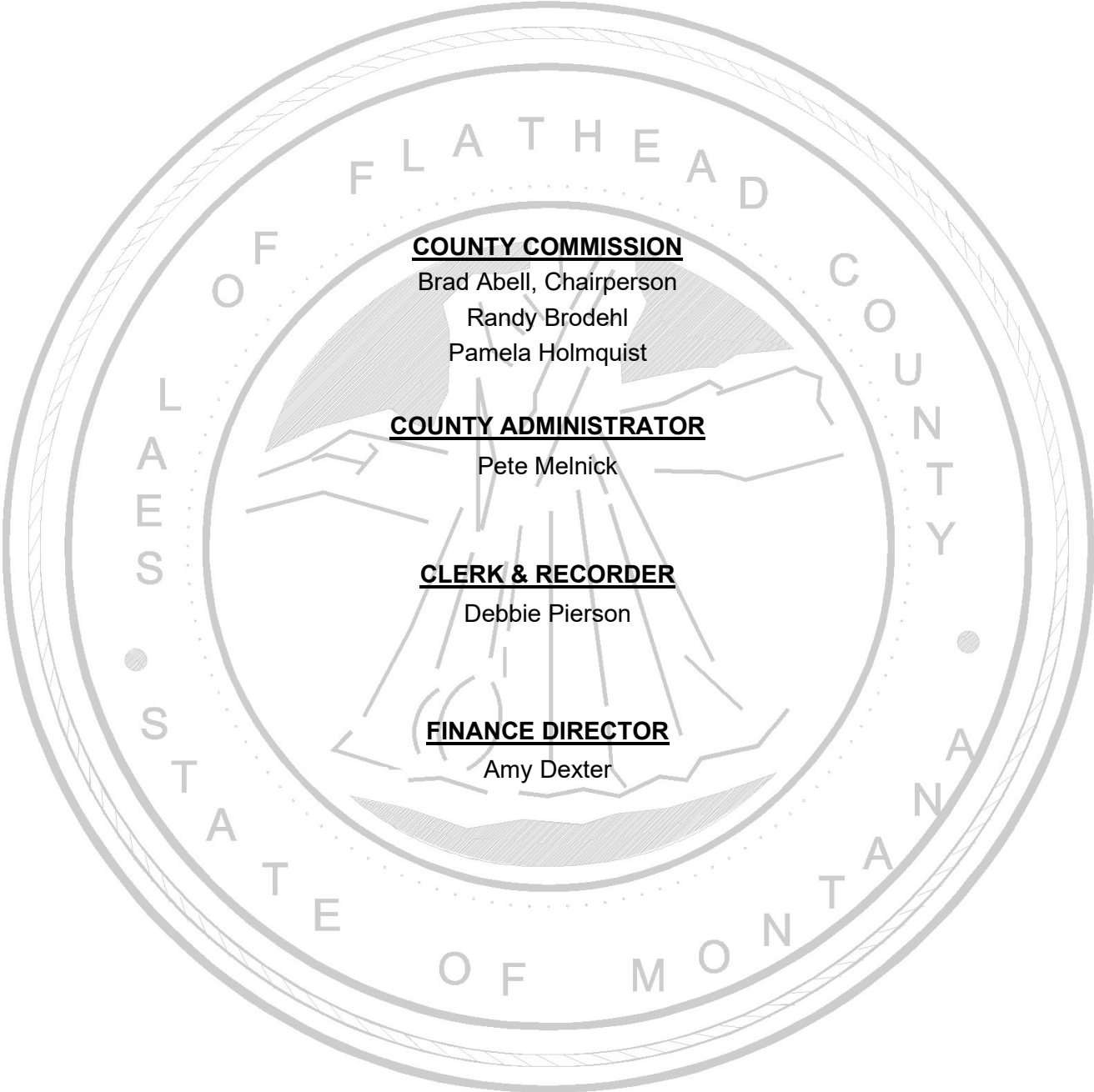


APPROVED BUDGET FISCAL YEAR 2023-2024



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Flathead County, Montana



COUNTY COMMISSION

Brad Abell, Chairperson
Randy Brodehl
Pamela Holmquist

COUNTY ADMINISTRATOR

Pete Melnick

CLERK & RECORDER

Debbie Pierson

FINANCE DIRECTOR

Amy Dexter

APPROVED
OPERATING AND CAPITAL BUDGET
Fiscal Year 2023-2024



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Flathead County
Montana**

For the Fiscal Year Beginning

July 01, 2022

Christopher P. Morill

Executive Director



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FLATHEAD COUNTY MONTANA

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EXECUTIVE SUMMARY





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Pete Melnick
FLATHEAD COUNTY ADMINISTRATOR
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2024 Budget Message

August 28, 2023

Commissioner Brad Abell, Chair
Commissioner Randy Brodehl
Commissioner Pam Holmquist

RE: FY 2024 Flathead County Budget Message

Dear Commissioners:

The Fiscal Year 2024 Flathead County Budget has been compiled for your final consideration and approval.

The budget I am introducing today represents the culmination of months of hard work from our entire enterprise, especially Finance Director Amy Dexter, our entire award-winning Finance team, and the Elected Officials and Department heads from across county government.

Further, I would like to extend my deepest appreciation to the Flathead County Board of Commissioners for their dedication to realizing a Flathead County that truly mirrors the community we serve. During our Annual Budget Workshop in January 2023, your foresight regarding the upcoming challenges posed by the biannual property assessments carried out by The Montana Department of Revenue was remarkably accurate. Considering this, your directive to "hold the line" took on even greater significance for the FY24 budget cycle.

I am pleased to report that your principled guidance has been met with resolute action; ensuring that the county upholds its commitment to providing the highest quality services while mindful of fiscal responsibility. As a result, our excellent service delivery remains largely unchanged; and the county continues to deliver extraordinary value to its taxpayers.

Budget Overview

Let's begin with the bottom line.

Flathead County will administer and deliver county services throughout FY24 via a budget of \$115.8 million, a **2.11% reduction** from the FY23 budget of \$118.3 million.

The FY24 proposed tax levy stands at 103.34 mills, a notable decrease from the 143.86 mills of the previous year. In terms of the actual total property tax figures, FY24 records \$48.4 million, reflecting a rise from the \$45.5 million in FY23—amounting to an increase

of \$2.8 million in absolute terms. It's important to note that almost half of this increase (\$1.4 million) is attributed to newly added properties entering the tax roll. These new dwellings and neighbors not only contribute to the general welfare of Flathead County, they also ease the overall tax burden for all residents.

It's worth restating that you're currently not levying taxes up to the maximum limit permitted by the tax authority guidelines¹. Impressively, for the fourth consecutive year, you've opted to ease the burden on Flathead County taxpayers by reducing their obligations and leaving 5.47 mills untaxed, resulting in an untouched sum of \$2.7 million². Let's acknowledge the reality – there are very few governments that can confidently make such a statement.

Therefore, **assuming no change in taxable value**, a calculation of the impact to a taxpayer with a:

- \$100,000 market value property would have an approximate \$57.70 **decrease**, and a
- \$300,000 market value property would have an approximate \$164.11 **decrease**, and a
- \$600,000 market value property would have an approximate \$328.21 **decrease** in County taxes³.

I am happy to report that Flathead County continues to maintain adequate cash balances to fund ongoing operations and contingencies. Our cash reserve funds supported by property tax dollars are projected to total \$20.3 million at the end of FY24 or at about a 27.82% level (up to 33% cash reserves are allowed by law).

Capital Investments

As we continue to address community needs, we also recognize the call for investments in key physical infrastructure that keep our county moving forward.

The expenditure budget includes investments into the Capital Improvement Program (CIP) totaling \$12.3 million compared to \$14 million last year. The CIP budget includes Culture and Recreation (\$896,950), General Government (\$1.2 million), Public Health (\$88,000), Public Safety (\$3.6 million), Public Works (\$4.2 million), Social and Economic Services (\$357,234), and Solid Waste (\$2 million).

The FY24 CIP does include some major investments that are worthy of highlighting:

- **Imaginelf:** \$250,000 towards the CIP for a future replacement to the Kalispell Imaginelf Branch.
- **Weed, Parks, and Recreation Department:** \$50,000 towards the CIP for a future replacement to Conrad Field (2nd year).
- **Flathead County Sheriff's Office:** \$2.5 million towards a future replacement of the Flathead County Detention Center.

¹ MCA15-10-420

² The value of a mill has significantly appreciated to \$498,268 (a 46% increase) from FY23.

³ This is a mathematical calculation that will vary from one taxpayer to another based on their actual taxable valuation set by the Department of Revenue.

Collectively, these investments will make our county and region stronger for years to come.

Service Delivery

The dedication of our Flathead County department heads and elected officials to exceptional service delivery remains unwavering. With a shared commitment to the well-being and satisfaction of our residents, these committed public servants consistently strive to enhance the quality of life for all who call Flathead County home. Through transparent communication, efficient resource allocation, and a proactive approach, our county leadership works collaboratively to address community needs, solve problems, and uphold the values that make our county a thriving and harmonious place to live.

I would like to highlight one of the impactful and meaningful service delivery upgrades you made this fiscal year, which is acknowledging that Public Safety stands as a foremost governmental priority. Therefore, building upon the strides achieved with previous investments in FY22 (preparing for the arrival of a 5th District Judge) and FY23 (7 FTE positions for the Sheriff's Office), you have made a substantial commitment to bolster the County Attorney's Office. This commitment includes:

- Appointing additional Deputy County Attorneys (2 FTE).
- Elevating the total compensation of Deputy County Attorneys by \$155,440 to help with recruitment and retention of talented attorneys.
- Instituting incentives for staff to pursue paralegal professionalism, thus amplifying the efficiency of our legal team's contributions.

I know you agree that these investments in the Flathead County Attorney's Office will make the **entire** county justice system even stronger.

Personnel

We take pride in being one of the most efficiently staffed metro counties, where the contributions of each of our 557 employees hold significant weight in shaping the well-being of the entire county. In essence, every single member of our team is invaluable, and our dedication lies in attracting and maintaining top-tier talent. Therefore, I want to express my appreciation for your approval of a 4% cost of living adjustment (COLA) for our county staff, a provision included in this year's budget amounting to \$1.2 million.

Upon my arrival two years ago, the county was confronted with an alarming vacancy rate of over 12%, posing significant challenges in meeting our high standards of service delivery. It brings me immense pride to declare that through concerted efforts, most Department Heads and all Elected Officials have diligently addressed these vacancies within their respective domains. Our vacancy rate stands at a manageable 6% and we continue to work hard to attract and retain employees of high character.

Of note, I wish to wholeheartedly commend the Flathead County Sheriff's Office for their commitment to surmounting substantial staffing obstacles within the Deputy Sheriff and Detention Staff units. A short year ago, these essential departments grappled with a combined total of 15 unfilled positions. Today, I am delighted to announce that both departments have reached approved staffing levels. The integration of these new deputy sheriffs and detention officers boost the public safety efforts throughout our valley.

Outlook

Commissioners, I foresee FY24 as a pivotal juncture in our county's history. Collaboratively, we are poised to address two major public infrastructure challenges: the need for effective septage disposal solutions and, if the public agrees, the expansion of our detention facility capacity. The opportunity to tackle these issues directly fills me with enthusiasm. I extend my gratitude for your leadership and commend the unwavering commitment of our skilled team, upon whose dedication we will continue to rely on to navigate these opportunities to successful resolution.

I recommend approval of the proposed FY 2024 Flathead County Budget as presented.

Respectfully submitted,

P.N. Melnick

Pete Melnick,
Flathead County Administrator

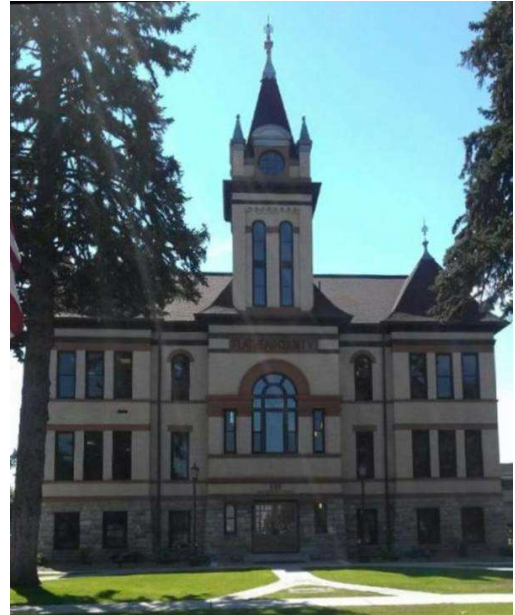
cc: Flathead County Elected Officials and Department Heads

Planning Processes

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

Each element of the County’s planning process has a different purpose and timeframe. The County’s Mission, Core Values Statement and Growth Policy are the most far-reaching in nature—20 to 25 years. The Capital Improvement Program and the Five-Year Financial Forecast are mid-term in nature—5 years. The Annual Budget and the Capital Budget are short-term—covering a one-year timeframe. The most important requisite is that they are coordinated efforts.

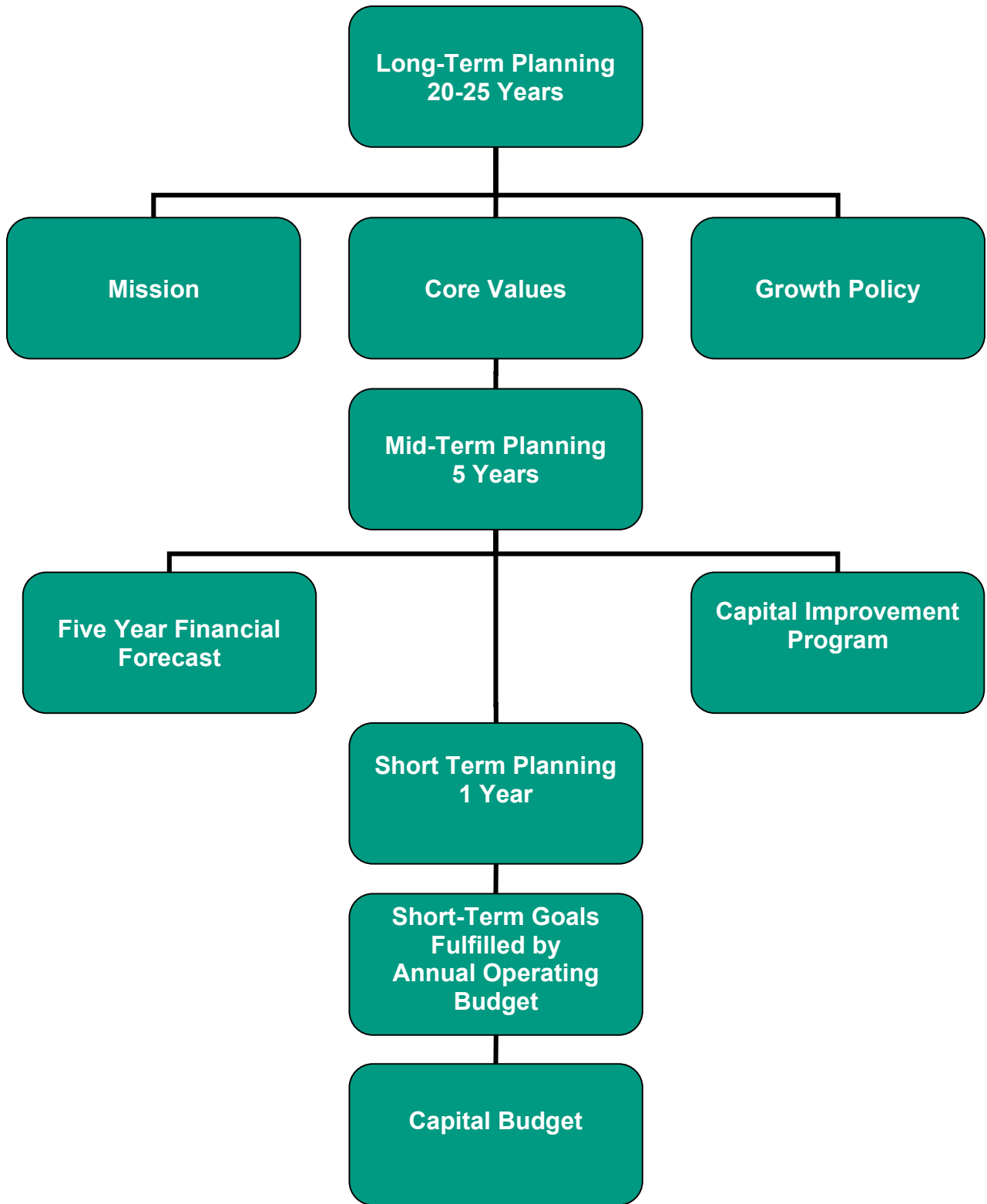
Shown on the next page is a hierarchy of the County’s layered planning processes, all of which support one another and are designed with a common goal. The chart depicts how the annual operating budget and the capital budget fit within the County’s planning process hierarchy.



Strategic Plan

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

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



STRATEGIC PLAN & GOALS

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

**Flathead County
Strategic Direction**

Mission Statement

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

Our Core Values

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

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

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

Flathead County Goals – Long-Term Initiatives

The following entity-wide long-term goals provide context for decisions within the annual budget and support the county's mission and core values. Individual department objectives link to these overall goals.

1. Provide safe, energy-efficient facilities for County use.
2. Maintain adequate infrastructure throughout the County.
3. Provide essential services that cannot be provided by private entities and do it in the most cost-efficient manner.
4. Maintain financial sustainability without overburdening taxpayers.

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



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

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

Performance Budgeting and Management Project

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

Personnel Management Improvement

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

Safety Programs

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

Financial Reports

- Continue to provide quality, timely, and meaningful reports to the Commissioners and public.

Building Facility Needs

- The library board is continuing to evaluate options concerning their building needs and have a citizen committee in place to assist in this process.
- Planning is currently underway to determine whether to build a new adult detention; the current one has operated over capacity at times for several years.
- Building renovations and upgrades are included in the CIP. These buildings will help ensure that the county is meeting the needs of the citizens.

Forest Service and Payment in Lieu of Taxes (PILT) Funding

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



Legislative Session Involvement and Planning

- Strategize and develop a legislative program to work with Montana Association of Counties (MACo) and various groups to become more actively involved in seeing that good legislation passes for the benefit of the county.
- Properly report our lobbying efforts and related costs to comply with State lobbying laws.

Growth Policy Follow-up

- The Commissioners along with the Planning Board and staff will complete the review process of the Growth Policy to determine if there are changes needed to the document.

Expand Volunteerism

- We look to increase volunteer support where possible to continue to provide the level of services currently in place.

Natural Resource Issues

- The County Commissioners and staff will continue to maintain good communications and an open relationship with our government partners such as Montana Department of Natural Resources and Conservation (DNRC) and the Flathead National Forest Service.
- We will continue to work actively with the Coalition of Forest Counties in lobbying efforts in Washington, DC to retain the vital Federal funding relating to Federal lands and forests (PILT and Secure Rural School Funds).

Capital Improvement Plan

The County prepares a 5-year Capital Improvement Plan (CIP). The CIP is a multi-year plan that forecasts, but does not obligate, future spending for all anticipated capital projects. The CIP is updated and adopted by the Commission as a planning document annually. The proposed five-year CIP uses conservative financial forecasts and reflects only those projects with the highest priority and most realistic expectation for completion during the next five years. This approach avoids raising expectations for projects that are not well defined or that the operating budget will not support.

Most projects within the five-year plan have identified funding sources. Funding is usually transferred from operating funds to capital funds annually on a steady basis. This helps minimize operational spikes in expenditures and ensures funding is available for scheduled purchases or construction. This incorporates a longer-term, more strategic perspective into planning and budgeting.

The annual budget process includes a re-evaluation of the capital projects included in the CIP for the coming year as well as the anticipated funding sources for the projects. If approved in the annual budget process, the capital items appear in the annual operating budget, which constitutes the formal spending authority. The capital items included in the annual operating budget represent the capital budget for this fiscal year.

A summary of the significant capital projects included in the FY24 operating budget is included in the Capital section of the budget book on pages 291-422.

Overview of Budgeted Resources

The following table depicts the projected beginning fund balances, estimated revenues, budgeted expenditures, and projected ending fund balances for FY24. All county funds are included in the budget. The table reflects estimated revenues of \$109.9 million and budgeted expenditures of \$114.3 million, resulting in a projected ending fund balance of \$147.7 million for all funds. An explanation of the significant changes by fund type follows.

**SUMMARY OF MAJOR REVENUES, EXPENDITURES
AND OTHER FINANCING SOURCES/USES
July 1, 2023 through June 30, 2024 (FY 24)**

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Actual Beginning Fund Balance	\$ 11,573,658	\$ 44,526,054	\$ 1,378,932	\$ 33,812,665	\$ 46,780,976	\$ 13,904,890	\$ 151,977,175
Total Estimated Revenues	14,728,553	69,091,899	846,024	8,411,577	10,137,788	6,728,219	109,944,060
Budgeted Expenditures	15,273,441	71,460,991	774,999	9,677,292	10,355,462	6,709,142	114,251,327
Projected Ending Fund Balance	\$ 11,028,770	\$ 42,156,962	\$ 1,449,957	\$ 32,546,950	\$ 46,563,302	\$ 13,923,967	\$ 147,669,908

General Fund

- The projected change in fund balance is an estimated decrease of just under \$545k.
- Even though General Fund’s allocation of taxes increased, personal services expenditures increased by a fair amount as well.

Special Revenue Funds

- Special Revenue Funds project a decrease of nearly \$2.4 million this year.
- Intergovernmental revenue decreased significantly.
- Personal services increased roughly \$1.2 million. Most of this increase was in Public Safety.

Debt Service Funds

- The Debt Service Fund balance shows a net increase of about \$71k.
- New debt includes new grader leases for the Road department and a software subscription agreement for the Transportation department.

BUDGET OVERVIEW

Capital Funds

- The Capital Funds balance shows a net decrease of approximately \$1.3 million.
- The Road department has a \$2.0 million RSID planned for FY24.

Enterprise Funds

- The Enterprise Fund balance shows a net decrease of about \$218k.
- Reductions in transfers affected revenue and expenses.
- Charges for Services and Investment Earnings increases mostly offset increases in personal services.



Internal Service Funds

- The Internal Service Fund balance shows a net increase of about \$19k.
- Health insurance expenditures have not returned to pre-COVID levels.

Summary of Changes Between Proposed and Adopted Budget

General Government –

- Revenues – Increased almost \$1.1 million due to allocation of tax dollars based on new mill value.
- Expenditures – Decreased approximately \$11.9 million. The majority of the decrease was a change in plan for ARPA expenditures.

Public Safety –

- Revenues – Decreased about \$197k due to changes in allocation of tax dollars.
- Expenditures – Increased \$381k due to an increase in the allocation of Special EMS levy funds as well as Search & Rescue's increased transfer to CIP to save for equipment purchases.

Public Works –

- Revenues – Increased \$627k due to changes in allocation of tax dollars.
- Expenditures – Increased \$43k for increased Teamsters pension for Road & Bridge.

Public Health –

- Revenues – Increased \$347k due to increase in mill levy and tax values.
- Expenditures – Decreased approximately \$67k. Most of this was a change in personal services.

Culture & Recreation –

- Revenues – Increased \$275k mostly due to additional transfer for Fair capital project savings.
- Expenditures – Increased almost \$148k. An additional transfer for Fair capital projects was offset by a decrease in Trail Maintenance expenditures that were expected to rollover to FY24, but some were completed in FY23.

Enterprise –

- Revenues – No change.
- Expenditures – Increased \$24k due to increased pension expenses.

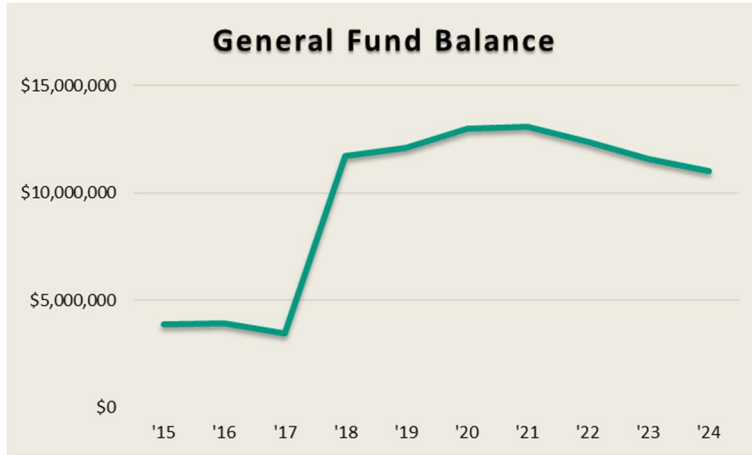
Staffing Changes

The final budget includes a net overall increase of 5.47 full-time equivalent employees (FTE). The chart below shows the change in FTE for the budget year for each department. Also included on page 47 is a chart that shows the County's FTE over the last four years.

Staffing Changes (FTE)	
DEPARTMENT/DIVISION	Net Increase (Decrease)
Clerk & Recorder	1.0
County Attorney	2.0
Elections	1.0
GIS	(1.0)
Plat/Surveyor	(0.5)
Records Preservation	0.85
Treasurer	0.2
Sheriff	4.0
911 Emergency	0.4
Health	0.25
Health Programs	(2.20)
Mosquito	(0.2)
AOA	(0.2)
Library	(0.25)
Solid Waste	0.12
TOTAL CHANGE	5.47

Budgetary Trends

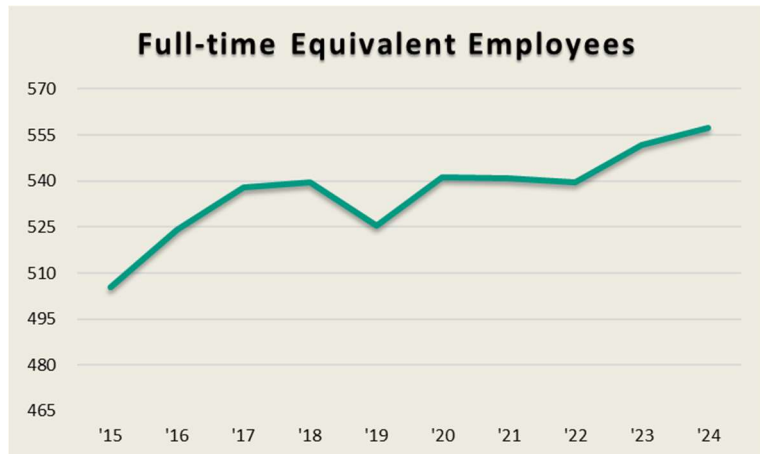
Shown below are a series of key financial indicators and budgetary trends that affect the ability of the County to sustain current service levels while maintaining financial stability.



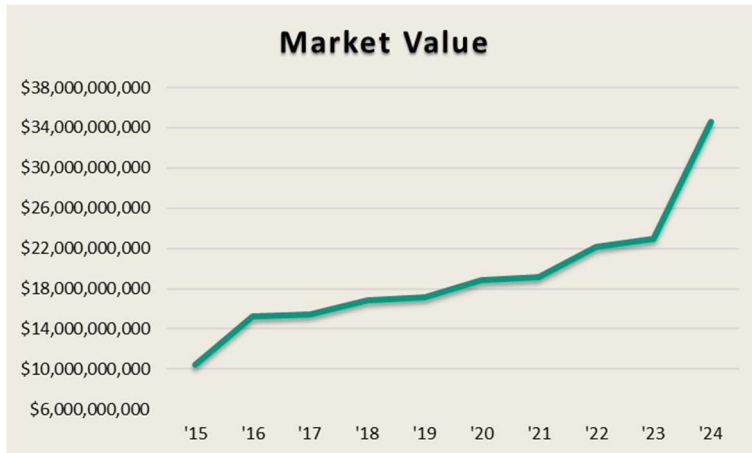
Fund Balance measures the net financial resources available to finance expenditures of future periods. Rating agencies examine fund balance when considering the credit quality of the County. Standard & Poor's evaluated the County's rating in April of 2019. They indicated the County's outlook was stable and maintained an "AA" bond rating. The general fund balance represents the best indicator of the County's overall financial health. The graph on the left shows the County's actual general fund balance from FY15 – FY23 as

well as FY24 projection. Fund balance for FY24 is projected to be \$11,028,770. We ended FY23 with a general fund balance of \$11,573,658. The significant increase in fund balance from FY17 to FY18 is due to the booking of an \$8 million loan receivable on the balance sheet.

Full-time equivalent employees (FTE) are a key indicator mirroring the growth of Flathead County. As shown by the graph on the right, total FTE grew from 505.5 in FY15 to 557.2 in FY24, for a 10.2 percent increase over this period. One of the principal challenges facing the County is to meet the service demand while keeping FTEs at an efficient level. The Health Clinic separated from the County on May 31st of 2021, reducing FTE by 48.8. Flathead Emergency Communications Center became part of the County on January 1st of 2021 increasing FTE by 34.5. Small changes in other departments resulted in a net increase of 5.5 for FY24.

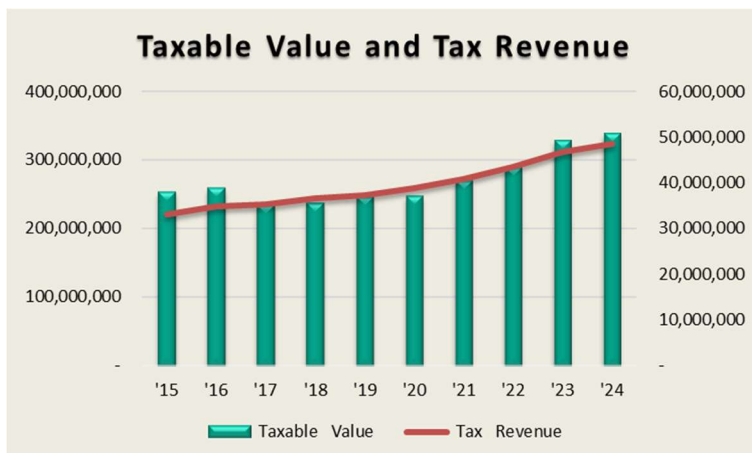
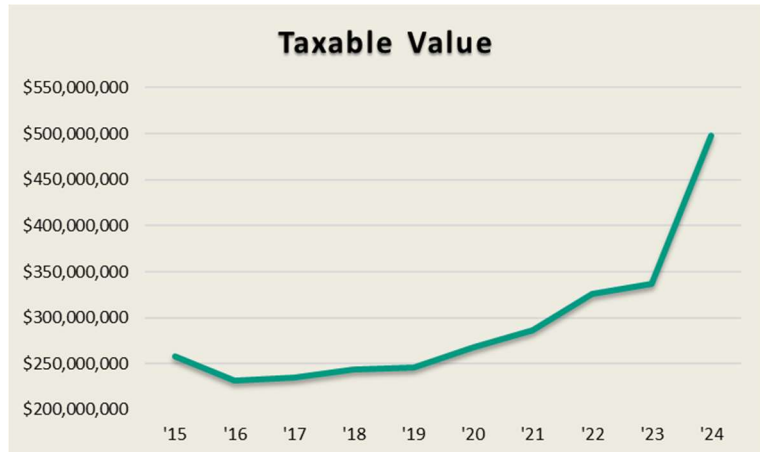


BUDGET OVERVIEW



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

Property valuations are based on comprehensive appraisals of all taxable property performed by the Department of Revenue each year. The DOR certifies market and taxable values to each County on or before the 1st Monday in August. The trend of the Flathead County market value is shown by the graph on the left. As shown by the graph, the County's market value has increased from \$10.5 billion in fiscal year 2015 to \$34.6 billion in fiscal year 2024. The market value of property in the County reflects the rapid growth the County has experienced. FY24 had a 51.0% increase over FY23. The graph of taxable values that follows reflects the County's ability to raise general tax revenue necessary to support the increasing demand for government services.



The taxable value for property is determined by applying a statutorily established percentage ratio to the market value of the property, according to its property classification. The applicable ratio for most commercial and residential real properties is currently 1.89% and 1.35% respectively. Shown on the right is a history of the County's actual taxable value since 2015. The increase in taxable values does not coincide with the increase in market values because of adjustments to the percentage ratio by the Montana

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

BUDGET PROCESS

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

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

The following two sections are excerpts of the NACSLB's budget practice recommendations.

BUDGET DEFINITION

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

A good budget process is characterized by several essential features.

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

These key characteristics of good budgeting make clear that the budget process is not simply an exercise in balancing revenues and expenditures one year at a time, but is strategic in nature, encompassing a multi-year financial and operating plan that allocates resources on the basis of identified goals.

MISSION OF THE BUDGET PROCESS

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

PERFORMANCE BUDGETING

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

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

FINANCIAL TREND ANALYSIS

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

BUDGET PROCESS

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

The financial trend analysis assists the County Commission and the County administration in focusing on the "big picture" of the County's financial operations.

NEEDS ASSESSMENT PHASE

Late Winter – Early Spring

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

From this process, department heads prepare their preliminary departmental budgets.

BUDGET DEVELOPMENT AND PRIORITIZATION PHASE

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

Budget requests are reviewed within the framework of the County's financial capacity, County Commission priorities, and departmental needs assessments. A preliminary County operating budget takes shape. Sidebar requests are evaluated for possible funding.

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

CAPITAL IMPROVEMENT PLAN (CIP) AND ITS RELATIONSHIP TO THE OPERATING BUDGET

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

Although capital projects are scheduled throughout the five-year plan, only those projects during the first year of the plan are adopted as part of the County's annual budget.

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

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

BUDGET PROCESS

ADOPTION/IMPLEMENTATION PHASE

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

The budget and the corresponding property tax mill levy must be adopted by resolution by the 1st Monday in September or within 30 calendar days of receipt of the Certified Taxable Valuations from the State of Montana Department of Revenue (DOR).

Management control of the budget is maintained by quarterly revenue and expenditure reports, whereby the County Commission are able to compare actual results to the budget throughout the fiscal year.

AMENDING THE BUDGET

The County's budget may be amended during the course of the year following public notice and a majority vote of the County Commission. The Finance Director reviews budgets and prepares budget amendments with the assistance of department heads. These budget reviews are aimed at examining expenditure patterns and recommending corrective action to be taken during the year.

The Finance Director presents a resolution to the County Commission at a duly noticed public meeting. The County Commission considers the resolution and may approve, table, or deny the budget amendment.

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

OPERATING BUDGET CALENDAR

January – Finance Director works with County departments to update County's most recent financial trend analysis. The County Commission and the County Administrator meet to define Commissioner goals and direction. Departments receive Commissioner goals and direction. Departments review and update the 5-year Capital Improvement Plan and define current year needs to include in the operational budget for the next fiscal year.

February – Departments work on operational budgets for the next fiscal year. Finance office creates Salary Projection worksheet for upcoming year and distributes to departments.

March – Departments continue to develop budgets for upcoming year.

April – Departments review year to date and upcoming year budget with Finance Director and County Administrator in a series of meetings.

May – Elected officials and department heads meet with County Commission to review requests and develop proposed budget.

June – Finance office prepares preliminary budget information for elected officials and department heads. Commission reviews, amends and sets hearing date to approve budget. Commission formally adopts CIP document.

August – Certified Tax Valuations are received, mill levies are calculated and budget revenues are updated. Finance office updates proposed budget for final changes and adjustments approved by County Commission. Public hearing is held and final budget document is adopted and made available to all interested parties.

September-December – Ongoing review and monitoring of current year budget. Begin preparations for the subsequent year.

FINANCIAL POLICIES

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

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

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

These financial policies:

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

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

OPERATING BUDGET POLICIES

Links to Financial Plans

1) Five-Year Plan. Flathead County's annual budget will be developed in accordance with: the policies and priorities set forth in the five year strategic financial plan, Commission goals, the needs of the County, and State and Federal laws. Program/project priorities and service levels will be established by the aforementioned plans. This plan will be reviewed and updated yearly.

Scope

1) Comprehensive Budget. A comprehensive annual budget will be prepared for all funds expended by the County. State law (7-6-4005 MCA), states that "Local government officials may not make a disbursement or an expenditure or incur an obligation in excess of the total appropriations for a fund". Inclusion of all funds in the budget enables the commission, the administration, and the public to consider all financial aspects of County government when preparing, modifying, and monitoring the budget, rather than deal with the County's finances on a "piecemeal" basis.

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

- 2) **Competing Requests.** The budget process is intended to weigh all competing requests for County resources within expected fiscal constraints. Requests for new, ongoing programs made outside the budget process will be discouraged.
- 3) **Understandable.** The budget will be prepared in such a manner as to facilitate its understanding by citizens and elected officials. One of the stated purposes of the budget is to present a picture of the County government operations and intentions for the year to the citizens of Flathead County. Presenting a budget document that is understandable to the citizens furthers the goal of effectively communicating local government finance issues to both elected officials and the public.
- 4) **Budgetary Emphasis.** Budgetary emphasis will focus on providing those basic government services which provide the maximum level of services, to the most citizens, in the most cost effective manner, with due consideration being given to all costs—economic, fiscal, and social. Adherence to this basic philosophy provides the citizens of Flathead County assurance that its government and elected officials are responsive to the basic needs of the citizens and that its government is operated in an economical and efficient manner.

Budgeting Control System

- 1) **Budgetary Control.** The County will exercise budgetary control (maximum spending authority) through County Commission approval of appropriation authority for each program. The budgetary control system enables the commission to monitor current year operations and acts as an early warning mechanism when departments deviate in any substantive way from the original budget.
- 2) **Budget to Actual Reports.** Reports comparing actual revenues and expenditures to budgeted amounts will be prepared quarterly. Quarterly reports comparing actual revenues and expenditures to budget amounts provide the mechanism for the Commission and the administration to regularly monitor compliance with the adopted budget.

Balanced Budget Definition and Requirement

- 1) **Balanced Budget.** The County will maintain a balanced budget. This means that:
 - a. Operating revenues must fully cover operating expenditures, including debt service.
 - b. Ending fund balance (or working capital in proprietary funds) must meet minimum policy levels.
 - c. Under this policy, it is allowable for total expenditures to exceed revenues in a given year; however, in this situation, beginning fund balance can only be used to fund capital improvement plan projects, or other “one-time” non-recurring expenditures.

Performance Measurement Integration

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

REVENUE POLICIES

Diversification and Stabilization

- 1) **Diversification.** The County will seek to maintain a diversified and stable revenue base to protect it from short-term fluctuations in any one revenue source.
- 2) **Aggressive Collection.** The County will pursue an aggressive policy of collecting revenues. An aggressive policy will help to insure the County's revenue estimates are met, all taxpayers are treated fairly and consistently, and delinquencies are kept to a minimum.
- 3) **Grant Opportunities.** The County will aggressively pursue opportunities for Federal or State grant funding. An aggressive policy gives citizens assurance that the County is striving to obtain all State and Federal funds to which it is entitled thereby reducing dependence upon local taxpayers for the support of local public services.
- 4) **Current Revenues for Current Uses.** The County will meet all current expenditures with current revenues, avoiding procedures that balance current budgets by postponing needed expenditures, accruing future revenues, or rolling over short-term debt.
- 5) **Enterprise Funds.** The County will set fees and rates at levels which fully recover the total direct and indirect costs—including operations, capital outlay, and debt service.
- 6) **Earmarking.** The County recognizes that generally accepted accounting principles for State and local governments discourage the "earmarking" of General Fund revenues, and accordingly, the practice of designating General Fund revenues for specific programs should be minimized in the County's management of its fiscal affairs.
- 7) **Realistic and Conservative.** The County will estimate revenues in a realistic and conservative manner. Aggressive revenue estimates significantly increase the chances of budgetary shortfalls occurring during the year resulting in either deficit spending or required spending reductions. Realistic and conservative revenue estimates, on the other hand, will serve to minimize the adverse impact of revenue shortfalls and will also reduce the need for mid-year spending reductions.
- 8) **One-Time Revenues.** The County will give highest priority in the use of one-time revenues to the funding of capital assets or other non-recurring expenditures. Utilizing one-time revenues to fund on-going expenditures may result in incurring annual expenditure obligations which may be unfunded in future years. Using one-time revenues to fund capital assets or other non-recurring expenditures better enables future administrations and commissions to cope with the financial problems when these revenue sources are discontinued, since these types of expenditures can more easily be eliminated.

User Fees

- 1) **Cost-Effective.** User fees will be collected only if it is cost-effective and administratively feasible to do so. User fees are often times costly to administer. Prior to establishing user fees, the costs to establish and administer the fees will be considered in order to provide assurance that the County's collection mechanisms are being operated in an efficient manner.
- 2) **Beneficiary Populations.** User fees and charges will be used, as opposed to general taxes, when distinct beneficiary populations or interest groups can be identified. User fees and charges are preferable to general taxes because user charges can provide clear demand signals which assist in determining what services to offer, their quantity, and their quality. User charges are also more equitable, since only those who use the service must pay, thereby eliminating the subsidy provided by nonusers to users, which is inherent in general tax financing.

FINANCIAL POLICIES

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

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

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

EXPENDITURE POLICIES

Maintenance of Capital Assets

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

RESERVE POLICIES

- 1) General Government Funds.** Fund balance for governmental funds should be reported in classifications that comprise a hierarchy based on the extent to which the government is bound to honor constraints on the specific purposes for which amounts in those funds can be spent. These classifications and the criteria for determining the correct classification for the fund balance of governmental funds are included in GASB 54. The five fund balance classifications, in order of constraint level, are Nonspendable, Restricted, Committed, Assigned, and Unassigned. Nonspendable can represent either a constraint or an asset that is not spendable in form.

When both restricted and unrestricted funds are available for expenditures, Flathead County's expenditure order of resource categories for all governmental funds is as follows:

1. Restricted
2. Committed
3. Assigned
4. Unassigned

FINANCIAL POLICIES

For unrestricted funds, the order of spending will be:

1. Committed
2. Assigned
3. Unassigned

No specific circumstances exist in which unrestricted fund balance in the General Fund can be spent. It is determined in the budget process which is formally adopted by the County Commission.

Unassigned fund balance classification represents spendable amounts that have not been Restricted, Committed or Assigned to a specific purpose within the General Fund; thus the only fund with a positive unassigned fund balance classification amount will be the General Fund.

An unassigned General Fund reserve will be maintained by the County. The unassigned reserve will be used for: cash flow purposes, equipment acquisition and replacement, and to enable the County to meet unexpected expenditure demands or revenue shortfalls.

- 2) **Enterprise Funds.** Enterprise Fund Reserves will be maintained to meet three objectives: (1) ensure adequate funding for operations; (2) ensure infrastructure repair and replacement; and, (3) provide working capital to provide level rate change for customers.
- 3) **Internal Service (Insurance) Funds.** Self-Insurance reserves will be maintained at a level which, together with purchased insurance policies, will adequately indemnify the County's property, liability, and health benefit risk.

CAPITAL IMPROVEMENT POLICIES

CIP Formulation

- 1) **CIP Purpose.** The purpose of the Capital Improvement Plan (CIP) is to systematically plan, schedule, and finance capital projects to ensure cost-effectiveness as well as conformance with established policies. The CIP is a five-year plan organized into the same functional groupings used for the operating programs. The CIP will reflect a balance between capital replacement projects that repair, replace, or enhance existing facilities, equipment or infrastructure, and capital facility projects that significantly expand or add to the County's existing capital assets.
- 2) **CIP Criteria.** Projects or equipment of \$5,000 or more with a life of 5 years or more will be included in the Capital Improvement Plan; minor equipment or projects will be included in the regular operating budget. The Capital Improvement Plan differentiates the financing of high-cost long-lived physical improvements from low-cost "consumable" equipment items contained in the operating budget. CIP items may be funded through debt financing or current revenues while operating budget items are annual or routine in nature and should only be financed from current revenues.
- 3) **Deteriorating Infrastructure.** In addition to current operating maintenance expenditures, the capital improvement plan will include adequate funding to support repair and replacement of deteriorating infrastructure and avoidance of a significant unfunded liability.

Project Financing

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

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

DEBT MANAGEMENT POLICIES

Restrictions on Debt Issuance

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

Limitations on Outstanding Debt

- 1) **Reliance on Long-Term Debt.** The County will limit long-term debt to capital improvements which cannot be financed from current revenues. Incurring long-term debt serves to obligate future taxpayers. Excess reliance on long-term debt can cause debt levels to reach or exceed the government's ability to pay. Therefore, conscientious use of long-term debt will provide assurance that future residents will be able to service the debt obligations left by former residents.
- 2) **Debt Not Used for Current Operations.** The County will not use long-term debt for financing current operations. This policy reflects the view that those residents who benefit from a service should pay for the service. Utilization of long-term debt to support current operations would result in future residents supporting services provided to current residents.

Debt Refinancing

- 1) **General Refinancing Guidelines.** Periodic reviews of all outstanding debt will be undertaken to determine refinancing opportunities. Refinancing will be considered (within Federal tax law constraints) under the following conditions:
- There is a net economic benefit.
 - It is needed to modernize covenants that are adversely affecting the County's financial position or operations.
 - The County wants to reduce the principal outstanding in order to achieve future working capital.
- 2) **Standards for Economic Savings.** In general, refinancings for economic savings will be undertaken whenever net present value savings of at least five percent (5%) of the refunded debt can be achieved.
- 3) **Net Present Value Savings.** Refinancings that produce net present value savings of less than five percent will be considered on a case-by-case basis, provided that the present value savings are at least three percent (3%) of the refunded debt. Refinancings with savings of less than three percent (3%), or with negative savings, will not be considered unless there is a compelling public policy objective.

ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES

- 1) **GAAP.** The County will manage and account for its financial activity in accordance with Generally Accepted Accounting Principles (GAAP), as set forth by the Governmental Accounting Standards Board (GASB). GASB is recognized as the authority with respect to governmental accounting. Managing the County's finances in accordance with GAAP and in accordance with the rules set forth by GASB, provides the citizens of Flathead County assurance that their public funds are being accounted for in a proper manner.
- 2) **Basis of Accounting & Budgeting.** The County will maintain its accounting records for general governmental operations on a modified accrual basis, with revenues recorded when available and measurable, and expenditures recorded when services or goods are received and liabilities incurred. Accounting records for proprietary fund types and similar trust funds will be maintained on a full accrual basis, with all revenues recorded when earned and expenses recorded at the time liabilities are incurred, without regard to receipt or payment of cash. Adherence to this policy will enable the County to prepare its financial statements in accordance with GAAP as set forth by GASB. The basis of accounting is the same for both the budget and the financial statements.
- 3) **Financial Report.** Flathead County will prepare an Annual Comprehensive Financial Report (ACFR) in conformity with GAAP. The report will be made available to the general public.
- 4) **Audits.** An annual audit will be performed by an independent public accounting firm, with an audit opinion to be included with the County's published Annual Comprehensive Financial Report (ACFR). Audits of the County's financial records provide the public assurance that its funds are being expended in accordance with Local, State, and Federal law and in accordance with Generally Accepted Accounting Principles. Audits also provide management and the Commission with suggestions for improvement in its financial operations from independent experts in the accounting field.

FRAUD POLICY

All employees are responsible for the prevention and detection of fraud, misappropriations, and other irregularities. Fraud is defined as the intentional false representation or concealment of a material fact for the purpose of obtaining an advantage, avoiding an obligation, or causing loss to another party, and includes such acts as deception, bribery, forgery, extortion, corruption, theft, conspiracy, embezzlement, misappropriations, and collusion. Each employee of the County should be familiar with the types of improprieties that might occur within his or her area of responsibility and/or oversight, and be alert for any indication of irregularity.

Any irregularity that is detected or suspected must be reported immediately to the County Commissioners, who coordinate all investigations with the County Attorney's office and other affected areas, both internal and external.

FINANCIAL STRUCTURE

FUND ACCOUNTING

Flathead County maintains accounts in accordance to the principle of fund accounting to ensure that limitations and restrictions on the County's available resources are observed and adhered to. Fund accounting classifies resources into funds or account groups with respect to the intended activities or objectives specified by those resources for accounting controls and financial reporting purposes. Each fund is an independent fiscal and accounting entity, and its operations are accounted for in a separate set of self-balancing accounts that are comprised of assets, liabilities, fund equity, revenues, and expenditures or expenses.

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

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

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

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

An **OBJECT OF EXPENDITURE** refers to specific, detailed expenditure classification. It relates to a specific type of item purchased or service obtained. Examples of objects of expenditure include salaries, supplies, contracted services, and travel.

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

GOVERNMENTAL FUND TYPES

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

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

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

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

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

FINANCIAL STRUCTURE

PROPRIETARY FUND TYPES

Proprietary Funds are used to account for ongoing organizations or activities which are similar to those often found in the private sector. The following proprietary funds are used by the County.

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

Internal Service Funds — account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-reimbursement basis. Examples include: Group Insurance.

FIDUCIARY FUND TYPES

Custodial Funds: Custodial Funds are used to account for the assets held by the County as an agent for individuals, private organizations, or other governments. Custodial Investment Funds are used to account for the portion of the County's investment pool that is held on behalf of legally separate entities that are not part of the County's financial reporting entity. The County uses custodial funds to account for assets held for other agencies including the State of Montana, Cities of Kalispell, Whitefish, and Columbia Falls, local school districts, and other local agencies.

CONSISTENCY WITH AUDITED FINANCIAL STATEMENTS

Flathead County's budgeted funds are consistent with the County's audited financial statements with the exception of the following: Sheriff Commissary Fund is presented in the budget as Public Safety rather than Other Business-Type Activities; Emergency Medical Services (EMS) is presented in the budget as Public Safety rather than Public Health.

MAJOR FUNDS

A fund is considered major if it is the primary operating fund of the County, is selected by the County to be shown as a major fund, or meets the following criteria:

- Total assets and deferred outflows of resources, the total liabilities and deferred inflows of resources, revenues, or expenditures/expenses of that individual governmental or enterprise fund are at least 10 percent of the corresponding total for all funds of that category or type; and
- The same element(s) that met the 10 percent criterion above is at least 5 percent of the corresponding total for all governmental and enterprise funds combined.

Major funds for FY23 were General Fund, Road, Sheriff, American Rescue Plan Act (ARPA), County Building, and Solid Waste Fund.

FINANCIAL STRUCTURE

The following table is a summary of fund types used by each department. Specific funds used by each department are listed in the individual department sections.

Function/Department	Major Funds					Non-major Funds				
	General	Road	Sheriff	ARPA	County	Special	Debt	Capital	Enterprise	Internal
General Government										
Building Maintenance	X					X		X		
Clerk & Recorder/Auditor	X					X		X		
Clerk of District Court						X		X		
County Attorney	X					X		X		
County Commission	X					X		X		
District Court						X		X		
Elections	X					X		X		
Finance	X					X		X		
Human Resources	X					X		X		
Information Technology/GIS	X					X		X		
Intrafund	X			X	X	X	X	X		X
Justice Court	X					X		X		
Planning						X		X		
Plat Room/Surveyor	X					X		X		
Records Preservation Center						X		X		
Superintendent of Schools	X					X		X		
Treasurer	X					X		X		
Public Safety										
Emergency Medical Services (EMS)						X		X		
Fire Service Area (FSA)						X		X		
Flathead County Emergency Communications Center (FECC)						X		X		
Office of Emergency Services (OES)	X					X		X		
Sheriff			X		X	X		X	X	
Search & Rescue						X		X		
Sheriff Grants						X	X			
Public Works										
Bridge						X		X		
Junk Vehicle Program						X		X		
Road		X						X		
Noxious Weed District						X		X		
Public Health										
Animal Shelter	X					X		X		
Health						X		X		
Health Programs						X				
Mosquito						X		X		
Social & Economic Services										
Agency on Aging (AOA)						X		X		
Extension/4H						X		X		
Transportation						X		X		
Culture & Recreation										
Fair						X		X		
Library						X		X		
Parks & Recreation						X		X		
Enterprise										
Solid Waste									X	

FINANCIAL STRUCTURE

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

Key:

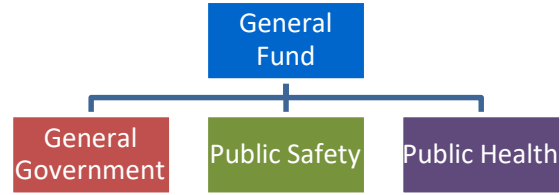
Fund Types



Functions



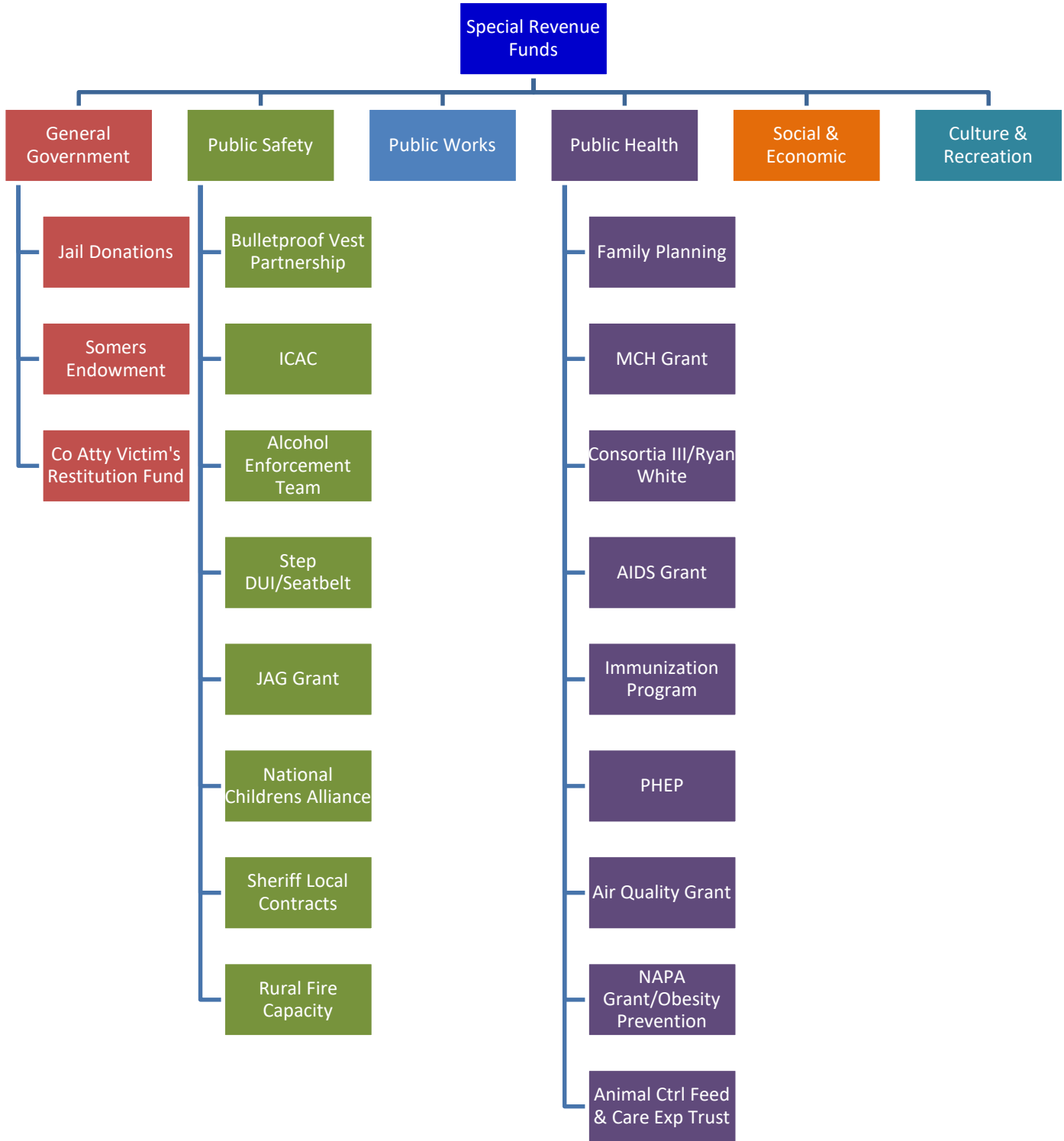
FINANCIAL STRUCTURE



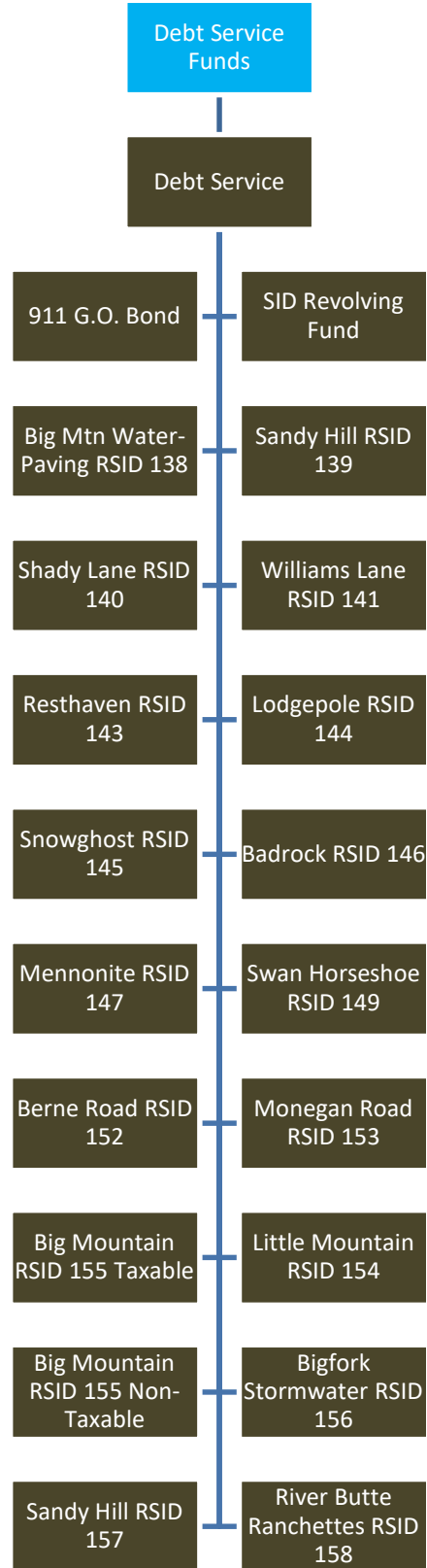
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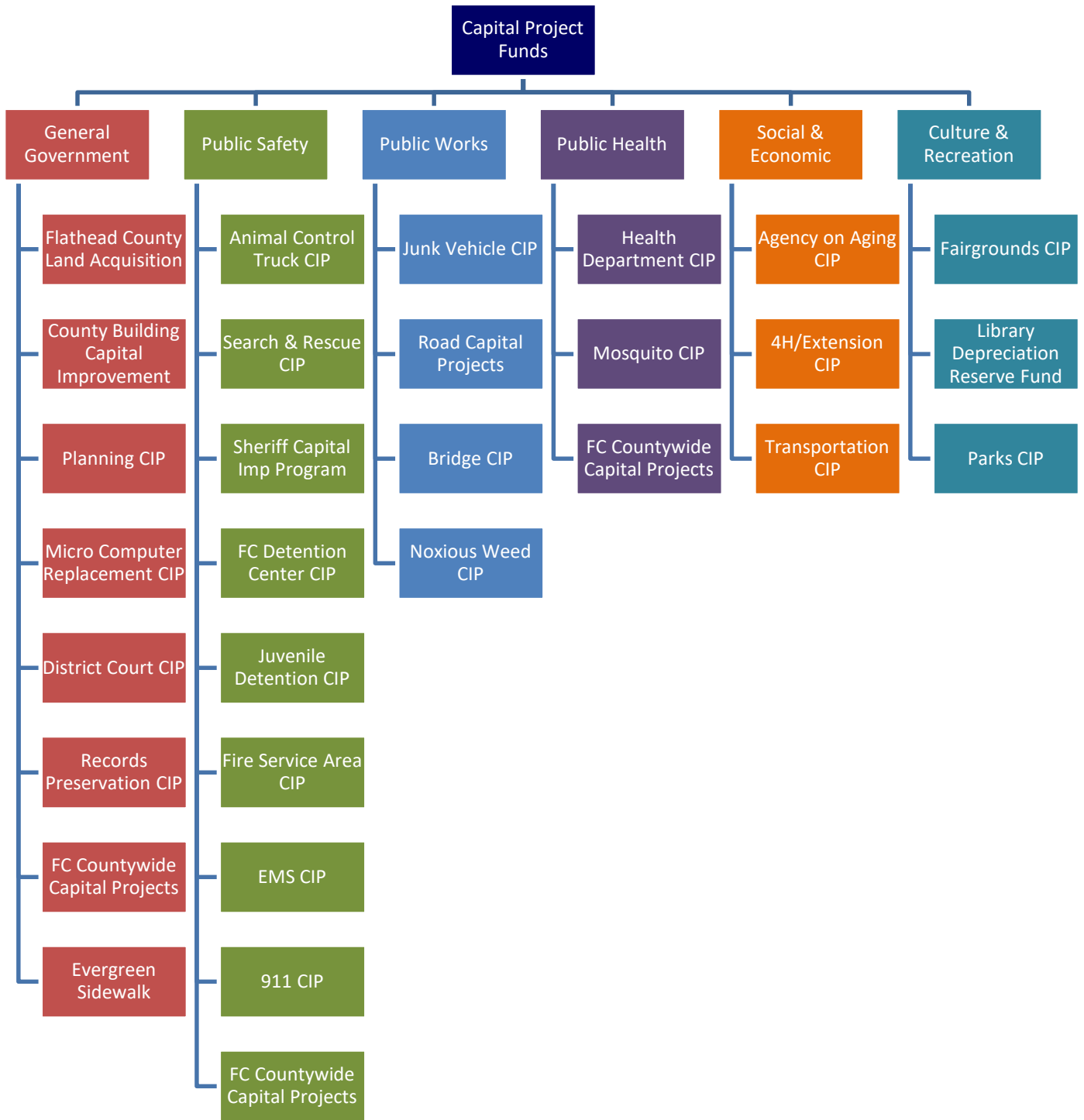
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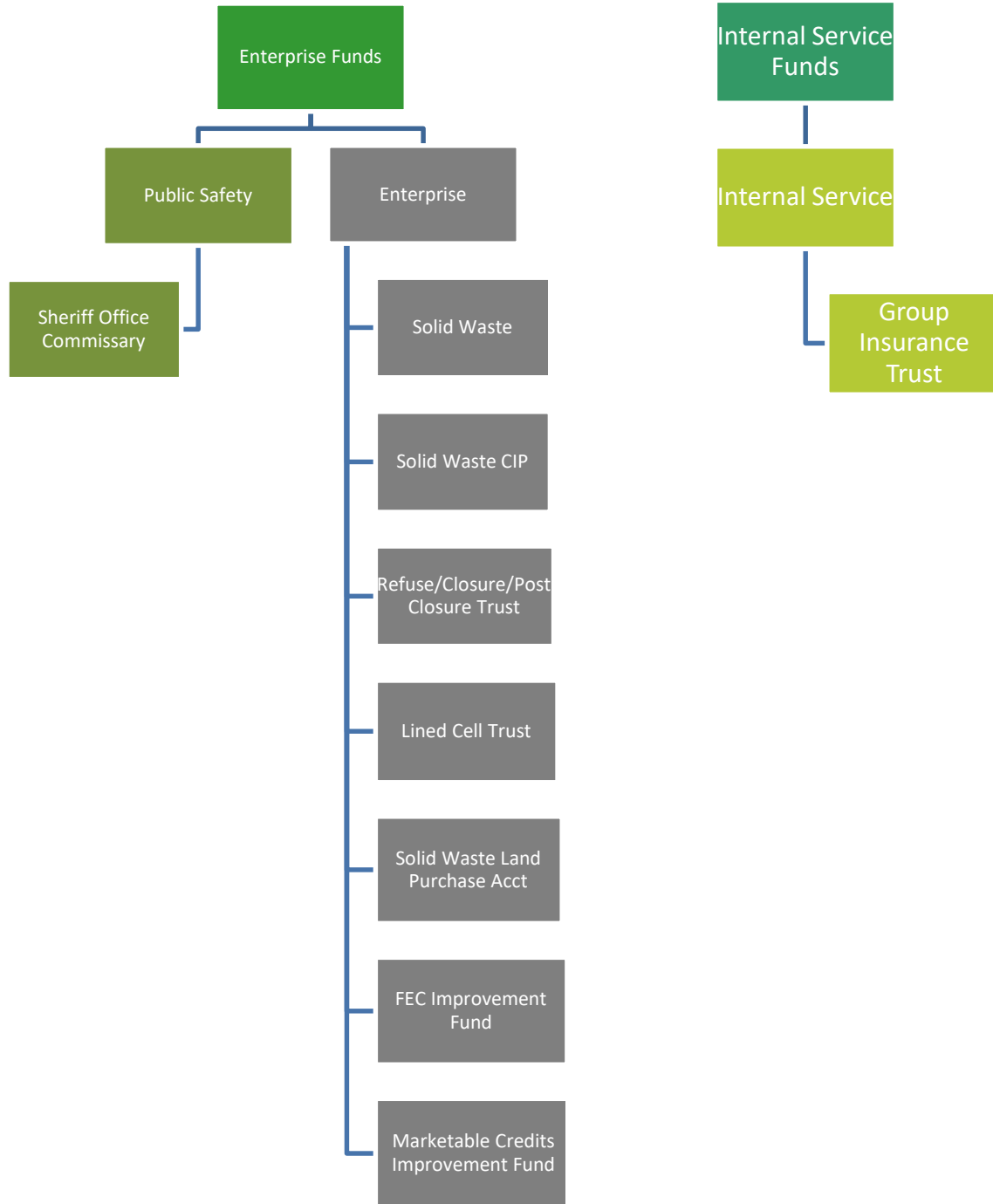
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FINANCIAL STRUCTURE



FINANCIAL STRUCTURE



ORGANIZATIONAL UNITS

FUNCTIONS, DEPARTMENTS, PROGRAMS/ACTIVITIES

PURPOSE

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

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

ORGANIZATION

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

- Function
- Department
- Program/Activity

FUNCTION

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

- General Government
- Public Safety
- Public Works
- Public Health
- Social and Economic Services
- Culture and Recreation
- Enterprise

DEPARTMENTS

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

PROGRAM/ACTIVITY

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

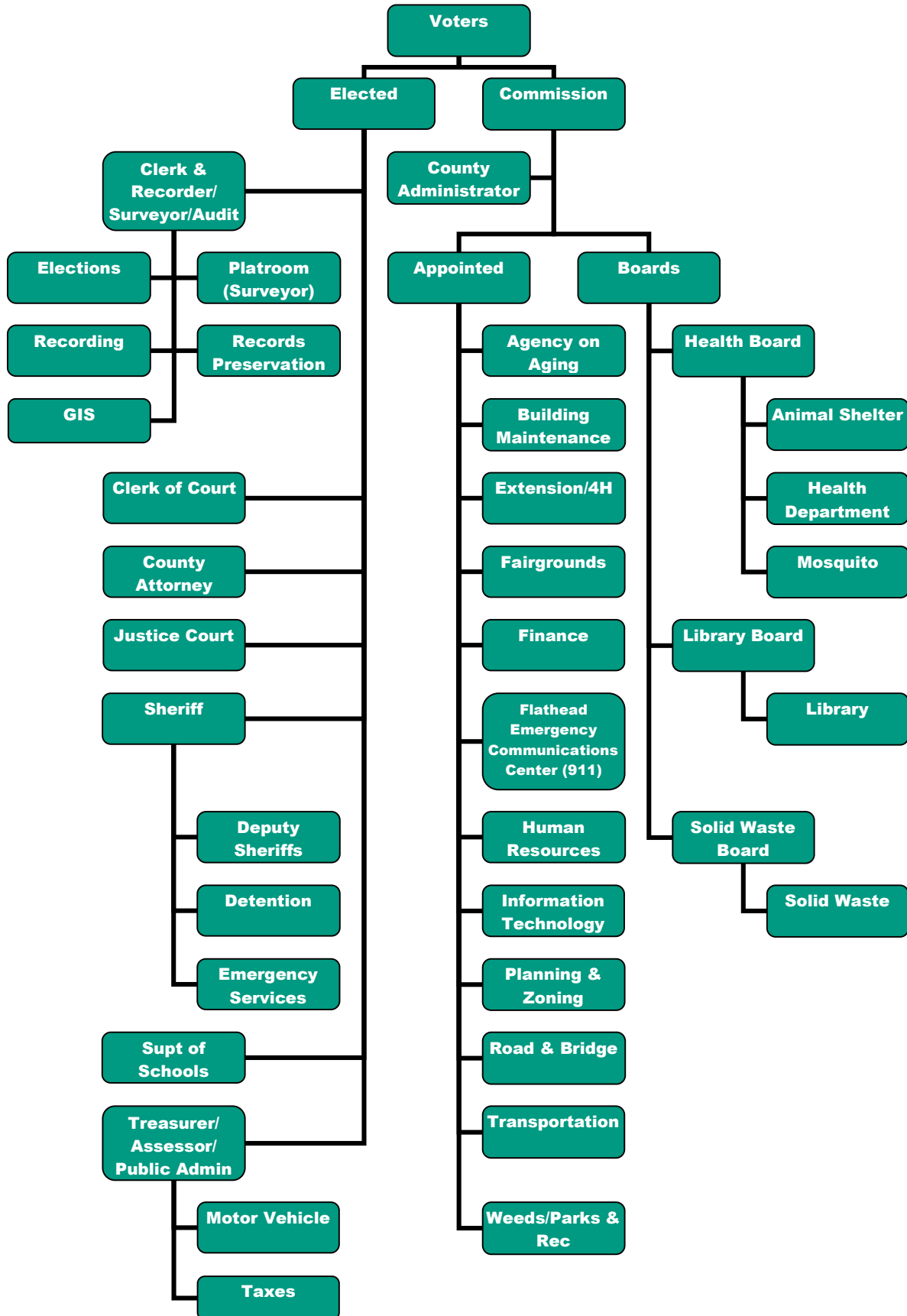
ORGANIZATIONAL UNITS

PROGRAM/ACTIVITY BUDGET DESCRIPTIONS

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

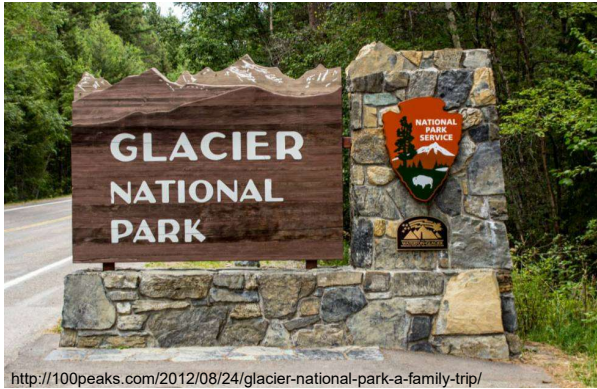
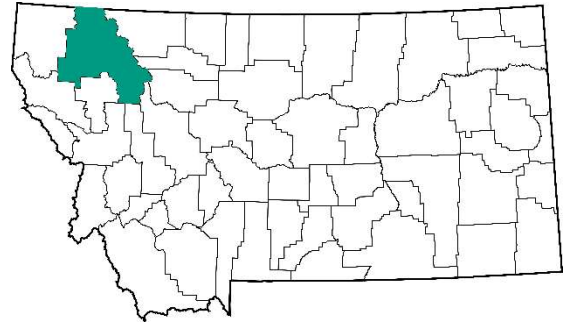
- Program Description
- Goals & Objectives
- Department Budget
- Department Personnel
- Performance Measures
- Workload Indicators

ORGANIZATION CHART



County Profile

Flathead County is a First Class county with three incorporated cities. Flathead County is the major trade and service center in northwestern Montana. The County is Montana’s fourth most populous county with approximately 111,814 residents.



<http://100peaks.com/2012/08/24/glacier-national-park-a-family-trip/>

The area is renowned for its Flathead cherries and its abundance of recreational activities. In addition to plentiful parks, trails, lakes, and rivers, there are two ski resorts in the mountains surrounding the valley. It is also a gateway to Glacier National Park. Primary components of the area’s economy include agriculture, industries associated with the area’s status as a trade center, and tourism and recreation-based industries. The area is also the Healthcare hub of much of Northwestern Montana. Government sources comprise a significant portion of the area’s economic base as well.

Flathead County’s unemployment rate is 2.9% compared to 2.7% in the State of Montana and a 3.8% overall rate in the United States as of June 2023.

The following demographic and statistical information should provide the reader a better understanding of our government.

GENERAL STATISTICAL INFORMATION

Class of County.....	First
County Seat.....	Kalispell
Date Organized	March 1, 1883
Registered Voters (includes active and inactive voters).....	77,390
Area (square miles).....	5,137
Courthouse Elevation.....	2,949
Incorporated Cities.....	3
Population of County.....	111,814
Form of Government.....	Commission
Number of Employees (Elected).....	11
Number of Employees (FTE’s) (Non-elected).....	546.21

DEMOGRAPHIC AND ECONOMIC STATISTICS

**Flathead County
Demographic and Economic Statistics
Last Ten Years**

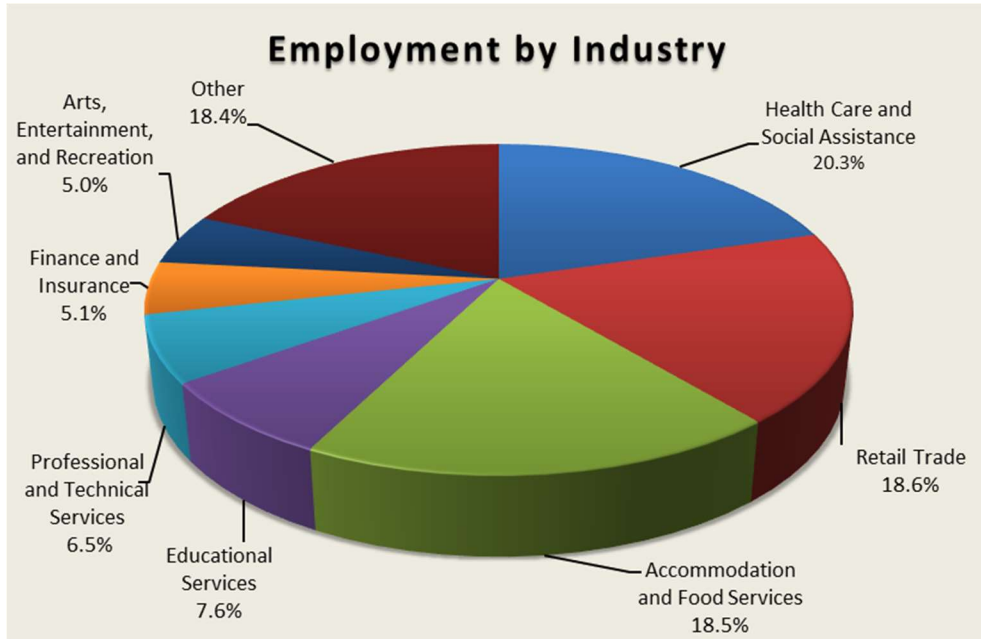
<u>Year</u>	<u>Population (1)</u>	<u>Personal Income in thousands (1)</u>	<u>Per Capita Personal Income (1)</u>	<u>Median Age</u>	<u>School Enrollment (2)</u>	<u>Unemployment Rate (3)</u>
2014	91,633	3,390,416	37,000	41.9	15,352	5.70
2015	93,068	3,614,032	37,311	41.9	15,463	5.20
2016	96,165	3,700,289	38,480	41.9	15,467	5.10
2017	98,092	3,885,742	39,613	42.1	15,774	4.40
2018	100,092	4,149,065	42,302	42.2	16,053	4.20
2019	102,106	4,832,745	47,331	41.5	16,473	4.00
2020	103,806	4,967,221	47,851	42.1	16,422	9.20
2021	104,354	5,072,537	48,609	42.4	13,683	4.40
2022	105,851	5,582,621	52,740	43.0	17,331	3.00
2023	111,814	6,394,934	58,964	42.3	17,446	2.90

(1) Source: Bureau of Economic Analysis US Dept of Commerce

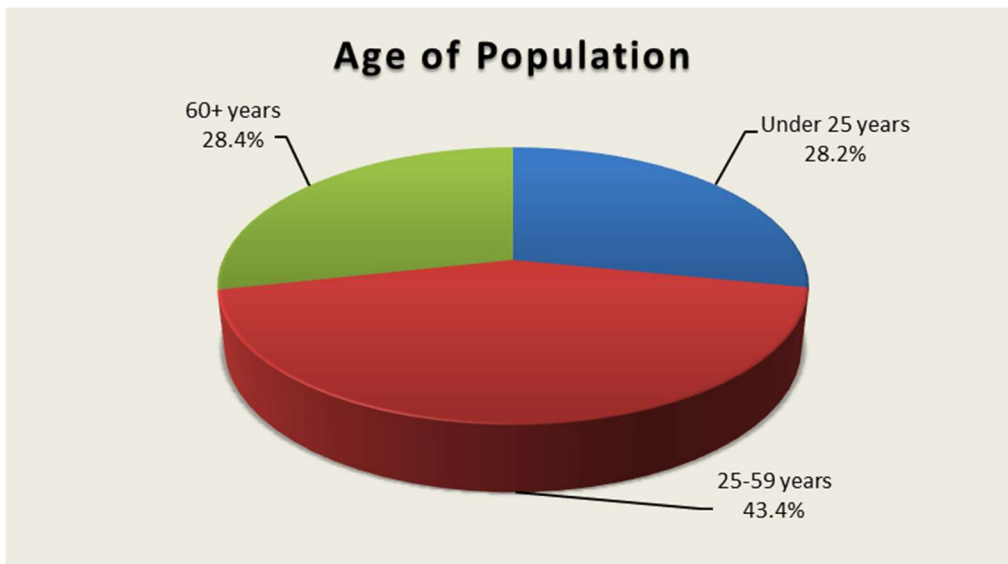
(2) Information received from Flathead County Superintendent of Schools

(3) Montana Department of Labor and Industry

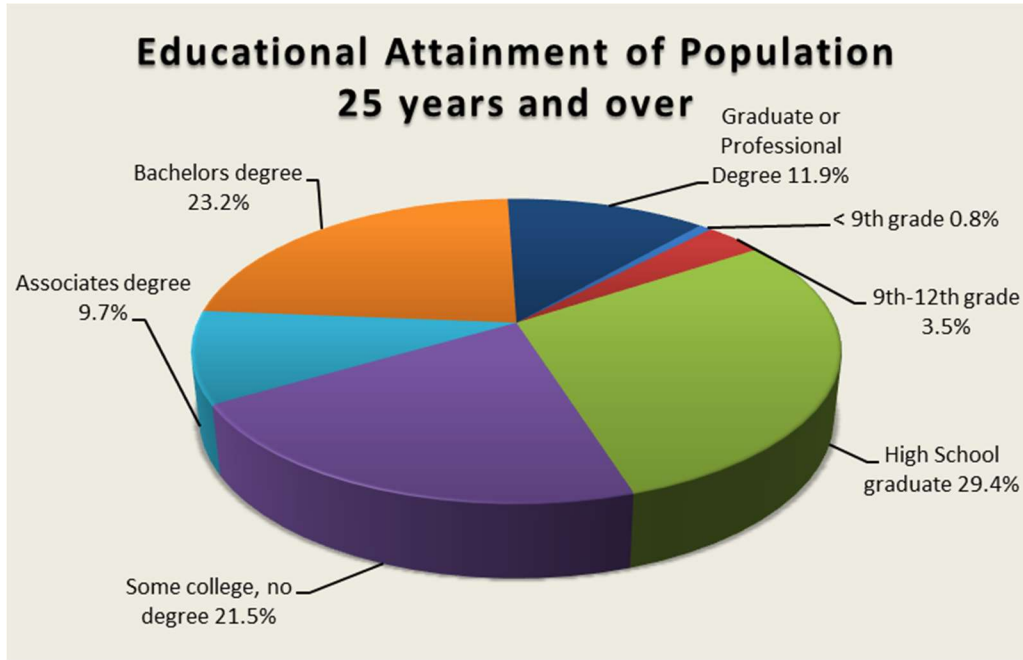
Note: If information is not yet available, the most recently available statistic was used.



Source: Bureau of Labor Statistics



Source: US Census Bureau



FLATHEAD COUNTY'S TEN LARGEST PRIVATE EMPLOYERS

Employer	No. of Employees	Type
Logan Health (formerly Kalispell Regional Medical Center)	1000 & over	Healthcare, fitness
Weyerhaeuser (formerly Plum Creek Manufacturing)	500-999	Wood Products
Health Center Northwest	250-499	Healthcare
Applied Materials/Semtool	250-499	Semiconductor Industry
Immanuel Lutheran Home	250-499	Assisted Living
Glacier Bank	250-499	Banking
Whitefish Mountain Resort	250-499	Winter Sports
Super 1 Foods	250-499	Grocery
Wal-Mart	250-499	Retail
North Valley Hospital	250-499	Healthcare

TOP TEN TAXPAYERS - FLATHEAD COUNTY
2023/24

Taxpayer	Total Tax
Flathead Electric Coop Inc.	\$ 4,294,028
Northwestern Energy Transmission and Distribution	1,825,111
Weyerhaeuser NR Company (formerly Plum Creek)	1,589,163
BNSF Railway Co.	1,355,431
Flathead Hospital Development Company LLC	843,096
Lumen Technologies/Qwest/Centurylink Inc.	743,545
MT Dept of Natural Resources & Conservation	643,877
Winter Sports Inc	628,157
Charter Communications (formerly Bresnan)	574,276
FH Stoltze Land & Lumber	523,623
Total	\$ 13,020,307

Source: Department of Revenue - Flathead County

U.S. CONSUMER PRICE INDEX

Calendar Year	U.S. Consumer Price Index	Percent Change
2014	236.7	1.6
2015	237.0	0.1
2016	240.0	1.3
2017	245.0	2.1
2018	252.0	2.9
2019	256.1	1.6
2020	257.2	0.4
2021	271.0	5.4
2022	295.3	14.8
2023	297.0	9.6

Source: Bureau of Labor Statistics

COUNTY PROFILE

GENERAL OBLIGATION INDEBTEDNESS

Maximum Allowable Debt - Flathead County, Montana

Assessed Valuation: FY 24 Certified Market Value \$ 34,631,206,171

Factor Allowed for Indebtedness 2.5%

Total Indebtedness Allowed \$ 865,780,154

Less Current Indebtedness:

911 GO Bond	\$	2,915,000	
Leases (Sheriff & Road)		840,216	
SBITAs (Transportation)		103,931	
Total Current Indebtedness	\$	3,859,147	

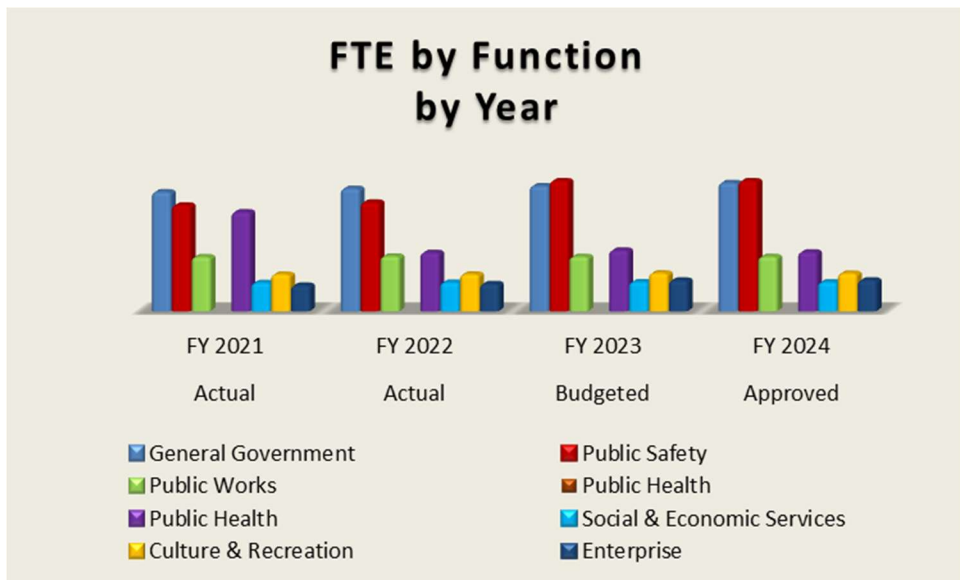
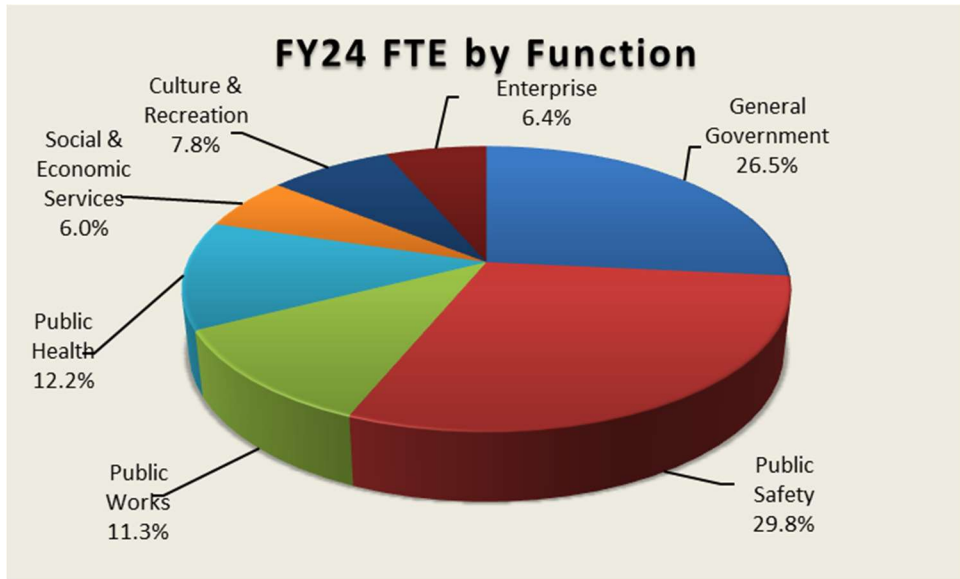
Maximum Indebtedness Available \$ 861,921,007

ELECTED OFFICIALS

OFFICE	NAME OF COUNTY OFFICIAL	TERM EXPIRES
Commissioner (Chairperson)	Brad Abell	2026
Commissioner	Randy Brodehl	2024
Commissioner	Pamela Holmquist	2028
Attorney	Travis Ahner	2026
Clerk and Recorder/Auditor	Debbie Pierson	2026
Clerk of District Court	Peg Allison	2024
Justice of Peace	Paul Sullivan	2026
Justice of Peace	Eric Hummel	2026
School Superintendent	Cal Ketchum	2026
Sheriff/Coroner	Brian Heino	2026
Treasurer/Public Administrator	Adele Krantz	2026

Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
General Government				
Building Maintenance	11.50	11.50	12.50	12.50
Clerk & Recorder	6.50	7.00	7.00	8.00
Clerk of Court	14.00	14.00	14.75	14.75
County Attorney	23.00	23.00	23.00	25.00
County Commissioners	6.45	6.75	6.75	6.75
Elections	3.00	3.00	3.00	4.00
Finance	5.00	5.00	6.00	6.00
GIS	4.00	4.00	4.00	3.00
Human Resources	3.00	3.00	3.00	3.00
Information Technology	14.00	14.00	13.80	13.80
Justice Court	9.73	9.73	9.73	9.73
Records Preservation	1.50	1.50	1.50	2.35
Planning	8.80	10.00	10.00	10.00
Flat Room	5.00	7.00	7.00	6.50
Superintendent of Schools	2.50	2.50	2.50	2.50
Treasurer	19.30	19.30	19.80	20.00
Sub-total General Government	137.28	141.28	144.33	147.88
Public Safety				
EMS	1.28	1.78	1.78	1.78
Fire Service Area	1.00	1.00	1.00	1.00
Office of Emergency Services	2.00	2.00	2.00	2.00
Search & Rescue	0.50	0.50	0.50	0.50
Sheriff	110.20	113.20	116.20	120.20
Sheriff Grants	7.00	7.00	5.00	5.00
911 Emergency	-	-	34.50	34.90
Sub-total Public Safety	121.98	125.48	160.98	165.38
Public Works				
Bridges	6.30	6.30	6.30	6.30
Junk Vehicle	0.50	0.50	0.50	0.50
Noxious Weeds	6.68	7.48	7.38	7.38
Roads	49.04	49.04	48.71	48.71
Sub-total Public Works	62.52	63.32	62.89	62.89
Public Health				
Animal Shelter	7.75	7.75	7.75	7.75
Community Health Clinic	48.75	-	-	-
Health	30.33	28.90	28.70	28.95
Health Programs	25.60	28.05	30.80	28.60
Mosquito	1.80	2.80	3.00	2.80
Sub-total Public Health	114.23	67.50	70.25	68.10
Social & Economic Services				
AOA	16.50	17.00	17.50	17.30
Extension	1.00	1.00	1.00	1.00
Transportation	15.27	15.27	15.27	15.27
Sub-total Social & Economic Serv	32.77	33.27	33.77	33.57
Culture & Recreation				
Fair	6.00	6.00	7.00	7.00
Library	28.63	28.76	29.03	28.78
Parks	7.80	7.80	7.80	7.80
Sub-total Culture & Recreation	42.43	42.56	43.83	43.58
Enterprise				
Solid Waste	29.82	31.57	35.70	35.82
GRAND TOTAL	541.02	504.97	551.74	557.21





FINANCIAL SUMMARIES





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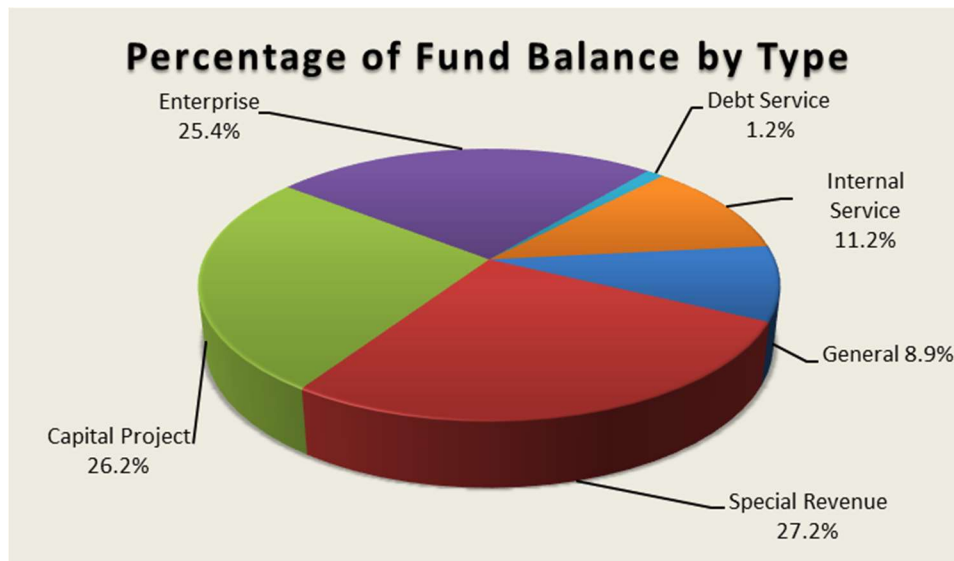
OVERVIEW OF BUDGETED RESOURCES

This section provides summarized information on the various funds, revenue, expenditures, and fund balances. The table below is a summary of the budget by fund type.

SUMMARY OF MAJOR REVENUES, EXPENDITURES AND OTHER FINANCING SOURCES/USES July 1, 2023 through June 30, 2024 (FY 24)

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Actual Beginning Fund Balance	\$ 11,573,659	\$ 36,104,218	\$ 1,378,933	\$ 33,812,663	\$ 31,763,627	\$ 13,904,890	\$ 128,537,990
Total Estimated Revenues	14,728,553	69,091,899	846,024	8,411,577	10,137,788	6,728,219	109,944,060
Budgeted Expenditures	15,273,441	71,460,991	774,999	9,677,292	10,355,462	6,709,142	114,251,327
Projected Ending Fund Balance	\$ 11,028,771	\$ 33,735,126	\$ 1,449,958	\$ 32,546,948	\$ 31,545,953	\$ 13,923,967	\$ 124,230,723

The graph below shows the percentage of fund balance by fund type. Enterprise, Capital Project, and Special Revenue funds make up 78.8% of the County's total fund balance.

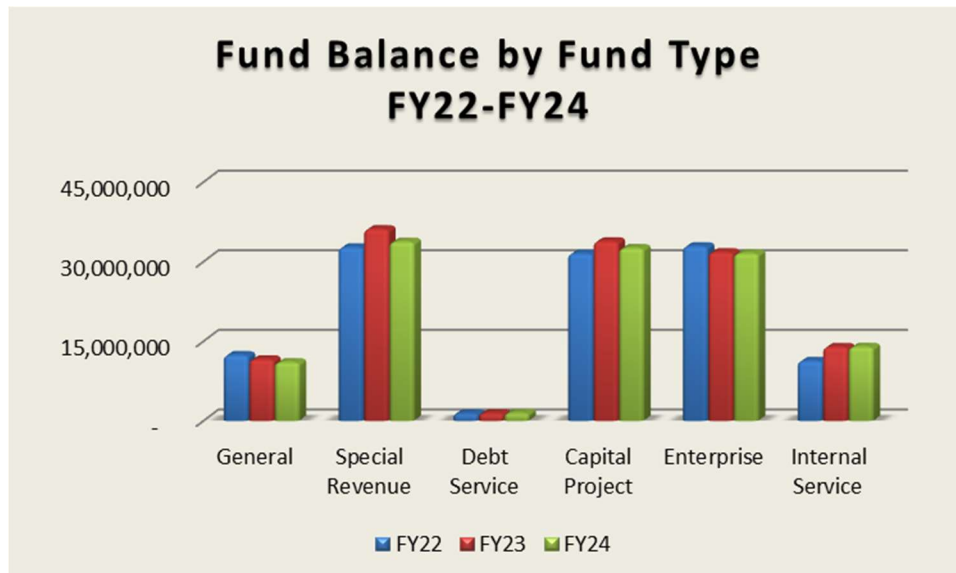


A comparative summary for FY22 actual, FY23 actual, and FY24 budget is provided on a consolidated basis. The graph on the following page shows the comparison by fund type. Revenues, expenditures, and balances by fund type are presented on the three following pages.

OVERVIEW OF BUDGETED RESOURCES

SUMMARY OF MAJOR REVENUES, EXPENDITURES AND OTHER FINANCING SOURCES/USES

	Actual FY 2022	Actual FY 2023	Approved FY 2024
Actual Beginning			
Fund Balance	\$ 118,940,463	\$ 122,066,486	\$ 128,537,990
<u>Estimated Revenues</u>			
Taxes & Assessments	46,798,993	48,811,294	51,345,913
Licenses & Permits	525,063	486,088	456,119
Intergovernmental	20,588,872	21,091,106	19,674,702
Charges for Services	15,736,513	15,333,133	13,747,043
Fines & Forfeitures	573,539	527,642	579,122
Miscellaneous	11,166,525	11,759,156	8,809,767
Investment Earnings	674,648	2,360,046	1,355,126
Transfers	26,269,876	17,903,120	13,976,268
Total Estimated Revenues	122,334,029	118,271,585	109,944,060
<u>Budgeted Expenditures</u>			
General Government	44,612,095	39,007,465	36,181,294
Public Safety	25,560,918	24,394,216	29,690,798
Public Works	12,196,918	14,501,102	18,655,134
Public Health	9,766,233	8,406,833	7,784,247
Social and Economic Services	4,370,235	4,779,038	4,984,630
Culture and Recreation	4,822,304	5,506,952	6,651,962
Enterprise	17,879,303	15,204,475	10,303,262
Total Budgeted Expenditures	119,208,006	111,800,081	114,251,327
Projected Change in			
Fund Balance	3,126,023	6,471,504	(4,307,267)
Projected Ending			
Fund Balance	\$ 122,066,486	\$ 128,537,990	\$ 124,230,723



OVERVIEW OF BUDGETED RESOURCES

SUMMARY OF MAJOR REVENUES, EXPENDITURES AND OTHER FINANCING SOURCES/USES July 1, 2023 through June 30, 2024 (FY 24)

	Governmental Fund Types			Proprietary Fund Types		Total All Funds	
	General	Special Revenue	Debt Service	Capital Project	Enterprise		Internal Service
Actual Beginning Fund Balance	\$11,573,659	\$36,104,218	\$ 1,378,933	\$33,812,663	\$31,763,627	\$13,904,890	\$128,537,990
<u>Estimated Revenues</u>							
Taxes & Assessments	9,905,301	40,614,725	825,887	-	-	-	51,345,913
Licenses & Permits	148,500	307,619	-	-	-	-	456,119
Intergovernmental	1,998,295	17,173,770	7,637	465,000	30,000	-	19,674,702
Charges for Services	1,396,635	4,044,820	-	-	8,305,588	-	13,747,043
Fines & Forfeitures	529,122	50,000	-	-	-	-	579,122
Miscellaneous	326,754	1,245,534	-	147,260	512,000	6,578,219	8,809,767
Investment Earnings	376,426	79,600	12,500	276,400	460,200	150,000	1,355,126
Transfers	47,520	5,575,831	-	7,522,917	830,000	-	13,976,268
Total Estimated Revenues	14,728,553	69,091,899	846,024	8,411,577	10,137,788	6,728,219	109,944,060
<u>Budgeted Expenditures</u>							
General Government	14,527,375	12,882,248	774,999	1,287,530	-	6,709,142	36,181,294
Public Safety	221,091	25,905,446	-	3,512,061	52,200	-	29,690,798
Public Works	-	14,866,383	-	3,788,751	-	-	18,655,134
Public Health	524,975	7,171,272	-	88,000	-	-	7,784,247
Social and Economic Services	-	4,950,630	-	34,000	-	-	4,984,630
Culture and Recreation	-	5,685,012	-	966,950	-	-	6,651,962
Enterprise	-	-	-	-	10,303,262	-	10,303,262
Total Budgeted Expenditures	15,273,441	71,460,991	774,999	9,677,292	10,355,462	6,709,142	114,251,327
Projected Change in Fund Balance	(544,888)	(2,369,092)	71,025	(1,265,715)	(217,674)	19,077	(4,307,267)
Projected Ending Fund Balance	\$11,028,771	\$33,735,126	\$ 1,449,958	\$32,546,948	\$31,545,953	\$13,923,967	\$124,230,723

OVERVIEW OF BUDGETED RESOURCES

SUMMARY OF MAJOR REVENUES, EXPENDITURES AND OTHER FINANCING SOURCES/USES July 1, 2022 through June 30, 2023 (FY 23)

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Actual Beginning Fund Balance	\$12,377,652	\$32,684,628	\$ 1,346,330	\$31,500,615	\$32,889,973	\$11,267,288	\$122,066,486
Revenues							
Taxes & Assessments	7,972,760	39,980,613	857,921	-	-	-	48,811,294
Licenses & Permits	164,309	321,779	-	-	-	-	486,088
Intergovernmental	2,582,996	18,244,776	8,158	141,602	113,574	-	21,091,106
Charges for Services	1,582,626	4,556,608	-	-	9,193,899	-	15,333,133
Fines & Forfeitures	498,850	28,792	-	-	-	-	527,642
Miscellaneous	558,899	2,908,567	-	365,577	450,215	7,475,898	11,759,156
Investment Earnings	426,312	161,061	21,180	655,163	786,949	309,381	2,360,046
Transfers	47,100	6,150,561	19,347	8,103,248	3,582,864	-	17,903,120
Total Revenues	13,833,852	72,352,757	906,606	9,265,590	14,127,501	7,785,279	118,271,585
Expenditures							
General Government	13,922,844	14,865,971	874,003	4,196,970	-	5,147,677	39,007,465
Public Safety	187,731	23,089,227	-	1,067,886	49,372	-	24,394,216
Public Works	-	13,250,767	-	1,250,335	-	-	14,501,102
Public Health	527,270	7,571,705	-	307,858	-	-	8,406,833
Social and Economic Services	-	4,702,941	-	76,097	-	-	4,779,038
Culture and Recreation	-	5,452,556	-	54,396	-	-	5,506,952
Enterprise	-	-	-	-	15,204,475	-	15,204,475
Total Expenditures	14,637,845	68,933,167	874,003	6,953,542	15,253,847	5,147,677	111,800,081
Change in Fund Balance	(803,993)	3,419,590	32,603	2,312,048	(1,126,346)	2,637,602	6,471,504
Ending Fund Balance	\$11,573,659	\$36,104,218	\$ 1,378,933	\$33,812,663	\$31,763,627	\$13,904,890	\$128,537,990

OVERVIEW OF BUDGETED RESOURCES

SUMMARY OF MAJOR REVENUES, EXPENDITURES AND OTHER FINANCING SOURCES/USES July 1, 2021 through June 30, 2022 (FY 22)

	Governmental Fund Types			Proprietary Fund Types		Total All Funds	
	General	Special Revenue	Debt Service	Capital Project	Enterprise		Internal Service
Actual Beginning Fund Balance	\$13,078,920	\$29,551,701	\$ 1,560,952	\$30,001,972	\$36,236,739	\$ 8,510,179	\$118,940,463
Revenues							
Taxes & Assessments	9,697,831	36,258,170	842,992	-	-	-	46,798,993
Licenses & Permits	153,797	371,266	-	-	-	-	525,063
Intergovernmental	2,621,048	17,483,304	7,870	340,326	136,324	-	20,588,872
Charges for Services	1,928,389	5,399,018	-	-	8,409,106	-	15,736,513
Fines & Forfeitures	534,979	38,560	-	-	-	-	573,539
Miscellaneous	311,780	1,663,449	-	458,441	743,065	7,989,790	11,166,525
Investment Earnings	300,332	59,823	3,523	99,349	158,738	52,883	674,648
Transfers	87,046	8,060,499	-	13,014,848	5,107,483	-	26,269,876
Total Revenues	15,635,202	69,334,089	854,385	13,912,964	14,554,716	8,042,673	122,334,029
Expenditures							
General Government	15,660,561	14,654,133	1,069,006	7,942,831	-	5,285,564	44,612,095
Public Safety	177,581	23,171,265	-	2,189,894	22,178	-	25,560,918
Public Works	-	10,726,132	-	1,470,786	-	-	12,196,918
Public Health	498,328	8,505,959	-	761,946	-	-	9,766,233
Social and Economic Services	-	4,370,235	-	-	-	-	4,370,235
Culture and Recreation	-	4,773,440	-	48,864	-	-	4,822,304
Enterprise	-	-	-	-	17,879,303	-	17,879,303
Total Expenditures	16,336,470	66,201,164	1,069,006	12,414,321	17,901,481	5,285,564	119,208,006
Change in Fund Balance	(701,268)	3,132,925	(214,621)	1,498,643	(3,346,765)	2,757,109	3,126,023
Ending Fund Balance	\$12,377,652	\$32,684,626	\$ 1,346,331	\$31,500,615	\$32,889,974	\$ 11,267,288	\$122,066,486

OVERVIEW OF BUDGETED RESOURCES

PROJECTED CHANGES IN FUND BALANCES DETAIL OF ALL FUNDS Fiscal Year 2023-2024

Fund #	Fund Name	Actual	FY - 24		Projected
		Beginning Balances 7-1-23	Estimated Revenues	Budgeted Expenditures	Ending Balances 6-30-24
1000	General Fund	\$ 11,573,659	\$ 14,728,553	\$ 15,273,441	\$ 11,028,771
SPECIAL REVENUE FUNDS					
2110	Road	4,533,366	8,595,300	8,948,921	4,179,745
2120	Poor Fund	171,914	65,559	185,900	51,573
2130	Bridge	870,554	1,528,616	1,736,240	662,930
2140	Weed	478,376	689,492	738,202	429,666
2150	Predatory Animal Control	1,146	-	140	1,006
2160	Fair	809,181	1,714,849	1,909,861	614,169
2180	District Court Fund	263,064	843,122	865,399	240,787
2190	Comprehensive Insurance	548,184	1,929,757	1,930,000	547,941
2200	Mosquito	206,090	199,967	310,059	95,998
2210	Park	343,642	797,495	894,119	247,018
2211	Parks/Cash in Lieu	470,267	35,000	-	505,267
2213	Park Donations-Restricted Use	16,862	-	500	16,362
2214	Trail Maintenance	331,015	50,000	157,800	223,215
2220	Library Fund	423,653	1,930,846	1,925,095	429,404
2251	Planning Fund	346,574	541,371	684,314	203,631
2260	Emergency/Disaster Fund	243,920	-	-	243,920
2270	Health	1,326,784	3,274,154	3,511,619	1,089,319
2271	Health Admin Grants	50,704	-	-	50,704
2272	EMS Program	122,023	334,586	346,154	110,455
2273	Special EMS Program	116,696	997,855	975,366	139,185
2280	Agency on Again	76,294	246,360	251,017	71,637
2283	Buckle Up Flathead	13,051	56,381	56,312	13,120
2290	4H/Extension	86,639	145,981	182,279	50,341
2292	Animal Shelter Donations	57,843	72,000	129,100	743
2300	Sheriff	5,176,032	13,191,913	14,266,388	4,101,557
2320	Childrens Advocacy Center	133,904	27,000	32,900	128,004
2340	School Co-op Revolving Fund	47,407	36,100	27,700	55,807
2350	Big Mountain Communications Site	4,552	5,500	5,500	4,552
2370	Retirement	1,635,678	4,348,916	4,716,875	1,267,719
2372	Permissive Medical Levy	-	3,909,118	3,909,118	-
2380	Group Insurance	1,978,095	4,105,463	4,607,856	1,475,702
2382	Search & Rescue	105,780	536,963	501,283	141,460
2390	Drug Forfeitures	9,458	-	-	9,458
2391	FC Fire Service Area	372,026	177,020	184,352	364,694
2393	HALO Project	84,297	-	500	83,797
2394	DUI Reinstatement	126,284	40,250	40,197	126,337
2395	Records Preservation	366,324	114,850	155,900	325,274
2396	Juvenile Detention	341,485	139,953	379,817	101,621
2398	Records Scanning	79,833	25,000	69,269	35,564
2820	Gas Tax	322,914	2,199,008	1,730,800	791,122
2821	Gas Tax-Special Road Allocation	565,915	-	-	565,915
2830	Junk Vehicle	236,386	82,000	79,217	239,169
2840	Noxious Weed Grant	-	7,500	7,500	-
2850	911 Emergency	3,389,044	3,587,452	3,183,413	3,793,083
2855	State 911 Fee	-	680,000	680,000	-
2859	GIS-MT Land Information Act	219,020	30,300	31,275	218,045
2888	I&R/Community Service	110,968	409,059	432,378	87,649
2889	Veterans Directed Care	549,500	1,218,600	1,092,156	675,944
2890	Sandy Hill Rural Maint District	16,456	4,311	3,125	17,642

OVERVIEW OF BUDGETED RESOURCES

PROJECTED CHANGES IN FUND BALANCES DETAIL OF ALL FUNDS Fiscal Year 2023-2024

Fund #	Fund Name	Actual	FY - 24		Projected
		Beginning Balances 7-1-23	Estimated Revenues	Budgeted Expenditures	Ending Balances 6-30-24
2901	PILT	2,134,165	2,600,000	1,750,000	2,984,165
2916	BCC/Drug Investigation Team	1,947	791,650	791,012	2,585
2920	Childrens Advocacy Center	3,716	-	1,000	2,716
2922	High Intensity Drug Trafficking Area	33	230,062	230,062	33
2923	Sheriff's Drug Trust Fund	303,483	16,000	72,700	246,783
2924	Drug Forfeiture/Fed Shared	113,639	26,400	65,000	75,039
2928	Stonegarden Grant	-	299,778	299,694	84
2930	Bulletproof Vest Partnership	44,235	50,000	40,250	53,985
2931	ICAC	86,742	17,750	17,750	86,742
2932	Alcohol Enforcement Team	36,016	11,000	8,700	38,316
2933	STEP DUI/Seatbelt	1,298	107,125	107,108	1,315
2934	JAG Civil Grant	-	-	-	-
2936	National Childrens Alliance	-	91,946	75,963	15,983
2937	Sheriff Local Contracts	38,641	66,860	68,237	37,264
2939	Bigfork Stormw ater	91,945	40,433	31,100	101,278
2953	Rural Fire Capacity	-	18,150	18,150	-
2954	Opioid Settlement Funds	120,828	-	-	120,828
2956	Gateway to Glacier Bike/Ped Trail Maint	122,237	-	100	122,137
2961	PrEP Grant	2,830	53,000	52,934	2,896
2963	Healthy Young Parents	25,345	-	-	25,345
2964	Community Youth Suicide Prevention	18,032	-	-	18,032
2965	Mental Health Grants	580	369,822	369,431	971
2966	Radon Program	1,724	600	600	1,724
2967	Montana Cancer Control	672,906	154,449	154,268	673,087
2968	Tobacco Use Prevention Grant	279,171	310,043	309,854	279,360
2970	AIDS Grant/Consortia II	23,167	30,000	29,963	23,204
2971	WIC	123,384	424,651	420,567	127,468
2972	Family Planning	660,938	590,250	690,599	560,589
2973	MCH Grant	288,134	459,882	459,243	288,773
2974	Consortia III/Ryan White	595	25,000	24,969	626
2975	AIDS Grant	31,318	84,574	84,361	31,531
2976	Immunization Grant	-	39,989	39,934	55
2977	PHEP	143,484	287,158	286,783	143,859
2979	Air Quality Grant	128,930	50,713	50,654	128,989
2980	NAPA Grant/Obesity Prevention	18,041	-	-	18,041
2982	Independent Living	347,634	190,403	126,360	411,677
2983	Nutrition	784,587	635,394	891,071	528,910
2986	Senior Centers	87,288	37,200	35,670	88,818
2987	Training Grant	8,544	4,098	2,526	10,116
2990	Transportation	770,069	1,980,452	1,850,884	899,637
2991	ARPA	(81,184)	-	74,528	(155,712)
2992	Parks Grant Fund	293	-	-	293
2993	LATCF	-	-	-	-
2994	DNRC ARPA	(409,196)	-	-	(409,196)
2998	Jail Donations	1,089,758	17,000	-	1,106,758
7015	Animal Control Feed/Care Expendable Trust	84,187	200	200	84,187
7055	Library Gifts	44,332	54,900	52,850	46,382
7059	Somers Endow ment	1,147	-	-	1,147
7071	Co. Attorney Victim's Restitution Fund	80,055	-	-	80,055
Total Special Revenue Funds		\$ 36,104,218	\$ 69,091,899	\$ 71,460,991	\$ 33,735,126

OVERVIEW OF BUDGETED RESOURCES

PROJECTED CHANGES IN FUND BALANCES DETAIL OF ALL FUNDS Fiscal Year 2023-2024

Fund #	Fund Name	Actual Beginning Balances 7-1-23	FY - 24		Projected Ending Balances 6-30-24
			Estimated Revenues	Budgeted Expenditures	
DEBT SERVICE FUNDS:					
3001	911 GO Bond Debt Service	463,372	464,802	465,900	462,274
3400	SID Revolving Fund	598,444	10,000	-	608,444
3538	Big Mountain RSID #138	18,397	36,158	38,725	15,830
3540	Shady Lane RSID #140	56,783	11,342	12,375	55,750
3541	Williams Lane RSID #141	6,197	-	-	6,197
3543	Resthaven RSID #143	34,304	-	-	34,304
3544	Lodgepole RSID #144	38,649	17,982	11,070	45,561
3545	Snow ghost RSID #145	4,642	21,670	17,656	8,656
3546	Badrock RSID #146	5,583	13,368	12,025	6,926
3547	Mennonite RSID #147	17,087	14,745	13,138	18,694
3549	Sw an Horseshoe RSID #149	(12,172)	38,004	25,786	46
3550	Berne Road RSID #152	5,546	4,473	3,643	6,376
3551	Monegan Road RSID #153	3,474	17,751	18,125	3,100
3553	Big Mountain RSID #155 Taxable	24,117	28,180	26,322	25,975
3554	Little Mountain RSID #154	(19,559)	31,094	10,956	579
3555	Big Mountain RSID #155 Non-Taxable	48,899	54,380	43,401	59,878
3556	Bigfork Stormw ater #156	63,591	65,937	58,240	71,288
3557	Sandy Hill RSID #157	8,094	5,975	6,453	7,616
3558	River Butte Ranchettes RSID #158	13,485	10,163	11,184	12,464
Total Debt Service Funds		\$ 1,378,933	\$ 846,024	\$ 774,999	\$ 1,449,958
CAPITAL PROJECT FUNDS:					
4001	Junk Vehicle CIP	207,866	3,300	-	211,166
4002	Health Dept CIP	1,029,213	75,000	45,000	1,059,213
4003	Agency on Aging CIP	47,604	21,000	-	68,604
4004	Mosquito CIP	100,481	18,500	23,000	95,981
4005	Animal Control Truck CIP	49,357	87,650	62,400	74,607
4006	Search & Rescue CIP	629,689	223,333	208,500	644,522
4008	Fairgrounds CIP	556,753	522,000	648,950	429,803
4009	Sheriff CIP	494,741	1,083,150	1,183,273	394,618
4010	FC Detention Center CIP	592,296	74,785	98,400	568,681
4011	FC Land Acquisition	546,525	107,500	-	654,025
4012	County Building CIP	17,221,656	2,890,000	220,000	19,891,656
4014	Planning Dept CIP	72,361	22,200	17,100	77,461
4016	Juvenile Detention CIP	41,550	20,000	56,000	5,550
4017	Micro Computer Replacement Fund	199,074	134,007	111,927	221,154
4018	FC Fire Service Area CIP	138,661	14,960	-	153,621
4019	EMS CIP Fund	134,914	18,200	-	153,114
4020	Library Depreciation Reserve Fund	298,833	22,809	70,000	251,642
4021	4H/Extension CIP	37,496	5,750	34,000	9,246
4022	District Court CIP	12,959	8,100	13,000	8,059
4023	Transportation CIP	119,725	1,800	-	121,525
4024	Records Preservation CIP	106,852	16,300	56,800	66,352
4025	911 CIP	2,779,697	438,000	1,338,488	1,879,209

OVERVIEW OF BUDGETED RESOURCES

PROJECTED CHANGES IN FUND BALANCES DETAIL OF ALL FUNDS Fiscal Year 2023-2024

Fund #	Fund Name	Actual Beginning Balances 7-1-23	FY - 24		Projected Ending Balances 6-30-24
			Estimated Revenues	Budgeted Expenditures	
4027	Road Capital Projects	3,705,010	906,490	2,778,751	1,832,749
4028	Bridge CIP	384,355	205,166	505,000	84,521
4030	Countywide CIP	3,185,360	1,308,777	1,453,703	3,040,434
4031	Parks CIP	547,362	83,000	248,000	382,362
4032	Noxious Weed CIP	571,772	99,500	505,000	166,272
4259	Evergreen Sidewalk	501	300	-	801
Total Capital Project Funds		\$ 33,812,663	\$ 8,411,577	\$ 9,677,292	\$ 32,546,948
ENTERPRISE FUNDS:					
5020	Sheriff's Office Commissary	174,411	52,000	52,200	174,211
5410	Solid Waste	5,576,597	8,940,588	10,153,262	4,363,923
5415	Solid Waste CIP	-	250,000	-	250,000
5420	Refuse/Closure/ Post Closure Trust	15,422,121	600,000	-	16,022,121
5430	Lined Cell Trust	9,153,125	130,000	150,000	9,133,125
5440	Solid Waste Land Purchase Acct	1,014,245	4,000	-	1,018,245
5450	FEC Improvement Fund	360,860	63,500	-	424,360
5451	Marketable Credits Improvement Fund	62,268	97,700	-	159,968
Total Enterprise Funds		\$ 31,763,627	\$ 10,137,788	\$ 10,355,462	\$ 31,545,953
INTERNAL SERVICE FUNDS					
8050	Group Insurance Trust	13,904,890	6,728,219	6,709,142	13,923,967
Total Internal Service Funds		\$ 13,904,890	\$ 6,728,219	\$ 6,709,142	\$ 13,923,967
Total All Funds		\$ 128,537,990	\$ 109,944,060	\$ 114,251,327	\$ 124,230,723

TAX LEVY REQUIREMENT SCHEDULE

TAX LEVY REQUIREMENT SCHEDULE FY 2024

OUTSIDE CITIES NON-VOTED

Assessed Valuation
Tax Valuation: 331,167,942
1 Mill Yields: 331,167.94

COUNTYWIDE NON-VOTED

Assessed Valuation
Tax Valuation: 498,268,197
1 Mill Yields: 498,268.20

OUTSIDE KALISPELL NON-VOTED

Assessed Valuation
Tax Valuation: 422,287,901
1 Mill Yields: 422,287.90

	TOTAL APPROPRIATION	CASH RESERVES	TOTAL REQUIRED	RESOURCES AVAILABLE	TOTAL NON- TAX REVENUES	PROPERTY TAX REVENUES	TOTAL RESOURCES	CASH RESERVE %	FY24 MILL LEVY
1000 General	15,273,441	4,556,037	19,829,478	5,100,925	5,141,873	9,586,680	19,829,478	29.83%	19.24
2120 Poor	185,900	51,571	237,471	171,913	783	64,775	237,471	27.74%	0.13
2130 Bridge	1,736,240	493,812	2,230,052	701,436	357,686	1,170,930	2,230,052	28.44%	2.35
2140 Noxious Weed	738,202	201,027	939,229	249,737	191,224	498,268	939,229	27.23%	1.00
2160 Fair	1,909,861	614,072	2,523,933	809,084	1,432,849	282,000	2,523,933	32.15%	0.57
2180 District Court	865,399	239,787	1,105,186	262,064	394,681	448,441	1,105,186	27.71%	0.90
2190 Comp Insurance	1,930,000	547,940	2,477,940	548,183	36,338	1,893,419	2,477,940	28.39%	3.80
2210 Park	894,119	253,228	1,147,347	349,852	224,487	573,008	1,147,347	28.32%	1.15
2220 Library	1,925,095	428,967	2,354,062	423,216	176,427	1,754,419	2,354,062	22.28%	4.19
2280 Area on Aging	251,017	71,637	322,654	76,294	22,139	224,221	322,654	28.54%	0.45
2290 Extension	182,279	50,290	232,569	86,588	11,449	134,532	232,569	27.59%	0.27
2300 Sheriff	14,266,388	4,100,670	18,367,058	5,175,145	1,233,476	11,958,437	18,367,058	28.74%	24.00
2370 Retirement	4,487,271	1,268,116	5,755,387	1,635,674	233,221	3,886,492	5,755,387	28.26%	7.80
2380 Group Insurance	4,607,856	1,475,695	6,083,551	1,978,088	4,055,636	49,827	6,083,551	32.03%	0.10
2396 Juv. Detention	379,817	101,621	481,438	341,484	65,213	74,741	481,438	26.76%	0.15
*7853 Airport Authority	996,534	-	996,534	-	-	996,534	996,534	0.00%	2.00
*7855 Port Authority	550,000	-	550,000	-	-	550,000	550,000	0.00%	1.11
TOTAL COUNTYWIDE NON VOTED	51,179,419	14,454,470	65,633,889	17,909,683	13,577,482	34,146,724	65,633,889	28.24%	69.21
2200 Mosquito	310,059	95,995	406,054	206,088	659	199,307	406,054	30.96%	0.40
2272 EMS Program	346,154	110,455	456,609	122,023	746	333,840	456,609	31.91%	0.67
2273 Special EMS	975,366	139,184	1,114,550	116,695	1,319	996,536	1,114,550	28.74%	2.00
2372 Perm. Med Levy	3,909,118	(1)	3,909,117	-	7,677	3,901,440	3,909,117	0.00%	7.83
2370 Perm. SRS Levy	229,604	(401)	229,203	-	-	229,203	229,203	-0.17%	0.46
2382 Search & Rescue	501,283	141,461	642,744	105,781	38,695	498,268	642,744	28.22%	1.00
2990 Transportation	1,850,884	602,085	2,452,969	472,517	1,636,647	343,805	2,452,969	32.53%	0.69
3001 911 GO Bond Debt Service	465,900	462,275	928,175	463,373	11,378	453,424	928,175	99.22%	0.91
8,588,368	1,551,053	10,139,421	1,486,477	1,697,121	6,955,823	10,139,421	18.06%	13.96	
TOTAL COUNTYWIDE	59,767,787	16,005,523	75,773,310	19,396,160	15,274,603	41,102,547	75,773,310	26.78%	83.17
OUTSIDE CITIES									
2110 Road	8,948,921	2,701,539	11,650,460	3,055,160	3,439,015	5,156,285	11,650,460	30.19%	15.57
2251 Planning	684,314	203,580	887,894	346,524	210,202	331,168	887,894	29.75%	1.00
TOTAL OUTSIDE CITIES	9,633,235	2,905,119	12,538,354	3,401,684	3,649,217	5,487,453	12,538,354	30.16%	16.57
OUTSIDE CITIES VOTED/EXEMPT									
2260 Emergency/Disaster	-	317,765	317,765	317,765	-	-	317,765	-	-
TOTAL OUTSIDE CITIES	9,633,235	3,222,884	12,856,119	3,719,449	3,649,217	5,487,453	12,856,119	33.46%	16.57
2270 Health	3,511,619	1,055,812	4,567,431	1,293,276	1,480,389	1,793,766	4,567,431	30.07%	3.60
FY24 LEVIED TOTALS	72,912,641	20,284,219	93,196,860	24,408,885	20,404,209	48,383,766	93,196,860	27.82%	103.34
FY24 NON LEVIED TOTALS	42,885,223	127,120,783	170,006,006	127,303,389	42,702,617		170,006,006	296.42%	
FY24 LEVIED TOTALS	72,912,641	20,284,219	93,196,860	24,408,885	20,404,209	48,383,766	93,196,860	27.82%	103.34
FY24 GRAND TOTAL	115,797,864	147,405,002	263,202,866	151,712,274	63,106,826	48,383,766	263,202,866	127.30%	103.34

*These funds do not appear in the budget book as they are not County funds. They are included on the tax levy requirement schedule because they are part of our Countywide non-voted mill levy.

TAX LEVY REQUIREMENT SCHEDULE

TAX LEVY REQUIREMENT SCHEDULE FY 2024 NON-LEVIED FUNDS

	TOTAL APPROPRIATION	CASH RESERVES	TOTAL REQUIRED	RESOURCES AVAILABLE	TOTAL NON- TAX REVENUES	TOTAL RESOURCES
2150 PREDATORY ANIMAL	140	1,007	1,147	1,147	-	1,147
2211 PARKS/CASH IN LIEU	-	505,267	505,267	470,267	35,000	505,267
2213	500	16,362	16,862	16,862	-	16,862
2214 TRAIL MAINTENANCE	157,800	4,023	161,823	111,823	50,000	161,823
2271 MISC HEALTH GRANTS	-	50,703	50,703	50,703	-	50,703
2283 BUCKLE UP FLATHEAD	56,312	13,121	69,433	13,052	56,381	69,433
2292 ANIMAL SHELTER DONATIONS	129,100	744	129,844	57,844	72,000	129,844
2320 CHILDRENS ADVOCACY CENTER	32,900	128,004	160,904	133,904	27,000	160,904
2340 SCHOOL COOP REVOLVING	27,700	55,806	83,506	47,406	36,100	83,506
2350 BIG MTN COMM SITE	5,500	4,551	10,051	4,551	5,500	10,051
2390 DRUG FORFEITURES	-	9,458	9,458	9,458	-	9,458
2391 FC FIRE SERVICE AREA	184,352	364,695	549,047	372,027	177,020	549,047
2393 HALO PROJECT	500	83,797	84,297	84,297	-	84,297
2394 DUI REINSTATEMENT	40,197	126,339	166,536	126,286	40,250	166,536
2395 RECORDS PRESERVATION	155,900	325,274	481,174	366,324	114,850	481,174
2398 RECORDS SCANNING	69,269	35,564	104,833	79,833	25,000	104,833
2820 GAS TAX	1,730,800	791,122	2,521,922	322,914	2,199,008	2,521,922
2821 GAS TAX SPECIAL	-	565,914	565,914	565,914	-	565,914
2830 JUNK VEHICLE	79,217	239,169	318,386	236,386	82,000	318,386
2840 NOXIOUS WEED GRANT	7,500	-	7,500	-	7,500	7,500
2850 FECC	3,183,413	3,793,104	6,976,517	3,389,065	3,587,452	6,976,517
2855 STATE 911	680,000	-	680,000	-	680,000	680,000
2859 GIS-MLIA	31,275	218,045	249,320	219,020	30,300	249,320
2888 I&R COMM SERVICE	432,378	196,472	628,850	219,791	409,059	628,850
2889 VETERANS DIRECTED CARE	1,092,156	675,944	1,768,100	549,500	1,218,600	1,768,100
2890 SANDY HILL RURAL MAINT DIST	3,125	17,642	20,767	16,456	4,311	20,767
2901 P I L T	1,750,000	2,984,165	4,734,165	2,134,165	2,600,000	4,734,165
2916 BCC/DRUG INVESTIGATION	791,012	2,585	793,597	1,947	791,650	793,597
2920 CHILDREN'S ADVOCACY CENTER	1,000	2,716	3,716	3,716	-	3,716
2922	230,062	32	230,094	32	230,062	230,094
2923 SHERIFFS DRUG TRUST FUND	72,700	236,283	308,983	292,983	16,000	308,983
2924 DRUG FORFEITURE/FED SHARED	65,000	75,039	140,039	113,639	26,400	140,039
2928 STONEGARDEN GRANT	299,694	84	299,778	-	299,778	299,778
2930	40,250	52,417	92,667	42,667	50,000	92,667
2931 ICAC	17,750	86,742	104,492	86,742	17,750	104,492
2932 ALCOHOL ENFORCEMENT	8,700	38,315	47,015	36,015	11,000	47,015
2933 STEP DUI	107,108	1,315	108,423	1,298	107,125	108,423
2936 NATIONAL CHILDRENS ALLIANCE	75,963	15,983	91,946	-	91,946	91,946
2937 SHERIFF LOCAL CONTRACTS	68,237	37,265	105,502	38,642	66,860	105,502
2939 BIGFORK STORMWATER	31,100	101,278	132,378	91,945	40,433	132,378
2953 RURAL FIRE CAPACITY	18,150	-	18,150	-	18,150	18,150
2954 OPIOID SETTLEMENT FUND	-	120,828	120,828	120,828	-	120,828
2956 GATEWAY TO GLACIER BIKE	190	122,137	122,237	122,237	-	122,237
2961 PREP GRANT	52,934	2,823	55,757	2,757	53,000	55,757
2963 HEALTHY YOUNG PARENTS	-	25,345	25,345	25,345	-	25,345
2964 COMMUNITY YOUTH SUICIDE	-	18,032	18,032	18,032	-	18,032
2965 MENTAL HEALTH GRANTS	369,431	938	370,369	547	369,822	370,369
2966 RADON PROGRAM	600	1,723	2,323	1,723	600	2,323
2967 MT CANCER CONTROL	154,268	671,544	825,812	671,363	154,449	825,812
2968 TOBACCO USE PREVENTION	309,854	314,861	624,715	314,672	310,043	624,715
2970 AIDS GRANT/CONSORTIUM II	29,963	23,204	53,167	23,167	30,000	53,167
2971 W I C	420,567	126,887	547,454	122,803	424,651	547,454
2972 FAMILY PLANNING	690,599	560,538	1,251,137	660,887	590,250	1,251,137
2973 M C H GRANT	459,243	286,988	746,231	286,349	459,882	746,231
2974 CONSORTIA III/RYAN WHITE	24,969	626	25,595	595	25,000	25,595
2975 AIDS GRANT	84,361	31,531	115,892	31,318	84,574	115,892
2976 IMMUNIZATION	39,934	55	39,989	-	39,989	39,989
2977 PHEP	286,737	88,434	375,217	88,059	287,158	375,217
2979 AIR QUALITY GRANT	50,654	128,989	179,643	128,930	50,713	179,643
2980	-	18,041	18,041	18,041	-	18,041
2982 INDEPENDENT LIVING	126,360	326,940	453,300	262,897	190,403	453,300
2983 NUTRITION	891,071	520,378	1,411,449	776,055	635,394	1,411,449
2986 SENIOR CENTERS	35,670	64,527	100,197	62,997	37,200	100,197
2987 TRAINING GRANT	2,526	10,322	12,848	8,750	4,098	12,848
2991 ARPA	74,528	18,898,869	18,973,397	18,973,397	-	18,973,397
2992 PARKS GRANT FUND	-	293	293	293	-	293

TAX LEVY REQUIREMENT SCHEDULE

FY 2024
NON-LEVIED FUNDS

	TOTAL	CASH	TOTAL	RESOURCES	TOTAL NON-	TOTAL
	APPROPRIATION	RESERVES	REQUIRED	AVAILABLE	TAX REVENUES	RESOURCES
2993 LATCF	-	6,000,000	6,000,000	6,000,000	-	6,000,000
2994 DNRC ARPA	-	-	-	-	-	-
2998 JAIL DONATIONS	-	1,106,759	1,106,759	1,089,759	17,000	1,106,759
3400 SID REVOLVING	-	608,445	608,445	598,445	10,000	608,445
3538	38,725	15,830	54,555	18,397	36,158	54,555
3539 SANDY HILL SID 139	-	-	-	-	-	-
3540 SHADY LANE SID 140	12,375	55,750	68,125	56,783	11,342	68,125
3541 WILLIAMS LANE SID 141	-	6,197	6,197	6,197	-	6,197
3543 RESTHAVEN RSID 143	-	34,303	34,303	34,303	-	34,303
3544 LODGEPOLE RSID 144	11,070	45,562	56,632	38,650	17,982	56,632
3545 SNOWGHOST RSID 145	17,656	8,657	26,313	4,643	21,670	26,313
3546 BADROCK RSID 146	12,025	6,925	18,950	5,582	13,368	18,950
3547 MENNONITE RSID 147	13,138	18,694	31,832	17,087	14,745	31,832
3549 SWAN HORSESHOE RSID 149	25,786	46	25,832	(12,172)	38,004	25,832
3550 BERNE ROAD RSID 152	3,643	6,376	10,019	5,546	4,473	10,019
3551 MONEGAN ROAD RSID 153	18,125	3,101	21,226	3,475	17,751	21,226
3553 BIG MT RSID 155-TAXABLE	26,322	25,975	52,297	24,117	28,180	52,297
3554 LITTLE MOUNTAIN RSID 154	10,956	580	11,536	(19,558)	31,094	11,536
3555 BIG MT RSID 155-NON-TAXABLE	43,401	59,878	103,279	48,899	54,380	103,279
3556 BIGFORK STORMWATER 156	58,240	71,288	129,528	63,591	65,937	129,528
3557 SANDY HILL RSID 157	6,453	7,615	14,068	8,093	5,975	14,068
3558	11,184	12,465	23,649	13,486	10,163	23,649
4001 JUNK VEHICLE CIP	-	211,166	211,166	207,866	3,300	211,166
4002 HEALTH DEPT CIP	45,000	1,059,213	1,104,213	1,029,213	75,000	1,104,213
4003 AREA ON AGING CIP	-	68,604	68,604	47,604	21,000	68,604
4004 MOSQUITO CIP	23,000	95,981	118,981	100,481	18,500	118,981
4005 ANIMAL CONTROL CIP	62,400	74,607	137,007	49,357	87,650	137,007
4006 SEARCH & RESCUE CIP	208,500	644,523	853,023	629,690	223,333	853,023
4008 FAIR CIP	648,950	429,804	1,078,754	556,754	522,000	1,078,754
4009 SHERIFF CAR CIP	1,183,276	394,614	1,577,890	494,740	1,083,150	1,577,890
4010 FC DETENTION CTR CIP	98,400	568,680	667,080	592,295	74,785	667,080
4011 FC LAND ACQUISITION	-	654,025	654,025	546,525	107,500	654,025
4012 COUNTY BLDG CIP	220,000	19,886,991	20,106,991	17,216,991	2,890,000	20,106,991
4014 PLANNING CIP	17,100	77,462	94,562	72,362	22,200	94,562
4016 JUVENILE DETENTION CIP	56,000	5,550	61,550	41,550	20,000	61,550
4017	111,927	221,154	333,081	199,074	134,007	333,081
4018 FC FIRE SERVICE AREA	-	153,621	153,621	138,661	14,960	153,621
4019 EMS CIP FUND	-	153,114	153,114	134,914	18,200	153,114
4020	70,000	251,642	321,642	298,833	22,809	321,642
4021 EXTENSION CIP	34,000	9,246	43,246	37,496	5,750	43,246
4022 DISTRICT COURT CIP	13,000	8,059	21,059	12,959	8,100	21,059
4023 TRANSPORTATION CIP	-	124,025	124,025	122,225	1,800	124,025
4024 RECORDS PRESERVATION CIP	56,800	66,351	123,151	106,851	16,300	123,151
4025 FECC CIP	1,338,488	1,900,360	3,238,848	2,800,848	438,000	3,238,848
4027 ROAD CIP	2,778,751	1,838,987	4,617,738	3,711,248	906,490	4,617,738
4028 BRIDGE CIP	505,000	88,231	593,231	388,065	205,166	593,231
4030 COUNTYWIDE CAPITAL	1,453,703	2,996,943	4,450,646	3,141,869	1,308,777	4,450,646
4031 PARK CIP	248,000	382,362	630,362	547,362	83,000	630,362
4032 NOXIOUS WEED CIP	505,000	169,823	674,823	575,323	99,500	674,823
4259 EVERGREEN SIDEWALKS	-	20,268	20,268	19,968	300	20,268
5020 SHERIFF'S OFFICE COMMISSARY	52,200	165,420	217,620	165,620	52,000	217,620
5410 SOLID WASTE	10,153,262	8,152,441	18,305,703	9,365,115	8,940,588	18,305,703
5415 SOLID WASTE CIP	-	250,000	250,000	-	250,000	250,000
5420	-	15,981,185	15,981,185	15,381,185	600,000	15,981,185
5430 LINED CELL TRUST	150,000	9,108,829	9,258,829	9,128,829	130,000	9,258,829
5440	-	1,015,553	1,015,553	1,011,553	4,000	1,015,553
5450 FEC IMPROVEMENT FUND	-	423,401	423,401	359,901	63,500	423,401
5451	-	159,803	159,803	62,103	97,700	159,803
7015 ANIMAL CNTRL FEED & CARE	200	84,187	84,387	84,187	200	84,387
7016 SUBDIVISION TRUST	-	49,588	49,588	49,588	-	49,588
7051 FOSTER CARE	-	4,434	4,434	4,434	-	4,434
7055 LIBRARY GIFTS	52,850	46,383	99,233	44,333	54,900	99,233
7059 SOMERS ENDOWMENT	-	1,147	1,147	1,147	-	1,147
7063 BAD CHECK RESTITUTION TRUST	-	22,543	22,543	22,543	-	22,543
7064 CRIMINAL RESTITUTION TRUST	-	38,960	38,960	38,960	-	38,960
7071 CO ATTY VICTIMS RESTITUTION	-	80,055	80,055	80,055	-	80,055
7087 JUV PRISONER DEPOSITS	-	529	529	529	-	529
7090 FORECLOSURE FUND	-	2,150,654	2,150,654	2,150,654	-	2,150,654
8050 GROUP INSURANCE TRUST	6,709,142	14,514,620	21,223,762	14,495,543	6,728,219	21,223,762
NON LEVIED TOTALS	42,885,223	127,120,783	170,006,006	127,303,389	42,702,617	170,006,006

FIVE-YEAR FORECAST

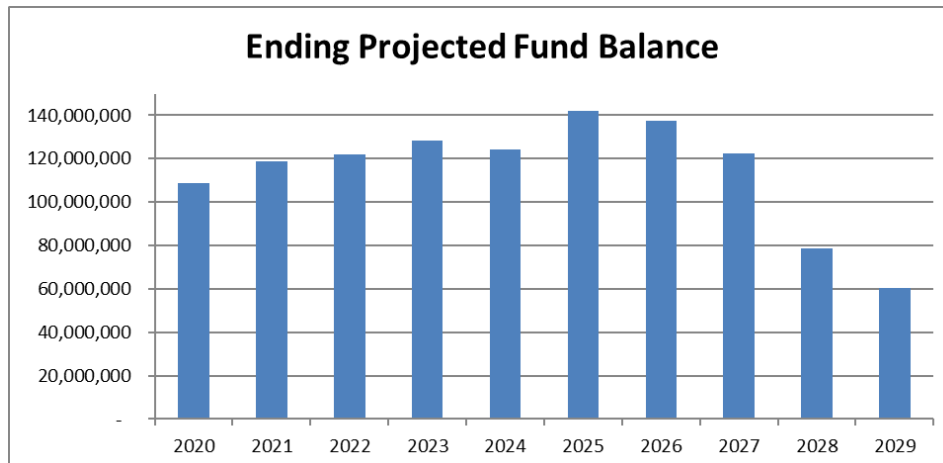
Assumptions & Methodology

Flathead County maintains a financial forecast for all funds extending out five years beyond the current budget year. Numerous assumptions are required to forecast five years of revenues and expenditures. Financial forecasts can and will have many factors that affect the estimates. In this forecast, it is assumed the County will grow at a steady pace. Economic indicators show strong growth in business and population of the community. It is also assumed the political policy will remain stable over the next five years and current service levels will remain the same. The sections that follow (Major Revenue Sources and Major Expenditures/Uses) explain in more detail the assumptions used in the forecast.

Five-Year Forecast

The following chart outlines the County's five-year forecast of revenues and expenditures and the projected fund balance for fiscal year 2024 through fiscal year 2029 along with actuals from FY2020 through FY2023. FY2025-2029 numbers are for forecasting purposes only and have not been adopted by the Commissioners.

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 APPROVED	FY2025 FORECAST	FY2026 FORECAST	FY2027 FORECAST	FY2028 FORECAST	FY2029 FORECAST
Fund Balance	95,759,337	108,787,920	118,940,463	122,066,486	128,537,990	124,230,723	142,064,107	137,636,562	122,224,224	78,440,670
Revenues:										
Taxes & Assessments	40,268,823	43,413,320	46,798,993	48,811,294	51,345,913	52,501,196	53,682,473	54,890,329	56,125,361	57,388,182
Licenses & Permits	381,483	464,598	525,063	486,088	456,119	460,680	465,287	469,940	474,639	479,386
Intergovernmental Revenue	22,535,813	31,568,886	20,588,872	21,091,106	19,674,702	19,871,449	20,070,164	20,270,865	20,473,574	20,678,310
Charges for Services	18,255,186	20,352,132	15,736,513	15,333,133	13,747,043	13,884,513	14,023,359	14,163,592	14,305,228	14,448,280
Fines & Forfeitures	625,556	599,867	573,539	527,642	579,122	579,122	579,122	579,122	579,122	579,122
Miscellaneous Revenues	12,569,458	13,036,910	11,166,525	11,759,156	8,809,767	25,264,809	39,959,809	35,959,809	11,449,809	11,449,809
Investment Earnings	1,647,543	662,281	674,648	2,360,046	1,355,126	1,368,677	1,382,364	1,396,188	1,410,150	1,424,251
Transfers	12,298,383	29,626,801	26,269,876	17,903,120	13,976,268	13,508,919	13,510,008	13,526,982	11,834,038	11,856,795
Total Revenues	108,582,245	139,724,795	122,334,029	118,271,585	109,944,060	127,439,366	143,672,585	141,256,826	116,651,921	118,304,134
Expenditures:										
Personal Services	40,131,397	42,707,378	41,276,168	43,985,574	48,958,404	51,161,532	53,463,801	55,869,672	58,383,807	61,011,079
Operating Expenditures	32,982,452	43,210,935	32,623,414	35,951,039	37,855,659	39,552,149	41,331,996	43,191,936	45,135,573	47,166,673
Debt Service	911,982	883,246	1,291,160	1,266,900	1,161,711	972,044	2,709,018	6,334,152	9,581,501	9,566,360
Capital Outlay	9,229,448	13,143,893	17,747,388	12,693,448	12,299,285	4,411,338	37,085,307	37,746,423	35,500,555	6,927,276
Transfers Out	12,298,383	29,626,800	26,269,876	17,903,120	13,976,268	13,508,919	13,510,008	13,526,982	11,834,038	11,856,795
Total Expenditures	95,553,662	129,572,252	119,208,006	111,800,081	114,251,327	109,605,982	148,100,130	156,669,165	160,435,474	136,528,183
Ending Projected	108,787,920	118,940,463	122,066,486	128,537,990	124,230,723	142,064,107	137,636,562	122,224,224	78,440,670	60,216,621



Overview

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

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

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

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

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

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

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

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

Investment Earnings: Revenue derived from the investment of available cash balances. Interest income is allocated proportionately, based on State statute.

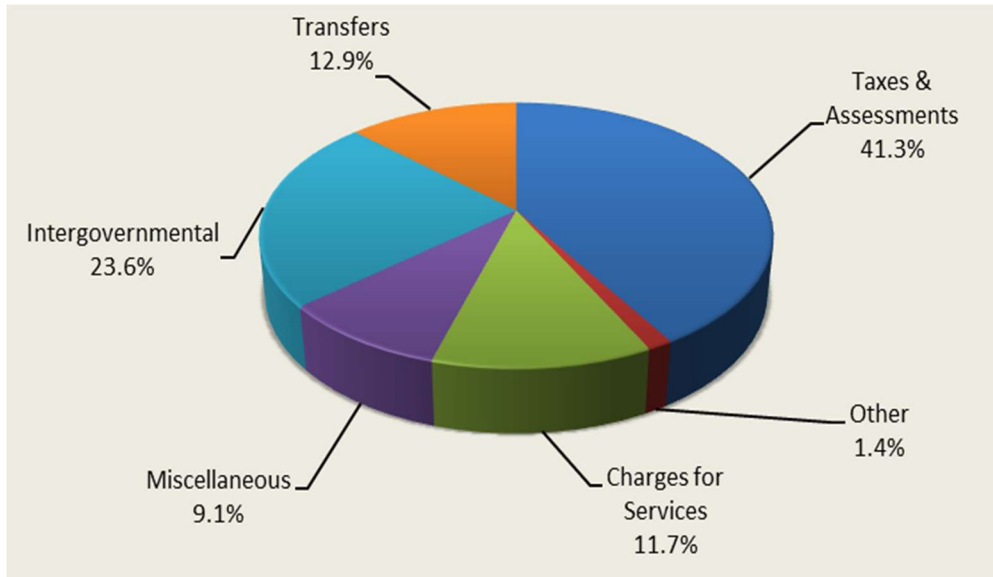
Interfund Transfers: Transfers between individual funds of a governmental unit that are not repayable and are not considered charges for goods or services. An example is money transferred from a Governmental Fund to a Capital Project Fund to support the County's Capital Improvement Plan.

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

MAJOR REVENUE SOURCES

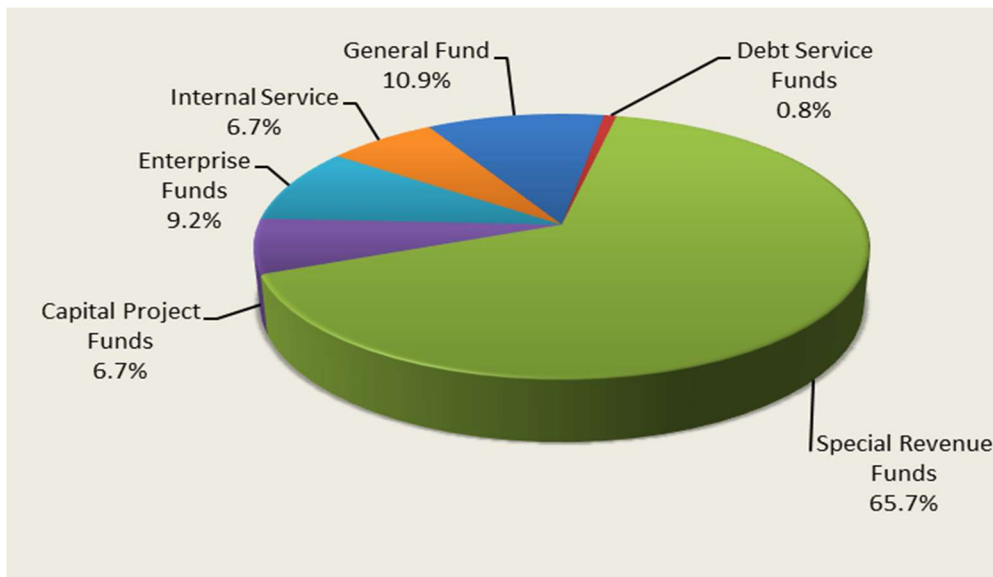
Estimated Revenues by Type – All Funds – Fiscal Year 2023-24

As depicted by the graph of revenues by type below, Taxes and Assessments make up the largest category of revenues for FY24 (41.3%). Intergovernmental and Transfers make up the next largest categories (23.6% and 12.9% respectively). These three revenue categories make up 77.8% of County revenues.



Estimated Revenues by Fund – All Funds – Fiscal Year 2023-24

Revenues by fund also help give the reader an understanding of the source of Flathead County revenues. As shown by the graph below, Special Revenue Funds (65.7%), General Fund (10.9%), and Enterprise Funds (9.2%) make up 85.8% of the County's revenues.



MAJOR REVENUE SOURCES

Revenue Forecast Assumptions & Methodology

Overall, the County’s practice is to budget revenues conservatively and to use as much information as possible in order to enhance the accuracy of revenue estimates. Our approach to forecasting, in general, is to apply a conservative philosophy that will produce our long-term goal of not overstating revenues.

Revenues are forecasted by applying inflationary factors to base year budgets. Taxes & Assessments are forecasted to increase 2.25% per year. This incorporates the continued property growth expected within Flathead County and the inflationary factor allowed by State law. Licenses & Permits are forecasted to grow by 1% per year reflecting the continued improvement in the economy. Intergovernmental Revenue is projected to increase by 1% from the FY24 budgeted amount. Charges for Services are forecasted to increase 1% per year. Investment Earnings are projected to increase 1% per year. Transfers for funding capital are determined by the County’s 5-year CIP; all other transfers are expected to remain stable unless known transfers exist. FY2025’s forecast includes a portion of bond proceeds for the construction of a new detention center (assumed to be approved by voters for forecasting purposes). All other revenues are expected to remain stable.

Key Revenue Forecasts & Trends

This section provides a 10-year analysis of each of the eight revenue categories described previously. The analysis includes four years of actual revenue history, the current year’s budgeted revenue and five years of forecasted revenue. The following chart summarizes the 10-year analysis for each revenue category. FY25-29 numbers are for forecasting purposes only and have not been adopted by the Commissioners.

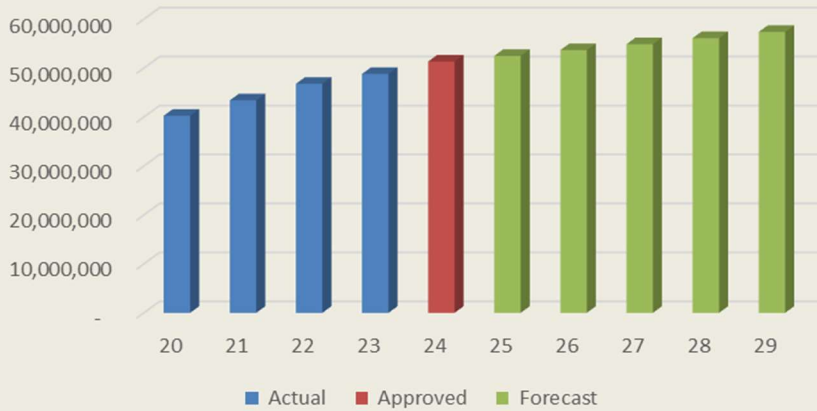
Summarized ten-year analysis of revenue categories

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 APPROVED	FY2025 FORECAST	FY2026 FORECAST	FY2027 FORECAST	FY2028 FORECAST	FY2029 FORECAST
Revenues:										
Taxes & Assessments	40,268,823	43,413,320	46,798,993	48,811,294	51,345,913	52,501,196	53,682,473	54,890,329	56,125,361	57,388,182
Licenses & Permits	381,483	464,598	525,063	486,088	456,119	460,680	465,287	469,940	474,639	479,386
Intergovernmental Revenue	22,535,813	31,568,886	20,588,872	21,091,106	19,674,702	19,871,449	20,070,164	20,270,865	20,473,574	20,678,310
Charges for Services	18,255,186	20,352,132	15,736,513	15,333,133	13,747,043	13,884,513	14,023,359	14,163,592	14,305,228	14,448,280
Fines & Forfeitures	625,556	599,867	573,539	527,642	579,122	579,122	579,122	579,122	579,122	579,122
Miscellaneous Revenues	12,569,458	13,036,910	11,166,525	11,759,156	8,809,767	25,264,809	39,959,809	35,959,809	11,449,809	11,449,809
Investment Earnings	1,647,543	662,281	674,648	2,360,046	1,355,126	1,368,677	1,382,364	1,396,188	1,410,150	1,424,251
Transfers	12,298,383	29,626,801	26,269,876	17,903,120	13,976,268	13,508,919	13,510,008	13,526,982	11,834,038	11,856,795
Total Revenues	108,582,245	139,724,795	122,334,029	118,271,585	109,944,060	127,439,366	143,672,585	141,256,826	116,651,921	118,304,134

Individual revenue categories, trends, and forecasts follow.

MAJOR REVENUE SOURCES

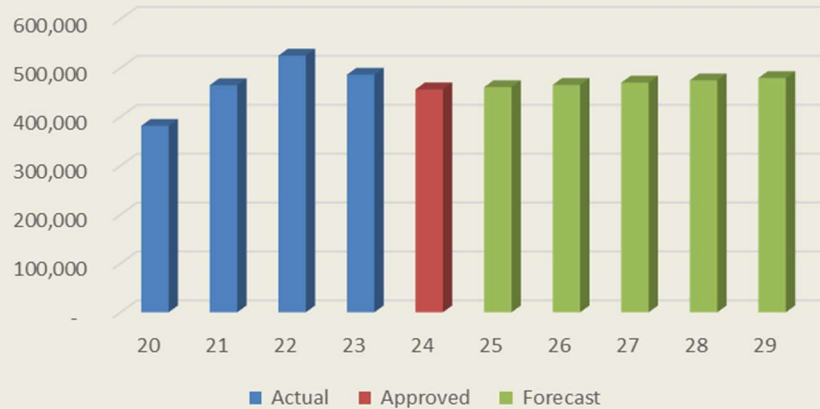
Taxes & Assessments



The graph on the left shows the County's Tax & Assessment Revenues since FY20. FY21's increase is largely due to the sunseting of a large Tax Increment Financing (TIF) district which returned tax values to the County. Forecasted revenue includes a 2.25% growth/inflation rate each year. The County is not planning to go out for any voted levies in the near future.

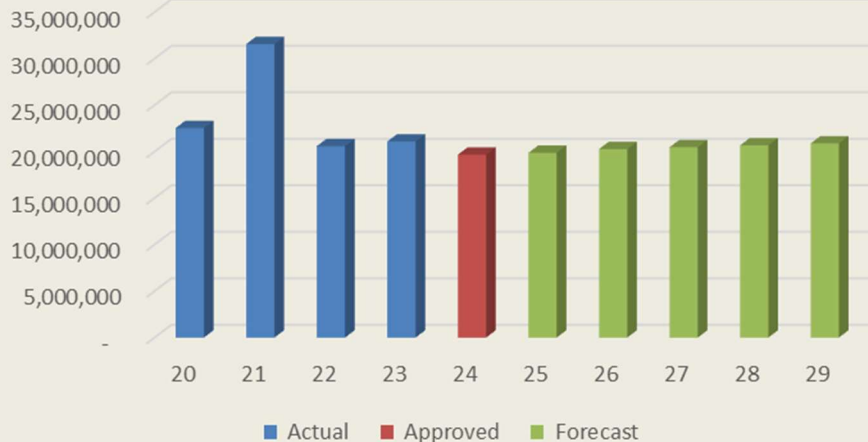
Shown by the graph on the right are revenues from Licenses & Permits. With the influx of people moving in, septic permits increased significantly in FY21. Forecasts include an annual 1% growth factor.

Licenses & Permits



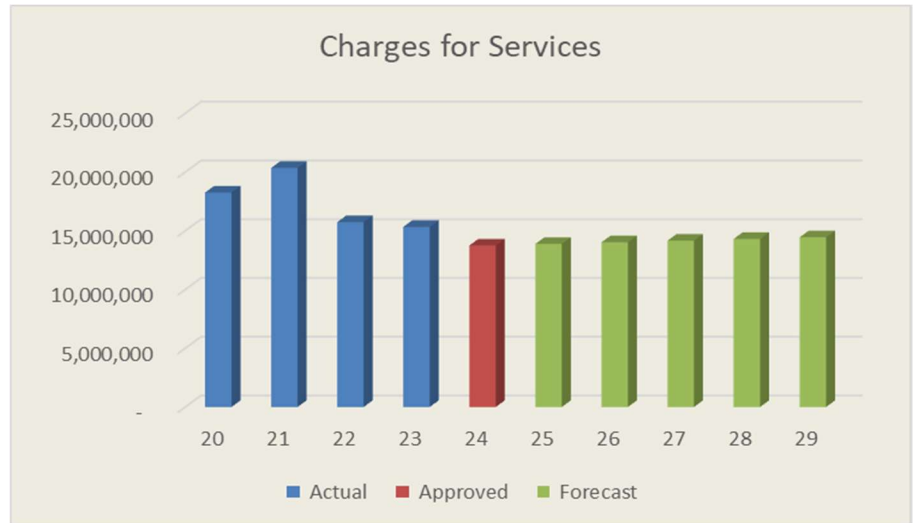
The County's Intergovernmental Revenue is shown on the left. This includes revenue received from Federal, State or Local governments. The spike in FY20 was caused by non-recurring CARES act revenue. FY21 was \$6.1 million. Revenue is forecasted to increase by 1% from the FY24 budgeted amount.

Intergovernmental



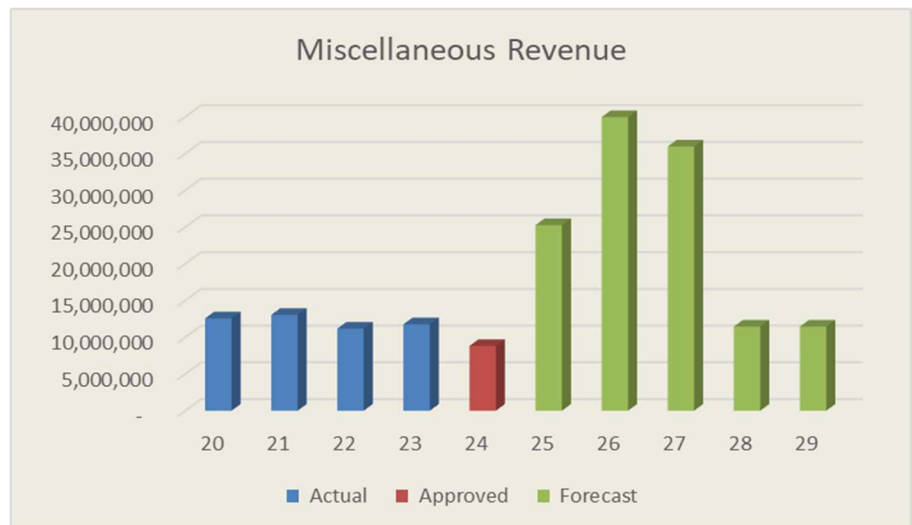
MAJOR REVENUE SOURCES

Shown by the graph on the right are the County's Charges for Service Revenues. This category represents revenues received when we charge users for specific services. The sharp decrease in FY22 is due to the Health Clinic separating from the county and becoming their own entity. Forecasts include a 1% growth factor.



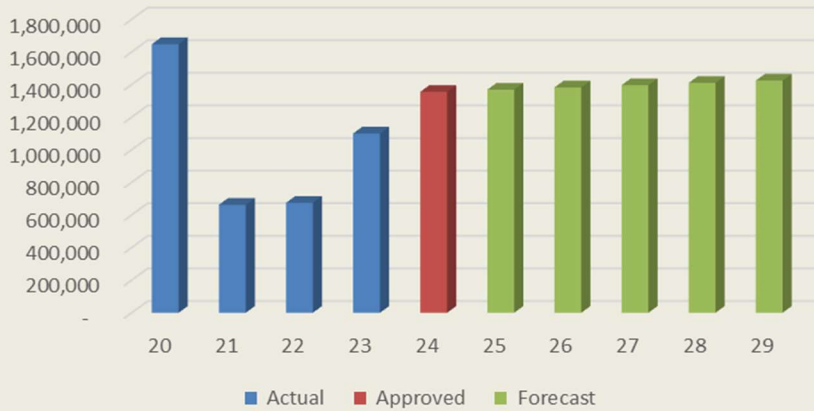
Shown by the graph on the left are the County's Fines & Forfeitures Revenue. These revenues include Justice Court fines and Civil fines. We are projecting stable revenue going forward.

Shown by the graph on the right are the County's Miscellaneous Revenues. Miscellaneous Revenues include donations and revenues which are typically received once or for a limited number of years. FY25-27 include anticipated bond proceeds for a new detention center. The bond would require voter approval. Approval is assumed for forecasting purposes.



MAJOR REVENUE SOURCES

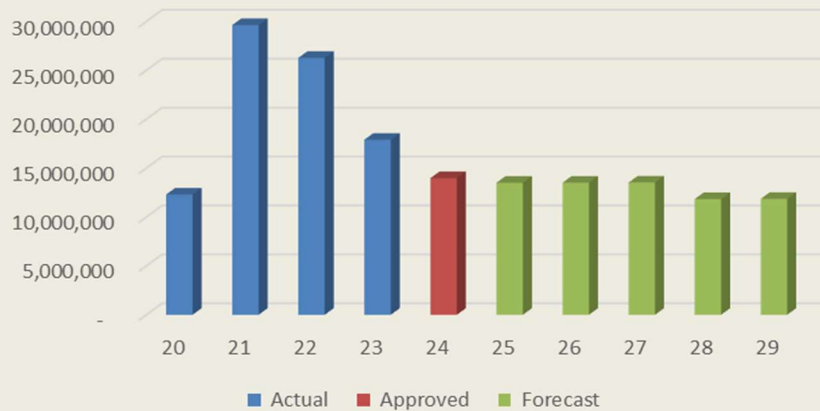
Investment Earnings



The graph on the left shows the County's Investment Earnings. Earnings decreased dramatically in FY21 due to low interest rates. With rates increasing, we are forecasting earnings to increase by 1% each year.

Shown by the graph on the right are the County's Interfund Transfers. In prior years, transfers were higher due to increased funding for large capital improvement projects. Forecasted transfers reflect funding transfers called for within the five-year Capital Improvement Plan and steady routine or known transfers.

Interfund Transfers



Overview

Expenditures/uses for services provided to County residents are organized by function and category.

County functions are divided into seven major fund groups: General Government, Public Safety, Public Works, Social & Economic Development, Culture & Recreation, and Enterprise. They are defined as follows:

General Government: This function includes all expenditures for the executive, legislative, and judicial branches of Flathead County.

Public Safety: This function is dedicated to the protection of the people and property of Flathead County.

Public Works: This function includes the construction, maintenance, and repair of County owned roads, bridges, and storm drainage.

Public Health: This function includes activities involved in the conservation and improvement of public health.

Social & Economic Services: This function includes those programs that address the social and economic needs of the citizens of Flathead County.

Culture & Recreation: This function includes all cultural and recreational activities maintained for the benefit of residents and visitors.

Enterprise: This function is made up of the Solid Waste District. The district provides environmentally sound and cost effective refuse collection, disposal, and recycling opportunities for Flathead County citizens.

County categories are divided into five basic categories: Personal Services, Operating Expenditures, Debt Service, Capital Outlay, and Interfund Transfers Out. They are defined as follows:

Personal Services: This category includes salary amounts (including overtime) paid to permanent and temporary government employees while on the payroll of the County. This also includes fringe benefit amounts paid on behalf of employees. The County's fringe benefits include pension costs, taxes, health insurance, unemployment and worker's compensation premiums, and other non-salary benefits.

Operating Expenditures: Operating expenditures include purchased services, supplies, utilities, insurance and any other costs relating to operations not captured in another category.

Capital Outlay: A capital outlay expenditure is defined as any item costing \$5,000 or more with a life of five years or more. Expenditures are determined by the adopted five-year Capital Improvement Plan (CIP) of the County.

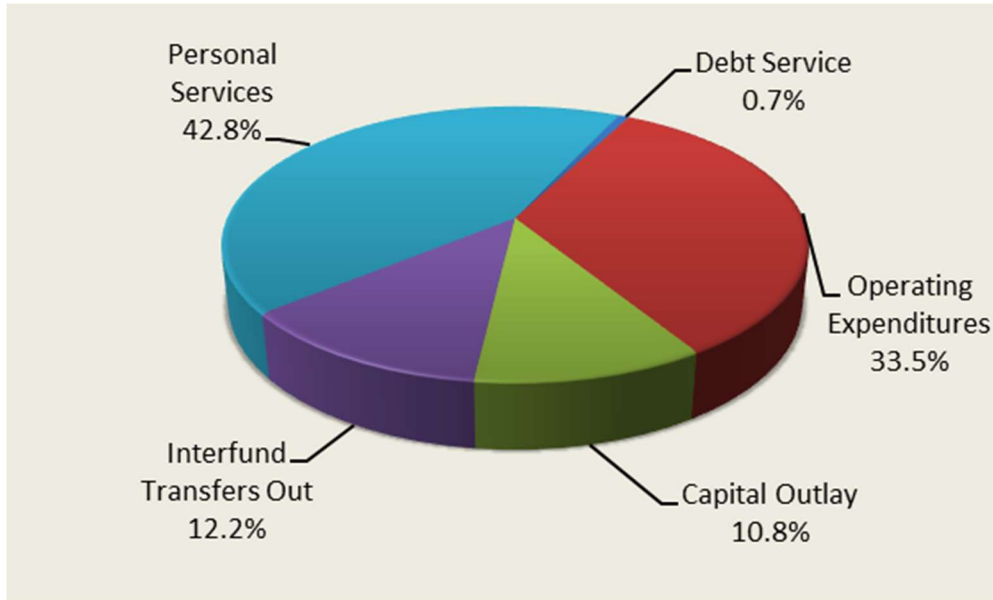
Debt Services: This category accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Interfund Transfers Out: These transfers generally reflect a transfer of funding for internal services provided. Interfund transfers out related to capital funding are determined by the County's five-year CIP plan. This category also includes other interfund transfers out not related to capital.

MAJOR EXPENDITURES/USES

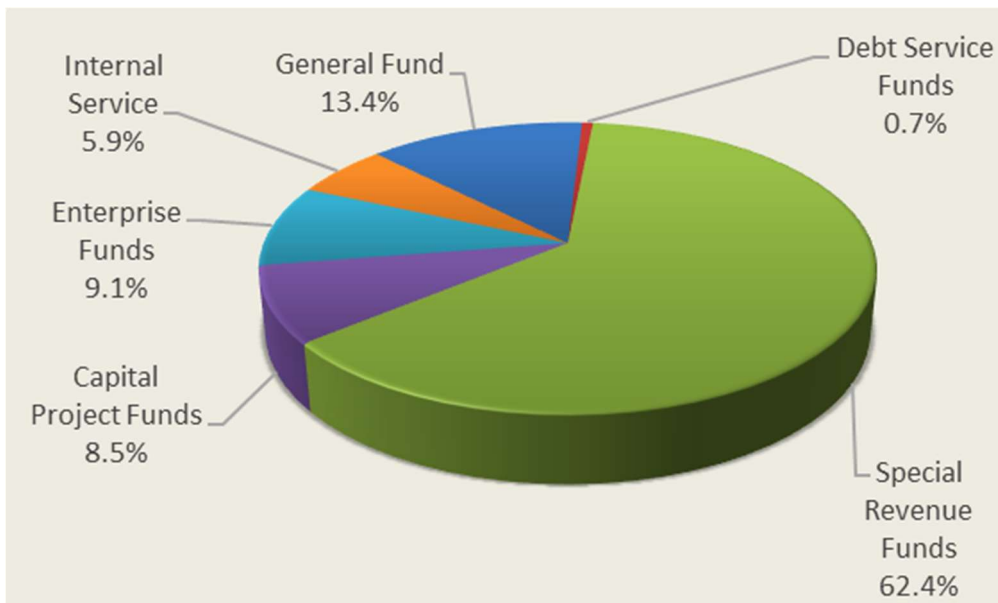
Estimated Expenditures by Type – All Funds – Fiscal Year 2023-24

As depicted by the graph below, Personal Services make up the largest category of expenditures for FY24 (42.8%). Operating Expenditures make up the next largest category (33.5%). These two expenditure categories make up 76.3% of County expenditures.



Estimated Expenditures by Fund – All Funds – Fiscal Year 2023-24

As shown by the graph below, Special Revenue Funds (62.4%), General Fund (13.4%), and Enterprise (9.1%) make up 84.9% of the County's expenditures.



MAJOR EXPENDITURES/USES

Expenditure Forecast Assumptions & Methodology

The goal of a five-year financial plan is to measure future operating and capital costs and to fund those costs in the most efficient and responsible manner possible.

Expenditures are forecasted by applying inflationary factors to base year budgets. The Personal Service category is expected to rise by 4.5% each year to cover COLA, salary steps and longevity increases, as well as increases expected in health insurance premiums and pension plan contributions. Operating Expenditures are expected to increase 4.5% each year. Capital Outlay forecasts are based on the five-year Capital Improvement Plan (CIP). Debt Service is forecasted based on current amortization schedules. Starting in FY26, forecasting includes the first payments on a bond for construction of a new detention center (assumed to be approved by voters for forecasting purposes). Interfund Transfers for capital funding are determined by the five-year CIP with all other transfers expected to remain stable unless a difference is known.

Key Expenditure Forecasts & Trends

This section provides a 10-year analysis of each of the five expenditure categories described previously. This analysis includes four years of actual expenditure history, the current year's budgeted expenditures, and five years of forecasted expenditures. The following chart summarizes the 10-year analysis for each expenditure category. FY2025-2029 numbers are for forecasting purposes only and have not been adopted by the Commissioners.

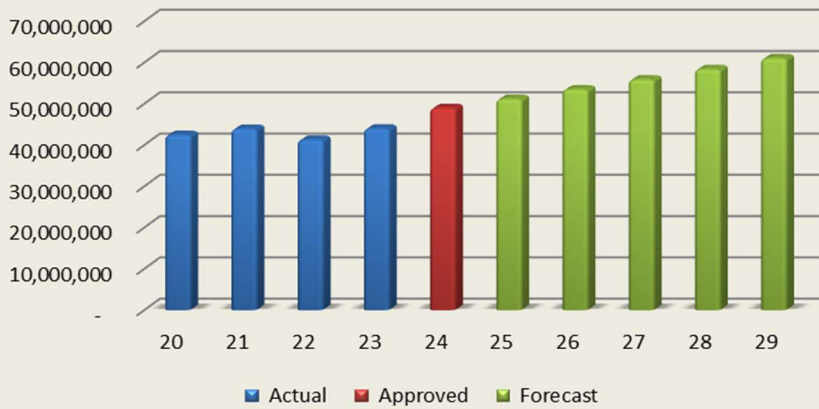
Summarized ten-year analysis of expenditure categories

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 APPROVED	FY2025 FORECAST	FY2026 FORECAST	FY2027 FORECAST	FY2028 FORECAST	FY2029 FORECAST
	95,759,337	108,787,920	118,940,463	122,066,486	128,537,990	124,230,723	142,064,107	137,636,562	122,224,224	78,440,670
Expenditures:										
Personal Services	40,131,397	42,707,378	41,276,168	43,985,574	48,958,404	51,161,532	53,463,801	55,869,672	58,383,807	61,011,079
Operating Expenditures	32,982,452	43,210,935	32,623,414	35,951,039	37,855,659	39,552,149	41,331,996	43,191,936	45,135,573	47,166,673
Debt Service	911,982	883,246	1,291,160	1,266,900	1,161,711	972,044	2,709,018	6,334,152	9,581,501	9,566,360
Capital Outlay	9,229,448	13,143,893	17,747,388	12,693,448	12,299,285	4,411,338	37,085,307	37,746,423	35,500,555	6,927,276
Transfers Out	12,298,383	29,626,800	26,269,876	17,903,120	13,976,268	13,508,919	13,510,008	13,526,982	11,834,038	11,856,795
Total Expenditures	95,553,662	129,572,252	119,208,006	111,800,081	114,251,327	109,605,982	148,100,130	156,669,165	160,435,474	136,528,183
Expenditures:										
General Government	28,885,544	48,507,983	44,612,095	39,007,465	36,181,294	35,511,188	38,213,840	38,184,081	37,849,768	38,918,219
Public Safety	18,258,518	22,469,377	25,560,918	24,394,216	29,690,798	28,995,447	61,618,484	66,331,922	67,059,091	41,795,155
Public Works	12,320,110	13,631,334	12,196,918	14,501,102	18,655,134	15,925,871	16,507,030	18,456,622	17,646,911	18,536,687
Public Health	13,627,463	20,008,038	9,766,233	8,406,833	7,784,247	8,214,352	8,614,341	8,879,601	9,262,348	9,720,080
Social & Economic	4,904,271	4,599,990	4,370,235	4,779,038	4,984,630	4,995,960	5,713,340	5,633,846	6,788,704	5,788,063
Culture & Recreation	4,527,788	4,704,518	4,822,304	5,506,952	6,651,962	5,899,849	6,471,048	6,597,008	6,636,012	7,126,525
Enterprise	13,029,968	15,651,012	17,879,303	15,204,475	10,303,262	10,063,315	10,962,047	12,586,085	15,192,640	14,643,454
Total Expenditures	95,553,662	129,572,252	119,208,006	111,800,081	114,251,327	109,605,982	148,100,130	156,669,165	160,435,474	136,528,183

Individual expenditure categories, trends, and forecasts follow.

MAJOR EXPENDITURES/USES

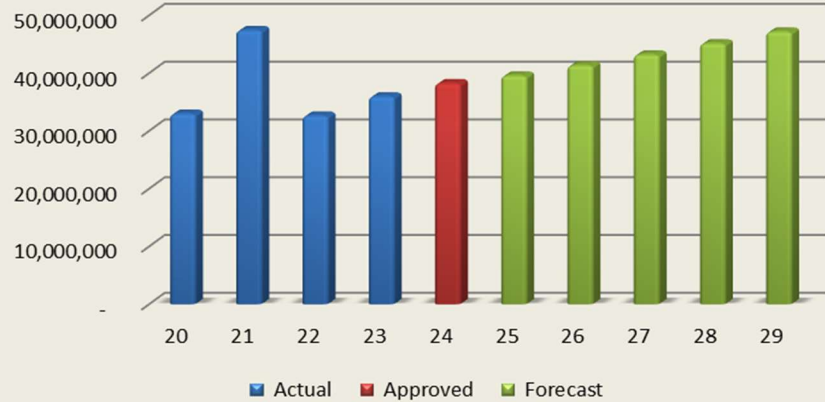
Personal Services



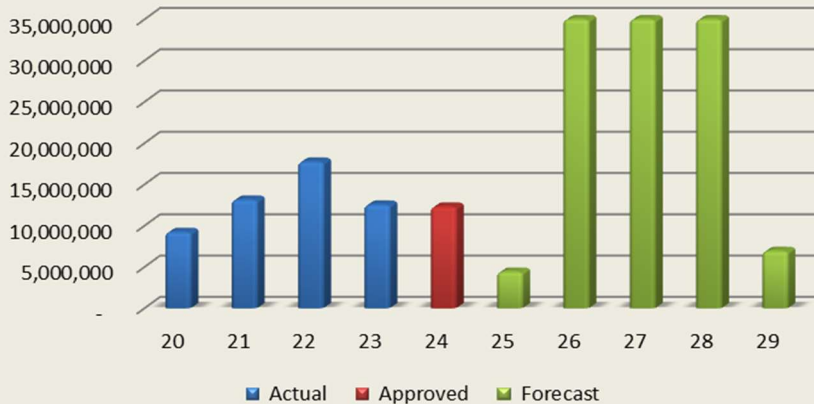
The graph to the left represents Personal Service costs. Each forecasted year is expected to increase 4.5% based on trend.

The graph on the right represents Operating Expenditures. Each forecasted year is expected to increase by the estimated inflationary factor of 4.5%.

Operating Expenditures



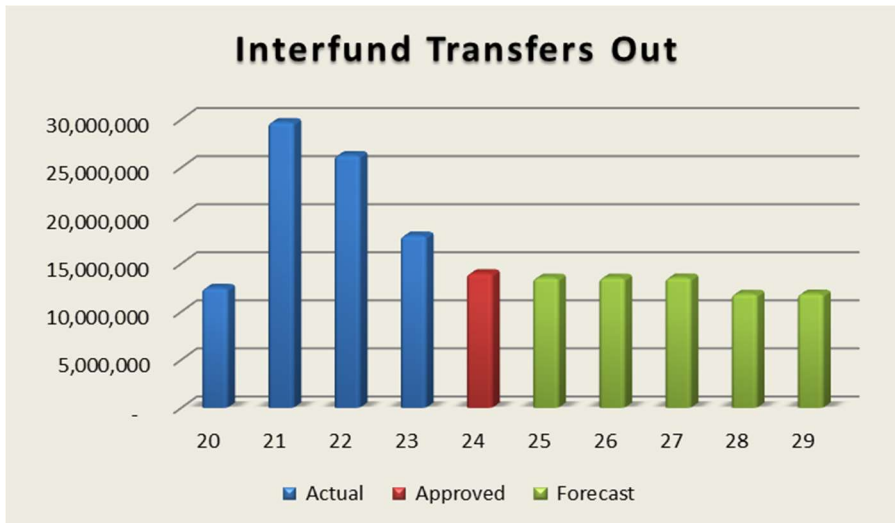
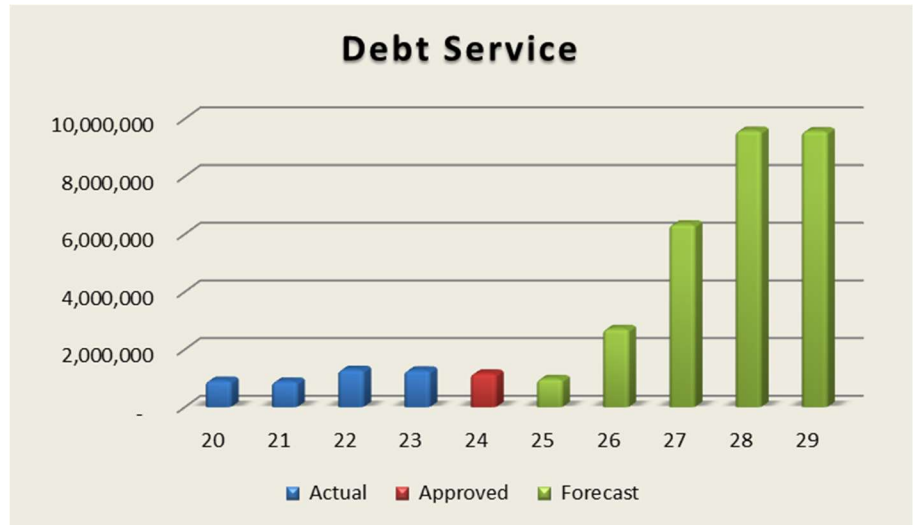
Capital Outlay



The graph on the left represents Capital Outlay expenditures based on the five-year CIP. The increase in FY26 is due to the anticipated building of a new detention facility. A bond would need to be approved by voters to provide adequate funding. Approval is assumed for forecasting purposes.

MAJOR EXPENDITURES/USES

The graph on the right represents the Debt Service category. Debt payments are based on current amortization schedules. Payments on a proposed bond would start in FY26. The bond would require voter approval. Approval is assumed for forecasting purposes.



The graph on the left represents Transfers Out to fund capital and move money from one fund to another. Capital funding is defined by the CIP. All other transfers are expected to remain stable unless known otherwise.



GENERAL GOVERNMENT

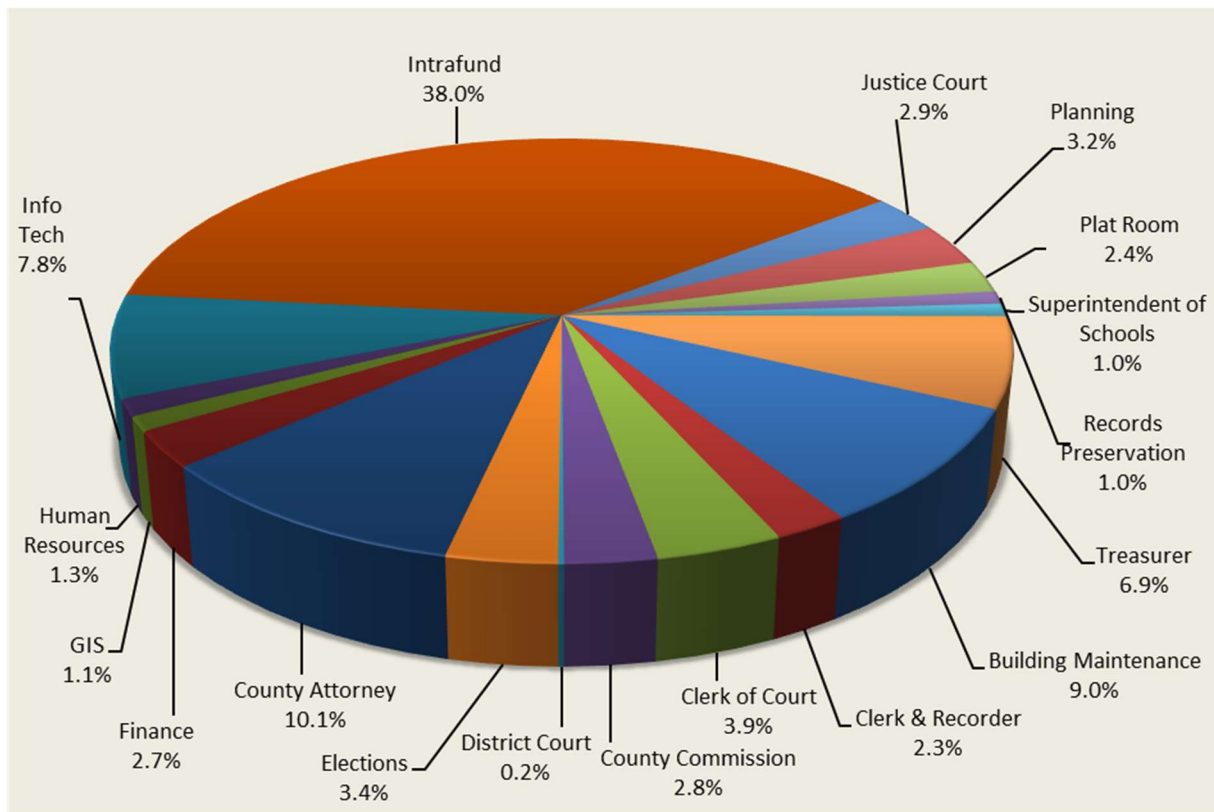




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General Government

The General Government function includes those elected offices that provide direct service to the public for decision making or record keeping matters. This includes the Board of County Commissioners and staff (including Building Maintenance, Human Resources, Information Technology Services, GIS, Finance, and Planning departments); the Clerk & Recorder functions of Elections, Recording, Records Management, and Plat Room/Surveyor; the Treasury function which includes Public Administrator and Assessor; the Superintendent of Schools who maintains a variety of school related records; the County Attorney function; the Justice of the Peace function which includes the Justice Court; and the Clerk of District Court function which maintains District Court records.





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Program Description

Flathead County has a Building Maintenance Department that is responsible for the maintenance and cleaning of buildings, facilities and grounds owned and controlled by Flathead County. This is primarily the buildings and grounds associated with the main campus of the County seat which includes the Old Courthouse, Old Jail, Youth Court Services, Detention Annex, Justice Center including Adult Detention, Justice Court Building, Conrad Adam's Building, Earl Bennett Building, South Campus Building and the Flathead County North Complex. There are also off campus buildings that require maintenance attention from time to time. These facilities include the former Kalispell Feed and Grain buildings and grounds, the woodshop on Cemetery Road, the maintenance house on 1st Avenue West and the County lot behind this house accessed from the 12th Street alley. We also maintain Records Preservation and the 911 Dispatch Center. Other County departments are assisted as time or funding allows. This includes, but is not limited to, the Elections department during primary and general elections. All custodial duties are performed in-house, by staff members who work the evening shift to prevent office disruption. The Maintenance Department employs 8 custodians and 5 building maintenance staff. The department has an on-site, working manager who reports directly to the County Administrator who provides oversight of the program.

Maintenance responsibilities include providing 24/7 response to emergencies related to heating, ventilation and air conditioning systems (HVAC), plumbing, generators, boilers, elevators, locksmith duties, and electrical systems.

Goals & Objectives

- Develop and promote a strong sense of teamwork and cooperation among the members of the Maintenance and Custodial staff.
- Develop and promote the personal advancement of each team member through education and certification.
- Maintain buildings and grounds to a high level to provide a safe, comfortable, and efficient working environment for county employees and the public they interact with.
- Develop and Institute preventative maintenance and inspection regimes to minimize unexpected and emergency repair situations and ensure the safety of employees and the public.
- Provide quality service to all County complex department requests that are submitted through the work order system.
- Complete approved maintenance requests in a timely manner.
- Communicate effectively with Department Heads to ensure work orders are completed satisfactorily.
- Complete custodial duties to a high standard of cleanliness & efficiency to ensure the health and safety of County employees and the public.
- Comply with all insurance and safety requirements.
- Develop, institute and monitor a CIP plan that will ensure the uninterrupted operation of our buildings and grounds as well as keeping them up to date with evolving regulatory requirements and building operation and safety norms.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 656,583	\$ 635,426	\$ 823,275	\$ 856,789	\$ 33,514	4%
Operating Expenditures	400,946	333,968	464,010	556,510	92,500	20%
Capital Outlay	21,200	290,150	519,147	925,000	405,853	78%
Transfers Out	145,960	215,991	233,582	231,419	(2,163)	-1%
Total	\$ 1,224,689	\$ 1,475,535	\$ 2,040,014	\$ 2,569,718	\$ 529,704	26%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 1,003,380	\$ 988,866	\$ 1,267,614	\$ 1,410,698	\$ 143,084	11%
2370 RETIREMENT	70,307	66,037	89,429	98,460	9,031	10%
2380 GROUP INSURANCE	129,802	130,482	163,824	135,560	(28,264)	-17%
4012 CO BUILDING CAPITAL IMPROVEMENT	-	-	-	220,000	220,000	100%
4030 FC COUNTYWIDE CIP	21,200	290,150	519,147	705,000	185,853	36%
Total	\$ 1,224,689	\$ 1,475,535	\$ 2,040,014	\$ 2,569,718	\$ 529,704	26%

2024 Budget Highlights

Personal Services

- A cost-of-living adjustment (COLA), salary steps, and longevity resulted in an increase in personal services.

Operating Expenditures

- Operating expenditures increased due to this department taking on management of the 911 Center building maintenance.

Capital Outlay

- The largest projects for this department is a replacement of a parking lot and replacement of the sidewalk and outdoor entry to the Justice Center.

Transfers

- This department participates in the Computer Equipment Replacement Fund (CERF) program. They are also saving for future capital purchases.



Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Building Maintenance Manager	1.00	1.00	1.00	1.00
Building Maintenance Worker II	4.00	4.00	4.00	4.00
Custodian	6.50	6.50	7.50	7.50
Total	11.50	11.50	12.50	12.50

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Maintenance Requests Per FTE	198	151	250	250
2 . Custodial Sq Ft Per FTE	31,154	31,154	30,000	30,000

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Maintenance Requests Completed	990	754	1,250	1,250
2 . Square Feet of Buildings Maintained	202,500	202,500	225,000	225,000

Program Description

The Recording Department is part of the Clerk & Recorder office and is, by statute, the official records repository for Flathead County. It is the responsibility of this office to manage County records at a maximum level of efficiency for the benefit of public accessibility. Private individuals, various companies, government agencies, and lending institutions utilize the recording department as a research center. Staff members assist with records research, receipting of recorded documents and data entry. Document recordings are processed utilizing multiple media formats, including paper, e-mail, and digital e-recordings.

The recording office issues vital statistics records (birth & death certificates) for Flathead County. Our vital statistic records serve as backup files for the Montana State Department of Health and Human Services in Helena. Additionally, the recording office, in conjunction with the Plat Room, records land transfer documents, certificate of survey and subdivision plats to enforce statutory requirements and subdivision regulations.

Document indexes are the primary directory of all permanent records on file in the Recording Department. In 2022, 31,229 documents were accepted and indexed. Currently, there are over 1.6 million archived indexed records available. Document recording fees generate revenue that supports Records Preservation, GIS, and other County general fund departments. Revenues fluctuate annually and are typically reflective of the real estate climate of the community. In FY22, the Recording Department collected \$1,120,645.12 in revenue.

Goals & Objectives

Provide professional service with quality and integrity.

- Provide prompt and reliable service to the public.
- Promote open and accountable government by providing independent and impartial reviews, public access to information, and service for Flathead County government and the public.
- Accurately and promptly record and post actions related to meetings of the various County District Boards.

Creating a positive team culture that values all individuals.

- Train and develop staff to ensure technically skilled and knowledgeable employees within the department.
- Cross-train staff in Recording, Plat Room, Records Preservation, and Elections to support functionality of the Clerk & Recorder office.
- Continue to develop policies for a safe working environment.

Accountable stewardship of taxpayer resources.

- Continue to work with Tyler Technologies-CSA/Document Pro (recording software) to streamline operations for faster, more user-friendly, and more cost-efficient services for the receipting, indexing and imaging processes.
- Improve the availability of public records by working with Tyler Technologies-CSA to implement enhancements to our website, using iDoc market, for increased efficiency and public accessibility.
- Initiate change when needed and support existing good practices with technical assistance, advocacy, special studies, and audits.
- Provide support for management of the Demersville Cemetery including database updates, gravesite location, and coordinate on-site maintenance.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 397,965	\$ 423,686	\$ 475,675	\$ 559,044	\$ 83,369	18%
Operating Expenditures	69,377	62,317	79,300	81,780	2,480	3%
Capital Outlay	50,383	975	32,350	6,800	(25,550)	-79%
Transfers Out	14,488	11,119	11,377	12,801	1,424	13%
Total	\$ 532,213	\$ 498,097	\$ 598,702	\$ 660,425	\$ 61,723	10%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 429,621	\$ 379,227	\$ 429,326	\$ 499,952	\$ 70,626	16%
2370 RETIREMENT	46,459	49,334	55,879	67,413	11,534	21%
2380 GROUP INSURANCE	56,133	68,561	81,147	86,260	5,113	6%
4030 FC COUNTYWIDE CAP PROJECTS	-	975	32,350	6,800	(25,550)	-79%
Total	\$ 532,213	\$ 498,097	\$ 598,702	\$ 660,425	\$ 61,723	10%

2024 Budget Highlights

Personal Services

- The addition of 1.0 FTE, COLA, salary steps, and longevity resulted in an increase in personal services.

Operating Expenditures

- Operating expenditures stayed mostly steady. The increase is due to an increase in temporary employees to help with special projects.

Capital Outlay

- This department is planning to purchase a copier and a flatbed scanner.

Transfers

- This department participates in the CERF program.



Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Clerk & Recorder (Elected)	1.00	1.00	1.00	1.00
Clerk & Recorder Manager	-	-	-	0.50
Clerk & Recorder/Elections Officer	0.50	0.50	0.50	-
C&R Deputy Admin Clerk	5.00	5.50	5.50	5.50
Senior Deputy Admin Clerk	-	-	-	1.00
Total	6.50	7.00	7.00	8.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Number of days to scan, index and accurately proof documents.	3	3	3	3
2 . Number of days to return recorded documents.	7	7	7	7
3 . Number of hours to process and post e-recordings once received.	1	1	1	1
4 . Number of images uploaded to IDOC Market.	237,048	187,277	200,000	185,000
5 . Number of prints made by users accessing IDOC Market.	16,301	16,977	15,000	15,000

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Documents recorded/filed (including deed/plat/survey/other)	48,798	38,624	40,000	35,000
2 . Number of certified birth certificates issued.	2,837	3,252	3,000	3,000
3 . Number of certified death certificates issued.	10,944	11,953	10,000	10,000
4 . Images scanned.	237,048	187,277	200,000	185,000
5 . Documents indexed/proofed.	48,798	38,624	40,000	35,000
6 . Number of delinquent tax properties researched and processed.	6	9	6	9
7 . Number of Tax Sale Certificates, Assignments, and Redemptions processed and recorded.	3,731	3,316	3,500	3,300
8 . Number of requests processed for veterans' interment benefits.	115	110	100	100
9 . Number of birth certificates filed.	1,523	1,314	1,500	1,300
10 . Number of death certificates filed.	1,212	1,482	1,200	1,200
11 . Number of historical birth certificates entered into DocPro.	N/A	N/A	10,800	10,000

Program Description

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

As the Clerk of District Court and the Jury Commissioner for Flathead County the primary functions performed are case management of all pending, active, and archived court cases, conducting meetings and attending to on-going staff training, issuance of marriage licenses, passport applications, management of Limited Courts' and District Courts' jury pool lists, and implementing and abiding by all statutes applicable to the duties and responsibilities of the District Courts.

Goals & Objectives

Clerk of Court

- Procure funding and personnel resources sufficient to meet the needs of the stakeholders adequately and appropriately.
- Increase efficiency and functionality of processes currently implemented and/or yet to be designed and implemented.
- Actively participate in the Supreme Court's endeavor to design and implement privacy rules, practices, and policies for the District Court case management system in Montana; work with JSI (vendor) relative to any modifications or enhancements to Full Court Enterprise implemented in Flathead County in February 2018 as pilot project for all State Courts in Montana.
- Effectively assist lawyers and pro se litigants to ensure movement of cases through the judicial process.
- Assist the judges with Inactivity Dismissal processes in old or inactive cases per statute.
- Continue to meet regularly with the District Court Administrator, the Judges, members of the NW Bar Association and the public for the purpose of promoting communication in an effort to improve processes.
- Demonstrate fiscal responsibility to the citizens of the community.

Jury Commissioner

- Ensure and protect the integrity of the list of prospective jurors as received from the Secretary of State.
- Monitor increased expenditures due to inclusion of licensed drivers in potential juror pool.
- Work with staff of all the lower courts to secure proper and efficient means addressing permanently excused jurors as provided for in statute.
- Enlist the aid of the Supreme Court in modifying and enhancing the design and functionality of the Full Court Jury program.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 785,967	\$ 795,995	\$ 988,709	\$ 1,036,426	\$ 47,717	5%
Operating Expenditures	74,930	77,794	36,785	64,400	27,615	75%
Capital Outlay	-	-	55,000	13,000	(42,000)	-76%
Transfers Out	2,934	9,600	28,600	7,600	(21,000)	-73%
Total	\$ 863,831	\$ 883,389	\$ 1,109,094	\$ 1,121,426	\$ 12,332	1%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2180 DISTRICT COURT LEVY	\$ 636,103	\$ 651,037	\$ 766,059	\$ 815,399	\$ 49,340	6%
2370 RETIREMENT	88,379	90,226	115,602	123,602	8,000	7%
2380 GROUP INSURANCE	139,349	142,126	172,433	169,425	(3,008)	-2%
4022 DISTRICT COURT CIP	-	-	55,000	13,000	(42,000)	-76%
Total	\$ 863,831	\$ 883,389	\$ 1,109,094	\$ 1,121,426	\$ 12,332	1%

2024 Budget Highlights

Personal Services

- A cost-of-living adjustment (COLA), salary steps, and longevity resulted in an increase in personal services.

Operating Expenditures

- The additional FTE replaced the contracted employees, reducing operating expenditures.

Capital Outlay

- This department is planning to purchase a copier and a microfiche reader this year. They are also going to remodel an area no longer needed for storage. The space will be turned into office space and an additional window for customer service.

Transfers

- This department is saving for future capital purchases as well as additional funding needed for the microfiche reader.



Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Clerk of Court (Elected)	1.00	1.00	1.00	1.00
Deputy File Clerk	-	-	-	0.75
District Court Deputy Clerk	11.00	10.00	10.75	10.00
Lead Deputy Clerk	1.00	2.00	2.00	2.00
Office Administrator	1.00	1.00	1.00	1.00
Total	14.00	14.00	14.75	14.75

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . District Court Caseload Comparison Active Cases	5,642	5,642	5,700	5,700
2 . Processing Time for Appealed Cases	80 hrs	153 hrs	200 hrs	200 hrs
3 . Criminal Fines & Fees Payments Handled	1,384	1,306	1,300	1,300

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Marriage Licenses Issued	5,713	4,347	4,300	4,200
2 . Child Support Payments Handled	2,400	1,968	1,800	1,800
3 . Appealed Case Count	44	51	67	67
4 . Case Mgmt Document Entry	93,610	84,155	85,000	85,000
5 . Jury Panels Pulled	48	41	50	50
6 . Jury Trials Conducted	11	12	14	14

Program Description

The County Attorney is an elected official who is the legal arm of the Executive Branch of government at the County level. As such, the position is both a State officer and a County officer. Office expenses, except for one-half of the County Attorney's personal salary, are paid by the County. The Attorney General has supervisory power over the County Attorney. The duties of the office of the County Attorney, by statute, are to prosecute all felony crimes committed within the County as well as all misdemeanor crimes committed outside of the limits of the incorporated cities and towns; prosecute juveniles; advise, defend, and litigate on behalf of all elected and appointed County department heads; advise and represent all boards appointed by the Commissioners; advise and represent Flathead Valley Community College (FVCC) and all school districts, fire districts, and conservation districts within the County; advise County department heads on personnel policies and matters such as employee grievances and hiring and firing policies; petitioning for involuntary commitment of serious mentally ill persons; advocate for children who are abused or neglected by their parents or guardians; and petition on behalf of the State for appointment of guardians or conservators in cases where no funds or individuals are available for such positions. Attorneys in this office also act in the capacity of Special United States Assistant Attorneys and prosecute crimes on behalf of the United States that are committed in Glacier National Park and U.S. forests.

Goals & Objectives

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

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 1,998,055	\$ 2,046,085	\$ 2,215,239	\$ 2,576,927	\$ 361,688	16%
Operating Expenditures	136,222	166,116	243,990	245,284	1,294	1%
Capital Outlay	85,000	-	-	61,503	61,503	100%
Transfers Out	32,054	23,571	24,269	27,291	3,022	12%
Total	\$ 2,251,331	\$ 2,235,772	\$ 2,483,498	\$ 2,911,005	\$ 427,507	17%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 1,660,371	\$ 1,710,750	\$ 1,938,440	\$ 2,229,585	\$ 291,145	15%
2370 RETIREMENT	235,214	242,399	274,578	324,217	49,639	18%
2380 GROUP INSURANCE	270,746	282,623	270,480	295,700	25,220	9%
4030 FLATHEAD COUNTY CIP	85,000	-	-	61,503	61,503	100%
Total	\$ 2,251,331	\$ 2,235,772	\$ 2,483,498	\$ 2,911,005	\$ 427,507	17%

2024 Budget Highlights

Personal Services

- This department added 2.0 FTEs and received a salary rate increase intended to attract and retain attorneys. COLA, salary steps, and longevity also increased personal services.

Operating Expenditures

- Operating expenditures were basically held steady.

Capital Outlay

- This department is planning to purchase a vehicle this year.

Transfers

- This department participates in the CERF program. They are also saving for future capital purchases.



Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
County Attorney	1.00	1.00	1.00	1.00
Deputy County Attorney I	11.00	11.00	11.00	13.00
Lead Civil Deputy	1.00	1.00	1.00	1.00
Office Administrator	1.00	1.00	1.00	1.00
Office Assistant II	1.00	1.00	1.00	1.00
Office Assistant III	6.00	6.00	6.00	6.00
Office Assistant III - Evidence Tect	1.00	1.00	1.00	1.00
Crime Victims Advocate	1.00	1.00	1.00	1.00
Total	23.00	23.00	23.00	25.00

Workload Indicators

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Bad check restitution collected	\$ 27,093	\$ 30,000	\$ 30,000	\$ 25,000
2 . Reports Received	2,018	1,800	1,500	1,800
3 . Charges Filed	1,971	1,800	1,500	1,600
4 . Filed: Probation Violations, Mental Health Commitments, Guardianships/DDs; Investigative Subpoenas	128	350	350	150
5 . Filed: Juvenile Petitions	64	65	90	90
6 . Filed: Dependent Neglect Petitions	55	100	50	50
7 . Cases Set for Jury Trial	880	750	750	800
8 . Cases set for Non-Jury Trial	371	560	300	350
9 . Current Open Cases	5,000	4,300	4,500	5,000
10 . Convictions, Alford, No Contest	606	550	400	600
11 . Subdivisions/PUDs/COS Review ed	57	40	30	50
12 . Prep/Review Contracts, Resolutions, Ordinances, Etc.	223	290	200	220

Program Description

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

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

Goals & Objectives

County Commission

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

County Administrator

- Continue to pursue our ongoing efforts in performance budgeting/management with annual business planning incorporated in the budget process and effective periodic reporting by members of the management team.
- Continue our efforts to streamline our operations to deliver services to the public at the lowest possible cost.
- Continue to support personnel management system improvements including performance, productivity, and policy/procedure enforcement to comply with the County's mission and values statements.
- Continue to support employee and public safety as our number one priority.
- Approve an annually updated five-year capital improvement plan for the County.
- Continue to upgrade monthly financial reporting to the Commissioners with the accounting system.
- Monitor and coordinate County facility projects approved in the FY2022 budget.
- Continue to provide guidance and assistance to neighborhood groups interested in forming rural special improvement districts for infrastructure projects.
- Work with our legislators to prepare to address County government issues and needs.
- Continue annual board training.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 690,864	\$ 676,773	\$ 689,704	\$ 724,261	\$ 34,557	5%
Operating Expenditures	88,487	46,154	56,293	54,490	(1,803)	-3%
Capital Outlay	-	-	50,000	10,000	(40,000)	-80%
Transfers Out	12,144	12,143	12,631	22,457	9,826	78%
Total	\$ 791,495	\$ 735,070	\$ 808,628	\$ 811,208	\$ 2,580	0%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 635,437	\$ 587,307	\$ 603,009	\$ 645,287	\$ 42,278	7%
2370 RETIREMENT	81,038	82,682	87,974	94,281	6,307	7%
2380 GROUP INSURANCE	75,020	65,081	67,645	61,640	(6,005)	-9%
4030 FC COUNTYWIDE CAPITAL	-	-	50,000	10,000	(40,000)	-80%
Total	\$ 791,495	\$ 735,070	\$ 808,628	\$ 811,208	\$ 2,580	0%

2024 Budget Highlights

Personal Services

- COLA, salary steps, and longevity caused the increase.

Operating Expenditures

- Most expenditures were held steady; employee travel was reduced.

Capital Outlay

- This department is planning to purchase a copier.

Transfers

- This department participates in the CERF program. They are also saving for future capital purchases.



Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Commissioners	3.00	3.00	3.00	3.00
County Administrative Officer	1.00	1.00	1.00	1.00
Grant Administrator	0.75	0.75	0.75	0.75
Executive Secretary	0.70	1.00	-	-
Public Information Officer	-	-	1.00	1.00
Tax Appeal Board Secretary	0.14	-	0.20	0.20
Clerk of the Board	0.86	1.00	0.80	0.80
Total	6.45	6.75	6.75	6.75

Workload Indicators

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Resolutions Passed	96	101	95	95
2 . Ordinances Passed	1	0	0	0
3 . Commission Meetings Held	78	93	85	85
4 . Public Hearings Held	44	47	40	40
5 . Number of Bargaining Units Administered	7	7	7	7
6 . Number of Agenda Items	821	1023	900	975
7 . Union Contracts Settled	5	5	5	5
8 . Road RSID Projects Completed	0	0	0	0
9 . Claims/CC Payments Processed	404	273	280	280
10 . Mental Health Requests Processed	129	7	140	100
11 . Indigent Burial Requests Processed	62	33	40	40
12 . Board Appointments Made	99	85	99	99
13 . Training/Public Outreach	8	14	N/A	10

Program Description

District Court is a court of record with original jurisdiction in all felony adult and juvenile criminal cases; civil cases; civil cases that might result in judgment against the State for payment of money; civil cases involving domestic relations; civil cases involving issues of mental competency and all cases involving intestacy or probate of wills; special actions such as writs; and being the appellate court for Justice Court, Municipal, and City Courts. Included within the 11th Judicial District Court for Flathead County is Family Court Services and Youth Court Services (Juvenile Probation). Personnel include five District Court Judges, one Court Administrator, Family Court Services Director, Chief Juvenile Probation Officer, and 28 employees including caseworkers, deputy probation officers, law clerks, and various administrative support staff. Primary funding for our District is provided by the State of Montana. Special funding for court security and building maintenance issues is provided by the County.

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

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

Goals & Objectives

The operations of District Court are governed by the Montana Constitution, State statutes, and opinions and rules of the Montana Supreme Court.

As the Court Statistic Report reflects, our overall caseload has continued to increase. We schedule 24 multi-week terms of court throughout the upcoming year that are devoted to conducting jury trials, either criminal or civil. In addition, we schedule non-jury trials, such as domestic relations and abuse and neglect. These are a very significant percentage of our workload throughout the year. One day a week is devoted to criminal pre- and post-trial matters. One day a week is devoted to juvenile delinquency and pretrial abuse and neglect proceedings. We remain committed to providing access to our court and its departments in a professional and timely manner.

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

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Operating Expenditures	28,259	40,880	50,000	50,000	-	0%
Capital Outlay	-	-	-	-	-	0%
Transfers Out	-	-	-	-	-	0%
Total	\$ 28,259	\$ 40,880	\$ 50,000	\$ 50,000	\$ -	0%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2180 DISTRICT COURT LEVY	\$ 28,259	\$ 40,880	\$ 50,000	\$ 50,000	\$ -	0%
Total	\$ 28,259	\$ 40,880	\$ 50,000	\$ 50,000	\$ -	0%

2024 Budget Highlights

Personal Services

- District Court personnel are paid by the State.

Operating Expenditures

- Expenditures were held steady.

Capital Outlay

- No capital purchases are planned for this year.

Transfers

- No transfers.



Workload Indicators

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
Criminal				
Open	1,220	479	1,300	1,300
Juvenile				
Open	106	42	130	100
Dependent Neglect				
Open	69	56	100	100
Guardian				
Open	131	133	140	140
Probate				
Open	414	386	400	400
Dissolutions				
Open	1,093	774	1,200	1,200
Civil / Warrants				
Open	2,051	1,467	2,500	2,500
Adoption				
Open	78	60	80	80
Paternity				
Open	3	1	10	10
Sanity				
Open	44	23	80	100
Investigative Subpoena				
Open	433	56	500	400
Marriage Licenses Issued				
Open	5,706	4,347	5,800	5,800

Program Description

The Election Department is a division of the Clerk & Recorder's office and funded through the General Fund. The functions of the office fall under Title 13 of Montana Code Annotated (MCA) which states that the election administrator is responsible for the administration of all procedures relating to registration of electors and conduct of elections, shall keep all County records relating to elector registration and elections, and is the primary point of contact for the County with respect to the Statewide voter registration list and implementation of other provisions of applicable Federal law governing elections. The Election department is an important component of our democratic process. All eligible citizens have the right to register to vote and to participate in elections. Trust and confidence in the process begins with open, fair, and accurate elections.

Flathead County Election office functions include: registering voters; maintaining the voter database and election management software; maintaining address and district data; signature verification for Local and State candidate/initiative petitions; accepting candidate filings; issuing and mailing ballots; accepting and processing returned ballots; providing assistance to voters with disabilities; and, counting ballots and releasing complete and accurate election results. The office administers elections for the cities of Kalispell, Columbia Falls and Whitefish and various special districts including fire, water/sewer, and community councils. In addition, the Election office provides election materials to the various school districts in Flathead County to assist them in performing their election duties.

Goals & Objectives

Offer a work culture and workplace environment that attracts and retains staff

- Offer training programs to encourage staff (poll worker and election judge) longevity and efficiency.

Provide professional service with focus on community needs and budgetary requirements

- Encourage participation in the election administration process by involving qualified and civic-minded Flathead County citizens.
- Maintain website updates to ensure accurate and timely election information is available to the public.
- Utilize e-government technologies to manage voting records and promote accuracy and transparency in the election process.
- Reduce the cost of election administration by streamlining procedures while maintaining the integrity of the election process.
- Implement election system and equipment upgrades in a fiscally conservative, proactive manner.
- Conduct election equipment maintenance and testing in accordance with standardized practices developed by the Montana Secretary of State's office.

Provide proactive and innovative leadership at all levels

- Offer election judge training sessions in smaller, select focus groups.
- Provide on-going training and cross training for Election and Recording staff to promote effective, efficient, and consistent office practices.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 261,431	\$ 261,535	\$ 302,923	\$ 461,650	\$ 158,727	52%
Operating Expenditures	248,214	218,686	346,060	416,110	70,050	20%
Capital Outlay	126,420	272,653	5,995	13,000	7,005	117%
Transfers Out	74,925	81,593	81,747	89,761	8,014	10%
Total	\$ 710,990	\$ 834,467	\$ 736,725	\$ 980,521	\$ 243,796	33%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 515,119	\$ 501,662	\$ 667,762	\$ 869,549	\$ 201,787	30%
2370 RETIREMENT	26,382	23,699	29,145	48,692	19,547	67%
2380 GROUP INSURANCE	43,069	36,453	33,823	49,280	15,457	46%
2989 HAVA GRANT	44,115	125,599	-	-	-	0%
4030 FC COUNTYWIDE CAPITAL PROJECTS	82,305	147,054	5,995	13,000	7,005	117%
Total	\$ 710,990	\$ 834,467	\$ 736,725	\$ 980,521	\$ 243,796	33%

2024 Budget Highlights

Personal Services

- One new FTE was added and it is assumed that the new person will opt into health insurance. Cost of living adjustment (COLA), salary steps, and longevity also contributed to the increase.

Operating Expenditures

- The primary election necessitates an increased number of ballots needing to be printed as well as increased on-site support.

Capital Outlay

- This department is planning to purchase a folder/envelope inserter.

Transfers

- This department participates in the CERF program. This department is also saving for the future purchases of ballot equipment.

Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Election Manager	0.50	0.50	0.50	1.00
C&R Deputy Admin Clerk	2.50	2.50	2.50	2.00
Election Specialist	0.00	0.00	0.00	1.00
Total	3.00	3.00	3.00	4.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Number of days to enter address updates or inactivate voters identified through the NVRA address confirmation process.	1	1	1	1
2 . Response time for mailing absentee ballots after receipt of applications for major elections.	24 hours	24 hours	24 hours	24 hours
3 . Verify and/or survey polling places for accessibility.	2	0	6	6
4 . Date to complete petition signature verification for state or petitions.	7/20/2021	7/20/2022	7/21/2023	7/19/2024
5 . Number of election staff attending the Secretary of State biannual Election Certification training.	4	2	0	3
6 . Number of certification tests conducted on ballot tabulators, ADA equipment and election management software. (Inventory includes over 40 pieces of election equipment).	5	6	6	8

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Total number of registered voters.	70,000	76,976	76,261	80,000
2 . New voter registration applications.	7,092	4,658	2,500	2,500
3 . Number of biannual absentee voters address confirm cards sent.	4,854	48,693	19,195	60,000
4 . Recruit, hire and/or train election judges.	28	285	25	350
5 . Process signatures for absentee ballots for major elections.	18,673	36,270	25,000	53,382
6 . Number of visits/clicks to Election Department website.	39,136	19,000	25,000	25,000
7 . Address confirmation cards mailed.	7,042	3,764	5,500	15,000
8 . Petition signatures submitted for signature verification.	-	5,181	-	5,500

Program Description

The Finance Department, under the direction of a Finance Director appointed by the Board of Commissioners, ensures that the County's financial resources are protected through sound financial management. This includes allocation of resources consistent with community goals and State statute, as well as providing timely, accurate, and reliable information that will assist in making informed decisions.

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

The Finance department provides a variety of financial services to the Commissioners, County staff, and the public. Services include: accounting and financial reporting, budgeting, payroll, accounts payable, special improvement district assistance and budget calculation, project accounting, capital improvement plan reporting, grant reporting in compliance with A133 audit requirements, credit card administration, internal audit to ensure compliance with County policy and State/Federal laws, capital asset reporting, and facilitating external audits.

Goals & Objectives

- Promote open and accountable government by providing independent and impartial reviews, public access to information, and service for County government and the public.
- Prepare a comprehensive budget which encompasses all County funds on an annual basis in an accurate, informative, and easily understood document.
- Prepare an accurate, informative, and easily understood 5-year Capital Improvement Plan document.
- Produce an accurate and timely Annual Comprehensive Financial Report (ACFR) in accordance with Generally Accepted Accounting Principles.
- Ensure timely reporting of financials in compliance with the State of Montana, grant requirements and bond disclosures.
- Produce a clean (unqualified) audit opinion, free of any material audit findings
- Maintain the general ledger, establishing control and accuracy of all funds.
- Audit for compliance and pay all the County's claims (bills) in a prompt and efficient manner.
- Maintain capital asset reporting system and conduct periodic internal audit of assets.
- Prepare and administer bi-weekly payroll and related reporting requirements and facilitate external audits as needed.
- Assist other departments with accounting and compliance matters.
- Conduct internal control reviews and provide education to departments on proper controls and segregation of duties.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 402,630	\$ 445,667	\$ 520,341	\$ 545,060	\$ 24,719	5%
Operating Expenditures	122,112	138,698	142,763	166,030	23,267	16%
Capital Outlay	-	-	-	-	-	0%
Transfers Out	51,435	51,600	76,720	77,324	604	1%
Total	\$ 576,177	\$ 635,965	\$ 739,824	\$ 788,414	\$ 48,590	7%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 467,581	\$ 489,633	\$ 558,550	\$ 604,550	\$ 46,000	8%
2370 RETIREMENT	44,787	47,151	55,913	60,036	4,123	7%
2380 GROUP INSURANCE	63,809	47,864	54,104	49,300	(4,804)	-9%
2991 CARES ACT	-	51,317	71,257	74,528	3,271	5%
Total	\$ 576,177	\$ 635,965	\$ 739,824	\$ 788,414	\$ 48,590	7%

2024 Budget Highlights

Personal Services

- COLA, salary steps, and longevity resulted in an increase.

Operating Expenditures

- The cost of our annual audit increased significantly this year.

Capital Outlay

- No capital purchases are planned for this year.

Transfers

- This department participates in the CERF program. They are also saving for future replacement of accounting and payroll software.



Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Finance Director	1.00	1.00	1.00	1.00
Grant Technician	-	-	1.00	1.00
Senior Accountant	-	-	1.00	1.00
Staff Accountant	2.00	2.00	1.00	1.00
Payroll & A/P Specialist	2.00	2.00	2.00	2.00
Total	5.00	5.00	6.00	6.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Clean Audit Opinion on financial statements	Achieved	Achieved	Achieve	Achieve
2 . Internal Control over Financial Reporting findings:				
-Material weakness	0	0	0	0
-Non-material weakness	0	0	0	0
3 . Federal award findings:				
-Material weakness	0	0	0	0
-Non-material weakness	0	0	0	0
4 . Receive Distinguished Budget Presentation Award from the Government Finance Officers' Association	Awarded	Awarded	Receive	Receive
5 . Deliver the preliminary and final budget to the Commissioners by agreed dates	6/30, 9/1	6/29, 9/2	6/30, 8/31	6/30, 8/31
6 . Date of annual financial statement (ACFR) submission	2/9/2021	12/15/2022	12/31/2023	12/31/2024
7 . GFOA Certificate of Excellence in Financial Reporting Awarded	Received	Received	Receive	Receive
8 . Credit card rebates earned	\$47,909	\$51,953	\$50,000	\$50,000
9 . Credit rating	AA	AA	AA	AA
10 . Capital Improv Plan (CIP) document for adoption	June 2020	June 2021	June 2022	June 2023

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Number of FTES	5.0	6.0	6.0	6.0
2 . Accounts Payable - total checks processed	5,558	5,950	6,500	6,000
3 . Payroll - number of net pay and payable checks	21,216	19,785	22,500	20,000
4 . Accounting - Journal Entries Posted	204	142	250	175
5 . 1099/1042's issued	165	149	175	175
6 . W-2's issued	752	730	725	740
7 . Number of capital asset additions	108	74	120	120
8 . Number of credit card transactions entered in GL	11,015	11,619	12,000	12,000
9 . Total work item transactions	39,018	38,449	42,270	39,210
10 . Average cost per work item transaction	\$11.38	\$10.26	\$10.62	\$12.02
11 . Federal grants supported subject to single audit	94	88	90	90
12 . Credit Cards issued & monitored	146	145	145	150
13 . Special District budgets administered	58	58	58	58
14 . Special District Contacts (phone/in person)	1,015	818	1,100	950
15 . Public requests for information	13	20	15	20
16 . Number of policies created/revised and approved	1	0	1	1
17 . Number of external audits conducted	5	3	7	7
18 . Petty cash drawer audits	0	0	55	55
19 . Number of capital asset department audits	21	26	25	25
20 . Number of Internal Control or special audit/review	0	0	1	1

Program Description

The Flathead County Geographic Information Systems (GIS) department provides geographic information and mapping services for all County offices, other organizations at all levels of the government, private organizations, and the public. The bulk of the GIS department's workload is maintaining the data "layers" in the GIS library. This includes infrastructure layers such as parcels of land, subdivisions, addresses and the transportation (road) network, as well as layers such as zoning use, election information, district boundaries, hydrology, environmental, geologic, demographic information, and aerial imagery. In addition to maintaining the GIS data library, GIS provides mapping services to all offices within the County, thereby alleviating those departments' workloads and/or enhancing their services. Examples of GIS services and data use include:

- GIS works with the Plat Room to supply correct cadastral (parcel) mapping and land ownership layers.
- GIS annually reviews special districts that owners of a parcel pay taxes to, and coordinates with the Clerk & Recorder, Plat Room, Finance, and the Treasurer's office's to correct any identified errors in the tax base.
- GIS created and helps maintain data layers for the 911 Center mapping software, which is especially important when considering Next Generation 911¹ requirements. GIS backs up the 911 Center in providing emergency personnel with evacuation lists and mapping support (most often during forest fire season, but events such as avalanche rescue missions and Amber Alerts may also require assistance from GIS staff).
- GIS annually prepares the submittal of road mileage fitting the criteria for fuel tax reimbursement.
- GIS provides maps, web applications and solutions for data collection in the field for all County agencies.
- Support for all County agencies.
- GIS oversees the decennial LUCA (local update of Census Address), which is important for maximization of allocation for \$675 billion of Federal funds.

In addition to the above services, the GIS department also manages new address assignment and road naming for unincorporated Flathead County. To facilitate timely emergency response, GIS also administers the "Address Improvement Program", which re-addresses areas that do not adhere to the addressing resolution and therefore could be difficult to locate, such as by emergency services.

The Interactive Mapping Application (IMA) has been the focal point of GIS's data distribution to other agencies as well as to the public. The linking of Department of Revenue taxation information to the parcels allows a user to view online data concerning their property and appraisal information. Upon request from any County entity, customized online mapping applications are developed and are an effective method of distributing GIS maps and data.

Goals & Objectives

- The primary objective of GIS is to maintain and update the GIS data library. To do this, daily edits are made to various data "layers" to depict the new development in the County. GIS also annually updates data layers from outside data sources (such as wells, gravel pits, churches, soils, wetlands, etc.). Our goal is to ensure these updates are done in a timely manner.
- Our secondary focus is to ensure that the mapping needs of all the departments within Flathead County are fulfilled and to continue to leverage GIS technology to enhance accessibility of geographic data. This includes producing maps, creating GIS data, performing geographic analysis, and creating focused web mapping applications as needed by other departments throughout the County, thereby enhancing those departments' services to the public.

¹ https://msl.mt.gov/geoinfo/next_generation_911

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 284,094	\$ 257,774	\$ 315,277	\$ 252,231	\$ (63,046)	-20%
Operating Expenditures	24,239	78,694	53,131	43,505	(9,626)	-18%
Capital Outlay	-	-	-	12,000	12,000	100%
Transfers Out	1,088	5,492	4,328	8,628	4,300	99%
Total	\$ 309,421	\$ 341,960	\$ 372,736	\$ 316,364	\$ (56,372)	-15%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 202,052	\$ 244,784	\$ 242,109	\$ 205,481	\$ (36,628)	-15%
2370 RETIREMENT	31,289	28,430	36,943	30,648	(6,295)	-17%
2380 GROUP INSURANCE	55,225	43,185	54,084	36,960	(17,124)	-32%
2859 GIS-MT LAND INFO ACT	20,855	25,561	39,600	31,275	(8,325)	-21%
4030 FC COUNTY WIDE CAPITAL PROJECTS	-	-	-	12,000	12,000	100%
Total	\$ 309,421	\$ 341,960	\$ 372,736	\$ 316,364	\$ (56,372)	-15%

2024 Budget Highlights

Personal Services

- The reduction of 1.0 FTE was more than increases for COLA, salary steps, and longevity, resulting in an overall decrease.

Operating Expenditures

- Operating expenditures decreased due to not purchasing a software program last year as was planned. This purchase is not planned for this year.

Capital Outlay

- This department is purchasing a plotter.

Transfers

- This department participates in the CERF program. They are also saving for future capital purchases.

Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
GIS Analyst	1.00	1.00	1.00	-
GIS Cadastral Specialist	2.00	2.00	2.00	1.00
GIS Supervisor	-	-	-	1.00
GIS Survey Specialist	1.00	1.00	1.00	1.00
Total	4.00	4.00	4.00	3.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Average number of days for inputting new or changed parcels (COS's or plats) into the GIS database	4.23	2.29	5	2.1
2 . Number of (true) errors in the district taxation identified by the GIS audit process	7	136	10	51
3 . Estimated percentage of addresses in Flathead County that align with guidelines in addressing resolution	95.6%	96.4%	96.0%	96.3%

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Number of COS's drafted per FTE	193	196	171	187
2 . Number of Subdivision Plats drafted per FTE	51	58	57	60
3 . Misc parcel edits such as deletes & combines, AssrNo changes, correction from Plat Room, etc. per FTE	124	101	105	110
4 . Number of improvements added/changed under direction from DOR	10	14	9	11
5 . Number of district annexations entered into database	38	53	34	42
6 . Number of roads named	33	18	24	20
7 . Number of maps updated and printed for Plat Room per FTE	331	310	300	313
8 . Number of Mobile Home Declarations processed	111	187	370	200
9 . Number of road features edited inside city limits	5,026	5,102	4,910	5,200
10 . New addresses assigned (landowner requested)	550	782	427	586
11 . New addresses assigned (COS's or subdivision plats)	445	492	500	510
12 . Number of addresses added or updated per city request	547	392	527	489
13 . Number of addresses which were field verified	171	271	185	275
14 . Retired addresses (indicative of readdressing workload volume)	174	189	185	182
15 . Mileage of new roads into database (delta)	85	31	100	6
16 . Map and map products created	87	65	72	75
17 . Ownership lists created	217	326	153	232
18 . GIS Mapping Services (Digital Data, Statement of Addresses, etc.), Charged by the employees hourly rate	52	62	30	55

Program Description

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

Goals & Objectives

- Perform continuous process of updating job descriptions within the County
- Review and update the Flathead County Policy and Procedure Manual as needed to stay current with changing laws and best practices
- Interpret and apply personnel policies and procedures, rules, laws, and collective bargaining agreements, and advise management and employees to ensure compliance and consistent application
- Conduct supervisory training sessions and/or coordinate external training sessions to assist management team members in following County policy and State and Federal rules
- Provide training and assistance in the recruitment and selection process to attract and hire qualified applicants
- Review and monitor Flathead County wages and benefits to remain competitive with the market
- Maintain the health insurance trust fund balance while keeping the plan in compliance with healthcare laws
- Promote and enforce a safety culture and attend monthly Safety Committee meetings
- Work with our workers' compensation carrier to manage claims and utilize the Early Return to Work program whenever possible
- Lead or assist with investigations regarding employment complaints, grievances, disciplinary issues to ensure appropriate and timely completion in compliance with policy and law, and to resolve problems

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 243,674	\$ 249,518	\$ 268,468	\$ 278,881	\$ 10,413	4%
Operating Expenditures	60,762	67,839	73,368	92,800	19,432	26%
Capital Outlay	188,707	847	30,693	-	(30,693)	-100%
Transfers Out	39,966	44,818	21,966	1,984	(19,982)	-91%
Total	\$ 533,109	\$ 363,022	\$ 394,495	\$ 373,665	\$ (20,830)	-5%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 275,253	\$ 294,364	\$ 290,976	\$ 302,224	\$ 11,248	4%
2370 RETIREMENT	27,560	28,832	32,263	34,481	2,218	7%
2380 GROUP INSURANCE	41,589	38,979	40,563	36,960	(3,603)	-9%
4030 FC COUNTYWIDE CAPITAL	188,707	847	30,693	-	(30,693)	-100%
Total	\$ 533,109	\$ 363,022	\$ 394,495	\$ 373,665	\$ (20,830)	-5%

2024 Budget Highlights

Personal Services

- COLA, salary steps, and longevity resulted in an increase.

Operating Expenditures

- The implementation of timeclock and scheduling software resulted in increased operating expenditures.

Capital Outlay

- This department is not planning to make any capital purchases this year.

Transfers

- This department participates in the CERF program. This department is also saving for future capital purchases, which are significantly lower than the past few years.

Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Human Resources Generalist	2.00	2.00	2.00	2.00
Human Resources Director	1.00	1.00	1.00	1.00
Total	3.00	3.00	3.00	3.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Percentage of job descriptions updated	15%	12%	10%	10%
2 . Work Comp Experience MOD Factor	1.44	1.40	1.00	1.25
3 . % of work comp injuries with wage loss benefits	13%	6%	0%	0%
4 . Facilitate employee or supervisor training sessions	0	21	5	5
5 . Health Insurance Trust Fund balance per participant	\$7,761	\$10,873	\$5,000	\$9,000

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Job Postings	142	169	100	100
2 . Applications received	1,346	1,532	2,000	2,000
3 . New Hires	108	148	100	100
4 . New Hire Orientation sessions	48	53	40	40
5 . Terminated employees	166	157	80	80
6 . Exit interviews conducted	49	35	55	55
7 . Job Description updates	32	26	21	21
8 . Position changes	54	48	25	25
9 . Updates to County policy (includes safety)	0	1	1	1
10 . Handled grievances or conducted investigations	13	9	10	10
11 . Amendments to Health Plan	2	2	1	1
12 . Negotiated collective bargaining agreements	2	3	4	2
13 . Work comp claims reported	46	47	45	40
14 . Employment verifications	263	121	125	125
15 . Unemployment claim responses	77	35	45	45
16 . # of employees who used FMLA leave	108	85	100	75
17 . FMLA hours used	14,519	11,621	15,000	10,000

Program Description

The Information Technology (IT) department provides a reliable and secure network infrastructure to support each of the County departments' data and voice systems. The IT department provides support for desktop computers, laptops, printers, scanners, mobile devices, telephones, and Internet services. This department maintains the County's network equipment including file servers, storage arrays, switches, routers, fiber optic and copper cable links throughout the campus and remote offices. The IT department's programming staff provides both web and conventional programming services that allow other County departments to function efficiently, while providing for the security and integrity of County systems and data. This department implements and enforces the County's Information Technology policies.

Goals & Objectives

- **Service**
Maintain a high level of service to our users and to the public through custom application development, reliable network infrastructure and efficient technological innovations. Strive for 100% uptime for County personnel and a Helpdesk resolution time of less than three hours, for most requests.
- **Support**
Provide superior computer hardware, software, and desktop support to all County departments. Attain an above average customer satisfaction rating of 4.8 out of 5 or better.
- **Security / Safety**
Provide a secure environment in which to work through appropriate backups, Internet firewalls and email and web filtering. Conduct security audits to assure network security; maintain and enforce proper access to the network and to data using role-based security methods. Implement an on-campus backup and disaster recovery site, with strategic backup copies going to cloud storage. Perform security related audits to measure our security protocols and employee training.
- **Accessibility**
Enhance access to County government services for citizens, businesses, and visitors through a continuously improving website interface and set of e-government services. Implement new web-based applications to provide services to the public.
- **Fiscal Responsibility / Efficiency**
Ensure effective technical and fiscal management of the department's operations, resources, and technology projects. Review contracts with third-party vendors to ensure pricing stays competitive. Obtain competitive bids for most IT projects and services. Investigate alternate options for remote site access to the datacenter to reduce hardware costs and administrative overhead. Develop in-house applications to automate processes to save County time and money.
- **Communication**
Develop excellent working relationships with vendors, users, and other staff members through positive and timely communication.
- **Training and Education**
Develop and retain technically skilled employees that are knowledgeable and competent in current and emerging information technology. Develop a user community that understands and can employ modern technologies to maximize business benefits. Participate in the Local Government Information Technology (LGIT) group to learn from our peers. Provide IT orientation for all new employees. Provide regular cyber security training to all County staff, to improve cyber security for Flathead County, and the employees that support its mission.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 1,299,997	\$ 1,300,270	\$ 1,396,946	\$ 1,471,738	\$ 74,792	5%
Operating Expenditures	420,077	434,450	584,003	549,232	(34,771)	-6%
Capital Outlay	289,896	184,937	212,000	-	(212,000)	-100%
Transfers Out	188,735	222,733	223,981	219,880	(4,101)	-2%
Total	\$ 2,198,705	\$ 2,142,390	\$ 2,416,930	\$ 2,240,850	\$ (176,080)	-7%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 1,479,854	\$ 1,589,298	\$ 1,696,121	\$ 1,773,439	\$ 77,318	5%
2370 RETIREMENT	151,082	153,107	171,272	185,464	14,192	8%
2380 GROUP INSURANCE	193,485	188,822	186,594	170,020	(16,574)	-9%
4017 MICRO COMPUTER REPLACEMENT CIP	84,388	26,226	150,943	111,927	(39,016)	-26%
4030 FC COUNTYWIDE CAPITAL PROJECTS	289,896	184,937	212,000	-	(212,000)	-100%
Total	\$ 2,198,705	\$ 2,142,390	\$ 2,416,930	\$ 2,240,850	\$ (176,080)	-7%

2024 Budget Highlights

Personal Services

- COLA, salary steps, and longevity resulted in an increase in personal services.

Operating Expenditures

- SAN support and phone expenditures decreased.

Capital Outlay

- No capital purchases are planned this year.

Transfers

- This department participates in the CERF program and is saving for future capital purchases.

Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Information Technology Director	1.00	1.00	1.00	1.00
Info Systems & Security Spec	1.00	1.00	1.00	1.00
Network & Systems Admin	2.00	2.00	2.00	2.00
Software Engineer/Database Admin	4.00	4.00	3.80	3.80
System & Security Admin	2.00	2.00	2.00	2.00
Tech Operations Supervisor	1.00	1.00	1.00	1.00
Tech Support Specialist	2.00	2.00	2.00	2.00
Telecom & Technical Support	1.00	1.00	1.00	1.00
Total	14.00	14.00	13.80	13.80

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Total number of calls / requests Average per month	880	760	810	785
2 . Helpdesk response time 3 hours or less Average per month	91%	93%	90%	94%
3 . First call resolution percentage - percent of calls resolved on first call	97%	92%	96%	95%
4 . One day call resolution - percent of calls resolved in one day	94%	96%	95%	97%
5 . Number of students receiving IT Orientation	214	240	100	170
6 . Uptime percentage - servers and switches	99.8%	99.7%	99.9%	99.8%
7 . Number of web-based public services added	4	3	3	2
8 . Number of visitors to Flathead County websites (in millions)				
9 . Total number of cybersecurity-related calls / requests Average per month	25	78	71	65

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . User accounts supported, average per month	704	760	630	700
2 . Number of users added to the county network	190	131	135	120
3 . Number of users removed from the county network	171	65	93	70
4 . Average number of service requests per month	880	902	810	850
5 . Average number of requests per support Tech, per mo.	285	276	250	260
6 . Average Number of Email accounts supported per month	607	535	565	550
7 . Desktops, laptops, tablets and servers supported	1,821	1,712	1,650	1,680
8 . Computers supported per Tech	304	285	300	290
9 . Servers / Appliances supported per Administrator	45	85	48	50
10 . Printers, scanners and other computer equipment supported	1,272	1,361	1,325	1,345
11 . Phones / phone lines supported	1,030	1,015	1,005	1,043
12 . Number of pieces of spam blocked (in millions)	0.22	0.08	0.67	0.70
13 . Batch jobs serviced	121	129	150	140
14 . Number of users provided IT Training	214	240	150	165
15 . Number of non-web in-house applications supported	85	87	86	75
16 . Number of web-based applications supported (includes CMS powered applications, and custom built)	171	168	172	162
17 . Number of database admin requests per Programmer	5	2	8	10
18 . Number of minor modifications and enhancements per Programmer	149	121	155	150
19 . Total number of programmer projects over 40 hours (new applications, conversions, major enhancements)	55	58	14	36

Program Description

The Intrafund was established to account for those expenditures and revenues which cannot be allocated to a specific department. Those expenditures include mental health charges, indigent burials, and Rural Special Improvement District (RSID) costs. Revenues include property taxes and Payments in Lieu of Taxes (PILT). This department is under the direct administrative jurisdiction of the Board of County Commissioners.



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Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 658,339	\$ 557,904	\$ 2,268	\$ -	\$ (2,268)	-100%
Operating Expenditures	3,437,295	3,804,204	2,692,365	2,964,035	271,670	10%
Capital Outlay	1,656,316	7,400,639	2,326,072	-	(2,326,072)	-100%
Transfers Out	21,096,974	12,332,335	8,734,828	7,914,471	(820,357)	-9%
Total	\$ 26,848,924	\$ 24,095,082	\$ 13,755,533	\$ 10,878,506	\$ (2,877,027)	-21%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 6,548,204	\$ 6,448,181	\$ 2,836,280	\$ 3,100,223	\$ 263,943	9%
2120 POOR FUND	302,249	118,930	215,900	185,900	(30,000)	-14%
2150 PREDATORY ANIMAL	126	168	140	140	-	0%
2190 COMP INSUR	1,318,340	1,461,965	1,641,000	1,930,000	289,000	18%
2260 EMERGENCY/DISASTER	-	61,905	3,541	-	(3,541)	-100%
2370 RETIREMENT	3,037	2,431	-	-	-	0%
2372 PERMISSIVE MEDICAL LEVY	3,673,909	4,173,369	4,129,475	3,909,118	(220,357)	-5%
2380 GROUP INSURANCE	7,914	4,342	-	-	-	0%
	-	434	3,125	3,125	-	0%
2901 P I L T	6,322,720	3,270,344	2,600,000	1,750,000	(850,000)	-33%
2940 CDBG	45,000	-	-	-	-	0%
2991 CARES ACT	6,612,705	1,272,966	-	-	-	0%
4011 FLATHEAD COUNTY LAND ACQ	139,186	-	-	-	-	0%
4012 COUNTY BUILDING CAPITAL IMPROV	1,619,095	6,491,004	2,326,072	-	(2,326,072)	-100%
4030 FC COUNTYWIDE CAPITAL	-	781,345	-	-	-	0%
4257 SANDY HILL RSID #157	6,092	-	-	-	-	0%
4258 RIVER BUTTE RANCHETTES RSID #158	250,347	-	-	-	-	0%
4259 EVERGREEN SIDEWALK	-	7,698	-	-	-	0%
Total	\$ 26,848,924	\$ 24,095,082	\$ 13,755,533	\$ 10,878,506	\$ (2,877,027)	-21%

2024 Budget Highlights

Personal Services

- The only employees paid from this fund are light duty (workers' compensation) workers. Industrial accident (workers' compensation) retro payments are also paid from this fund. These expenditures are not budgeted.

Operating Expenditures

- Utility costs and insurance rates increased.

Capital Outlay

- There are no capital purchases planned this year.

Transfers

- PILT and general funds are being transferred for the purpose of saving for new construction or a major renovation of the jail. The permissive medical levy tax revenue is received here and then transferred to the Group Insurance fund in each applicable department.



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Program Description

Located at 935 1st Ave West, Justice Court handles in excess of 10,000 civil and criminal cases a year. As a court of limited jurisdiction, the court's jurisdiction is limited to certain types of cases. In civil disputes, the court hears cases in which the amount of damages does not exceed \$15,000.00. In the small claims division, the court hears cases which are factually simple, and do not involve damages in excess of \$7,000.00. Typical civil cases include those involving contracts, landlord-tenant disputes, collections, and orders of protection.

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

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

Goals & Objectives

- To ensure the court is accessible to the public and efficient in its operation.
- To provide professional judicial and administrative services to the citizens of Flathead County.
- Implement and apply the rules of Civil and Criminal Procedure to ensure fairness and due process in all proceedings.
- Effectively assist all parties to ensure accurate and timely movement of cases through the judicial process.
- To maintain accurate and orderly case files in both criminal and civil matters.
- Respond to growing demands upon the judicial system through the increased use of technology, as directed by the Supreme Court Administrator's Office.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 666,303	\$ 604,203	\$ 749,904	\$ 780,441	\$ 30,537	4%
Operating Expenditures	32,541	31,503	59,538	55,078	(4,460)	-7%
Capital Outlay	-	-	-	-	-	0%
Transfers Out	800	800	800	800	-	0%
Total	\$ 699,644	\$ 636,506	\$ 810,242	\$ 836,319	\$ 26,077	3%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 528,591	\$ 485,854	\$ 611,206	\$ 635,325	\$ 24,119	4%
2370 RETIREMENT	77,956	72,665	90,828	96,244	5,416	6%
2380 GROUP INSURANCE	93,097	77,987	108,208	104,750	(3,458)	-3%
4030 FC COUNTY WIDE CIP	-	-	-	-	-	0%
Total	\$ 699,644	\$ 636,506	\$ 810,242	\$ 836,319	\$ 26,077	3%

2024 Budget Highlights

Personal Services

- COLA, salary steps, longevity and a change in insurance participation resulted in an increase in personal services.

Operating Expenditures

- Operating expenditures decreased due to reduced jury payments budgeted.

Capital Outlay

- This department has no planned capital expenditures this year.

Transfers

- This department is saving for future capital purchases.



Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Justice Court Clerk	5.50	5.50	5.00	5.00
Justice of the Peace	2.00	2.00	2.00	2.00
File Clerk	-	-	0.50	0.50
Office Administrator	1.00	1.00	1.00	1.00
Senior Justice Court Clerk	1.00	1.00	1.00	1.00
Substitute Justice of the Peace	0.23	0.23	0.23	0.23
Total	9.73	9.73	9.73	9.73

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Average monthly civil filing fee collected	\$ 9,906	\$ 7,573	\$ 7,690	\$ 7,009
2 . Average fines and fees collected per month	\$ 76,214	\$ 64,125	\$ 61,215	\$ 61,990
3 . Monthly average number of cases entered per month	786	747	708	767

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Average number of civil case filings per month	221	168	169	161
2 . Average number of misdemeanor filings per month	387	379	338	384
3 . Average number of court hearings per month	711	635	615	654
4 . Average number of Petitions for Orders of Protection per month	33	32	32	36
5 . Average number of criminal complaint filings per month	74	88	88	97
6 . Average number of felony initials held per month	71	80	81	88

Program Description

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

Administrative Support – Responsible for general office support (payroll, accounting, budget development, clerical, and front counter public reception as well as data entry and management).

Current & Long-Range Planning – Responsible for researching and processing land use applications (typically zoning related including conditional use permits, variances, and zoning text/map amendments) and subdivision review (including minor and major subdivisions). Current planning activities also include administering the floodplain and lakeshore regulations. Long-Range Planning is responsible for preparing and implementing the growth policy and related studies and plans (neighborhood plan updates, transportation planning, water resource and quality planning) and special studies requested by the Commission and/or other County departments.

Code Enforcement – Responsible for the enforcement of land use, subdivision, zoning, community decay, lakeshore, and floodplain regulations.

Goals & Objectives

- **Promote professional development for staff**
 - Encourage membership in professional organizations
 - Encourage outside training opportunities for staff development
 - Provide in-house training programs for new employees
 - Promote cross-training opportunities for office staff
 - Meet all standards in the strategic annual work plan
- **Enhance customer service**
 - Staff will conduct themselves in a professional manner
 - Provide technical support to Commission and County departments
 - Maintain courteous and professional attitude with public
 - Provide support and training to the Planning Board, Board of Adjustment, Land Use Advisory Committees, and other Commission-created committees
 - Strive to reduce controversy through proactive communication and transparent processes
- **Continue excellent general office management and operation**
 - Continue to process daily business and provide fiscal accountability
 - Enhance and maintain County website
 - Promote a safe working environment
 - Maintain electronic land-use database
- **Constantly improve office work products**
 - Utilize existing technology to improve efficiency and reduce public cost
 - Utilize GIS for modeling and predictive analysis
 - Conduct studies to improve quality of life
 - Continue to improve staff land use application reports
 - Update and implement the Growth Policy

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 661,745	\$ 613,351	\$ 797,081	\$ 839,653	\$ 42,572	5%
Operating Expenditures	39,474	70,473	43,350	42,850	(500)	-1%
Capital Outlay	-	-	73,800	17,100	(56,700)	-77%
Transfers Out	13,534	13,027	24,452	26,818	2,366	10%
Total	\$ 714,753	\$ 696,851	\$ 938,683	\$ 926,421	\$ (12,262)	-1%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2251 PLANNING	\$ 538,474	\$ 533,791	\$ 636,266	\$ 684,314	\$ 48,048	8%
2370 RETIREMENT	77,007	70,866	93,407	101,807	8,400	9%
2380 GROUP INSURANCE	99,272	92,194	135,210	123,200	(12,010)	-9%
4014 PLANNING CIP	-	-	73,800	17,100	(56,700)	-77%
Total	\$ 714,753	\$ 696,851	\$ 938,683	\$ 926,421	\$ (12,262)	-1%

2024 Budget Highlights

Personal Services

- COLA, salary steps, longevity, and a change in insurance participation resulted in an increase in personal services.

Operating Expenditures

- Small decreases in various line items resulted in a slight decrease in operating expenditures.

Capital Outlay

- This department is planning to purchase a plotter.

Transfers

- This department participates in the CERF program. They are also saving for future capital purchases.

Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Code Compliance Officer	-	0.50	2.00	2.00
Executive Secretary	0.30	-	-	-
Office Coordinator	1.00	1.00	1.00	1.00
Planner I	2.00	2.00	3.00	3.00
Planner II	1.00	1.00	-	-
Planner III	1.00	1.00	1.00	1.00
Planning Technician	1.00	1.00	1.00	1.00
Planning Office Director	1.00	2.00	1.00	1.00
Planning Office Board Secretary	0.50	0.50	1.00	1.00
Planning Technician-Code Compl	1.00	1.00	-	-
Total	8.80	10.00	10.00	10.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Number of land use related law suits filed against county/number of land use applications processed	1/328	1/415	0/328	3/335
2 . Number of water resource related applications received/number of water resource related permits issued	134/106	125/92	110/95	125/100
3 . Percent of enforcement files from previous FY resolved	89%	87%	90%	90%
4 . Percent of goals in annual work plan implemented	100%	88%	100%	100%
5 . Customer Satisfaction on staff performance, out of maximum of 2.0 ¹	1.82	1.25	1.90	1.50
Customer Satisfaction on regulatory process, out of maximum of 2.0 ¹	1.60	1.25	1.60	1.50
Total Surveys Received	50	59	50	50
6 . Percent of file follow -ups completed	100%	100%	100%	100%

¹Customer satisfaction surveys were initiated in July of 2011 (FY 12). Surveys rate performance in two key areas, staff performance and satisfaction with process. Survey results are tallied such that perfect satisfaction equals 2.0 and total dissatisfaction is - 2.0.

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Number of Subdivision applications received (FPP, FSR, FRP, FASR, FFP)	47	65	50	50
2 . Number of Zoning applications received (FACU, FCU, FPMA, FZC, FZV, FZD, FCMU, FCAP...)	147	195	168	160
3 . Number of water resource related applications received (FDP, FLP, FLEW, FLV, FDV)	134	155	110	125
4 . Number of enforcement files created (FCD, FZT, FLT, FPT, FBT, FSV)	136	112	125	100
5 . Amount of fee revenue generated by applications	\$ 198,938	\$ 299,446	\$ 150,000	\$ 175,000
6 . Percent of goals achieved in annual work plan	100%	100%	100%	100%
7 . Number of customer walk-ins	744	2,387	2,500	2,500
Number of phone contacts	9,459	10,073	9,000	9,000

Program Description

The Flathead County Plat Room/Surveyor maintains ownership and land records for Flathead County's tax base. It is a department of the Clerk & Recorder's office and functions under the guidance of Title 7 of Montana Code Annotated (MCA).

The Plat Room/Surveyor office is a high-traffic office, providing services for private and public businesses as well as interdepartmental support within Flathead County. All documents are reviewed by the Plat Room/Surveyor before they can be officially recorded with Flathead County. Information concerning the chain of title of a parcel of land, change in ownership, property splits, and address changes are maintained in this office. Additionally, the Plat Room/Surveyor prepares and researches all surveys and subdivisions submitted for 509F review.

Flathead County has a total land area of approximately 5,137 square miles. 3,313,280 acres of land information is stored in the Plat Room. This information is accessible on the Land system and can be searched by owner's name, property address, legal description, or assessor number. The Plat Room/Surveyor works closely with Flathead County Geographical Information System (GIS) office supplying documentation for mapping and addressing procedures.

Goals & Objectives

- Maintain a professional and supportive working relationship with the public and all County departments.
- Maintain accurate and up-to-date information related to land records in Flathead County.
- Continue to develop and train technically skilled and knowledgeable employees within the department.
- Record conveying documents and surveys/subdivisions in the Land system.
- Maintain fiscal management of the Plat/Surveyor office operations, resources, and services.
- Update road records by attaching scanned versions of large-scale road maps to previously scanned road files.
- Work with the County Attorney, title companies, surveyors, and the public to address land-related issues.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 396,498	\$ 430,646	\$ 492,928	\$ 503,867	\$ 10,939	2%
Operating Expenditures	68,844	78,538	124,550	122,500	(2,050)	-2%
Capital Outlay	-	-	99,500	55,000	(44,500)	-45%
Transfers Out	49,325	43,629	20,929	14,223	(6,706)	-32%
Total	\$ 514,667	\$ 552,813	\$ 737,907	\$ 695,590	\$ (42,317)	-6%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 392,151	\$ 422,331	\$ 487,380	\$ 500,107	\$ 12,727	3%
2370 RETIREMENT	42,753	46,934	56,380	60,403	4,023	7%
2380 GROUP INSURANCE	79,763	83,548	94,647	80,080	(14,567)	-15%
4030 FC COUNTY WIDE CAPITAL PROJECTS	-	-	99,500	55,000	(44,500)	-45%
Total	\$ 514,667	\$ 552,813	\$ 737,907	\$ 695,590	\$ (42,317)	-6%

2024 Budget Highlights

Personal Services

- Staffing was reduced by 0.5 FTE which helped offset cost of living adjustments (COLA), salary steps, and longevity.

Operating Expenditures

- Various line items had a decrease in a slight decrease in operating expenditures.

Capital Outlay

- This department is planning to purchase a tract book digitization software.

Transfers

- This department participates in the CERF program. They are also saving for future capital purchases.

Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Clerk & Recorder Manager	-	-	-	0.50
Clerk & Recorder Supervisor	1.00	1.00	1.00	1.00
Land Specialist	4.00	6.00	6.00	4.00
Land/Cadastral Specialist	-	-	-	1.00
Total	<u>5.00</u>	<u>7.00</u>	<u>7.00</u>	<u>6.50</u>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Number of days to review and approve 509E submittals.	5	5	10	5
2 . Number of large maps scanned/indexed per month into the archived road file folders.	20	50	20	0
3 . Number of days needed to review and post documents related to land management in Flathead County.	60	60	60	60
4 . Date by which all documents are approved/processed to establish the county's real property tax base, i.e., Deeds, Certificate of Survey's (COS), Plats, delinquent tax process process, address changes.	2/28/2021	2/16/2022	3/15/2023	2/15/2024
5 . Number of days needed to review and approve ownership lists, fire/water district annexations, road abandonment petitions and zoning legal descriptions.	5	4	7	4

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Review all recorded documents prior to recording.	47,250	38,624	45,000	35,000
2 . Process recorded surveys to establish tax base.	367	383	350	200
3 . Process recorded subdivisions to establish tax base.	150	110	120	100
4 . Process documents conveying ownership for tax base.	9,450	8,836	9,000	7,500
5 . Review/approve 509E Certificate of Survey's (COS) and other documents.	445	542	400	400
6 . Review/approve 509E subdivisions.	160	144	110	100
7 . Newly created parcel tax accounts.	1,000	2,058	700	700
8 . Complete mailing address updates for tax year.	13,200	10,343	10,000	9,000
9 . Process newly created condominium documents to establish tax base.	50	22	25	20
10 . Verify ownership lists for Planning & Zoning and GIS.	200	298	250	250

Program Description

The Flathead County Records Center serves as the curator of active, inactive, and archival public records related to Flathead County government functions. The Records Center operates under the direction of the Clerk and Recorder with guidance from Montana Code Annotated (MCA), including 7-4-2635, 7-4-2637, and portions of Title 2. The Center currently warehouses an estimated over 10,000,000 individual records for 30 County departments.

The Flathead County Records Center offers in-depth records management capabilities and is a leader in local government record centers in the State of Montana. Center staff are responsible for keeping current on all mandates and regulations, both State and Federal, which affect the future of records and information management. To facilitate this, in 1993, Montana Legislators created the Government Records Committee, which provides support and guidelines for retention and destruction of archived records.

Goals & Objectives

- Educate County departments on effective records management practices, including retention and disposition of files, electronic records management, and improving accessibility to documents through the web portal.
- Provide timely response and delivery of department file requests.
- Expand the Scan-On-Demand program.
- Accession new department records into the Records Center, including data entry of files into tracking software and physical placement and management of files in storage facility.
- Partner with IT and other Flathead County offices to develop program for scanning record holdings and microfiche for preservation and disaster mitigation purposes.
- Implement plan for long-term space management and storage of permanent files, including development of a data migration plan for electronic records.
- Initiate training sessions on records retention and the use of web records management system for new County department employees.
- Maintain storage and check-out process for Flathead County departmental archival records.
- Coordinate system categorical data with departments to match Secretary of State retention schedules to ensure qualifying records are retained/destroyed according to applicable requirements.
- Expand special project organization and digitization across county departments.
- Provide annual in-depth reports to departments detailing their storage usage, files that are checked out, records that are able to be destroyed and active users so that administrators can effectively manage records retention practices.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 94,588	\$ 59,796	\$ 97,848	\$ 156,453	\$ 58,605	60%
Operating Expenditures	18,672	27,618	34,325	53,205	18,880	55%
Capital Outlay	5,435	-	71,800	56,800	(15,000)	-21%
Transfers Out	14,914	14,950	19,810	15,511	(4,299)	-22%
Total	\$ 133,609	\$ 102,364	\$ 223,783	\$ 281,969	\$ 58,186	26%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2395 RECORDS PRESERVATION	\$ 128,174	\$ 102,364	\$ 151,983	\$ 155,900	\$ 3,917	3%
2398 RECORDS SCANNING	-	-	-	69,269	\$ 69,269	0%
4024 RECORDS PRES CIP	5,435	-	71,800	56,800	(15,000)	-21%
Total	\$ 133,609	\$ 102,364	\$ 223,783	\$ 281,969	\$ 58,186	26%

2024 Budget Highlights

Personal Services

- A 0.85 FTE was added to this department along with COLA, salary steps, and longevity resulting in a large increase in personal services.

Operating Expenditures

- Operating Expenditures increased significantly due to the new position.

Capital Outlay

- They are planning to purchase a lift, a microfilm scanner, and replace the current HVAC system.

Transfers

- This department participates in the CERF program for computer replacement. They are also saving for future capital purchases.

Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Records Management Specialist	1.00	1.00	1.00	1.00
C&R Deputy Admin Clerk	0.50	0.50	0.50	0.50
Digital Imaging Clerk	-	-	-	0.85
Total	1.50	1.50	1.50	2.35

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1. Number of days to deliver documents requested by departments.	1	1	1	1
2. Number of hours to deliver Scan-On-Demand Requests.	1	1	1	1
3. Number of departments attending training sessions on effective records management practices.	15	15	2	3
4. Number of Zasio database training sessions presented to Flathead County new hires.	5	5	6	5
5. Number of hours spend on special collection digitization, indexing and filing.	900	1,200	1,500	1,200

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1. Boxes accessioned into Records Center.	550	550	750	770
2. Records/files accessioned into Records Center.	45,000	45,000	50,000	32,000
3. Records/files entered into Zasio database.	35,000	35,000	40,000	22,000
4. Annual file runs for delivery/pickup to/from County	260	200	215	230
5. Active/inactive records pulled/refiled for County departments.	2,500	5,000	5,000	1,000
6. Records scanned & imaged for County offices.	10,000	30,000	30,000	12,000
7. Department Scan-on-Demand requests.	50	150	375	225
8. Records approved for disposition.	25,000	35,000	20,000	33,000
9. Documents scanned and stored electronically on accessible county servers.	5,000	20,000	43,000	68,200
10. Documents scanned and stored electronically in Zasio database.	10,000	10,000	30,000	19,000

Program Description

The Office of the Flathead County Superintendent of Schools (CSOS) performs administrative, financial, legal, fingerprinting, record keeping, and transportation-supervisory services for the twenty-three school public districts (35 schools) in the County. It provides the framework and is the prime fiscal agent for three County-wide education cooperatives. The office also provides a paper-purchasing cooperative for all rural schools, private schools, Flathead County, and the City of Kalispell. It maintains a small materials and equipment library for schools—public and non-public. Yearly, it publishes a statistical profile of all schools.

The office assists school boards, educators, students, parents, and taxpayers in general to understand and implement Federal, State, and local laws applicable to education. The CSOS is a liaison between the State and Local governmental units and the taxpayers and their respective school districts.

The office oversees the budget preparation process for schools including estimates of district general fund budget caps, district transportation fund revenue, calculating County retirement and County transportation mills, and compiling all for inclusion on tax notices. It reviews and approves specified State money disbursements to school districts. The CSOS submits mill requirements for 23 school districts and Flathead Valley Community College (FVCC) to Flathead County Board of Commissioners for approval.

The CSOS is the hearing officer for certain school controversies as outlined in MCA. A goal of the CSOS is to work for conflict resolution before the more costly next step of conducting a formal hearing at the County level as mandated by the State. Oversight of school elections and administration of oaths of office for new trustees are annual responsibilities. Teacher and administrator licenses are registered and reviewed with notification sent to schools of renewal requirements. Background checks are done on all new employees and volunteers as required under the National Child Protection Act/Volunteers for Children Act (NCPA-VCA) of County schools, and substitute lists are maintained and provided to schools.

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

The CSOS by MCA statute is the chairperson of the County Transportation Committee that reviews and approves all transportation contracts and bus routes, files bus driver certificates, and monitors bus inspections. The office communicates to the Treasurer's office the amount of money the State and the County will pay to each district for on-schedule transportation costs and distributes County retirement and transportation revenues.

Goals & Objectives

Administrative/Executive

- Ensure that the Constitution and the Laws of the State of Montana concerning education are understood and implemented at the local level (in compliance with 46 Montana Codes)
- Attend board meetings and provide support and guidance to local school boards and districts (MCA directed)
- Submit required reports to the Office of Public Instruction (OPI)
- Monitor schools' accreditation status, assisting the OPI; evaluate teachers in small rural schools
- Sponsor, organize, and run annual County-wide spelling bee
- Assist rural schools in hiring staff
- Monitor school elections and swear-in elected and appointed school trustees
- Work in conjunction with County Health Department in disseminating County-wide health issue information to school districts
- Organize and oversee bidding, ordering, and distribution of paper products for 17 public school districts, 5 private schools, Flathead County, and the City of Kalispell

Financial

- Perform oversight of school district budgeting process (new laws, figures, preparation worksheets, checklists)
- Troubleshoot any related computer/accounting issues involving Black Mountain School Accounting software
- Assist with school audit preparation as requested & assist with internal controls, review all finished audits
- Provide updates on Generally Accepted Accounting Principles (GAAP) as related to school finance
- Provide integral budgeting and payroll accounting services to seven rural schools and two educational cooperatives
- Oversee annual selection of recipients and distribution of Hawkins Trust Fund scholarships (115 for \$2400 each in 2018)

Legal

- Inform the taxpayers, County officials, legislators, and interested citizenry of school statistics through an annual publication, a newspaper spreadsheet, and a website
- Stay current on school law, school-law case studies, and OPI policies and procedures; conduct hearings
- Register and maintain teacher and administrator certificates; notify school districts of pending expirations
- Classify school districts, review school boundaries
- Provide background checks in as timely a manner as is possible for requesting schools
- Notify schools and bus contractors of bus driver certification expirations

Record Keeping/Preservation

- Approve out-of-district attendance agreements and bill schools for tuition
- Collect and file required annual school documents and reports
- Register and maintain attendance and immunization records for County home schools

Transportation

- Review all bus routes and individual transportation contracts annually and approve new or amended ones
- Provide school and busing information on preliminary subdivision plat applications
- Provide Treasurer's office with on-schedule transportation amounts to be distributed to schools
- Reconcile and approve all transportation reimbursement claims twice each year
- Chair annual County Transportation Committee meeting and call special meetings or conduct votes on special requests as necessary

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Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 193,902	\$ 197,041	\$ 217,072	\$ 241,800	\$ 24,728	11%
Operating Expenditures	35,038	39,372	31,700	35,200	3,500	11%
Capital Outlay	-	-	-	-	-	0%
Transfers Out	2,932	2,890	2,938	2,906	(32)	-1%
Total	\$ 231,872	\$ 239,303	\$ 251,710	\$ 279,906	\$ 28,196	11%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 157,886	\$ 168,438	\$ 174,996	\$ 191,345	\$ 16,349	9%
2340 SCHOOL CO-OP REVOLVING FUND	29,247	25,887	23,250	27,700	4,450	19%
2370 RETIREMENT	16,906	17,086	19,651	30,051	10,400	53%
2380 GROUP INSURANCE	27,833	27,892	33,813	30,810	(3,003)	-9%
4030 FC COUNTYWIDE CIP	-	-	-	-	-	0%
Total	\$ 231,872	\$ 239,303	\$ 251,710	\$ 279,906	\$ 28,196	11%

2024 Budget Highlights

Personal Services

- A long-time employee is planning to retire this year in addition to COLA, longevity, and salary steps, resulting in an increase in personal services.

Operating Expenditures

- Operating expenditures increased due to small increases in various line items.

Capital Outlay

- The department has no planned capital purchases for this year.

Transfers

- This department participates in the CERF program. They are also saving for future capital purchases.



Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Accounting Technician	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50	0.50
Supt. Of Schools (Elected)	1.00	1.00	1.00	1.00
Total	2.50	2.50	2.50	2.50

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Office Visitors	1,462	1,576	2,000	2,000
2 . District reclassifications (Class 1,2,3)	1	-	2	-
3 . Home school notifications	1,642	1,768	1,200	1,800
4 . Public elementary school enrollment (K-8)	9,859	10,546	10,600	10,500
5 . Public high school enrollment	4,514	4,722	4,700	4,800
6 . Electronic Contacts (Phone, Fax, E-mail)	44,002	45,007	40,000	45,000

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . School budgets analyzed & recommended/FVCC/Coops	26	26	26	26
2 . Dollar amount of school district budgets	\$172,275,245	\$ 186,261,976	\$ 182,092,439	\$ 190,000,000
3 . Dollar amount of tuition agreements processed	\$ 1,135,200	\$ 1,146,216	\$ 1,226,738	\$ 1,150,000
4 . Dollar amount for County funds for school retirement	\$ 16,610,097	\$ 18,178,832	\$ 16,889,752	\$ 18,200,000
5 . Dollar amount for County funds for school transportation	\$ 1,198,190	\$ 882,171	\$ 983,300	\$ 950,000
6 . Teacher/administrator certificates registered	324	334	350	350
7 . Paper order (cooperative rural schools +)	\$ 77,080	\$ 77,103	\$ 72,000	\$ 78,000
8 . Bus routes review ed & approved	143	145	150	150
10 . Fingerprinting/Background checks	340	368	400	400
11 . Sub Applications & Disseminations processed	396	356	450	350
12 . School Board Meetings Attended	45	50	40	50
13 . School Board Members Sw orn In	53	51	40	50
14 . County Supt. School Visitations	45	37	65	60
15 . Accounts Payable-Total number of checks processed	1,983	2,079	2,020	2,100
16 . Payroll-Total number of checks processed	2,298	2,268	2,265	2,300
17 . W-2's Issued	191	212	190	220
18 . 1099's Issued	35	39	44	45

Program Description

The Treasurer's office has three departments – Tax, Accounting, and Motor Vehicle. The office consists of 1 elected official – Treasurer/Public Administrator/Assessor, and 19 employees.

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

Treasurer/Tax Department – is responsible for the collection of approximately \$218.6 million in real and personal property taxes. Approximately 67,037 property tax bills are processed each year including real estate, mobile homes, and personal property. Another primary function is to issue tax lien assignments, redemptions, and tax deeds. In addition, they track bankruptcy filings, issue tax paid certificates, and process all tax receivable adjustments and refunds.

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

Treasurer/Motor Vehicle Department – is responsible for the registration and titling of all motor vehicles including mobile homes. The department collected approximately \$14.19 million in receipts for the year.

Goals & Objectives

Treasurer/Public Administrator/Assessor

- To maximize efficiency in each department by analyzing all processes.
- To maximize returns on investments according to the investment policy and laws.
- To continue to process the estates efficiently and timely.
- To eliminate unnecessary documents at the Records department.
- To continue looking at legislation to improve and update taxing and motor vehicle processes.
- To semi-annually meet individually with all staff members and work through concerns.
- To maintain accurate stats and organize them so they are more accessible any time of the year.

Treasurer/Tax Department

- To maintain a high level of customer service.
- To maintain a low balance of delinquencies in personal property by working closely with Sheriff's office.
- To continue to process motor vehicle transactions during downtimes.
- To work with IT to improve payment and protest reporting to make it easier to balance daily.
- To continue to update website to be more user friendly and more inviting.
- To continue to improve knowledge of new tax/land software.
- To streamline printing of tax bills and getting them sent out using new software.

Treasurer/Accounting Department

- To serve other departments, schools, and all agencies in a friendly and professional manner.
- To continue to cross-train all employees to all different areas of the office and brush up monthly.
- To continue to train all DMV employees in the balancing processes.
- To continue to improve all aspects of receipting and balancing using the new tax software.
- To continue to train all employees on the Land (tax) system.
- To improve look of business license certificates.

Treasurer/Motor Vehicle

- To make excellent customer service number one priority.
- To continue to cross train all employees to all parts of motor vehicle (personal plates, printers, and inventory).
- To continue to cross train all employees in balancing motor vehicle in accounting department.
- To continue quarterly individual employee meetings to give and take feedback.
- To continue evaluating processes to keep up with increased volume of transactions and customers.
- To provide e-check payments to customers at window.
- To continue to make suggestions to State of MT IT to improve Merlin (computer system) processes.
- To continue to train dealers to include all pertinent information so customers do not physically need to come to office.
- To work closely with IT to get more and more transactions done electronically.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 1,329,551	\$ 1,323,325	\$ 1,399,711	\$ 1,466,875	\$ 67,164	5%
Operating Expenditures	429,568	399,525	396,430	485,725	89,295	23%
Capital Outlay	-	12,595	264,085	5,400	(258,685)	-98%
Transfers Out	61,505	13,042	16,117	16,846	729	5%
Total	\$ 1,820,624	\$ 1,748,487	\$ 2,076,343	\$ 1,974,846	\$ (101,497)	-5%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 1,429,356	\$ 1,350,297	\$ 1,407,427	\$ 1,559,610	\$ 152,183	11%
2370 RETIREMENT	147,222	149,163	164,113	175,736	11,623	7%
2380 GROUP INSURANCE	244,046	236,432	240,718	234,100	(6,618)	-3%
4030 FC COUNTY WIDE CAPITAL PROJECTS	-	12,595	264,085	5,400	(258,685)	-98%
Total	\$ 1,820,624	\$ 1,748,487	\$ 2,076,343	\$ 1,974,846	\$ (101,497)	-5%

2024 Budget Highlights

Personal Services

- An additional 0.2 FTE, COLA, salary steps, and longevity resulted in an increase in personal services.

Operating Expenditures

- The largest increases in expenditures are postage, tax bill printing, and credit card charges. Credit card charges are offset by the increase in revenue from charging customers a fee for credit card usage.

Capital Outlay

- This department is planning to purchase a letter opener.

Transfers

- This department participates in the CERF program for computer replacement. They are also saving for future capital purchases.

Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Treasurer/Public Adm. (Elected)	1.00	1.00	1.00	1.00
Assistant Manager	1.00	1.00	1.00	1.00
Financial Supervisor	1.00	1.00	1.00	1.00
Financial Technician	2.00	2.00	2.00	2.00
Motor Vehicle/Tax Clerk	14.30	14.30	14.80	15.00
Total	19.30	19.30	19.80	20.00

Performance Measures & Workload Indicators

Performance Measures

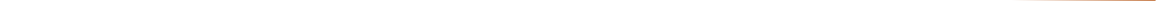
Measure	Actual FY 2021	Actual FY2022	Budgeted FY 2023	Proposed FY 2024
1 . Average amount of interest distributed monthly	\$ 70,181	\$ 65,189	\$ 200,000	\$ 150,000
2 . Personal Property delinquency figures	\$ 170,192	\$ 138,694	\$ 150,000	\$ 140,000
3 . Tax web payments	\$ 31,140,410	\$ 38,746,542	\$ 35,000,000	\$ 38,000,000
Number of bills paid online	21,480	24,918	25,000	25,500
4 . Interest earnings (1000-0203-371010)	\$ 126,661	\$ 26,118	\$ 75,000	\$ 80,000
5 . Web registrations - DMV	26,121	29,122	29,000	30,000
Mail renew als processed	16,842	14,555	15,000	16,000
Dealer titlew ork processed (mail and drops)	27,402	23,652	24,000	24,500

Workload Indicators

Indicator	Actual FY2021	Actual FY2022	Budgeted FY 2023	Proposed FY 2024
1 . Total amount receipted through Motor Vehicle	\$ 14,191,995	\$ 14,077,345	\$ 14,250,000	\$ 14,500,000
2 . Total number of tax bills mailed	65,422	67,320	68,000	68,500
3 . Number of courtesy letters mailed	4,611	5,281	5,300	5,350
4 . Treasurers collection fees	\$ 86,361	\$ 73,843	\$ 75,000	\$ 76,000
5 . Average cash balance per month	\$ 228,773,000	\$ 232,620,684	\$ 233,000,000	\$ 235,000,000
6 . Tax sale assignments - dollars collected	\$ 939,231	\$ 677,733	\$ 700,000	\$ 710,000
Number of individual assessor no. paid	467	392	400	425



PUBLIC SAFETY

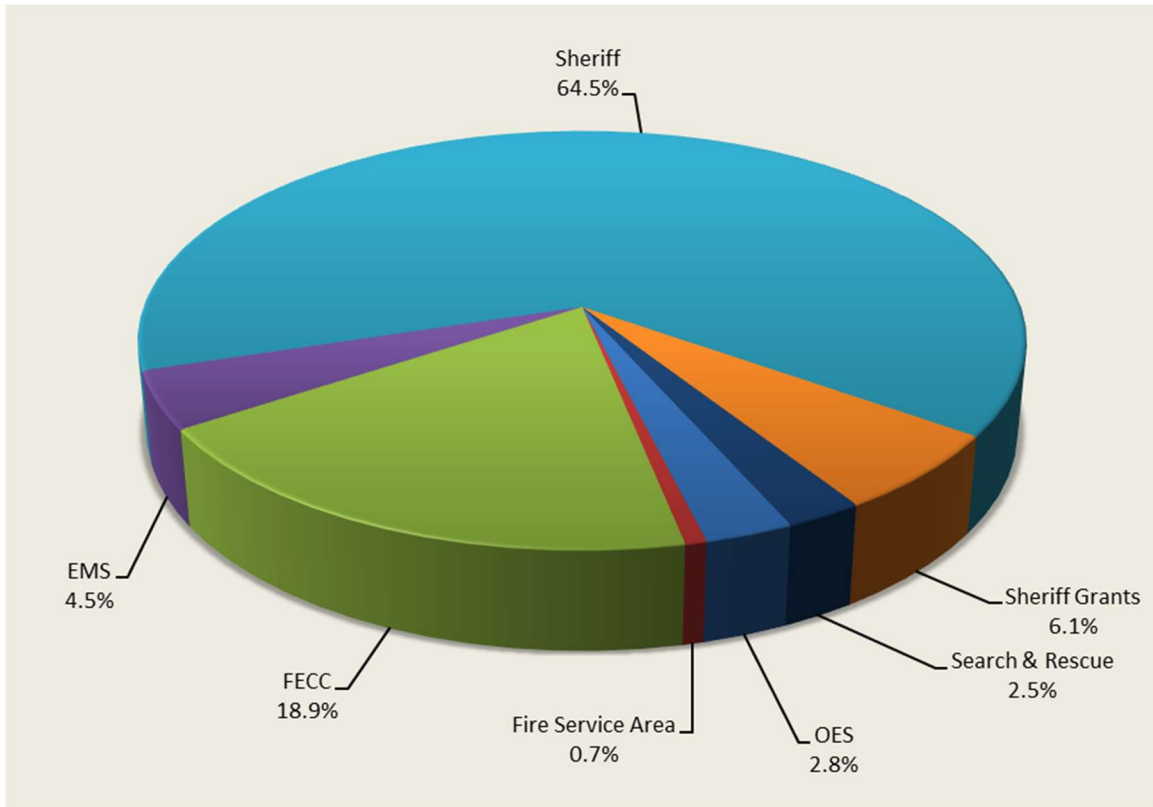




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Public Safety

The Public Safety function is comprised of the Sheriff's Office including the Flathead County Detention Facility, the Office of Emergency Services (OES), Flathead County Fire Service Area (FSA), Emergency Medical Services (EMS), Flathead Search and Rescue, and North Valley Search and Rescue.





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Program Description

The Emergency Medical Services (EMS) department supports our fire-based and independent pre-hospital EMS agencies as they deliver 911-dispatched emergency care to our public citizens. It is our mission to provide support by distributing EMS tax levied funds to the EMS agencies, to assure that the nearest available, appropriate agency responds, to provide a County Medical Director to the agencies, and to develop operating standards to assure quality emergency medical care for our public citizens. Our department also provides initial and continuing education to all personnel to enhance the delivery of care.

Goals & Objectives

- Provide and support education of our pre-hospital responders
- Support agencies by distributing EMS tax levied funds
- Coordinate dispatch of pre-hospital agencies
- Assure the response to public 911 medical requests
- Develop standards to assure quality of pre-hospital care
- Assure standard Pre-Hospital Treatment Protocols for all agencies

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 73,964	\$ 106,841	\$ 129,371	\$ 141,472	\$ 12,101	9%
Operating Expenditures	760,805	802,663	872,829	1,161,448	288,619	33%
Capital Outlay	3,870	-	62,000	-	(62,000)	-100%
Transfers Out	-	-	16,200	18,600	2,400	15%
Total	\$ 838,639	\$ 909,504	\$ 1,080,400	\$ 1,321,520	\$ 241,120	22%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2272 EMS	\$ 261,039	\$ 274,504	\$ 366,627	\$ 346,154	\$ (20,473)	-6%
2273 SPECIAL EMS LEVY	573,730	635,000	651,773	975,366	323,593	50%
4019 EMS CIP	3,870	-	62,000	-	(62,000)	-100%
Total	\$ 838,639	\$ 909,504	\$ 1,080,400	\$ 1,321,520	\$ 241,120	22%

2024 Budget Highlights

Personal Services

- A cost-of-living adjustment (COLA), salary steps, and longevity resulted in an increase in personal services.

Operating Expenditures

- Operating expenditures had a large increase due to increased biannual payments to EMS response agencies.

Capital Outlay

- No capital purchases are planned this year.

Transfers

- This department is saving for future capital purchases.



Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
EMS Manager	1.00	1.00	1.00	1.00
Office Coordinator	-	0.50	0.50	0.50
EMS Instructor	0.28	0.28	0.28	0.28
Total	<u>1.28</u>	<u>1.78</u>	<u>1.78</u>	<u>1.78</u>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Provide EMS training opportunities for providers and EMS Agencies	20	32	50	30
2 . Provide Run Review s for ALS and BLS Agencies for QA/QI w ith County Medical Director (sessions)	12	29	30	30
3 . Provide Quality EMD training for EMS dispatchers	0	6	35	0
4 . Monitor EMD applications for Quality Assurance	0	0	0	0
5 . Provide countyw ide run review s in coordination w ith Logan Health Trauma Coordinator	6	6	6	6
6 . Provide local opportunity to hear a National Speaker	0	0	1	1
7 . Provide opportunity to attend out of tow n Regional EMS Conference	0	10	20	40

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Organize and conduct/subcontract continuing education classes, Paramedic Refresher, EMT/AEMT refresheras as needed to support county providers (# of students)	372	500	600	500
2 . Meet w ith EMSAB, Advisory Committee and sub-committees	24	24	24	24
3 . Address run-card issues as they are identified	40	50	100	100
4 . Assist agencies to develop agreements that assure efficient patient care and mutual aid	20	20	20	20
5 . Subcontract/Support EMR, EMT initial courses (# of students)	17	18	36	36
6 . Support Rocky Mountain Trauma Symposium in conjunction w ith Logan Health (# of students)	0	0	0	0
7 . Provide run review s, countyw ide	6	6	6	6
8 . Participate in initial EMD training to dispatchers (# of classes)	0	2	2	0
9 . Provide EMS agency training (# of classes)	12	12	10	10
10 . Provide Scholarships for Out of Tow n Training	0	15	25	25
11 . Participate in County-Wide run review s w ith Logan Health	6	6	6	6
12 . Provide EMS training opportunities	28	36	36	36

Program Description

Our mission in Fire Service Area (FSA) is to coordinate the mitigation, preparedness, prevention, response, and recovery in Flathead County. Life safety and protection of property and the environment are our top priorities followed closely by building relationships with Local, State, Tribal, and Federal government agencies, as well as non-governmental and private entities in addition to fiscal responsibility and efficient, effective use of the resources available within the County during all five phases of emergency management. FSA assists with operation of the Northwest Montana Type III Incident Management Team.

FSA contracts with 19 rural and 2 city fire departments for response calls within the Area. The Fire Service Area Manager also partners with the Sheriff's Office, Tribal Officials, U.S. Forest Service, National Park Service, Montana Department of Natural Resources, Montana Department of Transportation, Montana Highway Patrol, National Weather Service, and multiple private industry stakeholders for preplanning and in times of emergencies.

Goals & Objectives

- Coordination of structure protection in the Fire Service Area.
- Coordination of response protection in the Fire Service Area.
- Develop contracts with fire departments for response to Fire Service Area.
- Coordination of wildland response with rural fire departments, State, Federal, and Tribal fire management agencies.
- Identify areas in the Fire Service Area that would be better served by annexing into an established fire district.
- Develop a process and criteria for County financial assistance to fire districts for incidents involving multiple operational periods during wildland fire response when the district does not have dual jurisdiction with a State/Federal agency.
- Assist Flathead Emergency Communications Center (FECC) with fire dispatch and communication needs throughout the County to enhance communications capabilities.
- Coordinate and provide logistical and communication support to the Sheriff's department and Search and Rescue for missions/response into the Fire Service Area.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 97,806	\$ 101,664	\$ 106,251	\$ 109,508	\$ 3,257	3%
Operating Expenditures	49,283	69,257	77,196	77,634	438	1%
Capital Outlay	3,870	-	-	-	-	0%
Transfers Out	9,912	6,000	6,000	15,360	9,360	156%
Total	\$ 160,871	\$ 176,921	\$ 189,447	\$ 202,502	\$ 13,055	7%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2391 FC FIRE SERVICE AREA	\$ 142,096	\$ 153,662	\$ 171,297	\$ 184,352	\$ 13,055	8%
2953 RURAL FIRE CAPACITY	14,905	23,259	18,150	18,150	-	0%
4018 FIRE SERVICE AREA CIP	3,870	-	-	-	-	0%
Total	\$ 160,871	\$ 176,921	\$ 189,447	\$ 202,502	\$ 13,055	7%

2024 Budget Highlights

Personal Services

- A cost-of-living adjustment and longevity increased personal services.

Operating Expenditures

- Operating Expenditures were basically held steady.

Capital Outlay

- No purchases are planned for this year.

Transfers

- This department is saving for future capital purchases.

Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Fire Service Area Manager	1.00	1.00	1.00	1.00
Total	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Maintain response contract for the fire districts responding into the Fire Service Area	20	20	20	20
2 . Update and Review Agreements & Plans	4	4	4	4
3 . Continue to Identify Private Improvements in the Fire Service Area currently not assessed a fee	35	35	30	30
4 . Assist in offering hydrocarbon spill response training	1	1	1	1
5 . Assist in offering structural fire training	1	1	2	5

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Contracts for Fire Districts responding in FSA	20	20	20	20
2 . Incident Management Team meetings	2	2	2	2
3 . Develop process and criteria for County financial assistance to Fire Districts for wildland fire response to areas currently not under State/Federal dual protection jurisdiction (hours spent)	10	10	20	15
4 . HAZMAT training classes (Awareness/Operations)	1	1	1	1
5 . Number of private improvements in the Fire Service Area	1675	1675	1680	1680
6 . Number of Annexations out of Fire Service Area	4	4	5	5
7 . Incident Management trainings	1	1	2	2
8 . Response to HazMat incidents	9	9	12	10
9 . Response to large incidents in the FSA	2	2	3	3
10 . Assist County Parks Department with fuel reduction of park lots	1	1	1	3

Program Description

The mission of Flathead Emergency Communication Center (FECC) is to serve as a public safety answering point (PSAP) for 911 calls, provide quality Emergency Medical Dispatch (EMD) and pre-arrival instructions to callers, dispatch needed assistance, monitor the status of responders, and provide public safety IT and radio communications within Flathead County. To perform the dispatch tasks FECC is staffed with a Training & Quality Assurance Coordinator, 2 Dispatch Supervisors, 6 Dispatch Leads, 14.5 911 Dispatchers, and 4.4 Call Takers. In order to complete the rest of the mission, FECC is staffed by the 911 Center Director, a 911 IT Manager, 911 Radio Communications Administrator, 2 911 Systems & Network Administrators, a 911 GIS Analyst, a custodian, and an Administrative Finance Specialist. The office is responsible for coordinating with multiple local, state, and federal agencies, to help facilitate efficient emergency response.

Goals & Objectives

911 Dispatch

- Ensure that all dispatchers have completed mandatory 40-hour Montana Law Enforcement Academy (MLEA) Public Safety Academy training.
- Provide leadership training to all supervisory staff.
- Provide all dispatchers with at least 12 hours continuing education of on-line and/or classroom training.
- Sustain dispatch tactical team.
- Restart 911 for Kids presentations for grade school children, provide 911 public education outreach whenever possible.
- Provide recognition awards for outstanding employee performance.
- Sustain and improve QA program.
- Sustain and improve training program for new hires.
- Continue to transfer SOPs to PowerDMS platform.
- Maintain, update, and develop SOPs as needed with input from the Operations Board when applicable.
- Maintain adequate staffing.

Technology/IT

- Develop and document IT procedures, best practices and training.
- Adopt and implement procedures manuals for activation of new Backup PSAP at the Flathead County North Campus.
- Adopt network security policies in compliance with FBI and CJIN rules and standards.
- Identify and address areas of improvement.

GIS

- Develop and document GIS procedures.
- Continue to improve the quality and accuracy of Master Street Address Guide database, ANI/ALI database & GIS database for 911 responses.
- Stay informed about and guide FECC through upcoming GIS changes regarding NG91.1

Communications

- Develop and document radio procedures, best practices and training.
- Complete new Columbia Falls site.
- Identify critical upgrades to communications infrastructure and update CIP accordingly.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 2,347,624	\$ 2,377,452	\$ 2,988,603	\$ 3,037,525	\$ 48,922	2%
Operating Expenditures	4,604,646	855,046	806,380	839,050	32,670	4%
Capital Outlay	646,447	103,220	1,425,200	1,338,488	(86,712)	-6%
Transfers Out	79,000	400,000	404,000	405,720	1,720	0%
Total	\$ 7,677,717	\$ 3,735,718	\$ 5,624,183	\$ 5,620,783	\$ (3,400)	0%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2380 GROUP INSURANCE	\$ 8,241	\$ 243,589	\$ 419,214	\$ 418,882	\$ (332)	0%
2850 911 EMERGENCY	5,643,395	2,728,767	3,136,084	3,183,413	47,329	2%
2855 STATE 911 FEE	636,945	660,142	643,685	680,000	36,315	6%
4025 911 CIP	1,389,136	103,220	1,425,200	1,338,488	(86,712)	-6%
Total	\$ 7,677,717	\$ 3,735,718	\$ 5,624,183	\$ 5,620,783	\$ (3,400)	0%

2024 Budget Highlights

Personal Services

- Even with a cost-of-living adjustment, salary steps, and longevity, the increase is small due to turnover.

Operating Expenditures

- A planned external evaluation of the department increased operating expenditures.

Capital Outlay

- The largest planned purchases are dispatch consoles and a replacement of the 911 phone system.

Transfers

- This department is saving for future capital purchases.



Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
911 CENTER DIRECTOR	1.00	1.00	1.00	1.00
COMM SHIFT SUPER	1.00	2.00	2.00	2.00
911 CALL TAKER	-	-	-	2.00
911 DISPATCHER I	19.50	18.50	18.50	14.50
911 DISPATCHER II	3.00	6.00	6.00	6.00
NON-EMERGENCY PHONE OPERA	-	-	-	2.40
SYSTEMS & NETWORK ADMIN	1.75	1.75	1.75	1.75
TECHNOLOGY PROGRAM MGR	1.00	1.00	1.00	1.00
ADMIN FIN SUPPORT SPEC	0.50	1.00	1.00	1.00
CUSTODIAN	0.25	0.25	0.25	0.25
GIS ANALYST	1.00	1.00	1.00	1.00
RADIO COMMUNICATIONS ADMIN	1.00	1.00	1.00	1.00
TRAINING / QUALITY ASSUR COO	-	1.00	1.00	1.00
Total	30.00	34.50	34.50	34.90

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . 911 call answer time 0-10 seconds	80.16%	84.60%	90.00%	90.00%
2 . 911 call answer time 10-20 seconds	13.93%	10.15%	9.00%	9.00%
3 . 911 call answer time 20 seconds+	5.91%	5.25%	1.00%	1.00%

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Incidents resulting in Calls For Service (CFS) processed	136,751	130,192	140,000	130,000
2 . 911 calls received	41,980	40,148	43,000	43,000
3 . Non-911 calls received	138,232	120,766	140,000	130,000
4 . Total phone calls handled	180,212	160,914	183,000	172,000
5 . Percentage of phone calls that are 911 calls	23.29%	24.95%	23.50%	25.00%
6 . Monthly test of restore systems by FECC IT	N/A	N/A	12	4

Program Description

The mission of the Office of Emergency Services (OES) is to enhance public safety and preservation of the environment through responsible management and coordination of a comprehensive, all-hazard, emergency management program. Coordinating with City, County, Tribal, State, Federal, and private entities, the OES coordinates the four phases of emergency management: mitigation, preparedness, response, and recovery. OES identifies potential hazards, plans for mitigating their effects, prepares for responding to and managing the incident, and coordinates the post-incident recovery process. The OES is responsible for management and operation of the County Emergency Operations Center (EOC) and the development and coordination of the Local Emergency Planning Committee (LEPC).

The office is responsible for assisting the Incident Commander by coordinating emergency services activities with 19 rural fire departments, three city fire departments, three city police departments, the Sheriff's Office, 27 EMS units, Tribal Officials, U.S. Forest Service, National Park Service, Montana Department of Natural Resources, Montana Department of Transportation, National Weather Service, and multiple private industry and not-for-profit stakeholders.

Goals & Objectives

EMERGENCY MANAGEMENT PROGRAM MANAGEMENT: Activities that prevent or reduce the likelihood of an event occurring or limit the damaging effects of an event

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

- Review the Pre-Disaster Mitigation Plan and identify projects that can be implemented to increase education and awareness of hazards and risk within the County.

PREPAREDNESS: Plan development, training, exercises, and equipment management

- Review and identify parts of the Emergency Operations Plan that need to be revised and/or updated.
- Identify and implement information-sharing, education, and preparedness systems to support the County and share information with relevant support agencies.
- Conduct quarterly Local Emergency Planning Committee (LEPC) meetings and its work products.

RESPONSE: Activities taken following the onset of an emergency to save lives, protect property and environment

- Respond to incidents as they occur.

RECOVERY: Activities conducted and assistance provided to help individuals, businesses, communities, and local governments return to normal or pre-disaster conditions

- Coordinate recovery activities in the aftermath of a disaster or emergency.

TRAINING, EXERCISE & EVALUATION: Activities conducted and assistance provided to help individuals, businesses, communities, and local governments return to normal or pre-disaster conditions.

- Review and revise the Multi-Year Training and Exercise Plan with MT Region 1 Representative. Participate in a minimum of three HSEEP compliant exercises.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 109,251	\$ 207,782	\$ 160,506	\$ 174,963	\$ 14,457	9%
Operating Expenditures	54,948	59,303	69,055	77,093	8,038	12%
Capital Outlay	24,770	-	565,000	565,000	-	0%
Transfers Out	10,617	6,085	10,102	14,701	4,599	46%
Total	\$ 199,586	\$ 273,170	\$ 804,663	\$ 831,757	\$ 27,094	3%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 142,594	\$ 177,581	\$ 199,742	\$ 221,091	\$ 21,349	11%
2370 RETIREMENT	11,911	17,776	19,628	21,026	1,398	7%
2380 GROUP INSURANCE	20,311	77,813	20,293	24,640	4,347	21%
4030 FC COUNTYWIDE CAPITAL PROJECTS	24,770	-	565,000	565,000	-	0%
Total	\$ 199,586	\$ 273,170	\$ 804,663	\$ 831,757	\$ 27,094	3%

2024 Budget Highlights

Personal Services

- COLA, salary steps, and longevity result in an increase in personal services.

Operating Expenditures

- Newly purchased emergency notification software will have yearly maintenance costs starting this year.

Capital Outlay

- This department is planning to purchase a mobile command/incident support vehicle.

Transfers

- This department is saving for future capital purchases.

Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Admin Financial Support Specialist	0.50	0.50	-	-
Office Coordinator	-	-	0.50	0.50
Custodian	0.25	0.25	0.25	0.25
Emergency Management Planner	-	1.00	1.00	1.00
OES Manager	1.00	-	-	-
911 Systems & Network Administr	0.25	0.25	0.25	0.25
Total	2.00	2.00	2.00	2.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Number of HSEEP compliant exercises participating in	0	1	1	1
2 . Percentage of the Emergency Operations Plan (EOP)	5%	10%	10%	10%
3 . Percentage of overall operating budget obtained from grants	32%	35%	32%	36%
4 . Percentage of meetings and conferences attended	50%	100%	100%	80%
5 . Number of briefings conducted	9	22	20	20
6 . Number of months forecasted in the rolling TEEP calendar	6	18	24	24

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 .	5%	10%	10%	10%
2 . Apply for Emergency Management Performance Grant (EMPG) and Department of Homeland Security grants. Manage expenditure of approved funds. (% of budget)	32%	35%	32%	36%
3 . Attend Montana Disaster and Emergency Services (DES) district meetings quarterly, bi-monthly conference calls, and state conference annually.	1	8	6	8
4 . Brief the County Commissioners bi-monthly, the Sheriff/OES Director monthly, and the DES District Field Officer Quarterly	24	24	30	24
5 . HSEEP Exercises participation	0	1	1	1
6 . Maintain a rolling 18 month TEEP calendar.	12	18	24	24

Program Description

The Sheriff is elected and is responsible for maintaining a detention facility, animal control and the civil process in the County. Additional duties include search and rescue operations within the County. Other duties as defined by law include but are not limited to preserving the peace (reference MCA 7-32-2121). In Flathead County, the elected Sheriff is also the County coroner and is responsible for coroner calls as defined in State law. There is one full time deputy coroner along with eight Sheriff staff that are also deputy coroners. The Flathead County Sheriff's office consists of: Sheriff, Undersheriff, patrol, investigations, and detention commanders, sworn deputies, adult detention officers, search & rescue coordinators, nurse, medical technician, evidence technician, forensic interviewer, animal control officers, civil service officer, child crime victim advocate, school resource officers, K9 officers, and clerical staff.

Duties for the sworn deputies include road patrol, detective work, serving civil papers, traffic control, and responding to calls for service from the public. Within the Sheriff's office, there are three divisions: patrol, investigations, and detention. The Sheriff's office also provides management and supervision of the Northwest Montana Drug Task Force, Internet Crimes against Children Investigation team, and the Alcohol Enforcement team, which are partially funded by Federal grants. Other services provided include snowmobile patrol, SWAT, marine patrol, bike patrol, and dive team. These extra duties are filled by sworn deputies and funded through the Sheriff's budget. Detention officers are responsible for the care and custody of the inmates (reference MCA 44-4-302).

Goals & Objectives

- Continue to provide all aspects of law enforcement to the citizens of Flathead County with an emphasis on proactive law enforcement through intelligence led and community policing philosophies.
- Increase training levels to meet new demands for service, while searching for grants and other avenues of funding for increased training dollars.
- Increase staffing to meet community needs while exploring funding sources for additional deputies.
- Continue to use volunteers for limited law enforcement duties.
- Explore funding avenues for expansion/remodeling the existing detention facility, which is currently running at full capacity.
- Continue the Chaplaincy program within the Sheriff's office.
- Maintain and Increase staffing to provide all aspects of the duties of Sheriff and Coroner to provide service to community.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 10,279,542	\$ 10,754,957	\$ 12,107,910	\$ 12,512,891	\$ 404,981	3%
Operating Expenditures	4,240,372	2,612,525	3,290,571	3,503,813	213,242	6%
Capital Outlay	618,678	387,974	1,346,165	1,476,202	130,037	10%
Transfers Out	920,555	747,662	968,209	1,676,112	707,903	73%
Total	\$ 16,059,147	\$ 14,503,118	\$ 17,712,855	\$ 19,169,018	\$ 1,456,163	8%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2300 SHERIFF	\$ 13,020,509	\$ 11,332,561	\$ 13,744,847	\$ 14,266,388	\$ 521,541	4%
2370 RETIREMENT	1,419,866	1,502,776	1,742,828	1,825,830	83,002	5%
2380 GROUP INSURANCE	1,252,249	1,237,318	1,291,698	1,244,710	(46,988)	-4%
2396 JUVENILE DETENTION	233,907	358,198	435,582	379,817	(55,765)	-13%
4005 ANIMAL CNTRL TRUCK CIP	52,272	-	52,300	62,400	10,100	19%
4009 SHERIFF CAPITAL IMP	-	5,950	389,050	1,183,273	794,223	204%
4010 FC DETENTION CENTER CIP	40,571	44,135	12,000	98,400	86,400	720%
4016 JUVENILE DETENTION CIP	-	-	-	56,000	56,000	100%
5020 SO COMMISSARY	39,773	22,178	44,550	52,200	7,650	17%
Total	\$ 16,059,147	\$ 14,503,116	\$ 17,712,855	\$ 19,169,018	\$ 1,456,163	8%

2024 Budget Highlights

Personal Services

- COLA, salary steps, and longevity increased personal services. Four FTEs were added as well.

Operating Expenditures

- Increases in online reporting support, Doctor evaluations, and medical services are the largest increases in operating expenditures.

Capital Outlay

- Capital expenditures include an ongoing Patrol vehicle replacement program, as well as the purchase of other vehicles and various pieces of equipment. See capital section for full list.

Transfers

- This department participates in the CERF program and is saving for future capital purchases. Transfers increased exponentially because the Patrol vehicle replacement program was moved to a capital account rather than coming out of the operating fund.
-

Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Alternate TAC Officer	1.00	1.00	1.00	-
Animal Control Officer	4.00	4.00	4.00	4.00
Asst Chief Detention Officer	1.00	1.00	1.00	1.00
Civil Clerk	1.00	1.00	1.00	1.00
Civil Officer	1.00	1.00	1.00	1.00
Deputy Coroner	-	1.00	1.00	2.00
Control Room Technician	1.00	1.00	1.00	1.00
Corporal	11.00	11.00	11.00	9.00
Court Corporal	1.00	1.00	1.00	1.00
Deputy Sheriff	29.50	29.50	30.50	33.50
Deputy Sheriff SRO	2.00	2.00	2.00	2.00
Deputy Sheriff K9	2.00	2.00	3.00	3.00
Detective Clerk	1.00	1.00	1.00	1.00
Detective Commander	1.00	1.00	1.00	1.00
Detective Sergeant	1.00	1.00	1.00	1.00
Detention Commander	1.00	1.00	1.00	1.00
Detention Corporal	4.00	4.00	4.00	4.00
Detention Finance Assistant	-	-	-	1.00
Detention Medical Technician	1.00	1.00	-	-
Detention Officer	18.50	18.50	18.50	18.50
Detention Officer-Court Security	3.00	3.00	4.00	3.00
Detention Officer-Transportation	2.00	2.00	2.00	2.00
Detention Sergeant	4.00	4.00	4.00	4.00
Detention Sergeant-Court Security	-	-	-	1.00
Detention Chief	1.00	1.00	1.00	1.00
Evidence Custodian	1.00	1.00	1.00	1.00
Finance Assistant	-	1.00	1.00	1.00
Patrol Commander	1.00	1.00	1.00	1.00
Patrol Sergeant	5.00	6.00	6.00	6.00
Posse/Reserve	1.80	1.80	1.80	1.80
Program Coordinator Forensic I	1.00	1.00	1.00	1.00
Records Specialist	1.00	1.00	1.00	5.00
Sheriff (Elected)	1.00	1.00	1.00	1.00
Sheriff Financial Asst	1.00	1.00	1.00	1.00
Sheriff's Office Nurse	1.00	1.00	2.00	2.00
Sheriff Office Receptionist	1.00	1.00	1.00	-
TAC Officer	1.00	1.00	1.00	-
Tax Agent	0.40	0.40	0.40	0.40
Undersheriff	1.00	1.00	1.00	1.00
Warrants Clerk	1.00	1.00	1.00	-
Total	110.20	113.20	116.20	119.20

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SEARCH & RESCUE

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 73,299	\$ 84,490	\$ 89,417	\$ 90,790	\$ 1,373	2%
Operating Expenditures	128,488	194,377	206,275	215,719	9,444	5%
Capital Outlay	29,500	32,562	180,600	208,500	27,900	15%
Transfers Out	85,000	151,250	93,250	214,333	121,083	130%
Total	\$ 316,287	\$ 462,679	\$ 569,542	\$ 729,342	\$ 159,800	28%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2370 RETIREMENT	\$ 10,285	\$ 12,250	\$ 12,944	\$ 13,399	\$ 455	4%
2380 GROUP INSURANCE	7,455	8,064	6,761	6,160	(601)	-9%
2382 SEARCH & RESCUE LEVY	269,047	409,803	369,237	501,283	132,046	36%
4006 SEARCH & RESCUE CIP	29,500	32,562	180,600	208,500	27,900	15%
Total	\$ 316,287	\$ 462,679	\$ 569,542	\$ 729,342	\$ 159,800	28%

2024 Budget Highlights

Personal Services

- COLA, salary steps, and longevity resulted in an increase in personal services.

Operating Expenditures

- Motor vehicle expenditures are increasing, as well as insurance premiums.

Capital Outlay

- This department is planning to purchase an enclosed trailer, a vehicle, some snowmobiles, and an unmanned aerial vehicle.

Transfers

- This department is saving for future capital purchases.

Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
SAR Coordinator	0.50	0.50	0.50	0.50
Total	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>

SHERIFF GRANTS

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 712,843	\$ 651,966	\$ 607,273	\$ 725,502	\$ 118,229	19%
Operating Expenditures	655,805	724,865	923,018	1,038,662	115,644	13%
Capital Outlay	176,628	8,186	35,693	45,000	9,307	26%
Transfers Out	-	-	-	-	-	0%
Total	\$ 1,545,276	\$ 1,385,017	\$ 1,565,984	\$ 1,809,164	\$ 243,180	16%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2320 CHILDRENS ADVOCACY CENTER	\$ 13,368	\$ 11,616	\$ 30,300	\$ 32,900	\$ 2,600	9%
2350 BIG MT COMMUNICATIONS SITE	3,780	3,986	5,500	5,500	-	0%
2380 GROUP INSURANCE	131	1,343	-	-	-	0%
2916 BCC/DRUG INVESTIGATION TEAM	697,272	704,634	702,565	791,012	88,447	13%
2920 CHILDRENS ADVOCACY CENTER	-	-	1,000	1,000	-	0%
2922 HIGH INTENSITY DRUG TRAFFICKING	176,091	152,233	181,400	223,350	41,950	23%
2923 SHERIFF'S DRUG TRUST FUND	77,889	41,101	80,000	72,700	(7,300)	-9%
2924 DRUG FORFEITURE/FED SHARED	52,906	8,186	37,500	65,000	27,500	73%
2928 STONEGARDEN GRANT	79,355	115,605	267,408	299,694	32,286	12%
2930 BULLETPROOF VEST PARTNERSHIP	19,390	26,124	40,250	40,250	-	0%
2931 ICAC	190,655	184,900	20,147	17,750	(2,397)	-12%
2932 ALCOHOL ENFORCEMENT TEAM	-	185	3,200	8,700	5,500	172%
2933 STEP DUI/SEA TBELT	2,454	1,483	8,764	107,108	98,344	1122%
2934 JAG CIVIL GRANT	103,406	-	28,193	-	(28,193)	-100%
2936 NATIONAL CHILDRENS ALLIANCE	68,906	76,337	91,598	75,963	(15,635)	-17%
2937 SHERIFF LOCAL CONTRACTS	59,673	57,284	68,159	68,237	78	0%
Total	\$ 1,545,276	\$ 1,385,017	\$ 1,565,984	\$ 1,809,164	\$ 243,180	16%

2024 Budget Highlights

Personal Services

- COLA, salary steps, and longevity, along with an additional 1 FTE increased personal services.

Operating Expenditures

- Professional services increased in the High Intensity Drug Trafficking fund to cover other agency officer wages.

Capital Outlay

- The purchase of a vehicle is planned this year.

Transfers

- No transfers are planned.

Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
BCC Drug Investigation Team				
Deputy Sheriff	1.00	1.00	2.00	2.00
Special Invest Clerk	1.00	1.00	1.00	1.00
Corporal	1.00	1.00	-	-
Detective Sergeant	1.00	1.00	1.00	1.00
ICAC				
Deputy Sheriff	2.00	2.00	-	-
National Childrens Alliance				
Child Crime Victims Advocate	1.00	1.00	1.00	1.00
STEP DUI/SEATBELT				
Deputy Sheriff	-	-	-	1.00
Total	7.00	7.00	5.00	6.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Unincorporated Population	68,584	68,307	75,000	75,000
2 . Citizens per Patrol Deputy	1,758	1,897	1,700	1,700
3 . Calls per 1,000 Citizens	679.00	658.00	620.00	660.00
4 . Patrol response times--non-emergent (in minutes)*	63.10	27.57	63.00	35.00
Patrol response times--emergency (in minutes)*	25.45	13.19	26.00	20.00
5 . Sworn Deputy Turnover Rates				
Resigned	0.07	0.09	0.02	0.02
Retired	0.00	0.09	0.04	0.04
6 . Officers completing Basic Training	5	4	2	3
7 . Year 2-5 Officers Completing Required Training				
Street Survival	0	0	10	10
Interview & Interrogation	2	47	5	5
Death Investigation	0	3	5	5
8 . Training Costs per FTE	\$ 1,038	\$ 1,453	\$ 2,000	\$ 2,000

*Time Variation and Average Response Times were generated by taking the average of 5 response times from each the following county cities: Marion, Bigfork, Lakeside, Martin City, Whitefish, Kalispell, Olney and Essex. The list of cities is to allow for the large variation of distance to calls. Response Times are measured by the time the call was dispatched to the time the deputy arrived on scene. *FY21 actual changed from call answered to dispatched due to 911 center becoming part of the county and documentation was unavailable.

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Calls for Law Enforcement Service	46,625	44,981	55,000	55,000
2 . Calls per Day per Patrol Deputy	8	8	8	8
3 . Cases assigned to Detectives	415	444	500	525
4 . Inmate Booking and Releases	5,388	5,148	6,500	6,500
5 . Search and Rescue Missions	54	59	100	100
6 . Civil Papers Processed	3,128	3,417	5,000	5,000
7 . Coroner Calls	1,121	1,219	1,200	1,250



PUBLIC WORKS

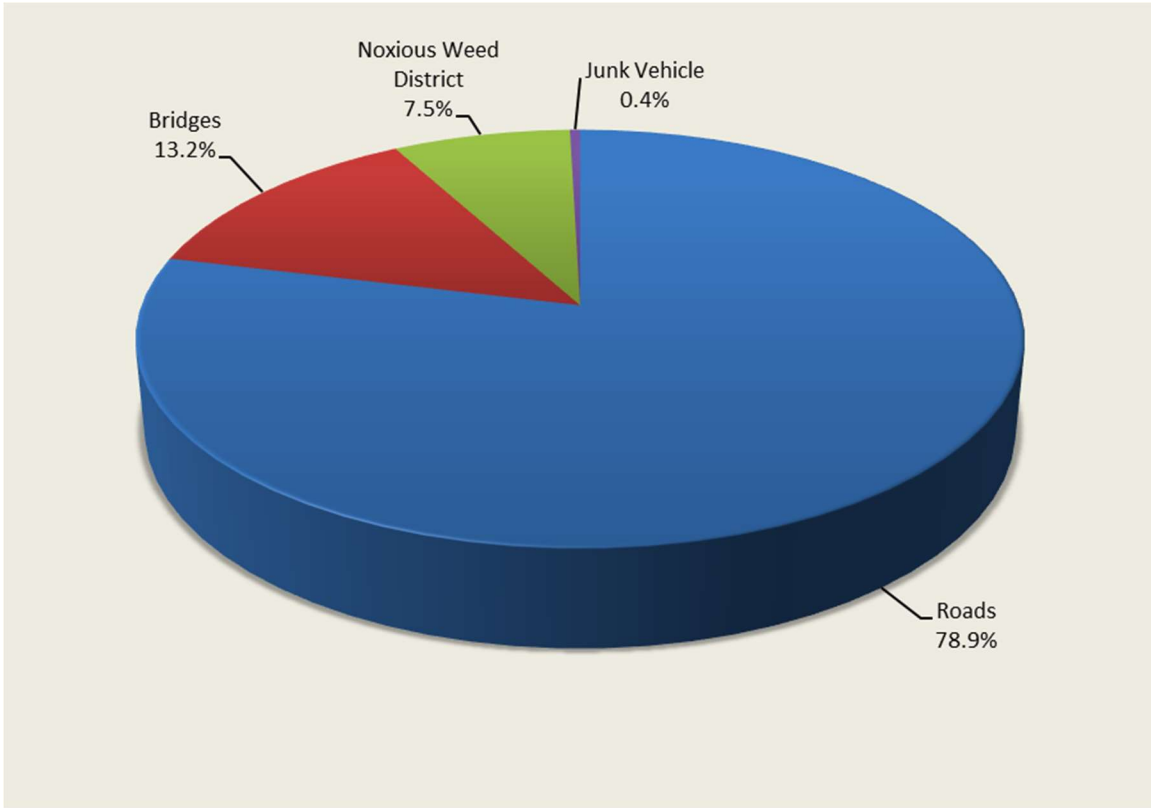




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Public Works

The Public Works function includes the Road and Bridge departments, the Noxious Weed District, and the Junk Vehicle program.





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Program Description

The Flathead County Bridge Department is responsible for the construction, repair and maintenance of approximately 100 bridges, 1,200 culverts, cattle passes and cattle guards; installs and maintains all guardrails, maintains several levees within the county, and helps the Road Department with plowing and sanding during winter months. The geographical range of the county bridge system is as follows: Northern Edge - North Fork to Canadian Border, Eastern Edge - Essex to Ferndale to Bigfork, Southern Edge - Bigfork to Lakeside to Nirada to Thompson River, Western Edge - Thompson River to Pleasant Valley to Olney.

In order to accomplish this task, the Bridge Department operates primarily from our main yard in Kalispell, and from here personnel are dispatched to different job locations throughout the county. Other operations include, but are not limited to, installation of signs, animal damage response and bridge replacement planning.

Departmental Organization: This department is a separate county department organized within the Road Department but maintains a separate budget as per Montana Code. The Bridge Department consists of five (5) employees. Currently there are three (3) employees in the Operator's Union, and two (2) employees in the Teamsters' Union.

Goals & Objectives

Goal: Provide maintenance services.

- To ensure safety of the motoring public by providing the best quality bridges possible with available funding.
- Bridge preservation and longevity through proper maintenance and repairs.
- Continue to remove old bridges and replace with new engineered bridges.
- Continue to improve drainage by reshaping ditches and installing culverts.
- Continue cooperative maintenance agreement with Army Corps of Engineers for the levees throughout the valley.
- Continue to maintain and keep up buildings at the Road and Bridge Department Complex and outlying areas in compliance with DEQ, OSHA, and State Safety Bureau to ensure a safe working environment for all Road and Bridge personnel.
- Attend professional conferences, workshops, and trainings to network and learn more about how other agencies approach similar projects and issues.
- Provide assistance to the Road Department for winter maintenance such as snow plowing and sanding.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 520,553	\$ 529,823	\$ 589,686	\$ 603,140	\$ 13,454	2%
Operating Expenditures	317,139	177,434	544,092	1,102,012	557,920	103%
Capital Outlay	320,128	257,303	215,371	505,000	289,629	134%
Transfers Out	190,000	190,667	200,167	201,166	999	0%
Total	\$ 1,347,820	\$ 1,155,227	\$ 1,549,316	\$ 2,411,318	\$ 862,002	56%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2130 BRIDGE	\$ 880,497	\$ 834,666	\$ 1,161,922	\$ 1,736,240	\$ 574,318	49%
2370 RETIREMENT	75,082	76,692	86,839	92,466	5,627	6%
2380 GROUP INSURANCE	72,113	85,636	85,184	77,612	(7,572)	-9%
4028 BRIDGE CIP	320,128	158,233	215,371	505,000	289,629	134%
Total	\$ 1,347,820	\$ 1,155,227	\$ 1,549,316	\$ 2,411,318	\$ 862,002	56%

2024 Budget Highlights

Personal Services

- COLA, salary steps, and longevity resulted in an increase in personal services.

Operating Expenditures

- This department is going to work on an erosion project at Blankenship Bridge, as well as contract for an evaluation of current bridges.

Capital Outlay

- This department is planning to purchase a dump truck, plow truck, guardrail post pounder, and a lawnmower.

Transfers

- This department is saving for future capital purchases.



Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Equipment Operator II	3.00	3.00	3.00	3.00
Public Works Director	0.10	0.10	0.10	0.10
Road & Bridge Operation Mgr	0.20	0.20	0.20	0.20
Operations Supervisor	-	1.00	1.00	1.00
Truck Driver	3.00	2.00	2.00	2.00
Total	6.30	6.30	6.30	6.30

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Culverts replaced or cleaned (hours)	822	1,637	1,200	1,200
2 . Drainage and ditch work (hours)	973	1,891	1,100	1,100
3 . Bridges replaced	0	0	0	0

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Gravel Roads (miles per truck driver/equip. operator)	19.61	19.61	19.61	19.61
2 . Paved Roads (miles per truck driver/equip. operator)	12.54	12.54	12.54	12.54
3 . Miles Paved via RSIDs	0.00	0.00	0.00	2.50
4 . Miles overlaid	7.09	11.42	7.09	7.94
5 . Culverts serviced (per employee)	200	200	200	200
6 . Bridges serviced (per employee)	16.67	16.67	16.67	16.67
7 . Road/Bridge concern phone calls	1,098	989	1,000	1,000

Program Description

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

Goals & Objectives

- **Fiscal**
 - Maintain fiscally responsible budget
 - Coordinate future CIP expenditures with DEQ
- **Service**
 - Quick response and removal of junk vehicles
 - Reduce number of open active complaints
- **Education**
 - Continue to inform public of free pickup and removal of junk vehicles through advertising in local media
 - Continue employee development and training
- **Future**
 - With available funding, provide for proactive monitoring within the County for junk vehicle enforcement as allowed by Montana Department of Environmental Quality

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 24,393	\$ 24,000	\$ 40,993	\$ 47,617	\$ 6,624	16%
Operating Expenditures	27,847	32,635	34,700	31,600	(3,100)	-9%
Capital Outlay	17,819	-	-	-	-	0%
Transfers Out	16,500	4,221	-	-	-	0%
Total	\$ 86,559	\$ 60,856	\$ 75,693	\$ 79,217	\$ 3,524	5%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2830 JUNK VEHICLE	\$ 68,740	\$ 56,635	\$ 75,693	\$ 79,217	\$ 3,524	5%
4001 CAP IMPROV/JUNK VEHICLE	17,819	4,221	-	-	-	0%
Total	\$ 86,559	\$ 60,856	\$ 75,693	\$ 79,217	\$ 3,524	5%

2024 Budget Highlights

Personal Services

- COLA, salary steps, and longevity increased personal services.

Operating Expenditures

- There were small reductions in various line items.

Capital Outlay

- No capital outlay purchases are planned for this year.

Transfers

- No transfers are planned for this year.



Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Solid Waste Operations Manager	0.02	0.02	0.02	0.02
Financial Technician	0.10	0.10	0.10	0.10
Office Assistant III	0.10	0.10	0.10	0.10
Equipment Operator/Truck Driver	0.25	0.25	0.25	0.25
Public Works Director	0.03	0.03	0.03	0.03
Total	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Year-end funds remaining	\$ 192,703	\$ 210,501	\$ 200,000	\$ 200,000
2 . Cost per retrieval/violation	\$ 726	\$ 1,156	\$ 600	\$ 800
3 . CIP fund balance	\$ 212,443	\$ 199,562	\$ 200,000	\$ 200,000
4 . Billboard and new spaper advertising	\$ 182	\$ 4,000	\$ 200	\$ 5,000
5 . Employee training and development hours	0	0	16	16

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Vehicles retrieved	71	48	60	60
2 . Complaints received	1	1	5	3
3 . Notice of violation sent	0	0	3	3
4 . Inspections performed/violation letters sent	1	1	5	3

Program Description

The Flathead County Noxious Weed District is responsible for education and enforcement of the State weed laws. Weed complaints and random drive-by inspections are handled by the Weed Compliance & Education Officer. Currently there are 5,171 active files of landowners who have been contacted regarding noxious weeds on their property. Landowners who have noxious weeds are sent notices by certified mail and must submit a weed management plan. All subdivisions are inspected before final plat approval and are required to submit a weed management plan. Landowners can procure educational materials and have weeds identified at the office. Presentations for HOA's and other groups needing education on the importance of controlling noxious weeds are performed upon request.

Types of weed control and management include herbicide, biological, mechanical, burning, and revegetation. The Flathead County Weed District is responsible for weed control on approximately 325 miles of State rights-of-way and 2000 miles of County rights-of-way. Mechanical weed control is practiced by mowing beside County roads twice per year thereby increasing visibility and motorists' safety. Seventy-two County-owned parks, 13 gravel pits, and the Conrad Complex sports fields are monitored for noxious weeds and treated as necessary. Six 100-gallon truck-mounted sprayers are available for rent and average 127 rentals per year. The Department contracts with and assists several Federal, State, and private entities with their weed control. Many agencies depend on this assistance because they lack the proper equipment, resources, and/or expertise. The Flathead Conservation District provides some financial assistance for the department.

Applicators use GPS units to map sprayed areas and collect data which is shared with various Federal, State, and private agencies to improve weed control efforts. Various types of biological agents are released annually to promote a healthy and integrated approach to weed control. County roadsides that become disturbed are re-seeded each fall to quickly reestablish competitive vegetation.

The district maintains 50 pieces of specialized equipment including spray trucks, utility trucks, tractors, mowers, rental sprayers, and ATV's. Each requires annual maintenance and general repairs. Maintenance is performed as needed during the peak season with preventative maintenance and major repairs during the winter. Equipment is replaced as needed due to age and/or obsolescence.

In addition to standard front office responsibilities, the office administrators enter time into the payroll system, process accounts payable/receivable, enter work logs, take incoming phone calls for three departments, assist all departments with various support needs, schedule and assist loading and unloading of rental sprayers, process enforcement letters, and database management.

Goals & Objectives

- Ensure all State and County roadside ROWs in Flathead County are treated for noxious weeds.
- Assist contract partners with meeting their increasing needs for weed control services and resources.
- Provide safe, reliable, and efficient equipment for staff.
- Ensure all customer complaints are followed up on in a timely and efficient manner and that all new subdivisions are inspected and weed management plans submitted.
- Deliver courteous and timely customer service that provides landowners with an affordable and effective means of controlling noxious weeds.
- Continue improving our administrative tasks that support our staff in a competent and proficient manner.
- Provide cost effective weed management solutions to the public by offering rental spray equipment.
- Make appropriate revisions to the Flathead County Weed Management Plan, including incorporated city weed control.
- Biocontrol: release 20,000 bugs in up to 20 sites.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 431,061	\$ 415,232	\$ 528,191	\$ 541,202	\$ 13,011	2%
Operating Expenditures	212,907	216,430	243,300	240,800	(2,500)	-1%
Capital Outlay	-	46,484	237,215	505,000	267,785	113%
Transfers Out	91,847	91,920	94,593	92,251	(2,342)	-2%
Total	\$ 735,815	\$ 770,066	\$ 1,103,299	\$ 1,379,253	\$ 275,954	25%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2140 WEED	\$ 629,998	\$ 615,495	\$ 723,885	\$ 738,202	\$ 14,317	2%
2370 RETIREMENT	48,668	47,826	61,735	65,272	3,537	6%
2380 GROUP INSURANCE	49,649	52,761	72,964	63,279	(9,685)	-13%
2840 WEED TRUCK GRANT	7,500	7,500	7,500	7,500	-	0%
4032 WEED CIP	-	46,484	237,215	505,000	267,785	113%
Total	\$ 735,815	\$ 770,066	\$ 1,103,299	\$ 1,379,253	\$ 275,954	25%

2024 Budget Highlights

Personal Services

- Changes in health insurance participation offset a portion of COLA, salary steps, and longevity; therefore, there is only a small increase in personal services.

Operating Expenditures

- Operating expenditures are decreasing due to a decrease in tire purchases over last year.

Capital Outlay

- The largest planned capital purchases are some tractors.

Transfers

- This department participates in the CERF program. They are also saving for future capital purchases.

Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Assistant Director	0.50	0.50	0.50	0.50
Office Assistant III	0.75	0.75	0.75	0.25
Office Coordinator	-	-	-	0.50
Roadside Trash Collector	-	0.60	0.70	0.70
Weed Education Comp Officer	0.80	1.00	0.80	0.80
Weed & Parks Director	0.50	0.50	0.50	0.50
Weed/Parks Maint Worker	4.13	4.13	4.13	4.13
Total	6.68	7.48	7.38	7.38

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Spray Contract Acres DOT (includes Havre & Bypass)	1,250	1,250	1,250	1,250
2 . Spray Contract Acres DNRC, BPA, FWP, GNP, USFWS	1,000	1,000	1,000	1,000
3 . County Rights-of-Way Acres Sprayed/Monitored	6,000	6,000	6,000	6,000
4 . County Rights-of-Way Acres Mow ed/Monitored	6,000	6,000	6,000	6,000
5 . Number of Properties/Landow ners w ith File Records	4,953	5,171	5,200	5,300

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Weed Control Charges	\$ 129,901	\$ 97,740	\$ 135,000	\$ 109,000
2 . Acres Sprayed DOT (includes Havre & bypass)	1,197	1,680	1,250	1,250
3 . Acres Sprayed DNRC, BPA, FWP, GNP, USFWS	258	184	1,000	500
4 . County Rights-of-Way Acres Sprayed	6,000	6,000	6,000	6,000
5 . County Rights-of-Way Acres Mow ed	6,000	6,000	6,000	6,000
6 . Properties Inspected	269	329	400	350
7 . Enforcement Letters Mailed (total includes 1-3 per property)	393	516	500	500
8 . Weed Management Plans Received	200	292	250	250

Program Description

The Flathead County Road Department maintains approximately 900 miles of roads, over 5,000 signs, and approximately 400 pieces of equipment. The geographical range of the county road system is as follows: Northern Edge - North Fork to Canadian Border; Eastern Edge - Essex to Ferndale to Bigfork; Southern Edge - Bigfork to Lakeside to Nirada to Thompson River; Western Edge - Thompson River to Pleasant Valley to Olney.

In order to accomplish this task, the Road Department has strategically located equipment around the county. The county is divided into 11 maintenance districts. The road grader in each district is the focal point for operations in that district. This arrangement is complemented by the addition of plow/sand trucks in the winter months. During peak paving or gravel hauling to roads in that particular district during the spring, summer and fall months all available trucks may be dispatched to one district. During the fall and winter, sanding material is utilized for all 11 districts of the County. During peak paving months we produce the majority of our asphalt needs for our department. The Road Department also operates the County Shop maintaining county owned vehicles and equipment. All aspects of vehicle maintenance and repairs are performed by our crew.

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

Departmental Organization

This department consists of twenty-eight (28) full time employees, one (1) winter seasonal employees, and six (6) summer laborers. Currently there are eleven (11) employees in the Operator's Union, and seventeen (17) employees in the Teamsters Union. The Road Department performs year-round maintenance on 346.72 miles of paved and approximately 553.58 miles of gravel roads. The County Shop consists of ten (10) employees: one parts manager, one building maintenance worker, seven mechanics, and one welder. The shop maintains approximately two hundred and fifty (250) Road and Bridge Department vehicles and equipment, including the asphalt plant. The shop also maintains over two hundred (200) vehicles for other departments within the county. The Administrative Staff consists of seven and three quarters (7.75) employees: three quarters of the Public Works Director, one Road and Bridge Operations Manager, one Fleet & Shop Supervisor, two Operations Supervisors, one Right-of-Way Specialist, and two Office Assistants.

Goals & Objectives

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

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

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 3,531,526	\$ 3,744,940	\$ 4,340,134	\$ 4,523,975	\$ 183,841	4%
Operating Expenditures	2,310,058	1,848,288	6,002,958	5,855,849	(147,109)	-2%
Capital Outlay	4,140,769	3,436,833	1,832,203	3,172,500	1,340,297	73%
Transfers Out	1,118,443	820,201	893,061	853,022	(40,039)	-4%
Total	\$ 11,100,796	\$ 9,850,262	\$ 13,068,356	\$ 14,405,346	\$ 1,336,990	10%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2110 ROAD FUND	\$ 7,535,763	\$ 6,644,959	\$ 8,549,115	\$ 8,568,921	\$ 19,806	0%
2370 RETIREMENT	547,956	574,600	631,312	709,935	78,623	12%
2380 GROUP INSURANCE	579,581	614,226	639,059	585,839	(53,220)	-8%
2820 GAS TAX (218)	398,783	493,752	496,494	1,730,800	1,234,306	249%
2821 GAS TAX-SPEC RD ALLOC	714,505	247,724	858,382	-	(858,382)	-100%
2939 BIGFORK STORMWATER	14,714	13,154	61,791	31,100	(30,691)	-50%
4027 ROAD CAPITAL PROJECTS	1,309,494	1,261,847	1,832,203	2,778,751	946,548	52%
Total	\$ 11,100,796	\$ 9,850,262	\$ 13,068,356	\$ 14,405,346	\$ 1,336,990	10%

2024 Budget Highlights

Personal Services

- COLA, salary steps, and longevity resulted in an increase in personal services.

Operating Expenditures

- The decrease in operating expenditures is mostly due to a decrease in gravel crushing to be used in operations.

Capital Outlay

- Capital expenditures include a salt/sand building, trucks, and heavy equipment. The largest project is an RSID for Manning/Farm Rd. See capital section for details.

Transfers

- This department participates in the CERF program. They are also saving for future capital needs.

Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Auto Body Technician/Mechanic	1.00	1.00	1.00	1.00
Building Maint Worker II	1.00	1.00	1.00	1.00
Day Welder	1.00	1.00	1.00	1.00
Equipment Mechanic	2.00	2.00	-	-
Equipment Operator II	12.00	11.00	11.00	11.00
Operations Supervisor	-	1.00	1.00	1.00
Equipment Servicer	1.00	1.00	1.00	1.00
Fleet Mgr/Shop Supervisor	1.00	1.00	1.00	1.00
Instructor	0.01	0.01	0.01	0.01
Master Mechanic	3.00	3.00	4.00	4.00
Office Assistant	2.00	2.00	2.00	2.00
Parts Manager	1.00	1.00	1.00	1.00
Public Works Director	0.65	0.65	0.65	0.65
Right of Way Specialist	1.00	1.00	1.00	1.00
Road & Bridge Operations Mgr	0.80	0.80	0.80	0.80
Seasonal Laborers	3.00	3.00	3.46	3.46
Tire Repairer	1.00	1.00	1.00	1.00
Truck Driver	17.58	17.58	17.79	17.79
Total	49.04	49.04	48.71	48.71

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Gravel Roads (miles per truck driver/equip. operator)	16.91	15.96	16.91	15.91
2 . Paved Roads (miles per truck driver/equip. operator)	12.54	13.49	12.54	13.54
3 . Vehicle Repairs (hours per mechanic)	1,933	1,911	1,900	1,900

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Gravel Roads Graded (Hours)	2,940	4,636	4,000	5,000
2 . Roads Plowed, Bladed, Sanded, Deiced, Salted (Hours)	9,778	11,358	9,500	13,000
3 . Miles Paved via RSID's	0.00	0.00	0.00	2.50
4 . Miles Overlaid	7.09	11.42	7.09	7.94
5 . Miles Blade Patched	<1.00	<1.00	<1.00	<1.00
6 . Miles Chip Sealed	70.40	33.31	40.00	20.00
7 . Road/Bridge Concern Phone Calls	1,098	989	1,000	1,000
8 . Feet Crack Sealed (lineal feet)	149,254	146,199	175,000	163,000
9 . Grade for Dust Oil (Hours)	485	272	450	450



PUBLIC HEALTH

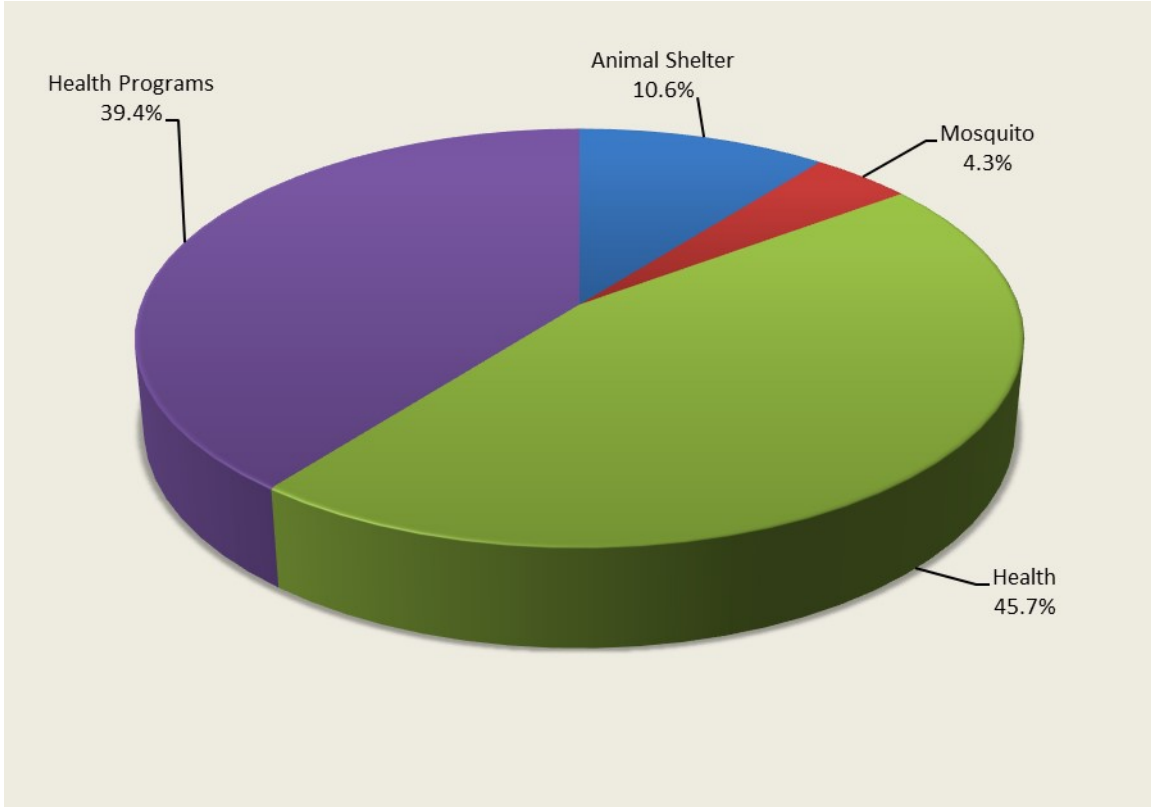




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Public Health

The Public Health function is comprised of the Health Department, Animal Shelter, Mosquito Control, and Health Programs (which include Home Health and numerous grants).





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Program Description

The Flathead County Animal Shelter, an open-admission County adoption center and shelter, provides safe haven and humane care for homeless dogs and cats in Flathead County while they await permanent, loving homes, or are returned to their existing home.

The mission of Flathead County Animal Shelter is to compassionately shelter the lost and surrendered cats and dogs of Flathead County, and to enhance the lives of people and companion animals through pet adoption, lost pets returned to owners, licensing, and education.

The shelter provides adoption services to the community, reunites lost pets with their owners, and serves as a public education center.

The shelter houses both stray and owner-surrendered animals from Flathead County, provides dog licensing services to the public, and fields calls regarding various aspects of cat and dog care. All animal control issues, including stray or vicious animals and cruelty complaints, are directed to the Flathead County Sheriff's Office for handling by the Animal Wardens or to Kalispell Police Department for issues within their jurisdiction.

Goals & Objectives

- Continue to utilize grant opportunities. The Shelter's 501C-3 partner organization, Flathead Shelter Friends, Inc. embarked upon an increased membership campaign. This group has plans for more grant applications as well as fundraising activities targeted to shelter improvements.
- Continue to grow the volunteer, community service programs, and other non-cost staff-assistance programs to bolster its efforts at no additional staffing expenses.
- Increase dog license revenues via an even more aggressive licensing awareness campaign, including, but not limited to working with city governments who have expressed a desire to have the County assume all dog licensing responsibilities.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 424,350	\$ 427,905	\$ 450,143	\$ 478,718	\$ 28,575	6%
Operating Expenditures	237,930	269,464	306,972	271,502	(35,470)	-12%
Capital Outlay	107,741	555,003	20,000	20,000	-	0%
Transfers Out	197,161	464,822	54,001	53,680	(321)	-1%
Total	\$ 967,182	\$ 1,717,194	\$ 831,116	\$ 823,900	\$ (7,216)	-1%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
1000 GENERAL	\$ 471,466	\$ 498,328	\$ 488,189	\$ 524,975	\$ 36,786	8%
2292 ANIMAL SHELTER DONATIONS	251,972	537,779	193,100	129,100	(64,000)	-33%
2370 RETIREMENT	45,758	47,366	51,836	54,140	2,304	4%
2380 GROUP INSURANCE	83,146	78,414	77,791	95,485	17,694	23%
4030 COUNTYWIDE CAPITAL PROJECTS	107,741	555,003	20,000	20,000	-	0%
7015 ANIMAL CNTRL FEED & CARE TRUST	7,099	304	200	200	-	0%
Total	\$ 967,182	\$ 1,717,194	\$ 831,116	\$ 823,900	\$ (7,216)	-1%

2024 Budget Highlights

Personal Services

- COLA, salary steps, and longevity resulted in an increase in personal services.

Operating Expenditures

- Although medical supplies increased, operating expenditures appear to decrease due to veterinary services incorrectly budgeted in two funds last fiscal year.

Capital Outlay

- The department is planning to replace the HVAC system.

Transfers

- The Animal Shelter Donations fund transfers funds to save for future capital purchases. This department also participates in the CERF program.



Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Animal Center Keeper	2.00	2.00	2.00	-
Animal Shelter Admin Asst/Vol	1.75	1.75	1.75	1.75
Animal Shelter Caretaker	3.00	3.00	3.00	5.00
Animal Shelter Division Director	1.00	1.00	1.00	1.00
Total	<u>7.75</u>	<u>7.75</u>	<u>7.75</u>	<u>7.75</u>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . House all animals in a humane and cost effective manner (number of animals, ending population)	100	100	100	100
2 . Maximize collection of fees to lessen the burden on tax payers of Flathead County (compared to budget)	89%	96%	100%	100%
3 . Enforce dog licensing regulations of Flathead County and enable license renewal online (compared to budget)	88%	90%	100%	100%
4 . Increase live release rate while decreasing length of stay at the shelter	98.0%	99.0%	98.0%	99.0%
5 . Spay and neuter animals adopted from the shelter (number of animals - cat/dog)	280/126	130 / 120	250/150	150 / 150
6 . Provide veterinary services on premises (animals served out of total population taken in; not counting DOA's as served)	1281/1281	1229 / 1346	1350/1350	1250 / 1270
7 . Reunite stray animals with their owners when possible (animals reunited out of total taken in)	505/1281	505 / 1346	500/1300	520 / 1400
8 . Provide rabies vaccinations to ensure public safety (compared to budget)	100%	96%	100%	100%
9 . Educate pet owners about the public health impact of unvaccinated pets (rabies clinics organized out of clinics planned)	1 / 1	1 / 1	1 / 1	1 / 1
10 . Collaborate with outside agencies to promote animal welfare (actual meetings out of meetings required)	12 / 12	12 / 12	12 / 12	12 / 12
11 . Promote Animal Shelter activities, mission, and goals (ads placed compared to goal of once a week x three different media)	96%	96%	96%	96%
12 . Provide pet care training to staff members to ensure improved animal well-being (hours of training taken out of minimum required)	40 / 40	40 / 40	40 / 40	40 / 40

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Provide outdoor time to animals (weather permitting)	1.5 hr/day	1.5 hr/day	1.5 hr/day	1.5 hr/day
2 . Adoption Fees collected	\$44,501	\$48,057	\$45,000	\$46,500
3 . Impound Fees & Fines collected	\$31,031	\$33,880	\$31,000	\$34,500
4 . Surrender Fees Collected	\$4,801	\$6,263	\$5,000	\$6,000
5 . Donations	\$45,468	\$152,767	\$50,000	\$50,000
6 . License Fees Collected	\$50,019	\$51,366	\$55,000	\$54,850
7 . Asilomar Live Release Rate	97.9%	96.8%	97.5%	97.0%
8 . Length of stay: Dogs/Cats (in days)	4.9 / 12.8	8.0 / 13.7	7.0 / 15.0	10 / 15.4
9 . Dogs & cats adopted/rescued	635	1,257	720	1,270
10 . Dogs & cats spayed and neutered	406	250	400	300
11 . Work with a veterinarian on contracted basis (in hours/year)	832	832	832	832
12 . Dogs & cats reunited with their owners	505	505	500	500
13 . Rabies Vaccination Fees collected	\$3,185	\$3,537	\$3,500	\$3,500
14 . Meet regularly with outside agencies and advisory board (number of hours)	12	12	12	12
15 . Advertise in local Media; update the shelter website and Facebook account (ads placed or updates made)	16,360	16,904	18,500	18,500
16 . Attend regular training to ensure continuous improvement of shelter standards (in hours of training)	150	152	150	150

Program Description

HEALTH ADMINISTRATION

Emergency Preparedness Program – The emergency preparedness program provides Flathead City-County Health Department (FCCHD) an opportunity to enhance planning for emergent situations. Flathead City-County Health Department collaborates with community partners including healthcare providers, hospitals, emergency response entities, businesses, and community agencies. Efforts include assessment of current planning, integration of plans, and development of critical capacities to ensure collaborative response to events in Flathead County.

Communicable Disease – Surveys, investigates, and follows up on communicable disease activity in cooperation with hospitals, medical providers, schools, daycares, long term care/assisted living facilities, and FCCHD epidemiology team. Manages and monitors latent tuberculosis medications. It also performs rabies control program response activities.

Tobacco – The mission of the Tobacco Use Prevention Program, as designated by the Montana Tobacco Use Prevention Program (MTUPP), is to address the public health crisis caused by the use of all forms of commercial tobacco products. This program works closely with schools, healthcare providers, and employers to eliminate tobacco use, especially among young people, through both local and statewide programs and policies.

Comprehensive Cancer Control – The Flathead City-County Health Department continues to contract with the Montana Department of Public Health and Human Services (DPHHS) to implement locally-driven, evidence-based strategies for a comprehensive approach to control cancer. The goals and objectives are tied to the already developed Montana Comprehensive Cancer Control (MCC) plan and support the plan's priority objectives.

Montana Cancer Screening Program (MSCP) – provides breast cancer screening to women 40-64 years of age and cervical cancer screening to women who are 21-64. MSCP contracts for the provision of free clinical breast exams, mammograms, and pap tests to a target population of women 50-64 who meet the income eligibility, are uninsured, or are underinsured.

Buckle-Up Flathead – works to reduce motor vehicle crash injuries and fatalities due to nonuse or misuse of occupant restraints in Flathead County. Buckle Up Flathead also provides a Car Seat Safety Program to ensure proper installation of car seats and provides low-cost car seats for those in need.

Flathead County DUI Task Force – promotes a healthier and safer environment for County residents by reducing the number of alcohol related traffic crashes through public education, awareness, and legislation and enforcement strategies.

HIV Services – consist of three separate programs with independent funding sources. The HIV Prevention Grant is funded by the Centers for Disease Control (CDC) through the State of Montana. This grant funds free and anonymous HIV testing to designated high-risk populations as well as HIV prevention and outreach work. The Ryan White Program provides case management services to HIV positive individuals who reside in the northwest region of Montana. The case management includes assisting individuals to obtain medical care and housing and ensuring that basic needs are met. This program is funded entirely with Federal funds from Health Resources and Services Administration (HRSA). A small portion of funding is provided through a contract with the State of Montana to provide case management focusing on psychosocial issues and some medical case management. The balance of the funding is provided through an agreement with Partnership Health Center in Missoula to provide early intervention services and medical case management for HIV positive individuals.

Sharps Program – represents a joint effort between the Solid Waste Department and the Health Department to ensure proper disposal of personal sharps. Small sharps containers are provided at no-charge to individuals who purchase syringes. These containers are distributed at most pharmacies across the Flathead Valley. Once full, the containers are brought back to the pharmacy and picked up and disposed of at a specified location in the landfill. An employee distributes and collects the containers.

ENVIRONMENTAL HEALTH SERVICES DIVISION

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

Food and Consumer Safety Program – Most of the facilities inspected with this program are licensed by the Food and Consumer Safety Section of the Montana Department of Public Health and Human Services. These include all food facilities (pushcarts, caterers, processors, grocery stores, bakeries, etc.), public accommodations (motels, hotels, Bed & Breakfast, tourist homes), trailer courts/campgrounds, and public pools and spas. Other facilities that are not licensed but are inspected include schools, day care centers, and assisted living facilities.

Sewage Treatment System – The powers and duties of local Board of Health require boards to adopt necessary regulations that are not less stringent than State standards for the control and disposal of sewage from private and public buildings and facilities that are not regulated by Title 75, chapter 6, or Title 76, chapter 4. All installation or alterations of septic systems require a permit from the Health department prior to construction. Inspections of all systems are conducted to ensure compliance with the Flathead County Regulations for Sewage Treatment Systems.

Subdivision Review – Subdivision review is done under contract with the Montana Department of Environmental Quality to verify compliance with the Sanitation in Subdivisions Act. This act requires all parcels created in the subdivision process that are less than 20 acres to be reviewed for suitability for water supply and sewage treatment.

Ambient Air Quality – The Flathead County Air Pollution Control Program monitors ambient air quality at sites in Kalispell, Columbia Falls, and Whitefish. The monitoring equipment measures particulates less than 10 microns and particles less than 2.5 microns in size. Open burning is allowed during the months of March through June as well as October and November. Permitting and enforcement are also part of the open burning program.

COMMUNITY HEALTH SERVICES DIVISION

The Community Health Services (CHS) division provides public health nursing, social work, and nutrition services. Programs provide individual and community-based services including education and health information, health screening, prevention, referrals, immunizations, maternal and child health services, and communicable disease activities.

Immunization Services – Immunization Action Plan is a Federal grant program that provides for school, daycare, and immunization record assessments, middle school immunization campaign, and immunization records keeping and tracking with the Montana immunization registry. Immunizations and blood draws to check for immune status are available daily for walk-in appointments at FCCHD and monthly clinics in Columbia Falls and Whitefish. Seasonal clinics are held for influenza, as well as middle school and kindergarten roundup. Travel consultation is provided on an appointment basis.

Maternal Child Health (MCH) – Services provide core maternal and child health services to pregnant women, non-pregnant women of childbearing age, infants younger than one year of age, children and adolescents under age 22, or children with special health care needs. MCH also provides contracted school nursing services. Fetal Infant Child Maternal Mortality Review (FICMMR) is part of this department.

Public Health Home Visiting – Home visiting services are provided with the following funding sources: Healthy Montana Families Program (HMFP), Healthy Young Parents (HYP), and Montana Asthma Program (MAP). Targeted case management services provided for high-risk pregnant women and children. This includes home and office visits by public health nurses, social workers, and dietitians to provide assessments, referrals, and education and interventions. Parents as Teachers is an evidence-based home visiting model implementation focused on family well-being, parent child interaction, and development centered parenting. The Montana Asthma Home Visiting Project (MAP) utilizes home visiting nurses to provide education to children (ages 0-17 years) with uncontrolled asthma and their families about self-management of asthma and control of environmental asthma triggers. The goals for all home visiting programs are to increase goal setting in families and to help build confidence and competence in parents to increase positive interaction with their children, improve school readiness, and support parent and family well-being.

Women Infants and Children Program (WIC) – funded thru USDA for supplemental foods, health care referrals, and nutrition education for low-income pregnant, breastfeeding and non-breastfeeding postpartum women, and to infants and children up to age five who are found to be at nutritional risk. Program highlights are: breastfeeding support, education, and breast pump distribution program; active involvement with the breastfeeding coalition to support and promote breastfeeding; referrals to FCCHD and community programs and agencies; Columbia Falls and Hungry Horse satellite clinics; Farmers Market Program; and provides Blackfeet, Cascade County, Hill County, Ravalli County, Teton County and Sheridan County WIC with remote dietician services as needed.

FLATHEAD FAMILY PLANNING

Flathead Family Planning – provides confidential reproductive health care services including physical exams, contraceptive supplies, pregnancy testing and counseling, and STD testing and treatment. Flathead Family Planning employs nurse practitioners, medical assistants, and health educators.

Goals & Objectives

Emergency Preparedness Program

- Continue demonstrating response skills with staff and community partners when responding to a public health emergency.
- Continue development of integrated risk communications plans between responding entities which provide for pre-event community education and emergency response, with an emphasis on those with special needs.
- Continue enhancing current disease surveillance and investigation through an integrated communicable disease tracking program within the department.

Communicable Disease

- Reduce the incidence of communicable disease in Flathead County through efforts in surveillance, epidemiologic investigation, and intervention.
- Maintain a high level communication and coordination with organizations serving at-risk individuals

Tobacco

- Reduce the prevalence of tobacco use among youth and adults.
- Reduce exposure to secondhand smoke in worksites and multi-unit housing.
- Increase the number of calls to the Quit Line and ensure people are aware of cessation resources.

Comprehensive Cancer Control Program

- Continue developing the work plan based on a community approach to comprehensive cancer control.
- Increase the rate of cancer screenings done by insured, under insured and uninsured populations by increasing awareness of recommended guidelines, public education and access to free screening programs.

Montana Cancer Screening Program

- Provide services that ensure eligible women receive breast and cervical cancer screening services.
- Provide services that ensure American Indian women receive breast and cervical cancer screening services.

Buckle Up Flathead

- Increase use of seat belts through community wide public information and education campaigns.
- Increase proper selection, installation and use of child restraints by offering education in the correct use of car seats, plus reduced-price child safety seats.

DUI Task Force

- Promote health and safer environment for county residents by reducing the number of alcohol related traffic crashes through public education, awareness, and legislation and enforcement strategies.

HIV Services and Sharps Program (formerly in Family Planning Services)

- Complete all interventions identified in the HIV Prevention work plan.
- Continue to target high-risk populations for HIV testing.

Environmental Health

- Continue partnership with Flathead Valley Community College for a community outreach on management food safety training.
- Focus our food inspections with a risk-based inspection and promoting active managerial control which will reduce risk factors known to cause or contribute to foodborne illness.
- Maintain the Food and Consumer Safety Section Program number of inspections rate (95%-100%).
- Maintain notification to our licensed septic installers and designers of any changes to our County Septic Regulations and Construction Standards.

Community Health**Immunization**

- Improve childhood immunization rates.
- Improve daycare provider immunization rates.
- Improve Flathead County schools to accurately record immunization reports to the Office of Public Assistance by the December deadline of each school year.

Home Visiting Services

- Enrolled clients will have a documented family centered goal setting.
- Maintain fidelity with the evidence-based home visiting program.
- Increase the number of referrals from community partners.

WIC

- Increase overall success and redemption rates of the Farmer's Market Coupons.
- Increase enrollment/participation rates.
- Increase percentage of women breastfeeding.

Family Planning

- Decrease unplanned pregnancies, reduce the spread of HIV and STDs, and improve the reproductive health of individuals.
- Complete educational presentations about HIV/STD prevention for hard-to-reach and/or vulnerable clients at local social service agencies.
- Increase community awareness of and access to family planning services and continued participation by persons to whom family planning may be beneficial.

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Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 1,986,575	\$ 1,771,256	\$ 2,343,268	\$ 2,508,678	\$ 165,410	7%
Operating Expenditures	1,913,049	1,026,953	1,104,859	911,530	(193,329)	-17%
Capital Outlay	28,718	122,134	278,236	45,000	(233,236)	-84%
Transfers Out	767,994	394,677	94,248	91,411	(2,837)	-3%
Total	\$ 4,696,336	\$ 3,315,020	\$ 3,820,611	\$ 3,556,619	\$ (263,992)	-7%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2270 HEALTH	\$ 4,667,618	\$ 3,192,886	\$ 3,542,375	\$ 3,511,619	\$ (30,756)	-1%
4002 HEALTH CIP	28,718	122,134	278,236	45,000	(233,236)	-84%
Total	\$ 4,696,336	\$ 3,315,020	\$ 3,820,611	\$ 3,556,619	\$ (263,992)	-7%

2024 Budget Highlights

Personal Services

- The addition of 0.25 FTE along with COLA, salary steps, and longevity result in an increase in personal services.

Operating Expenditures

- Operating expenditures are decreasing mostly due to a significant reduction in vehicle maintenance.

Capital Outlay

- This department is planning to purchase a vehicle.

Transfers

- This department participates in the CERF program. They are also saving for future capital purchases.
-

Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Admin Support Specialist Med B	0.40	1.40	0.40	-
Admin Support Spec - Generalist	1.00	1.00	1.00	-
Claims & Credentialing Technician	0.50	-	-	-
Communicable Disease Investigation Spec	-	-	1.00	1.00
Community Health Nurse	4.30	3.85	3.55	4.05
Community Health Program Supervisor	0.60	-	-	0.15
Custodian	1.50	1.50	1.50	1.50
Deputy Health Officer	1.00	1.00	1.00	1.00
Early Chldhd Collab Specialist	1.00	-	-	-
Emergency Prep / CD Coordinator	-	1.00	-	-
Environmental Health Prgm Coor	1.80	1.80	1.00	1.00
Environmental Health Manager	1.00	0.90	0.90	0.90
Environmental Health Technician	0.70	0.70	0.85	0.85
Epidemiologist	-	-	-	1.00
Health Program Assistant II	3.90	4.05	4.15	4.90
Health Promotion Specialist	0.40	0.40	0.20	0.20
Licensed Practical Nurse	1.00	1.00	1.00	-
Medical Biller	-	-	-	0.40
MCH Manager	0.30	-	0.40	-
Mosquito Control Technician	0.20	0.20	-	0.20
Office Assistant	-	-	1.00	1.00
Office Coordinator	1.00	1.00	1.00	1.00
Public Health Officer	1.00	1.00	1.00	1.00
Sanitarian	6.73	7.00	7.65	7.70
Sanitarian in Training	1.00	-	-	-
Patient Support Navigator	-	0.10	0.10	0.10
Staff Accountant/Finance Analyst	1.00	1.00	1.00	1.00
Total	30.33	28.90	28.70	28.95

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HEALTH PROGRAMS

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 1,976,769	\$ 1,931,565	\$ 2,461,953	\$ 2,288,760	\$ (173,193)	-7%
Operating Expenditures	2,481,304	2,410,869	1,234,033	772,949	(461,084)	-37%
Capital Outlay	29,955	56,208	-	-	-	0%
Transfers Out	6,343	11,946	7,543	8,960	1,417	19%
Total	\$ 4,494,371	\$ 4,410,588	\$ 3,703,529	\$ 3,070,669	\$ (632,860)	-17%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2271 HEALTH ADMIN GRANTS	\$ 65,447	\$ 39,094	\$ 92,783	\$ 56,312	\$ (36,471)	-39%
2283 BUCKLE UP FLATHEAD	38,755	59,329	47,646	-	(47,646)	-100%
2374 HOME HEALTH	1,214,012	1,183,721	171,760	-	(171,760)	-100%
2394 DUI REINSTATEMENT	9,375	6,755	38,033	40,197	2,164	6%
2960 MT CORONAVIRUS RELIEF	501,341	-	-	-	-	0%
2961 PREP GRANT	36,110	63,973	53,000	52,934	(66)	0%
2963 HEALTHY YOUNG PARENTS	4,176	-	-	-	-	0%
2964 COMM. YOUTH SUICIDE PREVENTION	25,373	-	-	-	-	0%
2965 MENTAL HEALTH GRANTS	174,580	246,597	303,999	369,431	65,432	22%
2966 RADON PROGRAM	2	2	600	600	-	0%
2967 CANCER PROGRAM GRT	166,100	210,326	218,659	154,268	(64,391)	-29%
2968 TOBACCO USE PREVENTION GRANT	210,158	192,419	310,043	309,854	(189)	0%
2970 CONSORTIUM II	19,566	7,981	32,581	29,963	(2,618)	-8%
2971 W I C	322,042	321,196	471,976	420,567	(51,409)	-11%
2972 FAMILY PLANNING	500,277	523,360	661,549	690,599	29,050	4%
2973 M C H GRANT	502,209	382,067	459,106	459,243	137	0%
2974 CONSORTIA III/RYAN WHITE	13,319	19,969	24,703	24,969	266	1%
2975 AIDS GRANT	74,413	84,059	92,157	84,361	(7,796)	-8%
2976 IMMUNIZATION PROG	323,416	782,806	216,736	39,934	(176,802)	-82%
2977 PHEP	269,375	275,546	455,135	286,783	(168,352)	-37%
2979 AIR QUALITY GRANT	24,325	11,388	53,063	50,654	(2,409)	-5%
Total	\$ 4,494,371	\$ 4,410,588	\$ 3,703,529	\$ 3,070,669	\$ (632,860)	-17%

2024 Budget Highlights

Personal Services

- Despite COLA, salary steps, and longevity, a reduction of 2 FTE results in a decrease in personal services.

Operating Expenditures

- The Home Health program is being discontinued, lowering operating expenditures. Contracted services were reduced in the Mental Health Grant as well as the Immunization Program.

Capital Outlay

- No capital purchases are planned this year.

Transfers

- Several programs participate in the CERF program.
-

Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Montana Cancer Control (MCC)				
Health Program Assistant I	0.50	-	-	-
Population Health Manager	-	0.20	0.20	-
Health Promotion Supervisor	0.40	-	-	-
Health Promotion Specialist	0.80	0.30	1.00	1.00
Patient Support Navigator	1.00	1.90	1.90	0.90
Social Worker	0.25	0.25	-	-
Tobacco Program				
Health Program Assistant I	0.40	-	-	-
Health Promotion Supervisor	0.20	0.20	-	-
Health Promotion Specialist	0.80	1.50	1.00	1.00
Population Health Manager	-	-	0.40	0.50
WIC				
CHS Program Supervisor	1.00	1.00	1.00	-
Health Prog Asst II/Brstfeed Peer	0.50	0.50	0.50	0.50
Health Program Asst II	2.00	2.00	2.00	2.00
Registered Dietician	1.00	1.00	2.00	2.00
MCH				
Community Health Nurse	1.80	1.80	1.40	1.50
Health Program Assistant I	-	0.10	-	-
Program Supervisor	0.70	1.00	0.60	0.50
Social Worker	3.35	3.35	3.20	3.20
PREP Grant				
Family Planning/HIV Supervisor	0.20	0.70	0.70	0.60
Consortia II				
RN Clinic Nurse	-	-	0.30	0.30
HealthPromotion Specialist	-	0.30	-	-
RN Case Manager	0.30	-	-	-
Consortia III				
RN Case Manager	0.20	-	0.30	0.25
Buckle Up Flathead				
Health Promotion Specialist	0.50	0.50	0.50	0.45
DUI Reinstatement				
Health Promotion Specialist	0.30	-	0.30	0.35
Immunization Program				
Community Health Nurse	0.40	0.45	0.40	-
Program Supervisor	-	-	-	0.35
Bioterrorism				
Communicable Disease Invet Spec	-	-	1.00	1.00
Community Health Nurse	0.60	0.60	0.60	0.60
Congregate Living Prev Specialist	-	-	1.00	1.00
Epidemiologist	-	1.00	1.00	-
Population Health Manager	0.40	0.60	0.40	0.50
Emergency Prep / CD Cordinator	-	-	1.00	-
Air Quality Grant				
Environmental Health Prog Coord	0.20	0.20	-	-
Environmental Health Technician	0.30	0.30	0.15	0.15
Health Program Assistant I	0.20	0.10	0.10	0.10
Sanitarian	-	-	0.35	0.30
Home Health				
Speech Pathologist	0.20	0.20	0.20	-
Suicide Prevention				
Health Promotion Specialist	0.20	0.30	-	-
Mental Health Grant				
Mental Health Collab Specialist	-	1.00	1.00	1.00
Co-Responder Clinical Social Work	-	-	-	2.00
Family Planning				
Administrative Support Specialist	0.50	0.60	0.60	0.60
Advanced Prof Nurse Practitioner	0.70	0.70	0.70	0.70
Family Planning Manager	0.90	1.00	1.00	1.00
Health Program Asst II	1.00	1.00	1.00	1.00
Health Promotion Specialist	1.30	0.40	0.70	0.80
Medical Service Assistant	1.30	1.00	0.80	0.80
RN Clinic Nurse	-	1.00	0.40	0.45
Nurse Practitioner	0.60	0.40	0.50	0.50
Aids Grant				
Health Promotion Specialist	0.50	0.60	0.60	0.70
Family Planning/HIV Supervisor	0.10	-	-	-
Total	25.60	28.05	30.80	28.60

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
Environmental Health				
1. Maximize grant opportunities and fee collections to decrease financial burden on Flathead County taxpayers				
Fees collected (compared to budget)	127%	107%	100%	100%
Federal and State grants awarded (compared to grant applications)	100%	100%	100%	100%
2. Create/maintain a safe and healthy environment (actual vs plan)				
Food and Consumer Safety inspections performed	2,187 / 2,100	2,955 / 2,100	2,100 / 2,100	2,900 / 2,900
Septic systems inspected	568 / 450	654 / 550	550 / 550	650 / 650
Site reviews and evaluations performed	826 / 500	916 / 600	600 / 600	900 / 900
Subdivision lots approved	339 / 325	348 / 325	325 / 325	340 / 340
Community Health Services				
1. Maximize grant opportunities and fee collections to decrease financial burden on Flathead County taxpayers				
Fees collected (compared to budget)	55%	108%	100%	100%
2. Prevent the spread of infectious disease				
Immunizations	8,000	8,000	8,000	8,000
3. Promote healthy community by maintaining caseload in nurse home visiting programs:				
Parents as Teachers	>92%	87%	>85%	>85%
MAP program	>23%	32%	>85%	100%
WIC (Women, Infants and Children)				
1. Promote healthy community by increasing monthly participation in the WIC nutritional and breastfeeding programs	983 / 1,036	1023 / 1,000	1,000 / 1,000	1,100 / 1,100
Population Health				
1. Provide access to cancer screening for eligible women	562 / 650	448 / 660	650 / 650	560 / 560
2. Promote car safety	151 / 125	125 / 125	125 / 125	125 / 125
3. Promote bicycle safety	40 / 50	25 / 50	50 / 50	50 / 50
4. Promote tobacco use prevention	161 / 250	104 / 250	250 / 250	250 / 250
5. Promote responsible alcohol behavior	85 / 300	119 / 300	150 / 150	150 / 150
Flathead Family Planning				
1. Monthly statistical and budget reports submitted to the Health Board will indicate stable patient numbers and revenue in line with budget projections.	12 / 12	12 / 12	12 / 12	12 / 12

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
Environmental Health				
1. Fees collected	\$782,020	\$917,992	\$838,800	\$771,316
2. Federal and State grants awarded	\$50,213	\$50,213	\$50,213	\$50,213
3. Food and consumer safety inspections performed	2,187	2,955	2,100	2,900
4. Septic systems inspected	568	654	550	650
5. Site reviews and evaluations performed	826	916	600	900
6. Subdivision lots approved	339	348	325	340
Community Health				
1. Immunization, insurance, Medicare, and Medicaid fees	\$269,867	\$361,636	\$490,000	\$379,713
2. Federal and State grant awards	\$1,092,535	\$924,521	\$1,050,000	\$950,000
3. Immunizations administered	3,593	4,296	8,000	8,000
4. Ensure level of caseload as required by federal home visit grants:				
Parents as Teachers	>92%	87%	>85%	87%
MAP program	>23%	32%	>85%	100%
WIC (Women, Infants and Children)				
1. Strive to maintain participation in the program (average monthly participation)	983	1,023	1,000	1,100
Population Health				
1. Patients screened for cancer risk	562	448	650	560
2. Car seats distributed	151	130	125	125
3. Bike helmets distributed	40	45	50	50
4. Number of tobacco quit line phone calls received and answered	161	104	250	250
5. Students attending "Alive at 25" and responsible alcohol-use classes	85	119	150	150
Flathead Family Planning (Fiscal Year Statistics)				
1. Family Planning Patients (unduplicated)	1,590	1,522	1,800	1,650
Total Patient Visits	2,621	2,385	2,500	2,500

Program Description

The primary mission of mosquito control is to protect the health of the citizens within Flathead County. This is accomplished through surveillance, treatment of known mosquito production sites, and contact with current landowners. Trap sites are maintained to trap adult mosquitoes and test for the presence of West Nile Virus (WNV). Extensive mapping aids in identifying high-risk areas for both nuisance mosquitoes and those capable of transmitting WNV.

Goals & Objectives

- Respond to at least 90% of requests within one business day with surveillance, treatment, or educational information. High response rates create community trust, a more proficient program, and is more cost effective.
- Maintain a high rate (at least 90%) treatment accuracy that promotes program efficiency, vector reduction, and minimizes pesticide use and exposure.
- Receive signed permission from at least 75% of current Flathead County property owners. This helps keeps staff safe, promotes good relationships with the community, and allows for a more efficient program.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 118,753	\$ 145,804	\$ 184,951	\$ 188,790	\$ 3,839	2%
Operating Expenditures	109,358	74,779	97,470	102,509	5,039	5%
Capital Outlay	-	55,453	16,000	23,000	7,000	44%
Transfers Out	17,992	18,040	55,688	18,760	(36,928)	-66%
Total	\$ 246,103	\$ 294,076	\$ 354,109	\$ 333,059	\$ (21,050)	-6%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2200 MOSQUITO	\$ 246,103	\$ 238,623	\$ 338,109	\$ 310,059	\$ (28,050)	-8%
4004 MOSQUITO CIP	-	55,453	16,000	23,000	7,000	44%
Total	\$ 246,103	\$ 294,076	\$ 354,109	\$ 333,059	\$ (21,050)	-6%

2024 Budget Highlights

Personal Services

- COLA, salary steps, longevity, and increased FTE resulted in an increase in personal services.

Operating Expenditures

- Small changes were made across line items. The largest change is an increase in chemical/lab/medical supplies.

Capital Outlay

- The department is planning to purchase a UTV this year.

Transfers

- This department is transferring funds to save for future capital purchases. This department also participates in the CERF program.



Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Mosquito Technician	1.80	1.80	2.00	1.80
Environmental Health Manager	-	0.10	0.10	0.10
Mosquito Seasonal	-	0.90	0.90	0.90
Total	<u>1.80</u>	<u>2.80</u>	<u>3.00</u>	<u>2.80</u>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . <u>Treatment:</u> Increase Treatment Accuracy: Maintain a 90% average rate of accuracy	92%	88%	90%	90%
2 . <u>Surveillance:</u> Respond to incoming service requests for area treatment w within 24 hours. Maintain a 90% average	96%	82%	90%	90%
3 . <u>Contact w ith Ow ners:</u> Receive signed permission from at least 75% of existing property ow ners.	0%	22%	75%	75%

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Treatment Accuracy	92%	88%	90%	90%
2 . Service requests completed w within 24 hours	96%	82%	90%	90%
3 . Received signed permission forms from at least 75% of property ow ners	N/A	22%	75%	75%



SOCIAL & ECONOMIC SERVICES

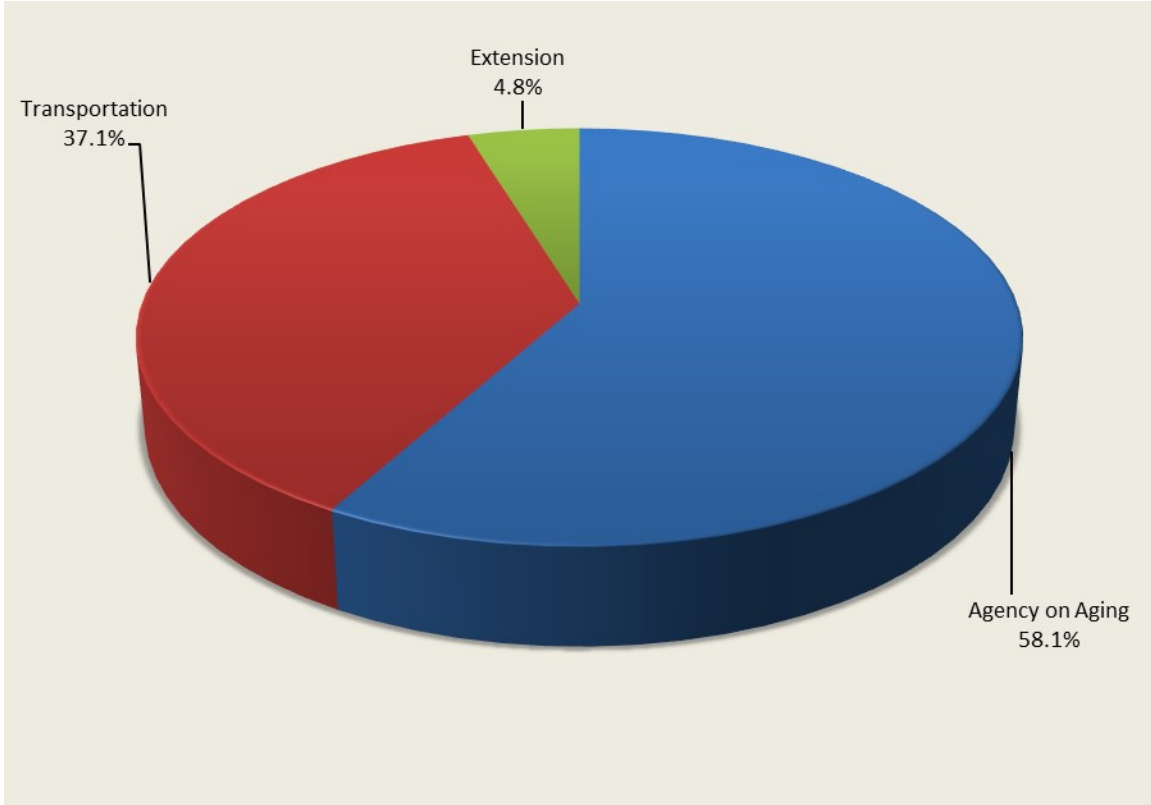




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Social & Economic Services

The Social and Economic Services function includes those programs that address the social and economic needs of the citizens of Flathead County. Those programs include Agency on Aging (AOA), Transportation, and 4H/Extension.





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Program Description

The Flathead County/Area IX Agency on Aging (FCAA) provides information, assistance and services that enable persons 60 years of age and older and adults with disabilities to lead independent, meaningful, and dignified lives. Services are designed to support aging in place and prevent or delay costly institutional care. FCAA is an Aging and Disability Resource Center and is the state-designated provider for Flathead County of federal Older Americans Act services, such as Congregate Meals/Meals on Wheels, Information/Referral and Outreach, Home and Community-based Services and Caregiver Support. Other services include Medicare and benefits counseling, the Veteran-Directed Care (VDC) program, fraud/abuse education, legal assistance, ombudsman, and support for four area Senior Centers.

Eligibility is not based on income, but services are targeted to those with the greatest economic and/or social need. Per federal law individuals are not charged for meals or information and assistance services, but they may make a contribution. Other services may be offered for a donation or on a sliding fee-for-service basis.

FCAA receives federal, state and county funds, client contributions and private funding. The Montana Department of Health and Human Services contracts with FCAA to provide Older Americans Act services. Funding includes both federal and state money and is based on a demographic formula. The U.S. Department of Veterans Affairs funds the VDC program based on the number of veterans enrolled. Flathead County provides general funds to support administration for all programs.

Goals & Objectives

- Provide comprehensive information about and assistance to access a wide array of supportive services to individuals age 60 and older and adults with disabilities, as well as their families and caregivers.
- Provide high quality home and community-based support and nutrition services that improve health, enhance quality of life, increase social connections, and help prevent or delay institutionalization.
- Empower and support individuals, families, and family caregivers to engage in informed planning and decision-making regarding benefits, services, and care options.
- Engage in effective education and outreach activities to raise awareness about aging issues and resources and to connect with individuals and families in need.
- Promote the safety and rights of older and vulnerable adults, including nursing home and assisted living residents, to help prevent abuse, neglect, and exploitation.
- Collaborate with community partners to improve and enhance service delivery.
- Advocate for funding, policies and programs that support aging and disability services.
- Pursue grants and other private funding sources to support program sustainability.
- Gather, analyze, and use data effectively to plan and deliver services.
- Provide outstanding customer service as evidenced by survey results and other feedback mechanisms.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 1,013,950	\$ 1,002,778	\$ 1,142,261	\$ 1,154,646	\$ 12,385	1%
Operating Expenditures	1,616,524	1,700,140	1,752,397	1,690,884	(61,513)	-4%
Capital Outlay	13,612	-	62,000	29,000	(33,000)	-53%
Transfers Out	22,696	83,892	19,000	22,377	3,377	18%
Total	\$ 2,666,782	\$ 2,786,810	\$ 2,975,658	\$ 2,896,907	\$ (78,751)	-3%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2280 AREA ON AGING	\$ 249,273	\$ 245,678	\$ 235,938	\$ 251,017	\$ 15,079	6%
2370 RETIREMENT	31,578	31,988	31,928	34,409	2,481	8%
2380 GROUP INSURANCE	55,730	46,171	47,324	30,820	(16,504)	-35%
2393 HALO PROJECT	774	156	500	500	-	0%
2888 I&R/COMM SERVICE	380,766	374,572	439,985	432,378	(7,607)	-2%
2889 VETERANS DIRECTED CARE	1,025,997	1,050,009	1,000,564	1,092,156	91,592	9%
2982 INDEPENDENT LIVING	121,430	162,899	189,900	126,360	(63,540)	-33%
2983 NUTRITION	737,763	781,608	878,535	891,071	12,536	1%
2986 SENIOR CENTERS	54,385	56,486	51,265	35,670	(15,595)	-30%
2987 TRAINING GRANT	1,026	4,691	4,926	2,526	(2,400)	-49%
2988 SR HOME REPAIR GRANT	-	32,552	32,793	-	(32,793)	-100%
4003 AREA ON AGING CIP	8,060	-	62,000	-	(62,000)	-100%
Total	\$ 2,666,782	\$ 2,786,810	\$ 2,975,658	\$ 2,896,907	\$ (78,751)	-3%

2024 Budget Highlights

Personal Services

- Despite a cost-of-living adjustment, salary steps, and longevity, a decrease of 0.2 FTE along with a decrease in health insurance participants caused only a slight increase in personal services.

Operating Expenditures

- Independent living decreased contracted services.

Capital Outlay

- This department is planning to purchase a large mixer and a walk-in fridge.

Transfers

- This department participates in the CERF program. They are also saving for future capital purchases.

Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
AOA Director	1.00	1.00	1.00	1.00
Assistant Director	1.00	1.00	1.00	1.00
Office Assistant II	1.00	0.50	-	-
Care Coordinator	-	-	0.50	0.50
Receptionist	1.00	1.00	1.00	1.00
Nutrition				
Cook	2.00	2.00	3.00	3.00
Head Chef	1.00	1.00	-	-
Kitchen Assistant	1.00	1.00	-	-
Program Assistant	1.00	1.00	1.00	1.00
Senior Cook	-	-	1.00	1.00
Nutrition Program Manager	1.00	1.00	1.00	1.00
Nutrition Program Assistant	-	-	1.00	1.00
I & R Comm Services				
Community Outreach Coordinator	1.00	1.00	1.00	1.00
Long-term Care Specialist	-	1.00	1.00	0.80
Aging Services Program Manager	1.00	1.00	1.00	1.00
Resource Specialist	3.00	3.00	3.00	3.00
Veteran Directed Care				
Care Coordinator	1.50	1.50	1.00	1.00
Total	16.50	17.00	17.50	17.30

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Number of individuals receiving Independent Living services	91	77	110	55
2 . Number of individuals receiving Meals on Wheels	654	670	600	500
3 . Number of seniors receiving congregate meals	524	1,062	1,300	1,400
4 . Annual client savings as a result of benefits counseling	\$1,021,507	\$935,235	\$800,000	\$850,000
5 . Percentage of annual survey respondents w ho indicate overall satisfaction w ith nutrition services	97%	100%	97%	98%
6 . Percentage of annual survey respondents w ho indicate overall satisfaction w ith Independent Living services	90%	89%	90%	90%
7 . Percentage of annual survey respondents w ho indicate overall satisfaction w ith Veteran Directed Care Coordination	100%	100%	90%	90%

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
Nutrition				
1 . Meals served	95,573	105,304	90,000	105,000
Info, Referral and Outreach				
1 . Outreach, Information and Referral contacts	29,583	8,609	9,000	9,500
2 . Number of public outreach/education/media efforts	131	132	120	125
Independent Living				
1 . Homemaker/Home Chore units of service	2,266	1,412	1,600	1,100
2 . Escorted Transportation rides	740	422	400	600
3 . Respite units of service	1,667	1,135	1,750	1,800
4 . Community Support/Sr. Companion units of service	20	361	325	300
5 . Personal Care units of service	298	272	360	200
6 . My Choice Home Help Program	N/A	N/A	N/A	1,400
Benefits Assistance				
1 . Medicare/benefits counseling hours	730	959	700	700
Ombudsman				
1 . Ombudsman cases/consults	1,758	1,048	1,000	1,000

Program Description

The Flathead County Extension Office brings resources from Montana State University to the residents of Flathead County in the form of educational outreach conducted by locally-based MSU faculty. The provided information is unbiased, research-based, and in direct response to locally identified needs. The result is a dynamic cycle of timely and relevant knowledge, resources, and support to assist Flathead County residents meet new challenges, make informed decisions, and take action to improve their quality of life. Flathead County Extension staff members continuously strive to supplement county and state program funding by applying for and obtaining grants whenever possible. Currently, the Extension Office consists of 3 FTE Extension Agents and 1 FTE Administrative Assistant. The primary work focus of the Extension Office is 4-H Youth Development, Agriculture, Community Development, Natural Resources, and Family and Consumer Science.

Goals & Objectives

4-H and Youth Development

- Flathead County 4-H is part of the largest, out-of-school youth development program in the state of Montana. It aims to offer a wide-range of learning opportunities to 4-H members to build relevant life skills in addition to supporting cognitive development, physical growth, and socio-emotional competency. Trained and certified adult volunteers and Extension staff provide enriching and interactive learning opportunities through over 20 local community clubs, public speaking instruction and opportunities, outdoor camps, local and statewide competitions, numerous unique animal science projects, and county-wide youth leadership programs.
- 4-H programs will utilize Positive Youth Development and STEAM (Science, Technology, Engineering, Art, and Math) principles to provide leadership, citizenship, and life skills development through MSU Extension educational programs. Youth will develop life skills in a supportive, inclusive environment with supportive adults. 4-H members will gain self-reliance and resiliency through the mastery of project work, find belonging within the youth organization, develop independence by solving problems, and strengthen generosity through community service, and teamwork.
- Extension will enhance the 4-H Volunteer Leader program through active recruitment, leadership training, and advising of adult volunteers to enable each leader provide a caring, safe, and inclusive environment for all youth. Volunteer development will include inspiration, training opportunities, supervision, coaching, and volunteer recognition. Engaged and thriving adult leadership is essential for a successful 4-H program.

Family and Consumer Science

- MSU Extension strives to build relationships with community members to effectively provide resources and trainings in food preservation, nutrition education, early child development, estate planning and more. These resources aim to inform and empower community members to make educated decisions that impact their lives.
- Extension provides classes, workshops, and guest speakers to offer hands-on learning opportunities to community members of all ages. MSU Extension aims to provide opportunities for community members to learn, develop, and collaborate with one another to support community vitality.

Agriculture, Natural Resource and Community Development

- Extension designs programs to help the community prosper through educational trainings for homeowners, growers, and farmers in addition to protecting the environment. Programs include pest, disease, and noxious weed identification with suggested management, pesticide applicator training, plant nutrition and fertilizing strategies to maintain soil health and fertility, and land stewardship practices.
- Extension provides educational resources such as books and Montguides (fact sheets created by Montana State University) on hundreds of topics ranging from gardening, forestry, lawn care, landscaping, and livestock production based on scientific research for anyone to access.
- Extension supports the local food network established in Flathead County by working with vegetable and fruit growers, schools, community gardens, food banks, and farmers markets to allow access to fresh produce.
- Extension conducts agriculture research to expand economic opportunities for landowners and farmers. New varieties, innovative crops and unique markets will be presented to area producers as opportunities to increase profits. Educational seminars are delivered to help real estate agents sell property, farmers retail their harvest and homeowners increase their property value through tactful landscaping.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 63,350	\$ 65,896	\$ 68,573	\$ 70,130	\$ 1,557	2%
Operating Expenditures	69,233	49,580	125,083	126,038	955	1%
Capital Outlay	-	-	-	34,000	34,000	100%
Transfers Out	2,942	1,626	1,857	6,671	4,814	259%
Total	\$ 135,525	\$ 117,102	\$ 195,513	\$ 236,839	\$ 41,326	21%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2290 4H/EXTENSION	\$ 114,965	\$ 96,161	\$ 174,199	\$ 182,279	\$ 8,080	5%
2370 RETIREMENT	6,627	7,021	7,793	8,240	447	6%
2380 GROUP INSURANCE	13,933	13,920	13,521	12,320	(1,201)	-9%
4021 EXTENSION CIP	-	-	-	34,000	34,000	100%
Total	\$ 135,525	\$ 117,102	\$ 195,513	\$ 236,839	\$ 41,326	21%

2024 Budget Highlights

Personal Services

- COLA and longevity result in an increase in personal services.

Operating Expenditures

- Operating expenditures were held basically steady.

Capital Outlay

- This department is planning to purchase a vehicle this year.

Transfers

- This department participates in the CERF program. They are also saving for future capital purchases.



Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Office Assistant III	1.00	1.00	1.00	1.00
Total	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Youth members of organized 4-H community clubs	635	766	789	804
2 . Adults registered as Certified 4-H Volunteers	164	158	161	166
3 . Number of 4-H participants w ho report "live in tow n"	399	452	463	474
4 . Number of 4-H participants w ho report "live out of tow n"	538	314	322	330
5 . Number of homeschool members w ho use 4-H curriculum to supplement their education	89	146	146	146
6 . Average number of years Flathead adult volunteers continue to lend their support and leadership as Certified 4-H leaders	5.00	5.00	5.00	5.00
7 . Provided educational training for private pesticide applicators	5	3	0	60
8 . Provide Seminars and Workshops	597	60	20	600
9 . Provide Weed Educational Programs	26	60	20	600
10 . Indirect Contacts - Media Exposure	49,592	37,727	50,088	52,592

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Number of 4-H educational projects and activities offered	416	355	355	355
2 . Attendance hours at all 4-H educational sessions	20,898	22,798	23,367	23,938
3 . Number of 4-H projects completed w ith certification	1,805	1,963	2,012	2,061
4 . Number of 4-H STEM projects completed w /certification	1,416	1,611	1,651	1,692
5 . Number of aw ards & recognitions delivered to 4-H members	866	842	850	850
6 . Number of 4-H members representing the Flathead at State & National events	37	69	70	72
7 . Number of 4-H members w ho gain leadership skills during camps and other overnight activities	152	98	160	160
8 . Supplemental Nutrition Assistance Program Education	102	556	0	0
9 . Food Production Education for Homeow ners	460	60	48	250
10 . Master Gardener Participants	416	424	428	453
11 . Master Gardener Volunteer Hours Donated to the County	3,814	4,120	4,140	4,250
12 . AG w alk-ins, phone calls, and emails	4,100	3,470	4,308	3,644
4-H w alk-ins, phone calls, and emails	62,009	76,219	78,124	80,077
FCS w alk-ins, phone calls, and emails	230	37	242	270

Program Description

As the Federal Transit Administration Section 5311 program provider for Flathead County, the Department provides public transit within the county using a dynamic service model that can include fixed route/paratransit service, general public demand response service, microtransit/On Demand service, commuter routes, contracted services and premium services to meet the community's need for transportation to shopping, education, employment, health care, public services and recreation. The system is branded as the "Mountain Climber." Services are primarily federally funded through a contract with the Montana Department of Transportation. Other funds include Flathead County taxes (voter approved 1 mill levy), state TransADE funding, city contributions, bus fares, local contracts, sponsorships, and donations.

Goals & Objectives

- Provide high quality public transit services to the general public, workers and visitors, older adults, and people with disabilities, with an emphasis on safety, compliance, efficiency, convenience and ease of use.
- Engage in effective outreach to inform the public about service options and facilitate access to/use of services.
- Gather, analyze, and use data effectively to plan and deliver services.
- Provide outstanding customer service as evidenced by survey results, complaint rates, and other feedback mechanisms.
- Secure and maintain to spec an adequate number of vehicles of the size/type appropriate to support service delivery.
- Ensure adherence to federal and state transit rules, regulations, policies, and standards.
- Identify and plan for evolving public transit needs, considering best practices, and incorporating passenger, public and stakeholder input; maintain and actively engage the Transportation Advisory Committee.
- Develop and collaborate with community partners to plan for and fund public transit services.
- Advocate for funding, policies, and programs that support public transit services.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 901,819	\$ 953,220	\$ 990,519	\$ 1,027,536	\$ 37,017	4%
Operating Expenditures	728,737	486,414	494,450	526,625	32,175	7%
Capital Outlay	162,713	19,500	605,162	294,234	(310,928)	-51%
Transfers Out	4,413	7,189	7,693	2,489	(5,204)	-68%
Total	\$ 1,797,682	\$ 1,466,323	\$ 2,097,824	\$ 1,850,884	\$ (246,940)	-12%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2990 TRANSPORTATION	\$ 1,755,206	\$ 1,466,323	\$ 2,097,824	\$ 1,850,884	\$ (246,940)	-12%
4023 TRANSPORTATION CIP	42,476	-	-	-	-	0%
Total	\$ 1,797,682	\$ 1,466,323	\$ 2,097,824	\$ 1,850,884	\$ (246,940)	-12%

2024 Budget Highlights

Personal Services

- COLA, steps, and longevity result in an increase in personal services.

Operating Expenditures

- Increases are budgeted for vehicle parts/repairs and tires.

Capital Outlay

- Capital purchases planned for this year are mini vans and air conditioning in the office.

Transfers

- This department participates in the CERF program.

Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
AOA Transportation				
Bus Driver	11.27	11.27	11.27	12.27
Dispatcher	2.00	2.00	2.00	1.00
Office Coordinator/Dispatch Supr	1.00	1.00	1.00	1.00
Transit Director	1.00	1.00	1.00	1.00
Total	15.27	15.27	15.27	15.27

Performance Measures & Workload Indicators

Performance Measures

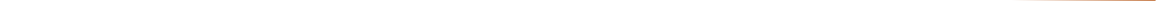
Measure	Actual FY 2021	Actual FY 2022	Approved FY 2023	Proposed FY 2024
1 . Number of demand response unduplicated riders	656	1,337	1,200	1,300
2 . Percentage of onboard survey respondents who indicate overall satisfaction with transit services	N/A	85%	90%	90%
3 . Maximum number of public complaints about transit service per year	15	14	25	25

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Approved FY 2023	Proposed FY 2024
1 . Total ride count	68,304	75,914	80,000	81,000
2 . Demand Response ride count	39,256	63,622	62,000	65,000
3 . City/Commuter/other ride count	29,048	12,292	18,000	16,000
4 . Outreach efforts/special events	41	33	30	30



CULTURE & RECREATION

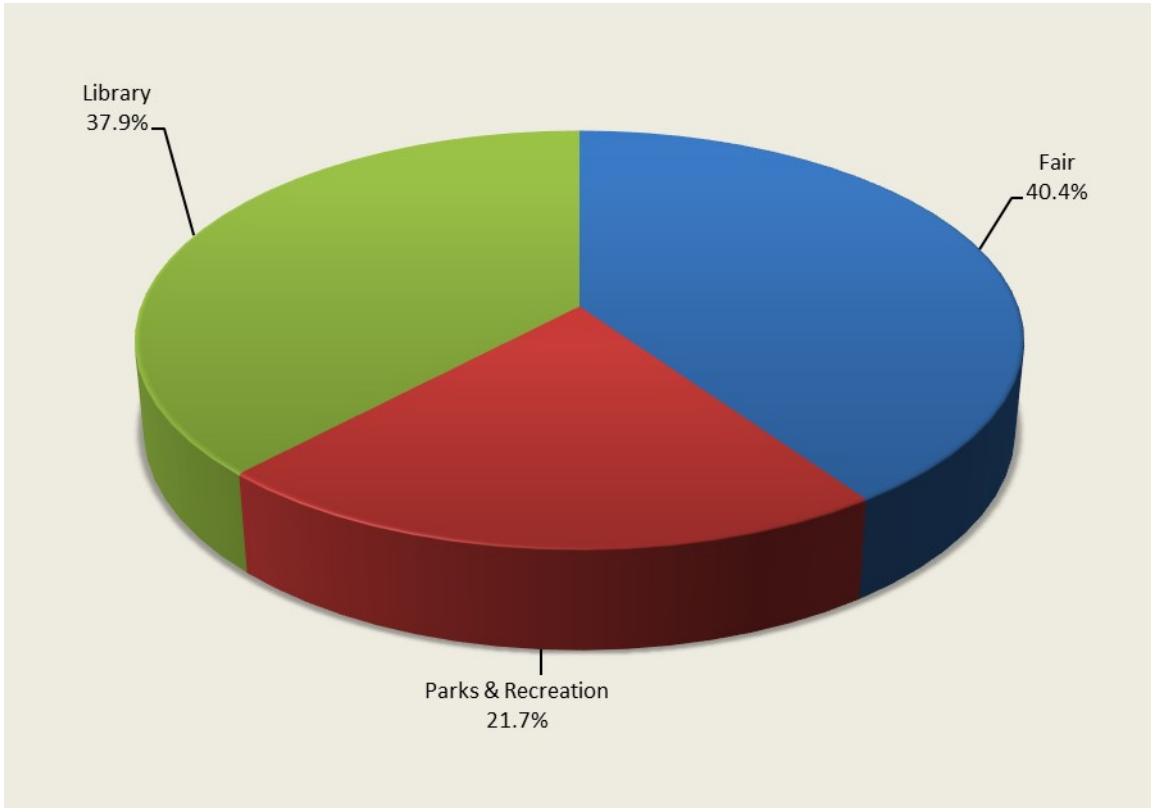




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Culture & Recreation

The Culture and Recreation function includes the Library, the Fairgrounds, and the Parks & Recreation departments.





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Program Description

For 121 years, the Flathead County Fairgrounds has been a valuable community resource of education, social, recreation, and commerce for the residents of Flathead County. As our population grows, the use and benefits of our grounds and facility's grow as well.

Each year, the Flathead County Fairgrounds produces and hosts the NW Montana Fair and Rodeo, attracting over 82,000 guests in 2022. Highlights of this annual tradition include livestock competitions, world class cowboys and cowgirls competing in three nights of PRCA Rodeo action, and the excitement of a nationally acclaimed concert. True to its heritage, the Fair's foundation activities remain closely tied to agriculture with the showcase of livestock, art, home crafts, floriculture, and the best horticulture of the valley. In addition to the annual fair, in 2022 the facilities hosted more than 225,000 attendees during 600 event use days that served our region and visitors from throughout the Northwest.

Through the hardship of the pandemic our fairgrounds facilities were there for our seniors, the Health Department, and our community as the physical and mental healing process developed. As we have begun to return to normalcy, our grounds have provided locations for numerous nonprofit organizational fundraisers, banquets, gathering, and meetings. We have also been a flagship location for gathering, hosting entertainment, education opportunities, funerals, and more.

In support of a healthy economy and the high quality of life desired by our community, the Fairgrounds plays a vital role as a family-oriented and affordable option for education and recreation. Residents and guests to our area expect and deserve a safe and easily accessed place to explore, gather, and celebrate. With more than 90,000 square feet of indoor program space and 56+ acres of outdoor area located adjacent to downtown Kalispell; the Flathead County Fairgrounds continues to be a valued public investment of Flathead County.

The fiscal year 2024 budget reflects continued diligent efforts by everyone involved towards maintaining a self-sufficient operating basis. Operating revenues are projected to remain soft however, show a breakeven for FY 2024. This is due to increases in operating costs in relation to inflation in multiple areas and catching up on maintenance items in multiple buildings on the fairgrounds.

Goals & Objectives

- Provide accountable and responsible use of taxpayer resources.
- Maintain self-sufficient enterprising operation of all Fairgrounds programs.
- Provide a consistently high level of quality customer services and facilities to our residents and guests.
- Increase events held at the Fairgrounds for continued self-sufficiency and providing a greater positive economic and social impact to all of Flathead County.
- Increase public access to the facilities and events held at the Fairgrounds throughout the year.
- Further establish partnerships, branding, and marketing of the annual NW Montana Fair and Fairground events.
- Improve the facilities of the Fairgrounds with a consistent CIP plan, providing a safe environment for all users, while effectively managing the current assets.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 404,496	\$ 448,063	\$ 499,346	\$ 533,725	\$ 34,379	7%
Operating Expenditures	865,195	916,452	938,646	978,835	40,189	4%
Capital Outlay	19,845	21,293	85,000	648,950	563,950	663%
Transfers Out	301,452	296,099	363,972	524,264	160,292	44%
Total	\$ 1,590,988	\$ 1,681,907	\$ 1,886,964	\$ 2,685,774	\$ 798,810	42%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2160 COUNTY FAIR	\$ 1,463,854	\$ 1,548,435	\$ 1,674,989	\$ 1,909,861	\$ 234,872	14%
2370 RETIREMENT	45,410	50,339	59,310	65,303	5,993	10%
2380 GROUP INSURANCE	61,879	61,840	67,665	61,660	(6,005)	-9%
4008 FC FAIR BUILDING REPLACEMENT CIP	19,845	21,293	85,000	648,950	563,950	663%
Total	\$ 1,590,988	\$ 1,681,907	\$ 1,886,964	\$ 2,685,774	\$ 798,810	42%

2024 Budget Highlights

Personal Services

- Personal services increased due to COLA, salary steps, and longevity.

Operating Expenditures

- The largest increases are contracted employees, concert performers, and equipment rentals.

Capital Outlay

- This department is planning to replace the North bleachers and start the process of replacement of a couple of barns.

Transfers

- This department participates in the CERF program. They are also saving for capital purchases.



Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Fair Manager	1.00	1.00	1.00	1.00
Fair Maintenance Supervisor	1.00	1.00	1.00	1.00
Fair Maintenance Worker	2.00	2.00	2.00	2.00
Event/Sponsorship Coordinator	-	-	1.00	1.00
Laborer - Seasonal	1.00	1.00	1.00	1.00
Office Coordinator	1.00	1.00	1.00	1.00
Total	6.00	6.00	7.00	7.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Partnerships and Sponsor Revenues	\$101,012	\$15,000	\$105,000	\$165,000
2 . Sponsorships (In-Kind)	-	-	-	\$25,000
3 . Total Event Days	607	639	625	650
4 . Fair Attendance / Participation	77,828	82,500	80,000	83,000
5 . Non-Fair Attendance / Participation	163,314	155,287	160,000	165,000
6 . CIP Reinvestment into Facilities	\$17,900	\$72,247	\$40,000	\$648,950
7 . Facility Rental Income Generated	\$226,400	\$243,500	\$244,000	\$252,500

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Total Event Days Coordinated	607	760	570	575
2 . Fair and Event Contracts Produced	458	465	375	380
3 . 4H Events hosted at Fairgrounds	122	125	145	150
4 . Media Contacts	0	0	0	0
5 . Health & Safety/CIP Projects Completed	1	1	1	1

Program Description

Imagine!F Libraries serves the Flathead County from facilities in Bigfork, Columbia Falls, and Kalispell. Imagine!F Libraries further serve the citizens of Flathead County via interlocal agreements with Lakeside and Marion. Our strategic framework includes literacy development in these areas: early literacy, informal/self-directed learning, and developing life skills required to access information in an increasingly digital world. We offer free and open access to information and educational opportunities for Flathead County residents of all ages.

- Early literacy classes build language, pre-reading, and reading skills from birth on up, opening the doors of opportunity for generations of children in our community. Children who have ready access to books and other learning materials from an early age are proven to be more successful in educational pursuits.
- Literacy building programs for people of all ages encourages them to continue to learn and grow throughout their lifetime.
- High-quality collections of information are provided in a variety of formats; print, digital, and internet based.
- Library staff are employed to conduct research and teach community members how to access information.

Goals & Objectives

Constituents find the information and resources community members need to lead productive lives.

- Safe and welcoming physical spaces where people can share knowledge and find research help, support social connection and develop stronger literacy skills.
- Wholesome family environment with a focus on literacy.
- Creative programming and partnerships with community organizations to achieve greater community impact by sharing objectives and resources, with a focus on literacy.

Provide access to high-quality materials with which community members can direct their individual and family learning.

- Early literacy classes and learning spaces that ensure that all children in Flathead County are ready for school of any kind (private, public, or homeschool).
- Programs that develop literacy skills and teach self-reliance.
- Unique collections of print and digital materials that motivate people to learn new skills and allow people to guide their own decision making (i.e., legal self-help, taxes, unemployment, property ownership, etc.)

Help people gain the skills to contribute to a vital and growing economy, ensuring a thriving future for the community.

- Partnerships with local businesses, educational institutions, and community service providers to select materials, design classes and collaborate on events that spark curiosity, and life skills needed to gain and retain employment in Flathead County.
- Staff assistance with employment research and opportunities for individual and community education.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 1,664,734	\$ 1,560,795	\$ 1,832,702	\$ 1,849,856	\$ 17,154	1%
Operating Expenditures	619,225	565,903	578,920	653,786	74,866	13%
Capital Outlay	-	-	-	-	-	0%
Transfers Out	7,289	129,426	16,289	20,289	4,000	25%
Total	\$ 2,291,248	\$ 2,256,124	\$ 2,427,911	\$ 2,523,931	\$ 96,020	4%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2220 LIBRARY	\$ 1,730,002	\$ 1,757,894	\$ 1,862,289	\$ 1,925,095	\$ 62,806	3%
2370 RETIREMENT	182,688	176,380	216,397	227,193	10,796	5%
2380 GROUP INSURANCE	285,948	254,497	296,375	248,793	(47,582)	-16%
4020 LIBRARY DEPRECIATION RESERVE FUN	31,386	27,571	-	70,000	70,000	100%
7055 LIBRARY GIFTS	61,224	39,782	52,850	52,850	-	0%
Total	\$ 2,291,248	\$ 2,256,124	\$ 2,427,911	\$ 2,523,931	\$ 96,020	4%

2024 Budget Highlights

Personal Services

- Despite a cost-of-living adjustment, salary steps, longevity, the increase in personal services is small because of a 0.25 FTE reduction along with reduced participation in health insurance.

Operating Expenditures

- A security company has been hired to patrol the library. The materials budget was also increased.

Capital Outlay

- No purchases are anticipated this year.

Transfers

- This department is saving for future capital purchases.

Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Branch Librarian I	-	0.60	1.00	-
Branch Librarian II	1.00	1.00	1.00	1.00
Comm & Marketing Coordinator	1.00	1.00	1.00	1.00
Custodian	1.43	1.43	1.50	0.88
Library Advisor	11.71	11.11	11.48	12.85
Library Courier	0.75	0.75	0.75	0.75
Library Director	1.00	1.00	1.00	1.00
Library Materials Handler	4.00	4.13	4.30	4.30
Library Technology Coordinator	1.00	1.00	1.00	1.00
Office Administrator	1.00	1.00	1.00	1.00
Professional Librarian	2.75	3.75	4.00	2.00
Professional Lib/Asst Lib Director	-	1.00	1.00	-
Senior Librarian	3.00	1.00	-	3.00
Total	28.63	28.76	29.03	28.78

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
<i>Flathead County Population Estimates</i>	104,357	102,000	108,000	108,500
1 . Revenue from Government Sources	\$ 2,161,504	\$ 2,188,804	\$ 2,188,804	\$ 1,846,236
Per capita revenue from Govt Sources	\$ 20.71	\$ 21.46	\$ 20.27	\$ 17.02
Revenue from Donations	\$ 73,300	\$ 58,015	\$ 55,000	\$ 55,000
Total Library Revenue	2,234,804	2,246,819	2,243,804	1,901,236
Total Library Revenue per capita	\$ 21.41	\$ 22.03	\$ 20.78	\$ 17.52
2 . Total Library Operating Expenditures	\$ 2,369,376	\$ 2,270,575	\$ 2,260,414	\$ 1,861,423
Library Operating Expenditures per capita	\$ 22.70	\$ 22.26	\$ 20.93	\$ 17.16
3 . Materials Expenditures	\$ 240,724	\$ 261,300	\$ 300,000	\$ 249,000
Library materials checked out & renewed	505,190	663,750	550,000	525,000
4 . Program attendance	15,625	46,000	10,000	8,000
Attendees per program	68.53	57.72	40.00	75.00
5 . Public Computer uses	18,188	85,000	25,000	28,500
Wireless Internet Access	54,845	130,000	70,000	56,000
Mobile Hotspots Borrow ed	501	500	540	1,500
6 . Library visits	233,256	360,000	300,000	250,000
Library visits per \$1,000 of Expenditures	98	159	133	134

Population averages from MT Dept. of Commerce.

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Library materials checked in per year	291,624	515,000	450,000	490,000
2 . New materials processed (includes magazines)	13,447	14,000	14,000	12,500
3 . Interlibrary loans TO non-FCL libraries	45,818	53,000	50,000	46,000
Interlibrary loans FROM non-FCL libraries	72,672	85,000	80,000	75,000
4 . Volunteer hours utilized	796	1,900	1,500	1,200
5 . Library registrations (card holders)	29,356	32,013	31,000	35,000
Library registrations per \$1,000 in expenditures	12.39	14.10	13.71	18.80
6 . Full time equivalent staff (FTE)	28.55	28.63	29.00	28.28
7 . Library Square Feet per capita	0.354	0.354	0.700	0.330

Program Description

The Parks department is currently responsible for the development, operation, and maintenance of a wide range and variety of parks and facilities. Public parks and trails offer countless values to Flathead County residents and visitors. Public parks, trails and open space provide the opportunity to be physically active and fit. Having close-to-home access to quality places to recreate is one of the most important factors in determining whether people are active and will continue to stay that way. Flathead County's citizens are provided areas for leisure and recreational activity in a natural setting that may otherwise be unavailable to them. Linear trails are also known as parks and provide a non-motorized trail system with large scale connectivity and safe routes to schools, parks, and recreation facilities. The department seeks to keep Flathead County residents active, increase donations and other funding, provide public access, continue to be good stewards of County parkland, and utilize the Parks and Facilities Master Plan.

Plans for parks are made in accordance with sound fiscal policy to develop and maintain them in a cost-effective manner with adequate funding for long-term operation and maintenance. The department currently maintains 72 park facilities and one cemetery totaling approximately 857 acres. Of the 72 park sites, 33 are actively maintained and available for rent, totaling approximately 387 acres. 13 sites are water-based parks, 2 are classified special use parks and 6 are linear parks. County Commission and staff are advised on various communities' needs and input related to parks concerns and long-range planning.

In addition to standard front office responsibilities, the office administrators enter time into the payroll system, process accounts payable/receivable, enter work logs, take incoming phone calls for three departments, assist all departments with various support needs, schedule and assist loading and unloading of rental sprayers, process enforcement letters, and database management.

Goals & Objectives

- Continue oversight of parks and facilities to provide well maintained parks; develop or upgrade current facilities where possible.
- Continue to seek and improve public water access sites.
- Continue safe, efficient operation of equipment; identify aging equipment, surplus and auction.
- Eliminate areas of liability in parks, conduct safety checks on all playground equipment.
- Continue to conduct regular safety training and remain Montana Safety and Health Achievement Recognition Program (MSHARP) compliant.
- Continue park enforcement duties.
- Special park projects:
 - Evaluate trail systems and maintain all trails as per original agreement.
- Continue customer surveys.
- Evaluate parks for potential surplus.
- Identify and replace or repair failing playground equipment as needed.
- Identify and surplus all unneeded or failed vehicles/equipment.
- Identify and survey property corners as necessary in parks to determine lot boundaries.
- Continue to seal coat and stripe parking lots as budget allows.
- Continue to remove dead and dying trees in parks.
- Continue to rebuild or replace Foy's Lake docks.
- Conduct logging operation in Many Lakes for fire mitigation.
- Replace fencing and/or patch fencing at the Conrad Complex.

Recreation

Program Description

The Flathead County Recreation department's function is to provide the citizens of Flathead County with organized recreational activities and sports programs to promote family wellness and participation in physical activities that may otherwise be unavailable to them. Its role is also to advise staff and County administration on various community needs and provide input related to recreation concerns, service delivery to the community, and long-term planning.

Participants come from Martin City to Marion and from Whitefish to Bigfork/Somers/Lakeside (occasionally even Eureka and Polson). These participants are adults and youth from every school district in Flathead County. Our department consists of 1 full time employee, 1 full-time seasonal employee, and four part-time seasonal employees who deal with approximately 3,500 program participants, over 200 volunteers/coaches, and between 30,000 to 35,000 spectators. Our programs run year-round, seven days a week, operating anywhere from 6:00 a.m. to 11:00 p.m.

In addition to standard front office responsibilities, the office administrators enter time into the payroll system, process accounts payable/receivable, enter work logs, take incoming phone calls for three departments, assist all departments with various support needs, schedule and assist loading and unloading of rental sprayers, process enforcement letters, and database management.

Goals & Objectives

- Promote family wellness and participation in physical activities.
- Continue to keep labor costs at low levels, partially by utilizing community service volunteers.
- Continue to seek volunteers for recreational programming from the community and local high schools.
- Continue to provide background checks on volunteers and work with other organizations that provide youth programs to share cost of background checks, maintaining confidentiality.
- Continue to seek grants for funding of recreational programs.
- Continue to seek grants and donations for obtaining a County-wide gymnasium.
- Continue to work with local school districts and private schools on use of gym space.
- Increase local sponsors and advertisers for recreational programming.
- Install a batting cage at the Conrad Complex.
- Work with local service clubs and schools to find the recreation needs of all local youth.
- Review all existing youth and adult programs to ensure fiscal efficiency and develop revenue growth potential.
- Re-examine all youth and adult program behavior/safety rules to ensure safety of all participants, staff, and officials.
- Distribute customer surveys to assess if programs are meeting participant needs now and in the future.
- Continue safe & efficient operations of the department.

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Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 452,523	\$ 440,240	\$ 542,382	\$ 572,628	\$ 30,246	6%
Operating Expenditures	255,314	305,265	517,050	444,650	(72,400)	-14%
Capital Outlay	51,292	18,000	84,500	248,000	163,500	193%
Transfers Out	63,153	120,768	168,343	176,979	8,636	5%
Total	\$ 822,282	\$ 884,273	\$ 1,312,275	\$ 1,442,257	\$ 129,982	10%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2210 PARK	\$ 641,432	\$ 753,537	\$ 857,112	\$ 894,119	\$ 37,007	4%
2211 PARKS/CASH IN LIEU	-	-	25,000	-	(25,000)	100%
2213 PARK DONATIONS-RESTRICTED USE	846	241	500	500	-	0%
2214 TRAIL MAINTENANCE	16,127	18,898	231,000	157,800	(73,200)	-32%
2370 RETIREMENT	49,370	48,316	63,265	68,127	4,862	8%
2380 GROUP INSURANCE	63,215	63,183	75,798	73,611	(2,187)	-3%
2956 GATEWAY TO GLACIER BIKE/PED TRAI	-	98	100	100	-	0%
4031 PARKS CIP	51,292	-	59,500	248,000	188,500	317%
Total	\$ 822,282	\$ 884,273	\$ 1,312,275	\$ 1,442,257	\$ 129,982	10%

2024 Budget Highlights

Personal Services

- A cost-of-living adjustment, salary steps, and longevity resulted in an increase in personal services.

Operating Expenditures

- A trail maintenance project was completed last year and will not repeat this year.

Capital Outlay

- This department is planning to purchase a truck, a mower, a toolcat, and a dock.

Transfers

- This department participates in the CERF program. They are also saving for future capital purchases. A \$50k transfer is planned for trails maintenance matching funds.

Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Assistant Director	0.50	0.50	0.50	0.50
Groundskeeper	0.93	0.93	0.93	0.93
Office Assistant III	0.75	0.75	0.75	0.25
Office Coordinator	-	-	-	0.50
Recreational Program Coordinator	0.75	0.75	0.75	0.75
Recreation Assistant	0.50	0.50	0.50	0.50
Recreational Program Manager	1.00	1.00	1.00	1.00
Weed & Parks Director	0.50	0.50	0.50	0.50
Weed/Parks Maint Worker	2.87	2.87	2.87	2.87
Total	7.80	7.80	7.80	7.80

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
Parks				
1 . Park Reservations Permits	59	64	70	70
2 . Grounds/Acres	857	857	857	857
Recreation				
1 . Recreation Programs	15	15	15	15
2 . Gym Days Scheduled	260	260	260	260
3 . Subcontracted Help	25	50	55	55
4 . Volunteer Participation	97	102	150	150
5 . Community Sponsorships	15	15	15	15

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
Parks				
1 . Park Permits # of Days	417	356	300	300
2 . Park Permits # of Participants/Spectators	15,439	18,705	22,000	22,000
3 . Park Rental Income	\$ 27,021	\$ 28,850	\$ 30,000	\$ 30,000
4 . Park Enforcement Hours	560	560	560	560
5 . Sign Income/Donations	\$ 5,000	\$ 5,800	\$ 5,000	\$ 5,000
Recreation				
1 . Youth Participants, Approximate	723	818	1,000	1,000
2 . Adult Participants, Approximate	1,596	1,764	2,500	2,500
3 . Subcontracted Assistance Hours	1,208	1,679	2,300	2,300
4 . Volunteer Participation Hours	1,164	1,224	1,500	1,500
5 . Community Sponsorships Dollars	\$ 9,575	9,775	\$ 10,000	\$ 10,000
6 . Youth Leagues Offered	12	12	12	12
7 . Youth Leagues Requested	26	26	26	26
8 . Adult Leagues Offered	14	14	14	14
9 . Adult Leagues Requested	16	16	16	16
10 . Gym Usage Hours	640	816	1,100	1,100
11 . Softball Tournaments Offered	16	16	16	16
12 . Background Checks Conducted	14	16	30	30



ENTERPRISE

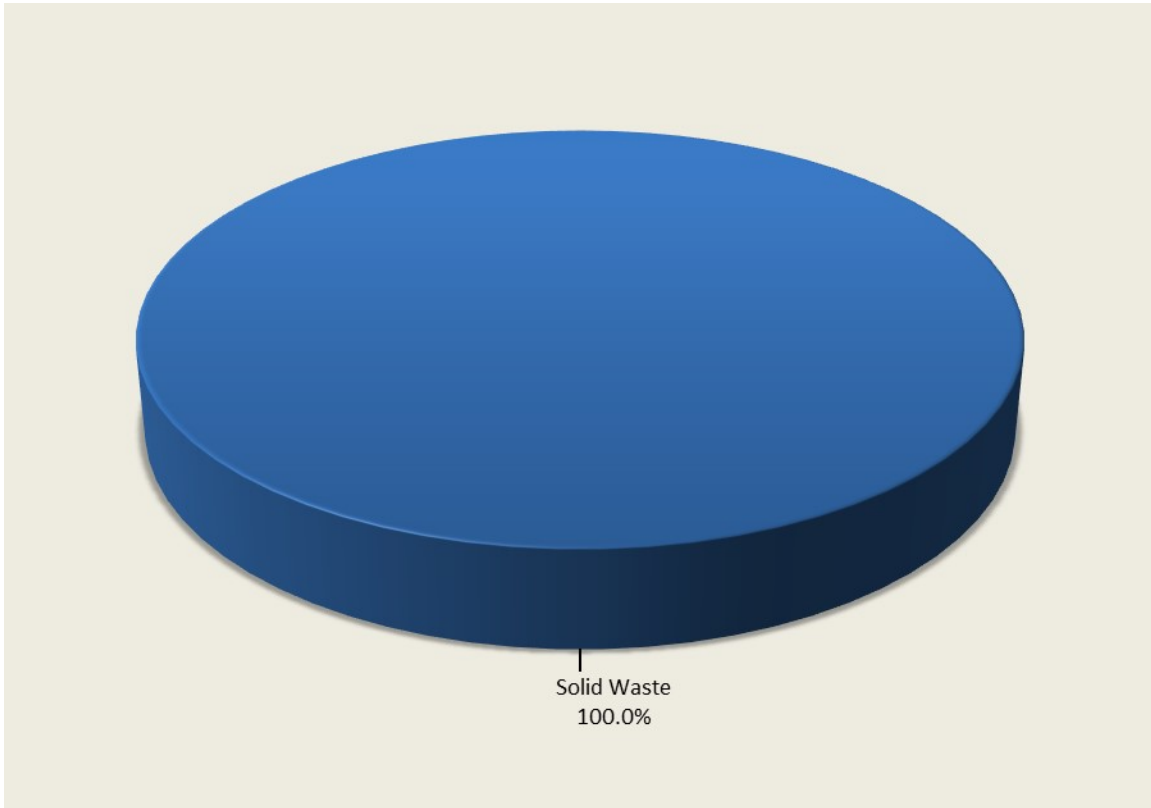




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Enterprise

Enterprise funds are accounted for in a manner similar to a private business. The Enterprise function consists of the Solid Waste District.





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Program Description

The Board of Directors and the employees of the Flathead County Solid Waste District provide environmentally sound and cost-effective refuse collection, disposal, and recycling opportunities for Flathead County residents and businesses. Our facilities are a major part of the economic and environmental infrastructure of Flathead County. Long-range planning and fiscal integrity ensure decades of capacity with minimal financial impacts to Flathead County citizens.

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

As a result of departmental reorganization by the County Commissioners, the Solid Waste district and Road & Bridge departments were combined under the umbrella of the Public Works department. The Public Works Director provides overall leadership and direction of the district while the Solid Waste Operations Manager oversees the day-to-day operations of the district. Union workforces operate the heavy equipment, refuse hauling fleet, and container site monitoring while County matrix employees provide administrative support to the district.

Goals & Objectives

Fiscal

- Fiscal year report to summarize all district activities
- Overall annual review of district financial status-residential/commercial assessment and gate fee

Service

- Annual landfill effective density of 1,100 pounds/cubic yards
- Route average of 7+ tons/load (summer) and 6.5+ tons/load (winter)
- Continue household hazardous waste and commercial small quantity generator hazardous waste events
- Continue to provide sharps disposal containers and promote use of pharmaceutical disposal receptacles

Education

- Continue recycling and hazardous waste disposal advertising
- Continue Waste Not grant, media releases, radio spots
- Continue roadside litter reduction campaign
- Professional development for management staff
- Solid waste based monthly training for operational staff

Future

- Solid Waste Strategic Plan implementation
- Landfill entrance improvements-facility sign and regulatory signs at gate
- Increase aesthetics and buffering of container sites
- Infrastructure masterplan engineering for facility expansion of South Area Landfill
- Discussion and preliminary design of south area of landfill

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Personal Services	\$ 2,528,470	\$ 2,650,502	\$ 2,764,075	\$ 3,024,256	\$ 260,181	9%
Operating Expenditures	5,996,506	5,647,960	4,831,512	4,444,795	(386,717)	-8%
Capital Outlay	4,409,910	4,464,441	3,097,500	1,965,808	(1,131,692)	-37%
Transfers Out	2,716,126	5,116,400	2,067,411	868,403	(1,199,008)	-58%
Total	\$15,651,012	\$17,879,303	\$ 12,760,498	\$ 10,303,262	\$(2,457,236)	-19%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
5410 SOLID WASTE	\$14,309,611	\$14,853,501	\$ 11,795,262	\$ 10,153,262	\$(1,642,000)	-14%
	-	253,855	100,000	-	(100,000)	-100%
5430 LINED CELL TRUST	1,100,000	2,000,000	800,000	150,000	(650,000)	-81%
5440 SOLID WASTE LAND PURCHASE	-	637,688	-	-	-	0%
5450 FEC IMPROVEMENT FUND	177,900	-	-	-	-	0%
	63,501	134,259	65,236	-	(65,236)	-100%
Total	\$15,651,012	\$17,879,303	\$ 12,760,498	\$ 10,303,262	\$(2,457,236)	-19%

2024 Budget Highlights

Personal Services

- COLA, salary steps, longevity, increased overtime, and an additional 0.12 FTE resulted in an increase in personal services.

Operating Expenditures

- Landfill gas wells were drilled last year and won't be repeated this year.

Capital Outlay

- Major projects planned for this year include work on the South Area expansion, an articulated truck, and several refuse trucks. They are also purchasing various pieces of equipment. See capital section for more information.

Transfers

- A transfer will be made from the closure trust fund to pay for the post closure maintenance. A transfer will be made from the lined cell trust account to pay for liner cover soil.

Staffing Summary

Title	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Approved FY 2024
Building Maintenance Worker I	1.00	1.00	1.00	1.00
Container Site Monitor	13.60	14.35	14.60	14.00
Equipment Mechanic Landfill	1.00	1.00	1.00	1.00
Financial Technician	0.90	0.90	0.90	0.90
Landfill Attendant	1.12	1.45	2.00	2.00
Landfill Equip Oper/Truck Driver	7.10	7.10	9.10	11.82
Landfill Foreman	2.00	2.00	2.00	-
Office Assistant III	1.90	1.90	1.90	1.90
Public Works Director	0.22	0.22	0.22	0.22
Spotter	-	0.67	2.00	2.00
Solid Waste Operations Manager	0.98	0.98	0.98	0.98
Total	29.82	31.57	35.70	35.82

Performance Measures & Workload Indicators

Performance Measures

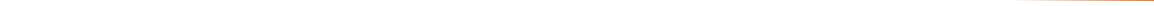
Measure	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Commercial and Residential Assessment Units	74,182	76,641	75,000	79,000
2 . Annual Landfill Density (pounds/cubic yard)	1,452	1,543	1,200	1,300
3 . Household Hazardous Waste Participants	281	132	300	300
4 . Litter, Recycling and Education Advertising	\$19,455	\$16,286	\$20,000	\$20,000
5 . Grants Funds Awarded (Sharps/Waste Not Project)	\$21,776	\$21,776	\$21,776	\$21,776
6 . Employee Training and Development Hours	287	269	250	250

Workload Indicators

Indicator	Actual FY 2021	Actual FY 2022	Budgeted FY 2023	Proposed FY 2024
1 . Tons Deposited in Landfill	147,596	154,310	150,000	150,000
2 . Tons Hauled by FCSW	27,446	27,052	28,000	28,000
3 . Tons Recycled-brush, compost, white goods	10,863	8,139	9,000	9,000
4 . Tons Household Hazardous Waste Removed	16.28	11.45	15.00	15.00
5 . Landfill Cost Per Ton	\$28.64	\$31.07	\$27.00	\$30.00



DEBT SERVICE

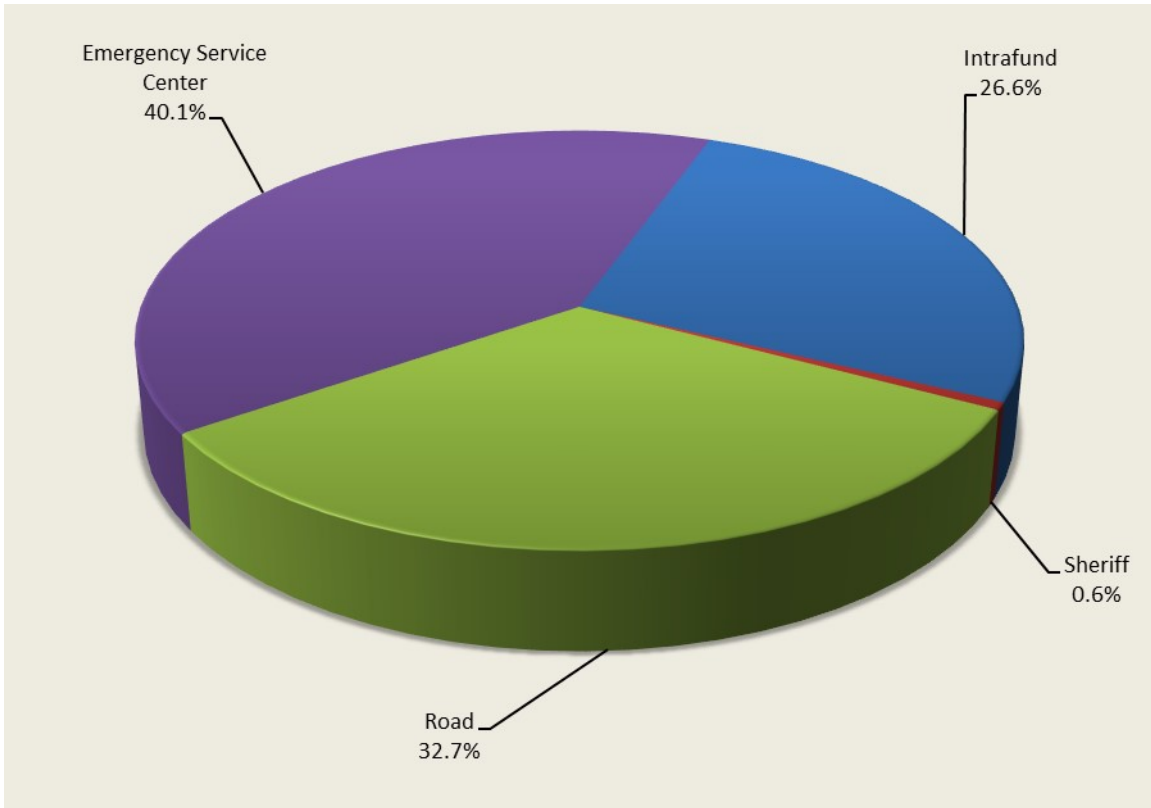




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Debt Service

The Debt Service function includes debt service funds as well as payments from other funds on an obligation resulting from long-term debt. The function includes Intrafund, Emergency Service Center, Road, and Sheriff.



Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Debt Service	\$ 462,125	\$ 462,325	\$ 466,850	\$ 465,900	\$ (950)	0%
Total	\$ 462,125	\$ 462,325	\$ 466,850	\$ 465,900	\$ (950)	0%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
3001 911 GO BOND DEBT SERVICE	\$ 462,125	\$ 462,325	\$ 466,850	\$ 465,900	\$ (950)	0%
Total	\$ 462,125	\$ 462,325	\$ 466,850	\$ 465,900	\$ (950)	0%

2024 Budget Highlights

Debt Service

- Debt service is paid on the general obligation bonds for the Flathead Emergency Communications Center from these funds.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Debt Service	\$ 418,327	\$ 606,681	\$ 401,080	\$ 309,099	\$ (91,981)	-23%
Total	\$ 418,327	\$ 606,681	\$ 401,080	\$ 309,099	\$ (91,981)	-23%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
3538 BIG MTN WATER-PAVING RSID 138	\$ 38,228	\$ 37,100	\$ 40,475	\$ 38,725	\$ (1,750)	-4%
3539 SANDY HILL RSID 139	17,932	17,246	16,149	-	(16,149)	-100%
3540 SHADY LANE RSID 140	10,608	10,204	9,819	12,375	2,556	26%
3541 WILLIAMS LANE RSID 141	18,561	17,851	16,715	-	(16,715)	-100%
3543 RESTHAVEN RSID #143	22,944	22,024	21,104	-	(21,104)	-100%
3544 LODGEPOLE RSID 144	33,948	32,568	31,188	11,070	(20,118)	-65%
3545 SNOWGHOST RSID #145	19,771	19,066	18,361	17,656	(705)	-4%
3546 BADROCK RSID #146	13,375	12,925	12,475	12,025	(450)	-4%
3547 MENNONITE RSID #147	15,180	24,420	14,135	13,138	(997)	-7%
3549 SWAN HORSESHOE RSID 149	28,750	27,762	27,762	25,786	(1,976)	-7%
3550 BERNE ROAD RSID #152	4,069	3,926	3,785	3,643	(142)	-4%
3551 MONEGAN ROAD RSID #153	19,960	19,348	18,736	18,125	(611)	-3%
3553 BIG MTN RSID #155 TAXABLE	26,320	71,320	26,321	26,322	1	0%
3554 LITTLE MTN RSID #154	12,022	11,666	11,312	10,956	(356)	-3%
3555 BIG MTN RSID #155 NON-TAXABLE	50,644	122,643	50,646	43,401	(7,245)	-14%
3556 BIGFORK STORMWATER #153	64,375	138,300	64,113	58,240	(5,873)	-9%
3557 SANDY HILL RSID 157	6,810	6,720	6,601	6,453	(148)	-2%
3558 RIVER BUTTE RANCHETTES RSID 158	14,830	11,592	11,383	11,184	(199)	-2%
Total	\$ 418,327	\$ 606,681	\$ 401,080	\$ 309,099	\$ (91,981)	-23%

2024 Budget Highlights

Debt Service

- Debt service is paid on the bonds for RSIDs from this department. Three RSIDs were paid off in FY23.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Debt Service	\$ 360,344	\$ 360,507	\$ 370,000	\$ 380,000	\$ 10,000	3%
Total	\$ 360,344	\$ 360,507	\$ 370,000	\$ 380,000	\$ 10,000	3%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2110 ROAD FUND	\$ 360,344	\$ 360,507	\$ 370,000	\$ 380,000	\$ 10,000	3%
Total	\$ 360,344	\$ 360,507	\$ 370,000	\$ 380,000	\$ 10,000	3%

2024 Budget Highlights

Debt Service

- The Road department leases eight graders. The two leases originated in FY20, two in FY21, and four in FY23. They each have five-year terms.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Debt Service	\$ 2,797	\$ 6,712	\$ 6,712	\$ 6,712	\$ -	0%
Total	\$ 2,797	\$ 6,712	\$ 6,712	\$ 6,712	\$ -	0%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
2922 HIGH INTENSITY DRUG TRAFFICKING	\$ 2,797	\$ 6,712	\$ 6,712	\$ 6,712	\$ -	0%
Total	\$ 2,797	\$ 6,712	\$ 6,712	\$ 6,712	\$ -	0%

2024 Budget Highlights

Debt Service

- The Sheriff's office secured a capital lease for a vehicle in FY21. The lease is for six years.



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INTERNAL SERVICE

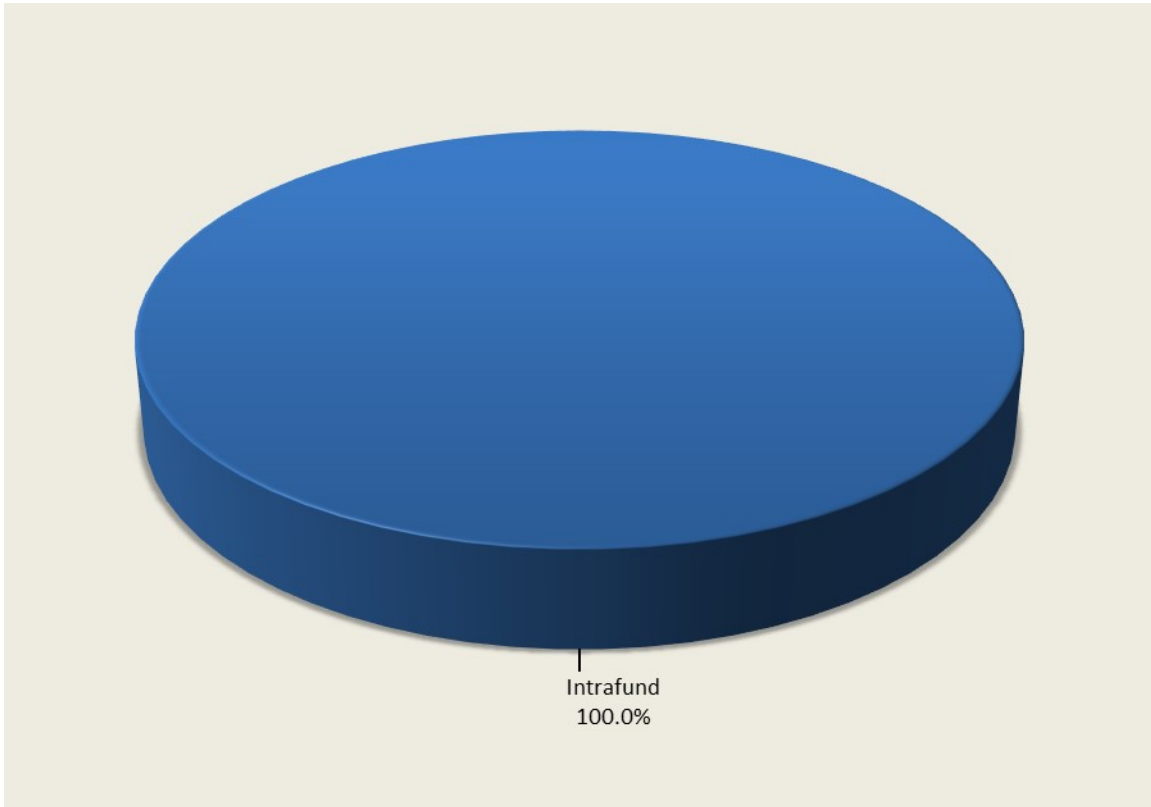




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Internal Service

Internal Service funds are used to account for the financing of certain goods and services between departments and agencies of the County. The County uses an internal service fund to account for its self-insurance activities.



Financial Summary

Budget by Object of Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
Operating Expenditures	\$ 6,642,309	\$ 5,285,564	\$ 8,142,478	\$ 6,709,142	\$(1,433,336)	-18%
Total	\$ 6,642,309	\$ 5,285,564	\$ 8,142,478	\$ 6,709,142	\$(1,433,336)	-18%

Funding Summary

Funding Sources	Actual FY 2021	Actual FY 2022	Budget FY 2023	Approved FY 2024	Increase (Decrease)	Percent Change
8050 GROUP INSURANCE TRUST	\$ 6,642,309	\$ 5,285,564	\$ 8,142,478	\$ 6,709,142	\$(1,433,336)	-18%
Total	\$ 6,642,309	\$ 5,285,564	\$ 8,142,478	\$ 6,709,142	\$(1,433,336)	-18%

2024 Budget Highlights

Operating Expenditures

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



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CAPITAL





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Overview

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

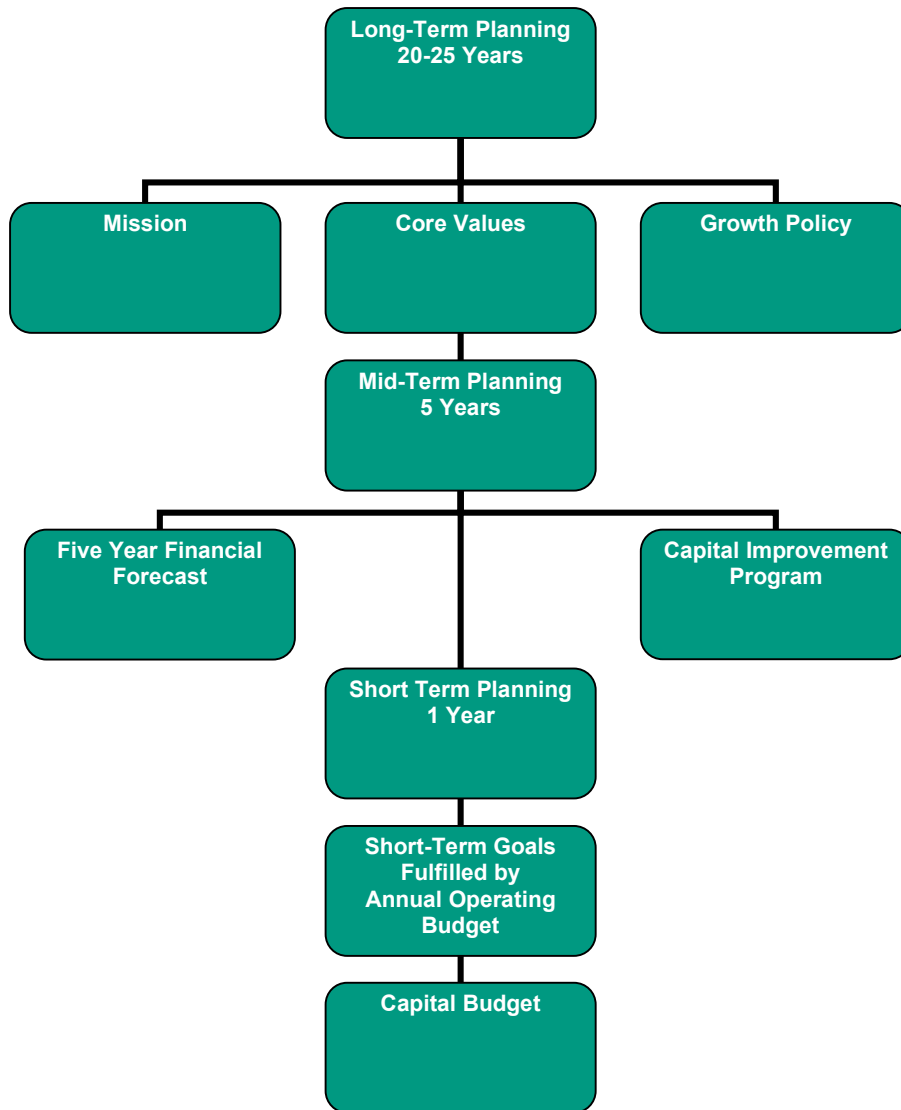
The capital budget is separate and distinct from the County's operating budget for several reasons. First, capital outlays reflect non-recurring capital improvements rather than ongoing expenses. Second, capital projects tend to be high cost in nature, requiring more stringent control and accountability. To provide direction for the capital plan, the County Commission has adopted policies relating to the Capital Improvement Plan and the Capital Budget, which are discussed later in this section.

Linkage to Strategic Plan & Goals

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

Each element of the County's planning process has a different purpose and timeframe. The strategic plan, vision, mission, long-term goals and growth policy are the most far-reaching in nature—20 to 25 years. The capital improvement plan and the five-year financial forecast are mid-term in nature—5 years. The annual budget and the capital budget are short-term—covering a 1-year timeframe. The most important requisite is that they are coordinated and are in concert with one another.

Shown on the following page is a hierarchy of the County's layered planning processes, all of which support one another and are designed with a common goal. The chart depicts how the capital improvement plan, the annual operating budget, and the capital budget fit within the County's planning process hierarchy.



Capital Planning

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

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

The CIP and Capital Budget Processes

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

The CIP is prepared under the direction of the County Administrator and Finance Director. The CIP update begins in January in conjunction with the annual budget. The County Administrator and the Finance Director meet with the County's management team to explain the overall process and to provide pertinent information regarding funding and expenditure issues, budget process changes, and general instructions. At this meeting, the goals and direction for the new budget are outlined. Those involved in the capital budget process are given a calendar of key budget cycle dates and written documentation including forms, instructions, and definitions to be used in preparing their capital project budgets, including revising current project estimates and submitting requests to add new capital projects. Departments are sent projects scheduled from the previous year CIP. They review, update, prioritize, and submit to Finance.

All pertinent information is required including the justification for the project, project funding requirements by fiscal year, proposed project schedule and completion dates, and anticipated operating cost impacts. The submissions are reviewed and evaluated by the County Administrator and the Finance Director. In preparing the CIP, they confer with each of the departments to ascertain that the proposed request is in accordance with the County's Comprehensive Strategic Plan and Growth Policy. Throughout the development process, the County Administrator and Finance Director hold regular meetings with the County Commissioners to keep them up to date, provide them with revenue projection updates, and to obtain overall policy guidance. Upon completing their review, they meet with the appropriate program directors and representatives to resolve outstanding issues and ensure that all agree with the current information.

As the process continues and the new CIP begins to take shape, the proposed CIP is forwarded to the County Commissioners for review. In late June, the County Commission considers and adopts a capital improvement plan. The capital budget is finalized as part of the annual operating budget in late August of each year. Final budget documents reflecting the adopted budget and CIP are then prepared and distributed, both via hardcopy and electronic format.

Positive results of the capital improvement plan and capital budget include:

- Translation of the County's Strategic Plan, Growth Policy, individual departments' functional plans, and other programs and policies into tangible projects.
- The coordination of the capital projects of all County departments so that they will further the implementation of the long-term plans.
- The possibility of guiding private development so that it occurs in a way that is in conformity with the County's long-term plans.
- Enabling the County Commission and the County Administrator to better plan the financing for both capital and operating activities.
- Protection of the County's investment in existing facilities, where appropriate, to avoid the higher cost of rehabilitation and/or replacement associated with deferral.
- Fostering economies of scale through inter-jurisdictional cooperation.
- Promotion of economic development and its inherent contributions.

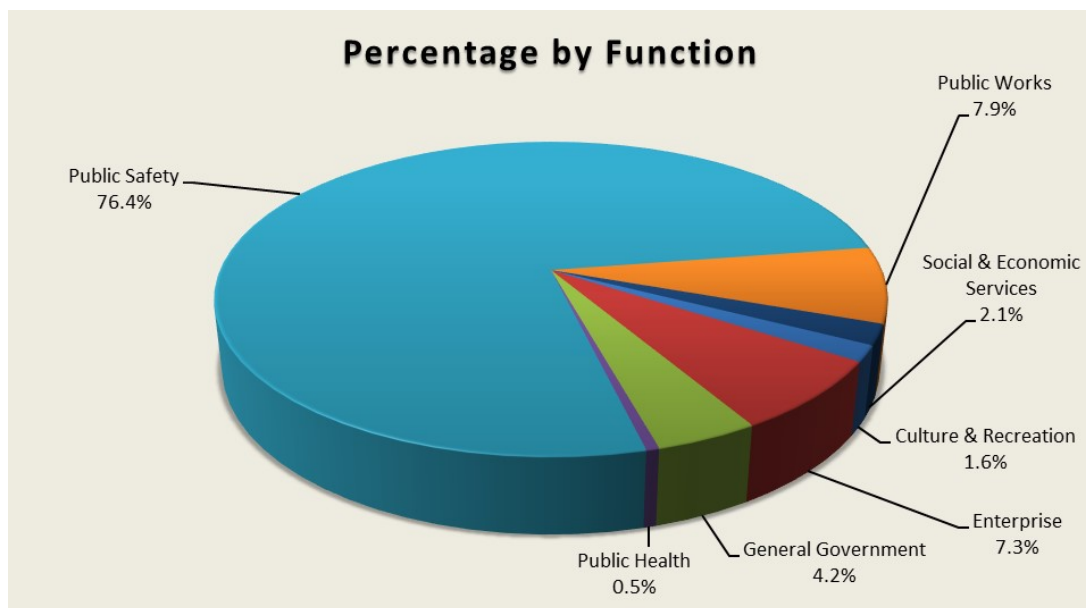
CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Capital Budget by Function

The following table and graph illustrate the capital expenditures related to each function over the course of the five-year capital improvement plan.

Function	2024	2025	2026	2027	2028	Total
Culture & Recreation	\$ 896,950	\$ 185,000	\$ 465,000	\$ 370,500	\$ 160,000	\$ 2,077,450
Enterprise	1,965,808	172,500	720,000	1,977,000	4,450,000	9,285,308
General Government	1,175,603	567,700	2,126,932	850,800	637,335	5,358,370
Public Health	88,000	170,000	210,000	105,000	105,000	678,000
Public Safety	3,633,190	2,146,138	31,839,115	31,590,353	27,828,700	97,037,496
Public Works	4,182,500	1,042,000	1,095,000	2,534,250	1,075,000	9,928,750
Social & Economic Services	357,234	128,000	629,260	318,520	1,244,520	2,677,534
Total Projects	\$ 12,299,285	\$ 4,411,338	\$ 37,085,307	\$ 37,746,423	\$ 35,500,555	\$ 127,042,908

Over the five-year plan, the largest percentage of capital dollars falls within the Public Safety function. There is a total of over \$97.0 million (76.4%) of which \$86 million will be spent on a new detention facility. The second largest function is Public Works at 7.9%. The largest project is a county road RSID. The third largest function is Enterprise with a total of about \$9.3 million. The proposed purchases are mostly refuse trucks.



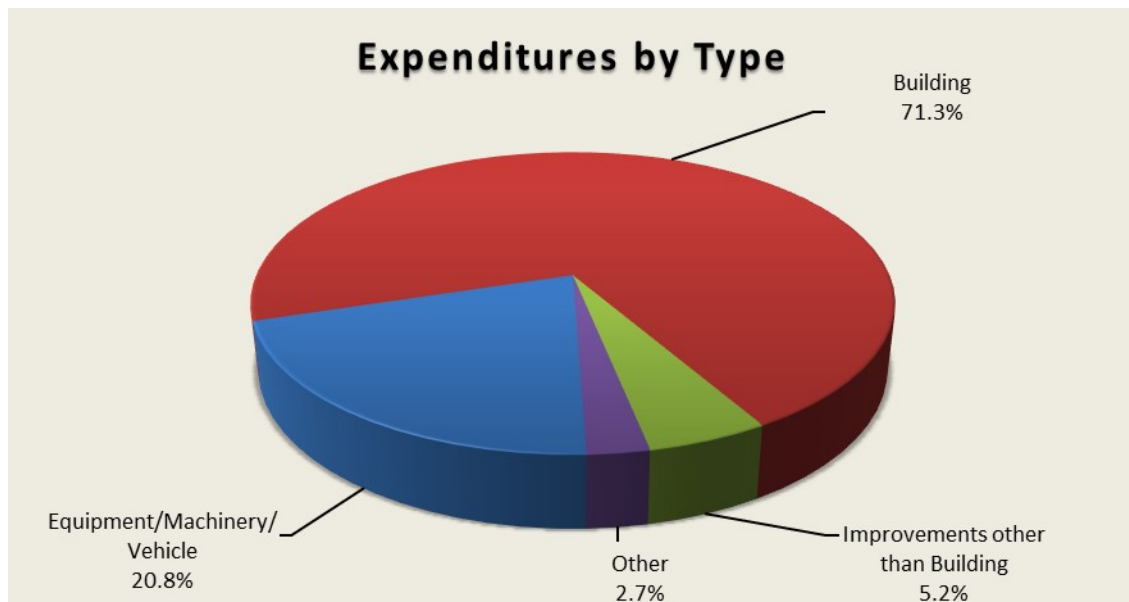
CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Capital Budget by Type

The following table and graph illustrate the capital expenditures by type over the course of the five-year capital improvement plan.

Expenditure Type	2024	2025	2026	2027	2028	Total
Land Acquisition	\$ -	\$ -	\$ 701,932	\$ -	\$ -	\$ 701,932
Equipment/Machinery/Vehicle	7,781,347	4,088,138	5,653,375	5,069,173	3,772,555	26,364,588
Building	455,000	155,200	30,350,000	32,452,250	27,300,000	90,712,450
Improvements other than Building	1,751,438	168,000	220,000	125,000	4,333,000	6,597,438
Roads-Infrastructure	2,000,000	-	-	-	95,000	2,095,000
Other-Infrastructure	206,500	-	125,000	100,000	-	431,500
Software/Intangibles	105,000	-	35,000	-	-	140,000
Total	\$12,299,285	\$ 4,411,338	\$37,085,307	\$37,746,423	\$35,500,555	\$ 127,042,908

Over the five-year plan, the largest percentage of expenditures are buildings (71.3%) of which 94.8% is a new detention facility. The second largest type is Equipment/Machinery/Vehicle at 20.8%. Most of these expenditures are recurring over varying timeframes. The rest of the expenditures make up only 7.9% of total expenditures.



CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

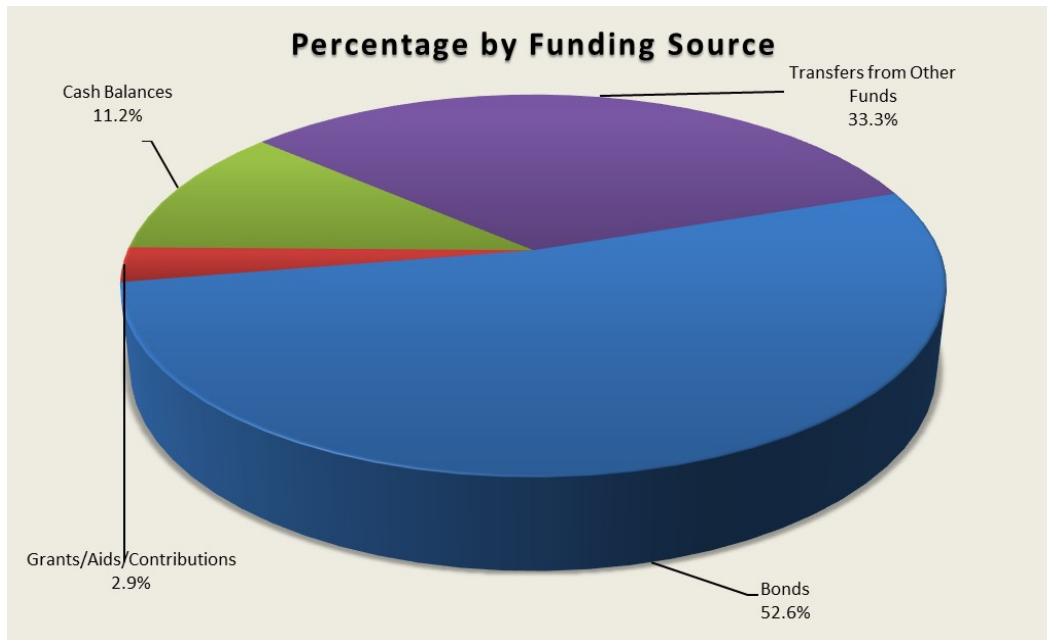
Funding Sources

Funding sources vary for each project. Most projects are funded either directly from their operational budget or by a pro-rated transfer from operations to their capital improvement fund annually to ensure funds are available at the time of purchase. Some projects are funded by grants or aids from other agencies. The remaining projects are expected to be funded from cash balances.

The following table indicates the anticipated funding sources over the five-year plan:

Funding Source	2024	2025	2026	2027	2028	Total
Bonds	\$ -	\$ -	\$ 13,815,000	\$ 28,510,000	\$ 24,510,000	\$ 66,835,000
Cash Balance-CIP	2,913,389	593,600	532,175	665,920	206,500	4,911,584
Cash Balance-Operations	247,044	19,200	130,849	57,223	237,223	691,539
Cash Balance-Reserve	2,312,557	172,500	720,000	977,000	4,450,000	8,632,057
Contributions	20,000	35,000	1,025,000	-	35,000	1,115,000
Grants/Aids	709,319	108,800	468,411	177,297	1,042,297	2,506,124
Trade in	100,000	-	-	-	-	100,000
Transfer from General Fund	652,004	470,900	10,288,982	1,238,000	1,069,000	13,718,886
Transfer from Operation Funds	5,344,972	3,011,338	3,104,890	5,120,983	2,950,535	19,532,718
Transfer from PILT	-	-	7,000,000	1,000,000	1,000,000	9,000,000
Total	\$ 12,299,285	\$ 4,411,338	\$ 37,085,307	\$ 37,746,423	\$ 35,500,555	\$ 127,042,908

Assuming that a bond will be approved by voters in FY25, bonds will be the largest source of funding at 52.6%. Transfers from other funds are the second largest source of funding with a combined 33.3% of capital expenditures. The remaining expenditures will be funded by cash balances, trade-ins, contributions, and grants/aids.

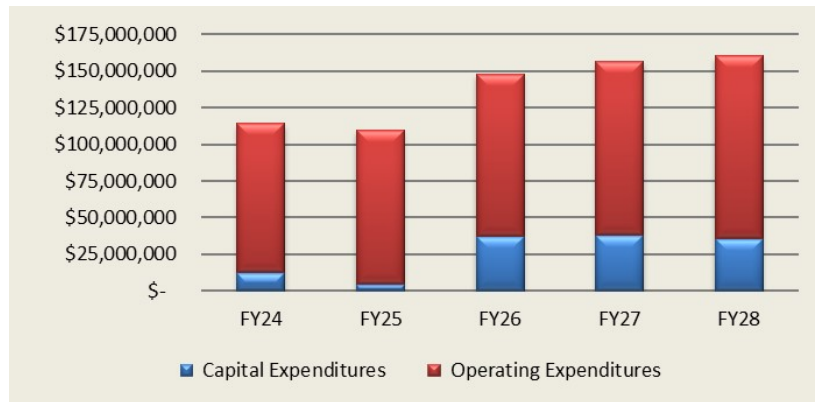


Capital Expenditures Contrasted with Operating Expenditures

The investment by the County in its capital and infrastructure is of primary importance to ensure the long-term viability of service levels. The amount of capital expenditures in relation to the total County budget is a reflection of the County’s commitment to this goal.

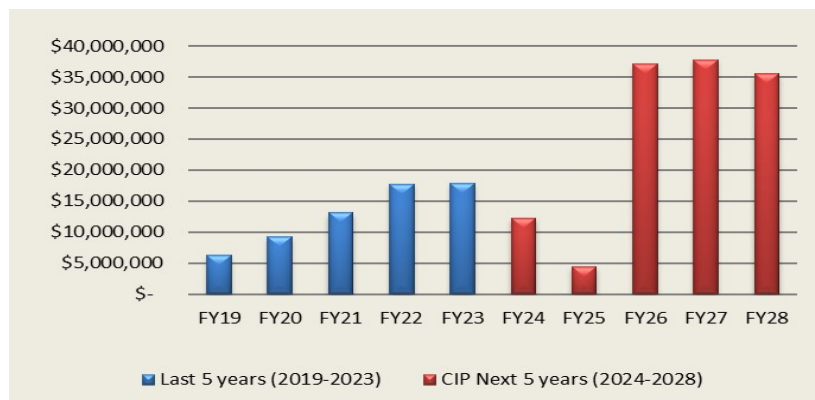
Flathead County strives to provide for adequate maintenance of capital, plant, and equipment and for their orderly replacement. All governments experience prosperous times as well as periods of economic decline. In periods of economic decline, proper maintenance and replacement of capital, plant, and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

The graph below illustrates Flathead County’s projected investment in capital in relation to projected operating expenditures.



Historical Capital Spending Contrasted with Capital Improvement Plan

Another indicator of Flathead County’s commitment to providing for the adequate maintenance of capital, plant, and equipment and for their orderly replacement, is the level of projected capital spending over the course of the next five years as compared to the previous five-year period. This information is useful to the County Commission in their deliberations when determining which items will be included in the capital budget. This information also helps the County Commission make decisions with a long-term perspective. Shown below is a graph which contrasts historical capital spending (last five years) with the capital spending identified in the capital improvement plan (the next five years).



Capital Improvement Policies

Flathead County has developed a set of financial management policies that cover all aspects of its financial operations. These and other policies are reviewed periodically by the County Administrator, the Finance Director, and the County Commissioners and are detailed in the Executive Summary section of this document. Policies on capital improvements are one component of those financial policies. Listed below are excerpts from those policies, which relate specifically to capital improvements.

CIP Formulation

- 1) **CIP Purpose.** The purpose of the CIP is to systematically plan, schedule, and finance capital projects to ensure cost-effectiveness as well as conformance with established policies. The CIP is a five-year plan organized into the same functional groupings used for the operating programs. The CIP will reflect a balance between capital replacement projects that repair, replace, or enhance existing facilities, equipment, or infrastructure and capital facility projects that significantly expand or add to the County's existing capital assets.
- 2) **CIP Criteria.** Construction projects and equipment purchases of \$5,000 or more with a life of 5 years or more will be included in the CIP; minor capital outlays will be included in the regular operating budget. The CIP differentiates the financing of high-cost long-lived physical improvements from low cost "consumable" equipment items contained in the operating budget. CIP items may be funded through debt financing or current revenues while operating budget items are annual or routine in nature and should only be financed from current revenues.
- 3) **Deteriorating Infrastructure.** In addition to current operating maintenance expenditures, the capital improvement plan will include adequate funding to support repair and replacement of deteriorating infrastructure and avoidance of a significant unfunded liability.

Project Financing

- 1) **Minor Capital Projects.** Minor capital projects or recurring capital projects, which primarily benefit current residents, will be financed from current revenues. Minor capital projects or recurring capital projects represent relatively small costs of an on-going nature, and therefore, should be financed with current revenues rather than utilizing debt financing. This policy also reflects the view that those who benefit from a capital project should pay for the project.
- 2) **Major Capital Projects.** Major capital projects, which benefit future residents, will be financed with other financing sources (e.g. debt financing). Major capital projects represent large expenditures of a non-recurring nature which primarily benefit future residents. Debt financing provides a means of generating sufficient funds to pay for the costs of major projects. Debt financing also enables the costs of the project to be supported by those who benefit from the project, since debt service payments will be funded through charges to future residents.

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**FY 2024 Capital Budget & Operating Budget Impacts
Projects by Department/Project Name**

FY 2024 Capital Budget		Annual Operating Budget Impacts			
Function/Department/Project Title	Appropriation	Personal Services Costs	Other Operating Costs	Total	Comments
General Government					
Building Maintenance					
Cooling Tower - Justice Center	\$ 200,000			\$ -	replacement
Sidewalk and Outdoor Entry to Justice Center	175,000			-	replacement
Justice Center Parking Lot	500,000		(4,000)	(4,000)	reduced repair costs
EBB North Sidewalk	50,000			-	
Clerk & Recorder					
Flatbed Document Scanner	\$ 6,800			\$ -	replacement
Clerk of Court					
Microfiche Reader/Printer	\$ 13,000			\$ -	replacement
County Attorney					
Vehicle	\$ 41,503			\$ -	replacement
1st Floor Copier	20,000			-	replacement
County Commission					
Copier	\$ 10,000			\$ -	replacement
Election					
Folder/Envelope Inserter	\$ 13,000			\$ -	replacement
GIS					
Plotter	\$ 12,000			\$ -	replacement
Planning					
Plotter	\$ 17,100			\$ -	replacement
Plat Room					
Digital Tract Book Software	\$ 55,000		\$ 5,000	\$ 5,000	software maintenance
Records Preservation					
Records HVAC System	\$ 24,000			\$ -	reduced maintenance
Lift	18,000			-	replacement
Microfilm Scanner	14,800			-	replacement
Treasurer					
Letter Opener	\$ 5,400			\$ -	replacement
Public Safety					
Flathead Emergency Communications Center (911)					
ATV/Snowmobile Trailer Replacement	\$ 17,000			\$ -	replacement
Power Supply Battery Replacement Unit A	30,000			-	replacement
Dispatch Radio Consoles	180,000		-	-	
Telco Carrier Equipment	46,000		-	-	
911 Phone System Replacement	450,000			-	replacement
Mt. Aeneas Generator Upgrade	75,000			-	reduced maintenance
Network Switch Upgrade	100,000			-	replacement
UPS Internal Hardware Replacement	75,000			-	replacement
Building PAC System Replacement	15,000			-	replacement
Werner Peak 463 Repeater	30,000			-	reduced maintenance
Backup PSAP	98,000		4,000	4,000	utilities
Columbia Falls Communication Tower	77,488		500	500	utilities
Mt Aeneas Electrical Building Upgrade	25,000			-	
Mt Aeneas Electrical Line Upgrade	120,000			-	
Juvenile Detention					
JV Transport Vehicle	\$ 56,000			\$ -	replacement

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**FY 2024 Capital Budget & Operating Budget Impacts
Projects by Department/Project Name**

FY 2024 Capital Budget		Annual Operating Budget Impacts			
Function/Department/Project Title	Appropriation	Personal Services Costs	Other Operating Costs	Total	Comments
Public Safety (continued)					
Office of Emergency Services					
Mobile Command/Incident Support Vehicle	\$ 565,000		\$ 2,500	\$ 2,500	routine maintenance
Search & Rescue					
Trailer	\$ 22,000			\$ -	replacement
SAR Coordinator Vehicle	86,500				reduced maintenance
Snowmobile	22,000				reduced maintenance
Snowmobiles	34,000				reduced maintenance
Enclosed Trailer	26,000				replacement
Unmanned Aerial Vehicle	18,000				replacement
Sheriff					
Animal Control Vehicle	\$ 62,400			\$ -	reduced maintenance
Adult Transport Vehicle #1	59,000				reduced maintenance
Wash Machine #2	13,200				replacement
Dryer #2	8,000				replacement
Range Stove	8,000				replacement
Oven	10,200				replacement
Inmate Exercise Equipment	8,000		-	-	
2 ATV or UTV	14,723				reduced maintenance
Admin Vehicle	30,000				reduced maintenance
Civil Vehicle	48,000				reduced maintenance
Detective Vehicle	50,000				reduced maintenance
Snowmobile	20,800				reduced maintenance
Equipment Hauling Truck	44,000				reduced maintenance
Patrol Vehicle	68,129				reduced maintenance
Admin Vehicle	65,000				reduced maintenance
Patrol Vehicles	639,000				reduced maintenance
ICAC Vehicle	50,000				reduced maintenance
Special Investigations Vehicle	45,000				reduced maintenance
Patrol Vehicle	84,750				reduced maintenance
Copy Machine	12,000				replacement
Portable Radios	50,000				replacement
Electronic Door Security	10,000				replacement
Camera Server	40,000				replacement
Night Vision Goggles	25,000				replacement
Public Works					
Bridge					
Dump Truck	\$ 175,000			\$ -	reduced maintenance
Single Axle Plow Truck	170,000				reduced maintenance
Guardrail Post Pounder	150,000				reduced maintenance
Zero Turn Lawnmower	10,000				reduced maintenance
Noxious Weed District					
Truck Replacement	\$ 65,000			\$ -	reduced maintenance
Tractor	125,000				reduced maintenance
Tractor	125,000				reduced maintenance
Tractor	125,000				reduced maintenance
Plow Loader Attachment	8,000				replacement
Rental Sprayer	20,000				replacement
Deck/Pump Replacement	27,000				replacement
Copier	10,000				replacement
Road					
Dump Truck	\$ 175,000			\$ -	reduced maintenance
Used Crew Cabs (4)	48,000				replacement
Loader	355,000				reduced maintenance
Pup Trailer	80,000				replacement

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**FY 2024 Capital Budget & Operating Budget Impacts
Projects by Department/Project Name**

FY 2024 Capital Budget		Annual Operating Budget Impacts			
Function/Department/Project Title	Appropriation	Personal Services Costs	Other Operating Costs	Total	Comments
Public Works (continued)					
Road					
Pup Trailer	85,000			-	replacement
Excavator	35,000			-	reduced maintenance
Copier	8,000			-	replacement
Manning/Farm Road RSID	2,000,000			-	
Salt/Sand Building Columbia Falls Pit	355,000			-	
Trumble Creek Pit Well	10,000		500	500	utilities
Shepherdher Pit Well	21,500		500	500	utilities
Public Health					
Animal Shelter					
HVAC System Upgrade	\$ 20,000			\$ -	reduced maintenance
Health					
Health Department Vehicle	\$ 45,000			\$ -	reduced maintenance
Mosquito					
UTV	\$ 23,000			\$ -	reduced maintenance
Social & Economic Services					
Agency on Aging					
Nutrition Planetary Mixer	\$ 23,000			\$ -	replacement
Nutrition Reach-In Refrigerator	6,000			-	replacement
Extension					
Vehicle	\$ 34,000			\$ -	reduced maintenance
Transportation					
Accessible Minivans (4)	\$ 287,434			\$ -	routine maintenance
Air Conditioner Unit	6,800			-	replacement
Culture & Recreation					
Fair					
North Bleacher Replacement	\$ 568,950			\$ -	reduced maintenance
Lettered Barn Replacements	80,000			-	routine maintenance
Parks & Recreation					
Truck	\$ 60,000			\$ -	reduced maintenance
Toolcat	80,000			-	reduced maintenance
Mower	23,000			-	reduced maintenance
Backhoe Trailer	35,000			-	replacement
Dock Replacement	25,000			-	replacement
Dock Replacement	25,000			-	replacement
Enterprise					
Solid Waste					
Refuse Truck	\$ 410,000			\$ -	reduced maintenance
Refuse Truck	400,000			-	reduced maintenance
One Ton Pickup	70,000			-	reduced maintenance
Fuel Truck	112,808			-	reduced maintenance
Fuel System Replacement	18,000			-	replacement
Drive Guard Kit for #42	25,000			-	reduced repair costs
Used Articulated Truck	500,000			-	reduced maintenance
Scalehouse Furnace & Ducting	20,000			-	utilities
Main Office Roof Replacement	20,000			-	replacement
Blue Bin Pads CR, BF, SO & LK	30,000			-	
Wind Fence Landfill	40,000			-	
Landfill South Area Permitting & Licensing	320,000			-	
GRAND TOTAL	\$ 12,299,285	\$ -	\$ 9,000	\$ 9,000	

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Capital Projects by Function

Function	Project #	FY '24	FY '25	FY '26	FY '27	FY '28	Total
Department							
General Government							
Building Maintenance							
Maintenance Truck	MT0213-01003		10,000				10,000
Maintenance Truck	MT0213-01004					10,000	10,000
Dump Trailer	MT0213-02001				9,500		9,500
Flat Bed Trailer	MT0213-02003				8,500		8,500
HVAC Chiller - Justice Center	MT0213-02008		200,000				200,000
Justice Center Emergency Generator	MT0213-02009			350,000			350,000
Cooling Tower - Justice Center	MT0213-02012	200,000					200,000
HVAC Air Compressor - Justice Center	MT0213-02020		15,000				15,000
FECC Boiler #3 Replacement	MT0213-02036		20,000				20,000
Maintenance Shop Building	MT0213-03005				200,000		200,000
Justice Center Roof Replacement	MT0213-03010				125,000		125,000
Sidewalk and Outdoor Entry to Justice Center	MT0213-03014	175,000					175,000
Center Island Parking	MT0213-03016			100,000			100,000
Justice Center Parking Lot	MT0213-03018	500,000					500,000
EBB North Sidewalk	MT0213-03022	50,000					50,000
		925,000	245,000	450,000	343,000	10,000	1,973,000
Clerk & Recorder							
Copier	CR0202-02005					10,000	10,000
Flatbed Document Scanner	CR0202-02007	6,800					6,800
DocPro Module(s)	CR0202-04002			35,000			35,000
		6,800	-	35,000	-	10,000	51,800
Clerk of Court							
Photocopier	CC0262-02004					8,000	8,000
Microfiche Reader/Printer	CC0262-02005	13,000					13,000
		13,000	-	-	-	8,000	21,000
County Attorney							
Vehicle	CA0210-01001	41,503					41,503
1st Floor Copier	CA0210-02002	20,000					20,000
2nd Floor Copier	CA0210-02004		20,000				20,000
		61,503	20,000	-	-	-	81,503
County Commission							
County Pool Vehicle	CO0201-01004			35,000			35,000
Commissioner Truck	CO0201-01006					40,000	40,000
Copier	CO0201-02001	10,000					10,000
		10,000	-	35,000	-	40,000	85,000
Elections							
Central Count Tabulators	EL0214-02004			270,000			270,000
Copier	EL0214-02007			10,000			10,000
Folder/Envelope Inserter	EL0214-02017	13,000					13,000
Folder/Envelope Inserter	EL0214-02018					26,000	26,000
		13,000	-	280,000	-	26,000	319,000
Finance							
Accounting Software	FI1000-04001					150,000	150,000
Payroll Software	FI1000-04002		150,000	150,000			300,000
		-	150,000	150,000	-	150,000	450,000
GIS							
GIS Plotter	GS0206-02002	12,000					12,000
Copier	GS0206-02004					8,000	8,000
		12,000	-	-	-	8,000	20,000
Information Technology							
Vehicle	IT0244-01001			45,000			45,000
Enterprise Telephone System	IT0244-02009			325,000			325,000
Enterprise Firewall Appliance	IT0244-02034			40,000			40,000
Fail-over Firewall Appliance	IT0244-02035			25,000			25,000
Offline Backup System for Data Replication	IT0244-02050			40,000			40,000
Hyperconverged Infrastructure	IT0244-02051				325,000		325,000
Justice Center A/C Units	IT0244-02063				105,000		105,000
UPS for Data Center	IT0244-02066					38,000	38,000
Justice Center Data Center Remodel	IT0244-03004					250,000	250,000
Enterprise Network Monitoring Software	IT0244-04009		58,000				58,000
Enterprise Door Entry Control Software	IT0244-04010					20,000	20,000
		-	58,000	475,000	430,000	308,000	1,271,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Capital Projects by Function

Function Department	Project #	FY '24	FY '25	FY '26	FY '27	FY '28	Total
General Government (continued)							
Intrafund							
Land Acquisition	IF0200-05001			701,932			701,932
		-	-	701,932	-	-	701,932
Justice Court							
Copier	JC0211-02001		9,000				9,000
		-	9,000	-	-	-	9,000
Planning							
FCPZ Fleet Vehicle	PL0231-01001					35,000	35,000
FCPZ Fleet Vehicle	PL0231-01002		45,000				45,000
Plotter	PL0231-02003	17,100					17,100
Color Printer/Copier	PL0231-02004					15,335	15,335
		17,100	45,000	-	-	50,335	112,435
Plat Room							
Large Format Scanner/Printer	PT0207-02002				30,000		30,000
Copier	PT0207-02005				7,000		7,000
Digital Tract Book Software	PT0207-04001	55,000					55,000
		55,000	-	-	37,000	-	92,000
Records Preservation							
Records HVAC System	RP0202-02001	24,000					24,000
Lift	RP0202-02002	18,000					18,000
Document Scanner	RP0202-02003				6,800		6,800
Microfilm Scanner	RP0202-02004	14,800					14,800
Barn Overhang	RP0202-03001		30,200				30,200
		56,800	30,200	-	6,800	-	93,800
Supt of Schools							
Office Car	SS0236-01001					27,000	27,000
		-	-	-	-	27,000	27,000
Treasurer							
Folder/Inserter	TR0203-02002				26,000		26,000
Motor Vehicle Division Copier	TR0203-02005		10,500				10,500
Tax Division Copier	TR0203-02007				8,000		8,000
Letter Opener	TR0203-02009	5,400					5,400
		5,400	10,500	-	34,000	-	49,900
Total General Government		\$ 1,175,603	\$ 567,700	\$ 2,126,932	\$ 850,800	\$ 637,335	\$ 5,358,370
Public Safety							
Emergency Medical Services							
Multi-Use Vehicle	ES0221-01003				80,000		80,000
		-	-	-	80,000	-	80,000
Flathead Emergency Communications Center (911)							
ATV Replace	EM0911-01003				30,000		30,000
ATV/Snowmobile Trailer Replacement	EM0911-01010	17,000					17,000
Power Supply Battery Replacement Unit A	EM0911-02002	30,000					30,000
Frequency Monitor	EM0911-02005					28,000	28,000
Backup Storage System	EM0911-02006				85,000		85,000
Storage Area Network Upgrade	EM0911-02012		85,000				85,000
Dispatch Radio Consoles	EM0911-02013	180,000					180,000
Telco Carrier Equipment	EM0911-02027	46,000					46,000
CAD Server Upgrade	EM0911-02029				48,000		48,000
Dispatch Furniture Equipment	EM0911-02031			50,500			50,500
Dispatch Furniture Equipment	EM0911-02032				78,100		78,100
Dispatch Furniture Equipment	EM0911-02033					81,000	81,000
Administrative Phone System	EM0911-02037					49,000	49,000
911 Phone System Replacement	EM0911-02046	450,000					450,000
383 Fire Reapter Replacement	EM0911-02047		300,000				300,000
Mt. Aeneas Generator Upgrade	EM0911-02059	75,000					75,000
SIMULCAST for 800 MHz System	EM0911-02060			375,000			375,000
Kal. Water Tower Trunked Base Station(800 mhZ)	EM0911-02061		400,000				400,000
Kal. Water Tower Trunked-1 gtr (800 mhZ) Repeat	EM0911-02062			28,000			28,000
Meadow Peak Repeater Site Codan Solar Repeat	EM0911-02067			16,000			16,000
Essex Repeater Site Codan Solar Repeater	EM0911-02068			16,000			16,000
Network Switch Upgrade	EM0911-02099	100,000					100,000
UPS Internal Hardware Replacement	EM0911-02100	75,000					75,000
Building PAC System Replacement	EM0911-02101	15,000					15,000
Werner Peak 463 Repeater	EM0911-02103	30,000					30,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Capital Projects by Function

Function Department	Project #	FY '24	FY '25	FY '26	FY '27	FY '28	Total
Public Safety (continued)							
Flathead Emergency Communications Center (continued)							
Backup PSAP	EM0911-02106	98,000					98,000
Columbia Falls Communication Tower	EM0911-03006	77,488					77,488
Mt Aeneas Electrical Building Upgrade	EM0911-03011	25,000					25,000
Mt Aeneas Electrical Line Upgrade	EM0911-03012	120,000					120,000
CAD Database Upgrade	EM0911-04010					44,000	44,000
New World Software Upgrades	EM0911-04020			125,000			125,000
911 RS6000 Message Switch	EM0911-04022			21,000			21,000
Voice Recorder Upgrade	EM0911-04024					100,000	100,000
		1,338,488	785,000	631,500	241,100	302,000	3,298,088
Fire Service Area							
Manager 4WD Truck	FS0221-01004		75,000				75,000
Radio Cache	FS0221-02002		50,782				50,782
		-	125,782	-	-	-	125,782
Juvenile Detention							
JV Transport Vehicle	JD0209-01002	56,000					56,000
		56,000	-	-	-	-	56,000
Office of Emergency Services							
Vehicle	OS0221-01002			75,000			75,000
Mobile Command/Incident Support Vehicle	OS0221-01005	565,000					565,000
		565,000	-	75,000	-	-	640,000
Search & Rescue							
Search & Rescue Vehicle #1	SR0208-01002					62,500	62,500
Large Lake Boat	SR0208-01004			103,000			103,000
ATV	SR0208-01005					30,000	30,000
Snowmobiles	SR0208-01006				32,500		32,500
Trailer	SR0208-02001	22,000					22,000
Jet Boat	SR0209-01001					100,000	100,000
SAR Coordinator Vehicle	SR0209-01002	86,500					86,500
Snowmobile	SR0209-01003	22,000					22,000
Snowmobiles	SR0209-01004	34,000					34,000
UTV Rescue Vehicle	SR0209-01005		45,000				45,000
UTV Rescue Vehicle	SR0209-01006			45,000			45,000
Remote Operated Vehicle	SR0209-01009					60,000	60,000
Enclosed Trailer	SR0209-02002	26,000					26,000
Unmanned Aerial Vehicle	SR0209-02004	18,000					18,000
NV SAR Vehicle #1	SR0212-01003				50,500		50,500
NV SAR Vehicle #2	SR0212-01004		55,000				55,000
Snowmobile	SR0212-01005			30,000			30,000
Small Jet Boat	SR0212-01006					88,000	88,000
Enclosed Trailer	SR0212-02003			20,000			20,000
Building Improvement	SR0212-03001				26,000		26,000
		208,500	100,000	198,000	109,000	340,500	956,000
Sheriff							
Animal Control Vehicle	AC0209-01005	62,400					62,400
Animal Control Vehicle	AC0209-01007		63,075				63,075
Animal Control Vehicle	AC0209-01008			63,700			63,700
Animal Control Vehicle	AC0209-01010					65,000	65,000
Adult Transport Vehicle #1	AD0209-01002	59,000					59,000
Adult Transport Vehicle #2	AD0209-01004				62,000		62,000
Adult Transport Vehicle #3	AD0209-01006		41,500				41,500
Wash Machine #1	AD0209-02002				13,500		13,500
Wash Machine #2	AD0209-02003	13,200					13,200
Dryer #1	AD0209-02005				8,000		8,000
Dryer #2	AD0209-02006	8,000					8,000
Griddle	AD0209-02007		12,000				12,000
Range Stove	AD0209-02008	8,000					8,000
Oven	AD0209-02009	10,200					10,200
Dishwasher	AD0209-02010		25,500				25,500
NVR System Jail Control Tower	AD0209-02017			35,000			35,000
Commercial Mixer	AD0209-02020					16,000	16,000
Inmate Exercise Equipment	AD0209-02025	8,000					8,000
Jail Security Equipment for New Facility	AD0209-03001					200,000	200,000
Construction of New Detention Facility	SH0200-03001			30,000,000	30,000,000	26,000,000	86,000,000
2 ATV or UTV	SH0209-01001	14,723					14,723

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Capital Projects by Function

Function Department	Project #	FY '24	FY '25	FY '26	FY '27	FY '28	Total
Public Safety (continued)							
Sheriff (continued)							
Lake Rescue Boat	SH0209-01002		111,361				111,361
Admin Vehicle	SH0209-01009		57,250				57,250
Admin Vehicle	SH0209-01010	30,000					30,000
Admin Vehicle	SH0209-01011				69,000		69,000
Admin Vehicle	SH0209-01012			30,000			30,000
Civil Vehicle	SH0209-01014	48,000					48,000
Detective Vehicle	SH0209-01021	50,000					50,000
Detective Vehicle	SH0209-01022		51,500				51,500
Detective Vehicle	SH0209-01023			53,000			53,000
Snowmobile	SH0209-01031	20,800					20,800
Equipment Hauling Truck	SH0209-01032	44,000					44,000
Patrol Vehicle	SH0209-01033	68,129					68,129
Admin Vehicle	SH0209-01034					55,000	55,000
Admin Vehicle	SH0209-01036	65,000					65,000
Patrol Vehicles	SH0209-01037	639,000					639,000
Patrol Vehicles	SH0209-01038		658,170				658,170
Patrol Vehicles	SH0209-01042			677,915			677,915
Patrol Vehicles	SH0209-01043				698,253		698,253
Patrol Vehciles	SH0209-01044					719,200	719,200
Detective Vehicle	SH0209-01046				54,500		54,500
Detective Vehicle	SH0209-01047					56,000	56,000
Coroner Vehicle	SH0209-01049				70,000		70,000
ICAC Vehicle	SH0209-01061	50,000					50,000
ICAC Vehicle	SH0209-01062				54,000		54,000
Special Investigations Vehicle	SH0209-01071	45,000					45,000
Patrol Vehicle	SH0209-01072	84,750					84,750
Copy Machine	SH0209-02002	12,000					12,000
Side Scanning Sonar	SH0209-02003		40,000				40,000
Storage Area Network (SAN)	SH0209-02004				48,000		48,000
Portable Radios	SH0209-02007	50,000	50,000	50,000	50,000	50,000	250,000
Datacard Printer	SH0209-02008				8,000		8,000
Electronic Door Security	SH0209-02009	10,000					10,000
Camera Server	SH0209-02010	40,000					40,000
Night Vision Goggles	SH0209-02011	25,000	25,000	25,000	25,000	25,000	125,000
		1,465,202	1,135,356	30,934,615	31,160,253	27,186,200	91,881,626
Total Public Safety		\$ 3,633,190	\$ 2,146,138	\$ 31,839,115	\$ 31,590,353	\$ 27,828,700	\$ 97,037,496
Public Works							
Bridges							
Dump Truck - New	RB0219-01002	175,000					175,000
Single Axle Plow Truck	RB0219-01012	170,000					170,000
2 Single Axle Plow Trucks	RB0219-01016				270,000		270,000
Flatbed Truck	RB0219-01018			80,000			80,000
Guardrail Post Pounder	RB0219-02001	150,000					150,000
Excavator	RB0219-02006		100,000				100,000
Equipment Tilt Deck Trailer	RB0219-02009					45,000	45,000
Plow & Sander	RB0219-02013			30,000			30,000
Plow & Sander	RB0219-02014					30,000	30,000
Zero Turn Lawnmower	RB0219-02016	10,000					10,000
Shop Truck Utility Box	RB0219-02017					45,000	45,000
		505,000	100,000	110,000	270,000	120,000	1,105,000
Noxious Weed District							
Truck	WE0246-01003				70,000		70,000
Truck Replacement	WE0246-01005	65,000					65,000
2.5 Ton Water Truck	WE0246-01006		100,000				100,000
Tractor	WE0246-02003	125,000					125,000
Tractor	WE0246-02004	125,000					125,000
Tractor	WE0246-02005	125,000					125,000
Trailer	WE0246-02006			15,000			15,000
Plow Loader Attachment	WE0246-02007	8,000					8,000
Rental Sprayer	WE0246-02008	20,000					20,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Capital Projects by Function

Function Department	Project #	FY '24	FY '25	FY '26	FY '27	FY '28	Total
Public Works (continued)							
Noxious Weed District (continued)							
Rental Sprayer	WE0246-02009					40,000	40,000
Weed Shop A/C	WE0246-02011		40,000				40,000
Deck/Pump Replacement	WE0246-02013	27,000					27,000
Deck/Pump Replacement	WE0246-02014				30,000		30,000
Hydro Seeder	WE0246-02015			75,000			75,000
Copier	WE0246-02017	10,000					10,000
		505,000	140,000	90,000	100,000	40,000	875,000
Roads							
Dump Truck	RB0218-01011	175,000					175,000
Dump Truck	RB0218-01012		175,000				175,000
Water Trucks (2)	RB0218-01026			160,000			160,000
Dump Truck	RB0218-01027			175,000			175,000
Dump Truck	RB0218-01028			175,000			175,000
Dump Trucks (2)	RB0218-01031					340,000	340,000
Pickup	RB0218-01033					50,000	50,000
Pickup	RB0218-01034					50,000	50,000
Asphalt Hotbed Dump Truck	RB0218-01035		200,000				200,000
Used Crew Cabs (4)	RB0218-01036	48,000					48,000
Used Crew Cabs (6)	RB0218-01037		72,000				72,000
Used Crew Cabs	RB0218-01038				100,000		100,000
Work Truck	RB0218-01052		75,000				75,000
Loader	RB0218-02005	355,000					355,000
Plow & Sander Replacement	RB0218-02020		100,000				100,000
Plow & Sander Replacement	RB0218-02021				30,000		30,000
Sidekick Broom Sweeper	RB0218-02035				80,000		80,000
Sidekick Broom Sweeper	RB0218-02036				80,000		80,000
Pup Trailer	RB0218-02045	80,000					80,000
Pup Trailer	RB0218-02046	85,000					85,000
Robinair AC Machine	RB0218-02049				11,000		11,000
Used Loader	RB0218-02053					80,000	80,000
Pup Trailer (2)	RB0218-02054			95,000			95,000
Pup Trailer (2)	RB0218-02055				95,000		95,000
Lowboy Trailer	RB0218-02058		80,000				80,000
Smooth Drum Roller	RB0218-02065			100,000			100,000
Excavator	RB0218-02067	35,000					35,000
Skip Loader	RB0218-02068			80,000			80,000
Asphalt Mix Process Computer System	RB0218-02070		100,000				100,000
Copier	RB0218-02071	8,000					8,000
Willow Glen Wash Bay	RB0218-03008				1,026,250		1,026,250
Asphalt Plant Replacement	RB0218-03009				742,000		742,000
Manning/Farm Road RSID	RB0218-03010	2,000,000					2,000,000
Salt/Sand Building Fox Pit	RB0218-03018			110,000			110,000
Salt/Sand Building Columbia Falls Pit	RB0218-03019	355,000					355,000
Martin City Shop	RB0218-03021					300,000	300,000
Trumble Creek Pit Well	RB0218-03024	10,000					10,000
Sheepherder Pit Well	RB0218-03025	21,500					21,500
Future County Road RSID	RB0218-03026					95,000	95,000
		3,172,500	802,000	895,000	2,164,250	915,000	7,948,750
Total Public Works		\$ 4,182,500	\$ 1,042,000	\$ 1,095,000	\$ 2,534,250	\$ 1,075,000	\$ 9,928,750
Public Health							
Animal Shelter							
Veterinary Equipment	AS4460-02006		10,000				10,000
Veterinary Equipment	AS4460-02008					10,000	10,000
Generator/Electrical Work	AS4460-02015		25,000	25,000			50,000
HVAC System Upgrade	AS4460-03002	20,000					20,000
Flooring	AS4460-03003					25,000	25,000
		20,000	35,000	25,000	-	35,000	115,000
Health							
Health Department Vehicle	HE4010-01008	45,000					45,000
Health Department Vehicle	HE4010-01009		90,000				90,000
Health Department Vehicle	HE4010-01010			45,000			45,000
Health Department Vehicle	HE4010-01011				90,000		90,000
Health Department Vehicle	HE4010-01012					45,000	45,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Capital Projects by Function

Function Department	Project #	FY '24	FY '25	FY '26	FY '27	FY '28	Total
Public Health (continued)							
Health (continued)							
Wi-Fi System Upgrade	HE4010-02009				15,000		15,000
Elevator - Earl Bennett Building	HE4010-03003			120,000			120,000
		45,000	90,000	165,000	105,000	45,000	450,000
Mosquito							
Mosquito Vehicle	MO4470-01002		45,000				45,000
UTV	MO4470-01007					25,000	25,000
UTV	MO4470-01009	23,000					23,000
Mosquito Fogger	MO4470-02001			20,000			20,000
		23,000	45,000	20,000	-	25,000	113,000
Total Public Health		\$ 88,000	\$ 170,000	\$ 210,000	\$ 105,000	\$ 105,000	\$ 678,000
Social & Economic Services							
Area on Aging							
Replace Toyota Rav4	AA0726-01001			30,000			30,000
Replace Chevy Equinox	AA0726-01005				30,000		30,000
Nutrition Planetary Mixer	AA0726-02002	23,000					23,000
Nutrition Reach-In Refrigerator	AA0726-02003	6,000					6,000
		29,000	-	30,000	30,000	-	89,000
Extension							
Extension Vehicle	EX0250-01001	34,000					34,000
Copier	EX0250-02002					10,000	10,000
		34,000	-	-	-	10,000	44,000
Transportation							
Admin Vehicle	TR0726-01001				54,000		54,000
2-19 Passenger Bus Replacements	TR0726-01004			210,000			210,000
Accessible Minivans (4)	TR0726-01005	287,434					287,434
2-17 Passenger Bus Replacements	TR0726-01006			234,760			234,760
17 Passenger Bus Replacements	TR0726-01007				234,520		234,520
17 Passenger Bus Replacements	TR0726-01008					234,520	234,520
Accessible Minivans (2)	TR0726-01011			144,700			144,700
Copier	TR0726-02002			9,800			9,800
Air Conditioner Unit	TR0726-02004	6,800					6,800
Bus Barn #3	TR0726-03001					1,000,000	1,000,000
Parking Lot Paving/Drainage Fix	TR0726-03002		128,000				128,000
		294,234	128,000	599,260	288,520	1,234,520	2,544,534
Total Social & Economic Services		\$ 357,234	\$ 128,000	\$ 629,260	\$ 318,520	\$ 1,244,520	\$ 2,677,534
Culture & Recreation							
Fair							
Snow Plow Replacement	FA0238-02003				9,000		9,000
Toolcat	FA0238-02006			115,000			115,000
North Bleacher Replacement	FA0238-03004	568,950					568,950
Lettered Barn Replacements	FA0238-03017	80,000					80,000
Lettered Barn Replacements	FA0238-03018			150,000			150,000
G Barn Remodel	FA0238-03019			90,000			90,000
Llama Barn Replacement	FA0238-03020		125,000				125,000
Maintenance Shop Remodel	FA0238-03021				200,000		200,000
		648,950	125,000	355,000	209,000	-	1,337,950
Library							
Courier Van	LI0248-01004				35,000		35,000
	LI0248-03006					20,000	20,000
		-	-	-	35,000	20,000	55,000
Parks & Recreation							
Truck	PA0259-01003	60,000					60,000
Truck	PA0259-01004			60,000			60,000
Truck	PA0259-01005					65,000	65,000
Dump Truck	PA0259-01010					75,000	75,000
Loader Tractor 5200	PA0259-02001			50,000			50,000
Skidsteer	PA0259-02003		40,000				40,000
Toolcat	PA0259-02004	80,000					80,000
Mower	PA0259-02006	23,000					23,000
Mower	PA0259-02007				26,500		26,500
Backhoe Trailer	PA0259-02011	35,000					35,000
Trailer	PA0259-02013		10,000				10,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Capital Projects by Function

Function Department	Project #	FY '24	FY '25	FY '26	FY '27	FY '28	Total
Culture & Recreation (continued)							
Parks & Recreation (continued)							
Dock Replacement	PA0259-02021	25,000					25,000
Trailer	PA0259-02026		10,000				10,000
Dock Replacement	PA0259-02042	25,000					25,000
Herron Park Parking Expansion	PA0259-03005				100,000		100,000
		248,000	60,000	110,000	126,500	140,000	684,500
Total Culture & Recreation		\$ 896,950	\$ 185,000	\$ 465,000	\$ 370,500	\$ 160,000	\$ 2,077,450
Enterprise							
Solid Waste							
Refuse Truck	SW0220-01003	410,000					410,000
Refuse Truck	SW0220-01004	400,000					400,000
Refuse Truck	SW0220-01005			420,000			420,000
Refuse Truck	SW0220-01006					450,000	450,000
Refuse Truck Rebuild #97	SW0220-01011		65,000				65,000
Refuse Truck Rebuild	SW0220-01012		65,000				65,000
Half Ton Pickup	SW0220-01018				55,000		55,000
One Ton Pickup	SW0220-01020	70,000					70,000
Boom Truck	SW0220-01022			300,000			300,000
Fuel Truck	SW0220-01030	112,808					112,808
Snow Plow	SW0220-02006		22,000				22,000
Sander	SW0220-02023		20,500				20,500
980 Loader	SW0220-02024				900,000		900,000
Fuel System Replacement	SW0220-02059	18,000					18,000
Drive Guard Kit for #42	SW0220-02063	25,000					25,000
Snow Plow	SW0220-02064				22,000		22,000
Used Articulated Truck	SW0220-02065	500,000					500,000
Scalehouse Furnace & Ducting	SW0220-02066	20,000					20,000
Closure	SW0220-03011					2,000,000	2,000,000
Liner Excavation South Area Phase 1-A & 1-B	SW0220-03013					2,000,000	2,000,000
Truck Barn	SW0220-03044				1,000,000		1,000,000
Main Office Roof Replacement	SW0220-03047	20,000					20,000
Blue Bin Pads CR, BF, SO & LK	SW0220-03048	30,000					30,000
Wind Fence Landfill	SW0220-03049	40,000					40,000
Landfill South Area Permitting & Licensing	SW0220-03050	320,000					320,000
		1,965,808	172,500	720,000	1,977,000	4,450,000	9,285,308
Total Enterprise		\$ 1,965,808	\$ 172,500	\$ 720,000	\$ 1,977,000	\$ 4,450,000	\$ 9,285,308
Grand Total		\$ 12,299,285	\$ 4,411,338	\$ 37,085,307	\$ 37,746,423	\$ 35,500,555	\$ 127,042,908

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**General Government FY24 Projects
Building Maintenance**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # MT0213-02012
Project Name Cooling Tower - Justice Center

Type Equipment (Purchase) Department Maintenance (1000-0213)
Useful Life 20 Contact Maintenance Supervisor
Category General Government



Description Total Project Cost: \$200,000
Upgrade and install Cooling Tower.

Justification
The cooling tower cools the water used in the air conditioning process. Without a cooling tower, we cannot provide any air conditioning.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		200,000						200,000
Total		200,000						200,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		170,000						170,000
Transfer from General Fund		30,000						30,000
Total		200,000						200,000

Budget Impact/Other
Reduce maintenance and upkeep costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
1000.000.0213.521000.828	30,000							30,000
4030.000.0213.383000.000	-30,000							-30,000
4030.000.0213.411200.940		200,000						200,000
Total	0	200,000						200,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**General Government FY24 Projects
Building Maintenance (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	MT0213-03014		
Project Name	Sidewalk and Outdoor Entry to Justice Center		
Type	Project (Build)	Department	Maintenance (1000-0213)
Useful Life	20	Contact	Maintenance Supervisor
Category	General Government		



Description	Total Project Cost: \$175,000
Install heated sidewalks and redo planters at front entrance at the Justice Center	

Justification
Heated sidewalks leave ice- and snow-free surfaces, reduces slips and falls. The building is open 24 hours a day and maintenance is not here 24 hours a day to keep the sidewalks free of ice and snow. Heated sidewalks help keep the interior of the building cleaner by reducing the use of snow melt.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Other-Infrastructure		175,000						175,000
Total		175,000						175,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		9,000						9,000
Transfer from General Fund		166,000						166,000
Total		175,000						175,000

Budget Impact/Other
Increase safety for employees and visitors.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
1000.000.0213.521000.828	166,000							166,000
4030.000.0213.383000.000	-166,000							-166,000
4030.000.0213.411200.930		175,000						175,000
Total	0	175,000						175,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**General Government FY24 Projects
Building Maintenance (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # MT0213-03018
Project Name Justice Center Parking Lot

Type Project (Build) Department Maintenance (1000-0213)
Useful Life 25 Contact Maintenance Supervisor
Category General Government



Description Total Project Cost: \$600,000
Repair parking lot to the west of the Justice Center.

Justification
Updates and improvements are needed for safe access to buildings.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Improvements other than Building	100,000	500,000						600,000
Total	100,000	500,000						600,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP	75,000	220,000						295,000
Transfer from General Fund	25,000	280,000						305,000
Total	100,000	500,000						600,000

Budget Impact/Other
Safer parking access for employees and visitors.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
1000.000.0213.521000.828	125,000	180,000						305,000
4012.000.0213.411200.931		220,000						220,000
4030.000.0213.383000.000	-125,000	-180,000						-305,000
4030.000.0213.411200.931	100,000	280,000						380,000
Total	100,000	500,000						600,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**General Government FY24 Projects
Building Maintenance (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # MT0213-03022
Project Name EBB North Sidewalk

Type Project (Build) Department Maintenance (1000-0213)
Useful Life 20 Contact Maintenance Supervisor
Category General Government



Description Total Project Cost: \$50,000
Remove and replace sidewalk and curb on Northeast corner of Earl Bennett Building and replace protective bollards in front of new cooling unit and electrical transformer.

Justification
Sidewalk and curb have settled and cracked and the steel bollards have rusted off at the base. The bollards are necessary to protect the new cooling unit (\$150,000) and the electrical transformer from being hit by vehicles in the parking lot.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Improvements other than Building		50,000						50,000
Total		50,000						50,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from General Fund		50,000						50,000
Total		50,000						50,000

Budget Impact/Other
Provide for safer walkway

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
1000.000.0213.521000.828		50,000						50,000
4030.000.0213.383000.000		-50,000						-50,000
4030.000.0213.411200.930		50,000						50,000
Total		50,000						50,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**General Government FY24 Projects
Clerk and Recorder**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # CR0202-02007
Project Name Flatbed Document Scanner

Type Equipment (Purchase) Department Clerk & Recorder (1000-0202)
Useful Life 10 Contact Clerk and Recorder
Category General Government



Description Total Project Cost: \$6,800
color duplex flatbed document scanner

Justification
document scanner used to scan historic and current records

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		6,800						6,800
Total		6,800						6,800

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		6,800						6,800
Total		6,800						6,800

Budget Impact/Other
Reliable, and lower maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
4030.000.0202.410910.940		6,800						6,800
Total		6,800						6,800

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**General Government FY24 Projects
Clerk of District Court**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # CC0262-02005
Project Name Microfiche Reader/Printer

Type Equipment (Purchase) Department District/Clerk of Court (2180)
Useful Life 5 Contact Clerk of Court
Category General Government



Description Total Project Cost: \$13,000
Viewscan 4 Microfiche Reader Scanner designed to scan all microforms created with 7x-105x reduction, digital 7x-105x, optical 7x-30x including microfilm (35/16mm), microfiche, aperture cards, jackets, slides, etc., includes three year factory warranty.

Justification
Files pre-dating 1979 were converted to microfiche and paper records destroyed.
Public access to these district court records would not be possible without a reader/printer machine.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		13,000						13,000
Total		13,000						13,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		13,000						13,000
Total		13,000						13,000

Budget Impact/Other
No change to current \$ impact on operating budget relative to personal service. Impact on operations if public access litigation ensues due to any removal of public access to records.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2180.000.0262.521000.828	7,000	6,000						13,000
4022.000.0262.383000.000	-7,000	-6,000						-13,000
4022.000.0262.410331.940		13,000						13,000
Total	0	13,000						13,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**General Government FY24 Projects
County Attorney**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # CA0210-01001
Project Name Vehicle

Type Equipment (Purchase) Department County Attorney (1000-0210)
Useful Life 10 Contact County Attorney
Category General Government



Description Total Project Cost: \$41,503
Replace: 2012 Impala; Totaled

Justification
Replace older County Attorney vehicle. Available for general government use. Reduce use of personal vehicles and cost of reimbursement for personal vehicle use.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		41,503						41,503
Total		41,503						41,503

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		14,420						14,420
Transfer from General Fund		27,083						27,083
Total		41,503						41,503

Budget Impact/Other
Newer vehicles will be more reliable, safer, and lower maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
1000.000.0210.521000.828	27,083							27,083
4030.000.0210.383000.000	-27,083							-27,083
4030.000.0210.411100.940		41,503						41,503
Total	0	41,503						41,503

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**General Government FY24 Projects
County Attorney (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	CA0210-02002		
Project Name	1st Floor Copier		
Type	Equipment (Purchase)	Department	County Attorney (1000-0210)
Useful Life	5	Contact	County Attorney
Category	General Government		



Description	Total Project Cost: \$20,000
Copier capable of scanning/printing in color; heavy usage, greater detail on pictures, duplexing, and sorting.	

Justification
Used for making document copies daily.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		20,000						20,000
Total		20,000						20,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from General Fund		20,000						20,000
Total		20,000						20,000

Budget Impact/Other
Lower maintenance fees.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
1000.000.0210.521000.828	20,000							20,000
4030.000.0210.383000.000	-20,000							-20,000
4030.000.0210.411100.940		20,000						20,000
Total	0	20,000						20,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**General Government FY24 Projects
County Commission**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	CO0201-02001		
Project Name	Copier		
Type	Equipment (Purchase)	Department	Commissioners (1000-0201)
Useful Life	7	Contact	Administrative Officer
Category	General Government		



Description	Total Project Cost: \$10,000
High speed multi-function copier capable of color, duplexing, stacking & collating, up to 11"X17" copy & scan, network printing and network scanning to desktop, email, and FTP.	

Justification
Copiers useful life 5-8 years of constant usage.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		10,000						10,000
Total		10,000						10,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		8,000						8,000
Transfer from General Fund		2,000						2,000
Total		10,000						10,000

Budget Impact/Other
Newer machines produce lower maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
1000.000.0201.521000.828	2,000							2,000
4030.000.0201.383000.000	-2,000							-2,000
4030.000.0201.410100.940		10,000						10,000
Total	0	10,000						10,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**General Government FY24 Projects
Elections**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # EL0214-02017
Project Name Folder/Envelope Inserter

Type Equipment (Purchase) Department Election (1000-0214)
Useful Life 5 Contact Clerk and Recorder
Category General Government



Description Total Project Cost: \$13,000
Folder/Inserter machine used for large mailings.

Justification
Current machine has reached useful life.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		13,000						13,000
Total		13,000						13,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from General Fund		13,000						13,000
Total		13,000						13,000

Budget Impact/Other
Reduce maintenance and upkeep costs

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
1000.000.0214.521000.828	5,995	7,005						13,000
4030.000.0214.383000.000	-5,995	-7,005						-13,000
4030.000.0214.410600.940		13,000						13,000
Total	0	13,000						13,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**General Government FY24 Projects
GIS**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # GS0206-02002
Project Name Plotter

Type Equipment (Purchase) Department GIS (1000-0206)
Useful Life 10 Contact Clerk and Recorder
Category General Government



Description Total Project Cost: \$12,000
This is a scheduled replacement for a 42" plotter used for printing large maps. A comparable upgrade is the HP Z6810. This model of HP plotter has been tested to work with ArcGIS software and is supported by ESRI.

Justification
Replace oldest plotter with new plotter that supports 2 rolls of paper, which will make printing more efficient.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		12,000						12,000
Total		12,000						12,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		4,729						4,729
Transfer from General Fund		7,271						7,271
Total		12,000						12,000

Budget Impact/Other
Reduce maintenance and upkeep costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
1000.000.0206.521000.828	6,271	1,000						7,271
4030.000.0206.383000.000	-6,271	-1,000						-7,271
4030.000.0206.411410.940		12,000						12,000
Total	0	12,000						12,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY24 Projects Planning

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	PL0231-02003		
Project Name	Plotter		
Type	Equipment (Purchase)	Department	Planning (2251)
Useful Life	8	Contact	Planning Office Director
Category	General Government		



Description	Total Project Cost: \$17,100
Replace current HP DesignJet T3500 Plotter	

Justification
Replacing the current model for printing large color maps would ensure our plotter was compatible with newer computer software.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		17,100						17,100
Total		17,100						17,100

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		17,100						17,100
Total		17,100						17,100

Budget Impact/Other
Lower maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2251.000.0231.521000.828	17,100							17,100
4014.000.0231.383000.000	-17,100							-17,100
4014.000.0231.411010.940		17,100						17,100
Total	0	17,100						17,100

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY24 Projects Plat Room

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	PT0207-04001		
Project Name	Digital Tract Book Software		
Type	Equipment (Purchase)	Department	Plat Room (1000-0207)
Useful Life	30	Contact	Clerk and Recorder
Category	General Government		



Description	Total Project Cost: \$55,000
Purchase or develop an integrated software program that would allow digital updates to land records as well as a mechanism to attach scanned historic tract records.	

Justification
Digital documents and electronic access are the future industry standard for records management.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Software/Intangibles		55,000						55,000
Total		55,000						55,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		3,750						3,750
Transfer from General Fund		51,250						51,250
Total		55,000						55,000

Budget Impact/Other
Updates to land records and attach capability to scanned historic tract records. More efficient

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
1000.000.0207.521000.828	46,250	5,000						51,250
4030.000.0207.383000.000	-46,250	-5,000						-51,250
4030.000.0207.411400.946		55,000						55,000
Total	0	55,000						55,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**General Government FY24 Projects
Records Preservation**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	RP0202-02001
Project Name	HVAC System
Type	Equipment (Purchase)
Useful Life	25
Category	General Government
Department	Records Preservation (2395)
Contact	Clerk and Recorder



Description	Total Project Cost: \$24,000
HVAC system	

Justification
Upgrade to a new, more efficient system.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		24,000						24,000
Total		24,000						24,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		9,000						9,000
Transfer from Operating Funds		15,000						15,000
Total		24,000						24,000

Budget Impact/Other
Reduce maintenance and upkeep costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2395.000.0202.521000.828	15,000							15,000
4024.000.0202.383000.000	-15,000							-15,000
4024.000.0202.410911.940		24,000						24,000
Total	0	24,000						24,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**General Government FY24 Projects
Records Preservation (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	RP0202-02002
Project Name	Lift

Type Equipment (Purchase) Department Records Preservation (2395)
Useful Life 10 Contact Clerk and Recorder
Category General Government



Description	Total Project Cost: \$18,000
Hydraulic lift used to reach boxes containing documents on shelving 16 feet in height.	

Justification
Hydraulic lift used to reach boxes containing documents on shelving 16 feet in height. Without a lift, the majority of records are unreachable.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		18,000						18,000
Total		18,000						18,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		18,000						18,000
Total		18,000						18,000

Budget Impact/Other
Reduce maintenance and upkeep costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2395.000.0202.521000.828	18,000							18,000
4024.000.0202.383000.000	-18,000							-18,000
4024.000.0202.410911.940		18,000						18,000
Total	0	18,000						18,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**General Government FY24 Projects
Records Preservation (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	RP0202-02004		
Project Name	Microfilm Scanner		
Type	Equipment (Purchase)	Department	Records Preservation (2395)
Useful Life	10	Contact	Clerk and Recorder
Category	General Government		



Description	Total Project Cost: \$14,800
ScanPro 3500 All-in-One Scanner for fiche and other formats.	

Justification	Microfilm scanner to be used for scanning microfiche. Records stored on microfiche are permanent records. Having a scanned copy helps ensure those records are not lost.
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Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		14,800						14,800
Total		14,800						14,800

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		14,800						14,800
Total		14,800						14,800

Budget Impact/Other	Reduce maintenance and upkeep costs.
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Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2395.000.0202.521000.828	14,800							14,800
4024.000.0202.383000.000	-14,800							-14,800
4024.000.0202.410911.940		14,800						14,800
Total	0	14,800						14,800

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY24 Projects Treasurer

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # TR0203-02009
Project Name Letter Opener

Type Equipment (Purchase) Department Treasurer (1000-0203)
Useful Life 8 Contact Treasurer
Category General Government



Description Total Project Cost: \$5,400
Omaton 210 letter opener.

Justification
It is a piece of equipment that opens every piece of mail that come to the Treasurer's office daily. The Omaton we currently have is very old and hard to get parts for. Replacement advised 2 years ago.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		5,400						5,400
Total		5,400						5,400

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from General Fund		5,400						5,400
Total		5,400						5,400

Budget Impact/Other
This machine saves the Treasurer's Dept personnel time daily. We don't have to hand open all our mail. During tax time, this is hundreds of pieces of mail. Operation costs will be a maintenance contract each year of \$54/mo.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
1000.000.0203.521000.828	2,700	2,700						5,400
4030.000.0203.383000.000	-2,700	-2,700						-5,400
4030.000.0203.410540.940		5,400						5,400
Total	0	5,400						5,400

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Flathead Emergency Communications Center (FECC)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # EM0911-01010
Project Name **ATV/Snowmobile Trailer Replacement**

Type Equipment (Purchase) Department FECC (2850_4025)
Useful Life 10 Contact 911 Center Director
Category Public Safety



Description Total Project Cost: \$17,000
Enclosed trailer for protecting and transporting ATVs, Snowmobiles, and equipment.

Justification
An enclosed trailer offers better protection and security for vehicles and equipment.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		17,000						17,000
Total		17,000						17,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		17,000						17,000
Total		17,000						17,000

Budget Impact/Other
Reduce maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2850.000.0911.521000.828		17,000						17,000
4025.000.0911.383000.000		-17,000						-17,000
4025.000.0911.420161.940		17,000						17,000
Total		17,000						17,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
FECC (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	EM0911-02002		
Project Name	Power Supply Battery Replacement Units A & B		
Type	Equipment (Purchase)	Department	FECC (2850_4025)
Useful Life	5	Contact	911 Center Director
Category	Public Safety		



Description	Total Project Cost: \$30,000
Purchase UPS	

Justification
Units to provide emergency power for 9-1-1 operations during the period required for emergency generators to start. The power supply battery backups provide for uninterrupted power during times of power loss.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		30,000						30,000
Total		30,000						30,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		30,000						30,000
Total		30,000						30,000

Budget Impact/Other
Reduce maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2850.000.0911.521000.828	25,000	5,000						30,000
4025.000.0911.383000.000	-25,000	-5,000						-30,000
4025.000.0911.420115.940		30,000						30,000
Total	0	30,000						30,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY24 Projects FECC (continued)

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # EM0911-02013
Project Name Dispatch Radio Consoles

Type Equipment (Purchase) Department FECC (2850_4025)
Useful Life 10 Contact 911 Center Director
Category Public Safety



Description Total Project Cost: \$180,000
Two additional console position within dispatch as call volume expands.

Justification
Gives backup should a main position go down. Cost includes contractor installing the new equipment. This will provide for two additional console position within dispatch as call volume expands. This also gives us a backup should a main position go down. Cost includes contractor installing the new equipment. Having an additional console would be beneficial for dispatcher training purposes and would maintain continuity of operations if repairs are needed on another console.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		180,000						180,000
Total		180,000						180,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		143,897						143,897
Transfer from Operating Funds		36,103						36,103
Total		180,000						180,000

Budget Impact/Other
The additional console ensures a more efficient operation and a more efficient use of resources in the future.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2850.000.0911.521000.828	36,103							36,103
4025.000.0911.383000.000	-36,103							-36,103
4025.000.0911.420750.940		180,000						180,000
Total	0	180,000						180,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
FECC (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # EM0911-02027
Project Name Telco Carrier Equipment

Type Equipment (Purchase) Department FECC (2850_4025)
Useful Life 10 Contact 911 Center Director
Category Public Safety



Description Total Project Cost: \$46,000
The equipment which receives and processes 9-1-1 telephone calls for the primary and secondary sites is projected to be obsolete at this point and in need of an upgrade.

Justification
The equipment which receives and processes 9-1-1 telephone calls for the primary and secondary sites is projected to be obsolete at this point and in need of an upgrade.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		46,000						46,000
Total		46,000						46,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		46,000						46,000
Total		46,000						46,000

Budget Impact/Other
Upgrading to more current equipment ensures a more efficient operation and a more efficient use of resources in the future.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2850.000.0911.521000.828	35,631	10,369						46,000
4025.000.0911.383000.000	-35,631	-10,369						-46,000
4025.000.0911.420115.940		46,000						46,000
Total	0	46,000						46,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY24 Projects FECC (continued)

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # EM0911-02046
Project Name 911 Phone System Replacement
Type Equipment (Purchase) Department FECC (2850_4025)
Useful Life 20 Contact 911 Center Director
Category Public Safety



Description Total Project Cost: \$450,000

The equipment which make 9-1-1 and administrative phone capabilities available to each dispatch position. This encompasses all necessary equipment for both the primary and secondary systems.

Justification

Replacement of the phone system will provide up-to-date ability for delivery and reception of 9-1-1 calls.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		450,000						450,000
Total		450,000						450,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		230,000						230,000
Transfer from Operating Funds		220,000						220,000
Total		450,000						450,000

Budget Impact/Other

Reduce maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2850.000.0911.521000.828	42,500	177,500						220,000
4025.000.0911.383000.000	-42,500	-177,500						-220,000
4025.000.0911.420161.940		450,000						450,000
Total	0	450,000						450,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
FECC (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # EM0911-02059
Project Name Mt. Aeneas Generator Upgrade

Type Equipment (Purchase) Department FECC (2850_4025)
Useful Life 25 Contact 911 Center Director
Category Public Safety



Description Total Project Cost: \$75,000
40 KW Generac or Onan generator to maintain NFPA 1221 Standards.

Justification
Replacement of current generator which is over 50 years old.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		75,000						75,000
Total		75,000						75,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		75,000						75,000
Total		75,000						75,000

Budget Impact/Other
Reduce maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2850.000.0911.521000.828	75,000							75,000
4025.000.0911.383000.000	-75,000							-75,000
4025.000.0911.420161.940		75,000						75,000
Total	0	75,000						75,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY24 Projects FECC (continued)

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # EM0911-02099
Project Name Network Switch Upgrade

Type Equipment (Purchase) Department FECC (2850_4025)
Useful Life 7 Contact 911 Center Director
Category Public Safety



Description Total Project Cost: \$100,000

Upgrade the network switches and accessory equipment which provide the core connectivity required by the 911 computer, radio, and telephone systems.

Justification

Existing equipment is nearing capacity and some components are no longer supported. Note: This project was originally scheduled for completion in FY20 but was delayed due to the impacts of COVID-19 and unrelated staffing issues. Periodic replacement of these components is required to maintain compatibility with emerging IT technologies, increase capacity for future growth & next-gen 911 readiness, and maintain security of connected public safety systems.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		100,000						100,000
Total		100,000						100,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		50,000						50,000
Transfer from Operating Funds		50,000						50,000
Total		100,000						100,000

Budget Impact/Other

Newer equipment requires less maintenance

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2850.000.0911.521000.828	50,000							50,000
4025.000.0911.383000.000	-50,000							-50,000
4025.000.0911.420115.940		100,000						100,000
Total	0	100,000						100,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY24 Projects FECC (continued)

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	EM0911-02100		
Project Name	UPS Internal Hardware Replacement		
Type	Equipment (Purchase)	Department	FECC (2850_4025)
Useful Life	10	Contact	911 Center Director
Category	Public Safety		



Description	Total Project Cost: \$75,000
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Replace aging internal electrical components of the power supply units which stabilize primary AC power and provide uninterrupted electrical service to CAD and radio systems while the generators start up.

Justification

The failure rate of these high-current electrical components increases steadily beyond ten years of service. Replacing these components proactively will significantly reduce the risk of a catastrophic failure in either unit, as well as extend the warranty period for another ten years. Additionally, replacing the internal components is half the cost of sourcing and installing new power supply units.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		75,000						75,000
Total		75,000						75,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		75,000						75,000
Total		75,000						75,000

Budget Impact/Other

Newer equipment requires less maintenance

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2850.000.0221.521000.828	75,000							75,000
4025.000.0221.383000.000	-75,000							-75,000
4025.000.0911.420115.940		75,000						75,000
Total	0	75,000						75,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
FECC (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	EM0911-02101		
Project Name	Building PAC System Replacement		
Type	Equipment (Purchase)	Department	FECC (2850_4025)
Useful Life	10	Contact	911 Center Director
Category	Public Safety		



Description	Total Project Cost: \$15,000
The building Physical Access Control System (PACS) is heavily relied upon to provide controlled access to FECC areas for authorized parties. This system is responsible for recording the identity and duration of access to FECC facilities. The current system is too old to account for advances in security technologies and will soon be incompatible with modern software.	

Justification
An updated PACS will strengthen the physical security of FECC facilities, enhance compatibility with current and upcoming software, and ensure CJIS compliance for controlled access facilities and housing of protected CJIN information.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		15,000						15,000
Total		15,000						15,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		15,000						15,000
Total		15,000						15,000

Budget Impact/Other
Newer equipment requires less maintenance

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2850.000.0911.521000.828	8,000	7,000						15,000
4025.000.0911.383000.000	-8,000	-7,000						-15,000
4025.000.0911.420115.940		15,000						15,000
Total	0	15,000						15,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
FECC (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # EM0911-02103
Project Name Werner Peak 463 Repeater

Type Equipment (Purchase) Department FECC (2850_4025)
Useful Life 10 Contact 911 Center Director
Category Public Safety



Description Total Project Cost: \$30,000
Install a 463 repeater and backhaul system to the Werner Peak site

Justification
Improve radio communication for Law Enforcement and Search And Rescue operations in a high recreation area at their request.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		30,000						30,000
Total		30,000						30,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		30,000						30,000
Total		30,000						30,000

Budget Impact/Other
Newer equipment requires less maintenance

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
4025.000.0911.420161.940		30,000						30,000
Total		30,000						30,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

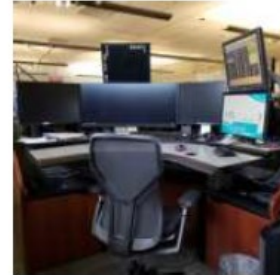
**Public Safety FY24 Projects
FECC (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	EM0911-02106
Project Name	Backup PSAP

Type Project (Build) Department FECC (2850_4025)
Useful Life 10 Contact 911 Center Director
Category Public Safety



Description	Total Project Cost: \$809,000
<p>Grant funding in the amount of \$333,661 will be used to install a fully functional five position back-up 9-1-1 PSAP serving Flathead County and the cities of Columbia Falls, Kalispell, and Whitefish. This would replace the existing backup PSAP that is currently installed in a mobile command trailer owned by Flathead County Office of Emergency Services. This option will no longer be available to FECC to use as a back-up PSAP soon. Funds will purchase radio and telephone consoles, radios, antennas, storage area network (SAN) for the CAD program and backups, short haul high speed microwave hops, and computer workstations. Radio portion of the back-up PSAP will cost \$162,800 for the radio consoles, dual band radios, and antennas and one high speed microwave system between the proposed back up location and another site. IT portion of the back-up PSAP will cost \$170,860 for the CAD SAN, networking equipment, and to complete computer workstations (three monitors, plus two touch screen monitors for each position (total of 15 monitors, and 10 touch screens), towers, keyboards, mice, headsets, and additional software licenses). Cash balance funds in the amount of \$427,339 will be used to remodel the new site as well as purchase and install an admin phone system to mirror our primary system and a radio tower.</p>	

Justification
<p>The Office of Emergency Services intends to replace the current backup PSAP with a vehicle that better suits their needs. This will cause FECC to lose its existing back-up PSAP capability, which is currently outdated and in need of improvement. The installation of the updated equipment at an existing facility located within the County will maintain the ability to provide 9-1-1 and emergency dispatch services in the event the primary PSAP be rendered inoperable or uninhabitable. Additionally, this location will serve to provide a secure, remote location for housing and archiving of critical PSAP operating data, system backups, and databases to ensure rapid recovery in the wake of disasters or cyber incident.</p>

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle	241,000	98,000						339,000
Building	470,000							470,000
Total	711,000	98,000						809,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP	377,339	98,000						475,339
Grants/Aids	333,661							333,661
Total	711,000	98,000						809,000

Budget Impact/Other
<p>Grant Funding of \$333,661 and the remainder of the project will be funded by cash balance in the capital fund. On going cost will include software maintenance, equipment maintenance and upgrades to the system.</p>

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
4025.000.0911.334021.000	-333,661							-333,661
4025.000.0911.420610.950	711,000	98,000						809,000
Total	377,339	98,000						475,339

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
FECC (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # EM0911-03006
Project Name Columbia Falls Communication Tower

Type Project (Build) Department FECC (2850_4025)
Useful Life 25 Contact 911 Center Director
Category Public Safety



Description Total Project Cost: \$150,000
Construction of a new 80-foot self-supporting communications tower, a 10 ft. by 12 ft. communications building, installation of an existing P25 VHF repeater system, and relocating the existing Columbia Falls 383 County Fire and Columbia Falls Police Department repeaters from a structurally unsound tower.

Justification
The construction of this site will help provide coverage for the schools, Montana Veteran's Home, local planned and emergency events as well as increase safety for both our first responders and the public, helping to resolve problematic radio coverage. Documented instances have included the inability for Dispatch to reach an officer to warn them of a serious suspect caution, zero to little coverage inside City Hall/Police Station, and no radio communications inside the grocery stores or schools.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Improvements other than Building	72,512	77,488						150,000
Total	72,512	77,488						150,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP	72,512	77,488						150,000
Total	72,512	77,488						150,000

Budget Impact/Other
Newer equipment requires less maintenance

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
4025.000.0911.420161.950	72,512	77,488						150,000
Total	72,512	77,488						150,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY24 Projects FECC (continued)

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	EM0911-03011		
Project Name	Mt Aeneas Electrical Building Upgrade		
Type	Project (Build)	Department	FECC (2850_4025)
Useful Life	20	Contact	911 Center Director
Category	Public Safety		



Description	Total Project Cost: \$25,000
Charter Communications has indicated it will be turning over the site lease from the USFS to the County in 2020. After this occurs, a major electrical AC wiring upgrade to the internal structure needs to be done to bring the building up to modern standards, including relocation of the power transformer.	

Justification	The Mt. Aeneas site is one of the most critical locations used by all public safety within the county. The wiring system was installed in the 50's and needs of modernization and safety improvements.
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Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Improvements other than Building		25,000						25,000
Total		25,000						25,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		25,000						25,000
Total		25,000						25,000

Budget Impact/Other	Upgrading and modernizing ensures a more efficient operation and a more efficient use of resources in the future.
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Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2850.000.0911.521000.828	25,000							25,000
4025.000.0911.383000.000	-25,000							-25,000
4025.000.0911.420161.920		25,000						25,000
Total	0	25,000						25,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY24 Projects FECC (continued)

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	EM0911-03012		
Project Name	Mt. Aeneas Electrical Line Upgrade		
Type	Project (Build)	Department	FECC (2850_4025)
Useful Life	40	Contact	911 Center Director
Category	Public Safety		



Description	Total Project Cost: \$120,000
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Charter Communications has indicated it will be turning over the site lease from the USFS to the County in 2020. The underground electrical power lines were installed in the 1950's and are beginning to fail at different spots each year. This line needs to be removed and new power lines need to be installed.

Justification

The Mt. Aeneas site is one of the most critical locations used by all public safety within the County. The underground power line system is well over 50 years old and has suffered from underground line separations over the years.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Improvements other than Building		120,000						120,000
Total		120,000						120,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		98,682						98,682
Transfer from Operating Funds		21,318						21,318
Total		120,000						120,000

Budget Impact/Other

Installing new lines ensures a more efficient operation and a more efficient use of resources in the future.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2850.000.0911.521000.828	14,648	6,670						21,318
4025.000.0911.383000.000	-14,648	-6,670						-21,318
4025.000.0911.420161.930		120,000						120,000
Total	0	120,000						120,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Office of Emergency Services (OES)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # OS0221-01005
Project Name Mobile Command/Incident Support Vehicle

Type Equipment (Purchase) Department OES (1000-0221)
Useful Life 20 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$565,000
Mobile Command/Incident Support Vehicle with multiple workstations, command area, and communications capabilities which can be rapidly deployed to All-Hazard incidents to support operational coordination, communications, and incident management.

Justification
This vehicle would replace the existing Command Trailer that is currently a shared asset between OES and FECC. The vehicle would support All-Hazard events including but not limited to: Planned events, train derailment (oil, freight, and passenger), flooding, mass casualty, civil disturbances, wildland fire, terrorist threats against critical infrastructure (Hungry Horse Dam, Bonneville Power, Natural Gas Pipeline, public water supplies, etc.), Special Weapons and Tactics (SWAT), crisis team negotiators, crime scene investigators, and search and rescue missions. Mobile Command /Incident Support Vehicle would be midsize platform vehicle that has multiple slide outs with workstations, lavatory, multi-room, generator, scene lighting, emergency response lighting, radio/IT equipment rack for holding existing law enforcement tactical encrypted repeater, two All-Hazard repeaters, cell booster, and IT server for data storage. The Current Command Trailer cannot meet the quick response needs or of rapid deployment during an all-hazard event. Currently the Command Trailer is stored inside the OES/FECC Cache and is detached from the truck that normally transports the trailer, because both the truck and trailer will not fit if connected. Having to connect the truck to the trailer takes up valuable time that an all-in-one drivable unit could already be responding to the scene. There are also limited number of staff who have the knowledge, skills, and abilities to safely connect and transport the Command Trailer to an incident.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		565,000						565,000
Total		565,000						565,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Grants/Aids		465,000						465,000
Trade in		100,000						100,000
Total		565,000						565,000

Budget Impact/Other
State Homeland Security Grant Funding in the amount of \$465,000 has been secured for this project. The intent is to also remove all computer and radio equipment from the existing trailer and then surplus the trailer for either trade in or auction/sale to another governmental agency for approximately \$100,000.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
4030.000.0221.331031.000		-465,000						-465,000
4030.000.0221.382010.000		-100,000						-100,000
4030.000.0221.420600.940		565,000						565,000
Total		0						0

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY24 Projects Search & Rescue

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	SR0208-02001
Project Name	Trailer
Type	Equipment (Purchase)
Useful Life	10
Category	Public Safety
Department	Search & Rescue (2382)
Contact	Sheriff



Description	Total Project Cost: \$22,000
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Purchase trailer for hauling ATVs etc.

Justification

Decrease response time in arriving at incident for life safety.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		22,000						22,000
Total		22,000						22,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		1,500						1,500
Transfer from Operating Funds		20,500						20,500
Total		22,000						22,000

Budget Impact/Other

Reduce maintenance and repair costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2382.000.0208.521000.828	20,500							20,500
4006.000.0208.383000.000	-20,500							-20,500
4006.000.0208.420741.940		22,000						22,000
Total	0	22,000						22,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Search & Rescue (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SR0209-01002
Project Name SAR Coordinator Vehicle

Type Equipment (Purchase) Department Search & Rescue (2382)
Useful Life 5 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$86,500
Purchase of 3/4 ton truck for SAR Coordinator to replace current SAR vehicle.

Justification
Maintain response capability, reduce maintenance costs and down time of vehicle. Increase ability to pull trailers.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		86,500						86,500
Total		86,500						86,500

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		18,500						18,500
Transfer from Operating Funds		68,000						68,000
Total		86,500						86,500

Budget Impact/Other
More reliable, safer and lower maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2382.000.0209.521000.828	56,000	12,000						68,000
4006.000.0209.383000.000	-56,000	-12,000						-68,000
4006.000.0209.420740.940		86,500						86,500
Total	0	86,500						86,500

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Search & Rescue (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SR0209-01003
Project Name Snowmobile

Type Equipment (Purchase) Department Search & Rescue (2382)
Useful Life 5 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$22,000
Purchase one snowmobile.

Justification
Decrease response time and increase access to incidents on narrow roads or trails.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		22,000						22,000
Total		22,000						22,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		10,000						10,000
Transfer from Operating Funds		12,000						12,000
Total		22,000						22,000

Budget Impact/Other
Newer vehicles are more reliable, safer and lower maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2382.000.0209.521000.828	10,000	2,000						12,000
4006.000.0209.383000.000	-10,000	-2,000						-12,000
4006.000.0209.420740.940		22,000						22,000
Total	0	22,000						22,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY24 Projects Search & Rescue (continued)

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	SR0209-01004
Project Name	Snowmobiles
Type	Equipment (Purchase)
Useful Life	6
Category	Public Safety
Department	Search & Rescue (2382)
Contact	Sheriff



Description	Total Project Cost: \$34,000
Replace FCSO SAR Snowmobiles.	

Justification	Lower maintenance costs, increased reliability, and current safety standards.
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Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		34,000						34,000
Total		34,000						34,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		14,000						14,000
Transfer from Operating Funds		20,000						20,000
Total		34,000						34,000

Budget Impact/Other	Newer vehicles are more reliable, safer and lower maintenance costs.
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Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2382.000.0209.521000.828	20,000							20,000
4006.000.0209.383000.000	-20,000							-20,000
4006.000.0209.420740.940		34,000						34,000
Total	0	34,000						34,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Search & Rescue (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SR0209-02002
Project Name Enclosed Trailer

Type Equipment (Purchase) Department Search & Rescue (2382)
Useful Life 6 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$26,000
Replace FCSO SAR enclosed trailer for hauling snowmobiles and ATVs, etc.

Justification
Lower maintenance costs, increased reliability, current safety standards.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		26,000						26,000
Total		26,000						26,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		10,000						10,000
Transfer from Operating Funds		16,000						16,000
Total		26,000						26,000

Budget Impact/Other
Newer vehicles are more reliable, safer and generally have lower maintenance costs

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2382.000.0209.521000.828	14,000	2,000						16,000
4006.000.0209.383000.000	-14,000	-2,000						-16,000
4006.000.0209.420740.940		26,000						26,000
Total	0	26,000						26,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Search & Rescue (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SR0209-02004
Project Name Unmanned Aerial Vehicle
Type Equipment (Purchase) Department Search & Rescue (2382)
Useful Life 5 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$18,000
Replacement of UAV that has outlived its useful life.

Justification
This is a necessary piece of equipment for the Sheriff to operate search and rescue efforts.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		18,000						18,000
Total		18,000						18,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		18,000						18,000
Total		18,000						18,000

Budget Impact/Other
More cost efficient, can go where humans can't, speeds up rescue.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
4006.000.0209.420740.940		18,000						18,000
Total		18,000						18,000

**Public Safety FY24 Projects
Sheriff**

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Sheriff (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # AD0209-01002
Project Name Adult Transport Vehicle #1
Type Equipment (Purchase) Department Adult Detention (4010)
Useful Life 5 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$59,000
Replace 2019 Dodge Caravan; 28,281 miles as of Jan 2020.

Justification
Reliable transport vehicle, less risk to breaking down during transport of prisoners.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		59,000						59,000
Total		59,000						59,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		27,500						27,500
Transfer from Operating Funds		31,500						31,500
Total		59,000						59,000

Budget Impact/Other
Newer vehicles are more reliable, safer, and have lower maintenance costs

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2300.000.0209.521001.828	24,250	7,250						31,500
4010.000.0209.383001.000	-24,250	-7,250						-31,500
4010.000.0209.420230.940		59,000						59,000
Total	0	59,000						59,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY24 Projects Sheriff (continued)

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	AD0209-02003		
Project Name	Wash Machine #2		
Type	Equipment (Purchase)	Department	Adult Detention (4010)
Useful Life	6	Contact	Sheriff
Category	Public Safety		



Description	Total Project Cost: \$13,200
Replace second commercial wash machine for adult detention.	

Justification
More reliable, less costly repairs.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		13,200						13,200
Total		13,200						13,200

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		13,200						13,200
Total		13,200						13,200

Budget Impact/Other
Reduce maintenance and repair costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2300.000.0209.521001.828	11,350	1,850						13,200
4010.000.0209.383002.000	-11,350	-1,850						-13,200
4010.000.0209.420230.940		13,200						13,200
Total	0	13,200						13,200

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Sheriff (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # AD0209-02006
Project Name Dryer #2

Type Equipment (Purchase) Department Adult Detention (4010)
Useful Life 6 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$8,000
Replace second commercial-grade dryer for Adult Detention.

Justification
More reliable, less costly repairs.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		8,000						8,000
Total		8,000						8,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		8,000						8,000
Total		8,000						8,000

Budget Impact/Other
Reduce maintenance and repair costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2300.000.0209.521001.828	7,000	1,000						8,000
4010.000.0209.383002.000	-7,000	-1,000						-8,000
4010.000.0209.420230.940		8,000						8,000
Total	0	8,000						8,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Sheriff (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # AD0209-02008
Project Name Range Stove

Type Equipment (Purchase) Department Adult Detention (4010)
Useful Life 8 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$8,000
Kitchen Range Stove

Justification
Lower maintenance costs, increased reliability, and update to current safety standards.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		8,000						8,000
Total		8,000						8,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		8,000						8,000
Total		8,000						8,000

Budget Impact/Other
Reduce maintenance and repair costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2300.000.0209.521001.828	5,625	2,375						8,000
4010.000.0209.383002.000	-5,625	-2,375						-8,000
4010.000.0209.420230.940		8,000						8,000
Total	0	8,000						8,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Sheriff (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # AD0209-02009
Project Name Oven

Type Equipment (Purchase) Department Adult Detention (4010)
Useful Life 10 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$10,200
Replace Adult Detention oven

Justification
At end of useful life. More reliable, less costly repairs.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		10,200						10,200
Total		10,200						10,200

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		10,200						10,200
Total		10,200						10,200

Budget Impact/Other
Reduce maintenance and repair costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2300.000.0209.521001.828	6,360	3,840						10,200
4010.000.0209.383002.000	-6,360	-3,840						-10,200
4010.000.0209.420230.940		10,200						10,200
Total	0	10,200						10,200

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Sheriff (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # AD0209-02025
Project Name Inmate Exercise Equipment

Type Equipment (Purchase) Department Adult Detention (4010)
Useful Life 10 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$8,000
Everest Cardio Climber

Justification
Cardio Equipment for Inmates

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		8,000						8,000
Total		8,000						8,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance-Reserve		8,000						8,000
Total		8,000						8,000

Budget Impact/Other
Using Cash Balance in Inmate Funds.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
5020.000.0209.420231.940		8,000						8,000
Total		8,000						8,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Sheriff (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # AC0209-01005
Project Name Animal Control Vehicle

Type Equipment (Purchase) Department Animal Control (4005)
Useful Life 5 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$62,400
Replace Animal Control vehicle (#2) purchased in FY18.

Justification
Lower maintenance costs, increased reliability, and update to current safety standards.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		62,400						62,400
Total		62,400						62,400

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		62,400						62,400
Total		62,400						62,400

Budget Impact/Other
Newer vehicles are more reliable, safer, and have lower maintenance costs

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2300.000.0209.521000.828	34,650	27,750						62,400
4005.000.0209.383000.000	-34,650	-27,750						-62,400
4005.000.0209.440600.940		62,400						62,400
Total	0	62,400						62,400

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Sheriff (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	JD0209-01002
Project Name	JV Transport Vehicle
Type	Equipment (Purchase)
Useful Life	5
Category	Public Safety
Department	Juvenile Detention (2396/4016)
Contact	Sheriff



Description	Total Project Cost: \$56,000
Mini-van to be used for Juvenile Detention Transport. Replace 2019 Dodge Caravan; 28,382 miles as of Jan 2020	

Justification
Replacement cycle is every 5 years for JV Transport Vehicles.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		56,000						56,000
Total		56,000						56,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		6,000						6,000
Transfer from Operating Funds		50,000						50,000
Total		56,000						56,000

Budget Impact/Other
Newer vehicles are more reliable, safer, and generally have lower maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2396.000.0209.521000.828	30,500	19,500						50,000
4016.000.0209.383000.000	-30,500	-19,500						-50,000
4016.000.0209.420250.940		56,000						56,000
Total	0	56,000						56,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Sheriff (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SH0209-01001
Project Name 2 ATV or UTV

Type Equipment (Purchase) Department Sheriff (2300/4009)
Useful Life 5 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$14,723
Purchase two ATV's or UTV's.

Justification
Increase response time and access to incidents on narrow roads or trails for life safety.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		14,723						14,723
Total		14,723						14,723

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		14,723						14,723
Total		14,723						14,723

Budget Impact/Other
Newer ATV/UTV are more reliable, safer, and have lower maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
4009.000.0209.420110.940		14,723						14,723
Total		14,723						14,723

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Sheriff (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SH0209-01010
Project Name Admin Vehicle

Type Equipment (Purchase) Department Sheriff (2300/4009)
Useful Life 7 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$30,000
Vehicle for use by Detention Chief.
Replace: 2015 Subaru Legacy, 133,017 miles as of Jan 2020

Justification
Replace Admin vehicles on an alternating seven-year cycle.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		30,000						30,000
Total		30,000						30,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		30,000						30,000
Total		30,000						30,000

Budget Impact/Other
Newer vehicles are more reliable, safer, and have lower maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2300.000.0209.521000.828	22,000	8,000						30,000
4009.000.0209.383000.000	-22,000	-8,000						-30,000
4009.000.0209.420110.940		30,000						30,000
Total	0	30,000						30,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Sheriff (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SH0209-01014
Project Name Civil Vehicle

Type Equipment (Purchase) Department Sheriff (2300/4009)
Useful Life 5 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$48,000
Replace 1 Civil vehicle.

Justification
Lower maintenance costs, increased reliability, and update to current safety standards.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		48,000						48,000
Total		48,000						48,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		48,000						48,000
Total		48,000						48,000

Budget Impact/Other
Newer vehicles are more reliable, safer, and have lower maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2300.000.0209.521000.828	33,000	15,000						48,000
4009.000.0209.383000.000	-33,000	-15,000						-48,000
4009.000.0209.420110.940		48,000						48,000
Total	0	48,000						48,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Sheriff (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SH0209-01021
Project Name Detective Vehicle

Type Equipment (Purchase) Department Sheriff (2300/4009)
Useful Life 5 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$50,000
Replace 1 Detective Vehicle.

Justification
Lower maintenance costs, increased reliability, and update to current safety standards.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		50,000						50,000
Total		50,000						50,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		50,000						50,000
Total		50,000						50,000

Budget Impact/Other
Newer vehicles are more reliable, safer, and have lower maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2300.000.0209.521000.828		50,000						50,000
4009.000.0209.383000.000		-50,000						-50,000
4009.000.0209.420110.940		50,000						50,000
Total		50,000						50,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Sheriff (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SH0209-01031
Project Name Snowmobile

Type Equipment (Purchase) Department Sheriff (2300/4009)
Useful Life 5 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$20,800
Snowmobile

Justification
Lower maintenance costs, increased reliability, and update to current safety standards.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		20,800						20,800
Total		20,800						20,800

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		20,800						20,800
Total		20,800						20,800

Budget Impact/Other
Newer vehicles are more reliable, safer, and have lower maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2300.000.0209.521000.828	18,000	2,800						20,800
4009.000.0209.383000.000	-18,000	-2,800						-20,800
4009.000.0209.420110.940		20,800						20,800
Total	0	20,800						20,800

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Sheriff (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SH0209-01032
Project Name Equipment Hauling Truck

Type Equipment (Purchase) Department Sheriff (2300/4009)
Useful Life 10 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$44,000
3/4 ton pickup truck used for hauling equipment.

Justification
Maintain response capability and reduction in maintenance costs and down time of vehicle. Increase ability to pull trailers.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		44,000						44,000
Total		44,000						44,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		44,000						44,000
Total		44,000						44,000

Budget Impact/Other
Newer vehicles are more reliable, safer, and have lower maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2300.000.0209.521000.828	40,000	4,000						44,000
4009.000.0209.383000.000	-40,000	-4,000						-44,000
4009.000.0209.420110.940		44,000						44,000
Total	0	44,000						44,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY24 Projects Sheriff (continued)

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SH0209-01033
Project Name Patrol Vehicles

Type Equipment (Purchase) Department Sheriff (2300/4009)
Useful Life 5 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$665,797

Replace 9 units in Sheriff Patrol Fleet and 3 new units for new patrol deputies.

Justification

High mileage and wear warrants replacing 9 patrol vehicles each year for officer safety.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle	597,668	68,129						665,797
Total	597,668	68,129						665,797

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance-Operations	597,668	68,129						665,797
Total	597,668	68,129						665,797

Budget Impact/Other

Newer vehicles are more reliable, safer, and have lower maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2300.000.0209.420110.940	597,668	68,129						665,797
Total	597,668	68,129						665,797

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Sheriff (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	SH0209-01036		
Project Name	Admin Vehicle		
Type	Equipment (Purchase)	Department	Sheriff (2300/4009)
Useful Life	8	Contact	Sheriff
Category	Public Safety		



Description	Total Project Cost: \$65,000
4WD SUV for use by Undersheriff.	

Justification
Replace Admin vehicles on an alternating cycle.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		65,000						65,000
Total		65,000						65,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		65,000						65,000
Total		65,000						65,000

Budget Impact/Other
Newer vehicles are more reliable, safer and have lower maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2300.000.0209.521000.828	34,000	31,000						65,000
4009.000.0209.383000.000	-34,000	-31,000						-65,000
4009.000.0209.420110.940		65,000						65,000
Total	0	65,000						65,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Sheriff (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SH0209-01037
Project Name Patrol Vehicles

Type Equipment (Purchase) Department Sheriff (2300/4009)
Useful Life 5 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$639,000
Replace 9 units in Sheriff Patrol Fleet.

Justification
High mileage and wear warrants replacing 9 patrol vehicles each year for officer safety.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		639,000						639,000
Total		639,000						639,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		639,000						639,000
Total		639,000						639,000

Budget Impact/Other
Newer vehicles are more reliable, safer and have lower maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2300.000.0209.521000.828		639,000						639,000
4009.000.0209.383000.000		-639,000						-639,000
4009.000.0209.420110.940		639,000						639,000
Total		639,000						639,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Sheriff (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	SH0209-01061		
Project Name	ICAC Vehicle		
Type	Equipment (Purchase)	Department	Sheriff (2300/4009)
Useful Life	7	Contact	Sheriff
Category	Public Safety		



Description	Total Project Cost: \$50,000
For use by ICAC	

Justification
Replace original 2014 Ford ICAC vehicle on an alternating seven year cycle.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		50,000						50,000
Total		50,000						50,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		50,000						50,000
Total		50,000						50,000

Budget Impact/Other
Newer vehicles are more reliable, safer, and have lower maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2300.000.0209.521000.828		50,000						50,000
4009.000.0209.383000.000		-50,000						-50,000
4009.000.0209.420110.940		50,000						50,000
Total		50,000						50,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Sheriff (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SH0209-01071
Project Name Special Investigations Vehicle

Type Equipment (Purchase) Department Sheriff (2300/4009)
Useful Life 7 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$45,000
Undercover vehicle to be used by Special Investigations

Justification
Special Investigations division needs an undercover vehicle to carry out their operations.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		45,000						45,000
Total		45,000						45,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance-Operations		45,000						45,000
Total		45,000						45,000

Budget Impact/Other
Federal Forfeiture funds will be used for this purchase.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2924.000.0209.420110.940		45,000						45,000
Total		45,000						45,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Sheriff (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SH0209-01072
Project Name Patrol Vehicle

Type Equipment (Purchase) Department Sheriff (2300/4009)
Useful Life 5 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$84,750
Vehicle and Equipment for FY24 Approved 1 additional Patrol FTE

Justification
New Deputy needs a vehicle

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		84,750						84,750
Total		84,750						84,750

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		84,750						84,750
Total		84,750						84,750

Budget Impact/Other
Newer vehicles are more reliable, safer, and have lower maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2300.000.0209.521000.828		84,750						84,750
4009.000.0209.383000.000		-84,750						-84,750
4009.000.0209.420110.940		84,750						84,750
Total		84,750						84,750

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Sheriff (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SH0209-02002
Project Name Copy Machine

Type Equipment (Purchase) Department Sheriff (2300/4009)
Useful Life 6 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$12,000
Replacement copy machine.

Justification
Due to high-volume usage of copiers, they are generally worn out after 5-8 years.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		12,000						12,000
Total		12,000						12,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		12,000						12,000
Total		12,000						12,000

Budget Impact/Other
Reduce maintenance and repair costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2300.000.0209.521000.828	10,000	2,000						12,000
4009.000.0209.383000.000	-10,000	-2,000						-12,000
4009.000.0209.420110.940		12,000						12,000
Total	0	12,000						12,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY24 Projects Sheriff (continued)

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SH0209-02007
Project Name Portable Radios

Type Equipment (Purchase) Department Sheriff (2300/4009)
Useful Life 6 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$950,000
Replace 6-10 portable radios each year

Justification
Replacement cycle is every 7 years for Portable Hand Held Radios.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle	100,000	50,000	50,000	50,000	50,000	50,000	600,000	950,000
Total	100,000	50,000	50,000	50,000	50,000	50,000	600,000	950,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds	100,000	50,000	50,000	50,000	50,000	50,000	600,000	950,000
Total	100,000	50,000	50,000	50,000	50,000	50,000	600,000	950,000

Budget Impact/Other
Reduce maintenance and repair costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2300.000.0209.521000.828	100,000	50,000	50,000	50,000	50,000	50,000	600,000	950,000
4009.000.0209.383000.000	-100,000	-50,000	-50,000	-50,000	-50,000	-50,000	-600,000	-950,000
4009.000.0209.420110.940	100,000	50,000	50,000	50,000	50,000	50,000	600,000	950,000
Total	100,000	50,000	50,000	50,000	50,000	50,000	600,000	950,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Sheriff (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SH0209-02009
Project Name Electronic Door Security

Type Equipment (Purchase) Department Sheriff (2300/4009)
Useful Life 10 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$10,000
Sheriff's Office Electronic Door Security Replacement

Justification
The security system for the Sheriff's office doors has become obsolete and is need of replacement.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Software/Intangibles		10,000						10,000
Total		10,000						10,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		10,000						10,000
Total		10,000						10,000

Budget Impact/Other
Newer equipment are more reliable, safer, and have lower maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2300.000.0209.521000.828		10,000						10,000
4009.000.0209.383000.000		-10,000						-10,000
4009.000.0209.420110.946		10,000						10,000
Total		10,000						10,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Sheriff (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SH0209-02010
Project Name Camera Server

Type Equipment (Purchase) Department Sheriff (2300/4009)
Useful Life 10 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$40,000
Watchguard in-car/body camera software server upgrade with continued software maintenance.

Justification
The current server for in-car/body camera software is not sufficient to store data from the cameras. This is a forced upgrade due to changes in software by the vendor. In order to continue utilizing body cameras we need to make this upgrade.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Software/Intangibles		40,000						40,000
Total		40,000						40,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		40,000						40,000
Total		40,000						40,000

Budget Impact/Other
Newer equipment are more reliable, safer, and have lower maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2300.000.0209.521000.828		40,000						40,000
4009.000.0209.383000.000		-40,000						-40,000
4009.000.0209.420110.940		40,000						40,000
Total		40,000						40,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Safety FY24 Projects
Sheriff (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SH0209-02011
Project Name Night Vision Goggles

Type Equipment (Purchase) Department Sheriff (2300/4009)
Useful Life 10 Contact Sheriff
Category Public Safety



Description	Total Project Cost: \$125,000
Swat Night Vision Goggles (2)	

Justification

The current night vision goggles are deteriorating with time and use. As these begin to deteriorate they will need to be replaced for swat as it is imperative to have a crisp and clear image. We will utilize the older models as long as possible for search and rescue and patrol as their need as not as great for a crisp clear image.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		25,000	25,000	25,000	25,000	25,000		125,000
Total		25,000	25,000	25,000	25,000	25,000		125,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		25,000	25,000	25,000	25,000	25,000		125,000
Total		25,000	25,000	25,000	25,000	25,000		125,000

Budget Impact/Other

Newer equipment are more reliable, safer, and have lower maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2300.000.0209.521000.828		25,000	25,000	25,000	25,000	25,000		125,000
4009.000.0209.383000.000		-25,000	-25,000	-25,000	-25,000	-25,000		-125,000
4009.000.0209.420110.940		25,000	25,000	25,000	25,000	25,000		125,000
Total		25,000	25,000	25,000	25,000	25,000		125,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY24 Projects Bridge

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # RB0219-01002
Project Name Dump Truck - New

Type Equipment (Purchase) Department Bridge (2130)
Useful Life 15 Contact Public Works Director
Category Public Works



Description	Total Project Cost: \$175,000
Scheduled replacement.	
Current truck exceeded useful life with miles/hours.	
Justification	
Used for plowing, sanding, and hauling of materials for the maintenance of the County Road system. Replacement will improve efficiency, safety of roads, and improve customer service. More efficient and productive. Repairs cost less and reduced downtime.	

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		175,000						175,000
Total		175,000						175,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		175,000						175,000
Total		175,000						175,000

Budget Impact/Other	
Lower maintenance and operational costs.	

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2130.000.0219.521000.828	108,334	66,666						175,000
4028.000.0219.383000.000	-108,334	-66,666						-175,000
4028.000.0219.430244.940		175,000						175,000
Total	0	175,000						175,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY24 Projects Bridge (continued)

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # RB0219-01012
Project Name Single Axle Plow Truck

Type Equipment (Purchase) Department Bridge (2130)
Useful Life 15 Contact Public Works Director
Category Public Works



Description Total Project Cost: \$170,000

Replace single axle plow truck.

Justification

Used for plowing and snow removal on county road network. Easier to maneuver in higher density residential areas. Replacement will improve efficiency, safety of roads, and improve customer service. More efficient and productive. Repairs cost less and reduced downtime.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		170,000						170,000
Total		170,000						170,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		34,000						34,000
Transfer from Operating Funds		136,000						136,000
Total		170,000						170,000

Budget Impact/Other

Lower maintenance and operational costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2130.000.0219.521000.828	60,000	76,000						136,000
4028.000.0219.383000.000	-60,000	-76,000						-136,000
4028.000.0219.430244.940		170,000						170,000
Total	0	170,000						170,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Works FY24 Projects
Bridge (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # RB0219-02001
Project Name Guardrail Post Pounder

Type Equipment (Purchase) Department Bridge (2130)
Useful Life 15 Contact Public Works Director
Category Public Works



Description Total Project Cost: \$150,000
Replace guardrail post pounder.

Justification
Used for installing new, and replacing old, guardrail posts, keeping motoring public safe. Replacement will improve efficiency, safety of roads, and improve customer service. More efficient and productive. Repairs cost less and reduced downtime.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		150,000						150,000
Total		150,000						150,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		10,000						10,000
Transfer from Operating Funds		140,000						140,000
Total		150,000						150,000

Budget Impact/Other
Lower maintenance and operational costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2130.000.0219.521000.828	81,500	58,500						140,000
4028.000.0219.383000.000	-81,500	-58,500						-140,000
4028.000.0219.430244.940		150,000						150,000
Total	0	150,000						150,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Works FY24 Projects
Bridge (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # RB0219-02016
Project Name Zero Turn Lawnmower

Type Equipment (Purchase) Department Bridge (2130)
Useful Life 20 Contact Public Works Director
Category Public Works



Description Total Project Cost: \$10,000
Purchase used John Deere mower from Weed Department.

Justification
Improve efficiency, more productive road operations, safety of roads, and improve customer service. Repairs cost less and reduced downtime.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		10,000						10,000
Total		10,000						10,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		10,000						10,000
Total		10,000						10,000

Budget Impact/Other
Lower maintenance and operational costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
4028.000.0219.430244.940		10,000						10,000
Total		10,000						10,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY24 Projects Noxious Weed District

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # WE0246-01005
Project Name Truck Replacement

Type Equipment (Purchase) Department Noxious Weeds (2140)
Useful Life 10 Contact Weed, Parks & Rec Supervisor
Category Public Works



Description Total Project Cost: \$65,000
Four-wheel drive pickup truck with gas engine and automatic transmission.
Replace unit #352 1996 Chevy, 91,597 miles as of Feb 2021

Justification
Engines must run for hours on end, often at high rpm with heavy loads which expedites wear tremendously. Our right-of-way maintenance program services approximately 2000 miles of roadside throughout Flathead County twice per season. Updated equipment ensures higher quality work and safer operators.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		65,000						65,000
Total		65,000						65,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		17,000						17,000
Transfer from Operating Funds		48,000						48,000
Total		65,000						65,000

Budget Impact/Other
Newer vehicles reduce maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2140.000.0246.521000.828	32,000	16,000						48,000
4032.000.0246.383000.000	-32,000	-16,000						-48,000
4032.000.0246.431100.940		65,000						65,000
Total	0	65,000						65,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY24 Projects Noxious Weed District (continued)

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # WE0246-02003
Project Name Tractor

Type Equipment (Purchase) Department Noxious Weeds (2140)
Useful Life 10 Contact Weed, Parks & Rec Supervisor
Category Public Works



Description Total Project Cost: \$125,000

Replace mower exceeding 5000 hours. Ag style tractor capable of mounting a heavy-duty side mower for maintenance of roadside rights-of-way. Minimum horsepower rating requirement of 80.
Replace Unit #312 2006 John Deere 6420; 3,951 hours as of Feb 2020

Justification

Increased wear and tear occur on this equipment because of running them along roadways. With the nature of the work this machine does with road travel and a lot of side torque on the running gear train, life expectancy is between 5000 and 6000 hours. Our right-of-way maintenance program services approximately 2000 miles of roadside throughout Flathead County twice per season. Updated equipment ensures higher quality work and safer operators.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		125,000						125,000
Total		125,000						125,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		50,000						50,000
Transfer from Operating Funds		75,000						75,000
Total		125,000						125,000

Budget Impact/Other

Newer vehicles reduce maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2140.000.0246.521000.828	75,000							75,000
4032.000.0246.383000.000	-75,000							-75,000
4032.000.0246.431100.940		125,000						125,000
Total	0	125,000						125,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY24 Projects Noxious Weed District (continued)

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # WE0246-02004
Project Name Tractor

Type Equipment (Purchase) Department Noxious Weeds (2140)
Useful Life 10 Contact Weed, Parks & Rec Supervisor
Category Public Works



Description Total Project Cost: \$125,000
Replace mower exceeding 5000 hours. Ag style tractor capable of mounting a heavy-duty side mower for maintenance of roadside rights-of-way. Minimum horsepower rating requirement of 80.
Replace Unit #318; 2,862 hours as of Feb 2020

Justification
Increased wear and tear occur on this equipment because of running them along roadways. With the nature of the work this machine does with road travel and a lot of side torque on the running gear train, life expectancy is between 5000 and 6000 hours. Our right-of-way maintenance program services approximately 2000 miles of roadside throughout Flathead County twice per season. Updated equipment ensures higher quality work and safer operators.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		125,000						125,000
Total		125,000						125,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		48,000						48,000
Transfer from Operating Funds		77,000						77,000
Total		125,000						125,000

Budget Impact/Other
Newer vehicles reduce maintenance costs

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2140.000.0246.521000.828	60,000	17,000						77,000
4032.000.0246.383000.000	-60,000	-17,000						-77,000
4032.000.0246.431100.940		125,000						125,000
Total	0	125,000						125,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY24 Projects Noxious Weed District (continued)

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # WE0246-02005
Project Name Tractor

Type Equipment (Purchase) Department Noxious Weeds (2140)
Useful Life 10 Contact Weed, Parks & Rec Supervisor
Category Public Works



Description Total Project Cost: \$125,000
Replace mower exceeding 5000 hours. Ag style tractor capable of mounting a heavy-duty side mower for maintenance of roadside rights of way. Minimum horsepower rating requirement of 80.
Replace Unit #319; 2,451 hours as of Feb 2020

Justification
Increased wear and tear occur on this equipment because of running them along roadways. With the nature of the work this machine does with road travel and a lot of side torque on the running gear train, life expectancy is between 5000 and 6000 hours. Our right-of-way maintenance program services approximately 2000 miles of roadside throughout Flathead County twice per season. Updated equipment ensures higher quality work and safer operators.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		125,000						125,000
Total		125,000						125,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		50,000						50,000
Transfer from Operating Funds		75,000						75,000
Total		125,000						125,000

Budget Impact/Other
Newer vehicles reduce maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2140.000.0246.521000.828	60,000	15,000						75,000
4032.000.0246.383000.000	-60,000	-15,000						-75,000
4032.000.0246.431100.940		125,000						125,000
Total	0	125,000						125,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Works FY24 Projects
Noxious Weed District (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # WE0246-02007
Project Name Plow Loader Attachment

Type Equipment (Purchase) Department Noxious Weeds (2140)
Useful Life 10 Contact Weed, Parks & Rec Supervisor
Category Public Works



Description Total Project Cost: \$8,000
Plow loader attachment replacement.

Justification
Replacement will eliminate the risk of accidents and breakdowns. Existing loader attachment will have reached its life expectancy.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		8,000						8,000
Total		8,000						8,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		8,000						8,000
Total		8,000						8,000

Budget Impact/Other
Newer equipment reduce maintenance costs

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2140.000.0246.521000.828	8,000							8,000
4032.000.0246.383000.000	-8,000							-8,000
4032.000.0246.431100.940		8,000						8,000
Total	0	8,000						8,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Works FY24 Projects
Noxious Weed District (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	WE0246-02008		
Project Name	Rental Sprayer		
Type	Equipment (Purchase)	Department	Noxious Weeds (2140)
Useful Life	5	Contact	Weed, Parks & Rec Supervisor
Category	Public Works		



Description	Total Project Cost: \$20,000
Replace two spray tank units in the rental program.	

Justification
These units are very heavily used throughout the weed season. They must be replaced at a certain level of wear to ensure proper chemical application and the safety of the users.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		20,000						20,000
Total		20,000						20,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		20,000						20,000
Total		20,000						20,000

Budget Impact/Other
Reduce maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2140.000.0246.521000.828	20,000							20,000
4032.000.0246.383000.000	-20,000							-20,000
4032.000.0246.431100.940		20,000						20,000
Total	0	20,000						20,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Works FY24 Projects
Noxious Weed District (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	WE0246-02013		
Project Name	Deck/Pump Replacement		
Type	Equipment (Purchase)	Department	Noxious Weeds (2140)
Useful Life	10	Contact	Weed, Parks & Rec Supervisor
Category	Public Works		



Description	Total Project Cost: \$27,000
Deck and pump replacement on roadside mower.	

Justification
Replacement will eliminate the risk of accidents and breakdowns. Existing deck and pump will have reached its life expectancy.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		27,000						27,000
Total		27,000						27,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		1,000						1,000
Transfer from Operating Funds		26,000						26,000
Total		27,000						27,000

Budget Impact/Other
Newer equipment reduce maintenance costs

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2140.000.0246.521000.828	14,000	12,000						26,000
4032.000.0246.383000.000	-14,000	-12,000						-26,000
4032.000.0246.431100.940		27,000						27,000
Total	0	27,000						27,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Works FY24 Projects
Noxious Weed District (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # WE0246-02017
Project Name Photocopier

Type Unassigned Department Noxious Weeds (2140)
Useful Life 5 Contact Weed, Parks & Rec Supervisor
Category Public Works



Description Total Project Cost: \$10,000
Replace copier purchased in 2020.

Justification
Improve efficiency of daily operations and customer service. Upgraded equipment is necessary for productivity in daily operations and will reduce the cost of repairs and downtime.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		10,000						10,000
Total		10,000						10,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		10,000						10,000
Total		10,000						10,000

Budget Impact/Other
Reduce maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2140.000.0246.521000.828		10,000						10,000
4032.000.0246.383000.000		-10,000						-10,000
4032.000.0246.431100.940		10,000						10,000
Total		10,000						10,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Works FY24 Projects
Road**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # RB0218-01011
Project Name Dump Truck

Type Equipment (Purchase) Department Roads (2110)
Useful Life 15 Contact Public Works Director
Category Public Works



Description Total Project Cost: \$175,000
Replace dump truck for Road operations.

Justification
The dump truck is used for hauling gravel, construction material to road and bridge projects and emergency road repairs within Flathead County. The dump truck is also used for plowing and sanding during the winter conditions, keeping the roads safe for the motoring public.
The replacement will improve efficiency of daily road operations, improve safety of roads, and improve customer service. The new piece of equipment is more efficient to operate and is more productive as it relates to daily road operations and will cost less for repairs and down time.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		175,000						175,000
Total		175,000						175,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		175,000						175,000
Total		175,000						175,000

Budget Impact/Other
A new dump truck will lower maintenance and operational costs. Current piece of equipment continues to age, maintenance costs escalate rapidly.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2110.000.0218.521000.828	175,000							175,000
4027.000.0218.383000.000	-175,000							-175,000
4027.000.0218.430240.940		175,000						175,000
Total	0	175,000						175,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Works FY24 Projects
Road (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 thru FY 28

Project #	RB0218-01036		
Project Name	Used Crew Cabs from Sheriff Dept (4)		
Type	Equipment (Purchase)	Department	Roads (2110)
Useful Life	8	Contact	Public Works Director
Category	Public Works		



Description	Total Project Cost: \$48,000
Purchase 4 used Crew Cab trucks from the sheriff department fleet for Road Operations.	

Justification
The pickups are used by the crew and operators for support in fueling all county equipment, carrying edges for graders, light hauling, and other light duty maintenance within the county road system. Most pickups consist of toolbox and fuel tank. The current pickups have exceeded what is generally considered the useful life in terms of the number of miles/hours on the equipment. The replacement will improve efficiency of daily road operations, improve safety of roads, improve customer service, more efficient and more productive as it relates to daily road operations.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		48,000						48,000
Total		48,000						48,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		48,000						48,000
Total		48,000						48,000

Budget Impact/Other
These pickups will lower maintenance and operational costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2110.000.0218.521000.828	48,000							48,000
4027.000.0218.383000.000	-48,000							-48,000
4027.000.0218.430240.940		48,000						48,000
Total	0	48,000						48,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Works FY24 Projects
Road (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	RB0218-02005
Project Name	Loader

Type Equipment (Purchase) Department Roads (2110)
Useful Life 15 Contact Public Works Director
Category Public Works



Description	Total Project Cost: \$355,000
Replacement of a loader.	

Justification
The loader is an extremely universal piece of equipment used for feeding the hot plant, loading of materials into trucks, and excavation of roads within the county road systems. The replacement will improve efficiency of daily road operations, improve safety of roads, improve customer service, and have less costly repairs and down time.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		355,000						355,000
Total		355,000						355,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		60,000						60,000
Transfer from Operating Funds		295,000						295,000
Total		355,000						355,000

Budget Impact/Other
Lower maintenance and operational costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2110.000.0218.521000.828	160,000	135,000						295,000
4027.000.0218.383000.000	-160,000	-135,000						-295,000
4027.000.0218.430240.940		355,000						355,000
Total	0	355,000						355,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Works FY24 Projects
Road (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # RB0218-02045
Project Name Pup Trailer

Type Equipment (Purchase) Department Roads (2110)
Useful Life 30 Contact Public Works Director
Category Public Works



Description Total Project Cost: \$80,000
Replace pup trailer used for hauling rock, asphalt, dirt, and gravel for the Road department.

Justification
The replacement will improve efficiency of daily road operations, improve safety of roads, improve customer service, and have less costly repairs and down time.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		80,000						80,000
Total		80,000						80,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		80,000						80,000
Total		80,000						80,000

Budget Impact/Other
Lower maintenance and operational costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2110.000.0218.521000.828	80,000							80,000
4027.000.0218.383000.000	-80,000							-80,000
4027.000.0218.430240.940		80,000						80,000
Total	0	80,000						80,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY24 Projects Road (continued)

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # RB0218-02046
Project Name Pup Trailer

Type Equipment (Purchase) Department Roads (2110)
Useful Life 30 Contact Public Works Director
Category Public Works



Description Total Project Cost: \$85,000
Replace pup trailer used for hauling rock, asphalt, dirt, and gravel for the Road department.

Justification
The replacement will improve efficiency of daily road operations, improve safety of roads, improve customer service, and have less costly repairs and down time.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		85,000						85,000
Total		85,000						85,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		85,000						85,000
Total		85,000						85,000

Budget Impact/Other
Lower maintenance and operational costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2110.000.0218.521000.828	85,000							85,000
4027.000.0218.383000.000	-85,000							-85,000
4027.000.0218.430240.940		85,000						85,000
Total	0	85,000						85,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Works FY24 Projects
Road (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # RB0218-02067
Project Name Excavator

Type Equipment (Purchase) Department Roads (2110)
Useful Life 15 Contact Public Works Director
Category Public Works



Description Total Project Cost: \$35,000
This is a purchase of a used Excavator for the Road Department from the Landfill. The Excavator is used in the county road network, removing debris, trees and brush along roadways, and used for installing culverts, road dig outs, and rip rap.

Justification
The purchase will improve efficiency of daily road operations, improve safety of roads, and improve customer service. The equipment is efficient to operate and is productive as it realates to daily road operations. The Excavator will be very useful in cleaning ditches, culverts, approaches, road dig outs, and rip rap.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		35,000						35,000
Total		35,000						35,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		35,000						35,000
Total		35,000						35,000

Budget Impact/Other
An Excavator will lower maintenance and operational costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
4027.000.0218.430240.940		35,000						35,000
Total		35,000						35,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Works FY24 Projects
Road (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # RB0218-02071
Project Name Copier

Type Equipment (Purchase) Department Roads (2110)
Useful Life 10 Contact Public Works Director
Category Public Works



Description Total Project Cost: \$8,000
Copy, network print, network scan, document filing. 36-45 pages per minute full color print. High resolution touch screen. Scanning to desktop, network folders, FTP & Email.

Justification
Current copy printer is 5 years old and has constant jams and additional problems. The closest service center is Missoula and existing problems have taken weeks to resolve.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		8,000						8,000
Total		8,000						8,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		8,000						8,000
Total		8,000						8,000

Budget Impact/Other
Efficiency for office production and communication of public information to the public in a timely manor when requested.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
4027.000.0218.430240.940		8,000						8,000
Total		8,000						8,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY24 Projects Road (continued)

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # RB0218-03010
Project Name Manning/Farm Road RSID

Type Project (Build) Department Roads (2110)
Useful Life 20 Contact Public Works Director
Category Public Works



Description Total Project Cost: \$2,274,749

This is for Flathead County's funding of the improvements to County maintained road(s) in conjunction with the local residents creating a RSID to improve the road from aggregate to asphalt. County Commission will have final approval of selected road(s) in deciding whether a district is created and the project proceeds forward.

Justification

The asphalt will reduce dust generation and improve ride of users.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Roads-Infrastructure	274,749	2,000,000						2,274,749
Total	274,749	2,000,000						2,274,749

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		750,000						750,000
Cash Balance-Reserve		393,749						393,749
Transfer from Operating Funds	274,749	856,251						1,131,000
Total	274,749	2,000,000						2,274,749

Budget Impact/Other

The improvements will lower maintenance and operational costs, will reduce the amount of dust emissions caused by vehicle travel, and will improve the safety and health of local residents.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2110.000.0218.521000.828	1,331,000							1,331,000
2820.000.0218.430200.931		393,749						393,749
4027.000.0218.383000.000	-1,331,000							-1,331,000
4027.000.0218.430240.931	274,749	1,606,251						1,881,000
Total	274,749	2,000,000						2,274,749

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Works FY24 Projects
Road (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	RB0218-03019
Project Name	Salt/Sand Building Columbia Falls Pit

Type Project (Build) Department Roads (2110)
Useful Life 50 Contact Public Works Director
Category Public Works



Description	Total Project Cost: \$435,000
New building used to store our Salt/Sand material due to recent DEQ regulations requiring any salt material to be housed in a building with a foundation in an active pit.	

Justification	Building will improve efficiency of daily road operations and improve customer service. More cost effective to have salt/sand stockpiled at various pits throughout the valley, then to have employees travel further to reload the sanders, taking longer to maintain their areas.
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Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Building	80,000	355,000						435,000
Total	80,000	355,000						435,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP	80,000	355,000						435,000
Total	80,000	355,000						435,000

Budget Impact/Other	Lower maintenance and operational costs.
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Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
4027.000.0218.430240.920	80,000	355,000						435,000
Total	80,000	355,000						435,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Works FY24 Projects
Road (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	RB0218-03024		
Project Name	Trumble Creek Pit Well		
Type	Project (Build)	Department	Roads (2110)
Useful Life	20	Contact	Public Works Director
Category	Public Works		



Description	Total Project Cost: \$18,500
Set up a new well at the pit to allow for washing equipment at the site.	

Justification	
This will help to keep deterioration from weather to a minimum, preventing rust on all Road Departments vehicles and equipment.	

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Other-Infrastructure	8,500	10,000						18,500
Total	8,500	10,000						18,500

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP	8,500	10,000						18,500
Total	8,500	10,000						18,500

Budget Impact/Other	
Lower maintenance and operational cost	

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
4027.000.0218.430240.920	8,500	10,000						18,500
Total	8,500	10,000						18,500

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Works FY24 Projects
Road (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # RB0218-03025
Project Name Sheepherder Pit Well

Type Project (Build) Department Roads (2110)
Useful Life 20 Contact Public Works Director
Category Public Works



Description Total Project Cost: \$81,500
Set up a new well at the pit to allow for washing equipment at the site.

Justification
This will help to keep deterioration from weather to a minimum, preventing rust on all Road Departments vehicles and equipment.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Other-Infrastructure	60,000	21,500						81,500
Total	60,000	21,500						81,500

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP	60,000	21,500						81,500
Total	60,000	21,500						81,500

Budget Impact/Other
Lower maintenance and operational cost

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
4027.000.0218.430240.920	60,000	21,500						81,500
Total	60,000	21,500						81,500

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Health FY24 Projects Animal Shelter

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # AS4460-03002
Project Name HVAC System Upgrade

Type Project (Build) Department Animal Shelter (1000-4460)
Useful Life 25 Contact Public Health Officer
Category Public Health



Description	Total Project Cost: \$20,000
Replace HVAC system.	

Justification
HVAC should be replaced before it loses functionality and efficiency.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Improvements other than Building		20,000						20,000
Total		20,000						20,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Contributions/donations		20,000						20,000
Total		20,000						20,000

Budget Impact/Other
Reduce maintenance and repair costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2292.000.4460.521000.828	20,000							20,000
4030.000.4460.383000.000	-20,000							-20,000
4030.000.4460.440600.940		20,000						20,000
Total	0	20,000						20,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Health FY24 Projects Health

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	HE4010-01008
Project Name	Health Department Vehicle

Type Equipment (Purchase) Department Health (2270)
Useful Life 10 Contact Public Health Officer
Category Public Health



Description	Total Project Cost: \$45,000
<p>The Health Department staff uses vehicles to drive to nurse home visits, health promotion activities, septic system and subdivision inspections, health inspections of restaurants, schools, and health care facilities, meetings with local agencies and hospitals, public health conferences, and training sessions both locally and throughout the State of Montana. As vehicles have finite lives, they need to be replaced every few years.</p> <p>Replace: 1.) 2001 Ford Fusion 118,171 miles; 2.) 2008 Ford Fusion 107,746 miles; 3.) 2007 Ford F150 107,746 miles; 4.) 2006 Ford Escape 102,653 miles; 2007 Ford Escape 101,773 miles as of January 2020</p>	

Justification	
<p>As of Jan 2022, mileage on current vehicles is the following: 1.) 2008 Ford Fusion 92,620 miles; 2.) 2008 Ford Fusion 108,449 miles; 3.) 2007 Ford F150 113,600 miles; 4.) 2006 Ford Escape 110,645 miles; 5.) 2007 Ford Escape 117,865 miles</p>	

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		45,000						45,000
Total		45,000						45,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		45,000						45,000
Total		45,000						45,000

Budget Impact/Other	
<p>Newer vehicles are more reliable, safer and have lower maintenance costs.</p>	

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
4002.000.4070.440110.940		45,000						45,000
Total		45,000						45,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Public Health FY24 Projects
Mosquito**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # MO4470-01009
Project Name UTV

Type Equipment (Purchase) Department Mosquito (2200)
Useful Life 7 Contact Public Health Officer
Category Public Health



Description Total Project Cost: \$23,000
Utility Terrain Vehicle is necessary to access off-road mosquito breeding areas that cannot be reached by a pick-up truck

Justification
Replace existing UTV. Since the inception of the current Mosquito Control program in 2007, the County has grown in population and requests for mosquito control service have increased. The mosquito control sites range from McGregor Lake near the County's western border to the Continental Divide on Highway 2, and from Columbia Falls to the Lake County line. Field surveillance and subsequent treatments must be timely and follow-up observations must be conducted.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		23,000						23,000
Total		23,000						23,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		23,000						23,000
Total		23,000						23,000

Budget Impact/Other
Decrease in maintenance, gas, and routine maintenance.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
4004.000.4470.440700.940		23,000						23,000
Total		23,000						23,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Social & Economic Services FY24 Projects
Agency on Aging**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	AA0726-02002		
Project Name	Nutrition Planetary Mixer - Large		
Type	Equipment (Purchase)	Department	AOA/Seniors (2280)
Useful Life	10	Contact	Area on Aging Director
Category	Social & Economic Services		



Description	Total Project Cost: \$23,000
Congregate and Meals on Wheels meals for AOA dining hall and Senior Centers.	

Justification
Replace, parts no longer available.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		23,000						23,000
Total		23,000						23,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance-Operations		23,000						23,000
Total		23,000						23,000

Budget Impact/Other
Reduce repair and maintenance costs

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2983.000.0190.450322.940		23,000						23,000
Total		23,000						23,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Social & Economic Services FY24 Projects
Agency on Aging**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	AA0726-02003		
Project Name	Nutrition Reach-In Refrigerator		
Type	Equipment (Purchase)	Department	AOA/Seniors (2280)
Useful Life	10	Contact	Area on Aging Director
Category	Social & Economic Services		



Description	Total Project Cost: \$6,000
Congregate and Meals on Wheels meals for AOA dining hall and Senior Centers.	

Justification
Replace, parts no longer available.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		6,000						6,000
Total		6,000						6,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance-Operations		6,000						6,000
Total		6,000						6,000

Budget Impact/Other
Reduce repair and maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2983.000.0190.450322.940		6,000						6,000
Total		6,000						6,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Social & Economic Services FY24 Projects Extension

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	EX0250-01001
Project Name	Extension Vehicle

Type Equipment (Purchase) Department Extension Fund (2290)
Useful Life 10 Contact Extension Agent
Category Social & Economic Services



Description	Total Project Cost: \$34,000
All wheel drive van/SUV	

Justification
All wheel drive van/SUV used for 4-H events, agriculture field inspections, master gardener activities, and trainings. Used to transport material to the fair, 4-H camp, AG events, and out of town or county events. Available to other departments as needed.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		34,000						34,000
Total		34,000						34,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		7,000						7,000
Transfer from Operating Funds		27,000						27,000
Total		34,000						34,000

Budget Impact/Other
Reliable, safer, and lower maintenance costs. Saves money over personal reimbursement, more vehicles available for County use, and fewer trips necessary with vehicle that holds more materials than average sedan.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2290.000.0250.521000.828	27,000							27,000
4021.000.0250.383000.000	-27,000							-27,000
4021.000.0250.450400.940		34,000						34,000
Total	0	34,000						34,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Social & Economic Services FY24 Projects
Transportation**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # TR0726-01005
Project Name Accessible Minivans (4)

Type Equipment (Purchase) Department Transportation (2990)
Useful Life 7 Contact Public Transit Director
Category Social & Economic Services



Description Total Project Cost: \$287,434
4 accessible minivans upon approval by Montana Department of Transportation (MDT).

Justification
Replace four larger vehicles with high mileage, all of which are 10-13 years old. The vans will be used to provide public transit services in Flathead County.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		287,434						287,434
Total		287,434						287,434

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance-Operations		43,115						43,115
Grants/Aids		244,319						244,319
Total		287,434						287,434

Budget Impact/Other
Newer vehicles require less maintenance and upkeep costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2990.000.0726.365011.000		-244,319						-244,319
2990.000.0726.450334.940		287,434						287,434
Total		43,115						43,115

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Social & Economic Services FY24 Projects
Transportation (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	TR0726-02004		
Project Name	Air Conditioner Unit		
Type	Project (Build)	Department	Transportation (2990)
Useful Life	20	Contact	Transportation Program Manager
Category	Social & Economic Services		



Description	Total Project Cost: \$6,800
Trane XR13 Air Conditioning Condensing Unit	

Justification
Our old unit failed in May 2023.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		6,800						6,800
Total		6,800						6,800

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance-Operations		6,800						6,800
Total		6,800						6,800

Budget Impact/Other
Newer Equipment are more reliable, safer, and have lower maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2990.000.0726.450328.940		6,800						6,800
Total		6,800						6,800

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Culture & Recreation FY24 Projects Fair

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	FA0238-03004
Project Name	North Bleacher Replacement
Type	Project (Build)
Useful Life	30
Category	Culture & Recreation
Department	Fairgrounds (2160)
Contact	Fair Manager



Description	Total Project Cost: \$568,950
Replace North 1,750 seat Bleacher's maintenance free, safe, and durable new aluminum structure that's durable to the weather conditions.	

Justification
Two past projects to keep the support systems of the North Bleachers intact and usable, but time has eroded the wood structure. Full replacement is warranted. This project replaces the entire wooden north bleachers of 1,750 seats with maintenance free, safe, and durable new aluminum structure that's durable to the weather conditions. This project also addresses the lack of horse racing and the need for a "front stretch" by turning the seating slightly east for better viewing of arena events. Combined in the same year as the Arena Fence replacement, opportunities to improve visibility and customer services on both aspects are accomplished. The North bleacher section contains 1,750 seats or 30% of the overall grandstand capacity. It is a large area with numerous walkways that have been left unprotected for 40+ years and will continue to deteriorate causing extensive liability for guests viewing events in the arena area. We can no longer replace the seating or deck surface of these areas to reduce trip or fall hazards. A failure of the bleacher area is imminent. The seating section is designed as general admission and critical to the overall sales of grandstand events. It remains much more cost-effective to replace the current structure than to continue trying to repair it. Replacement with aluminum or steel at \$110 per seat is the preferred option.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Improvements other than Building		568,950						568,950
Total		568,950						568,950

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		568,950						568,950
Total		568,950						568,950

Budget Impact/Other
Reduce maintenance & repair costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2160.000.0238.521000.828	428,954	139,996						568,950
4008.000.0238.383000.000	-428,954	-139,996						-568,950
4008.000.0238.460230.950		568,950						568,950
Total	0	568,950						568,950

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Culture & Recreation FY24 Projects Fair (continued)

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # FA0238-03017
Project Name Lettered Barn Replacements

Type Project (Build) Department Fairgrounds (2160)
Useful Life 25 Contact Fair Manager
Category Culture & Recreation



Description Total Project Cost: \$150,000

Remove old foundation of barns C & D. Then level the ground to the same grade as the roadway, while at the same time creating a new base to support new stalls. Have two pole barns constructed to cover the stalls and walkways around the stalls. Between the pole barns, install an in ground sprinkler system and plant hardy grass. Lighting in and around the pole barns along with a couple locations for CCTV cameras.

Justification

Removal of barns C and D in the spring of 2023 we will be reducing the number of stalls by 32. These two barns are heavily used by 4H and other members of our community during the fair and other events that come to the fairgrounds. This project will also kick off the chain of events that will allow the other old barns to be replaced to create a safer environment.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Building	70,000	80,000						150,000
Total	70,000	80,000						150,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP	35,000							35,000
Transfer from Operating Funds	35,000	80,000						115,000
Total	70,000	80,000						150,000

Budget Impact/Other

With new stalls, this will open the opportunity for new business of tourists traveling with horses to stay at the fairgrounds. This would also allow us to rent the stalls when other events in the community run out of space for stalling horses.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2160.000.0238.521000.828	35,000	80,000						115,000
4008.000.0238.383000.000	-35,000	-80,000						-115,000
4008.000.0238.460230.920	70,000	80,000						150,000
Total	70,000	80,000						150,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Culture & Recreation FY24 Projects Parks & Recreation

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # PA0259-01003
Project Name Truck

Type Equipment (Purchase) Department Parks (2210_2211)
Useful Life 10 Contact Weed, Parks & Rec Supervisor
Category Culture & Recreation



Description Total Project Cost: \$60,000

Replace four-wheel drive pickup with gasoline engine and automatic transmission.
Replace Unit #372 2012 F250; 81,729 miles as of Feb 2021

Justification

Replace fleet truck with over 100,000 miles. Typically, this mileage is equivalent to approximately 10 years. Engines must run for hours on end, often towing heavy loads which expedites wear tremendously. Updated equipment ensures higher quality work and safer operators.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		60,000						60,000
Total		60,000						60,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		14,900						14,900
Transfer from Operating Funds		45,100						45,100
Total		60,000						60,000

Budget Impact/Other

Newer vehicles are more reliable, safer, and lower maintenance costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2210.000.0259.521000.828	30,100	15,000						45,100
4031.000.0259.383000.000	-30,100	-15,000						-45,100
4031.000.0259.460430.940		60,000						60,000
Total	0	60,000						60,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Culture & Recreation FY24 Projects Parks & Recreation (continued)

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # PA0259-02004
Project Name Toolcat

Type Equipment (Purchase) Department Parks (2210_2211)
Useful Life 10 Contact Weed, Parks & Rec Supervisor
Category Culture & Recreation



Description	Total Project Cost: \$80,000
Replace Toolcat	
Replace Unit #393; 1,038 hours as of Feb 2020	
Justification	
Updated equipment ensures higher quality work and safer operators.	

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		80,000						80,000
Total		80,000						80,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		45,000						45,000
Transfer from Operating Funds		35,000						35,000
Total		80,000						80,000

Budget Impact/Other	
Reduce maintenance and repair costs.	

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2210.000.0259.521000.828	12,900	22,100						35,000
4031.000.0259.383000.000	-12,900	-22,100						-35,000
4031.000.0259.460430.940		80,000						80,000
Total	0	80,000						80,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Culture & Recreation FY24 Projects
Parks & Recreation (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	PA0259-02006	
Project Name	Mower	
Type	Equipment (Purchase)	Department Parks (2210_2211)
Useful Life	10	Contact Weed, Parks & Rec Supervisor
Category	Culture & Recreation	



Description	Total Project Cost: \$23,000
Large commercial grade mower.	

Justification
Replace mower that will have reached its life expectancy. These machines get a lot of hard use over rough terrain and must be properly maintained and upgraded. This equipment services park land throughout Flathead County. Updated equipment ensures higher quality work and safer operators.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		23,000						23,000
Total		23,000						23,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		23,000						23,000
Total		23,000						23,000

Budget Impact/Other
Reduce maintenance and repair costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2210.000.0259.521000.828	9,600	13,400						23,000
4031.000.0259.383000.000	-9,600	-13,400						-23,000
4031.000.0259.460430.940		23,000						23,000
Total	0	23,000						23,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Culture & Recreation FY24 Projects
Parks & Recreation (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	PA0259-02011	
Project Name	Backhoe Trailer	
Type	Equipment (Purchase)	Department Parks (2210_2211)
Useful Life	10	Contact Weed, Parks & Rec Supervisor
Category	Culture & Recreation	



Description	Total Project Cost: \$35,000
Heavy-duty tilt trailer.	

Justification
Trailers in this department get a high volume of hard use over the years hauling heavy duty equipment. Periodic replacement is necessary to ensure the safety of staff and equipment.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		35,000						35,000
Total		35,000						35,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		35,000						35,000
Total		35,000						35,000

Budget Impact/Other
Reduce maintenance and repair costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2210.000.0259.521000.828	35,000							35,000
4031.000.0259.383000.000	-35,000							-35,000
4031.000.0259.460430.940		35,000						35,000
Total	0	35,000						35,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Culture & Recreation FY24 Projects
Parks & Recreation (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	PA0259-02021		
Project Name	Dock Replacement		
Type	Equipment (Purchase)	Department	Parks (2210_2211)
Useful Life	50	Contact	Weed, Parks & Rec Supervisor
Category	Culture & Recreation		



Description	Total Project Cost: \$25,000
Water access dock replacement.	

Justification
Replace the dock sections with the most amount of wear. To maintain a safe and functional point of access, the dock materials need to be replaced and repaired due to expedited wear from the sun and water damage.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		25,000						25,000
Total		25,000						25,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Transfer from Operating Funds		25,000						25,000
Total		25,000						25,000

Budget Impact/Other
Reduce maintenance and repair costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
2210.000.0259.521000.828	25,000							25,000
4031.000.0259.383000.000	-25,000							-25,000
4031.000.0259.460430.940		25,000						25,000
Total	0	25,000						25,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Culture & Recreation FY24 Projects
Parks & Recreation (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	PA0259-02042
Project Name	Dock Replacement
Type	Equipment (Purchase)
Useful Life	50
Category	Culture & Recreation
Department	Parks (2210_2211)
Contact	Weed, Parks & Rec Supervisor



Description	Total Project Cost: \$25,000
Water access dock replacement.	

Justification	
Replace the dock sections with the most amount of wear. To maintain a safe and functional point of access, the dock materials need to be replaced and repaired due to expedited wear from the sun and water damage.	

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		25,000						25,000
Total		25,000						25,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance - CIP		25,000						25,000
Total		25,000						25,000

Budget Impact/Other	
Reduce maintenance and repair costs.	

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
4031.000.0259.460430.940		25,000						25,000
Total		25,000						25,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Enterprise FY24 Projects Solid Waste

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SW0220-01003
Project Name Refuse Truck

Type Equipment (Purchase) Department Solid Waste (5410)
Useful Life 10 Contact Public Works Director
Category Enterprise



Description Total Project Cost: \$410,000
Replacement of one garbage truck
Replace #75

Justification
Used for transporting refuse from the transfer sites to the central landfill. To improve efficiency, improve customer service, and be more efficient to operate and more productive as it relates to daily landfill operations. This will result in less costly repairs and downtime.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		410,000						410,000
Total		410,000						410,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance-Reserve		410,000						410,000
Total		410,000						410,000

Budget Impact/Other
Reduce maintenance and repair costs. Depreciation of current equipment funds this expense.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
5410.000.0220.430860.940		410,000						410,000
Total		410,000						410,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Enterprise FY24 Projects
Solid Waste (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	SW0220-01004		
Project Name	Refuse Truck		
Type	Equipment (Purchase)	Department	Solid Waste (5410)
Useful Life	10	Contact	Public Works Director
Category	Enterprise		



Description	Total Project Cost: \$400,000
Replacement of one garbage truck used for transporting refuse from the transfer sites to the central landfill.	
Replace #52	

Justification
Used for transporting refuse from the transfer sites to the central landfill. To improve efficiency, improve customer service, and be more efficient to operate and more productive as it relates to daily landfill operations. This will result in less costly repairs and downtime.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		400,000						400,000
Total		400,000						400,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance-Reserve		400,000						400,000
Total		400,000						400,000

Budget Impact/Other
Reduce maintenance and repair costs. Depreciation of current equipment funds this expense.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
5410.000.0220.430860.940		400,000						400,000
Total		400,000						400,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Enterprise FY24 Projects
Solid Waste (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	SW0220-01020		
Project Name	One Ton Pickup #74		
Type	Equipment (Purchase)	Department	Solid Waste (5410)
Useful Life	10	Contact	Public Works Director
Category	Enterprise		



Description	Total Project Cost: \$70,000
Scheduled replacement of one ton pickup used for landfill operations. Includes bed and tool boxes.	
Replace #74	
Justification	
To reduce repair costs and the potential for breakdown.	

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		70,000						70,000
Total		70,000						70,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance-Reserve		70,000						70,000
Total		70,000						70,000

Budget Impact/Other	
Reduce maintenance and repair costs.	

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
5410.000.0220.430830.940		70,000						70,000
Total		70,000						70,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Enterprise FY24 Projects
Solid Waste (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	SW0220-01030
Project Name	Fuel Truck

Type Equipment (Purchase) Department Solid Waste (5410)
Useful Life 20 Contact Public Works Director
Category Enterprise



Description	Total Project Cost: \$150,000
To replace current Fuel Truck #30 for landfill operations.	

Justification
Useful life has expired and new truck needs to be able to distribute DEF fluid & diesel fuel.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle	37,192	112,808						150,000
Total	37,192	112,808						150,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance-Reserve	37,192	112,808						150,000
Total	37,192	112,808						150,000

Budget Impact/Other
Reduced repair costs and downtime.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
5410.000.0220.430830.940	37,192	112,808						150,000
Total	37,192	112,808						150,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Enterprise FY24 Projects
Solid Waste (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SW0220-02059
Project Name Fuel System Replacement

Type Equipment (Purchase) Department Solid Waste (5410)
Useful Life 20 Contact Public Works Director
Category Enterprise



Description Total Project Cost: \$18,000
Replacing antiquated fuel system.

Justification
Current pump doesn't collect proper data for audit purposes.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		18,000						18,000
Total		18,000						18,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance-Reserve		18,000						18,000
Total		18,000						18,000

Budget Impact/Other
No impact.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
5410.000.0220.430830.940		18,000						18,000
Total		18,000						18,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Enterprise FY24 Projects
Solid Waste (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	SW0220-02063		
Project Name	Drive Guard Kit for #42		
Type	Equipment (Purchase)	Department	Solid Waste (5410)
Useful Life	10	Contact	Public Works Director
Category	Enterprise		



Description	Total Project Cost: \$25,000
Drive guard kit for the D8 Dozer (#42)	

Justification	This keeps cable from ruining the high drive housing & inner seals from wear & tear. This will save us on excessive parts & maintenance costs.
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Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		25,000						25,000
Total		25,000						25,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance-Operations		25,000						25,000
Total		25,000						25,000

Budget Impact/Other	Operations
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Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
5410.000.0220.430830.940		25,000						25,000
Total		25,000						25,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Enterprise FY24 Projects
Solid Waste (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	SW0220-02065		
Project Name	Used Articulated Truck		
Type	Equipment (Purchase)	Department	Solid Waste (5410)
Useful Life	7	Contact	Public Works Director
Category	Enterprise		



Description	Total Project Cost: \$500,000
Scheduled replacement of 2002 730 Articulated Dump Truck for landfill operations.	

Justification
To improve efficiency, improve customer service, and be more efficient to operate and more productive as it relates to daily landfill operations. This will result in less costly repairs and downtime.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		500,000						500,000
Total		500,000						500,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance-Reserve		500,000						500,000
Total		500,000						500,000

Budget Impact/Other
Reduce maintenance and repair costs.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
5410.000.0220.430830.940		500,000						500,000
Total		500,000						500,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Enterprise FY24 Projects
Solid Waste (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	SW0220-02066		
Project Name	Scalehouse Furnace & Ducting		
Type	Equipment (Purchase)	Department	Solid Waste (5410)
Useful Life	20	Contact	Public Works Director
Category	Enterprise		



Description	Total Project Cost: \$20,000
Adding furnace and ducting to work in the scalehouse.	

Justification	This stand alone furnace & ducting will keep up with the changing temps. The current system is an in-floor heating system and doesn't operate acceptable in the winter when it is heating the scales and ramps outside.
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Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Equipment/Machinery/Vehicle		20,000						20,000
Total		20,000						20,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance-Reserve		20,000						20,000
Total		20,000						20,000

Budget Impact/Other	Operations budget
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Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
5410.000.0220.430810.940		20,000						20,000
Total		20,000						20,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Enterprise FY24 Projects
Solid Waste (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SW0220-03047
Project Name Main Office Roof Replacement
Type Project (Build) Department Solid Waste (5410)
Useful Life 10 Contact Public Works Director
Category Enterprise



Description Total Project Cost: \$20,000
Replace main office roof.

Justification
Current roof is over 20 years old, shingles are blowing & falling off.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Building		20,000						20,000
Total		20,000						20,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance-Reserve		20,000						20,000
Total		20,000						20,000

Budget Impact/Other
Operations budget

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
5410.000.0220.430810.920		20,000						20,000
Total		20,000						20,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Enterprise FY24 Projects
Solid Waste (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SW0220-03048
Project Name Blue Bin Pads CR,BF,SO & LK

Type Project (Build) Department Solid Waste (5410)
Useful Life 20 Contact Public Works Director
Category Enterprise



Description Total Project Cost: \$30,000
Asphalt surface to store recycle containers so they don't sink into the ground.

Justification
Less maintenance. Making loading & unloading containers more efficient.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Improvements other than Building		30,000						30,000
Total		30,000						30,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance-Operations		30,000						30,000
Total		30,000						30,000

Budget Impact/Other
Operations budget

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
5410.000.0220.430860.931		15,000						15,000
5410.000.0220.430861.931		7,500						7,500
5410.000.0220.430862.931		7,500						7,500
Total		30,000						30,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Enterprise FY24 Projects
Solid Waste (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project #	SW0220-03049		
Project Name	Wind Fence Landfill		
Type	Project (Build)	Department	Solid Waste (5410)
Useful Life	5	Contact	Public Works Director
Category	Enterprise		



Description	Total Project Cost: \$40,000
Wind fence litter control for PHV.	

Justification
Helps eliminate lose paper from littering the sight and adjacent properties.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Improvements other than Building		40,000						40,000
Total		40,000						40,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance-Reserve		40,000						40,000
Total		40,000						40,000

Budget Impact/Other
Operations budget

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
5410.000.0220.430830.930		40,000						40,000
Total		40,000						40,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

**Enterprise FY24 Projects
Solid Waste (continued)**

Capital Improvement Plan
Flathead County, Montana

FY 24 *thru* FY 28

Project # SW0220-03050
Project Name Landfill South Area Permitting & Licensing

Type Project (Build) Department Solid Waste (5410)
Useful Life 50 Contact Public Works Director
Category Enterprise



Description Total Project Cost: \$420,000
Getting the permits & licenses to be able to use the South Area of the Landfill for waste disposal.

Justification
To expand the Landfill for waste disposal when the current areas are close to being closed.

Expenditures	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Improvements other than Building	100,000	320,000						420,000
Total	100,000	320,000						420,000

Funding Sources	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
Cash Balance-Reserve	100,000	320,000						420,000
Total	100,000	320,000						420,000

Budget Impact/Other
Funded by Lined Cell Trust fund.

Budget Items	Prior	FY 24	FY 25	FY 26	FY 27	FY 28	Future	Total
5410.000.0220.430830.950	100,000	320,000						420,000
Total	100,000	320,000						420,000

DEBT INFORMATION



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Flathead County Debt Management

Debt in a governmental entity is an effective financial management tool. Active debt management provides fiscal advantages to a county and its citizens. Debt can serve several different purposes. It is useful in matching costs to benefits of public assets. It is useful as an economic development tool. It allows governments to build and acquire assets that would not otherwise be able to be built or acquired. Debt eliminates the need for governments to build up large reserve balances to build or acquire assets. In other words, debt is not something that should be avoided or eliminated. Rather, debt is something that should be used and managed effectively. Debt can be mismanaged, however. Overuse of debt places a burden on the financial resources of the County and its taxpayers. Thus, it is important to create policies and follow practices to ensure debt is used wisely.

Debt management is a critical component of Flathead County's financial operations. The County takes an active role in managing its debt. This is done through a variety of means including: debt management policies, bond ratings, comprehensive planning for future bond issues, management of existing and proposed debt levels, legal debt margins, and debt service payments. This section of the budget provides an analysis of each of these factors in addition to providing a detailed schedule of future debt service obligations of the County.

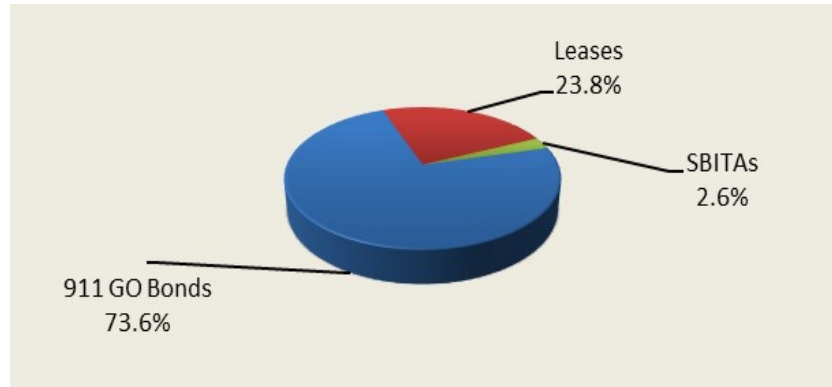
Outstanding Debt

Listed below is a brief description of the County's major outstanding debt.

- General Obligation debt of \$6,100,000 was secured to fund the Emergency Communications Center building that was approved in November 2008. The 20-year certificate was originated July 9, 2009. Additional General Obligation debt of \$800,000 was acquired during fiscal year 2012. The two bonds were consolidated and refinanced in fiscal year 2019. A 10-year certificate was originated for \$4,010,000.
- Capital Lease debt of \$35,591 was secured for a vehicle for the Sheriff department in FY21. The 6-year agreement was originated in January of 2021 and has an interest rate of 4.276%.
- The Road department has started leasing road graders rather than purchasing. Two graders were leased in FY20 for \$190,282 with an interest rate of 2.99%. Two graders were leased in FY21 for \$209,602 with an interest rate of 2.99%. Four graders were leased in FY23 for \$686,212 with an interest rate of 5.75%. The leases are for 5 years and the equipment will be returned at the end of the lease.
- GASB pronouncement number 96 implemented the recording of Subscription-Based Information Technology Arrangements (SBITAs). The county has one agreement that qualifies for reporting. In July of FY23, the Transportation department entered into a 48 month subscription for the use of VIA Mobility LLC. The interest rate is 5.75%.

A graphic overview of total County debt by obligation is shown on the next page.

DEBT MANAGEMENT

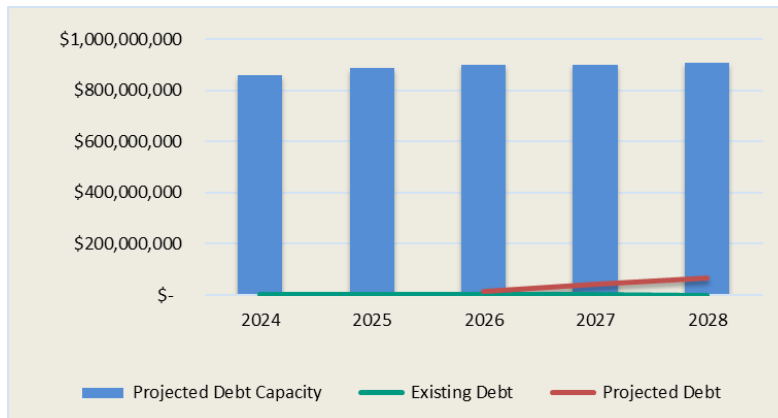


Projected Debt

The County is projecting to take out a bond in FY25 for the construction of a new detention facility. This would require voter approval. For forecasting purposes, approval is assumed, and the repayment period would start in July 2025. Payments were calculated using an interest rate of 5.0%. Assumed bond proceeds are: FY25 \$13,815,000, FY26 \$28,510,000, and FY27 \$24,510,000.

Debt Capacity

The chart below shows a graphic presentation of the County's existing debt, projected debt, and a projection of the County's debt capacity (legal debt margin) for the next five years. As shown by the graph, the County has a substantial amount of debt capacity remaining. This reflects the philosophy of the County Commission in holding down the level of debt on the taxpayers, despite the County's rapid development and growing population.



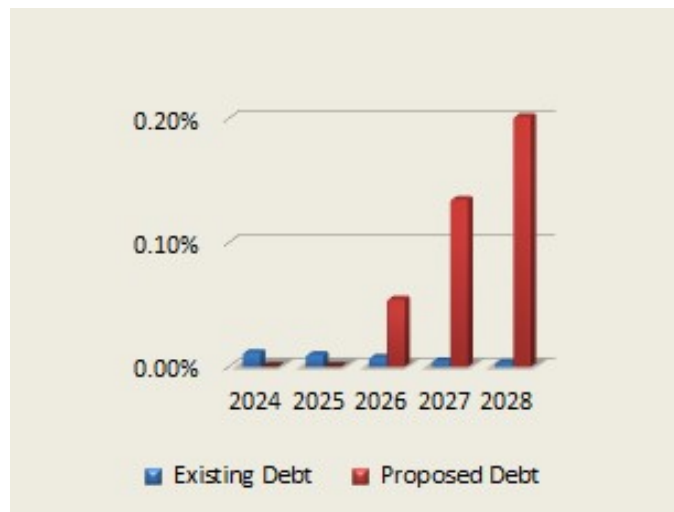
DEBT MANAGEMENT

The following table shows the calculation of the County's maximum allowable debt based on the assessed value of Flathead County.

Maximum Allowable Debt	
Assessed Valuation: FY 24 Certified Market Value	\$ 34,631,206,171
Factor Allowed for Indebtedness	2.5%
Total Indebtedness Allowed	\$ 865,780,154
Less Current Indebtedness:	
911 GO Bonds	\$ 2,915,000
Leases (Sheriff & Road)	840,216
SBITAs (Transportation)	103,931
Total Current Indebtedness	\$ 3,859,147
Maximum Indebtedness Available	\$861,921,007

Debt as a Percentage of Assessed Value

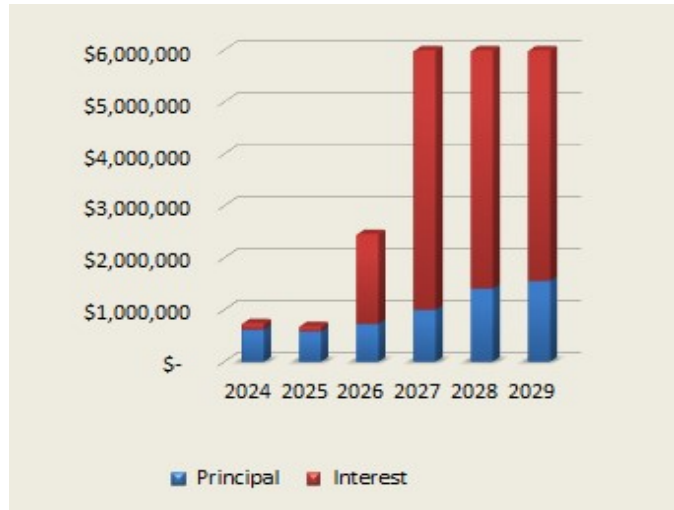
The graph below illustrates the County's debt as a percentage of assessed valuation. In essence, this reflects the County's debt as compared to the wealth of the County. Flathead County has been successful in maintaining its debt levels at a very small percentage of the County's assessed valuation. The proposed debt over the course of the next five years is depicted. This shows the proposed new debt in relation to the outstanding debt—both in relation to the wealth of the County. Existing debt as a percentage of assessed value is 0.02%. If the potential bond is approved, the debt percentage would be 0.22% in FY2026.



DEBT MANAGEMENT

Debt Service

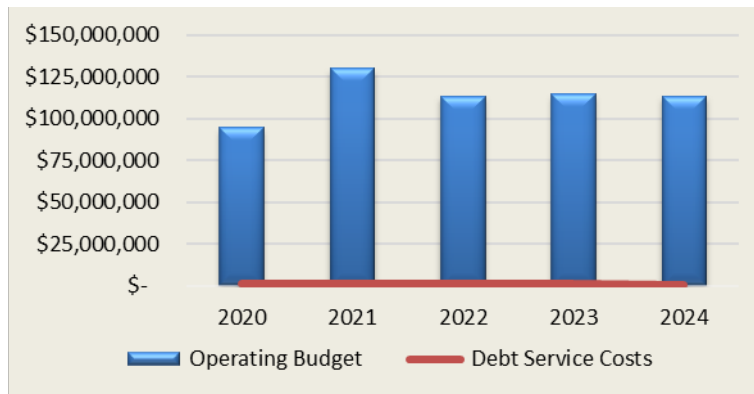
The graph below shows the County's principal and interest payments in the current budget year and five years beyond. Most major debt obligations for the County are typically structured with declining interest payments and increasing principal payments—thereby resulting in relatively level debt service payments over the life of the debt. Principal payments on existing debt are increasing, while interest payments are decreasing. The graph reflects the declining debt level as the result of the scheduled payments until FY2026 when payments would start on the proposed bond. The table shows the anticipated principal and interest payments over the next 10 years.



For Fiscal Year Ended	Principal	Interest
2024	654,794	129,098
2025	621,815	104,861
2026	766,298	1,734,058
2027	999,967	5,100,068
2028	1,409,796	7,944,617
2029	1,556,517	7,805,396
2030	1,718,283	7,650,131
2031	1,396,952	7,486,961
2032	1,569,616	7,314,298
2033	1,763,620	7,120,293
Total \$	12,457,659	\$ 52,389,781

Debt Service Costs Contrasted with the County’s Operating Budget

The graph below illustrates the County’s debt in relation to its operating budget. The amount of required debt service relative to the size of the annual budget is an important indicator of fiscal obligations. Since debt service expenditures restrict the amount of funds available for other operating or capital uses, it is important that the ratio of debt service to the total operating budget remain low and at a prudent level. As shown on the graph, debt payments by the County are a small fraction of its operating budget (0.69%). This reflects the County’s efforts to keep debt service payments at a manageable level.



Bond Rating

Bond ratings reflect the relative strength of the County’s financial management and planning capabilities and the quality of its elected and administrative leadership, as well as its wealth and social characteristics. Bond ratings serve as a statement of a locality’s economic, financial, and managerial condition and represent the business community’s assessment of the investment quality of a local government. Highly rated bonds are more attractive and more competitive in the market, thereby helping lower interest costs paid by County residents. High-grade ratings reduce the cost of raising capital for County projects and a substantial savings for the County taxpayers. In April 2019, the County’s bond rating by Standard and Poors was reaffirmed as “AA” with a stable outlook.

Flathead County continues to seek ways to improve and maintain these ratings to provide the finest quality services and lowest cost. Concentrated efforts have been made to maintain and improve the County’s “high-grade” ratings for its general obligation bonds through innovations in financial and debt administration.

Management of Debt and Equity Funding of Capital Needs

An integral part of the County’s financial strength has been to aggressively take advantage of the marketplace and refund outstanding debt, thereby reducing interest expense while using excess surpluses wisely to equity fund (pay with cash) capital project expenses and to fund depreciation of capital assets. This actively managed debt program allows us to pass along savings to the taxpayers through reductions in the millage rates.

Debt Management Policies

Flathead County has developed a set of financial management policies that cover all aspects of its financial operations. Policies on debt management are one component of those financial policies. All of

DEBT MANAGEMENT

the County's financial management policies are included in the Executive Summary. Listed below are excerpts from those policies which relate specifically to debt management.

Restrictions on Debt Issuance

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

Limitations on Outstanding Debt

- 1) **Reliance on Long-Term Debt.** The County will limit long-term debt to capital improvements which cannot be financed from current revenues. Incurring long-term debt serves to obligate future taxpayers. Excess reliance on long-term can cause debt levels to reach or exceed the government's ability to pay. Therefore, conscientious use of long-term debt will provide assurance that future residents will be able to service the debt obligations left by former residents.
- 2) **Debt Not Used for Current Operations.** The County will not use long-term debt for financing current operations. This policy reflects the view that those residents who benefit from a service should pay for the service. Utilization of long-term debt to support current operations would result in future residents supporting services provided to current residents.

Debt Refinancing

- 1) **General Refinancing Guidelines.** Periodic reviews of all outstanding debt will be undertaken to determine refinancing opportunities. Refinancing will be considered (within federal tax law constraints) under the following conditions:
 - There is a net economic benefit.
 - It is needed to modernize covenants that are adversely affecting the County's financial position or operations.
 - The County wants to reduce the principal outstanding in order to achieve future working capital.
- 2) **Standards for Economic Savings.** In general, refinancing for economic savings will be undertaken whenever net present value savings of at least five percent (5%) of the refunded debt can be achieved.
- 3) **Net Present Value Savings.** Refinancings that produce net present value savings of less than five percent will be considered on a case-by-case basis, provided that the present value savings are at least three percent (3%) of the refunded debt. Refinancings with savings of less than three percent (3%), or with negative savings, will not be considered unless there is a compelling public policy objective.



APPENDIX





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ACRONYMS

ACFR – Annual Comprehensive Financial Report

ADA – Americans with Disabilities Act

AEMT – Advanced Emergency Medical Technician

ANI/ALI – Automatic Number Identification/Automatic Location Identification

AOA – Agency on Aging

ARPA – American Rescue Plan Act

BLM – Bureau of Land Management

BLS – Basic Life Support

BPA – Bonneville Power Administration

CDBG – Community Development Block Grant

CDC – Centers for Disease Control

CERF – Computer Equipment Replacement Fund

CHS – Community Health Services

CIP – Capital Improvement Plan

CJIN – Criminal Justice Information Network

COLA – Cost of Living Adjustment

COS – Certificate of Survey

DEQ – Department of Environmental Quality

DMV – Department of Motor Vehicles

DNRC – Department of Natural Resources and Conservation

DOR – Department of Revenue

DOT – Department of Transportation

DPHHS – Department of Public Health and Human Services

EMD – Emergency Medical Dispatch

EMS – Emergency Medical Services

FCCHD – Flathead City-County Health Department

FCEDA – Flathead County Economic Development Authority

FCSW – Flathead County Solid Waste

FEC – Flathead Electric Cooperative

FECC – Flathead Emergency Communications Center (911)

FICMMR – Fetal Infant Child Maternal Mortality Review

FMLA – Family and Medical Leave Act

FSA – Fire Service Area

FTE – Full-Time Equivalent

FVCC – Flathead Valley Community College

FWP – Fish, Wildlife & Parks

FY – Fiscal Year

G.O. Bonds – General Obligation Bonds

GAAP – Generally Accepted Accounting Principles

GASB – Government Accounting Standards Board

GIS – Geographical Information Systems

GL – General Ledger

HALO – Healthy Aging and Longevity

HMFP – Healthy Montana Families Program

HOA – Homeowners' Association

HRSA – Health Resources and Services Administration

HYP – Healthy Young Parents

I&R – Information & Referral

ICAC – Internet Crimes Against Children

ACRONYMS

MACo – Montana Association of Counties

MAP – Montana Asthma Program

MBCC – Montana Board of Crime Control

MCA – Montana Code Annotated

MCC – Montana Comprehensive Cancer Control

MCH – Maternal and Child Health

MLEA – Montana Law Enforcement Academy

MSCP – Montana Cancer Screening Program

MSU – Montana State University

MTUPP – Montana Tobacco Use Prevention Program

NACSLB – National Advisory Commission on State and Local Budgeting

NG911 – Next Generation 911

OES – Office of Emergency Services

PHEP – Public Health Emergency Preparedness

PILT – Payment in Lieu of Taxes

PREP – Pre-Exposure Prophylaxis

PSAP – Public Safety Answering Point

QA – Quality Assurance

ROW – Right-of-way

RSID – Rural Special Improvement District

SAR – Search and Rescue

SBITA – Subscription-Based Information Technology Arrangements

SRS – Secure Rural Schools and Community Self-Determination Act

STEAM – Science, Technology, Engineering, Arts, and Mathematics

TIF – Tax Increment Financing

USDA – US Department of Agriculture

USFSW – US Fish and Wildlife Service

WIC – Women Infants and Children

GLOSSARY

Accrual Basis – A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

ACFR – See Annual Comprehensive Financial Report.

American Rescue Plan Act (ARPA) – An economic stimulus bill passed on March 11, 2021 to speed up the country's recovery from the economic effects of the COVID-19 pandemic and the subsequent recession. Funds were allocated to states and then distributed to eligible local governments.

Annual Comprehensive Financial Report (ACFR) – A set of government financial statements that comply with GASB accounting requirements. It must be audited by an independent auditor using generally accepted government auditing standards.

Appropriation – An authorization made by the County Commission which permits the County to incur obligations to make expenditures for specific purposes.

Assessed Valuation – A value that is established for real and personal property for use as a basis to levy property taxes.

Asset – Resources owned or held by a government, which have monetary value.

Assigned Funds – Fund balance amounts that are intended to be used for specific purposes that are neither considered restricted nor committed.

Audit – An official inspection of an organization's financial accounts and processes conducted by an independent professional/organization.

Available (Undesignated) Fund Balance – Refers to the funds remaining from the prior years which are available for appropriation and expenditure in the current year.

Balanced Budget – The result of the budget process in which total revenues are equal to or greater than total expenditures.

Base Budget Allowances – Funding for ongoing expenditures for personnel, commodities, contractual services, and replacement of existing equipment previously authorized. The base budget allowance provides funding to continue previously authorized services and programs.

Bonds – A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation, revenue bonds, and special improvement district bonds. These are most frequently used to finance capital projects.

Bond Rating – An evaluation of a bond issuer's credit quality and perceived ability to pay the principal and interest on time and in full.

Bond Refinancing – The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget – A plan of financial operation for a specific time period (Flathead County's budget is for a fiscal year July 1 - June 30). The budget contains the estimated expenditures needed to continue the County's operations for the fiscal year and revenues anticipated to finance them.

Budget Calendar – The schedule of key dates or milestones which the County follows in the preparation, adoption, and administration of the budget.

Budget Message – The opening section of the budget which provides the County Commission and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations regarding the financial policy for the upcoming period.

Budgetary Basis – This refers to the form of accounting utilized throughout the budget process. These generally take one of three forms: GAAP, Cash, and Modified Accrual.

Budgetary Control – The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures

GLOSSARY

within the limitations of authorized appropriations and available revenues.

Capital Assets – Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Capital Budget – Current year budget; first year of CIP.

Capital Expenditure – The item has a unit cost over \$5,000, it benefits future periods, it has a normal useful life of 5 years or more, it has an identity that does not change with use (i.e., retains its identity throughout its useful life), and it is identifiable and can be separately accounted for. Improvements to existing assets must add value and life to be included in the value of any capital item.

Capital Improvements – Expenditures related to the acquisition, expansion, or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

Capital Improvement Plan (CIP) – A plan for capital expenditures needed to maintain and expand the public infrastructure (for example, roads, parks, buildings, etc.). The CIP projects these infrastructure needs for a set number of years (normally 5) and is updated annually to reflect the latest priorities, cost estimates, or changing financial strategies. The first year of the adopted capital improvement plan becomes the annual capital budget.

Capital Outlay – Items that cost more than \$5,000 and have a useful life of five years or more.

Capital Project – New facility, technology system, land or equipment acquisition, or improvements to existing facilities beyond routine maintenance. Capital projects are included in the capital improvement plan and become capital assets.

CARES Act – The Coronavirus Aid, Relief, and Economic Security Act is an economic stimulus bill passed into law in response to the economic fallout of the COVID-19 pandemic.

Cash Basis – A basis of accounting in which transactions are recognized only when cash is increased or decreased.

CDBG – See Community Development Block Grant.

CERF – Computer Equipment Replacement Fund. A program set up and run by IT for the replacement of desktop computer equipment.

Depending on the level of service selected by each department, computers and monitors are upgraded every 3-5 years.

CIP – See Capital Improvement Plan.

Committed Funds – Fund balance amounts that are constrained for specific purposes that are internally imposed by the government through formal action of the highest level of decision-making authority and does not lapse at year-end.

Community Development Block Grant (CDBG) – The CDBG program is a flexible program that provides communities with resources to address a wide range of unique community development needs.

Contingency – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services – Expenditures for services performed by firms, individuals, or other departments.

Debt Ratios – Ratios which provide measure of assessing debt load and ability to repay debt which play a part in the determination of credit ratings. They are also used to evaluate the County's debt position over time and against its own standards and policies.

Debt Service – Payment of principal and interest on an obligation resulting from long-term debt.

Debt Service Fund – Debt Service Funds are set up to receive dedicated revenues used to make principal and interest payments on County debt. They are used to account for the accumulation of resources for, and the payment

GLOSSARY

of, general obligation and special assessment debt principal, interest, and related costs.

Debt Service Fund Requirements – The amounts of revenue which must be provided for a Debt Service Fund so that all principal and interest payments can be made in full on schedule.

Deficit – The excess of an entity's liabilities over its assets or the excess of expenditures over revenues during a single accounting period.

Department – A major administrative division of the County which indicates overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation – Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence.

Distinguished Budget Presentation Awards Program – A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Division – A group of homogeneous cost centers within a department, i.e., roads, bridges, gas tax, junk vehicle, maintenance and administration make up the Transportation Division within the Public Works Department.

Enterprise Funds – Funds that are accounted for in a manner similar to a private business. Enterprise funds usually recover their costs (including depreciation) through user fees.

Estimate – The most recent prediction of current year revenue and expenditures. Estimates are based upon several months of actual expenditure and revenue information and are prepared to consider the impact of unanticipated costs or other economic changes.

Estimated Revenue – The amount of projected revenue to be collected during the fiscal year.

Fiduciary Fund – A fund with assets that the government holds as trustee and cannot use to fund its own programs.

FTE – See Full-Time Equivalent.

Full Faith and Credit – A pledge of a government's taxing power to repay debt obligations.

Full-Time Equivalent (FTE) – A position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time clerk working for 20 hours per week would be equivalent to one-half of a full-time position or 0.5 FTE.

Fund – An independent governmental accounting entity with a self-balancing group of accounts including assets, liabilities, and fund balance, which record all financial transactions for specific activities of government functions.

Fund Balance – As used in the budget, the excess of resources over expenditures. The beginning fund balance is the residual funds brought forward from the previous fiscal year.

GAAP – See Generally Accepted Accounting Principles.

GASB – See Government Accounting Standards Board.

General Fund – A government's primary financial pool of resources used to account for governmental assets and liabilities except those required to be accounted for in another fund.

General Obligation Bonds (G. O. Bonds) – Bonds that require voter approval and finance a variety of public capital projects such as roads, buildings, parks, and improvements. The bonds are backed by the "full faith and credit" of the issuing government.

Generally Accepted Accounting Principles (GAAP) – The common set of accounting principles, standards, and procedures that companies use to compile their financial statements. GAAP are a combination of authoritative standards (set by policy boards).

Goal – A statement of broad direction, purpose, or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a given time period.

G. O. Bonds – See General Obligation Bonds.

GLOSSARY

Governmental Accounting Standards Board (GASB) – The independent organization that establishes and improves standards of accounting and financial reporting for U.S. State and Local governments.

Governmental Funds – Funds through which most governmental functions of the County are financed. The acquisition, use, and balances of expendable financial resources and the related liabilities are accounted for through governmental funds.

Grant – A contribution by one government unit or funding source to another. The contribution is usually made to aid in the support of a specified function (e.g., public safety or drug enforcement), but it is sometimes for general purposes.

Infrastructure – Facilities that support the daily life and growth of the County; for example, roads, public buildings, and parks.

Improvement Districts – Special assessment districts formed by property owners who desire and are willing to pay for mutually enjoyed improvements such as roads or maintenance districts.

INTERCAP – A variable rate loan program that loans funds to eligible credit-worthy government units defined under MCA 17-5-1604. The program is run by the State of Montana Board of Investments.

Intergovernmental Revenue – Funds received from Federal, State, and other Local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Levy – See Tax Levy.

Line-Item Budget – A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

MACo – See Montana Association of Counties.

Major Fund – A fund whose revenues, expenditures, assets, or liabilities are at least 10% of the total for their respective fund category (governmental or enterprise) and 5% of

the aggregate of all governmental and enterprise funds.

Mandate – Legislation passed by the State or Federal government requiring action or provision of services and/or programs. Examples include the Americans with Disabilities Act, which requires actions such as physical facility improvements and provision of specialized transportation services.

MCA – See Montana Code Annotated.

Montana Association of Counties (MACo) – A corporation organized for the Counties of the State of Montana under the authority of MCA 7-5-2141 and for the purpose of furthering good government and the protection of County interests.

Montana Code Annotated (MCA) – A codification and compilation of existing Montana state general and permanent law.

Non-major Fund – Governmental and enterprise funds that do not qualify as major funds.

Non-spendable Funds – Fund balance amounts that cannot be spent either because it is not in spendable form or because of legal or contractual constraints (e.g. inventory or prepaid items).

Objective – A desired output-oriented accomplishment that can be measured and achieved within a given time frame and advances the activity and organization toward a corresponding goal.

Operating Budget – The portion of the budget that pertains to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel.

Operating Funds – Resources derived from continuing revenue sources used to finance ongoing operating expenditures and “pay-as-you-go” capital projects.

Ordinance – A formal legislative enactment by the County Commission. If it is not in conflict with any higher form of law, such as a State

GLOSSARY

statute or constitutional provision, it has the full force and effect of law within the boundaries of the County.

Outstanding Bonds – Bonds not yet retired through principal and interest payments.

Overlapping Debt – The County's proportionate share of the debt of other Local governmental units which either overlap it or underlie it. The debt is generally apportioned based on relative assessed value.

Pay-As-You-Go Capital Projects – Capital projects whose funding comes from day-to-day County operating revenue sources.

Performance Budget – A budget that focuses upon departmental goals and objectives rather than line items, programs, or funds. Workload and unit cost data are collected in order to assess the effectiveness and efficiency of services.

Personal Services – All costs related to compensating County employees including employee benefits costs such as contributions for retirement, social security, and health and workers' compensation insurance. It also includes fees paid to elected officials, jurors, and election judges and clerks. It does not include fees for professional or other services.

PILT – Payment in Lieu of Taxes from the Federal Government based on Federally-owned acreage within each County.

Program Budget – A budget that focuses upon broad functions or activities of an agency or jurisdiction rather than upon its organizational budget units or object classes of expenditure.

Property Tax – A tax on property within Flathead County.

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

Public Safety Answering Point (PSAP) – A call center where emergency calls are received and processed.

Resolution – A special or temporary order of a legislative body (County Commission) requiring less legal formality than an ordinance or statute.

Resources – Total amounts available for appropriation including estimated revenues, fund transfers, and beginning fund balances.

Restricted Funds – Fund balance amounts that are constrained for specific purposes which are externally imposed by providers such as creditors or amounts constrained due to constitutional provisions or enabling legislation.

Revenue – Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.

Revenue Bonds – Bonds usually sold for constructing a project that will produce revenue for the government. That revenue is pledged to pay the principal and interest of the bond.

Risk Management – An organized attempt to protect a government's assets against accidental loss in the most economical method.

RSID – See Rural Special Improvement District.

Rural Special Improvement District – The purpose is to allow residents of the County in areas outside of incorporated cities and towns to finance and construct needed public improvements, pursuant to the provisions of Montana Code Annotated Title 7, Chapter 12.

Salary Savings – Budget savings realized through normal employee turnover.

Salary Steps – Salary structure in which standard increase rates are established within a pay range. Incremental increase in salary is based on an employee's longevity at a position and the initial step may be affected by previous qualifying professional experience.

Secure Rural Schools and Community Self-Determination Act (SRS) – An act to restore stability and predictability to the annual payments made to States and Counties containing National Forest System lands and public domain lands managed by the Bureau of Land Management for use by the Counties for

GLOSSARY

the benefit of public schools, roads, and other purposes. 16 USC 500 note: Public Law 106-393

Special Assessments – A charge to property owners for specific infrastructure projects.

Special Revenue Fund – A fund used to account for receipts from revenue sources that have been earmarked for specific activities and related expenditures. Examples include road, public assistance, bridge, fair, and public safety.

State-Shared Revenues – Revenues levied and collected by the State but shared with Local governments as determined by State government each year. Entitlement funds received by the County from the State is the largest of such shared revenues.

Subscription-Based Information Technology Arrangements (SBITA) – A contract that conveys control of the right to use another party's IT software, alone or in combination with tangible capital assets, as specified in the contract for a period of time in an exchange or exchange-like transaction.

Tax Increment Financing (TIF) – A public financing method used to stimulate economic development in a targeted geographical area. TIFs are usually used to finance redevelopment projects, infrastructure, and community improvement projects.

Taxes – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

Tax Levy – The resultant product when the tax rate per one thousand dollars is multiplied by the tax base.

Transfers In/Out – Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

Unassigned Fund Balance – The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

User Fees or User Charges – A fee paid for a public service or use of a public facility by the individual or organization benefiting from the service.

Workload Indicator – A unit of work to be done (e.g., number of permit applications received or the number of burglaries to be investigated).